



Performance Management Report

2012-13
Year-End University Report
Final

Office of Institutional Research and Assessment
July 10, 2013

**CUNY Performance Management Process
University Year-End Report - Final
2012-13**

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1 Raise Academic Quality

1 Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix

1.1 Colleges and programs will be recognized as excellent by all external accrediting agencies.

Colleges will document efforts to move flagship/priority programs, graduate and scientific research programs to the next level

1.2 CUNY and its colleges will draw greater recognition for academic quality and responsiveness to the academic needs of the community.

Colleges will provide evidence of recognition/validation from external sources

1.3 Colleges will improve the use of program reviews, analyses of outcomes, enrollment, and financial data to shape academic decisions and resource allocation.

Colleges will submit a program review calendar indicating schedule of self-study, external review, and/or first year implementation of recommendations for all programs not otherwise separately accredited; to be updated each year (template to be provided)

Colleges will submit documentation for a recently completed departmental program review (self-study, external review report, summary of recommendations/implementation plan, and resulting actions by the college)

1.4 Colleges will use technology to enrich courses and improve teaching.

Percentage of instructional (student) FTEs offered partially or totally online 2

Context: Percentage of instructional (student) FTEs offered totally online..... 74

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Colleges will prepare additional reports on the use of instructional technology

2 Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

2.1 Colleges will continuously upgrade the quality of their full-time and part-time faculty, as scholars and as teachers.

Colleges will report on their efforts to build faculty quality through hiring and tenure processes and through investments in faculty development

2.2 Increase faculty research/scholarship.

Average pieces of scholarship or creative activity per full-time professorial faculty member 3

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2 Improve Student Success

3 Ensure that all students receive a quality general education and effective instruction

3.1 Colleges will provide students with a high quality general education and major experience within the framework of the Pathways Initiative.

Colleges will present evidence of their curricular development and revision, and alignment of courses leading into the large transfer majors

3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

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4.1 Colleges will facilitate students' timely progress toward degree completion.

Baccalaureate

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Associate

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Baccalaureate

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Difference between actual and predicted (regression-adjusted) one-year retention rate of full-time first-time freshmen in baccalaureate programs 29

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Associate

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Difference between actual and predicted (regression-adjusted) one-year retention rate of full-time first-time freshmen in associate programs 32

Context: One-year Retention Rate (system rate): Percentage of full-time first-time freshmen in associate programs still enrolled in any CUNY college one year later 97

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Baccalaureate

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Associate

Context: Six-year Graduation Rate (institution rate): Percentage of full-time first-time freshmen in associate programs who graduated from the college of entry within six years 99

Four-year Graduation Rate: Percentage of full-time first-time freshmen in associate programs who graduated from the college of entry within four years 36

Difference between actual and predicated (regression-adjusted) four-year graduation rate of full-time first-time freshmen in associate programs 37

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6 Improve quality of campus life and student and academic support services

6.1 Colleges will improve the quality of student life and campus climate.

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3 Enhance Financial and Management Effectiveness

7 Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

Percentage difference between actual and target FTE enrollment..... 52

Total Enrollment 53

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Total Graduates 56

Mean SAT Score of regularly-admitted first-time freshmen enrolled in baccalaureate programs 57

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Baccalaureate

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8 Increase revenues and decrease expenses	
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Colleges will make progress within a declared capital campaign	
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9.3 All colleges will improve compliance with Board policies, Risk Management, collective bargaining agreements, and applicable laws.	
Colleges will provide evidence of compliance in target areas and evidence of a business continuity plan	

9.4 All colleges will make progress on CUNYfirst implementation.

Colleges will provide evidence of participation in CUNYfirst training activities, effective communication, and change/change readiness activities

9.5 All colleges will make progress on the goals and initiatives identified in their multi-year sustainability plan.

Colleges will provide evidence of annual progress implementing goals and initiatives from each of the seven areas of a college's multi-year sustainability plan (e.g., energy)

**University Performance Management Process
2012-13 Year-End Report - Final**

PART A. MAIN INDICATORS

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 1: Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix

University Target: 1.4 Colleges will use technology to enrich courses and improve teaching.

Percentage of instructional (student) FTEs offered partially or totally online

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	0.3	0.1	1.3	2.9	2.9
Brooklyn	10.5	11.5	13.3	15.4	8.4
City	0.2	0.0	0.4	1.0	1.3
Hunter	3.8	4.6	5.0	6.5	6.7
John Jay	---	---	---	5.0	5.5
Lehman	6.6	8.0	10.9	13.6	15.4
Queens	10.8	1.5	4.4	1.8	2.8
York	0.9	1.1	2.1	3.0	4.5
Senior College Average	5.1	3.8	5.3	5.9	5.5
Comprehensive					
John Jay	3.4	3.3	4.2	---	---
Medgar Evers	2.9	2.3	2.6	2.5	3.0
NYCCT	1.4	5.0	4.0	5.0	5.8
Staten Island	0.9	1.3	1.7	2.5	2.8
Comprehensive College Average	2.0	3.1	3.2	3.5	4.1
Community					
BMCC	15.0	21.7	25.1	28.8	30.8
Bronx	1.2	2.0	2.2	2.0	1.9
Hostos	4.3	2.5	2.3	2.9	4.9
Kingsborough	10.9	13.7	14.3	18.3	3.2
LaGuardia	0.1	0.4	0.9	1.2	2.7
New Community College	---	---	---	---	5.2
Queensborough	0.5	0.8	1.3	2.4	3.0
Community College Average	6.8	8.9	10.0	12.1	10.3
University Average	5.1	5.4	6.6	7.8	7.1

Note: Values are computed as the number of student FTEs in sections designated as either partially or fully online divided by the total number of student FTEs. Both undergraduate and graduate courses are included. Sections with the instructional component either partially or totally online are determined by the designation in the colleges' student information system and submitted to OIRA as part of the fall Show-Reg/Performance data collection.

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.2 Increase faculty research/scholarship.

Average pieces of scholarship or creative activity per full-time professorial faculty member.

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Senior					
Baruch	0.7	0.7	0.8	0.7	0.8
Brooklyn	0.6	1.0	0.9	1.0	1.0
City	1.5	1.2	1.3	1.8	2.2
Hunter	1.3	1.3	1.5	1.5	1.6
John Jay	---	---	---	0.5	1.3
Lehman	0.4	0.0	0.8	1.1	1.5
Queens	1.1	1.8	1.4	2.3	2.2
York	0.4	0.5	0.7	0.6	1.3
Senior College Average	0.9	1.0	1.1	1.3	1.5
Comprehensive					
John Jay	0.6	0.4	0.5	---	---
Medgar Evers	0.3	0.1	0.0	0.1	0.3
NYCCT	0.3	0.5	0.5	0.6	0.7
Staten Island	0.0	0.9	0.5	1.1	1.2
Comprehensive College Average	0.3	0.5	0.4	0.7	0.8
Community					
BMCC	0.1	0.2	0.1	0.1	0.5
Bronx	0.2	0.2	0.2	0.1	0.3
Hostos	0.5	0.3	0.3	0.9	0.8
Kingsborough	0.2	0.4	0.3	0.6	0.5
LaGuardia	0.1	0.2	0.2	0.4	0.4
New Community College	---	---	---	---	0.0
Queensborough	0.4	0.4	0.3	0.5	0.6
Community College Average	0.2	0.3	0.2	0.4	0.5
Graduate					
Graduate School	1.2	1.3	0.8	1.4	1.5
School of Journalism	0.4	0.1	0.4	0.4	0.1
School of Professional Studies	0.0	0.0	0.0	0.0	1.3
Law School	0.0	0.0	0.1	0.1	0.1
University Average	0.6	0.7	0.8	1.0	1.1

Note: These data come from the CUNY Faculty Scholarship Collection. The works included have changed since last year's report. The work types counted this year are: Books authored, book chapters, conference presentations published as proceedings, peer reviewed journal articles, exhibits at curated art shows, direction/choreography/dramaturgy/design, music composition published/performed, and plays produced/performed. Averages reflect the number of works reported divided by the number of required faculty.

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

New Methodology

Percentage of instructional FTEs in undergraduate courses delivered by full-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior			
Baruch	50.6	49.4	49.0
Brooklyn	47.5	42.7	43.1
City	47.0	49.4	48.7
Hunter	41.0	35.9	32.8
John Jay	---	---	33.9
Lehman	44.5	44.1	48.1
Queens	46.7	43.1	41.0
York	51.3	55.6	49.7
Senior College Average	46.4	44.6	42.3
Comprehensive			
John Jay	41.6	37.1	---
Medgar Evers	48.5	44.6	41.9
NYCCT	49.8	46.6	45.9
Staten Island	35.7	33.4	36.5
Comprehensive College Average	43.3	40.0	41.5
Community			
BMCC	46.2	44.3	45.9
Bronx	57.6	57.0	54.7
Hostos	61.5	56.1	53.8
Kingsborough	52.6	54.6	54.8
LaGuardia	40.4	41.0	39.4
New Community College	---	---	---
Queensborough	51.9	52.2	49.8
Community College Average	49.8	49.5	48.6
University Average	47.1	45.6	44.8

Note: Annual FTEs reflect sections taught in fall and spring semesters. Beginning with fall 2009, this indicator is based on data from the faculty workload data collection from CUNYfirst. FTEs are apportioned for team-taught and cross-listed classes, but cannot be correctly apportioned for a very small number of classes that are both team-taught and also cross-listed/combined, due to limitations in the available data. This indicator is calculated by dividing the total number of student FTEs in undergraduate courses taught by full-time faculty members by the total FTEs in all undergraduate courses. Instruction in winter session sections is included only for full-time faculty whose teaching is part of their contractual workload (instruction is added to both the numerator and the denominator). Other winter session sections are excluded. Full-time faculty members are defined as those of professorial rank, instructors and lecturers. Chairs are included. Instruction is credited to the faculty member's appointment college. Excludes College Now sections reported to OIRA as of May 1, 2013.

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

New Methodology

Mean teaching hours of veteran full-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior			
Baruch	14.8	15.1	15.4
Brooklyn	15.8	15.4	15.9
City	16.5	16.1	14.1
Hunter	13.6	13.9	13.7
John Jay	---	---	15.0
Lehman	15.9	16.2	15.9
Queens	15.7	15.1	15.1
York	17.2	16.6	16.5
Senior College Average	15.3	15.2	15.0
Comprehensive			
John Jay	16.3	16.5	---
Medgar Evers	15.2	15.8	15.2
NYCCT	19.7	20.1	19.1
Staten Island	15.9	14.9	16.8
Comprehensive College Average	17.1	16.8	17.4
Community			
BMCC	23.2	22.8	24.0
Bronx	21.7	20.9	21.7
Hostos	22.2	21.2	21.6
Kingsborough	21.3	20.8	22.5
LaGuardia	19.6	19.6	18.8
New Community College	---	---	---
Queensborough	22.6	23.1	22.9
Community College Average	21.9	21.6	22.2
Graduate			
Graduate School	11.4	10.1	11.0
School of Journalism	5.3*	9.0*	9.0*
School of Professional Studies	---	6.0*	10.0*
Law School	10.0*	10.7*	11.5*
University Average	17.1	16.8	16.7

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts. Teaching hours are: 1) annual mean contracted hours of veteran full-time professorial faculty (not eligible for contractual release time) who teach in both fall and spring as reported in the FWL; 2) the sum of annual (fall and spring) instructional workload hours (non-overload) of veteran full-time professorial faculty divided by the number of veteran full-time professorial faculty; 3) credited to a faculty member's appointment college. Eligibility for contractual release time is determined by the first appointment date to the professorial title series and tenure status. Chairs are included. Counselors and librarians, those in substitute titles, those on leave (all types, not just unpaid) and those with workload greater than 60 hours are excluded. City College excludes Sophie Davis School of Biomedical Education.

*Based on fewer than 25 faculty members.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

New Indicator

Percentage of total credits earned of those attempted by SEEK students (SEEK students in a given fall term)

Baccalaureate Programs	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	92.1	94.8	94.6	94.2	95.9
Brooklyn	91.0	91.7	93.6	92.7	94.5
City	90.0	89.6	92.1	92.5	91.7
Hunter	89.1	89.5	89.9	91.8	93.1
John Jay	---	---	---	87.6	89.8
Lehman	87.1	87.5	89.5	91.4	92.5
Queens	89.6	89.1	92.0	91.2	93.1
York	83.9	86.6	87.5	86.4	87.8
Senior College Average	88.9	89.7	91.4	90.9	92.2
Comprehensive					
John Jay	91.8	89.5	90.4	---	---
Medgar Evers	86.8	86.2	83.6	87.7	89.0
NYCCT	92.4	92.3	92.3	92.3	91.5
Staten Island	91.0	91.7	93.0	92.5	94.5
Comprehensive College Average	91.1	89.9	90.5	91.4	92.2
University Average	89.4	89.7	91.2	90.9	92.2

Note: Reflects the percentage of credits earned of those attempted; withdrawals (W, WA, and WN grades) are excluded from the base.

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Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

New Indicator

Percentage of total credits earned of those attempted by ESL students (ESL students identified as students ever enrolled in an ESL course)

Baccalaureate Programs	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Baruch	94.2	94.9	95.8	95.5	95.2
Brooklyn	93.4	91.6	93.2	94.0	93.4
City	92.4	92.6	94.0	93.2	92.5
Hunter	90.3	90.8	93.3	95.3	93.9
John Jay	---	---	---	96.2	95.6
Lehman	93.8	94.8	96.0	95.4	96.6
Queens	94.0	93.0	93.4	91.6	93.7
York	92.0	91.8	93.0	92.9	93.7
Senior College Average	93.3	93.0	94.2	94.0	94.2
John Jay	95.6	95.4	95.1	---	---
Medgar Evers	92.1	94.7	93.4	92.1	95.1
NYCCT	96.4	95.9	96.0	96.3	96.6
Staten Island	96.3	95.2	96.5	94.8	95.6
Comprehensive College Average	95.2	95.3	95.6	94.6	95.7
School of Professional Studies	100.0*	91.7*	87.9*	98.2*	87.8*
University Average	93.7	93.5	94.5	94.2	94.5

Note: Reflects students who ever completed an ESL course at CUNY.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

New Methodology

Pass rate in reading on exit from remediation

Associate Programs	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Comprehensive					
John Jay	60.9	53.9	42.9*	25.0*	---
Medgar Evers	44.6	39.6	36.0	35.3	39.1
NYCCT	62.0	63.3	64.0	50.8	59.1
Staten Island	48.8	53.6	48.5	47.1	58.6
Comprehensive College Average	55.3	53.4	49.7	44.1	52.2
Community					
BMCC	47.2	45.1	46.5	44.7	48.3
Bronx	56.5	54.6	54.8	47.4	40.8
Hostos	34.9	35.4	31.3	33.6	30.9
Kingsborough	57.9	54.1	50.9	44.7	42.3
LaGuardia	39.0	35.3	34.6	36.3	38.4
New Community College	---	---	---	---	---
Queensborough	46.4	52.3	48.7	42.4	42.6
Community College Average	45.7	45.1	43.6	41.7	41.8
University Average	47.5	46.4	44.4	41.9	42.7

Note: Pass rates reflect the number of students who passed a reading test divided by the number of students who took a reading test during the exit period or took a last-in-sequence reading course in the fall term. Pass rates for all years exclude non-degree seeking students.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

New Methodology

Pass rate in writing on exit from remediation

Associate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Comprehensive					
John Jay	54.9	52.8	39.8	33.3*	0.0*
Medgar Evers	32.4	36.8	29.0	37.5	39.1
NYCCT	40.0	35.4	43.4	36.9	48.9
Staten Island	42.2	45.9	53.4	39.9	52.4
Comprehensive College Average	41.8	41.3	41.6	37.8	46.9

Community

BMCC	38.1	44.3	38.6	33.1	61.5
Bronx	55.9	56.5	53.6	57.2	58.8
Hostos	33.3	35.6	33.5	34.4	35.0
Kingsborough	37.9	32.1	38.8	41.4	46.1
LaGuardia	36.8	37.5	45.9	44.2	40.7
New Community College	---	---	---	---	---
Queensborough	45.9	41.3	47.6	40.0	40.8
Community College Average	39.6	40.9	42.5	39.8	50.2

University Average	40.1	41.0	42.3	39.5	49.8
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Note: Pass rates reflect the number of students who passed a writing test divided by the number of students who took a writing test during the exit period or took a last-in-sequence writing course in the fall term. Pass rates for all years exclude non-degree seeking students.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

New Methodology

Pass rate in math on exit from remediation

Associate Programs	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Comprehensive					
John Jay	29.7	49.8	46.6	40.0	40.0*
Medgar Evers	15.3	23.2	24.9	30.7	28.4
NYCCT	29.7	30.3	28.1	37.0	33.9
Staten Island	29.5	31.7	32.9	46.5	38.2
Comprehensive College Average	26.7	32.1	30.2	37.7	34.4
Community					
BMCC	28.7	31.9	32.3	46.6	33.3
Bronx	27.1	29.7	20.7	38.3	39.9
Hostos	28.5	30.8	31.3	49.9	33.5
Kingsborough	29.7	25.6	32.8	39.8	50.7
LaGuardia	28.7	29.9	30.9	37.8	42.0
New Community College	---	---	---	---	---
Queensborough	24.9	24.7	25.8	42.0	36.7
Community College Average	28.0	29.0	29.4	42.6	38.8
University Average	27.7	29.7	29.6	41.7	38.0

Note: Through fall 2010, pass rates reflect the number of students who passed the COMPASS Math 2 (Algebra) test divided by the number of students who took the COMPASS Math 2 test during the exit period or took a last-in-sequence math course in the fall term. In fall 2011 and fall 2012, pass rates reflect the number of students who passed the COMPASS Math 2 test or passed a last-in-sequence math course (grade C or better) divided by the number of students who took the COMPASS Math 2 test during the exit period or took a last-in-sequence math course in the fall term. Pass rates for all years exclude non-degree seeking students.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

Percentage of associate degree students not fully skills proficient upon initial testing who have met basic skills proficiency in reading, writing and math by the 30th credit

Associate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Comprehensive					
John Jay	71.5	74.9	78.5	76.5	83.3*
Medgar Evers	64.5	66.6	69.3	73.7	66.1
NYCCT	92.0	90.6	91.4	88.9	75.1
Staten Island	89.2	88.9	85.4	86.5	67.1
Comprehensive College Average	82.3	82.8	83.8	83.7	70.8
Community					
BMCC	65.9	60.9	61.5	58.6	53.4
Bronx	52.7	45.5	45.8	46.1	39.9
Hostos	64.2	64.6	58.5	58.1	51.1
Kingsborough	57.1	52.3	46.1	43.7	42.3
LaGuardia	67.5	63.7	62.3	63.1	55.0
New Community College	---	---	---	---	---
Queensborough	68.3	64.4	67.0	62.6	51.8
Community College Average	62.6	58.3	56.7	55.1	49.1
University Average	67.4	64.2	62.7	60.7	53.3

Note: This indicator is based on students who had earned between 25 and 35 credits by the start of the fall term and who were not initially proficient in one or more subject areas. Basic skills proficiency is based on data available in the SKAT database (and the Performance file for math) and reflects status at the beginning of the term. Students whose proficiency status is unknown because one or more test/exemption records is missing are excluded from the base. Starting from fall 2011, students are considered fully proficient if they 1) are proficient in reading and writing and 2) passed the math test prior to the term or passed a last-in-sequence math course starting from spring 2011 (grade C or better). For comprehensive colleges, the rates include students who entered at the associate level but were enrolled at the baccalaureate level at the time they were identified as having earned 25-35 credits.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study.

Percentage of students passing freshman composition with C or better

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	94.9	95.9	94.2	94.4	94.9
Brooklyn	79.5	82.8	83.1	81.7	89.0
City	91.5	92.5	92.8	91.1	93.6
Hunter	93.3	95.4	95.2	96.8	94.7
John Jay	---	---	---	82.2	86.4
Lehman	87.7	90.1	88.3	92.9	91.2
Queens	93.1	91.8	92.8	91.9	91.4
York	81.3	80.9	84.7	84.8	85.1
Senior College Average	89.2	90.7	90.5	89.4	90.6
Comprehensive					
John Jay	82.2	82.1	83.6	---	---
Medgar Evers	71.8	70.4	73.2	68.6	71.3
NYCCT	84.2	84.6	84.4	87.1	84.1
Staten Island	91.5	91.1	92.0	92.5	91.8
Comprehensive College Average	84.0	83.6	84.7	85.4	84.5
Community					
BMCC	80.7	80.4	81.1	82.3	83.5
Bronx	84.1	78.4	78.4	80.5	82.8
Hostos	82.9	80.5	81.1	81.1	76.9
Kingsborough	86.7	88.1	85.4	84.6	83.3
LaGuardia	78.1	75.6	76.4	79.6	81.6
New Community College	---	---	---	---	63.5
Queensborough	87.0	86.6	85.1	83.1	82.3
Community College Average	82.8	81.8	81.4	82.2	82.2
University Average	84.8	84.4	84.2	84.8	84.7

Note: Based on students completing freshman composition in the fall of a given term. Students earning a C- (or lower) are not included in the numerator of the percentage calculation. Students are counted once for each course in a given semester. Grades of INC, PEN, AUD, ABS, W, WA, WU, WN, Y, L, NG and Z are excluded.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study.

Percentage of students passing gateway mathematics courses with C or better

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	61.4	50.6	54.9	51.4	56.8
Brooklyn	74.2	70.5	76.7	82.2	64.1
City	67.0	65.3	64.0	74.4	61.3
Hunter	58.0	72.8	78.3	77.1	79.6
John Jay	---	---	---	64.4	69.2
Lehman	63.7	67.6	69.8	77.7	75.5
Queens	73.4	64.2	75.8	69.3	73.6
York	59.3	69.9	63.9	67.3	70.3
Senior College Average	64.3	64.2	67.7	67.4	68.9
Comprehensive					
John Jay	61.6	59.8	62.9	---	---
Medgar Evers	68.7	76.0	66.3	77.9	74.2
NYCCT	55.5	61.5	56.1	60.8	62.8
Staten Island	70.8	66.1	70.1	70.6	68.7
Comprehensive College Average	61.4	63.3	61.7	66.5	66.0
Community					
BMCC	69.1	71.3	74.9	73.4	71.9
Bronx	56.8	45.8	55.6	63.6	67.0
Hostos	67.6	68.1	66.1	74.9	81.1
Kingsborough	74.4	67.8	71.2	73.9	69.7
LaGuardia	59.5	59.6	62.5	62.8	61.2
New Community College	---	---	---	---	60.8
Queensborough	56.3	57.1	60.3	60.5	65.4
Community College Average	64.9	63.8	67.0	67.2	66.5
University Average	63.2	63.7	64.9	67.1	67.2

Note: Based on students completing a credit-bearing math course through pre-calculus in the fall of a given term. Students earning a C- (or lower) are not included in the numerator of the percentage calculation. Students are counted once for each course in a given semester. Grades of INC, PEN, AUD, ABS, W, WA, WU, WN, Y, L, NG and Z are excluded.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study.

New Indicator

Percentage of CLA target sample who were administered the CLA test

	<u>2012-13</u>
Senior	
Baruch	100.0
Brooklyn	100.0
City	100.0
Hunter	100.0
John Jay	100.0
Lehman	87.5
Queens	100.0
York	84.0
Senior College Average	96.4
<hr/>	
Comprehensive	
Medgar Evers	75.5
NYCCT	81.5
Staten Island	99.0
Comprehensive College Average	85.3
<hr/>	
Community	
BMCC	100.0
Bronx	93.0
Hostos	72.5
Kingsborough	78.0
LaGuardia	92.5
New Community College	---
Queensborough	100.0
Community College Average	89.3
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University Average	90.4

Note: This indicator is the percent of freshmen and seniors who were administered the Collegiate Learning Assessment (CLA) over the targets set (100 freshmen and 100 seniors) at each college.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups.

