



Performance Management Process Data Book

FINAL
2014-15
Year-End Report

August 6, 2015

Office of Institutional Research and Assessment

2014-15 PMP Data Book

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Goal A.1 - Increase opportunities for students to be taught by full-time faculty

Percentage of annual instructional FTEs delivered by full-time faculty

	2009-10	2010-11	2011-12	2012-13	2013-14
Baruch	53.4	52.8	51.2	49.9	50.6
Brooklyn	48.1	44.1	44.8	49.3	53.9
City	49.3	51.7	51.1	47.9	50.1
Hunter	42.8	38.9	36.7	35.7	39.7
John Jay	44.0	39.8	36.7	38.1	39.2
Lehman	48.0	47.9	51.7	52.4	53.3
Queens	49.7	46.1	43.8	44.1	44.4
York	51.6	55.9	50.0	45.6	47.7
Senior College Average	47.9	46.1	44.8	44.5	46.5
Medgar Evers	48.5	44.6	41.9	42.5	46.2
NYCCT	49.8	46.6	45.9	44.4	43.0
Staten Island	37.5	34.9	38.3	36.5	36.7
Comprehensive College Average	44.5	41.5	42.1	40.8	40.8
BMCC	46.2	44.3	45.9	48.8	56.7
Bronx	57.6	57.0	54.7	57.5	59.5
Guttman	---	---	---	65.4	59.4
Hostos	61.5	56.1	53.8	55.4	54.7
Kingsborough	52.6	54.6	54.8	57.1	59.3
LaGuardia	40.4	41.0	39.4	39.6	40.4
Queensborough	51.9	52.2	49.8	59.7	60.1
Community College Average	49.8	49.5	48.6	50.8	53.4
University Average	48.1	46.7	45.9	46.8	48.6

Note: This indicator is calculated by dividing the total number of student (instructional) FTEs in courses taught by full-time faculty by the total number of student (instructional) FTEs in all courses for both the fall and spring semesters of a given academic year. Instruction by full-time professors (all ranks including chairs), instructors and lecturers is counted as instruction delivered by full-time faculty. Instruction in winter session sections is included only for full-time faculty whose teaching is part of their contractual workload (in which case, instructional FTEs are added to both the numerator and the denominator). Other winter session sections are excluded. Instruction is credited to the faculty member's college of appointment 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. College Now sections are excluded from these calculations.



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Goal A.1 - Increase opportunities for students to be taught by full-time faculty

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

	2009-10	2010-11	2011-12	2012-13	2013-14
Baruch	50.6	49.4	49.0	47.3	48.1
Brooklyn	47.5	42.7	43.1	47.7	53.6
City	47.0	49.4	48.7	44.1	45.9
Hunter	41.0	35.9	32.8	31.4	36.0
John Jay	41.6	37.1	33.9	35.8	36.9
Lehman	44.5	44.1	48.1	49.5	50.3
Queens	46.7	43.1	41.0	41.3	41.1
York	51.3	55.6	49.7	45.3	47.1
Senior College Average	45.8	43.6	42.3	41.8	43.9
Medgar Evers	48.5	44.6	41.9	42.5	46.2
NYCCT	49.8	46.6	45.9	44.4	43.0
Staten Island	35.7	33.4	36.5	34.8	34.9
Comprehensive College Average	44.0	41.1	41.5	40.3	40.1
BMCC	46.2	44.3	45.9	48.8	56.7
Bronx	57.6	57.0	54.7	57.5	59.5
Guttman	---	---	---	65.4	59.4
Hostos	61.5	56.1	53.8	55.4	54.7
Kingsborough	52.6	54.6	54.8	57.1	59.3
LaGuardia	40.4	41.0	39.4	39.6	40.4
Queensborough	51.9	52.2	49.8	59.7	60.1
Community College Average	49.8	49.5	48.6	50.8	53.4
University Average	47.1	45.6	44.8	45.8	47.7

Note: This indicator is calculated by dividing the total number of student (instructional) FTEs in undergraduate courses taught by full-time faculty by the total number of student (instructional) FTEs in all undergraduate courses for both the fall and spring semesters of a given academic year. Instruction by full-time professors (all ranks including chairs), instructors and lecturers is counted as instruction delivered by full-time faculty. Instruction in winter session sections is included only for full-time faculty whose teaching is part of their contractual workload (in which case, instructional FTEs are added to both the numerator and the denominator). Other winter session sections are excluded. Instruction is credited to the faculty member's college of appointment 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. College Now sections are excluded from these calculations.



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Goal A.1 - Increase opportunities for students to be taught by full-time faculty

Ratio of FTE student to full-time faculty					
	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Baruch	25.8	29.9	29.0	26.6	26.7
Brooklyn	23.9	23.3	22.6	23.0	22.9
City	19.8	20.5	20.3	18.9	18.7
Hunter	22.9	23.4	23.9	23.3	23.6
John Jay	30.3	29.7	29.1	28.6	28.1
Lehman	21.8	22.7	20.8	21.7	22.2
Queens	24.4	25.1	24.6	23.2	24.2
York	24.1	28.1	30.5	30.1	30.6
Senior College Average	23.9	24.8	24.5	23.7	23.9
Medgar Evers	28.4	30.1	29.1	27.7	27.9
NYCCT	26.6	30.2	29.1	30.0	29.3
Staten Island	29.6	31.1	31.4	30.1	30.5
Comprehensive College Average	28.1	30.5	30.0	29.6	29.5
BMCC	38.5	42.9	39.4	34.4	36.7
Bronx	25.6	27.8	27.2	26.6	25.9
Guttman	---	---	20.0	22.1	21.7
Hostos	25.7	29.8	26.7	26.9	26.5
Kingsborough	41.9	41.1	38.9	37.9	36.6
LaGuardia	41.5	44.1	39.3	40.8	36.6
Queensborough	30.8	34.5	29.4	29.7	29.0
Community College Average	35.0	37.8	34.4	33.3	32.7
Graduate Center	20.5	22.6	22.8	19.9	18.4
Law School	12.7	13.7	13.4	11.4	9.7
University Average	27.4	29.1	28.0	27.1	27.0

Note: Full-time faculty headcount figures reflect census date records in CUNYFirst HCM for each fall term as reported to IPEDS by OIRA, except for the Graduate School for which faculty counts are from OHRM Workforce Diversity reports. Student FTEs are from census enrollment files.



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Goal A.2 - Increase faculty scholarship and research impact

Average number of pieces of scholarship/creative activity (weighted 3-yr rolling average)

	2008-2010	2009-2011	2010-2012	2011-2013	2012-2014
Baruch	0.7	0.7	0.8	0.8	0.8
Brooklyn	0.9	1.0	1.0	1.0	1.2
City	1.3	1.5	1.9	2.0	2.2
Hunter	1.4	1.5	1.5	1.6	1.7
John Jay	0.5	0.5	0.9	1.1	1.3
Lehman	0.5	0.8	1.2	1.3	1.2
Queens	1.5	1.9	2.1	2.2	2.2
York	0.6	0.6	1.0	0.9	0.9
Senior College Average	1.0	1.2	1.4	1.4	1.5
Medgar Evers	0.1	0.0	0.2	0.3	0.7
NYCCT	0.5	0.5	0.6	0.7	0.7
Staten Island	0.5	0.9	1.0	1.2	1.2
Comprehensive College Average	0.4	0.6	0.7	0.8	0.9
BMCC	0.1	0.1	0.3	0.4	0.6
Bronx	0.2	0.2	0.2	0.3	0.3
Guttman	---	---	---	---	0.4
Hostos	0.3	0.6	0.7	0.8	0.5
Kingsborough	0.3	0.5	0.5	0.5	0.6
LaGuardia	0.2	0.3	0.3	0.3	0.3
Queensborough	0.4	0.4	0.5	0.6	0.6
Community College Average	0.2	0.3	0.4	0.5	0.5
Graduate Center	1.0	1.2	1.3	1.7	1.7
School of Journalism	0.3	0.3	0.3	0.4	1.1
School of Professional Studies	---	---	---	---	---
Law School	0.1	0.1	0.1	0.1	0.2
University Average	0.7	0.9	1.0	1.1	1.1

Note: Data are from the CUNY Faculty Scholarship Collection, counting 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. The Graduate School's scholarship reported here reflects scholarship of just the Central Line faculty, and not also consortial faculty who are based on other CUNY campuses. Annual averages are computed as the number of works reported for a given calendar year divided by the number of faculty required to report scholarship (full-time professorial faculty who were active both semesters of the calendar year). The weighted 3-year rolling average is calculated as Calendar Year (CY)*0.5 + (CY-1)*0.3 + (CY-2)*0.2. The University averages reflect scholarship and creative activity at the graduate and professional schools.



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Goal A.2 - Increase faculty scholarship and research impact

Average number of pieces of scholarship/creative activity (annual)

	2010	2011	2012	2013	2014
Baruch	0.8	0.7	0.8	0.8	0.7
Brooklyn	0.9	1.0	1.0	1.0	1.5
City	1.3	1.8	2.2	2.0	2.3
Hunter	1.5	1.5	1.6	1.7	1.8
John Jay	0.5	0.5	1.3	1.2	1.5
Lehman	0.8	1.1	1.5	1.2	1.1
Queens	1.4	2.3	2.2	2.1	2.3
York	0.7	0.6	1.3	0.9	0.8
Senior College Average	1.1	1.3	1.5	1.4	1.6
Medgar Evers	0.0	0.1	0.3	0.4	1.1
NYCCT	0.5	0.6	0.7	0.8	0.7
Staten Island	0.5	1.1	1.2	1.2	1.2
Comprehensive College Average	0.4	0.7	0.8	0.8	1.0
BMCC	0.1	0.1	0.5	0.4	0.8
Bronx	0.2	0.1	0.3	0.4	0.2
Guttman	---	---	---	0.9	0.3
Hostos	0.3	0.9	0.8	0.8	0.3
Kingsborough	0.3	0.6	0.5	0.6	0.6
LaGuardia	0.2	0.4	0.4	0.3	0.3
Queensborough	0.3	0.5	0.6	0.6	0.5
Community College Average	0.2	0.4	0.5	0.5	0.5
Graduate Center	0.8	1.4	1.5	2.0	1.7
School of Journalism	0.4	0.4	0.1	0.7	1.8
School of Professional Studies	---	---	---	---	---
Law School	0.1	0.1	0.1	0.1	0.3
University Average	0.8	1.0	1.1	1.1	1.2

Note: Data are from the CUNY Faculty Scholarship Collection, counting 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. The Graduate School's scholarship reported here reflects scholarship of just the Central Line faculty, and not also consortial faculty who are based on other CUNY campuses. Annual averages are computed as the number of works reported for a given calendar year divided by the number of faculty required to report scholarship (full-time professorial faculty who were active both semesters of the calendar year). The University averages reflect scholarship and creative activity at the graduate and professional schools.



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Goal A.2 - Increase faculty scholarship and research impact

Number of funded research grants

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Baruch	49	36	31	40	39
Brooklyn	53	57	48	48	45
City	219	218	189	204	215
Hunter	167	202	164	154	152
John Jay	47	53	48	53	50
Lehman	18	18	16	22	28
Queens	69	86	80	70	69
York	17	15	9	6	10
Senior College Total	639	685	585	597	608
Medgar Evers	12	13	12	8	5
NYCCT	4	11	9	7	11
Staten Island	31	46	25	35	27
Comprehensive College Total	47	70	46	50	43
BMCC	0	4	4	6	8
Bronx	1	1	0	0	1
Guttman	---	---	0	0	0
Hostos	1	3	2	4	4
Kingsborough	5	5	4	6	4
LaGuardia	7	4	2	4	4
Queensborough	6	7	4	4	5
Community College Total	20	24	16	24	26
Graduate Center	63	66	71	60	51
School of Public Health	---	---	---	0	3
University Total	769	845	718	731	731

Note: The University totals include funded grants for the graduate and professional schools, but do not reflect grants for the ASRC or CUNY Central.



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Goal A.2 - Increase faculty scholarship and research impact

Research awards (weighted 3-yr rolling average)

	FY 2009-2011	FY 2010-2012	FY 2011-2013	FY 2012-2014	FY 2013-2015
Baruch	\$2,243,009	\$1,968,478	\$1,681,089	\$1,760,743	\$2,003,489
Brooklyn	\$6,768,122	\$7,942,401	\$6,934,159	\$6,541,233	\$6,846,074
City	\$52,318,561	\$50,351,847	\$44,819,476	\$41,408,876	\$41,405,195
Hunter	\$28,141,478	\$27,747,919	\$28,130,997	\$26,198,230	\$24,760,560
John Jay	\$5,950,069	\$6,035,190	\$6,334,124	\$5,931,553	\$8,597,761
Lehman	\$3,452,875	\$3,543,102	\$2,178,323	\$2,224,038	\$2,426,828
Queens	\$15,410,158	\$18,737,511	\$16,511,781	\$18,362,696	\$17,478,588
York	\$1,686,352	\$1,334,534	\$1,057,708	\$631,141	\$551,380
Senior College Total	\$115,970,624	\$117,660,981	\$107,647,657	\$103,058,510	\$104,069,875
Medgar Evers	\$1,100,867	\$1,155,992	\$1,157,519	\$764,774	\$797,866
NYCCT	\$164,714	\$408,209	\$486,385	\$343,910	\$471,111
Staten Island	\$2,700,643	\$3,147,603	\$2,574,472	\$2,449,209	\$2,133,204
Comprehensive College Total	\$3,966,223	\$4,711,805	\$4,218,375	\$3,557,894	\$3,402,181
BMCC	\$77,875	\$322,174	\$292,561	\$333,998	\$1,105,150
Bronx	\$64,870	\$40,989	\$25,920	\$1,051	\$25,000
Guttman	---	---	---	---	\$0
Hostos	\$88,094	\$126,245	\$89,628	\$321,635	\$242,438
Kingsborough	\$495,156	\$466,470	\$328,419	\$346,556	\$383,148
LaGuardia	\$1,030,470	\$885,518	\$697,636	\$665,985	\$639,228
Queensborough	\$482,098	\$333,574	\$203,672	\$252,914	\$409,132
Community College Total	\$2,238,563	\$2,174,970	\$1,637,836	\$1,922,138	\$2,804,095
Graduate Center	\$5,242,695	\$5,076,032	\$4,960,326	\$4,211,015	\$4,294,344
School of Public Health					---
University Total	\$127,418,104	\$129,623,788	\$118,464,194	\$112,749,556	\$114,897,768

Note: Reflects a weighted rolling average of total dollars awarded for research as reported by the CUNY Research Foundation, calculated as current fiscal year amount (FY)*0.5 + (FY-1)*0.3 + (FY-2)*0.2. The University totals include awards to the graduate and professional schools, but do not reflect grants for the ASRC or CUNY Central.



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Goal A.2 - Increase faculty scholarship and research impact

Research awards (annual)

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Baruch	\$2,096,528	\$1,555,702	\$1,590,145	\$1,945,119	\$2,203,850
Brooklyn	\$6,670,988	\$8,472,121	\$6,116,651	\$6,023,627	\$7,631,310
City	\$53,476,541	\$45,893,859	\$40,712,020	\$40,032,996	\$42,505,784
Hunter	\$27,884,750	\$26,407,369	\$29,263,673	\$24,275,308	\$23,250,466
John Jay	\$5,750,135	\$5,867,354	\$6,847,781	\$5,407,495	\$11,211,912
Lehman	\$3,725,574	\$3,326,744	\$870,370	\$2,595,157	\$2,948,415
Queens	\$12,167,840	\$20,632,346	\$15,777,019	\$19,006,242	\$17,242,624
York	\$1,724,556	\$853,972	\$913,210	\$372,768	\$513,815
Senior College Total	\$113,496,912	\$113,009,467	\$102,090,869	\$99,658,711	\$107,508,175
Medgar Evers	\$1,097,730	\$1,043,008	\$1,250,141	\$362,260	\$878,319
NYCCT	\$188,703	\$650,817	\$506,798	\$123,415	\$665,454
Staten Island	\$2,386,304	\$3,529,856	\$2,076,508	\$2,240,571	\$2,091,462
Comprehensive College Total	\$3,672,737	\$5,223,681	\$3,833,447	\$2,726,246	\$3,635,235
BMCC	\$0	\$557,848	\$250,413	\$294,608	\$1,933,370
Bronx	\$121,719	\$5,255	\$0	\$0	\$50,000
Guttman	---	---	\$0	\$0	\$0
Hostos	\$100,000	\$144,316	\$52,666	\$553,944	\$131,443
Kingsborough	\$459,841	\$424,216	\$218,372	\$392,402	\$443,505
LaGuardia	\$884,886	\$772,662	\$577,721	\$676,272	\$641,604
Queensborough	\$417,853	\$156,389	\$146,369	\$355,450	\$546,445
Community College Total	\$1,984,299	\$2,060,686	\$1,245,541	\$2,272,676	\$3,746,367
Graduate Center	\$4,189,788	\$4,984,383	\$5,254,106	\$3,275,813	\$4,521,557
School of Public Health					\$654,548
University Total	\$123,343,736	\$125,278,217	\$112,423,963	\$107,933,447	\$120,065,882

Note: Reflects total dollars awarded for research as reported by the CUNY Research Foundation. The University totals include awards to the graduate and professional schools, but do not reflect grants for the ASRC or CUNY Central.