Gaps Indicator: One-year retention rate of first-time freshmen enrolled in baccalaureate programs (full-time entrants)

	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>	<u>Entering</u> <u>Class of Fall</u> <u>2010</u>	<u>Entering</u> <u>Class of Fall</u> <u>2011</u>
Senior					
Baruch					
Underrepresented Minorities (URM)	89.0	86.6	89.4	85.9	89.9
Non-Underrepresented Minorities (non-URM)	89.8	88.9	91.1	90.1	91.9
URM-non-URM Gap	-0.8	-2.3	-1.7	-4.2	-2.0
Brooklyn					
Underrepresented Minorities (URM)	74.7	71.4	80.5	79.9	78.4
Non-Underrepresented Minorities (non-URM)	78.5	81.6	82.5	82.8	86.7
URM-non-URM Gap	-3.8	-10.1	-2.0	-2.9	-8.3
City					
Underrepresented Minorities (URM)	81.9	79.9	82.9	85.8	80.9
Non-Underrepresented Minorities (non-URM)	80.6	78.9	83.9	85.6	86.0
URM-non-URM Gap	1.3	1.0	-1.0	0.2	-5.2
Hunter					
Underrepresented Minorities (URM)	82.9	82.7	82.7	85.8	88.6
Non-Underrepresented Minorities (non-URM)	83.9	84.8	85.5	85.2	85.7
URM-non-URM Gap	-1.0	-2.1	-2.8	0.6	2.9
John Jay					
Underrepresented Minorities (URM)	---	---	---	79.6	78.5
Non-Underrepresented Minorities (non-URM)	---	---	---	76.5	76.8
URM-non-URM Gap	---	---	---	3.1	1.8
Lehman					
Underrepresented Minorities (URM)	71.9	76.9	80.2	80.7	81.4
Non-Underrepresented Minorities (non-URM)	72.5	78.2	81.3	71.9	85.0
URM-non-URM Gap	-0.6	-1.2	-1.2	8.8	-3.6
Queens					
Underrepresented Minorities (URM)	84.2	84.5	85.3	90.3	85.6
Non-Underrepresented Minorities (non-URM)	85.0	86.3	88.5	86.1	87.1
URM-non-URM Gap	-0.8	-1.7	-3.1	4.1	-1.5
York					
Underrepresented Minorities (URM)	70.2	75.0	73.7	77.7	77.3
Non-Underrepresented Minorities (non-URM)	67.3	75.6	77.5	78.0	77.8
URM-non-URM Gap	2.8	-0.6	-3.8	-0.3	-0.6
Senior College Average					
Underrepresented Minorities (URM)	78.3	79.1	81.3	82.1	81.4
Non-Underrepresented Minorities (non-URM)	83.3	84.1	86.1	84.2	85.8
URM-non-URM Gap	-5.0	-5.0	-4.8	-2.1	-4.4

Note: These indicators show the percentage of black, Hispanic and Native American freshmen who were still enrolled in the college of entry one year after entry as the retention rate for URM, and the percentage of Asian/Pacific Islander and white freshmen who were still enrolled in the college of entry one year after entry as the retention rate for non-URM. The gap is the difference between the two rates.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups.

Gaps Indicator: One-year retention rate of first-time freshmen enrolled in baccalaureate programs (full-time entrants)

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
Comprehensive					
John Jay					
Underrepresented Minorities (URM)	73.6	75.3	76.2	---	---
Non-Underrepresented Minorities (non-URM)	70.1	74.1	77.4	---	---
URM-non-URM Gap	3.5	1.2	-1.1	---	---
Medgar Evers					
Underrepresented Minorities (URM)	56.6	68.7	63.9	64.5	65.1
Non-Underrepresented Minorities (non-URM)	33.3*	100.0*	63.6*	56.3*	75.0*
URM-non-URM Gap	23.3*	-31.3*	0.3*	8.2*	-9.9*
NYCCT					
Underrepresented Minorities (URM)	78.8	79.5	73.4	78.5	73.9
Non-Underrepresented Minorities (non-URM)	79.4	82.0	76.1	67.2	81.9
URM-non-URM Gap	-0.6	-2.5	-2.7	11.3	-8.0
Staten Island					
Underrepresented Minorities (URM)	74.4	74.7	78.9	73.0	74.8
Non-Underrepresented Minorities (non-URM)	83.2	80.8	84.4	86.4	82.8
URM-non-URM Gap	-8.8	-6.1	-5.4	-13.5	-8.0
Comprehensive College Average					
Underrepresented Minorities (URM)	70.9	74.5	74.8	70.8	72.1
Non-Underrepresented Minorities (non-URM)	75.6	77.6	80.3	83.7	82.7
URM-non-URM Gap	-4.7	-3.0	-5.5	-12.9	-10.6

Note: These indicators show the percentage of black, Hispanic and Native American freshmen who were still enrolled in the college of entry one year after entry as the retention rate for URM, and the percentage of Asian/Pacific Islander and white freshmen who were still enrolled in the college of entry one year after entry as the retention rate for non-URM. The gap is the difference between the two rates.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups.

Gaps Indicator: One-year retention rate of first-time freshmen enrolled in baccalaureate programs (full-time entrants)

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
University Average					
Underrepresented Minorities (URM)	76.7	78.0	79.6	81.0	80.8
Non-Underrepresented Minorities (non-URM)	82.2	83.1	85.1	84.1	85.5
URM-non-URM Gap	-5.5	-5.1	-5.6	-3.1	-4.8

Note: These indicators show the percentage of black, Hispanic and Native American freshmen who were still enrolled in the college of entry one year after entry as the retention rate for URM, and the percentage of Asian/Pacific Islander and white freshmen who were still enrolled in the college of entry one year after entry as the retention rate for non-URM. The gap is the difference between the two rates.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups.

Gaps Indicator: One-year retention rate of first-time freshmen enrolled in associate programs (full-time entrants)

	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>	<u>Entering</u> <u>Class of Fall</u> <u>2010</u>	<u>Entering</u> <u>Class of Fall</u> <u>2011</u>
Comprehensive					
John Jay					
Underrepresented Minorities (URM)	61.5	66.8	69.2	---	---
Non-Underrepresented Minorities (non-URM)	67.5	69.2	69.0	---	---
URM-non-URM Gap	-6.0	-2.4	0.2	---	---
Medgar Evers					
Underrepresented Minorities (URM)	52.8	55.6	55.8	58.6	53.2
Non-Underrepresented Minorities (non-URM)	55.6*	50.0*	52.0	69.7	50.0
URM-non-URM Gap	-2.8*	5.6*	3.8	-11.1	3.2
NYCCT					
Underrepresented Minorities (URM)	58.3	56.7	61.2	61.9	62.1
Non-Underrepresented Minorities (non-URM)	69.1	70.0	72.8	72.9	73.5
URM-non-URM Gap	-10.8	-13.4	-11.6	-11.0	-11.3
Staten Island					
Underrepresented Minorities (URM)	58.7	57.9	59.3	67.4	63.9
Non-Underrepresented Minorities (non-URM)	65.4	66.2	70.7	69.2	69.5
URM-non-URM Gap	-6.8	-8.3	-11.4	-1.8	-5.5
Comprehensive College Average					
Underrepresented Minorities (URM)	58.5	58.6	61.2	61.8	59.8
Non-Underrepresented Minorities (non-URM)	66.8	67.7	71.0	70.8	70.9
URM-non-URM Gap	-8.3	-9.1	-9.8	-9.0	-11.2

Note: These indicators show the percentage of black, Hispanic and Native American freshmen who were still enrolled in the college of entry one year after entry as the retention rate for URM, and the percentage of Asian/Pacific Islander and white freshmen who were still enrolled in the college of entry one year after entry as the retention rate for non-URM. The gap is the difference between the two rates.

*Based on fewer than 25 students.

University Performance Management Process

2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups.

Gaps Indicator: One-year retention rate of first-time freshmen enrolled in associate programs (full-time entrants)

	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>	<u>Entering</u> <u>Class of Fall</u> <u>2010</u>	<u>Entering</u> <u>Class of Fall</u> <u>2011</u>
Community					
BMCC					
Underrepresented Minorities (URM)	59.9	58.9	63.6	60.9	63.1
Non-Underrepresented Minorities (non-URM)	65.6	65.6	72.3	73.3	71.3
URM-non-URM Gap	-5.7	-6.7	-8.7	-12.4	-8.2
Bronx					
Underrepresented Minorities (URM)	61.1	64.9	60.9	57.6	54.8
Non-Underrepresented Minorities (non-URM)	62.9	72.1	60.2	65.2	60.3
URM-non-URM Gap	-1.8	-7.3	0.7	-7.6	-5.5
Hostos					
Underrepresented Minorities (URM)	60.5	56.7	62.7	63.4	64.2
Non-Underrepresented Minorities (non-URM)	58.8	61.0	66.7	68.5	77.3
URM-non-URM Gap	1.7	-4.2	-4.0	-5.1	-13.1
Kingsborough					
Underrepresented Minorities (URM)	61.5	66.2	63.8	62.4	59.9
Non-Underrepresented Minorities (non-URM)	70.9	74.5	75.4	71.6	74.0
URM-non-URM Gap	-9.4	-8.3	-11.5	-9.2	-14.1
LaGuardia					
Underrepresented Minorities (URM)	59.7	60.5	65.4	63.9	62.1
Non-Underrepresented Minorities (non-URM)	74.1	74.9	75.2	76.4	73.4
URM-non-URM Gap	-14.4	-14.4	-9.8	-12.4	-11.3
New Community College					
Underrepresented Minorities (URM)	---	---	---	---	---
Non-Underrepresented Minorities (non-URM)	---	---	---	---	---
URM-non-URM Gap	---	---	---	---	---
Queensborough					
Underrepresented Minorities (URM)	59.9	65.1	68.0	69.4	65.8
Non-Underrepresented Minorities (non-URM)	71.1	73.6	76.2	75.1	73.2
URM-non-URM Gap	-11.2	-8.5	-8.2	-5.7	-7.4
Community College Average					
Underrepresented Minorities (URM)	60.3	61.6	64.2	62.6	61.9
Non-Underrepresented Minorities (non-URM)	70.2	71.9	74.5	73.8	72.9
URM-non-URM Gap	-9.9	-10.4	-10.3	-11.2	-11.0

Note: These indicators show the percentage of black, Hispanic and Native American freshmen who were still enrolled in the college of entry one year after entry as the retention rate for URM, and the percentage of Asian/Pacific Islander and white freshmen who were still enrolled in the college of entry one year after entry as the retention rate for non-URM. The gap is the difference between the two rates.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.4 Colleges will reduce performance gaps among students from underrepresented groups.

Gaps Indicator: One-year retention rate of first-time freshmen enrolled in associate programs (full-time entrants)

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
University Average					
Underrepresented Minorities (URM)	59.7	60.7	63.3	62.4	61.4
Non-Underrepresented Minorities (non-URM)	68.9	70.5	73.3	72.9	72.3
URM-non-URM Gap	-9.1	-9.8	-10.0	-10.5	-10.9

Note: These indicators show the percentage of black, Hispanic and Native American freshmen who were still enrolled in the college of entry one year after entry as the retention rate for URM, and the percentage of Asian/Pacific Islander and white freshmen who were still enrolled in the college of entry one year after entry as the retention rate for non-URM. The gap is the difference between the two rates.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.1 Colleges will facilitate students' timely progress toward degree completion.

Percentage of freshmen and transfers taking one or more courses the summer after entry

Baccalaureate Programs	<u>Fall 2007</u>	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>
Senior					
Baruch	46.8	45.3	40.8	41.1	41.1
Brooklyn	31.7	34.0	33.9	29.4	26.5
City	27.3	26.8	27.7	30.2	31.0
Hunter	34.4	31.0	32.6	34.3	31.5
John Jay	---	---	---	21.6	20.0
Lehman	27.1	28.3	28.8	32.1	25.6
Queens	32.6	33.9	30.4	30.9	30.8
York	19.9	23.1	22.7	20.6	21.1
Senior College Average	32.6	32.5	31.4	30.5	29.3
Comprehensive					
John Jay	16.7	18.6	22.7	---	---
Medgar Evers	27.9	30.3	24.2	25.8	15.7
NYCCT	25.6	24.0	24.5	21.0	20.1
Staten Island	24.0	20.4	20.3	18.7	16.8
Comprehensive College Average	22.6	22.1	22.7	20.8	18.1
Community					
BMCC	18.4	16.9	17.1	16.7	13.9
Bronx	22.0	20.2	19.2	19.1	16.7
Hostos	16.3	12.7	14.6	18.1	20.4
Kingsborough	---	---	---	---	---
LaGuardia	---	---	---	---	---
New Community College	---	---	---	---	---
Queensborough	23.5	21.8	24.7	22.0	23.3
Community College Average	20.3	18.3	19.7	18.8	17.8
University Average	26.5	25.6	25.5	25.0	23.4

Note: Based on a fall cohort of first-time freshmen and transfers still enrolled in the college of entry the following spring. Colleges are credited for students taking one or more summer courses at any CUNY college. Community college and university averages exclude Kingsborough, LaGuardia, and the New Community College.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.1 Colleges will facilitate students' timely progress toward degree completion.

Percentage of baccalaureate students who have declared a major by the 70th credit

Baccalaureate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	90.0	88.8	84.2	92.1	94.0
Brooklyn	83.8	86.6	90.9	86.1	88.6
City	77.6	84.9	83.6	80.5	80.3
Hunter	65.1	69.0	69.6	68.9	70.7
John Jay	---	---	---	99.9	99.9
Lehman	82.6	85.7	84.9	86.0	85.0
Queens	62.5	64.3	62.6	69.2	69.9
York	97.4	78.3	70.0	64.6	71.6
Senior College Average	77.6	78.1	76.9	81.6	83.4
Comprehensive					
John Jay	100.0	100.0	99.9	---	---
Medgar Evers	100.0	100.0	100.0	100.0	100.0
NYCCT	100.0	100.0	99.7	99.6	99.7
Staten Island	95.8	96.1	90.2	92.2	97.3
Comprehensive College Average	99.0	99.0	97.4	96.4	98.8
University Average	82.2	83.0	81.6	83.7	85.7

Note: Based on students who have earned between 60 and 75 credits at the start of the fall term. A student is considered to have declared a major if they have a valid SED program code on the fall Show-Registration file submitted to OIRA each fall.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.1 Colleges will facilitate students' timely progress toward degree completion.

Average number of credits earned by full-time first-time freshmen in baccalaureate programs in the first 12 months (fall, winter, spring and summer terms)

Baccalaureate Programs

	<u>Fall 2007</u>	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>
Senior					
Baruch	28.2	28.6	28.9	28.1	28.1
Brooklyn	24.3	24.5	25.6	25.1	25.4
City	23.0	23.2	24.1	24.6	24.8
Hunter	25.5	25.8	25.7	25.9	26.5
John Jay	---	---	---	23.1	23.0
Lehman	23.8	24.4	25.3	26.2	25.6
Queens	25.6	25.8	26.7	27.0	26.4
York	22.2	22.8	23.5	24.6	25.0
Senior College Average	24.9	25.2	25.8	25.4	25.6
Comprehensive					
John Jay	23.4	23.8	23.1	---	---
Medgar Evers	19.1	18.9	19.5	19.5	17.5
NYCCT	20.1	20.6	22.1	21.1	24.0
Staten Island	26.3	25.3	25.4	25.3	25.7
Comprehensive College Average	23.5	23.5	23.4	23.7	24.7
University Average	24.7	24.9	25.3	25.3	25.5

Note: Based on a fall cohort of full-time first-time freshmen who were enrolled in the same college the following spring.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.1 Colleges will facilitate students' timely progress toward degree completion.

Ratio of FTEs to Headcount in baccalaureate programs

Baccalaureate Programs	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	0.830	0.842	0.837	0.823	0.827
Brooklyn	0.808	0.820	0.827	0.822	0.822
City	0.806	0.808	0.822	0.807	0.815
Hunter	0.791	0.796	0.799	0.804	0.814
John Jay	---	---	---	0.824	0.826
Lehman	0.774	0.773	0.767	0.751	0.723
Queens	0.812	0.825	0.832	0.808	0.821
York	0.772	0.772	0.771	0.772	0.776
Senior College Average	0.802	0.809	0.812	0.805	0.808
Comprehensive					
John Jay	0.807	0.817	0.822	---	---
Medgar Evers	0.707	0.740	0.771	0.762	0.723
NYCCT	0.739	0.745	0.745	0.760	0.769
Staten Island	0.831	0.817	0.824	0.823	0.824
Comprehensive College Average	0.789	0.796	0.805	0.794	0.789
Graduate					
School of Professional Studies	0.525	0.511	0.527	0.517	0.540
University Average	0.797	0.804	0.808	0.801	0.803

Note: Based on undergraduate degree-seeking students in baccalaureate programs. University averages have been updated since the 2011-12 report to include the School of Professional Studies.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.1 Colleges will facilitate students' timely progress toward degree completion.

New Indicator

Percentage of first-time freshmen who complete freshman composition within 2 years of entry

Associate Programs

	<u>Entering Class of Fall 2006</u>	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>
Comprehensive					
John Jay	76.0	78.8	83.0	81.9	---
Medgar Evers	59.9	57.6	63.9	59.7	64.0
NYCCT	75.5	77.4	78.9	81.0	82.1
Staten Island	81.4	80.5	81.1	83.8	84.0
Comprehensive College Average	75.9	77.1	78.7	79.0	79.7
Community					
BMCC	69.0	69.1	67.2	71.2	69.0
Bronx	54.0	53.5	53.9	57.3	63.8
Hostos	63.3	65.1	61.0	59.8	62.2
Kingsborough	70.1	72.2	71.2	70.4	67.5
LaGuardia	64.8	67.7	67.2	71.4	72.2
New Community College	---	---	---	---	---
Queensborough	64.0	66.8	68.6	73.5	75.2
Community College Average	65.3	67.0	66.6	69.4	69.6
University Average	69.3	70.5	70.5	72.5	72.1

Note: Based on first-time freshmen seeking an associate degree in the fall of the cohort year who have successfully completed a freshman composition course within two years of entry. Students who are not retained at two years from entry and who have never enrolled in a freshman composition course are excluded from the base. Students who have enrolled in a freshman composition course and who are not retained after completing the course are counted in the base and as completers. Students who have enrolled in a freshman composition course, who are not retained and who received an F or withdrew from the course are counted in the base. Students earning an F or withdrawing from a course are not considered completers. Students enrolled in multiple freshman composition courses within the two years are counted once based on the highest grade obtained.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.1 Colleges will facilitate students' timely progress toward degree completion.

New Indicator

Percentage of first-time freshmen who complete a credit-bearing math course within 2 years of entry

Associate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>	<u>Entering</u> <u>Class of Fall</u> <u>2010</u>
Comprehensive					
John Jay	66.9	62.6	64.7	66.1	---
Medgar Evers	45.7	47.9	47.9	50.6	51.1
NYCCT	68.6	69.6	70.8	74.3	75.5
Staten Island	58.5	61.2	57.8	57.1	63.1
Comprehensive College Average	63.8	63.9	63.8	65.2	67.8
Community					
BMCC	44.4	44.7	43.5	47.7	45.6
Bronx	22.1	26.2	24.2	27.6	31.2
Hostos	67.7	67.2	64.0	65.9	62.5
Kingsborough	39.8	38.6	38.6	41.7	40.9
LaGuardia	52.4	51.6	51.6	54.1	55.1
New Community College	---	---	---	---	---
Queensborough	41.2	42.9	48.2	50.7	54.7
Community College Average	43.9	44.4	44.9	48.0	48.5
University Average	51.6	51.4	51.1	53.4	53.4

Note: Based on first-time freshmen seeking an associate degree in the fall of the cohort year who have successfully completed a credit-bearing math course within two years of entry. Students who are not retained at two years from entry and who have never enrolled in a credit-bearing math course are excluded from the base. Students who have enrolled in a credit-bearing math course and who are not retained after completing the course are counted in the base and as completers. Students who have enrolled in a credit-bearing math course, who are not retained and who received an F or withdrew from the course are counted in the base. Students earning an F or withdrawing from a course are not considered completers. Students enrolled in multiple credit-bearing math courses within the two years are counted once based on the highest grade obtained.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.1 Colleges will facilitate students' timely progress toward degree completion.

Ratio of FTEs to Headcount in associate programs

Associate Programs	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Comprehensive					
John Jay	0.786	0.822	0.708	0.643	0.597
Medgar Evers	0.785	0.810	0.807	0.795	0.794
NYCCT	0.752	0.756	0.762	0.782	0.778
Staten Island	0.739	0.762	0.787	0.788	0.823
Comprehensive College Average	0.757	0.774	0.772	0.782	0.790
Community					
BMCC	0.748	0.774	0.763	0.770	0.772
Bronx	0.720	0.739	0.745	0.753	0.741
Hostos	0.750	0.760	0.765	0.759	0.740
Kingsborough	0.890	0.910	0.905	0.901	0.873
LaGuardia	0.839	0.834	0.850	0.840	0.786
New Community College	---	---	---	---	1.246
Queensborough	0.716	0.747	0.768	0.746	0.778
Community College Average	0.780	0.800	0.804	0.798	0.789
University Average	0.775	0.794	0.798	0.795	0.789

Note: Based on undergraduate degree-seeking students in associate programs.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.2 Retention rates will increase progressively.

One-year Retention Rate: Percentage of full-time first-time freshmen in baccalaureate programs still enrolled in the college of entry one year later

Baccalaureate Programs

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
Senior					
Baruch	89.6	88.3	90.7	89.3	91.5
Brooklyn	77.2	77.9	81.9	82.0	84.2
City	81.3	79.5	83.3	85.7	83.6
Hunter	83.6	84.2	84.7	85.4	86.5
John Jay	---	---	---	78.4	77.9
Lehman	72.0	77.1	80.4	79.0	82.1
Queens	84.8	85.8	87.8	87.0	86.8
York	69.6	75.1	74.9	77.8	77.5
Senior College Average	81.1	81.8	84.2	83.3	84.1
Comprehensive					
John Jay	72.3	74.9	76.7	---	--
Medgar Evers	56.0	69.2	63.9	63.8	65.5
NYCCT	79.0	80.2	74.4	74.1	77.0
Staten Island	81.6	79.7	83.4	83.6	81.4
Comprehensive College Average	72.9	75.8	77.3	78.4	79.2
University Average	79.7	80.7	82.7	82.9	83.7

Note: Students are counted as retained in the college of entry in the cohort year if they are still enrolled in the college of entry one year later.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.2 Retention rates will increase progressively.

New Indicator

Difference between actual and predicted (regression-adjusted) one-year retention rate of full-time first-time freshmen in baccalaureate programs

Baccalaureate Programs

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
Senior					
Baruch	6.0	4.6	7.6	4.6	7.3
Brooklyn	-3.8	-3.0	-0.4#	-0.1#	1.3#
City	-0.3#	-2.4	1.9	0.1#	-1.1#
Hunter	1.9	1.9	2.2	1.2#	2.3
John Jay	---	---	---	2.2	0.8#
Lehman	-3.6	2.1#	4.0	1.0#	3.6
Queens	3.8	5.1	6.5	5.2	5.5
York	-4.1	1.1#	-0.2#	1.3#	0.8#
Senior College Average	N/A	N/A	N/A	N/A	N/A
Comprehensive					
John Jay	-3.3	0.1#	2.1	---	---
Medgar Evers	---*	---*	---*	---*	---*
NYCCT	---*	---*	---*	---*	---*
Staten Island	0.3#	-0.3#	4.0	2.8	0.5#
Comprehensive College Average	N/A	N/A	N/A	N/A	N/A
University Average	N/A	N/A	N/A	N/A	N/A

Note: "#" indicates that the RAPM value is not significantly different from zero (at the 5% level), indicating that a college's actual rate is statistically the same as its predicted rate. Ideally, a college with an actual rate that is significantly higher than its predicted rate is said to be "adding value". "----*" indicates that while there were students in each of these cohorts, the cohort size was too small to create stable predictions and RAPM values.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.2 Retention rates will increase progressively.

One-year Retention Rate: Percentage of full-time transfers into baccalaureate programs still enrolled in the college of transfer entry one year later (or earned degree pursued)

Baccalaureate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>	<u>Entering</u> <u>Class of Fall</u> <u>2009</u>	<u>Entering</u> <u>Class of Fall</u> <u>2010</u>	<u>Entering</u> <u>Class of Fall</u> <u>2011</u>
Senior					
Baruch	86.9	88.2	88.9	87.2	85.5
Brooklyn	72.7	75.3	76.5	77.3	74.6
City	72.9	74.0	71.5	74.9	74.3
Hunter	74.9	74.5	78.6	79.4	79.2
John Jay	---	---	---	78.6	77.3
Lehman	74.7	75.9	76.2	76.6	75.3
Queens	77.2	78.9	79.0	79.3	79.1
York	65.2	65.8	65.7	69.4	70.4
Senior College Average	75.8	77.0	77.4	79.0	77.8
Comprehensive					
John Jay	74.1	77.4	81.7	---	---
Medgar Evers	60.8	56.8	72.4	65.5	70.0
NYCCT	76.4	75.5	79.2	77.3	72.9
Staten Island	78.9	80.1	75.9	73.9	76.1
Comprehensive College Average	74.3	76.0	78.4	74.1	74.5
University Average	75.5	76.8	77.6	78.3	77.4

Note: Students are counted as retained in the college of entry in the cohort year if they are still enrolled one year later in the college into which they transferred (or earned the degree pursued from that college within one year of transfer entry). Students who earned a degree lower than that pursued and who are not still enrolled are not counted as retained.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.2 Retention rates will increase progressively.