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Goal A.3 - Ensure that students make timely progress toward degree completion

Average number of credits earned in one year by baccalaureate full-time first-time freshmen

	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants
Baruch	28.8	28.1	28.1	28.6	28.7
Brooklyn	25.6	25.1	25.4	26.8	26.3
City	24.0	24.6	24.8	25.1	25.5
Hunter	25.7	25.9	26.4	26.3	27.2
John Jay	23.1	23.1	23.0	24.1	25.7
Lehman	25.3	26.2	25.6	26.5	26.7
Queens	26.6	26.7	26.3	27.1	27.0
York	23.5	24.6	25.0	25.3	24.7
Senior College Average	25.4	25.4	25.6	26.1	26.5
Medgar Evers	19.3	20.0	17.7	18.6	23.2
NYCCT	22.1	21.1	24.0	23.1	22.5
Staten Island	25.4	25.3	25.7	25.2	24.8
Comprehensive College Average	23.9	23.7	24.7	24.4	24.0
University Average	25.3	25.2	25.5	25.9	26.2

Note: Based on full-time first-time baccalaureate freshmen enrolled in the fall who are still enrolled in the subsequent spring term. Credits earned in the fall, winter, spring and summer of a given academic year are counted.



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Goal A.3 - Ensure that students make timely progress toward degree completion

Average number of equated credits earned in one year by associate full-time first-time freshmen

	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants
Medgar Evers	17.3	19.4	17.5	18.3	18.2
NYCCT	19.1	20.0	20.7	19.7	19.7
Staten Island	20.3	20.7	20.6	20.7	20.3
Comprehensive College Average	19.1	20.1	20.1	19.8	19.7
BMCC	18.1	17.9	18.4	19.2	19.7
Bronx	18.6	19.2	19.4	19.5	19.8
Guttman	---	---	---	28.5	33.7
Hostos	18.1	18.0	17.9	19.2	18.9
Kingsborough	24.1	22.9	23.0	23.8	24.0
LaGuardia	22.3	22.0	22.4	20.9	22.2
Queensborough	19.8	20.8	20.3	20.8	19.7
Community College Average	20.3	20.2	20.2	20.7	21.0
University Average	20.0	20.2	20.2	20.5	20.7

Note: Based on full-time first-time associate freshmen enrolled in the fall who are still enrolled in the subsequent spring term. Credits earned and equated credits for remedial courses passed in the fall, winter, spring and summer are counted.



University Performance Management Process 2014-15 Year-End Report

Goal A.3 - Ensure that students make timely progress toward degree completion

Percentage of baccalaureate students who earn 30 credits per year

	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013
Baruch	44.0	39.7	38.0	39.4	36.7
Brooklyn	34.4	34.8	32.3	34.8	32.4
City	22.0	24.6	24.7	25.8	26.2
Hunter	29.2	30.1	31.4	31.2	32.7
John Jay	31.8	30.3	29.5	32.2	34.0
Lehman	28.9	28.9	24.7	30.3	29.1
Queens	36.0	36.2	35.1	38.3	36.5
York	19.6	22.8	21.5	22.1	22.4
Senior College Average	31.4	31.7	30.6	32.5	32.1
Medgar Evers	20.8	24.4	23.6	24.1	24.0
NYCCT	25.5	25.1	25.4	23.2	23.0
Staten Island	28.1	25.6	27.1	26.4	27.5
Comprehensive College Average	26.1	25.3	26.2	25.1	25.5
School of Professional Studies	19.5	28.2	23.7	24.3	25.7
University Average	30.8	30.8	30.0	31.5	31.2

Note: Based on students who were enrolled in both the fall and spring semesters and who were full-time in the fall and/or the spring semester. Credits earned in the fall, winter, spring and summer of a given academic year are counted.



University Performance Management Process 2014-15 Year-End Report

Goal A.3 - Ensure that students make timely progress toward degree completion

Percentage of associate students who earn 30 equated credits per year

	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013
Medgar Evers	11.1	13.5	9.4	6.5	7.2
NYCCT	9.0	10.1	10.5	10.3	8.2
Staten Island	7.4	9.1	8.0	7.9	8.5
Comprehensive College Average	9.0	10.5	9.6	8.9	8.1
BMCC	11.4	10.9	9.8	11.4	12.3
Bronx	9.6	9.9	12.0	10.8	11.9
Guttman	---	---	---	60.7	64.5
Hostos	9.1	10.2	8.7	9.7	8.8
Kingsborough	28.4	25.5	24.6	26.4	27.8
LaGuardia	21.0	20.8	22.4	17.6	20.3
Queensborough	14.4	15.8	14.5	14.9	13.3
Community College Average	16.5	16.1	15.5	15.7	16.7
University Average	15.0	15.1	14.5	14.5	15.2

Note: Based on students who were enrolled in both the fall and spring semesters and who were full-time in the fall and/or the spring semester. Credits earned and equated credits for remedial courses passed in the fall, winter, spring and summer of a given academic year are counted.



University Performance Management Process 2014-15 Year-End Report

Goal A.3 - Ensure that students make timely progress toward degree completion

One-year retention rate of baccalaureate full-time first-time freshmen

	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants
Baruch	90.7	89.3	91.5	87.6	90.4
Brooklyn	81.9	82.0	84.2	86.4	82.0
City	83.3	85.7	83.6	87.5	86.0
Hunter	84.7	85.4	86.5	86.7	86.1
John Jay	76.7	78.4	77.9	77.9	78.9
Lehman	80.4	79.0	82.1	81.7	82.6
Queens	87.8	87.0	86.8	84.4	86.0
York	74.9	77.8	77.5	74.1	76.7
Senior College Average	83.1	83.3	84.1	83.5	83.8
Medgar Evers	63.9	63.8	65.5	64.7	65.1
NYCCT	74.4	74.1	77.0	76.6	74.7
Staten Island	83.4	83.6	81.4	82.9	79.9
Comprehensive College Average	78.4	78.4	79.2	80.4	77.6
University Average	82.7	82.9	83.7	83.2	83.1

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



University Performance Management Process 2014-15 Year-End Report

Goal A.3 - Ensure that students make timely progress toward degree completion

Difference between actual and predicted 1-year retention rate of baccalaureate full-time first-time freshmen

	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants
Baruch	7.6	4.6	7.3	3.4	5.2
Brooklyn	-0.4#	-0.1#	1.3#	3.5	-1.2#
City	1.9	0.1#	-1.1#	1.9	0.3#
Hunter	2.2	1.2#	2.3	1.7	0.5#
John Jay	---	2.2	0.8#	0.1#	0.1#
Lehman	4.0	1.0#	3.6	1.8#	1.3#
Queens	6.5	5.2	5.5	2.1	2.7
York	-0.2#	1.3#	0.8#	-2.9	-0.9#
Medgar Evers	-6.5	-5.6	-2.1#	0.2#	-6.7#
NYCCT	1.3#	0.9#	3.4#	2.1#	-1.8#
Staten Island	4.0	2.8	0.5#	1.3#	-2.0#

Note: Figures represent the difference between a college's actual rate and predicted rate based on student characteristics. An actual rate that is significantly higher than a predicted rate indicates a college's "added value." "#" indicates that the figure is not statistically significantly different from zero at the 5% level (i.e., a college's actual rate is statistically the same as its predicted rate). The fall 2012 figure for Lehman has been revised from last year because of an update to the college's actual retention rate.