One-year Retention Rate (institution rate): Percentage of full-time first-time freshmen in associate programs still enrolled in the college of entry one year later

Associate Programs

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
Comprehensive					
John Jay	63.1	67.3	69.1	---	---
Medgar Evers	52.8	55.5	55.7	59.0	53.0
NYCCT	61.2	60.4	64.7	65.3	65.8
Staten Island	63.4	63.5	67.0	68.7	67.6
Comprehensive College Average	61.5	61.8	64.6	65.1	63.8
Community					
BMCC	61.2	60.5	65.6	63.5	64.7
Bronx	61.2	65.2	60.9	58.0	55.0
Hostos	60.5	57.0	63.2	63.7	64.7
Kingsborough	66.2	70.3	69.1	66.5	66.8
LaGuardia	64.3	65.2	68.6	67.8	65.4
New Community College	---	---	---	---	---
Queensborough	69.5	70.7	71.5	72.1	69.2
Community College Average	64.1	65.0	67.3	65.9	65.0
University Average	63.2	64.0	66.4	65.7	64.7

Note: Students are counted as retained in the college of entry in the cohort year if they are still enrolled in the college of entry one year after entry. Prelude to Success students are excluded from the base.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.2 Retention rates will increase progressively.

New Indicator

Difference between actual and predicted (regression-adjusted) one-year retention rate of full-time first-time freshmen in associate programs

Associate Programs

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
Comprehensive					
John Jay	---	---	---	---	---
Medgar Evers	-6.7	-2.2#	-3.4	-3.1	-8.9
NYCCT	-4.3	-4.5	-1.5#	-1.9	-2.6
Staten Island	-3.9	-2.8	-0.4#	-0.9#	-1.9#
Comprehensive College Average	N/A	N/A	N/A	N/A	N/A
Community					
BMCC	4.9	1.5	3.0	-0.4#	1.5
Bronx	1.6#	7.3	2.3	-2.8	-4.4
Hostos	0.7#	-1.3#	3.1	1.7#	4.2
Kingsborough	2.7	7.2	5.5	1.5	1.2#
LaGuardia	1.1#	2.7	6.0	3.1	0.8#
New Community College	---	---	---	---	---
Queensborough	1.6#	4.7	6.9	5.2	3.2
Community College Average	N/A	N/A	N/A	N/A	N/A
University Average	N/A	N/A	N/A	N/A	N/A

Note: "#" indicates that the RAPM value is not significantly different from zero (at the 5% level), indicating that a college's actual rate is statistically the same as its predicted rate. Ideally, a college with an actual rate that is significantly higher than its predicted rate is said to be "adding value".

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

New Methodology

Four-year Graduation Rate: Percentage of full-time first-time freshmen in baccalaureate programs who graduated from the college of entry within four years

Baccalaureate Programs

	<u>Entering Class of Fall 2004</u>	<u>Entering Class of Fall 2005</u>	<u>Entering Class of Fall 2006</u>	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>
Senior					
Baruch	33.7	35.5	33.3	39.4	35.5
Brooklyn	23.2	21.7	26.8	24.1	24.5
City	10.4	7.4	8.4	9.7	12.1
Hunter	17.1	19.9	19.4	21.9	22.5
John Jay	---	---	---	25.3	22.3
Lehman	11.7	14.0	14.4	14.8	14.1
Queens	26.1	26.0	25.7	25.1	27.2
York	3.5	3.7	4.2	4.9	7.8
Senior College Average	20.3	21.0	20.9	21.9	21.8
Comprehensive					
John Jay	21.1	19.1	21.1	---	---
Medgar Evers	0.0	11.11*	5.1	5.3	4.1
NYCCT	5.3	2.9	5.2	3.4	3.7
Staten Island	26.4	24.8	24.5	28.0	21.8
Comprehensive College Average	18.5	17.8	18.9	17.6	14.1
University Average	20.0	20.5	20.6	21.6	21.2

Note: Students are counted as graduates from the college of entry in the cohort year if they earn the degree pursued (or higher) within four years from the college of entry. Graduation rates reflect all degrees conferred through August 31 of the last year of the tracking period. Students who earn more than one degree within the tracking period are counted only once. Students in five-year programs are excluded.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

New Indicator

Difference between actual and predicted (regression-adjusted) four-year graduation rate of full-time first-time freshmen in baccalaureate programs

Baccalaureate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2004</u>	<u>Entering</u> <u>Class of Fall</u> <u>2005</u>	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>
Senior					
Baruch	9.0	9.9	7.8	10.5	6.7
Brooklyn	1.6#	0.4#	3.8	1.1#	1.1#
City	-4.0	-7.5	-7.6	-8.8	-7.0
Hunter	-5.4	-4.5	-6.4	-4.0	-4.3
John Jay	---	---	---	11.9	10.1
Lehman	3.2	4.0	3.5	4.0	2.6
Queens	3.6	2.7	0.8#	-0.1#	1.9
York	0.0#	-0.7#	-3.0	-0.8#	-1.4#
Senior College Average	N/A	N/A	N/A	N/A	N/A
Comprehensive					
John Jay	8.5	6.5	8.3	---	---
Medgar Evers	3.2	11.4#	3.9	5.0	3.6
NYCCT	1.2#	---	---	---	---
Staten Island	---	---	-0.2#	4.3	-0.3#
Comprehensive College Average	N/A	N/A	N/A	N/A	N/A
University Average	N/A	N/A	N/A	N/A	N/A

Note: "#" indicates that the RAPM value is not significantly different from zero (at the 5% level), indicating that a college's actual rate is statistically the same as its predicted rate. Ideally, a college with an actual rate that is significantly higher than its predicted rate is said to be "adding value".

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

Four-year Graduation Rate: Percentage of full-time transfers into baccalaureate programs who graduated from the college of transfer entry within four years

Baccalaureate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2004</u>	<u>Entering</u> <u>Class of Fall</u> <u>2005</u>	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>
Senior					
Baruch	65.1	65.5	67.4	68.3	69.3
Brooklyn	44.8	48.7	46.0	47.3	51.3
City	37.9	37.5	37.8	41.0	44.4
Hunter	46.5	47.2	47.0	50.0	48.6
John Jay	---	---	---	52.1	57.8
Lehman	48.7	45.7	45.5	49.9	50.7
Queens	50.6	52.3	54.8	52.9	55.8
York	38.6	33.3	38.7	33.9	36.9
Senior College Average	48.5	48.9	49.6	50.7	53.0
Comprehensive					
John Jay	48.8	52.8	53.7	---	---
Medgar Evers	30.8	20.5	18.3	16.6	24.8
NYCCT	35.1	32.0	33.6	38.7	41.2
Staten Island	57.1	59.7	55.3	56.6	45.2
Comprehensive College Average	46.2	46.6	47.7	44.0	40.8
University Average	48.1	48.6	49.3	50.0	51.3

Note: Students are counted as graduates from the college of entry in the cohort year if they earn the degree pursued (or higher) within four years of transfer entry, from the college of transfer entry. Graduation rates reflect all degrees conferred through August 31 of the last year of the tracking period. Students who earn more than one degree within the tracking period are counted only once.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

New Indicator

Four-year Graduation Rate: Percentage of full-time first-time freshmen in associate programs who graduated from the college of entry within four years

Associate Programs

	<u>Entering Class of Fall 2004</u>	<u>Entering Class of Fall 2005</u>	<u>Entering Class of Fall 2006</u>	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>
Comprehensive					
John Jay	10.2	10.7	11.2	11.6	15.4
Medgar Evers	10.0	9.0	8.4	7.2	9.3
NYCCT	14.0	14.0	12.4	13.6	14.1
Staten Island	13.5	14.9	9.6	13.3	11.5
Comprehensive College Average	12.4	12.8	11.0	12.5	13.0
Community					
BMCC	15.9	17.1	19.6	21.0	19.1
Bronx	13.5	14.0	13.7	14.6	14.9
Hostos	17.2	14.0	19.3	21.9	14.8
Kingsborough	28.3	28.8	26.5	31.6	28.6
LaGuardia	20.3	20.8	19.9	22.2	20.9
New Community College	---	---	---	---	---
Queensborough	20.0	18.2	18.9	22.7	20.8
Community College Average	19.5	19.5	20.0	22.6	20.6
University Average	16.9	17.1	16.6	19.1	18.2

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

New Indicator

Difference between actual and predicated (regression-adjusted) four-year graduation rate of full-time first-time freshmen in associate programs

Associate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2004</u>	<u>Entering</u> <u>Class of Fall</u> <u>2005</u>	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>
Comprehensive					
John Jay	---	---	---	---	---
Medgar Evers	-7.4	-7.9	-5.7	-6.0	-4.0
NYCCT	-3.8	-3.6	-5.0	-4.3	-4.5
Staten Island	-6.5	-5.4	-10.0	-6.6	-8.1
Comprehensive College Average	N/A	N/A	N/A	N/A	N/A
Community					
BMCC	1.8	1.2	4.9	7.3	4.6
Bronx	-1.2#	-0.9#	0.0#	1.3#	1.7
Hostos	2.3#	-1.2#	3.8	8.2	0.3#
Kingsborough	9.6	10.4	8.4	13.5	10.2
LaGuardia	2.6	2.7	2.1	4.4	2.9
New Community College	---	---	---	---	---
Queensborough	0.3#	-1.6	0.0#	3.2	1.4
Community College Average	N/A	N/A	N/A	N/A	N/A
University Average	N/A	N/A	N/A	N/A	N/A

Note: "#" indicates that the RAPM value is not significantly different from zero (at the 5% level), indicating that a college's actual rate is statistically the same as its predicted rate. Ideally, a college with an actual rate that is significantly higher than its predicted rate is said to be "adding value".

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

Four-year Graduation Rate: Percentage of master's students who graduated within four years of entry into master's program

Master's Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2004</u>	<u>Entering</u> <u>Class of Fall</u> <u>2005</u>	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>	<u>Entering</u> <u>Class of Fall</u> <u>2007</u>	<u>Entering</u> <u>Class of Fall</u> <u>2008</u>
Senior					
Baruch	74.4	77.9	79.3	76.7	78.0
Brooklyn	69.6	71.0	73.1	72.0	75.5
City	65.1	65.8	65.2	65.0	65.3
Hunter	71.9	72.9	73.5	74.1	74.4
John Jay	---	---	---	58.9	55.0
Lehman	71.4	65.0	72.3	73.6	75.5
Queens	73.0	69.7	65.0	71.8	74.1
Senior College Average	71.2	71.3	71.3	70.8	72.3
Comprehensive					
John Jay	65.5	61.9	60.7	---	---
Staten Island	62.8	61.0	52.5	54.7	55.8
Comprehensive College Average	64.5	61.7	58.3	54.7	55.8
University Average	70.2	69.9	69.7	70.2	71.8

Note: Graduation rates reflect all degrees conferred through August 31 of the last year of the tracking period. This is a system rate reflecting graduation from any CUNY college, which may not necessarily be the same college at which the student first entered the master's program.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

University Target: 5.1 Professional preparation programs will improve or maintain the quality of successful graduates.

Number of credentialed teachers (from traditional and alternative certification programs)

	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior					
Brooklyn	475	491	483	418	475
City	481	618	476	488	347
Hunter	419	436	528	767	748
Lehman	521	495	521	290	242
Queens	807	890	746	661	573
York	22	26	22	37	51
Senior College Total	2,725	2,956	2,776	2,661	2,436
Comprehensive					
Medgar Evers	12	15	14	11	13
NYCCT	2	9	5	4	4
Staten Island	236	223	217	237	234
Comprehensive College Total	250	247	236	252	251
University Total	2,975	3,203	3,012	2,913	2,687

Note: This indicator reflects the total number passing the LAST plus the total number of graduates from alternative certification programs in an academic year. Data for NYCCT for 2007-08 and 2008-09 have been updated since last year's report.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

University Target: 5.1 Professional preparation programs will improve or maintain the quality of successful graduates.

Percentage passing a Content Specialty Test (CST)

	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior					
Brooklyn	87	82	89	79	88
City	95	98	95	92	93
Hunter	96	96	97	96	99
Lehman	94	93	85	82	90
Queens	95	94	93	94	90
York	86*	85	100*	91	92
Senior College Average	93	93	92	90	92
Comprehensive					
Medgar Evers	82*	93	64	48*	94*
NYCCT	100*	100*	100*	100*	100*
Staten Island	87	88	90	92	95
Comprehensive College Average	87	89	87	88	95
University Average	93	92	92	90	92

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

University Target: 5.1 Professional preparation programs will improve or maintain the quality of successful graduates.

Percentage passing the NCLEX exam

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Senior					
Hunter	91.9	89.2	90.1	75.8	95.9
Lehman	84.4	81.5	87.8	90.0	88.1
Senior College Average	87.6	86.2	89.4	81.1	93.4
Comprehensive					
Medgar Evers	100.0*	100.0	82.9	89.1	83.3
NYCCT	90.7	82.1	95.2	91.5	95.1
Staten Island	80.3	84.7	90.8	78.0	88.3
Comprehensive College Average	85.3	85.2	91.2	84.3	89.9
Community					
BMCC	82.9	82.7	84.0	83.2	85.4
Bronx	86.0	81.4	90.6	71.8	86.0
Hostos	84.6	81.1	68.4	72.3	88.0
Kingsborough	89.9	91.7	91.7	80.6	75.9
LaGuardia	87.6	85.7	79.1	76.9	81.3
New Community College	---	---	---	---	---
Queensborough	89.4	85.0	79.8	86.4	92.7
Community College Average	86.7	85.3	82.7	80.4	84.0
University Average	86.5	85.4	85.5	81.6	86.9

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

University Target: 5.2 Job and education rates for graduates will increase.

Six-month job and education placement rate in career and technical education programs

	<u>2006-07</u> <u>Graduates</u>	<u>2007-08</u> <u>Graduates</u>	<u>2008-09</u> <u>Graduates</u>	<u>2009-10</u> <u>Graduates</u>	<u>2010-11</u> <u>Graduates</u>
Comprehensive					
John Jay	97.6	98.1	92.9	87.8	100.0
Medgar Evers	100.0	95.8	94.4	87.7	90.1
NYCCT	98.6	94.6	92.7	89.7	94.4
Staten Island	92.4	98.8	77.6	89.1	92.0
Comprehensive College Average	97.4	96.2	90.9	89.0	93.9
Community					
BMCC	95.4	93.9	92.0	94.0	91.9
Bronx	96.7	90.7	88.5	91.1	91.4
Hostos	98.7	91.6	95.4	92.4	89.5
Kingsborough	95.2	95.5	94.1	90.2	93.0
LaGuardia	97.0	95.8	90.4	89.0	90.1
New Community College	---	---	---	---	---
Queensborough	97.7	93.8	87.8	91.8	91.1
Community College Average	96.6	93.8	90.6	91.4	91.4
University Average	96.8	94.2	90.7	90.9	91.9

Note: Based on responses to a survey of certificate and associate graduates. Graduates were asked to report on their employment and education status six months after graduation. Figures reflect the percentage of respondents who reported being employed, in the military, or pursuing additional education or training six months after graduation.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.1 Colleges will improve the quality of student life and campus climate.

New Indicator

Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Campus Climate

	<u>2013</u>
Senior	
Baruch	4.98 (1.10)
Brooklyn	4.85 (1.11)
City	4.73 (1.04)
Hunter	4.74 (1.12)
John Jay	5.12 (1.07)
Lehman	4.86 (1.11)
Queens	4.69 (1.11)
York	4.44 (1.17)
Senior College Average	4.77 (1.14)
<hr/>	
Comprehensive	
Medgar Evers	4.35 (1.33)
NYCCT	4.34 (1.19)
Staten Island	4.42 (1.20)
Comprehensive College Average	4.38 (1.22)
<hr/>	
Community	
BMCC	4.85 (1.23)
Bronx	5.12 (1.13)
Hostos	4.92 (1.08)
Kingsborough	4.99 (1.17)
LaGuardia	4.60 (1.25)
New Community College	5.66 (0.97)
Queensborough	4.83 (1.12)
Community College Average	4.87 (1.21)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.1 Colleges will improve the quality of student life and campus climate.

New Indicator

Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Responsiveness to Diverse Populations

	<u>2013</u>
Senior	
Baruch	5.15 (1.29)
Brooklyn	5.08 (1.24)
City	4.67 (1.26)
Hunter	5.08 (1.32)
John Jay	5.29 (1.39)
Lehman	5.16 (1.36)
Queens	4.84 (1.34)
York	4.76 (1.41)
Senior College Average	4.99 (1.35)
<hr/>	
Comprehensive	
Medgar Evers	4.74 (1.48)
NYCCT	4.68 (1.40)
Staten Island	4.76 (1.39)
Comprehensive College Average	4.72 (1.41)
<hr/>	
Community	
BMCC	5.15 (1.36)
Bronx	5.25 (1.26)
Hostos	5.18 (1.27)
Kingsborough	5.19 (1.31)
LaGuardia	4.97 (1.47)
New Community College	5.35 (1.36)
Queensborough	5.10 (1.38)
Community College Average	5.12 (1.38)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.1 Colleges will improve the quality of student life and campus climate.

New Indicator

Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Safety and Security

	<u>2013</u>
Senior	
Baruch	4.87 (1.34)
Brooklyn	4.36 (1.33)
City	4.35 (1.22)
Hunter	4.72 (1.23)
John Jay	4.70 (1.26)
Lehman	4.92 (1.17)
Queens	4.37 (1.24)
York	4.59 (1.24)
Senior College Average	4.64 (1.29)
<hr/>	
Comprehensive	
Medgar Evers	4.31 (1.31)
NYCCT	4.06 (1.33)
Staten Island	3.91 (1.30)
Comprehensive College Average	4.03 (1.32)
<hr/>	
Community	
BMCC	4.78 (1.20)
Bronx	5.04 (1.18)
Hostos	4.96 (1.11)
Kingsborough	5.05 (1.13)
LaGuardia	4.61 (1.25)
New Community College	5.33 (1.09)
Queensborough	4.75 (1.17)
Community College Average	4.85 (1.20)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.1 Colleges will improve the quality of student life and campus climate.

New Indicator

Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Student Centeredness

	<u>2013</u>
Senior	
Baruch	4.79 (1.24)
Brooklyn	4.83 (1.23)
City	4.65 (1.19)
Hunter	4.57 (1.29)
John Jay	5.05 (1.17)
Lehman	4.78 (1.24)
Queens	4.61 (1.24)
York	4.42 (1.27)
Senior College Average	4.68 (1.26)
<hr/>	
Comprehensive	
Medgar Evers	4.32 (1.44)
NYCCT	4.31 (1.31)
Staten Island	4.40 (1.30)
Comprehensive College Average	4.35 (1.33)
<hr/>	
Community	
BMCC	4.83 (1.33)
Bronx	5.13 (1.19)
Hostos	4.98 (1.14)
Kingsborough	5.05 (1.26)
LaGuardia	4.61 (1.33)
New Community College	5.78 (1.03)
Queensborough	4.87 (1.19)
Community College Average	4.90 (1.29)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

University Performance Management Process

2012-13 Year-End Report

Goal: Improve Student Success

Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.1 Colleges will improve the quality of student life and campus climate.

New Indicator

Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Campus Life

	<u>2013</u>
Senior	
Baruch	4.94 (1.13)
Brooklyn	4.74 (1.07)
City	4.53 (1.02)
Hunter	4.56 (1.09)
John Jay	4.97 (1.08)
Lehman	4.82 (1.06)
Queens	4.57 (1.08)
York	4.43 (1.14)
Senior College Average	4.70 (1.12)
<hr/>	
Comprehensive	
Medgar Evers	4.38 (1.28)
NYCCT	4.23 (1.21)
Staten Island	4.44 (1.12)
Comprehensive College Average	4.34 (1.19)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.

New Indicator

Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Academic Advising Effectiveness

	<u>2013</u>
Senior	
Baruch	5.06 (1.30)
Brooklyn	4.84 (1.39)
City	4.76 (1.45)
Hunter	4.61 (1.44)
John Jay	5.12 (1.34)
Lehman	5.02 (1.42)
Queens	4.66 (1.38)
York	4.53 (1.42)
Senior College Average	4.82 (1.40)
<hr/>	
Comprehensive	
Medgar Evers	4.68 (1.63)
NYCCT	4.54 (1.42)
Staten Island	4.54 (1.46)
Comprehensive College Average	4.57 (1.47)
<hr/>	
Community	
BMCC	4.83 (1.47)
Bronx	5.19 (1.28)
Hostos	4.89 (1.45)
Kingsborough	4.92 (1.43)
LaGuardia	4.45 (1.51)
New Community College	6.00 (0.96)
Queensborough	4.93 (1.32)
Community College Average	4.85 (1.46)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

University Performance Management Process

2012-13 Year-End Report

Goal: Improve Student Success

Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.

New Indicator

Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Campus Support Services

	<u>2013</u>
Senior	
Baruch	5.25 (1.08)
Brooklyn	5.28 (0.99)
City	4.97 (1.05)
Hunter	4.89 (1.11)
John Jay	5.33 (1.08)
Lehman	5.15 (1.05)
Queens	4.83 (1.09)
York	4.76 (1.18)
Senior College Average	5.02 (1.12)
<hr/>	
Comprehensive	
Medgar Evers	4.68 (1.32)
NYCCT	4.72 (1.22)
Staten Island	4.71 (1.17)
Comprehensive College Average	4.71 (1.21)
<hr/>	
Community	
BMCC	4.85 (1.20)
Bronx	4.90 (1.15)
Hostos	4.82 (1.17)
Kingsborough	4.81 (1.18)
LaGuardia	4.60 (1.23)
New Community College	5.21 (1.13)
Queensborough	4.62 (1.16)
Community College Average	4.76 (1.20)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.

New Indicator

Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Concern for the Individual

	<u>2013</u>
Senior	
Baruch	4.80 (1.25)
Brooklyn	4.61 (1.20)
City	4.35 (1.18)
Hunter	4.48 (1.27)
John Jay	4.89 (1.14)
Lehman	4.70 (1.22)
Queens	4.45 (1.19)
York	4.34 (1.25)
Senior College Average	4.57 (1.24)
<hr/>	
Comprehensive	
Medgar Evers	4.26 (1.48)
NYCCT	4.25 (1.27)
Staten Island	4.30 (1.28)
Comprehensive College Average	4.27 (1.31)
<hr/>	
Community	
BMCC	4.67 (1.36)
Bronx	5.02 (1.20)
Hostos	4.80 (1.21)
Kingsborough	4.84 (1.31)
LaGuardia	4.46 (1.40)
New Community College	5.96 (1.03)
Queensborough	4.76 (1.27)
Community College Average	4.77 (1.36)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 6: Improve quality of campus life and student and academic support services

University Target: 6.2 Colleges will improve the quality of student and academic support services, including academic advising and use of technology.

New Indicator

Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Academic Services

	<u>2013</u>
Senior	
Baruch	5.08 (1.10)
Brooklyn	5.07 (1.08)
City	4.82 (1.06)
Hunter	5.02 (1.12)
John Jay	5.29 (1.03)
Lehman	5.14 (1.02)
Queens	4.92 (1.11)
York	4.65 (1.15)
Senior College Average	4.96 (1.12)
<hr/>	
Comprehensive	
Medgar Evers	4.54 (1.34)
NYCCT	4.59 (1.21)
Staten Island	4.70 (1.18)
Comprehensive College Average	4.63 (1.22)
<hr/>	
Community	
BMCC	4.96 (1.21)
Bronx	5.24 (1.09)
Hostos	5.00 (1.09)
Kingsborough	5.08 (1.19)
LaGuardia	4.79 (1.23)
New Community College	5.64 (1.10)
Queensborough	4.97 (1.12)
Community College Average	4.92 (1.21)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

New Indicator

Percentage difference between actual and target FTE enrollment

	<u>Fall 2012</u>
Senior	
Baruch	-0.1
Brooklyn	-1.5
City	3.1
Hunter	1.3
John Jay	0.8
Lehman	-4.0
Queens	-2.4
York	4.0
Senior College Average	0.0
<hr/>	
Comprehensive	
Medgar Evers	-8.8
NYCCT	0.6
Staten Island	0.9
Comprehensive College Average	-1.0
<hr/>	
Community	
BMCC	0.6
Bronx	-4.3
Hostos	-12.1
Kingsborough	-4.6
LaGuardia	-1.8
New Community College	---
Queensborough	-1.6
Community College Average	-2.7
<hr/>	
University Average	-1.1

Note: Targets are set by the colleges and certified by the Office of Academic Affairs. The difference is actual FTEs minus the target divided by the target.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

Total Enrollment

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	16,321	16,195	17,063	18,055	17,373
Brooklyn	16,689	17,094	16,912	16,835	16,524
City	15,306	16,212	15,416	16,005	16,023
Hunter	21,258	22,168	22,407	22,822	23,005
John Jay	---	---	---	14,788	14,996
Lehman	11,860	12,195	12,115	12,287	11,862
Queens	19,572	20,711	20,906	20,993	20,100
York	7,157	7,780	7,821	8,242	8,420
Senior College Total	108,163	112,355	112,640	130,027	128,303
Comprehensive					
John Jay	14,844	15,330	15,206	---	---
Medgar Evers	6,036	7,080	6,920	6,966	6,540
NYCCT	14,268	15,399	15,366	15,961	16,207
Staten Island	13,092	13,858	13,894	14,199	14,321
Comprehensive College Total	48,240	51,667	51,386	37,126	37,068
Community					
BMCC	21,858	21,424	22,534	24,463	24,537
Bronx	9,117	10,420	10,740	11,450	11,287
Hostos	5,532	6,187	6,499	7,078	6,455
Kingsborough	15,739	18,204	18,606	19,261	18,934
LaGuardia	15,540	17,028	17,569	18,623	19,287
New Community College	---	---	---	---	289
Queensborough	13,752	15,507	15,316	16,837	15,711
Community College Total	81,538	88,770	91,264	97,712	96,500
Graduate					
Graduate School	4,620	4,625	4,642	4,701	4,656
School of Journalism	111	144	169	185	193
School of Professional Studies	1,213	1,547	1,779	1,896	1,963
Law School	388	407	441	481	431
University Total	244,273	259,515	262,321	272,128	269,114

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

Total FTEs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	12,969	12,784	13,489	14,144	13,701
Brooklyn	12,243	12,549	12,385	12,471	12,281
City	11,047	11,869	11,647	11,894	11,994
Hunter	15,182	16,115	16,120	16,700	17,041
John Jay	---	---	---	11,430	11,752
Lehman	8,195	8,423	8,357	8,347	7,899
Queens	14,288	15,410	15,639	15,233	14,963
York	5,053	5,561	5,604	5,934	6,130
Senior College Total	78,975	82,711	83,241	96,153	95,761
Comprehensive					
John Jay	11,348	12,042	11,686	---	---
Medgar Evers	4,318	5,355	5,279	5,331	4,897
NYCCT	10,316	11,146	11,218	11,993	12,142
Staten Island	9,975	10,648	10,829	11,095	11,364
Comprehensive College Total	35,957	39,191	39,012	28,419	28,403
Community					
BMCC	16,088	16,350	16,955	18,564	18,669
Bronx	6,411	7,539	7,794	8,253	8,023
Hostos	3,732	4,356	4,653	5,088	4,459
Kingsborough	11,555	13,910	14,366	14,541	13,897
LaGuardia	11,743	13,064	13,829	14,317	13,745
New Community College	---	---	---	---	360
Queensborough	8,991	10,804	11,007	11,760	11,385
Community College Total	58,520	66,023	68,604	72,523	70,538
Graduate					
Graduate School	3,592	3,667	3,671	3,750	3,693
School of Journalism	139	180	208	221	228
School of Professional Studies	523	645	790	834	875
Law School	487	512	533	575	537
University Total	178,194	192,929	196,059	202,475	200,035

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

Total Undergraduates

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	12,731	12,332	13,120	14,266	13,777
Brooklyn	13,011	13,069	12,804	13,096	13,099
City	11,977	12,878	12,263	12,863	12,983
Hunter	15,698	15,884	15,684	16,345	16,708
John Jay	---	---	---	12,887	13,167
Lehman	9,569	9,720	9,841	9,863	9,577
Queens	15,262	16,059	16,195	16,559	16,187
York	7,111	7,732	7,784	8,210	8,381
Senior College Total	85,359	87,674	87,691	104,089	103,879
Comprehensive					
John Jay	12,943	13,346	13,278	---	---
Medgar Evers	6,036	7,080	6,920	6,966	6,540
NYCCT	14,268	15,399	15,366	15,961	16,207
Staten Island	12,183	12,886	12,829	13,155	13,364
Comprehensive College Total	45,430	48,711	48,393	36,082	36,111
Community					
BMCC	21,858	21,424	22,534	24,463	24,537
Bronx	9,117	10,420	10,740	11,450	11,287
Hostos	5,532	6,187	6,499	7,078	6,455
Kingsborough	15,739	18,204	18,606	19,261	18,934
LaGuardia	15,540	17,028	17,569	18,623	19,287
New Community College	---	---	---	---	289
Queensborough	13,752	15,507	15,316	16,837	15,711
Community College Total	81,538	88,770	91,264	97,712	96,500
Graduate					
School of Professional Studies	966	1,117	1,136	1,220	1,247
University Total	213,293	226,272	228,484	239,103	237,737

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

Total Graduates

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	3,590	3,863	3,943	3,789	3,596
Brooklyn	3,678	4,025	4,108	3,739	3,425
City	3,329	3,334	3,153	3,142	3,040
Hunter	5,560	6,284	6,723	6,477	6,297
John Jay	---	---	---	1,901	1,829
Lehman	2,291	2,475	2,274	2,424	2,285
Queens	4,310	4,652	4,711	4,434	3,913
York	46	48	37	32	39
Senior College Total	22,804	24,681	24,949	25,938	24,424
Comprehensive					
John Jay	1,901	1,984	1,928	---	---
Staten Island	909	972	1,065	1,044	957
Comprehensive College Total	2,810	2,956	2,993	1,044	957
Graduate					
Graduate School	4,620	4,625	4,642	4,701	4,656
School of Journalism	111	144	169	185	193
School of Professional Studies	247	430	643	676	716
Law School	388	407	441	481	431
University Total	30,980	33,243	33,837	33,025	31,377

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

Mean SAT score of regularly-admitted first-time freshmen enrolled in baccalaureate programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	1153	1182	1217	1209	1230
Brooklyn	1040	1098	1110	1134	1111
City	1026	1044	1072	1080	1118
Hunter	1104	1137	1155	1149	1172
John Jay	---	---	---	951	953
Lehman	921	989	1016	1008	1030
Queens	1061	1083	1113	1113	1101
York	864	900	904	899	906
Senior College Average	1050	1084	1100	1083	1086
Comprehensive					
John Jay	943	942	939	---	---
Medgar Evers	875	887	852	837	824
NYCCT	908	905	929	952	943
Staten Island	1008	1004	1008	1011	1002
Comprehensive College Average	956	957	955	995	988
University Average	1032	1057	1062	1075	1076

Note: Based on recent graduates of domestic high schools. In fall 2011 freshmen who were admitted and enrolled in Students of Promise (SOP) at Brooklyn and Hunter were excluded. As of fall 2012 SOP students are included in averages for colleges who enroll these students.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

Mean College Admissions Average (CAA) of regularly-admitted first-time freshmen enrolled in baccalaureate programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	87.2	86.6	86.7	86.5	87.2
Brooklyn	85.9	87.0	86.3	86.9	86.2
City	85.2	85.8	86.9	87.6	88.5
Hunter	85.9	86.5	87.2	87.1	87.4
John Jay	---	---	---	82.9	83.3
Lehman	81.9	83.7	84.5	84.9	85.3
Queens	86.2	86.5	86.7	86.8	86.5
York	80.4	81.5	81.9	82.6	82.5
Senior College Average	85.2	85.8	86.1	85.9	86.0
Comprehensive					
John Jay	81.1	81.2	82.2	---	--
Medgar Evers	74.7	77.6	77.1	77.5	75.5
NYCCT	77.8	79.9	79.8	79.2	80.4
Staten Island	83.6	83.9	84.3	84.5	84.6
Comprehensive College Average	81.1	81.8	82.4	83.2	83.5
University Average	84.5	84.9	85.1	85.6	85.7

In fall 2011 freshmen who were admitted and enrolled in Students of Promise (SOP) at Brooklyn and Hunter were excluded. As of fall 2012 SOP students are included in averages for colleges who enroll these students.

University Performance Management Process

2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.3 Colleges will meet 95% of enrollment targets for College Now and will enroll adult and continuing education students so as to promote the college's mission.

New Indicator

Percent of target College Now enrollment achieved

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u> <u>(estimated)</u>
Senior					
Baruch	76.3	82.5	68.2	90.7	86.0
Brooklyn	96.7	96.9	108.8	105.9	91.8
City	76.4	61.2	58.8	58.9	69.0
Hunter	97.0	98.6	93.5	89.6	95.1
John Jay	---	---	---	99.9	94.1
Lehman	98.1	97.5	104.8	102.2	98.9
Queens	110.2	103.5	90.7	100.4	99.8
York	98.1	94.3	102.8	107.0	79.4
Senior College Average	93.8	91.6	92.0	97.1	89.5
Comprehensive					
John Jay	103.1	101.1	74.7	---	---
Medgar Evers	91.5	76.2	96.6	45.3	54.1
NYCCT	82.0	100.1	92.3	100.1	85.0
Staten Island	96.3	89.2	87.4	102.5	103.4
Comprehensive College Average	91.5	92.5	86.8	87.0	84.5
Community					
BMCC	67.8	90.9	95.7	100.4	87.4
Bronx	97.7	106.7	98.5	85.5	87.5
Hostos	88.0	99.4	98.7	106.3	112.2
Kingsborough	113.0	105.7	110.4	107.3	94.3
LaGuardia	105.5	103.9	109.1	82.2	93.1
New Community College	---	---	---	--	NA
Queensborough	91.9	92.8	91.3	87.2	96.4
Community College Average	103.4	102.3	105.1	97.6	94.6
University Average	99.3	98.1	99.2	96.6	92.3

Note: College Now enrollment data are from the registration database maintained by the Office of Academic Affairs. Last year's figures have been revised to reflect final data. For the current year, enrollments are not final at this time. Final data for the current year will be provided in next year's report.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.3 Colleges will meet 95% of enrollment targets for College Now and will enroll adult and continuing education students so as to promote the college's mission.

Number of seats filled in Adult and Continuing Education courses

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u>
Senior					
Baruch	9,336	11,527	10,814	11,356	10,163
Brooklyn	5,171	4,516	3,562	---	---
City	4,835	6,371	3,482	4,949	20,570
Hunter	11,629	8,987	9,142	9,897	10,861
John Jay	---	---	---	2,202	2,353
Lehman	9,562	10,175	10,708	11,811	13,003
Queens	14,282	12,093	8,775	6,493	5,139
York	14,809	18,043	14,611	16,810	15,811
Senior College Total	69,624	71,712	61,094	63,518	77,900
Comprehensive					
John Jay	16,613	9,380	347	---	---
Medgar Evers	12,561	2,120	2,377	2,567	2,980
NYCCT	14,359	16,358	14,612	12,800	13,081
Staten Island	4,783	4,446	4,225	5,572	7,286
Comprehensive College Total	48,316	32,304	21,214	20,939	23,347
Community					
BMCC	8,499	11,153	8,242	5,947	9,416
Bronx	12,949	13,588	15,597	13,288	12,749
Hostos	9,540	10,802	9,880	10,986	13,783
Kingsborough	24,590	23,806	24,029	25,971	25,344
LaGuardia	76,755	77,178	58,434	64,519	63,696
New Community College	---	---	---	---	---
Queensborough	9,630	8,872	9,264	9,664	8,413
Community College Total	141,963	145,399	125,446	130,375	133,401
Graduate					
Graduate School	9,905	---	---	---	---
School of Professional Studies	5,755	7,773	9,640	3,251	13,612
University Total	275,563	257,188	217,394	218,083	248,260

Note: Beginning with the 2009-10 academic year, The Graduate Center no longer offers Adult and Continuing Education except as through the School of Professional Studies. Beginning with the 2011-12 academic year Brooklyn College no longer offers Adult and Continuing Education programs.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.1 Alumni-corporate fundraising will increase 10%.

Total Voluntary Support (weighted, rolling, three-year average)

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013 Preliminary</u>
Senior					
Baruch	\$30,661,651	\$19,194,623	\$12,654,005	\$14,137,907	\$19,803,807
Brooklyn	\$8,928,984	\$11,726,044	\$18,704,317	\$16,409,239	\$15,490,922
City	\$63,585,449	\$46,703,422	\$40,358,974	\$38,893,502	\$38,271,204
Hunter	\$32,369,753	\$25,699,325	\$25,597,994	\$24,364,173	\$30,810,443
John Jay	---	---	\$5,951,446	\$8,713,621	\$8,303,307
Lehman	\$3,563,530	\$4,074,265	\$4,517,771	\$5,000,339	\$5,780,171
Queens	\$17,456,623	\$16,895,511	\$20,625,790	\$20,992,744	\$23,010,182
York	\$680,555	\$639,960	\$886,737	\$1,018,262	\$1,206,622
Senior College Total	\$157,246,544	\$124,933,151	\$125,802,570	\$127,813,130	\$142,676,657
Comprehensive					
John Jay	\$3,597,305	\$6,364,597	---	---	---
Medgar Evers	\$3,077,974	\$1,993,971	\$1,048,649	\$383,509	\$384,144
NYCCT	\$1,175,077	\$1,116,864	\$1,063,346	\$953,444	\$1,232,275
Staten Island	\$1,433,696	\$1,989,687	\$2,798,980	\$3,134,282	\$2,732,842
Comprehensive College Total	\$9,284,052	\$11,465,119	\$8,405,441	\$6,187,892	\$4,349,260
Community					
BMCC	\$3,540,068	\$2,230,483	\$2,322,602	\$2,433,748	\$2,535,139
Bronx	\$1,705,253	\$1,694,148	\$1,681,549	\$1,807,120	\$1,918,910
Hostos	\$827,707	\$868,071	\$933,259	\$1,044,765	\$1,174,610
Kingsborough	\$1,410,179	\$1,628,689	\$2,763,789	\$3,007,078	\$2,678,192
LaGuardia	\$891,006	\$1,586,190	\$1,632,203	\$2,538,772	\$2,236,787
New Community College	---	---	---	---	\$8,198,376
Queensborough	\$2,676,452	\$2,867,673	\$3,122,865	\$2,992,256	\$3,151,346
Community College Total	\$11,050,665	\$10,875,254	\$12,736,530	\$14,745,680	\$21,893,359
Graduate					
Graduate School	\$9,983,052	\$9,408,088	\$6,315,517	\$4,829,547	\$5,809,837
School of Journalism	\$3,081,728	\$2,454,933	\$4,625,387	\$3,322,076	\$2,322,605
School of Professional Studies	---	---	---	---	\$170,084
Law School	\$1,009,391	\$1,136,125	\$1,265,187	\$1,548,636	\$1,501,287
University Total	\$198,614,807	\$161,131,341	\$160,944,419	\$160,082,292	\$180,351,493

Note: This indicator reflects a weighted, rolling, three-year average (50-30-20) of Cash In, New Pledges and Testamentary Gifts. Figures for the prior year have been updated from last year's PMP report to reflect final values. Data for the School of Professional Studies and for the New Community College are included as they become available. Macaulay Honors College support is included in the university totals: \$705 thousand for FY2009, \$894 thousand for FY2010, \$2.8 million for FY2011, \$1.2 million for FY2012 and \$1.4 million for FY2013.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.3 Each college will achieve its revenue targets and improve or maintain high collection rates.

New Indicator

Revenue (degree-credit) as a percentage of target

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Senior				
Baruch	104.4	95.5	102.6	100.8
Brooklyn	105.3	101.5	102.1	100.1
City	108.8	101.6	105.6	104.2
Hunter	103.2	100.2	103.9	102.9
John Jay	---	---	103.0	100.2
Lehman	108.7	106.1	108.4	102.9
Queens	106.6	106.2	103.7	98.2
York	106.4	105.6	103.4	107.4
Senior College Average	105.7	101.6	103.9	101.5
Comprehensive				
John Jay	101.3	103.7	---	---
Medgar Evers	111.8	113.2	102.0	111.0
NYCCT	107.0	106.3	111.6	107.7
Staten Island	106.1	105.0	108.0	106.3
Comprehensive College Average	105.3	105.9	108.4	107.7
Community				
BMCC	110.5	100.3	104.0	103.2
Bronx	103.7	113.7	100.0	107.9
Hostos	107.6	112.3	116.9	100.0
Kingsborough	101.5	102.0	100.5	100.8
LaGuardia	109.4	105.5	108.1	101.1
New Community College	---	---	---	---
Queensborough	104.1	113.6	101.4	103.4
Community College Average	106.7	106.1	104.0	102.8
Graduate				
Graduate School	102.2	95.2	100.0	97.9
School of Journalism	102.3	121.6	171.4	142.2
School of Professional Studies	113.8	149.9	185.1	104.4
Law School	99.8	104.3	103.8	106.1
University Average	105.8	103.6	104.8	102.7

Note: This indicator (degree-credit tuition revenue divided by degree-credit tuition revenue target for a given fiscal year) is provided by the Office of Budget and Finance. Source is the year-end financial report for each fiscal year.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.3 Each college will achieve its revenue targets and improve or maintain high collection rates.

New Indicator

Revenue (non-credit/ACE) as a percentage of target

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Senior				
Baruch	93.1	101.0	108.0	126.7
Brooklyn	100.1	128.8	89.6	6.5
City	87.6	93.4	87.2	119.8
Hunter	103.3	110.8	103.5	103.7
John Jay	---	---	124.6	71.7
Lehman	108.7	96.3	103.8	122.3
Queens	133.5	99.5	103.5	87.8
York	148.1	102.4	144.2	82.4
Senior College Average	106.5	102.5	106.3	109.3
Comprehensive				
John Jay	117.8	125.2	---	---
Medgar Evers	0.0	0.0	0.0	0.0
NYCCT	87.6	68.7	110.6	57.3
Staten Island	124.9	162.7	98.5	101.4
Comprehensive College Average	87.9	104.4	107.3	65.9
Community				
BMCC	156.9	95.4	93.8	103.6
Bronx	31.3	99.2	97.6	106.7
Hostos	97.2	99.8	102.7	108.4
Kingsborough	84.8	99.9	98.8	99.4
LaGuardia	99.3	104.7	103.8	108.1
New Community College	---	---	---	---
Queensborough	92.2	100.6	91.7	97.0
Community College Average	92.2	101.2	99.0	103.1
Graduate				
Graduate School	83.8	70.9	113.8	6.7
School of Journalism	0.0	0.0	140.3	89.4
School of Professional Studies	0.0	108.2	0.0	0.0
Law School	0.0	0.0	0.0	0.0
University Average	96.4	102.0	103.4	104.1

Note: This indicator (Adult Continuing Education (ACE) deposits/revenue divided by ACE revenue target) is provided by the Office of Budget and Finance. For senior colleges, the ACE revenue target is calculated by adding the total ACE expenditures and the cost recovery target percentage of ACE revenue collected. The cost recovery target for FY2009-2012 was 14%. For community colleges, the ACE revenue target is 17.5% of ACE expenditures.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.3 Each college will achieve its revenue targets and improve or maintain high collection rates.

New Indicator

Collection rate

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Senior				
Baruch	98.6	95.2	94.8	96.6
Brooklyn	89.1	95.7	94.5	98.3
City	96.9	93.1	93.5	96.4
Hunter	96.7	95.1	93.8	95.6
John Jay	---	---	93.5	98.5
Lehman	96.2	91.9	91.8	95.1
Queens	98.6	96.5	93.7	96.5
York	94.8	93.0	91.9	97.5
Senior College Average	96.1	94.7	93.7	96.7
Comprehensive				
John Jay	99.5	95.6	---	---
Medgar Evers	94.3	91.1	89.3	99.1
NYCCT	92.2	97.2	90.5	92.3
Staten Island	100.2	95.5	94.1	99.8
Comprehensive College Average	97.0	94.9	91.7	96.5
Community				
BMCC	96.6	92.2	91.1	95.6
Bronx	98.3	96.4	93.3	97.8
Hostos	99.0	91.8	92.0	95.0
Kingsborough	94.7	90.2	90.3	90.3
LaGuardia	98.6	92.0	88.9	89.8
New Community College	---	---	---	---
Queensborough	96.7	94.8	93.8	90.9
Community College Average	97.0	92.8	91.4	93.1
Graduate				
Graduate School	98.8	98.3	97.9	91.6
School of Journalism	103.6	99.2	71.4	97.7
School of Professional Studies	118.0	93.9	86.5	106.3
Law School	99.8	99.4	99.6	89.7
University Average	96.7	94.7	92.8	95.7

Note: The Collection Rate (collected tuition and fees, excluding prior year collections, divided by billed tuition and fees) is provided by the Office of Budget and Finance. Source for all years is the CUNYfirst General Ledger (GL). For FY2012 both the CUNYfirst GL and the Office of the University Controller (OUC) Cash report were sources. Data for 2009 to 2011 were modified from the Goals & Targets Report to be consistent with the method used to produce 2012 rates. The data used to calculate the 2010 Collection Rate for NYCCT is incomplete in CUNYfirst: The NYCCT Budget office provided an unadjusted (for prior year cash collected) estimate that is not comparable to the rates reported in other years at NYCCT or to other college rates in the same year. Comprehensive college sector totals and university totals have been revised in the final report for 2010.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.3 Each college will achieve its revenue targets and improve or maintain high collection rates.

New Indicator

Collection rate (weighted, rolling, three-year average)

	<u>FY 2011</u>	<u>FY 2012</u>
Senior		
Baruch	95.7	95.8
Brooklyn	93.8	96.6
City	94.1	94.9
Hunter	94.8	95.0
John Jay	---	96.0
Lehman	92.7	93.5
Queens	95.5	95.7
York	92.8	94.9
Senior College Total	94.5	95.4
Comprehensive		
John Jay	97.6	---
Medgar Evers	90.8	94.6
NYCCT	92.9	92.7
Staten Island	95.7	97.2
Comprehensive College Total	93.7	94.7
Community		
BMCC	92.5	93.6
Bronx	95.2	96.2
Hostos	93.3	93.5
Kingsborough	91.2	90.3
LaGuardia	91.8	90.0
New Community College	---	---
Queensborough	94.7	92.6
Community College Total	92.9	92.5
Graduate		
Graduate School	98.2	94.8
School of Journalism	86.2	90.1
School of Professional Studies	95.0	97.9
Law School	99.6	94.6
University Total	94.2	94.6

Note: This indicator reflects a weighted, rolling, three-year average (50-30-20) of the Collection Rate (collected tuition and fees, excluding prior year collections, divided by billed tuition and fees), provided by the Office of Budget and Finance. The John Jay average is for two years weighted equally, 2011 and 2012 as a senior college and 2009 and 2010 as a comprehensive college. The data used to calculate the 2010 Collection Rate for NYCCT is incomplete in CUNYfirst: The NYCCT Budget office provided an unadjusted (for prior year cash collected) estimate that is not comparable to the rates reported in other years at NYCCT or to other college rates in the same year. Comprehensive college sector totals and university totals have been revised in the final report for 2010.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.4 Colleges will improve or maintain sound financial management and controls.

General Administration as a percentage of total tax levy budget

	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Senior					
Baruch	7.4	6.9	6.9	6.5	5.9
Brooklyn	6.3	6.3	6.1	5.4	5.3
City	5.4	5.7	5.7	6.2	6.1
Hunter	6.9	6.9	6.5	5.7	6.4
John Jay	---	---	---	7.9	7.1
Lehman	5.4	4.9	5.0	5.3	5.3
Queens	6.1	5.4	6.2	5.7	5.5
York	11.0	9.0	9.4	8.0	8.4
Senior College Average	6.6	6.3	6.3	6.1	6.1
Comprehensive					
John Jay	8.4	7.7	7.9	---	---
Medgar Evers	14.8	12.3	10.8	10.7	10.2
NYCCT	6.7	6.8	6.7	6.4	6.2
Staten Island	6.3	6.2	6.4	6.2	6.3
Comprehensive College Average	8.4	7.8	7.6	7.3	7.2
Community					
BMCC	14.9	14.7	4.8	4.8	4.6
Bronx	9.7	9.3	8.9	9.7	9.0
Hostos	9.7	9.5	10.2	9.1	8.6
Kingsborough	6.6	6.4	6.8	6.7	7.5
LaGuardia	6.9	7.5	7.6	7.3	7.1
New Community College	---	---	---	---	---
Queensborough	6.1	5.8	5.1	5.3	5.2
Community College Average	9.2	9.2	6.8	6.8	6.7
Graduate					
Graduate School	3.2	3.6	3.4	3.3	3.5
School of Journalism	NA	NA	20.8	20.5	21.3
School of Professional Studies	NA	NA	2.2	2.0	2.6
Law School	NA	NA	11.9	10.0	12.4
University Average	7.4	7.1	6.6	6.3	6.3

Note: Data for FY 2013 will be available in next year's report. Percentages reflect expenditures for president and provost offices, legal services, fiscal operations, campus development and grants offices. Data for the School of Journalism, Professional Studies, and the Law School are not available for 2008 or 2009.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.5 Colleges will end the fiscal year in strong financial condition with 1-3% of allocated budget in reserve.