University Performance Management Process 2014-15 Year-End Report

Goal A.3 - Ensure that students make timely progress toward degree completion

One-year retention rate of baccalaureate full-time transfers

	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants
Baruch	88.9	87.2	85.5	86.6	86.8
Brooklyn	76.5	77.3	74.6	76.7	74.5
City	71.5	74.9	74.3	73.1	76.6
Hunter	78.6	79.4	79.2	79.2	79.6
John Jay	81.7	78.6	77.3	76.5	77.6
Lehman	76.2	76.6	75.3	75.2	75.0
Queens	79.0	79.3	79.1	77.7	76.2
York	65.7	69.4	70.4	66.9	70.5
Senior College Average	77.9	79.0	77.8	77.3	77.5
Medgar Evers	72.4	65.5	70.0	54.7	57.4
NYCCT	79.2	77.3	72.9	70.2	73.6
Staten Island	75.9	73.9	76.1	73.8	70.5
Comprehensive College Average	76.0	74.1	74.5	70.4	68.3
University Average	77.6	78.3	77.4	76.4	76.9

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



University Performance Management Process 2014-15 Year-End Report

Goal A.3 - Ensure that students make timely progress toward degree completion

One-year retention rate of associate full-time first-time freshmen

	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants
Medgar Evers	55.7	59.0	53.0	56.1	53.8
NYCCT	64.7	65.3	65.8	61.1	63.2
Staten Island	67.0	68.7	67.6	64.6	66.1
Comprehensive College Average	63.6	65.1	63.8	61.3	62.5
BMCC	65.6	63.5	64.7	64.1	65.1
Bronx	60.9	58.0	55.0	58.1	61.2
Guttman	---	---	---	74.4	69.1
Hostos	63.2	63.7	64.7	67.2	60.5
Kingsborough	69.1	66.5	66.8	67.0	67.2
LaGuardia	68.6	67.8	65.4	63.0	66.1
Queensborough	71.5	72.1	69.2	70.9	69.0
Community College Average	67.3	65.9	65.0	65.4	65.7
University Average	66.3	65.7	64.7	64.4	64.9

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



University Performance Management Process 2014-15 Year-End Report

Goal A.3 - Ensure that students make timely progress toward degree completion

Difference between actual and predicted 1-year retention rate of associate full-time first-time freshmen

	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants
Medgar Evers	-3.4	-3.1	-8.9	-6.7	-8.6
NYCCT	-1.5#	-1.9	-2.6	-7.1	-5.5
Staten Island	-0.4#	-0.9#	-1.9#	-4.2	-3.0
BMCC	3.0	-0.4#	1.5	0.1#	0.4#
Bronx	2.3	-2.8	-4.4	-1.7#	2.5
Guttman	---	---	---	11.5	5.9
Hostos	3.1	1.7#	4.2	5.0	-0.3#
Kingsborough	5.5	1.5	1.2#	5.0	2.4
LaGuardia	6.0	3.1	0.8#	0.9#	1.5#
Queensborough	6.9	5.2	3.2	4.9	2.5

Note: Figures represent the difference between a college's actual rate and predicted rate based on student characteristics. An actual rate that is significantly higher than a predicted rate indicates a college's "added value." "#" indicates that the figure is not statistically significantly different from zero at the 5% level (i.e., a college's actual rate is statistically the same as its predicted rate). The fall 2012 figures for Kingsborough and LaGuardia have been revised from last year because of an update to those two colleges' actual retention rates.



University Performance Management Process 2014-15 Year-End Report

Goal A.4 - Increase graduation rates

Four-year graduation rate of baccalaureate full-time first-time freshmen

	Fall 2006 Entrants	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants
Baruch	33.3	39.4	35.5	41.9	38.6
Brooklyn	26.8	24.1	24.5	23.4	24.9
City	8.4	9.7	12.1	12.8	15.2
Hunter	19.4	21.9	22.5	24.7	24.0
John Jay	21.1	25.3	22.3	19.0	20.9
Lehman	14.4	14.8	14.1	14.7	19.0
Queens	25.7	25.1	27.2	28.2	30.8
York	4.2	4.9	7.8	4.9	6.6
Senior College Average	20.9	21.9	21.8	22.5	23.3
Medgar Evers	5.1	5.3	4.1	6.7	3.5
NYCCT	5.2	3.4	3.7	12.0	5.8
Staten Island	24.5	28.0	21.8	19.6	20.9
Comprehensive College Average	16.1	17.6	14.1	15.9	15.1
University Average	20.6	21.6	21.2	22.0	22.5

Note: Students are counted as graduates 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 2014-15 Year-End Report

Goal A.4 - Increase graduation rates

Difference between actual and predicted 4-year graduation rate of baccalaureate full-time first-time freshmen

	Fall 2006 Entrants	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants
Baruch	7.8	10.5	6.7	14.1	9.8
Brooklyn	3.8	1.1#	1.1#	-2.0#	-0.2#
City	-7.6	-8.8	-7.0	-7.5	-7.7
Hunter	-6.4	-4.0	-4.3	-2.8	-5.9
John Jay	8.3	11.9	10.1	8.6	8.8
Lehman	3.5	4.0	2.6	0.3#	2.2#
Queens	0.8#	-0.1#	1.9	-1.6#	3.5
York	-3.0	-0.8#	-1.4#	-5.2	-3.6
Medgar Evers	3.9	5.0	3.6	2.4#	3.0
NYCCT	0.0#	-1.8#	-2.6	4.9	-0.7#
Staten Island	-0.2#	4.3	-0.3#	-1.4#	-0.4#

Note: Figures represent the difference between a college's actual rate and predicted rate based on student characteristics. An actual rate that is significantly higher than a predicted rate indicates a college's "added value." "#" indicates that the figure is not statistically significantly different from zero at the 5% level (i.e., a college's actual rate is statistically the same as its predicted rate). Fall 2009 figures have been revised from last year because of updated values to colleges' actual graduation rates.

University Performance Management Process 2014-15 Year-End Report

Goal A.4 - Increase graduation rates

Four-year graduation rate of baccalaureate full-time transfers

	Fall 2006 Entrants	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants
Baruch	67.4	68.3	69.3	66.4	63.3
Brooklyn	46.0	47.3	51.3	49.1	53.1
City	37.8	41.0	44.4	40.3	41.6
Hunter	47.0	50.0	48.6	51.6	53.1
John Jay	53.7	52.1	57.8	57.7	58.7
Lehman	45.5	49.9	50.7	51.5	51.8
Queens	54.8	52.9	55.8	54.5	56.2
York	38.7	33.9	36.9	37.7	41.2
Senior College Average	50.0	50.7	53.0	51.7	54.2
Medgar Evers	18.3	16.6	24.8	35.2	39.1
NYCCT	33.6	38.7	41.2	34.8	41.2
Staten Island	55.3	56.6	45.2	38.0	30.5
Comprehensive College Average	41.5	44.0	40.8	36.9	33.4
University Average	49.3	50.0	51.3	50.0	51.2

Note: Students are counted as graduates 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.



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Goal A.4 - Increase graduation rates

Four-year graduation rate of associate full-time first-time freshmen

	Fall 2006 Entrants	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants
Medgar Evers	8.4	7.2	9.3	10.0	11.1
NYCCT	12.4	13.6	14.1	14.1	13.2
Staten Island	9.6	13.3	11.5	7.9	8.0
Comprehensive College Average	10.9	12.7	12.5	11.4	11.2
BMCC	19.6	21.0	19.1	22.2	21.7
Bronx	13.7	14.6	14.9	17.4	19.1
Guttman	---	---	---	---	---
Hostos	19.3	21.9	14.8	17.7	20.0
Kingsborough	26.5	31.6	28.6	28.7	27.0
LaGuardia	19.9	22.2	20.9	23.3	24.2
Queensborough	18.9	22.7	20.8	23.5	26.2
Community College Average	20.0	22.6	20.6	23.0	23.5
University Average	17.2	19.7	18.3	19.8	20.5

Note: Students are counted as graduates 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.



University Performance Management Process 2014-15 Year-End Report

Goal A.4 - Increase graduation rates

Difference between actual and predicted 4-year graduation rate of associate full-time first-time freshmen

	Fall 2006 Entrants	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants
Medgar Evers	-5.7	-6.0	-4.0	-4.4	-4.6
NYCCT	-5.0	-4.3	-4.5	-5.4	-7.0
Staten Island	-10.0	-6.6	-8.1	-12.1	-13.1
BMCC	4.9	7.3	4.6	5.8	4.1
Bronx	0.0#	1.3#	1.7	2.9	3.4
Guttman	---	---	---	---	---
Hostos	3.8	8.2	0.3#	1.9#	3.3
Kingsborough	8.4	13.5	10.2	10.5	7.9
LaGuardia	2.1	4.4	2.9	5.1	5.0
Queensborough	0.0#	3.2	1.4	4.8	6.3

Note: Figures represent the difference between a college's actual rate and predicted rate based on student characteristics. An actual rate that is significantly higher than a predicted rate indicates a college's "added value." "#" indicates that the figure is not statistically significantly different from zero at the 5% level (i.e., a college's actual rate is statistically the same as its predicted rate). Fall 2009 figures have been revised from last year because of updated values to colleges' actual graduation rates.

University Performance Management Process 2014-15 Year-End Report

Goal A.4 - Increase graduation rates

Six-year graduation rate of baccalaureate full-time first-time freshmen

	Fall 2004 Entrants	Fall 2005 Entrants	Fall 2006 Entrants	Fall 2007 Entrants	Fall 2008 Entrants
Baruch	60.5	63.3	62.6	66.9	65.6
Brooklyn	48.5	48.4	53.8	51.2	50.4
City	38.9	40.0	42.0	42.0	44.2
Hunter	46.2	45.9	45.7	50.4	51.7
John Jay	40.1	39.4	43.1	43.4	43.7
Lehman	34.5	40.4	34.9	37.0	37.1
Queens	51.0	53.1	54.9	56.4	56.6
York	19.5	19.8	25.6	26.2	29.0
Senior College Average	45.7	46.2	47.6	48.3	48.7
Medgar Evers	23.3	38.9	17.0	14.7	13.6
NYCCT	24.5	23.5	23.1	25.2	20.4
Staten Island	48.1	48.0	47.3	50.8	47.3
Comprehensive College Average	38.0	37.0	35.6	36.7	34.4
University Average	44.4	45.8	46.7	47.6	47.6

Note: Students are counted as graduates 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.



University Performance Management Process 2014-15 Year-End Report

Goal A.4 - Increase graduation rates

Six-year graduation rate of associate full-time first-time freshmen

	Fall 2004 Entrants	Fall 2005 Entrants	Fall 2006 Entrants	Fall 2007 Entrants	Fall 2008 Entrants
Medgar Evers	16.9	15.9	15.0	13.3	15.4
NYCCT	20.6	21.7	21.4	21.7	22.1
Staten Island	24.4	28.0	24.0	26.9	24.2
Comprehensive College Average	21.7	23.2	21.5	22.6	21.9
BMCC	21.6	22.7	25.4	26.1	24.6
Bronx	19.7	20.1	22.6	22.4	21.2
Guttman	---	---	---	---	---
Hostos	23.9	22.8	26.3	29.5	21.6
Kingsborough	32.7	34.0	31.3	35.9	34.1
LaGuardia	25.6	26.0	26.8	28.9	26.2
Queensborough	24.0	25.2	25.3	28.8	27.0
Community College Average	24.7	25.5	26.4	28.6	26.4
University Average	23.8	24.8	24.9	26.8	25.1

Note: Students are counted as graduates 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.



University Performance Management Process 2014-15 Year-End Report

Goal A.5 - Improve student satisfaction with academic support and student support services

Satisfaction with academic advising effectiveness (Noel-Levitz SSI)

	2013	2015
Baruch	5.1 (1.3)	4.6 (1.6)
Brooklyn	4.8 (1.4)	5.0 (1.5)
City	4.8 (1.5)	5.1 (1.4)
Hunter	4.6 (1.4)	4.7 (1.6)
John Jay	5.1 (1.3)	5.1 (1.7)
Lehman	5.0 (1.5)	5.5 (1.2)
Queens	4.7 (1.4)	5.0 (1.6)
York	4.5 (1.4)	4.7 (1.4)
Senior College Average	4.8 (NA)	4.9 (NA)
Medgar Evers	4.7 (1.6)	4.8 (1.5)
NYCCT	4.5 (1.4)	4.6 (1.4)
Staten Island	4.5 (1.5)	4.7 (1.5)
Comprehensive College Average	4.6 (NA)	4.6 (NA)
BMCC	4.8 (1.5)	5.3 (1.5)
Bronx	5.2 (1.3)	5.1 (1.5)
Guttman	6.0 (1.0)	5.9 (1.1)
Hostos	4.9 (1.5)	5.4 (1.5)
Kingsborough	4.9 (1.4)	4.9 (1.4)
LaGuardia	4.5 (1.5)	4.9 (1.6)
Queensborough	4.9 (1.3)	5.4 (1.4)
Community College Average	4.8 (NA)	5.1 (NA)
University Average	4.8 (NA)	5.0 (NA)

Note: Satisfaction ratings are from 1 to 7 where 1 is "not satisfied at all" and 7 is "very satisfied." The scale is derived from a combination of survey items. Means and standard deviations (in parentheses) are computed from available responses.



University Performance Management Process 2014-15 Year-End Report

Goal A.5 - Improve student satisfaction with academic support and student support services

Satisfaction with campus support services (Noel-Levitz SSI)

	2013	2015
Baruch	5.3 (1.1)	5.2 (1.1)
Brooklyn	5.3 (1.0)	5.4 (1.2)
City	5.0 (1.1)	5.1 (1.1)
Hunter	4.9 (1.1)	5.1 (1.2)
John Jay	5.3 (1.1)	5.6 (1.2)
Lehman	5.1 (1.1)	5.5 (1.0)
Queens	4.8 (1.1)	5.2 (1.3)
York	4.8 (1.2)	4.7 (1.2)
Senior College Average	5.1 (NA)	5.2 (NA)
Medgar Evers	4.7 (1.3)	4.9 (1.2)
NYCCT	4.7 (1.2)	4.8 (1.2)
Staten Island	4.7 (1.2)	4.8 (1.2)
Comprehensive College Average	4.7 (NA)	4.8 (NA)
BMCC	4.9 (1.2)	5.4 (1.4)
Bronx	4.9 (1.2)	4.9 (1.3)
Guttman	5.2 (1.1)	5.4 (1.2)
Hostos	4.8 (1.2)	5.3 (1.4)
Kingsborough	4.8 (1.2)	4.7 (1.2)
LaGuardia	4.6 (1.2)	5.1 (1.5)
Queensborough	4.6 (1.2)	5.3 (1.4)
Community College Average	4.8 (NA)	5.1 (NA)
University Average	4.9 (NA)	5.1 (NA)

Note: Satisfaction ratings are from 1 to 7 where 1 is "not satisfied at all" and 7 is "very satisfied." The scale is derived from a combination of survey items. Means and standard deviations (in parentheses) are computed from available responses.



University Performance Management Process 2014-15 Year-End Report

Goal A.6 - Improve student satisfaction with administrative services

Satisfaction with admissions and financial aid effectiveness (Noel-Levitz SSI)

	2013	2015
Baruch	4.8 (1.3)	4.6 (1.4)
Brooklyn	4.7 (1.2)	4.8 (1.4)
City	4.5 (1.3)	4.3 (1.4)
Hunter	4.5 (1.4)	4.4 (1.5)
John Jay	4.9 (1.2)	5.0 (1.5)
Lehman	4.6 (1.3)	5.3 (1.2)
Queens	4.4 (1.3)	4.8 (1.5)
York	4.4 (1.3)	4.0 (1.3)
Senior College Average	4.6 (NA)	4.6 (NA)
Medgar Evers	4.5 (1.4)	4.5 (1.3)
NYCCT	4.4 (1.3)	4.3 (1.3)
Staten Island	4.4 (1.3)	4.3 (1.4)
Comprehensive College Average	4.4 (NA)	4.4 (NA)
BMCC	4.9 (1.3)	5.3 (1.4)
Bronx	5.1 (1.2)	4.9 (1.4)
Guttman	5.5 (1.1)	5.6 (1.2)
Hostos	4.9 (1.2)	5.4 (1.4)
Kingsborough	4.9 (1.3)	4.8 (1.3)
LaGuardia	4.4 (1.4)	4.9 (1.5)
Queensborough	4.8 (1.3)	5.3 (1.4)
Community College Average	4.8 (NA)	5.1 (NA)
University Average	4.7 (NA)	4.8 (NA)

Note: Satisfaction ratings are from 1 to 7 where 1 is "not satisfied at all" and 7 is "very satisfied." The scale is derived from a combination of survey items. Means and standard deviations (in parentheses) are computed from available responses.