New Indicator

Percent of allocated budget retained as reserve

	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Senior					
Baruch	0.8	3.1	0.1	3.8	3.0
Brooklyn	1.1	1.8	1.4	2.7	2.8
City	0.5	0.6	0.6	2.0	0.9
Hunter	2.0	2.6	2.5	3.8	2.2
John Jay	---	---	---	4.5	3.0
Lehman	2.0	2.8	1.4	0.7	0.9
Queens	2.0	2.8	2.3	2.2	1.3
York	1.6	0.5	0.0	0.1	0.0
Senior College Total	1.4	2.1	1.4	2.7	1.9
Comprehensive					
John Jay	3.4	1.1	2.3	---	---
Medgar Evers	0.2	0.1	2.1	3.8	3.0
NYCCT	2.0	2.3	1.1	6.0	2.6
Staten Island	2.0	1.3	0.8	1.9	1.7
Comprehensive College Total	2.1	1.3	1.5	3.9	2.3
Community					
BMCC	2.3	2.0	1.0	2.9	3.0
Bronx	2.5	2.0	3.0	1.1	3.1
Hostos	1.7	2.0	2.9	6.3	3.2
Kingsborough	0.1	1.0	2.1	1.3	0.9
LaGuardia	1.5	2.1	2.5	2.5	2.7
New Community College	---	---	---	---	---
Queensborough	1.4	0.7	2.1	2.3	3.1
Community College Total	1.6	1.6	2.1	2.5	2.6
Graduate					
Graduate School	1.9	2.0	1.3	2.8	3.0
School of Journalism	15.9	7.8	6.7	9.4	9.1
School of Professional Studies	9.3	3.5	0.4	6.1	3.3
Law School	8.6	4.6	6.3	4.0	0.0
University Total	1.7	1.9	1.7	2.9	2.2

Note: This indicator (year-end balance divided by the total of the tax-levy allocation plus tuition revenue above target) is provided by the Office of Budget and Finance. Source is the year-end financial report for each fiscal year.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.6 Contract/grant awards will increase.

Grants and contracts awarded (weighted, rolling, three-year average)

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u> <u>Preliminary</u>
Senior					
Baruch	\$5,417,250	\$6,106,267	\$6,721,694	\$6,773,844	\$6,859,165
Brooklyn	\$12,215,159	\$13,576,134	\$13,557,264	\$13,148,033	\$11,709,981
City	\$48,802,709	\$59,303,054	\$64,031,763	\$63,033,793	\$57,443,791
Hunter	\$42,244,156	\$46,999,342	\$48,027,876	\$49,360,285	\$50,222,226
John Jay	---	---	\$16,903,472	\$15,909,732	\$16,484,870
Lehman	\$17,387,991	\$21,669,114	\$20,935,606	\$18,003,894	\$15,293,251
Queens	\$21,667,450	\$28,933,290	\$25,622,011	\$28,991,460	\$28,356,888
York	\$6,341,443	\$7,495,168	\$6,888,864	\$6,254,765	\$5,421,856
Senior College Total	154,076,158	184,082,368	202,688,550	201,475,807	191,792,028
Comprehensive					
John Jay	\$15,275,879	\$18,128,219	---	---	---
Medgar Evers	\$8,835,698	\$9,308,249	\$9,197,374	\$8,646,507	\$8,475,744
NYCCT	\$6,128,546	\$7,179,020	\$7,463,674	\$8,358,759	\$6,944,247
Staten Island	\$9,039,801	\$9,445,850	\$8,525,387	\$8,351,762	\$6,690,632
Comprehensive College Total	39,279,924	44,061,337	25,186,436	25,357,028	22,110,623
Community					
BMCC	\$6,735,194	\$7,867,265	\$8,723,970	\$7,446,371	\$8,098,075
Bronx	\$5,700,917	\$6,159,851	\$6,782,830	\$6,389,954	\$5,793,343
Hostos	\$3,932,899	\$3,588,387	\$4,452,458	\$5,348,630	\$6,035,376
Kingsborough	\$5,168,318	\$5,052,288	\$5,072,036	\$14,784,198	\$10,657,634
LaGuardia	\$14,638,288	\$16,902,509	\$16,975,518	\$16,986,775	\$14,819,643
New Community College	---	---	---	---	\$669,755
Queensborough	\$4,131,033	\$3,672,917	\$4,371,047	\$4,344,707	\$4,136,675
Community College Total	40,306,648	43,243,217	46,377,858	55,821,251	50,210,502
Graduate					
Graduate School	\$12,970,438	\$13,115,331	\$11,796,016	\$11,646,380	\$12,422,420
School of Journalism	\$190,590	\$349,445	\$775,735	\$1,132,609	\$1,445,013
Law School	\$438,848	\$575,891	\$399,792	\$223,356	\$97,916
University Total	247,262,606	285,427,588	287,224,387	295,656,430	278,078,501

Note: This indicator reflects a weighted, rolling, three-year average (50-30-20) of awards of grants and contracts administered by the Research Foundation. Student Financial Aid, PSC-CUNY grants, and grants and contracts generated by the Central Office are not included. FY2012 figures have been revised from last year's PMP report to reflect final data and FY2013 figures (available in the Final Year End PMP Report) are preliminary. Grants and contracts awards for the New Community College have been included in the FY2012 and FY2013 community college and university three-year rolling averages. In 2013 John Jay data was reported in the Senior College sector only as 50% of the 2011 rolling average is comprised of grants reported in 2011 (sector totals for the senior and comprehensive colleges were adjusted for 2011).

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.7 Indirect cost recovery ratios will improve.

Indirect cost recovery as a percentage of overall activity

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u> <u>Preliminary</u>
Senior					
Baruch	7.2	8.8	8.4	8.8	9.1
Brooklyn	15.1	15.4	16.0	17.3	18.8
City	18.2	18.9	19.3	18.3	17.4
Hunter	15.4	16.2	15.8	16.9	15.5
John Jay	---	---	---	14.2	13.3
Lehman	11.8	12.4	11.7	11.4	9.6
Queens	9.1	12.2	12.6	13.0	12.5
York	7.6	8.7	9.4	7.6	8.8
Senior College Average	14.2	15.4	15.5	15.5	14.7
Comprehensive					
John Jay	10.5	9.4	12.5	---	---
Medgar Evers	7.6	7.4	7.2	7.1	7.4
NYCCT	6.5	7.0	8.5	8.4	8.9
Staten Island	10.5	16.6	10.5	10.2	10.5
Comprehensive College Average	9.2	10.1	10.1	8.5	8.9
Community					
BMCC	5.6	5.3	4.2	5.0	6.6
Bronx	8.0	6.7	6.2	6.2	6.9
Hostos	6.0	7.4	8.4	7.0	7.3
Kingsborough	5.8	6.1	7.1	6.6	6.5
LaGuardia	4.9	4.4	5.6	6.9	8.3
New Community College	---	---	---	---	7.5
Queensborough	7.5	6.2	5.3	5.3	5.6
Community College Average	6.0	5.6	5.9	6.3	7.2
Graduate					
Graduate School	10.3	8.7	8.8	9.3	9.9
School of Journalism	13.3	2.8	4.6	3.0	4.2
Law School	3.9	8.4	43.4	14.3	---
University Average	11.8	12.6	12.6	12.6	12.5

Note: FY 2012 figures reflect final data and FY 2013 figures reflect preliminary data.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

University Target: 9.1 Student satisfaction with administrative services will rise or remain high at all CUNY colleges.

New Indicator

Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Admissions and Financial Aid Effectiveness

	<u>2013</u>
Senior	
Baruch	4.84 (1.26)
Brooklyn	4.67 (1.22)
City	4.49 (1.26)
Hunter	4.50 (1.36)
John Jay	4.93 (1.21)
Lehman	4.66 (1.26)
Queens	4.41 (1.27)
York	4.35 (1.29)
Senior College Average	4.58 (1.29)
<hr/>	
Comprehensive	
Medgar Evers	4.54 (1.38)
NYCCT	4.43 (1.28)
Staten Island	4.37 (1.30)
Comprehensive College Average	4.42 (1.31)
<hr/>	
Community	
BMCC	4.89 (1.32)
Bronx	5.10 (1.19)
Hostos	4.90 (1.24)
Kingsborough	4.86 (1.29)
LaGuardia	4.40 (1.42)
New Community College	5.45 (1.09)
Queensborough	4.79 (1.25)
Community College Average	4.77 (1.34)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

University Target: 9.1 Student satisfaction with administrative services will rise or remain high at all CUNY colleges.

New Indicator

Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Registration Effectiveness

	<u>2013</u>
Senior	
Baruch	4.88 (1.22)
Brooklyn	4.69 (1.21)
City	4.52 (1.24)
Hunter	4.41 (1.27)
John Jay	4.98 (1.19)
Lehman	4.68 (1.23)
Queens	4.48 (1.24)
York	4.40 (1.31)
Senior College Average	4.64 (1.27)
<hr/>	
Comprehensive	
Medgar Evers	4.51 (1.42)
NYCCT	4.40 (1.30)
Staten Island	4.22 (1.33)
Comprehensive College Average	4.37 (1.34)
<hr/>	
Community	
BMCC	5.07 (1.19)
Bronx	5.27 (1.12)
Hostos	5.15 (1.13)
Kingsborough	5.09 (1.18)
LaGuardia	4.72 (1.27)
New Community College	5.43 (1.12)
Queensborough	5.13 (1.12)
Community College Average	5.01 (1.21)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

Note: Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of question items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

University Target: 9.1 Student satisfaction with administrative services will rise or remain high at all CUNY colleges.

New Indicator

Baseline mean satisfaction ratings of relevant Noel-Levitz scales will be established: Service Excellence

	<u>2013</u>
Senior	
Baruch	4.79 (1.15)
Brooklyn	4.96 (1.04)
City	4.77 (1.03)
Hunter	4.70 (1.12)
John Jay	5.14 (1.06)
Lehman	4.92 (1.11)
Queens	4.68 (1.07)
York	4.57 (1.16)
Senior College Average	4.83 (1.12)
<hr/>	
Comprehensive	
Medgar Evers	4.53 (1.32)
NYCCT	4.53 (1.17)
Staten Island	4.54 (1.16)
Comprehensive College Average	4.53 (1.19)
<hr/>	
Community	
BMCC	4.93 (1.15)
Bronx	5.16 (1.06)
Hostos	5.00 (1.04)
Kingsborough	4.98 (1.13)
LaGuardia	4.64 (1.20)
New Community College	5.70 (0.94)
Queensborough	4.90 (1.06)
Community College Average	4.91 (1.16)
<hr/>	
Graduate	
School of Professional Studies	---
<hr/>	
University Average	N/A

Note: This indicator combines three separate Noel-Levitz scales (Academic Advising, Campus Support Services, and Concern for the Individual) for senior and comprehensive colleges. The three scales used for the senior colleges are also used for the community colleges combined with one additional Noel-Levitz scale: Academic Services. Satisfaction scales are from 1 to 7: 1 is "not satisfied at all" and 7 is "very satisfied". Each indicator is derived from a combination of survey items. Means and standard deviations are derived from non-missing data. The School of Professional Studies (SPS) administers the Noel-Levitz Priorities for On-Line Learners (PSOL) which is not comparable to the Noel-Levitz Student Satisfaction Inventory.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

University Target: 9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs.

Percentage of FTEs offered on Fridays, evenings or weekends

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	49.3	47.6	48.6	49.5	48.8
Brooklyn	42.7	41.0	40.2	38.3	36.2
City	42.2	42.4	41.9	40.2	40.2
Hunter	55.6	54.5	54.1	53.4	53.2
John Jay	---	---	---	46.2	42.8
Lehman	49.7	49.8	50.2	50.5	51.3
Queens	45.7	44.7	44.8	42.5	43.0
York	50.1	50.7	50.6	48.2	47.3
Senior College Average	47.9	47.1	47.1	46.1	45.4
Comprehensive					
John Jay	37.3	40.3	40.5	---	---
Medgar Evers	50.7	51.0	51.8	49.2	48.5
NYCCT	44.5	44.0	43.0	42.6	42.7
Staten Island	53.4	53.7	52.7	53.7	53.9
Comprehensive College Average	45.5	46.5	46.2	48.1	48.2
Community					
BMCC	38.4	37.2	37.0	42.5	38.3
Bronx	40.2	41.5	42.3	41.9	42.2
Hostos	33.2	33.0	32.9	33.6	32.5
Kingsborough	24.3	25.9	27.2	27.0	26.7
LaGuardia	36.4	36.6	36.8	35.7	34.8
New Community College	---	---	---	---	17.4
Queensborough	34.1	36.9	35.2	36.7	35.1
Community College Average	34.4	34.9	34.9	36.3	34.8
University Average	42.8	42.6	42.5	42.8	41.9

Note: FTEs offered on evenings are FTEs enrolled in course sections starting at or after 4 pm on Monday, Tuesday, Wednesday, or Thursday. FTEs offered on Fridays are FTEs enrolled in course sections on Friday. FTEs offered on weekends are FTEs enrolled in course sections on Saturday or Sunday. Data points for fall 2008, fall 2009, and fall 2010 are re-calculated with new data source, which has very small impact on the trends.

PART B. CONTEXT INDICATORS

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 1: Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix

University Target: 1.4 Colleges will use technology to enrich courses and improve teaching.

Percentage of instructional (student) FTEs offered totally online

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	0.1	0.1	0.2	0.4	0.8
Brooklyn	1.3	1.9	2.3	2.3	2.3
City	0.2	0.0	0.3	0.3	0.3
Hunter	0.1	0.6	0.3	0.2	0.3
John Jay	---	---	---	4.1	4.5
Lehman	3.1	3.6	4.7	5.7	0.5
Queens	0.4	0.3	0.2	0.4	0.4
York	0.6	0.5	0.6	0.8	0.6
Senior College Average	0.7	0.9	1.0	1.5	1.2
Comprehensive					
John Jay	3.1	3.2	3.6	---	---
Medgar Evers	1.3	1.3	1.4	1.4	1.5
NYCCT	0.9	0.6	0.9	0.8	1.0
Staten Island	0.4	0.6	0.7	0.6	0.7
Comprehensive College Average	1.5	1.5	1.7	0.8	1.0
Community					
BMCC	0.8	0.7	0.8	0.2	1.3
Bronx	0.5	2.0	0.6	0.1	0.2
Hostos	1.7	1.1	1.3	1.2	0.0
Kingsborough	0.5	0.4	0.8	0.8	0.0
LaGuardia	0.0	0.0	0.2	0.3	0.0
New Community College	---	---	---	---	0.0
Queensborough	0.4	0.5	0.5	0.5	0.4
Community College Average	0.6	0.6	0.7	0.4	0.4
University Average	0.8	0.9	1.0	1.0	0.9

Note: Values are computed as the number of student FTEs in sections designated as fully online divided by the total number of student FTEs. Both undergraduate and graduate courses are included. Sections with the instructional component totally online are determined by the designation in the colleges' student information system and submitted to OIRA as part of the fall Show-Reg/Performance data collection. Fully online courses are those identified as "fully online - all classwork is online".

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 1: Strengthen CUNY flagship and college priority programs, and continuously update curricula and program mix

University Target: 1.4 Colleges will use technology to enrich courses and improve teaching.

Percentage of instructional (student) FTEs offered partially online

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	0.1	0.0	1.1	2.5	2.1
Brooklyn	9.2	9.5	10.9	13.1	6.2
City	0.0	0.0	0.2	0.8	1.0
Hunter	3.7	4.0	4.7	6.3	6.3
John Jay	---	---	---	0.9	1.0
Lehman	3.6	4.4	6.2	8.0	14.9
Queens	10.5	1.2	4.2	1.5	2.4
York	0.2	0.6	1.6	2.1	3.8
Senior College Average	4.4	2.9	4.3	4.4	4.3
Comprehensive					
John Jay	0.3	0.2	0.6	---	---
Medgar Evers	1.6	1.0	1.3	1.1	1.5
NYCCT	0.5	4.4	3.1	4.2	4.8
Staten Island	0.5	0.6	1.1	1.8	2.2
Comprehensive College Average	0.5	1.6	1.5	2.7	3.2
Community					
BMCC	14.2	21.1	24.3	28.6	29.5
Bronx	0.7	0.0	1.6	1.9	1.7
Hostos	2.6	1.4	1.0	1.7	4.9
Kingsborough	10.4	13.3	13.5	17.5	3.2
LaGuardia	0.0	0.4	0.7	0.9	2.7
New Community College	---	---	---	---	5.2
Queensborough	0.2	0.3	0.7	1.9	2.6
Community College Average	6.2	8.2	9.3	11.6	9.9
University Average	4.2	4.5	5.5	6.8	6.2

Note: Values are computed as the number of student FTEs in sections designated as partially online divided by the total number of student FTEs. Both undergraduate and graduate courses are included. Sections with the instructional component partially online are determined by the designation in the colleges' student information system and submitted to OIRA as part of the fall Show-Reg/Performance data collection. Partially online courses are those identified as "hybrid - between 20% and 80% of classwork is online", "partially online - some of the classwork is online", and "online - more than 80% of the classwork is online".

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.2 Increase faculty research/scholarship.

Percentage of required faculty reporting scholarship (or no scholarship to report) - reporting compliance rate

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Senior					
Baruch	50.8	44.5	50.4	78.9	99.4
Brooklyn	100.0	100.0	100.0	86.9	100.0
City	78.7	54.1	65.0	88.9	98.0
Hunter	92.4	97.1	98.1	99.0	95.0
John Jay	---	---	---	32.3	91.3
Lehman	27.9	0.4	100.0	65.5	97.7
Queens	100.0	99.5	99.8	97.3	100.0
York	36.8	38.3	57.4	94.9	68.6
Senior College Average	76.4	69.9	83.4	82.8	95.9
Comprehensive					
John Jay	29.0	26.9	100.0	---	---
Medgar Evers	99.0	100.0	0.9	86.2	98.2
NYCCT	98.9	94.6	91.0	98.6	99.1
Staten Island	0.5	59.3	26.0	95.3	99.6
Comprehensive College Average	52.4	65.6	64.1	95.2	99.1
Community					
BMCC	94.9	19.9	99.4	90.9	100.0
Bronx	28.8	26.9	30.1	34.9	100.0
Hostos	35.9	25.0	98.2	94.9	98.3
Kingsborough	26.6	99.0	49.8	71.6	66.1
LaGuardia	12.1	17.3	16.1	92.5	100.0
New Community College	---	---	---	---	100.0
Queensborough	34.4	39.0	39.5	74.0	43.4
Community College Average	43.8	37.9	57.4	77.1	83.4
Graduate					
Graduate School	61.8	77.6	31.6	55.8	92.2
School of Journalism	100.0	100.0	88.9	90.0	66.7
School of Professional Studies	0.0	0.0	100.0	100.0	100.0
Law School	100.0	0.0	100.0	90.0	100.0
University Average	63.0	61.1	72.1	82.5	92.9

Note: These data come from the CUNY Faculty Scholarship Collection. Percentages reflect the number of faculty responding divided by the number of faculty required to respond. "No Work" and citations missing the publication year are counted as responses.

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

New Methodology

Percentage of instructional FTEs delivered by full-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior			
Baruch	53.4	52.8	51.2
Brooklyn	48.1	44.1	44.8
City	49.3	51.7	51.1
Hunter	42.8	38.9	36.7
John Jay	---	---	36.7
Lehman	48.0	47.9	51.7
Queens	49.7	46.1	43.8
York	51.6	55.9	50.0
Senior College Average	48.4	46.9	44.8
Comprehensive			
John Jay	44.0	39.8	---
Medgar Evers	48.5	44.6	41.9
NYCCT	49.8	46.6	45.9
Staten Island	37.5	34.9	38.3
Comprehensive College Average	44.4	41.0	42.1
Community			
BMCC	46.2	44.3	45.9
Bronx	57.6	57.0	54.7
Hostos	61.5	56.1	53.8
Kingsborough	52.6	54.6	54.8
LaGuardia	40.4	41.0	39.4
New Community College	---	---	---
Queensborough	51.9	52.2	49.8
Community College Average	49.8	49.5	48.6
University Average			
	48.1	46.7	45.9
Graduate			
Graduate School	93.6	92.7	94.2
School of Journalism	71.1	69.8	65.8
Law School	88.1	87.7	79.0

Note: Annual FTEs reflect sections taught in fall and spring semesters. Beginning with fall 2009, this indicator is based on data from the faculty workload data collection from CUNYfirst. FTEs are apportioned for team-taught and cross-listed classes, but cannot be correctly apportioned for a very small number of classes that are both team-taught and also cross-listed/combined, due to limitations in the available data. This indicator is calculated by dividing the total number of student FTEs in all undergraduate and graduate courses taught by full-time faculty members by the total FTEs in all undergraduate and graduate courses. Instruction in winter session sections is included only for full-time faculty whose teaching is part of their contractual workload (instruction is added to both the numerator and the denominator). Other winter session sections are excluded. Full-time faculty members are defined as those of professorial rank, instructors and lecturers. Chairs are included. Instruction is credited to the faculty member's appointment college except for those appointed to the Graduate Center, the School of Journalism and the Law School; their teaching is credited to the college where instruction took place. Excludes College Now sections reported to OIRA as of May 1, 2013.

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

New Methodology

Percentage of instructional FTEs in graduate courses delivered by full-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior			
Baruch	66.3	67.0	61.3
Brooklyn	50.9	50.2	53.5
City	61.2	63.8	65.8
Hunter	48.8	47.5	49.0
John Jay	---	---	59.8
Lehman	65.4	67.3	69.5
Queens	64.3	61.2	59.8
York	88.2	99.9	94.6
Senior College Average	57.7	57.4	57.7
Comprehensive			
John Jay	64.2	62.7	---
Staten Island	64.3	55.1	64.4
Comprehensive College Average	64.2	59.8	64.4
University Average			
	58.5	57.7	58.0
Graduate			
Graduate School	93.6	92.7	94.2
School of Journalism	71.1	69.8	65.8
Law School	88.1	87.7	79.0

Note: Annual FTEs reflect sections taught in fall and spring semesters. Beginning with fall 2009, this indicator is based on data from the faculty workload data collection from CUNYfirst. FTEs are apportioned for team-taught and cross-listed classes, but cannot be correctly apportioned for a very small number of classes that are both team-taught and also cross-listed/combined, due to limitations in the available data. This indicator is calculated by dividing the total number of student FTEs in graduate courses taught by full-time faculty members by the total FTEs in all graduate courses. Instruction in winter session sections is included only for full-time faculty whose teaching is part of their contractual workload (instruction is added to both the numerator and the denominator). Other winter session sections are excluded. Full-time faculty members are defined as those of professorial rank, instructors and lecturers. Chairs are included. Instruction is credited to the faculty member's appointment college except for those appointed to the Graduate Center, the School of Journalism and the Law School; their teaching is credited to the college where instruction took place.

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

Number of veteran full-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior			
Baruch	293	289	295
Brooklyn	286	263	299
City	310	260	278
Hunter	403	394	405
John Jay	---	---	168
Lehman	172	157	178
Queens	291	297	315
York	88	85	90
Senior College Total	1,843	1,745	2,028
Comprehensive			
John Jay	160	136	---
Medgar Evers	72	75	75
NYCCT	186	138	175
Staten Island	197	189	187
Comprehensive College Total	615	538	437
Community			
BMCC	210	201	205
Bronx	133	111	116
Hostos	76	74	78
Kingsborough	154	138	71
LaGuardia	124	119	122
New Community College	---	---	---
Queensborough	160	137	149
Community College Total	857	780	741
Graduate			
Graduate School	107	98	108
School of Journalism	4	3	4
School of Professional Studies	---	1	1
Law School	24	22	19
University Total	3,450	3,187	3,338

Note: Counts are from the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts and reflect the number of veteran full-time professorial faculty (not eligible for contractual release time) who taught in both the fall and spring semesters. Eligibility for contractual release time is determined by the date of the first appointment to the professorial title series at the college and tenure status. The computation of this indicator excludes those in non-teaching departments (counselors and librarians), those in substitute titles, and those on leave (all types, not just unpaid). Faculty is counted based on their appointment college. Chairs are included. Faculty (veteran and new) with workload greater than 60 hours are excluded. This count is used as the denominator for the indicator "Mean teaching hours of veteran full-time faculty". City College excludes the Sophie Davis School of Biomedical Education.