University Performance Management Process 2014-15 Year-End Report

Goal A.6 - Improve student satisfaction with administrative services

Satisfaction with registration effectiveness (Noel-Levitz SSI)

	2013	2015
Baruch	4.9 (1.2)	4.6 (1.4)
Brooklyn	4.7 (1.2)	4.8 (1.4)
City	4.5 (1.2)	4.4 (1.4)
Hunter	4.4 (1.3)	4.4 (1.4)
John Jay	5.0 (1.2)	5.2 (1.4)
Lehman	4.6 (1.3)	5.3 (1.2)
Queens	4.5 (1.2)	4.9 (1.3)
York	4.4 (1.3)	4.3 (1.3)
Senior College Average	4.6 (NA)	4.7 (NA)
Medgar Evers	4.5 (1.4)	4.5 (1.3)
NYCCT	4.4 (1.3)	4.5 (1.3)
Staten Island	4.2 (1.3)	4.4 (1.4)
Comprehensive College Average	4.4 (NA)	4.4 (NA)
BMCC	5.1 (1.2)	5.5 (1.2)
Bronx	5.3 (1.1)	5.2 (1.2)
Guttman	5.4 (1.1)	5.6 (1.1)
Hostos	5.2 (1.1)	5.4 (1.2)
Kingsborough	5.1 (1.2)	5.0 (1.1)
LaGuardia	4.7 (1.3)	5.1 (1.3)
Queensborough	5.1 (1.1)	5.4 (1.3)
Community College Average	5.0 (NA)	5.3 (NA)
University Average	4.8 (NA)	4.9 (NA)

Note: Satisfaction ratings are from 1 to 7 where 1 is "not satisfied at all" and 7 is "very satisfied." The scale is derived from a combination of survey items. Means and standard deviations (in parentheses) are computed from available responses.



University Performance Management Process 2014-15 Year-End Report

Goal A.6 - Improve student satisfaction with administrative services

Satisfaction with service excellence (Noel-Levitz SSI)

	2013	2015
Baruch	5.1 (1.1)	4.9 (1.2)
Brooklyn	5.0 (1.0)	5.1 (1.2)
City	4.8 (1.0)	4.9 (1.1)
Hunter	4.7 (1.1)	4.8 (1.2)
John Jay	5.1 (1.1)	5.3 (1.2)
Lehman	4.9 (1.1)	5.5 (1.1)
Queens	4.7 (1.1)	5.0 (1.3)
York	4.6 (1.2)	4.5 (1.2)
Senior College Average	4.9 (NA)	5.0 (NA)
Medgar Evers	4.5 (1.3)	4.7 (1.2)
NYCCT	4.5 (1.2)	4.6 (1.2)
Staten Island	4.5 (1.2)	4.6 (1.2)
Comprehensive College Average	4.5 (NA)	4.6 (NA)
BMCC	4.9 (1.2)	5.4 (1.2)
Bronx	5.2 (1.1)	5.1 (1.2)
Guttman	5.7 (0.9)	5.6 (1.0)
Hostos	5.0 (1.0)	5.4 (1.2)
Kingsborough	5.0 (1.1)	4.9 (1.1)
LaGuardia	4.6 (1.2)	5.1 (1.3)
Queensborough	4.9 (1.1)	5.4 (1.2)
Community College Average	4.9 (NA)	5.2 (NA)
University Average	4.8 (NA)	5.0 (NA)

Note: For senior and comprehensive colleges, this indicator reflects the combination of three separate Noel-Levitz scales (Academic Advising, Campus Support Services, and Concern for the Individual). For community colleges, the three N-L scales are combined with an additional scale, Academic Services. Satisfaction ratings for the items that comprise these scales are from 1 to 7 where 1 is "not satisfied at all" and 7 is "very satisfied." Means and standard deviations (in parentheses) are computed from available responses.



University Performance Management Process 2014-15 Year-End Report

Goal A.7 - Increase revenues

Total voluntary support (weighted 3-yr rolling average)

	FY 2009-2011	FY 2010-2012	FY 2011-2013	FY 2012-2014	FY 2013-2015
Baruch	\$12,654,005	\$14,137,907	\$19,803,807	\$19,073,875	\$17,568,281
Brooklyn	\$18,704,317	\$16,409,239	\$15,490,922	\$9,363,336	\$17,779,134
City	\$40,358,974	\$38,893,502	\$38,271,204	\$40,434,952	\$41,264,993
Hunter	\$25,597,994	\$24,364,173	\$30,810,443	\$40,134,837	\$38,530,756
John Jay	\$5,951,446	\$8,713,621	\$8,303,307	\$8,461,017	\$10,739,695
Lehman	\$4,517,771	\$5,000,339	\$5,780,171	\$7,118,445	\$8,384,170
Queens	\$20,625,790	\$20,992,744	\$23,010,182	\$21,645,003	\$21,731,231
York	\$886,737	\$1,018,262	\$1,206,622	\$961,412	\$1,085,191
Senior College Total	\$129,297,036	\$129,529,788	\$142,676,657	\$147,192,877	\$157,083,451
Medgar Evers	\$1,048,649	\$383,509	\$384,144	\$476,141	\$625,337
NYCCT	\$1,063,346	\$953,444	\$1,232,275	\$1,207,215	\$1,814,993
Staten Island	\$2,798,980	\$3,134,282	\$2,732,842	\$2,305,086	\$2,338,075
Comprehensive College Total	\$4,910,975	\$4,471,234	\$4,349,260	\$3,988,442	\$4,778,405
BMCC	\$2,322,602	\$2,433,748	\$2,535,139	\$3,863,645	\$4,155,508
Bronx	\$1,681,549	\$1,807,120	\$1,918,910	\$2,193,289	\$2,277,640
Guttman	---	---	\$8,198,376	\$5,158,883	\$3,692,705
Hostos	\$933,259	\$1,044,765	\$1,174,610	\$1,408,535	\$1,749,772
Kingsborough	\$2,763,789	\$3,007,078	\$2,678,192	\$2,174,888	\$1,993,341
LaGuardia	\$1,632,203	\$2,538,772	\$2,236,787	\$2,994,979	\$4,324,128
Queensborough	\$3,122,865	\$2,992,256	\$3,151,346	\$3,405,990	\$3,596,763
Community College Total	\$12,736,530	\$14,745,680	\$21,893,359	\$21,200,208	\$21,789,858
Graduate Center	\$6,315,517	\$4,829,547	\$5,809,837	\$5,885,325	\$6,555,663
School of Journalism	\$4,625,387	\$3,322,076	\$2,322,605	\$3,014,584	\$5,048,354
School of Professional Studies	---	---	\$170,084	\$261,225	\$440,479
School of Public Health	---	---	---	---	---
Law School	\$1,265,187	\$1,548,636	\$1,501,287	\$1,445,176	\$1,395,541
Macaulay Honors College	\$1,784,989	\$1,592,618	\$1,628,404	\$1,458,903	\$2,211,461
University Total	\$160,944,119	\$160,082,206	\$180,351,493	\$184,437,289	\$200,112,687

Note: This indicator reflects the sum of cash-in, new pledges, and testamentary gifts. The weighted 3-year rolling average is calculated as the dollar amount for the current fiscal year (FY)*0.5 + (FY-1)*0.3 + (FY-2)*0.2. The University totals include voluntary contributions for the graduate and professional schools and for Macaulay Honors College but do not reflect fundraising for CUNY (Central) Initiatives. The FY 2015 figures for BMCC and for the Law School were updated since the initial publication in July 2015. The Community College subtotal and University total were also revised as a result.



University Performance Management Process 2014-15 Year-End Report

Goal A.7 - Increase revenues

Total voluntary support (annual)

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Baruch	\$12,880,451	\$15,823,632	\$24,961,254	\$16,841,544	\$15,047,134
Brooklyn	\$26,003,508	\$11,505,162	\$13,677,344	\$5,918,201	\$26,536,410
City	\$37,108,502	\$43,641,410	\$35,514,161	\$42,104,844	\$43,061,416
Hunter	\$22,666,381	\$28,581,658	\$35,405,338	\$47,593,807	\$34,343,092
John Jay	\$4,913,961	\$11,045,551	\$8,013,699	\$7,695,594	\$13,656,554
Lehman	\$4,689,417	\$5,391,542	\$6,449,650	\$8,210,484	\$9,262,189
Queens	\$24,494,165	\$20,606,701	\$23,858,677	\$20,732,120	\$21,479,719
York	\$1,119,588	\$1,165,440	\$1,266,144	\$696,961	\$1,245,748
Senior College Total	\$133,875,973	\$137,761,096	\$149,146,267	\$149,793,555	\$164,632,262
Medgar Evers	\$230,024	\$420,869	\$423,756	\$529,681	\$763,362
NYCCT	\$1,112,370	\$825,351	\$1,524,391	\$1,169,655	\$2,318,437
Staten Island	\$3,485,255	\$3,145,482	\$2,184,292	\$2,041,403	\$2,577,592
Comprehensive College Total	\$4,827,649	\$4,391,702	\$4,132,439	\$3,740,739	\$5,659,391
BMCC	\$2,361,252	\$2,531,971	\$2,606,594	\$5,150,545	\$4,178,052
Bronx	\$1,651,416	\$1,978,371	\$1,990,231	\$2,401,090	\$2,318,534
Guttman	\$560,527	\$1,507,567	\$15,268,000	\$553,939	\$945,846
Hostos	\$1,011,651	\$1,140,214	\$1,260,431	\$1,604,725	\$2,032,537
Kingsborough	\$3,829,656	\$3,018,211	\$2,013,595	\$1,934,335	\$2,020,642
LaGuardia	\$1,496,549	\$3,263,116	\$1,917,085	\$3,534,461	\$5,760,746
Queensborough	\$3,319,024	\$2,805,247	\$3,291,934	\$3,714,720	\$3,647,921
Community College Total	\$14,230,075	\$16,244,697	\$28,347,870	\$18,893,815	\$20,904,278
Graduate Center	\$4,497,657	\$2,973,808	\$8,036,326	\$5,759,332	\$6,441,197
School of Journalism	\$7,453,546	\$1,500,352	\$763,581	\$4,970,878	\$6,808,748
School of Professional Studies	\$17,000	\$75,052	\$288,337	\$319,427	\$573,967
School of Public Health				---	\$1,618,953
Law School	\$1,356,019	\$1,790,950	\$1,385,596	\$1,342,614	\$1,431,275
Macaulay Honors College	\$2,751,977	\$1,176,450	\$1,450,147	\$1,577,137	\$2,896,580
University Total	\$169,009,896	\$165,914,107	\$193,550,563	\$186,397,497	\$210,966,651

Note: This indicator reflects the sum of cash-in, new pledges and testamentary gifts. The University totals include voluntary contributions for the graduate and professional schools and for Macaulay Honors College but do not reflect fundraising for CUNY (Central) Initiatives. The FY 2015 figures for BMCC and for the Law School were updated since the initial publication in July 2015. The Community College subtotal and University total were also revised as a result.



University Performance Management Process 2014-15 Year-End Report

Goal A.7 - Increase revenues

Grant and contract awards (weighted 3-yr rolling average)

	FY 2009-2011	FY 2010-2012	FY 2011-2013	FY 2012-2014	FY 2013-2015
Baruch	\$6,721,694	\$6,773,844	\$6,859,165	\$6,452,265	\$6,988,352
Brooklyn	\$13,557,264	\$13,148,033	\$11,709,981	\$10,941,294	\$11,126,738
City	\$64,031,763	\$63,033,793	\$57,443,791	\$52,858,081	\$52,595,738
Hunter	\$48,027,876	\$49,360,285	\$50,222,226	\$47,625,179	\$46,426,367
John Jay	\$16,903,472	\$15,909,732	\$16,484,870	\$16,871,732	\$20,386,627
Lehman	\$20,935,606	\$18,003,894	\$15,293,251	\$14,512,665	\$14,004,880
Queens	\$25,622,011	\$28,991,460	\$28,356,888	\$30,352,562	\$30,351,219
York	\$6,888,864	\$6,254,765	\$5,421,856	\$5,530,062	\$5,588,453
Senior College Total	\$202,688,550	\$201,475,807	\$191,792,028	\$185,143,839	\$187,468,374
Medgar Evers	\$9,197,374	\$8,646,507	\$8,475,744	\$8,696,078	\$9,401,746
NYCCT	\$7,463,674	\$8,358,759	\$6,944,247	\$7,021,064	\$6,441,969
Staten Island	\$8,525,387	\$8,351,762	\$6,690,632	\$5,870,770	\$5,200,250
Comprehensive College Total	\$25,186,436	\$25,357,028	\$22,110,623	\$21,587,912	\$21,043,965
BMCC	\$8,723,970	\$7,446,371	\$8,098,075	\$6,843,569	\$7,050,267
Bronx	\$6,782,830	\$6,389,954	\$5,793,343	\$5,339,859	\$5,253,680
Guttman	---	---	---	\$1,058,746	\$852,125
Hostos	\$4,452,458	\$5,348,630	\$6,035,376	\$6,785,732	\$7,375,664
Kingsborough	\$5,072,036	\$14,784,198	\$10,657,634	\$10,799,164	\$6,210,022
LaGuardia	\$16,975,518	\$16,986,775	\$14,819,643	\$15,649,870	\$15,994,976
Queensborough	\$4,371,047	\$4,344,707	\$4,136,675	\$4,157,416	\$4,380,500
Community College Total	\$46,377,858	\$55,821,251	\$50,210,502	\$50,634,356	\$47,117,234
Graduate Center	\$11,796,016	\$11,646,380	\$12,422,420	\$12,828,835	\$14,464,771
School of Journalism	\$775,735	\$1,132,609	\$1,445,013	\$1,467,785	\$1,920,792
Law School	\$399,792	\$223,356	\$97,916	\$155,040	\$86,963
University Total	\$287,224,387	\$295,656,430	\$278,078,501	\$271,817,766	\$264,222,005

Note: 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. The weighted 3-year rolling average is calculated as the dollar amount for the current fiscal year (FY)*0.5 + (FY-1)*0.3 + (FY-2)*0.2. The University totals include awards to the graduate and professional schools and for Macaulay Honors College but do not reflect awards to CUNY Central.



University Performance Management Process 2014-15 Year-End Report

Goal A.7 - Increase revenues

Grant and contract awards (annual)

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Baruch	\$7,340,153	\$6,495,809	\$6,884,783	\$6,175,336	\$7,517,590
Brooklyn	\$12,859,122	\$12,484,151	\$10,785,822	\$10,417,435	\$11,688,687
City	\$65,616,345	\$59,403,872	\$52,998,721	\$50,155,380	\$53,898,760
Hunter	\$46,703,272	\$50,646,868	\$51,375,023	\$44,166,597	\$45,802,766
John Jay	\$15,082,042	\$14,599,487	\$18,177,231	\$16,997,330	\$23,303,963
Lehman	\$18,550,711	\$14,480,199	\$14,478,098	\$14,546,391	\$13,490,687
Queens	\$21,509,915	\$30,966,250	\$29,530,060	\$30,600,588	\$30,530,061
York	\$6,053,543	\$5,622,114	\$5,049,026	\$5,781,862	\$5,688,179
Senior College Total	\$193,715,103	\$194,698,750	\$189,278,764	\$178,840,919	\$191,920,692
Medgar Evers	\$8,953,364	\$8,091,531	\$8,515,223	\$9,046,409	\$9,969,558
NYCCT	\$7,517,786	\$8,904,408	\$5,538,734	\$7,157,125	\$6,374,168
Staten Island	\$7,543,816	\$8,320,064	\$5,371,700	\$5,190,494	\$5,137,525
Comprehensive College Total	\$24,014,966	\$25,316,003	\$19,425,657	\$21,394,028	\$21,481,251
BMCC	\$9,321,605	\$5,947,163	\$8,899,210	\$5,968,747	\$6,959,602
Bronx	\$7,123,629	\$5,687,645	\$5,324,648	\$5,209,872	\$5,251,578
Guttman	---	\$1,041,233	\$714,770	\$1,272,137	\$655,059
Hostos	\$5,395,033	\$6,180,868	\$6,204,218	\$7,376,587	\$7,843,688
Kingsborough	\$5,097,785	\$24,502,571	\$4,574,612	\$9,052,532	\$5,158,680
LaGuardia	\$16,263,769	\$16,845,410	\$13,026,533	\$16,745,655	\$16,731,946
Queensborough	\$5,144,338	\$4,302,930	\$3,633,857	\$4,413,347	\$4,659,450
Community College Total	\$48,346,159	\$64,507,820	\$42,377,848	\$50,038,876	\$47,260,003
Graduate Center	\$10,405,315	\$11,562,718	\$13,745,083	\$12,785,532	\$15,760,190
School of Journalism	\$1,182,003	\$1,350,000	\$1,607,225	\$1,431,235	\$2,339,952
Law School	\$187,329	\$64,235	\$82,360	\$234,970	\$0
University Total	\$277,850,875	\$297,499,526	\$266,516,937	\$264,725,560	\$263,001,898

Note: Reflects total awards for grants and contract administered by the Research Foundation. The University totals include awards to the graduate and professional schools but do not reflect awards to CUNY Central.