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

New Methodology

Mean teaching hours of full-time faculty eligible for contractual release time

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior			
Baruch	12.6	13.0	13.7
Brooklyn	13.2	13.2	13.7
City	16.1	14.8	13.9
Hunter	13.6	12.7	12.6
John Jay	---	---	13.9
Lehman	15.1	16.9	15.6
Queens	15.2	14.9	13.7
York	15.1	15.7	15.3
Senior College Average	14.4	14.2	13.9
Comprehensive			
John Jay	14.2	14.1	---
Medgar Evers	14.3	14.8	14.3
NYCCT	19.0	16.6	16.0
Staten Island	15.8	14.6	15.1
Comprehensive College Average	16.1	15.1	15.4
Community			
BMCC	20.9	20.6	20.2
Bronx	21.9	21.4	19.4
Hostos	19.9	21.1	20.7
Kingsborough	19.7	20.3	24.9
LaGuardia	21.8	19.4	18.1
New Community College	---	---	---
Queensborough	22.6	21.2	21.7
Community College Average	21.2	20.5	20.5
Graduate			
Graduate School	10.9*	16.0*	11.8*
School of Journalism	9.0*	13.5*	13.1*
School of Professional Studies	---	0.0*	0.0*
Law School	7.5*	7.7*	7.8*
University Average	16.6	16.2	16.2

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts. Teaching hours are: 1) annual mean contracted hours of new full-time professorial faculty (eligible for contractual release time) who teach in both fall and spring as reported in the FWL; 2) the sum of annual (fall and spring) instructional workload hours (non-overload) of new full-time professorial faculty divided by the number of new full-time professorial faculty; 3) credited to a faculty member's appointment college. Eligibility for contractual release time is determined by the first appointment date to the professorial title series and tenure status. Chairs are included. Counselors and librarians, those in substitute titles, those on leave (all types, not just unpaid) and those with workload greater than 60 hours are excluded. City College excludes the Sophie Davis School of Biomedical Education.

*Based on fewer than 25 faculty members.

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

Number of full-time faculty eligible for contractual release time

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior			
Baruch	78	75	60
Brooklyn	101	111	88
City	97	98	81
Hunter	97	113	115
John Jay	---	---	95
Lehman	49	61	75
Queens	107	110	106
York	54	72	60
Senior College Total	583	640	680
Comprehensive			
John Jay	107	120	---
Medgar Evers	34	33	32
NYCCT	98	123	119
Staten Island	81	86	75
Comprehensive College Total	320	362	226
Community			
BMCC	87	96	93
Bronx	36	46	50
Hostos	32	37	33
Kingsborough	43	58	51
LaGuardia	71	93	95
New Community College	---	---	---
Queensborough	56	72	80
Community College Total	325	402	402
Graduate			
Graduate School	5	3	3
School of Journalism	3	4	2
School of Professional Studies	---	0	0
Law School	2	3	3
University Total	1,238	1,414	1,316

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts and reflects the number of new full-time professorial faculty (eligible for contractual release time) who taught in both the fall and spring semesters. Eligibility for contractual release time is determined by the date of first appointment to the professorial title series at the college and tenure status. The computation of this indicator excludes those in non-teaching departments (counselors and librarians), those in substitute titles, and those on leave (all types, not just unpaid). Faculty is counted based on their appointment college. Chairs are included. Faculty (veteran and new) with workload greater than 60 hours are excluded. This count is used as the denominator for the indicator "Mean teaching hours of full-time faculty eligible for contractual release time". City College excludes the Sophie Davis School of Biomedical Education.

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

New Methodology

Undergraduate student-faculty ratio

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior			
Baruch	18.4	18.3	19.6
Brooklyn	14.2	13.8	14.2
City	13.5	13.2	12.9
Hunter	15.4	14.2	14.5
John Jay	---	---	17.6
Lehman	13.2	13.2	13.7
Queens	15.2	15.6	15.7
York	16.6	17.2	17.9
Senior College Average	15.1	14.9	15.5
Comprehensive			
John Jay	18.1	17.6	---
Medgar Evers	18.1	18.0	18.6
NYCCT	15.7	16.4	16.2
Staten Island	16.9	16.9	17.2
Comprehensive College Average	17.0	17.1	17.0
Community			
BMCC	20.1	20.2	20.6
Bronx	17.9	17.8	18.2
Hostos	17.8	17.6	17.5
Kingsborough	20.2	19.3	18.6
LaGuardia	17.3	16.7	17.3
New Community College	---	---	---
Queensborough	19.6	18.5	18.9
Community College Average	19.0	18.5	18.7
University Average	16.9	16.7	17.0

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) extract and is the sum of student FTEs in undergraduate sections divided by the sum of faculty FTEs in undergraduate sections. FTEs are apportioned for team-taught and cross-listed classes, but cannot be correctly apportioned for a very small number of classes that are both team-taught and also crosslisted/combined, due to limitations in the available data. City College excludes the Sophie Davis School of Biomedical Education.

University Performance Management Process 2012-13 Year-End Report

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University Target: 2.3 Instruction by full-time faculty will increase incrementally.

New Methodology

Number of full-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior			
Baruch	486	486	438
Brooklyn	517	511	499
City	570	558	540
Hunter	689	671	664
John Jay	---	---	346
Lehman	357	362	345
Queens	628	625	588
York	203	211	196
Senior College Total	3,450	3,424	3616
Comprehensive			
John Jay	420	365	
Medgar Evers	176	174	164
NYCCT	394	385	378
Staten Island	354	332	328
Comprehensive College Total	1,344	1,256	870
Community			
BMCC	415	405	450
Bronx	264	286	286
Hostos	167	163	171
Kingsborough	333	340	348
LaGuardia	272	295	302
New Community College	---	---	3
Queensborough	339	335	331
Community College Total	1,790	1,824	1891
Graduate			
Graduate School	145	147	151
School of Journalism	28	35	31
School of Professional Studies	6	7	7
Law School	37	35	35
University Total	6,800	6,728	6,601

Note: This indicator reflects data in the CUNYfirst Human Resources (HR) spring and fall extracts and excludes graduate assistants, counselors and librarians, full-time faculty on unpaid leave and individuals on the Executive Compensation Plan even if they teach undergraduate or graduate courses at the college. Full-time instructors and lecturers are counted here. City College includes the Sophie Davis School of Biomedical Education.

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

New Methodology

Number of FTE part-time faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior			
Baruch	285	268	268
Brooklyn	343	343	342
City	435	370	376
Hunter	567	487	510
John Jay	---	---	324
Lehman	258	243	208
Queens	388	381	367
York	140	134	156
Senior College Total	2,416	2,225	2,551
Comprehensive			
John Jay	328	311	---
Medgar Evers	160	163	168
NYCCT	378	371	422
Staten Island	296	328	307
Comprehensive College Total	1,162	1,173	897
Community			
BMCC	458	482	508
Bronx	187	180	205
Hostos	100	115	127
Kingsborough	277	295	294
LaGuardia	353	379	401
New Community College	---	---	---
Queensborough	305	301	329
Community College Total	1,680	1,751	1,864
Graduate			
Graduate School	12	6	4
School of Journalism	8	9	10
School of Professional Studies	50	48	54
Law School	9	4	8
University Total	5,337	5,216	5,388

Note: This indicator reflects data in the CUNYfirst Human Resources (HR) spring and fall extracts and reflects the number of teaching appointment hours of adjuncts (including part-time instructors and lecturers) divided by 13.5. City College includes the Sophie Davis School of Biomedical Education.

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

New Methodology

Number of full-time executive and professional staff

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior			
Baruch	292	293	287
Brooklyn	297	305	310
City	382	413	410
Hunter	413	420	421
John Jay	---	---	268
Lehman	261	275	272
Queens	327	331	319
York	190	190	183
Senior College Total	2,162	2,227	2,470
Comprehensive			
John Jay	264	264	---
Medgar Evers	190	190	196
NYCCT	220	218	209
Staten Island	209	219	217
Comprehensive College Total	883	891	622
Community			
BMCC	226	229	224
Bronx	180	188	190
Hostos	151	152	160
Kingsborough	235	242	248
LaGuardia	313	299	304
New Community College	---	---	16
Queensborough	213	228	227
Community College Total	1,318	1,338	1,369
Graduate			
Graduate School	240	248	241
School of Journalism	15	15	16
School of Professional Studies	50	56	62
Law School	55	57	63
University Total	4,723	4,832	4,843

Note: This indicator reflects data in the CUNYfirst Human Resources (HR) spring and fall extracts and includes individuals on the executive compensation plan and personnel in full-time professional titles. City College includes the Sophie Davis School of Biomedical Education.

University Performance Management Process 2012-13 Year-End Report

Goal: Raise Academic Quality

Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

New Indicator

Mean hours of reassigned time for sponsored research for veteran faculty

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior			
Baruch	0.4	0.5	0.5
Brooklyn	0.6	0.9	0.9
City	1.6	1.1	1.4
Hunter	0.8	0.9	0.8
John Jay	---	---	0.9
Lehman	0.9	0.6	0.4
Queens	0.2	0.3	0.4
York	0.7	0.6	0.7
Senior College Average	0.8	0.7	0.8
Comprehensive			
John Jay	0.7	0.7	---
Medgar Evers	0.4	1.0	1.4
NYCCT	0.5	0.8	0.9
Staten Island	0.4	0.4	0.6
Comprehensive College Average	0.5	0.7	0.8
Community			
BMCC	0.2	0.3	0.2
Bronx	2.1	1.2	1.2
Hostos	2.0	1.4	0.8
Kingsborough	0.9	0.6	0.3
LaGuardia	1.6	1.7	1.2
New Community College	---	---	---
Queensborough	0.3	0.6	0.5
Community College Average	1.0	0.9	0.6
Graduate			
Graduate School	0.1	0.0	0.1
School of Journalism	2.3*	0.0*	0.0*
School of Professional Studies	---	0.0*	0.0*
Law School	0.0*	0.0*	0.0*
University Average	0.8	0.7	0.7

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts and reflects annual mean hours of reassigned time for sponsored research hours of faculty who teach in both fall and spring. Eligibility for contractual release time is determined by the first appointment date to the professorial title series and tenure status. Hours of reassigned time are the sum of sponsored research hours of veteran full-time professorial faculty (not eligible for contractual release time) during the fall and spring terms divided by the number of veteran full-time professorial faculty. Chairs are included. Counselors and librarians, those in substitute titles, those on leave (all types, not just unpaid) and those with workload greater than 60 hours are excluded. Sponsored research hours are credited to a faculty member's appointment college.

*Based on fewer than 25 faculty members.

University Performance Management Process 2012-13 Year-End Report

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Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

New Indicator

Mean hours of reassigned time for sponsored and unsponsored research for faculty eligible for release time

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior			
Baruch	1.6	1.3	1.4
Brooklyn	1.6	1.7	1.7
City	2.7	2.2	4.4
Hunter	1.5	1.9	1.4
John Jay	---	---	1.5
Lehman	0.6	0.4	0.7
Queens	1.4	1.2	2.3
York	3.1	1.3	5.8
Senior College Average	1.8	1.5	2.3
Comprehensive			
John Jay	0.7	1.4	---
Medgar Evers	0.5	0.8	0.7
NYCCT	0.8	0.8	0.8
Staten Island	0.7	1.8	0.6
Comprehensive College Average	0.7	1.2	0.7
Community			
BMCC	1.3	1.4	0.5
Bronx	1.5	1.6	6.5
Hostos	1.7	3.3	3.8
Kingsborough	0.9	0.9	0.1
LaGuardia	2.6	2.6	2.1
New Community College	---	---	---
Queensborough	0.2	0.6	0.3
Community College Average	1.4	1.7	1.8
Graduate			
Graduate School	0.0*	0.0*	0.0*
School of Journalism	2.0*	0.0*	0.0*
School of Professional Studies	---	0.0*	0.0*
Law School	0.0*	0.0*	0.0*
University Average	1.4	1.5	1.8

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts and reflects annual mean hours of reassigned time for sponsored and unsponsored research hours of faculty who teach in both fall and spring. Eligibility for contractual release time is determined by the first appointment date to the professorial title series and tenure status. Hours of reassigned time are the sum of sponsored and unsponsored research hours of new full-time professorial faculty (eligible for contractual release time) during the fall and spring terms divided by the number of new full-time professorial faculty. Chairs are included. Counselors and librarians, those in substitute titles, those on leave (all types, not just unpaid) and those with workload greater than 60 hours are excluded. Sponsored/Unsponsored research hours are credited to a faculty member's appointment college.

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University Performance Management Process 2012-13 Year-End Report

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Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity

University Target: 2.3 Instruction by full-time faculty will increase incrementally.

New Indicator

Percentage of veteran faculty with reassigned time for sponsored research

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior			
Baruch	10.6	10.7	10.5
Brooklyn	13.6	14.4	13.4
City	32.8	25.1	28.0
Hunter	16.4	15.0	15.3
John Jay	---	---	14.3*
Lehman	18.0	15.3*	8.4*
Queens	4.1*	3.7*	6.3*
York	14.8*	7.1*	10.0*
Senior College Average	15.9	13.4	13.7
Comprehensive			
John Jay	10.6*	11.8*	---
Medgar Evers	4.2*	10.7*	14.7*
NYCCT	11.8*	13.0*	12.6*
Staten Island	8.1*	6.9*	8.0*
Comprehensive College Average	9.4	10.2	11.0
Community			
BMCC	3.8*	7.0*	4.4*
Bronx	36.1	25.2	21.6
Hostos	26.3*	24.3*	10.3*
Kingsborough	22.7	18.1	8.5*
LaGuardia	27.4	27.7	20.5
New Community College	---	---	---
Queensborough	6.3*	13.1*	10.1*
Community College Average	18.1	17.4	11.9
Graduate			
Graduate School	1.9*	0.0*	0.9*
School of Journalism	25.0*	0.0*	0.0*
School of Professional Studies	---	0.0*	0.0*
Law School	0.0*	0.0*	0.0*
University Average	14.8	13.3	12.4

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts and reflects annual mean hours of reassigned time for sponsored research hours of faculty who teach in both fall and spring. Eligibility for contractual release time is determined by the first appointment date to the professorial title series and tenure status. The percentage is based on the number of veteran full-time professorial faculty (not eligible for contractual release time) with sponsored research hours during the fall and spring terms divided by the number of veteran full-time professorial faculty. The denominator for this indicator is "Number of Veteran Full-time". Chairs are included. Counselors and librarians, those in substitute titles, those on leave (all types, not just unpaid) and those with workload greater than 60 hours are excluded. Sponsored research hours are credited to a faculty member's appointment college. *Based on fewer than 25 faculty members.

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New Indicator

Percentage of faculty eligible for release time with reassigned time for sponsored and unsponsored research

	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior			
Baruch	29.5*	24.0*	28.3*
Brooklyn	21.8*	28.8	22.7*
City	48.5	40.8	77.8
Hunter	36.1	43.4	40.9
John Jay	---	---	27.4
Lehman	10.2*	8.2*	16.0*
Queens	44.9	35.1	59.8
York	64.8	31.9*	86.7
Senior College Average	36.9	32.1	44.2
Comprehensive			
John Jay	16.8*	29.2	---
Medgar Evers	8.8*	15.2*	12.5*
NYCCT	15.3*	16.3*	13.3*
Staten Island	14.8*	37.2	12.0*
Comprehensive College Average	15.0	25.4	12.8
Community			
BMCC	29.9	24.0*	10.8*
Bronx	33.3*	41.3*	82.0
Hostos	21.9*	56.8*	57.6*
Kingsborough	48.8*	31.0*	9.8*
LaGuardia	53.5	51.6	46.3
New Community College	---	---	---
Queensborough	5.4*	13.9*	7.5*
Community College Average	32.9	34.6	31.1
Graduate			
Graduate School	0.0*	0.0*	0.0*
School of Journalism	33.3*	0.0*	0.0*
School of Professional Studies	---	0.0*	0.0*
Law School	0.0*	0.0*	0.0*
University Average	30.0	30.9	34.5

Note: This indicator is based on the CUNYfirst Faculty Workload (FWL) and Human Resources (HR) extracts and reflects annual mean hours of reassigned time for sponsored and unsponsored research hours of faculty who teach in both fall and spring. Eligibility for contractual release time is determined by the first appointment date to the professorial title series and tenure status. The percentage is based on the number of new full-time professorial faculty (eligible for contractual release time) with sponsored and unsponsored research hours during the fall and spring terms divided by the number of new full-time professorial faculty. The denominator for this indicator is "Number of Full-time Faculty Eligible for Contractual Release Time". Chairs are included. Counselors and librarians, those in substitute titles, those on leave (all types, not just unpaid) and those with workload greater than 60 hours are excluded. Sponsored/Unsponsored research hours are credited to a faculty member's appointment college. *Based on fewer than 25 faculty members.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

New Indicator

Number of SEEK students in base of main indicator

Baccalaureate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	600	589	671	778	728
Brooklyn	858	851	912	985	843
City	918	876	802	828	883
Hunter	622	542	528	527	526
John Jay	---	---	---	1,181	1,089
Lehman	1,023	949	927	878	812
Queens	969	969	1,075	1,064	951
York	686	727	719	745	711
Senior College Total	5,676	5,503	5,634	6,986	6,543
Comprehensive					
John Jay	905	995	1,152	---	---
Medgar Evers	228	191	183	159	171
NYCCT	256	272	260	285	256
Staten Island	244	261	317	309	304
Comprehensive College Total	1,633	1,719	1,912	753	731
University Total	7,309	7,222	7,546	7,739	7,274

Note: The count of SEEK students includes those who completed at least one course for credit.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

New Indicator

Number of ESL students in base of main indicator

Baccalaureate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Baruch	1,245	1,196	1,358	1,487	1,353
Brooklyn	792	788	698	675	621
City	867	848	761	742	699
Hunter	390	381	388	420	462
John Jay	---	---	---	201	224
Lehman	307	338	384	427	413
Queens	1,279	1,249	1,102	1,071	1,014
York	460	507	496	504	513
Senior College Total	5,340	5,307	5,187	5,527	5,299
John Jay	146	180	192	---	---
Medgar Evers	420	357	339	322	338
NYCCT	379	383	358	377	369
Staten Island	580	587	624	651	614
Comprehensive College Total	1,525	1,507	1,513	1,350	1,321
School of Professional Studies	13	15	22	23	19
University Total	6,878	6,829	6,722	6,900	6,639

Note: Reflects the percentage of credits earned of those attempted, withdrawals (W, WA, and WN grades) are excluded from the base.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

Percentage of associate degree students not proficient in reading upon initial testing who have met basic skills proficiency in reading by the 30th credit

Associate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Comprehensive					
John Jay	86.6	92.0	95.0	88.7	100.0*
Medgar Evers	82.2	82.2	87.0	88.4	83.2
NYCCT	94.5	94.5	96.6	94.3	96.4
Staten Island	93.8	92.9	94.2	93.8	95.7
Comprehensive College Average	90.5	91.0	93.9	92.2	93.3
Community					
BMCC	86.9	87.0	86.2	86.9	84.6
Bronx	81.0	81.8	81.4	81.2	80.2
Hostos	74.4	78.2	78.0	77.9	78.3
Kingsborough	76.8	77.0	76.3	73.1	80.4
LaGuardia	83.6	83.7	84.6	89.3	86.9
New Community College	---	---	---	---	---
Queensborough	89.9	88.3	88.0	87.5	88.3
Community College Average	82.6	82.9	82.6	82.9	83.5
University Average	84.3	84.6	84.6	84.4	84.9

Note: This indicator is based on students who had earned between 25 and 35 credits by the start of the fall term and who were not initially proficient in reading. Basic skills proficiency is based on data available in the SKAT database and reflects status at the beginning of the term. Students whose proficiency status is unknown because one or more test/exemption records is missing are excluded from the base. For comprehensive colleges, the rates include students who entered at the associate level but were enrolled at the baccalaureate level at the time they were identified as having earned 25-35 credits.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

Percentage of associate degree students not proficient in writing upon initial testing who have met basic skills proficiency in writing by the 30th credit

Associate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Comprehensive					
John Jay	84.6	91.4	92.0	93.8	100.0*
Medgar Evers	87.6	82.9	86.9	86.2	83.1
NYCCT	94.5	94.1	95.1	93.9	96.7
Staten Island	93.3	92.5	93.8	93.6	89.3
Comprehensive College Average	91.1	91.1	92.9	92.1	91.5
Community					
BMCC	82.2	82.9	82.5	80.2	82.2
Bronx	85.3	83.1	84.6	82.4	84.4
Hostos	81.3	83.8	81.4	75.7	78.0
Kingsborough	77.2	72.6	67.7	67.8	73.4
LaGuardia	80.8	78.9	79.3	85.3	86.6
New Community College	---	---	---	---	---
Queensborough	84.9	84.5	88.3	86.6	86.7
Community College Average	81.9	80.5	79.9	79.6	82.0
University Average	83.8	82.7	82.3	81.8	83.4

Note: This indicator is based on students who had earned between 25 and 35 credits by the start of the fall term and who were not initially proficient in writing. Basic skills proficiency is based on data available in the SKAT database and reflects status at the beginning of the term. Students whose proficiency status is unknown because one or more test/exemption records is missing are excluded from the base. For comprehensive colleges, the rates include students who entered at the associate level but were enrolled at the baccalaureate level at the time they were identified as having earned 25-35 credits.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.2 Colleges will improve basic skills and ESL instruction to prepare students for success in remedial and credit-bearing courses.

Percentage of associate degree students not proficient in math upon initial testing who have met basic skills proficiency in math by the 30th credit

Associate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Comprehensive					
John Jay	71.3	69.1	77.5	73.8	81.8*
Medgar Evers	62.8	63.4	68.8	75.3	69.4
NYCCT	92.8	90.7	92.2	88.2	69.4
Staten Island	89.9	89.5	84.6	86.5	72.9
Comprehensive College Average	81.2	80.2	82.7	83.1	70.8
Community					
BMCC	65.9	58.8	60.3	57.4	59.9
Bronx	48.5	40.0	40.9	42.0	35.9
Hostos	69.9	69.5	61.6	65.1	57.1
Kingsborough	55.2	49.7	43.9	40.7	39.7
LaGuardia	66.5	61.5	61.3	61.4	56.1
New Community College	---	---	---	---	---
Queensborough	62.6	59.8	60.3	61.1	54.7
Community College Average	60.7	55.5	54.1	53.5	50.7
University Average	65.7	61.5	60.6	59.4	54.5

Note: This indicator is based on students who had earned between 25 and 35 credits by the start of the fall term and who were not initially proficient in math. Basic skills proficiency is based on data available in the SKAT database (and the Performance file) and reflects status at the beginning of the term. Students whose proficiency status is unknown because one or more test/exemption records is missing are excluded from the base. Starting from fall 2011, students are considered math proficient if they passed the math test prior to the term or passed a last-in-sequence math course starting from spring 2011 (grade C or better). For comprehensive colleges, the rates include students who entered at the associate level but were enrolled at the baccalaureate level at the time they were identified as having earned 25-35 credits.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study.

New Indicator

Percentage of students withdrawing from freshman composition

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	7.0	5.2	9.2	6.3	7.7
Brooklyn	6.2	3.6	3.3	3.0	2.8
City	6.5	5.4	4.0	5.2	3.7
Hunter	5.4	6.1	6.6	5.7	7.0
John Jay	---	---	---	10.7	7.9
Lehman	7.0	7.3	10.8	9.2	9.2
Queens	4.9	5.6	6.7	5.0	5.9
York	9.3	9.9	7.1	6.2	5.5
Senior College Average	6.5	6.0	6.8	6.7	6.4
Comprehensive					
John Jay	12.8	9.7	10.8	---	---
Medgar Evers	11.6	12.6	18.3	14.5	12.4
NYCCT	16.6	15.2	15.7	13.1	15.1
Staten Island	14.8	12.3	12.7	14.4	13.1
Comprehensive College Average	14.4	12.5	14.0	13.9	13.8
Community					
BMCC	16.5	16.9	18.5	17.0	15.0
Bronx	14.0	13.7	15.3	14.6	17.1
Hostos	13.7	16.9	21.6	16.0	19.9
Kingsborough	18.3	17.1	16.0	16.8	17.5
LaGuardia	13.9	12.7	13.9	11.2	15.3
New Community College	---	---	---	---	1.7
Queensborough	15.8	15.1	15.2	16.2	15.1
Community College Average	15.9	15.5	16.4	15.7	15.9
University Average	13.1	12.6	13.9	13.0	13.3

Note: Based on students enrolled in freshman composition in the fall of a given term. Students auditing a course are excluded.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 3: Ensure that all students receive a quality general education and effective instruction

University Target: 3.3 Colleges will improve student academic performance, particularly in the first 60 credits of study.

New Indicator

Percentage of students withdrawing from gateway mathematics

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	14.9	14.9	17.3	16.2	16.1
Brooklyn	18.8	17.6	20.2	15.6	18.6
City	10.1	12.1	11.5	12.7	13.6
Hunter	11.3	10.4	12.5	9.1	8.2
John Jay	---	---	---	14.6	12.1
Lehman	14.3	13.4	19.5	16.2	13.8
Queens	13.7	12.6	15.1	15.0	12.9
York	13.5	8.6	17.0	10.3	10.1
Senior College Average	13.7	12.9	16.0	14.1	12.8
Comprehensive					
John Jay	15.2	10.8	16.9	---	---
Medgar Evers	11.0	10.8	13.1	11.4	11.0
NYCCT	19.2	17.4	19.7	21.6	17.3
Staten Island	19.1	15.6	18.5	19.0	18.3
Comprehensive College Average	17.1	14.3	17.8	19.0	16.6
Community					
BMCC	14.1	13.9	17.3	16.4	15.7
Bronx	12.5	24.7	24.7	19.4	22.2
Hostos	13.2	14.6	16.3	16.1	16.5
Kingsborough	17.5	14.2	12.4	11.5	11.8
LaGuardia	14.3	12.8	11.8	10.3	14.6
New Community College	---	---	---	---	5.6*
Queensborough	21.7	22.0	25.3	20.7	19.2
Community College Average	16.0	16.5	18.1	15.8	15.9
University Average	15.9	14.7	17.5	16.1	15.1

Note: Based on students enrolled in gateway mathematics in the fall of a given term. Students auditing a course are excluded.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.2 Retention rates will increase progressively.

One-year Retention Rate (system rate): Percentage of full-time first-time freshmen in associate programs still enrolled in any CUNY college one year later

Associate Programs

	<u>Entering Class of Fall 2007</u>	<u>Entering Class of Fall 2008</u>	<u>Entering Class of Fall 2009</u>	<u>Entering Class of Fall 2010</u>	<u>Entering Class of Fall 2011</u>
Comprehensive					
John Jay	68.2	71.5	71.7	---	---
Medgar Evers	55.6	59.4	58.1	62.0	54.8
NYCCT	66.7	66.9	68.3	69.4	69.9
Staten Island	70.7	71.5	70.8	72.8	72.7
Comprehensive College Average	67.2	68.1	67.9	69.1	67.8
Community					
BMCC	63.4	63.3	67.0	65.2	66.0
Bronx	62.9	66.6	61.5	59.7	55.8
Hostos	62.9	58.4	64.2	65.0	65.2
Kingsborough	69.1	73.1	71.2	68.2	68.5
LaGuardia	66.8	67.4	70.0	69.4	66.2
New Community College	---	---	---	---	--
Queensborough	72.2	73.5	72.9	73.9	70.4
Community College Average	66.5	67.5	68.7	67.5	66.2
University Average	66.8	67.7	68.4	67.9	66.6

Note: Students are counted as retained in the college of entry in the cohort year if they are still enrolled at any CUNY college one year after entry. Prelude to Success students are excluded from the base.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

Six-year Graduation Rate: Percentage of full-time first-time freshmen in baccalaureate programs who graduated from the college of entry within six years

Baccalaureate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2002</u>	<u>Entering</u> <u>Class of Fall</u> <u>2003</u>	<u>Entering</u> <u>Class of Fall</u> <u>2004</u>	<u>Entering</u> <u>Class of Fall</u> <u>2005</u>	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>
Senior					
Baruch	57.6	60.3	60.5	63.3	62.6
Brooklyn	43.7	43.3	48.5	48.4	53.8
City	37.0	35.0	38.9	40.0	42.0
Hunter	41.9	43.7	46.2	45.9	45.7
John Jay	---	---	---	39.4	43.1
Lehman	33.6	30.8	34.5	40.4	34.9
Queens	55.3	51.8	51.0	53.1	54.9
York	23.4	23.9	19.5	19.8	25.6
Senior College Average	44.8	44.5	45.7	46.2	47.6
Comprehensive					
John Jay	42.7	41.7	40.1	---	---
Medgar Evers	21.9	5.3*	23.3	38.9*	17
NYCCT	18.2	17.3	24.5	23.5	23.1
Staten Island	45.6	45.2	48.1	48.0	47.3
Comprehensive College Average	39.2	37.1	38.0	37.0	35.6
University Average	44.0	43.3	44.4	45.8	46.7

Note: Students are counted as graduates from the college of entry in the cohort year if they earn the degree pursued (or higher) within six years from the college of entry. Graduation rates reflect all degrees conferred through August 31 of the last year of the tracking period. Students who earn more than one degree within the tracking period are counted only once.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

Six-year Graduation Rate (institution rate): Percentage of full-time first-time freshmen in associate programs who graduated from the college of entry within six years

Associate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2002</u>	<u>Entering</u> <u>Class of Fall</u> <u>2003</u>	<u>Entering</u> <u>Class of Fall</u> <u>2004</u>	<u>Entering</u> <u>Class of Fall</u> <u>2005</u>	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>
Comprehensive					
John Jay	24.3	26.6	24.7	24.5	28.2
Medgar Evers	16.9	21.8	16.9	15.9	15.0
NYCCT	19.7	22.1	20.6	21.7	21.4
Staten Island	24.9	22.7	24.4	28.0	24.0
Comprehensive College Average	22.1	23.4	22.5	23.6	23.3
Community					
BMCC	23.7	22.9	21.6	22.7	25.4
Bronx	22.1	20.3	19.7	20.1	22.6
Hostos	18.9	22.5	23.9	22.8	26.3
Kingsborough	34.9	34.5	32.7	34.0	31.3
LaGuardia	24.8	24.7	25.6	26.0	26.8
New Community College	---	---	---	---	---
Queensborough	26.1	25.1	24.0	25.2	25.3
Community College Average	26.0	25.3	24.7	25.5	26.4
University Average	24.6	24.6	23.9	24.8	25.2

Note: Students are counted as graduates from the college of entry in the cohort year if they earn the degree pursued (or higher) within six years from the college of entry. Graduation rates reflect all degrees conferred through August 31 of the last year of the tracking period. For students who earn more than one CUNY degree, the highest degree earned within six years is counted.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

Six-year Graduation Rate (system rate): Percentage of full-time first-time freshmen in associate programs who graduated from any CUNY college within six years of entry

Associate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2002</u>	<u>Entering</u> <u>Class of Fall</u> <u>2003</u>	<u>Entering</u> <u>Class of Fall</u> <u>2004</u>	<u>Entering</u> <u>Class of Fall</u> <u>2005</u>	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>
Comprehensive					
John Jay	28.9	30.8	29.6	29.7	34.8
Medgar Evers	20.0	24.9	21.6	18.9	19.3
NYCCT	26.0	29.8	28.6	31.3	30.3
Staten Island	30.5	27.9	31.4	33.9	30.5
Comprehensive College Average	27.5	28.9	29.0	30.2	30.5
Community					
BMCC	26.6	27.5	25.7	27.1	29.1
Bronx	23.7	22.7	22.2	22.1	24.6
Hostos	20.9	24.1	25.5	24.6	28.3
Kingsborough	38.8	38.7	36.3	37.1	34.4
LaGuardia	28.2	27.7	28.2	29.5	30.0
New Community College	---	---	---	---	---
Queensborough	30.7	28.8	28.1	30.6	30.4
Community College Average	29.2	28.9	28.0	29.3	29.8
University Average	28.6	28.9	28.4	29.6	30.1

Note: Students are counted as graduates from the college of entry in the cohort year if they earn the degree pursued (or higher) within six years from any CUNY college. Graduation rates reflect all degrees conferred through August 31 of the last year of the tracking period. For students who earn more than one CUNY degree, the highest degree earned within six years is counted.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 4: Increase retention and graduation rates and ensure students make timely progress toward degree completion

University Target: 4.3 Graduation rates will increase progressively in associate, baccalaureate, and masters programs.

Percentage of full-time first-time freshmen in associate programs who transferred outside of CUNY within six years of entry without having earned a degree from the college of entry

Associate Programs

	<u>Entering</u> <u>Class of Fall</u> <u>2002</u>	<u>Entering</u> <u>Class of Fall</u> <u>2003</u>	<u>Entering</u> <u>Class of Fall</u> <u>2004</u>	<u>Entering</u> <u>Class of Fall</u> <u>2005</u>	<u>Entering</u> <u>Class of Fall</u> <u>2006</u>
Comprehensive					
John Jay	12.7	15.8	13.1	11.6	13.8
Medgar Evers	14.6	11.9	14.6	10.2	14.7
NYCCT	12.7	10.9	10.1	8.5	11.2
Staten Island	14.5	12.5	12.0	10.2	11.0
Comprehensive College Average	13.4	12.8	11.9	10.0	12.2
Community					
BMCC	14.2	12.5	13.9	10.7	14.1
Bronx	13.2	13.1	13.4	11.3	14.6
Hostos	11.9	8.7	9.7	11.1	11.6
Kingsborough	10.4	10.6	9.9	7.9	11.0
LaGuardia	10.1	11.1	10.1	8.5	9.9
New Community College	---	---	---	---	---
Queensborough	14.2	14.2	11.8	12.7	14.3
Community College Average	12.5	12.1	11.8	10.3	12.7
University Average	12.8	12.3	11.8	10.2	12.5

Note: Figures are based on a match to data from the National Student Clearinghouse student tracker database.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

University Target: 5.1 Professional preparation programs will improve or maintain the quality of successful graduates.

Number taking a Content Specialty Test (CST)

	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior					
Brooklyn	402	433	451	407	529
City	330	425	251	321	312
Hunter	451	416	530	641	556
Lehman	434	412	400	354	326
Queens	837	945	829	690	639
York	22	27	23	34	52
Senior College Total	2,476	2,658	2,484	2,447	2,414
Comprehensive					
Medgar Evers	22	28	28	23	16
NYCCT	2	9	5	4	4
Staten Island	240	254	218	283	285
Comprehensive College Total	264	291	251	310	305
University Total	2,740	2,949	2,735	2,757	2,719

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

University Target: 5.1 Professional preparation programs will improve or maintain the quality of successful graduates.

Number taking the NCLEX exam

	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Senior					
Hunter	74	102	101	99	122
Lehman	96	65	41	80	59
Senior College Total	170	167	142	179	181
Comprehensive					
Medgar Evers	14	27	35	46	48
NYCCT	107	106	83	94	103
Staten Island	152	124	98	141	145
Comprehensive College Total	273	257	216	281	296
Community					
BMCC	205	173	162	184	178
Bronx	50	59	32	39	50
Hostos	26	37	57	47	50
Kingsborough	119	132	132	155	158
LaGuardia	129	126	134	169	139
New Community College	---	---	---	---	---
Queensborough	142	133	129	132	123
Community College Total	671	660	646	726	698
University Total	1,114	1,084	1,004	1,186	1,175

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

University Target: 5.1 Professional preparation programs will improve or maintain the quality of successful graduates.

Number of graduates from programs leading to the RN license

	<u>2007-08</u>	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>
Senior					
Hunter	76	102	89	98	96
Lehman	105	67	34	77	89
Senior College Total	181	169	123	175	185
Comprehensive					
Medgar Evers	14	28	34	48	48
NYCCT	108	107	80	95	105
Staten Island	151	127	101	143	146
Comprehensive College Total	273	262	215	286	299
Community					
BMCC	211	175	169	187	176
Bronx	44	55	35	40	53
Hostos	31	39	58	39	54
Kingsborough	120	138	131	159	164
LaGuardia	125	132	143	171	141
New Community College	---	---	---	---	---
Queensborough	139	137	132	136	122
Community College Total	670	676	668	732	710
University Total	1,124	1,107	1,006	1,193	1,194

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

University Target: 5.1 Professional preparation programs will improve or maintain the quality of successful graduates.

Number of graduates from baccalaureate-level nursing programs for licensed nurses

	<u>2007-08</u> <u>Graduates</u>	<u>2008-09</u> <u>Graduates</u>	<u>2009-10</u> <u>Graduates</u>	<u>2010-11</u> <u>Graduates</u>	<u>2011-12</u> <u>Graduates</u>
Senior					
Hunter	38	34	60	77	96
Lehman	48	79	104	98	142
York	24	26	34	34	37
Senior College Total	110	139	198	209	275
Comprehensive					
Medgar Evers	33	22	31	43	33
NYCCT	15	15	45	81	75
Staten Island	36	40	37	42	67
Comprehensive College Total	84	77	113	166	175
University Total	194	216	311	375	450

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

University Target: 5.2 Job and education rates for graduates will increase.

Six-month job placement rate in career and technical education programs

	<u>2006-07</u> <u>Graduates</u>	<u>2007-08</u> <u>Graduates</u>	<u>2008-09</u> <u>Graduates</u>	<u>2009-10</u> <u>Graduates</u>	<u>2010-11</u> <u>Graduates</u>
Comprehensive					
John Jay	90.2	93.9	69.6	65.8	79.5
Medgar Evers	86.0	86.7	72.3	75.0	72.7
NYCCT	93.2	87.3	78.7	69.5	65.0
Staten Island	84.1	92.8	70.8	68.2	79.2
Comprehensive College Average	89.5	89.3	74.8	69.9	70.5
Community					
BMCC	84.6	82.1	76.3	77.2	70.7
Bronx	89.3	79.1	76.5	74.7	71.0
Hostos	94.7	88.9	75.3	77.3	70.0
Kingsborough	87.2	82.6	71.0	70.7	69.0
LaGuardia	88.9	88.5	75.4	69.6	71.7
New Community College	---	---	---	---	---
Queensborough	88.3	79.9	74.0	66.0	70.0
Community College Average	88.2	83.1	74.9	72.8	70.5
University Average	88.4	84.4	74.9	72.3	70.5

Note: Based on responses to a survey of certificate and associate graduates. Graduates were asked to report on their employment status six months after graduation. Figures reflect the percentage of respondents who reported being employed, working in an apprenticeship, or being in the military six months after graduation.

University Performance Management Process 2012-13 Year-End Report

Goal: Improve Student Success

Objective 5: Improve post-graduate outcomes

University Target: 5.2 Job and education rates for graduates will increase.

Six-month education placement rate in career and technical education programs

	<u>2006-07</u> <u>Graduates</u>	<u>2007-08</u> <u>Graduates</u>	<u>2008-09</u> <u>Graduates</u>	<u>2009-10</u> <u>Graduates</u>	<u>2010-11</u> <u>Graduates</u>
Comprehensive					
John Jay	65.9	65.4	68.4	71.4	75.0
Medgar Evers	63.9	63.3	76.1	61.4	69.9
NYCCT	58.1	51.5	62.3	66.9	78.2
Staten Island	38.5	46.8	38.5*	77.8	82.0
Comprehensive College Average	56.2	53.6	62.5	68.1	76.5
Community					
BMCC	61.0	62.8	66.8	74.4	72.8
Bronx	53.2	51.2	52.4	59.8	63.5
Hostos	51.3	42.2	61.8	65.4	63.5
Kingsborough	55.9	62.8	70.1	69.8	74.3
LaGuardia	62.2	57.0	56.5	63.4	70.1
New Community College	---	---	---	---	---
Queensborough	58.9	60.0	46.3	69.0	70.2
Community College Average	57.8	57.6	58.0	66.9	69.5
University Average	57.5	56.8	58.8	67.1	71.0

Note: Based on responses to a survey of certificate and associate graduates. Graduates were asked to report on their education status six months after graduation. Figures reflect the percentage of respondents who reported being enrolled for additional education or training six months after graduation, regardless of employment status.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

First-time Freshmen

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	1,512	1,442	1,260	1,311	1,185
Brooklyn	1,358	977	1,157	1,153	1,148
City	1,776	1,773	1,389	1,517	1,397
Hunter	2,042	2,028	1,788	2,177	1,971
John Jay	---	---	---	1,766	1,908
Lehman	1,001	773	641	626	551
Queens	1,675	1,712	1,491	1,444	1,449
York	1,057	1,045	1,103	955	1,111
Senior College Total	10,421	9,750	8,829	10,949	10,720
Comprehensive					
John Jay	2,442	2,872	2,015	---	---
Medgar Evers	1,048	1,378	1,188	1,201	1,045
NYCCT	3,158	3,251	2,930	3,127	2,861
Staten Island	2,515	2,688	2,342	2,458	2,556
Comprehensive College Total	9,163	10,189	8,475	6,786	6,462
Community					
BMCC	4,949	4,301	5,176	6,270	6,056
Bronx	1,568	2,056	1,911	2,083	1,757
Hostos	905	1,178	1,073	1,230	927
Kingsborough	2,386	3,111	2,933	2,702	2,722
LaGuardia	2,613	2,871	3,205	3,175	3,348
New Community College	---	---	---	---	289
Queensborough	2,849	3,705	3,209	3,934	3,335
Community College Total	15,270	17,222	17,507	19,394	18,434
University Total	34,872	37,241	34,829	37,129	35,616

Note: The university total includes 18 first-time freshmen enrolled in the School of Professional Studies in fall 2008, 80 in fall 2009 and 18 in fall 2010.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.1 Colleges will meet and not exceed established enrollment caps for degree programs; mean SATs/CAAs of baccalaureate entrants will rise.

Transfers

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	1,254	1,260	1,595	2,100	1,451
Brooklyn	1,699	1,759	1,449	1,713	1,679
City	1,212	1,517	970	1,350	1,398
Hunter	1,470	1,540	1,663	1,741	1,906
John Jay	---	---	---	1,371	1,621
Lehman	1,209	1,255	1,169	1,520	1,259
Queens	2,081	2,305	1,896	2,156	2,205
York	697	833	633	988	894
Senior College Total	9,622	10,469	9,375	12,939	12,413
Comprehensive					
John Jay	1,207	1,193	1,167	---	---
Medgar Evers	643	779	389	618	571
NYCCT	1,093	1,045	1,055	1,123	1,245
Staten Island	1,653	1,489	1,537	1,384	1,329
Comprehensive College Total	4,596	4,506	4,148	3,125	3,145
Community					
BMCC	1,956	1,013	621	1,242	889
Bronx	694	975	586	1,181	949
Hostos	492	620	374	600	299
Kingsborough	1,558	2,129	1,563	1,720	1,465
LaGuardia	1,416	1,473	1,062	1,631	1,484
New Community College	---	---	---	---	0
Queensborough	853	1,102	610	1,125	734
Community College Total	6,969	7,312	4,816	7,499	5,820
Graduate					
School of Professional Studies	274	243	330	301	305
University Total	21,461	22,530	18,669	23,864	21,683

University Performance Management Process 2012-13 Year-End Report

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New Graduates

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	1,159	1,245	1,229	1,214	1,058
Brooklyn	1,174	1,249	1,155	996	1,072
City	885	838	806	757	753
Hunter	1,092	1,406	1,548	1,555	1,608
John Jay	---	---	---	550	496
Lehman	641	613	624	653	601
Queens	1,278	1,437	1,440	1,232	1,072
Senior College Total	6,229	6,788	6,802	6,957	6,660
Comprehensive					
John Jay	573	582	495	---	---
Staten Island	211	302	309	271	272
Comprehensive College Total	784	884	804	271	272
Graduate					
Graduate School	655	698	721	751	704
School of Journalism	64	83	90	90	96
School of Professional Studies	129	210	264	252	265
Law School	130	161	164	174	125
University Total	7,991	8,824	8,845	8,495	8,122

University Performance Management Process 2012-13 Year-End Report

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Mean SAT score of regularly-admitted first-time freshmen enrolled in baccalaureate programs, excluding ESL students

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	1156	1183	1218	1210	1230
Brooklyn	1053	1106	1113	1134	1111
City	1032	1049	1076	1083	1121
Hunter	1106	1138	1155	1151	1172
John Jay	---	---	---	954	956
Lehman	925	989	1017	1011	1030
Queens	1067	1089	1117	1116	1,106
York	867	901	908	903	909
Senior College Average	1055	1087	1103	1086	1090
Comprehensive					
John Jay	944	943	942	---	--
Medgar Evers	875	889	856	849	837*
NYCCT	909	906	928	958	945
Staten Island	1009	1007	1010	1013	1003
Comprehensive College Average	957	959	958	999	990
University Average	1037	1060	1066	1078	1080

Note: Based on recent graduates of domestic high schools. ESL students are identified as students whose first basic skills essay test was flagged as ESL. In fall 2011 freshmen who were admitted and enrolled in Students of Promise (SOP) at Brooklyn and Hunter were excluded. As of fall 2012 SOP students are included in averages for colleges who enroll these students.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

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Number of transfers from CUNY AA/AS programs

Baccalaureate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	373	412	495	616	489
Brooklyn	501	516	470	568	541
City	355	403	343	475	500
Hunter	349	369	391	474	527
John Jay	---	---	---	526	576
Lehman	312	305	317	381	253
Queens	492	615	535	484	629
York	178	210	200	293	250
Senior College Total	2,560	2,830	2,751	3,817	3,765
Comprehensive					
John Jay	337	338	500	---	--
Medgar Evers	56	42	30	36	51
NYCCT	69	62	96	109	144
Staten Island	538	584	643	365	421
Comprehensive College Total	1,000	1,026	1,269	510	616
University Total	3,560	3,856	4,020	4,327	4,381

Note: Transfers are those who enrolled in a baccalaureate program within two years of their last enrollment in an associate program (whether or not they transferred with an associate degree).

University Performance Management Process 2012-13 Year-End Report

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Number of transfers from CUNY AAS programs

Baccalaureate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	168	183	218	218	148
Brooklyn	201	247	183	243	218
City	72	111	102	84	104
Hunter	97	92	127	95	123
John Jay	---	---	---	79	76
Lehman	142	138	146	218	146
Queens	129	157	116	146	124
York	51	79	58	76	68
Senior College Total	860	1,007	950	1,159	1007
Comprehensive					
John Jay	66	86	75	---	---
Medgar Evers	25	20	10	18	19
NYCCT	100	110	118	134	155
Staten Island	399	252	352	342	246
Comprehensive College Total	590	468	555	494	420
University Total	1,450	1,475	1,505	1,653	1427

Note: Transfers are those who enrolled in a baccalaureate program within two years of their last enrollment in an associate program (whether or not they transferred with an associate degree).

University Performance Management Process 2012-13 Year-End Report

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Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

Percentage of AA/AS recipients who transferred to a CUNY baccalaureate program

Associate Programs

	<u>2007-08</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2008-09</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2009-10</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2010-11</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2011-12</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>
Comprehensive					
John Jay	62.9	58.7	65.9	61.2	61.1
Medgar Evers	54.5	59.1	62.5	59.8	63.2
NYCCT	41.0	47.3	51.8	56.3	47.5
Staten Island	56.4	60.2	66.8	64.3	64.7
Comprehensive College Average	55.7	58.2	63.6	61.0	60.7
Community					
BMCC	47.5	51.2	51.0	47.7	50.5
Bronx	45.9	49.2	50.3	50.1	46.3
Hostos	41.6	46.3	46.3	54.5	52.6
Kingsborough	48.5	45.8	46.4	47.8	53.3
LaGuardia	47.5	50.7	50.1	49.5	49.9
New Community College	---	---	---	---	---
Queensborough	56.5	58.0	57.4	54.9	54.4
Community College Average	48.8	50.5	50.6	49.7	51.2
University Average	50.1	51.8	52.7	51.3	52.3

Note: Transfers are those who enrolled in a baccalaureate program in the fall following graduation. For example, to be counted as a transfer, a 2011-12 graduate must enroll in a baccalaureate program in fall 2012.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

Percentage of AAS recipients who transferred to a CUNY baccalaureate program

Associate Programs

	<u>2007-08</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2008-09</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2009-10</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2010-11</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2011-12</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>
Comprehensive					
Medgar Evers	56.5*	43.8	34.0	13.6	40.0
NYCCT	39.4	44.0	44.5	49.4	51.7
Staten Island	49.0	49.1	54.2	60.6	62.5
Comprehensive College Average	42.6	45.2	45.9	50.0	53.4
Community					
BMCC	25.4	30.5	35.5	30.0	31.7
Bronx	23.8	25.0	24.9	32.2	27.7
Hostos	19.4	26.5	29.8	31.6	33.2
Kingsborough	32.5	35.5	36.8	37.2	39.2
LaGuardia	25.5	28.6	23.8	32.1	22.9
New Community College	---	---	---	---	---
Queensborough	20.6	21.5	23.6	27.1	26.7
Community College Average	26.0	29.4	30.3	32.1	30.6
University Average	30.5	33.4	34.1	36.7	36.5

Note: Transfers are those who enrolled in a baccalaureate program in the fall following graduation. For example, to be counted as a transfer, a 2011-12 graduate must enroll in a baccalaureate program in fall 2012.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

Average first term GPA of transfers from AA/AS programs

Associate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Comprehensive					
John Jay	2.40	2.55	2.52	2.45	2.52
Medgar Evers	1.97	2.14*	2.35	2.57	2.32
NYCCT	2.43*	2.12*	2.86	2.60	2.74
Staten Island	2.52	2.47	2.54	2.49	2.56
Comprehensive College Average	2.46	2.47	2.54	2.52	2.55
Community					
BMCC	2.61	2.62	2.70	2.62	2.68
Bronx	2.73	2.66	2.72	2.73	2.85
Hostos	2.48	2.55	2.61	2.60	2.45
Kingsborough	2.59	2.64	2.69	2.62	2.63
LaGuardia	2.70	2.72	2.64	2.68	2.74
New Community College	---	---	---	---	---
Queensborough	2.55	2.49	2.59	2.63	2.68
Community College Average	2.61	2.61	2.66	2.64	2.69
University Average	2.58	2.58	2.63	2.62	2.67

Note: Transfers are those who enrolled in a baccalaureate program within two years of their last enrollment in an associate program (whether or not they transferred with an associate degree).

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

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Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

Average first term GPA of transfers from AAS programs

Associate Programs

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Comprehensive					
Medgar Evers	2.67*	3.41*	3.02*	3.10*	1.76*
NYCCT	2.49	2.51	2.54	2.70	2.51
Staten Island	2.60	2.62	2.64	2.73	2.81
Comprehensive College Average	2.59	2.61	2.63	2.73	2.71
Community					
BMCC	2.78	2.79	2.69	2.61	2.76
Bronx	2.76	2.79	2.85	2.88	2.76
Hostos	2.81	2.77	2.95	2.69	2.93
Kingsborough	2.56	2.54	2.75	2.63	2.43
LaGuardia	2.74	2.68	2.72	2.77	2.90
New Community College	---	---	---	---	---
Queensborough	2.53	2.57	2.60	2.69	2.73
Community College Average	2.69	2.67	2.74	2.69	2.69
University Average	2.66	2.66	2.71	2.70	2.70

Note: Transfers are those who enrolled in a baccalaureate program within two years of their last enrollment in an associate program (whether or not they transferred with an associate degree).

*Based on fewer than 25 students.

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University Target: 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

One-year (Fall-to-Fall) retention rate of AA/AS transfers to baccalaureate programs

Associate Programs

	<u>Fall 2007 Transfers</u>	<u>Fall 2008 Transfers</u>	<u>Fall 2009 Transfers</u>	<u>Fall 2010 Transfers</u>	<u>Fall 2011 Transfers</u>
Comprehensive					
John Jay	82.5	81.7	86.9	81.5	81.1
Medgar Evers	88.9	78.6	58.8*	76.3	79.0
NYCCT	73.3	79.2*	78.9*	89.7	89.1
Staten Island	80.2	76.3	71.5	72.2	75.7
Comprehensive College Average	80.7	78.0	75.2	75.3	78.6
Community					
BMCC	76.8	79.2	78.3	82.7	78.7
Bronx	76.6	81.3	79.4	82.0	75.9
Hostos	71.9	64.8	75.0	78.9	79.2
Kingsborough	73.4	75.7	79.0	80.2	80.4
LaGuardia	80.2	79.7	82.9	79.8	82.6
New Community College	---	---	---	---	---
Queensborough	77.9	79.1	82.8	82.2	84.5
Community College Average	76.8	78.3	80.2	81.4	80.6
University Average	77.6	78.2	79.1	79.9	80.3

Note: Transfers are those who enrolled in a baccalaureate program within two years of their last enrollment in an associate program (whether or not they transferred with an associate degree). Retention rates are the percentage of students who are still enrolled at the baccalaureate receiving college in the subsequent fall term and have not yet earned the degree pursued.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

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Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.2 Colleges will achieve and maintain high levels of program cooperation with other CUNY colleges.

One-year (Fall-to-Fall) retention rate of AAS transfers to baccalaureate programs

Associate Programs

	<u>Fall 2007 Transfers</u>	<u>Fall 2008 Transfers</u>	<u>Fall 2009 Transfers</u>	<u>Fall 2010 Transfers</u>	<u>Fall 2011 Transfers</u>
Comprehensive					
Medgar Evers	41.7*	60.0*	50.0*	100.0*	85.7*
NYCCT	72.2	76.9	89.7	73.4	80.6
Staten Island	79.9	81.4	78.2	71.5	77.1
Comprehensive College Average	76.3	80.7	79.8	72.2	77.8
Community					
BMCC	77.4	77.5	79.3	80.4	77.8
Bronx	73.5	72.2	79.3	77.5	76.3
Hostos	64.3	76.5	73.2	73.6	72.8
Kingsborough	72.5	80.3	80.9	85.9	78.6
LaGuardia	77.8	81.3	71.6	84.5	74.6
New Community College	---	---	---	---	---
Queensborough	73.7	76.5	74.3	77.8	75.0
Community College Average	74.5	78.2	77.1	81.3	76.5
University Average	74.9	79.0	77.7	78.8	76.8

Note: Transfers are those who enrolled in a baccalaureate program within two years of their last enrollment in an associate program (whether or not they transferred with an associate degree). Retention rates are the percentage of students who are still enrolled at the baccalaureate receiving college in the subsequent fall term and have not yet earned the degree pursued.

*Based on fewer than 25 students.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.3 Colleges will meet 95% of enrollment targets for College Now and will enroll adult and continuing education students so as to promote the college's mission.

Total College Now enrollment (high school and college credit courses)

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u> (estimated)
Senior					
Baruch	694	903	791	770	698
Brooklyn	759	876	984	952	887
City	852	529	419	404	496
Hunter	902	863	765	708	679
John Jay	---	---	---	839	937
Lehman	1,162	1,233	1,356	1,505	1,500
Queens	1,070	1,073	1,038	1,039	1,018
York	2,000	2,015	1,867	1,751	1,421
Senior College Total	7,439	7,492	7,220	7,968	7,636
Comprehensive					
John Jay	789	953	693	---	---
Medgar Evers	658	598	489	272	302
NYCCT	956	941	957	817	655
Staten Island	465	705	865	940	904
Comprehensive College Total	2,868	3,197	3,004	2,029	1,861
Community					
BMCC	546	723	781	923	599
Bronx	513	747	847	992	1,132
Hostos	1,332	1,370	1,126	1,151	1,218
Kingsborough	9,383	9,453	9,348	9,961	8,455
LaGuardia	2,719	3,139	3,034	3,341	3,770
New Community College	---	---	---	---	NA
Queensborough	2,391	2,419	2,324	2,165	2,263
Community College Total	16,884	17,851	17,460	18,533	17,437
University Total	27,191	28,540	27,684	28,530	26,934

Note: College Now enrollment data are from the registration database maintained by the Office of Academic Affairs. Last year's figures have been revised to reflect final data. For the current year, enrollments are not final at this time. Final data for the current year will be provided in next year's report.

University Performance Management Process 2012-13 Year-End Report

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University Target: 7.3 Colleges will meet 95% of enrollment targets for College Now and will enroll adult and continuing education students so as to promote the college's mission.

College Now enrollment in college credit courses

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u> (estimated)
Senior					
Baruch	453	485	392	521	523
Brooklyn	268	272	313	327	344
City	742	469	358	379	496
Hunter	700	689	707	679	679
John Jay	---	---	---	626	764
Lehman	1,098	1,112	1,248	1,456	1,405
Queens	631	604	611	693	690
York	1,785	1,775	1,631	1,623	1,361
Senior College Total	5,677	5,406	5,260	6,304	6,262
Comprehensive					
John Jay	532	652	533	---	---
Medgar Evers	365	457	489	256	272
NYCCT	651	706	722	672	569
Staten Island	427	565	705	717	745
Comprehensive College Total	1,975	2,380	2,449	1,645	1,586
Community					
BMCC	508	529	615	761	479
Bronx	309	370	587	553	616
Hostos	1,074	858	844	924	1,008
Kingsborough	9,232	7,906	7,972	8,462	6,957
LaGuardia	2,419	2,063	2,144	2,661	3,040
New Community College	---	---	---	---	NA
Queensborough	1,883	1,602	1,444	1,422	1,549
Community College Total	15,425	13,328	13,606	14,783	13,649
University Total	23,077	21,114	21,315	22,732	21,497

Note: College Now enrollment data are from the registration database maintained by the Office of Academic Affairs. Last year's figures have been revised to reflect final data. For the current year, enrollments are not final at this time. Final data for the current year will be provided in next year's report.

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Percentage of College Now participants who earn an A, B, or C in College Now high school and college credit courses

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>Summer & Fall 2012</u>
Senior					
Baruch	94	95	95	92	91
Brooklyn	81	82	84	87	84
City	87	77	74	87	83
Hunter	92	87	90	90	91
John Jay	---	---	---	94	93
Lehman	95	94	94	94	95
Queens	83	87	90	92	96
York	90	88	88	87	84
Senior College Average	89	88	89	90	90
Comprehensive					
John Jay	83	91	94	---	---
Medgar Evers	89	78	85	81	82
NYCCT	66	70	80	80	87
Staten Island	88	93	94	94	97
Comprehensive College Average	79	83	88	87	93
Community					
BMCC	76	82	86	79	92
Bronx	88	80	83	82	83
Hostos	88	82	85	82	85
Kingsborough	93	94	93	93	94
LaGuardia	83	83	85	86	84
New Community College	---	---	---	---	NA
Queensborough	90	95	93	94	99
Community College Average	90	90	90	90	91
University Average	88	89	90	90	91

Note: College Now success rates are based on data in the registration database maintained by the Office of Academic Affairs. Students who withdrew from a College Now college credit course are excluded from the computation of this indicator. Last year's figures have been revised to reflect final data. For the current year, spring performance data are not yet available so current year success rates are based on summer and fall only. Final data for the current year will be provided in next year's report.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 7: Increase or maintain access and enrollment; facilitate movement of eligible students to and among CUNY campuses

University Target: 7.3 Colleges will meet 95% of enrollment targets for College Now and will enroll adult and continuing education students so as to promote the college's mission.

Percentage of College Now participants with previous enrollment in College Now high school and college credit courses

	<u>2008-09</u>	<u>2009-10</u>	<u>2010-11</u>	<u>2011-12</u>	<u>2012-13</u> <u>(estimated)</u>
Senior					
Baruch	19	27	40	40	31
Brooklyn	27	37	40	38	31
City	38	31	23	21	19
Hunter	25	27	26	30	26
John Jay	---	---	---	27	20
Lehman	42	37	42	40	34
Queens	30	25	25	30	29
York	47	44	41	41	28
Senior College Average	35	34	36	35	28
Comprehensive					
John Jay	21	21	30	---	---
Medgar Evers	23	40	30	26	21
NYCCT	28	31	27	28	30
Staten Island	36	27	26	27	33
Comprehensive College Average	26	29	28	27	31
Community					
BMCC	24	21	21	22	18
Bronx	34	35	37	38	23
Hostos	41	31	35	26	30
Kingsborough	34	37	35	37	50
LaGuardia	37	34	36	31	24
New Community College	---	---	---	---	NA
Queensborough	35	34	33	32	15
Community College Average	35	35	35	34	32
University Average	34	34	34	33	31

Note: College Now re-enrollment is based on data in the registration database maintained by the Office of Academic Affairs. The rate reflects students enrolled in the academic year who enrolled in College Now in any prior semester over the previous two years and including the current year. Last year's reenrollment rates have been revised to reflect final data. For the current year, enrollments are not yet final so current data are based on summer and fall only. Final data for the current year will be provided in next year's report.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.1 Alumni-corporate fundraising will increase 10%.

Total Voluntary Support (annual amounts)

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u> <u>Preliminary</u>
Senior					
Baruch	\$13,354,232	\$11,809,778	\$12,880,451	\$15,823,632	\$24,961,254
Brooklyn	\$7,095,776	\$14,278,026	\$26,003,508	\$11,505,162	\$13,677,344
City	\$64,471,766	\$29,701,234	\$37,108,502	\$43,641,410	\$35,514,161
Hunter	\$46,773,295	\$16,367,149	\$22,666,381	\$28,581,658	\$35,405,338
John Jay	---	---	\$4,913,961	\$11,045,551	\$8,013,699
Lehman	\$4,132,238	\$4,488,716	\$4,689,417	\$5,391,542	\$6,449,650
Queens	\$16,834,958	\$16,705,721	\$24,494,165	\$20,606,701	\$23,858,677
York	\$887,222	\$498,329	\$1,119,588	\$1,165,440	\$1,266,144
Senior College Total	\$153,549,487	\$93,848,953	\$133,875,973	\$137,761,096	\$149,146,267
Comprehensive					
John Jay	\$4,597,398	\$8,583,287	---	---	---
Medgar Evers	\$3,887,678	\$520,338	\$230,024	\$420,869	\$423,756
NYCCT	\$982,879	\$1,035,285	\$1,112,370	\$825,351	\$1,524,391
Staten Island	\$1,412,030	\$2,579,820	\$3,485,255	\$3,145,482	\$2,184,292
Comprehensive College Total	\$10,879,985	\$12,718,730	\$4,827,649	\$4,391,702	\$4,132,439
Community					
BMCC	\$2,264,478	\$2,296,934	\$2,361,252	\$2,531,971	\$2,606,594
Bronx	\$1,860,384	\$1,612,546	\$1,651,416	\$1,978,371	\$1,990,231
Hostos	\$853,450	\$855,811	\$1,011,651	\$1,140,214	\$1,260,431
Kingsborough	\$1,626,737	\$1,745,379	\$3,829,656	\$3,018,211	\$2,013,595
LaGuardia	\$982,772	\$2,291,248	\$1,496,549	\$3,263,116	\$1,917,085
New Community College	---	---	---	\$1,507,567	\$15,268,000
Queensborough	\$2,862,322	\$2,969,627	\$3,319,024	\$2,805,247	\$3,291,934
Community College Total	\$10,450,143	\$11,771,545	\$14,230,075	\$16,244,697	\$28,347,870
Graduate					
Graduate School	\$5,383,347	\$9,966,729	\$4,497,657	\$2,973,808	\$8,036,326
School of Journalism	\$1,974,297	\$1,679,181	\$7,453,546	\$1,500,352	\$763,581
School of Professional Studies	---	---	---	\$75,052	\$288,337
Law School	\$1,088,221	\$1,231,778	\$1,356,019	\$1,790,950	\$1,385,596
University Total	\$184,030,336	\$132,111,346	\$169,009,896	\$165,914,107	\$193,550,563

Note: This indicator reflects a sum of Cash In, New Pledges and Testamentary Gifts. Figures for the prior year have been updated from last year's PMP report to reflect final values. Data for the School of Professional Studies and for the New Community College are included as they become available. Macaulay Honors College support is included in the university totals: \$705 thousand for FY2009, \$894 thousand for FY2010, \$2.8 million for FY2011, \$1.2 million for FY2012 and \$1.4 million for FY2013.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.4 Colleges will improve or maintain sound financial management and controls.

General Administration

	<u>FY 2008</u>	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>
Senior					
Baruch	\$7,677,759	\$7,243,226	\$7,524,534	\$6,876,131	\$6,571,939
Brooklyn	\$7,055,560	\$7,281,612	\$7,282,097	\$6,206,902	\$6,017,669
City	\$6,976,236	\$7,495,839	\$7,862,564	\$8,379,868	\$8,330,174
Hunter	\$9,169,877	\$9,431,240	\$9,472,225	\$8,565,236	\$9,810,078
John Jay	---	---	---	\$6,540,557	\$6,268,883
Lehman	\$4,170,532	\$3,868,044	\$4,335,890	\$4,562,261	\$4,394,295
Queens	\$7,242,914	\$6,474,324	\$8,086,647	\$7,217,915	\$6,599,026
York	\$5,147,699	\$4,349,905	\$4,995,713	\$4,145,131	\$4,336,795
Senior College Total	\$47,440,578	\$46,144,190	\$49,559,670	\$52,494,000	\$52,328,860
Comprehensive					
John Jay	\$6,533,244	\$6,411,860	\$6,860,722	---	---
Medgar Evers	\$6,675,574	\$5,629,224	\$5,305,255	\$5,403,414	\$5,297,252
NYCCT	\$4,959,967	\$5,190,483	\$5,615,103	\$5,190,125	\$5,269,375
Staten Island	\$4,969,216	\$5,228,326	\$5,709,361	\$5,434,496	\$5,556,569
Comprehensive College Total	\$23,138,000	\$22,459,893	\$23,490,441	\$16,028,035	\$16,123,196
Community					
BMCC	\$13,785,038	\$15,631,736	\$5,494,607	\$5,477,813	\$5,546,836
Bronx	\$5,588,380	\$5,686,690	\$5,826,634	\$6,458,164	\$6,050,507
Hostos	\$3,974,827	\$4,195,948	\$4,862,246	\$4,262,750	\$4,204,145
Kingsborough	\$4,974,770	\$4,971,085	\$5,901,487	\$5,840,627	\$6,832,384
LaGuardia	\$5,665,386	\$6,444,486	\$7,088,432	\$6,886,105	\$7,019,841
New Community College	---	---	---	---	---
Queensborough	\$3,917,933	\$4,154,289	\$4,097,631	\$4,177,241	\$4,205,155
Community College Total	\$37,906,334	\$41,084,234	\$33,271,037	\$33,102,699	\$33,858,866
Graduate					
Graduate School	\$3,354,976	\$4,767,649	\$3,665,178	\$3,672,997	\$3,708,817
School of Journalism	NA	NA	\$942,967	\$965,164	\$1,028,597
School of Professional Studies	NA	NA	\$154,349	\$167,216	\$253,489
Law School	NA	NA	\$1,846,104	\$1,625,761	\$2,116,406
University Total	\$111,839,888	\$114,455,967	\$112,929,746	\$108,055,871	\$109,418,231

Note: Data for FY 2013 will be available in next year's report. Dollar amounts reflect expenditures for president and provost offices, legal services, fiscal operations, campus development and grants offices. Data for the School of Journalism, Professional Studies, and the Law School are not available for 2008 or 2009.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 8: Increase revenues and decrease expenses

University Target: 8.6 Contract/grant awards will increase.

Percentage of Total Award Dollars that are for Research

	<u>FY 2009</u>	<u>FY 2010</u>	<u>FY 2011</u>	<u>FY 2012</u>	<u>FY 2013</u> <u>Preliminary</u>
Senior					
Baruch	33.1	42.4	29.2	23.9	23.1
Brooklyn	34.2	55.9	51.9	67.9	56.7
City	79.4	83.4	81.5	77.2	76.7
Hunter	51.2	61.5	59.7	52.4	57.0
John Jay	---	---	---	40.0	37.7
Lehman	11.6	14.7	20.1	23.0	6.0
Queens	50.6	67.6	57.0	66.6	53.4
York	16.8	24.0	28.5	15.2	18.1
Senior College Total	52.3	61.4	60.4	58.1	53.9
Comprehensive					
John Jay	31.2	33.7	37.8	---	---
Medgar Evers	5.1	15.9	12.3	12.9	14.7
NYCCT	2.5	1.6	0.0	5.6	9.2
Staten Island	27.3	34.6	31.6	42.4	38.7
Comprehensive College Total	20.1	24.8	23.5	20.0	19.7
Community					
BMCC	0.8	2.6	0.9	9.4	2.9
Bronx	0.1	0.1	1.7	0.1	0.0
Hostos	0.2	3.6	1.9	2.3	0.8
Kingsborough	8.9	11.6	9.0	1.7	4.8
LaGuardia	7.2	6.3	5.4	5.8	4.4
New Community College	---	---	---	0.0	0.0
Queensborough	9.5	20.0	8.1	3.6	4.0
Community College Total	4.9	6.0	4.3	3.5	3.0
Graduate					
Graduate School	46.7	46.6	37.6	40.4	38.2
School of Journalism	3.8	0.0	0.0	0.0	0.0
Law School	0.0	0.0	0.0	0.0	0.0
University Total	39.2	42.9	42.5	42.1	42.2

Note: This indicator is calculated as research dollars divided by total awards for a given fiscal year. FY 2012 figures have been revised from last year's PMP report to reflect final data and FY2013 figures are preliminary.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

University Target: 9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs.

New Indicator

Percentage of FTEs offered on Fridays

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	3.6	3.9	4.2	5.2	4.7
Brooklyn	4.8	4.3	4.2	3.8	3.4
City	7.9	7.7	8.5	7.8	8.5
Hunter	12.2	11.5	11.6	11.7	11.6
John Jay	---	---	---	9.4	8.4
Lehman	3.1	3.8	3.4	3.6	3.7
Queens	8.5	7.5	6.8	5.8	5.8
York	8.8	9.3	10.4	9.3	9.3
Senior College Average	7.2	7.0	7.1	7.2	7.1
Comprehensive					
John Jay	6.6	8.9	9.4	---	---
Medgar Evers	9.1	11.0	13.8	12.6	12.2
NYCCT	9.8	9.5	9.0	8.8	9.2
Staten Island	10.8	11.2	11.4	11.1	8.8
Comprehensive College Average	9.0	10.0	10.4	10.4	9.6
Community					
BMCC	14.0	13.9	13.1	17.8	14.3
Bronx	5.2	5.7	6.6	6.5	6.3
Hostos	8.2	7.8	7.9	7.5	6.9
Kingsborough	4.3	4.5	4.9	4.9	4.6
LaGuardia	8.2	7.8	7.8	7.6	7.4
New Community College	---	---	---	---	11.5
Queensborough	8.2	9.2	8.9	9.9	9.8
Community College Average	8.6	8.6	8.5	9.8	8.9
University Average	8.1	8.2	8.3	8.6	8.1

Note: FTEs offered on evenings are FTEs enrolled in course sections starting at or after 4 pm on Monday, Tuesday, Wednesday, or Thursday. FTEs offered on Fridays are FTEs enrolled in course sections on Friday. FTEs offered on weekends are FTEs enrolled in course sections on Saturday or Sunday.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

University Target: 9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs.

New Indicator

Percentage of FTEs offered on evenings

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	42.8	40.3	40.1	39.4	39.2
Brooklyn	33.2	32.5	32.4	30.6	29.4
City	31.3	32.2	30.8	30.1	29.2
Hunter	40.3	39.0	39.3	38.4	38.1
John Jay	---	---	---	32.5	30.6
Lehman	41.2	40.4	41.9	43.1	44.4
Queens	33.0	32.8	33.1	31.6	31.6
York	33.3	33.8	32.9	31.2	30.1
Senior College Average	36.7	35.9	35.9	34.6	34.1
Comprehensive					
John Jay	27.0	27.6	27.1	---	---
Medgar Evers	32.9	31.2	29.5	28.4	28.5
NYCCT	29.4	28.7	28.3	28.2	28.0
Staten Island	35.7	35.4	34.6	35.4	38.1
Comprehensive College Average	30.8	30.5	29.9	31.1	32.1
Community					
BMCC	17.0	17.2	17.5	17.4	16.9
Bronx	29.1	28.5	28.5	28.1	29.0
Hostos	20.2	20.2	19.7	21.1	20.0
Kingsborough	16.7	17.4	17.7	17.7	17.5
LaGuardia	24.5	24.8	24.9	24.4	23.7
New Community College	---	---	---	---	5.9
Queensborough	21.9	23.3	21.9	22.4	21.1
Community College Average	20.8	21.3	21.2	21.2	20.6
University Average	30.0	29.6	29.3	29.1	28.8

Note: FTEs offered on evenings are FTEs enrolled in course sections starting at or after 4 pm on Monday, Tuesday, Wednesday, or Thursday. FTEs offered on Fridays are FTEs enrolled in course sections on Friday. FTEs offered on weekends are FTEs enrolled in course sections on Saturday or Sunday.

University Performance Management Process 2012-13 Year-End Report

Goal: Enhance Financial and Management Effectiveness

Objective 9: Improve administrative services

University Target: 9.2 Colleges will improve space utilization with space prioritized for degree and degree-related programs.

New Indicator

Percentage of FTEs offered on weekends

	<u>Fall 2008</u>	<u>Fall 2009</u>	<u>Fall 2010</u>	<u>Fall 2011</u>	<u>Fall 2012</u>
Senior					
Baruch	2.9	3.3	4.3	4.9	4.9
Brooklyn	4.6	4.2	3.6	3.9	3.5
City	3.0	2.5	2.5	2.3	2.4
Hunter	3.0	3.9	3.2	3.4	3.5
John Jay	---	---	---	4.3	3.8
Lehman	5.4	5.6	4.9	3.8	3.3
Queens	4.2	4.4	5.0	5.2	5.5
York	8.0	7.5	7.3	7.8	7.9
Senior College Average	4.0	4.2	4.1	4.2	4.2
Comprehensive					
John Jay	3.7	3.8	4.1	---	---
Medgar Evers	8.7	8.8	8.5	8.2	7.8
NYCCT	5.3	5.8	5.7	5.6	5.5
Staten Island	6.9	7.1	6.7	7.1	7.0
Comprehensive College Average	5.6	6.0	5.9	6.7	6.5
Community					
BMCC	7.4	6.1	6.3	7.4	7.2
Bronx	6.0	7.3	7.2	7.3	7.0
Hostos	4.8	4.9	5.4	5.1	5.6
Kingsborough	3.3	4.0	4.6	4.4	4.6
LaGuardia	3.6	4.0	4.1	3.8	3.7
New Community College	---	---	---	---	0.0
Queensborough	4.0	4.4	4.4	4.5	4.3
Community College Average	5.0	5.0	5.2	5.4	5.3
University Average	4.7	4.8	4.9	5.0	4.9

Note: FTEs offered on evenings are FTEs enrolled in course sections starting at or after 4 pm on Monday, Tuesday, Wednesday, or Thursday. FTEs offered on Fridays are FTEs enrolled in course sections on Friday. FTEs offered on weekends are FTEs enrolled in course sections on Saturday or Sunday.