University Performance Management Process 2014-15 Year-End Report

Goal A.7 - Increase revenues

Alternative revenues (weighted 3-yr rolling average)

	FY 2012-2014	FY 2013-2015
Baruch	\$2,856,292	
Brooklyn	\$715,141	
City	\$590,847	
Hunter	\$2,743,838	
John Jay	\$4,278,505	
Lehman	\$1,578,278	
Queens	\$2,357,699	
York	\$1,674,513	
Senior College Total	\$16,795,113	
Medgar Evers	\$341,902	
NYCCT	\$1,438,746	
Staten Island	\$7,277,776	
Comprehensive College Total	\$9,058,424	
BMCC	\$2,184,705	
Bronx	\$601,363	
Guttman	---	
Hostos	\$1,686,578	
Kingsborough	\$1,450,883	
LaGuardia	\$2,182,852	
Queensborough	\$1,919,158	
Community College Total	\$10,025,539	
Graduate Center	\$2,323,850	
University Total	\$38,202,926	

Note: As reflected in revenues reported through auxiliary enterprises on the college financial statement. The weighted 3-year rolling average is calculated as the dollar amount for the current fiscal year (FY)*0.5 + (FY-1)*0.3 + (FY-2)*0.2. FY 2015 data will not be available until the end of the calendar year. The University averages reflect alternative revenues generated by the graduate and professional schools.



University Performance Management Process 2014-15 Year-End Report

Goal A.7 - Increase revenues

Alternative revenues (annual)				
	FY 2012	FY 2013	FY 2014	FY 2015
Baruch	\$2,147,446	\$2,301,806	\$3,472,523	
Brooklyn	\$644,973	\$551,578	\$841,345	
City	\$883,369	\$503,364	\$526,328	
Hunter	\$2,067,631	\$2,325,601	\$3,265,264	
John Jay	\$2,381,567	\$3,377,930	\$5,577,625	
Lehman	\$1,389,042	\$1,565,956	\$1,661,366	
Queens	\$2,357,907	\$2,174,508	\$2,467,530	
York	\$1,603,966	\$1,709,017	\$1,682,029	
Senior College Total	\$13,475,900	\$14,509,759	\$19,494,010	
Medgar Evers	\$319,465	\$331,557	\$357,085	
NYCCT	\$1,558,319	\$1,419,343	\$1,402,559	
Staten Island	\$4,399,316	\$4,549,221	\$10,066,292	
Comprehensive College Total	\$6,277,099	\$6,300,122	\$11,825,935	
BMCC	\$1,518,493	\$2,011,214	\$2,555,284	
Bronx	\$657,494	\$512,919	\$631,977	
Guttman	---	---	---	
Hostos	\$1,598,605	\$1,588,544	\$1,780,588	
Kingsborough	\$1,280,054	\$1,375,108	\$1,564,679	
LaGuardia	\$1,828,108	\$2,100,580	\$2,374,113	
Queensborough	\$1,700,442	\$1,940,013	\$1,994,132	
Community College Total	\$8,583,195	\$9,528,377	\$10,900,773	
Graduate Center	\$1,803,062	\$2,368,095	\$2,505,619	
University Total	\$30,139,257	\$32,706,353	\$44,726,337	

Note: As reflected in revenues reported through auxiliary enterprises on the college financial statement. FY 2015 data will not be available until the end of the calendar year. The University averages reflect alternative revenues generated by the graduate and professional schools.



University Performance Management Process 2014-15 Year-End Report

Goal A.8 - Use financial resources efficiently and prioritize spending on direct student services

Spending on student services and instruction and departmental research as a percentage of tax-levy budget

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Baruch	68.9	72.2	73.8	73.2	
Brooklyn	69.4	69.7	70.0	69.9	
City	70.5	71.9	72.8	72.2	
Hunter	70.5	69.6	67.8	68.3	
John Jay	72.3	69.5	76.8	75.9	
Lehman	71.8	68.2	68.9	65.6	
Queens	69.5	70.9	69.7	70.4	
York	65.3	62.7	62.8	64.7	
Senior College Average	70.0	69.9	70.7	70.4	
Medgar Evers	61.2	59.0	63.6	60.2	
NYCCT	70.4	74.8	74.5	73.5	
Staten Island	70.5	67.7	69.3	73.1	
Comprehensive College Average	68.3	68.3	70.0	70.4	
BMCC	60.3	61.0	59.7	59.6	
Bronx	64.3	63.5	63.6	64.9	
Guttman	---	---	23.8	32.1	
Hostos	59.4	61.3	58.5	58.4	
Kingsborough	69.9	69.0	69.7	69.1	
LaGuardia	60.6	59.8	60.1	59.9	
Queensborough	74.7	75.0	73.8	73.7	
Community College Average	64.8	64.8	63.2	63.2	
Graduate Center	79.9	74.9	75.1	74.4	
School of Journalism	65.2	67.5	70.4	66.2	
School of Professional Studies	78.2	84.6	80.3	73.9	
Law School	64.5	59.9	59.2	61.0	
University Average	68.9	68.5	68.5	68.3	

Note: FY 2015 data will not be available until September 2015. The University averages reflect spending by the graduate and professional schools.



University Performance Management Process 2014-15 Year-End Report

Goal A.8 - Use financial resources efficiently and prioritize spending on direct student services

Spending on student services as a percentage of tax-levy budget

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Baruch	9.3	10.5	11.4	10.5	
Brooklyn	10.1	9.8	10.2	10.0	
City	5.6	5.8	5.5	5.4	
Hunter	7.0	6.8	6.4	6.8	
John Jay	8.2	8.1	9.2	9.6	
Lehman	7.6	7.6	7.7	7.6	
Queens	8.1	8.1	8.0	8.2	
York	8.7	7.9	7.7	7.9	
Senior College Average	7.9	8.0	8.1	8.1	
Medgar Evers	8.5	7.8	8.0	8.1	
NYCCT	7.4	7.8	8.2	7.4	
Staten Island	8.9	8.4	8.8	9.6	
Comprehensive College Average	8.3	8.0	8.4	8.4	
BMCC	8.0	7.8	7.5	9.1	
Bronx	10.1	10.2	9.5	10.0	
Guttman	---	---	7.2	10.8	
Hostos	12.0	12.1	12.2	12.1	
Kingsborough	12.8	12.8	13.1	13.1	
LaGuardia	8.9	8.9	9.7	10.0	
Queensborough	10.1	9.3	9.1	9.2	
Community College Average	10.0	9.9	9.8	10.4	
Graduate Center	14.8	10.3	11.9	12.6	
School of Journalism	11.9	14.0	13.3	11.7	
School of Professional Studies	4.2	6.6	4.1	0.1	
Law School	10.4	11.2	11.1	11.6	
University Average	9.0	8.7	8.9	9.1	

Note: FY 2015 data will not be available until September 2015. The University averages reflect spending by the graduate and professional schools.



University Performance Management Process 2014-15 Year-End Report

Goal A.8 - Use financial resources efficiently and prioritize spending on direct student services

Spending on instruction and departmental research as a percentage of tax-levy budget

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Baruch	59.6	61.7	62.3	62.7	
Brooklyn	59.3	59.9	59.8	59.9	
City	64.9	66.1	67.3	66.9	
Hunter	63.5	62.8	61.4	61.5	
John Jay	64.1	61.4	67.6	66.2	
Lehman	64.3	60.6	61.2	58.0	
Queens	61.4	62.8	61.7	62.2	
York	56.5	54.9	55.1	56.8	
Senior College Average	62.1	61.9	62.5	62.3	
Medgar Evers	52.7	51.2	55.5	52.1	
NYCCT	63.0	67.0	66.3	66.1	
Staten Island	61.6	59.3	60.5	63.6	
Comprehensive College Average	60.1	60.2	61.6	61.9	
BMCC	52.3	53.3	52.2	50.5	
Bronx	54.2	53.4	54.2	54.9	
Guttman	---	---	16.6	21.3	
Hostos	47.4	49.2	46.3	46.3	
Kingsborough	57.1	56.2	56.5	56.0	
LaGuardia	51.7	50.9	50.4	49.9	
Queensborough	64.6	65.8	64.7	64.5	
Community College Average	54.8	55.0	53.4	52.8	
Graduate Center	65.1	64.6	63.3	61.8	
School of Journalism	53.2	53.6	57.1	54.5	
School of Professional Studies	74.0	78.0	76.1	73.8	
Law School	54.1	48.7	48.1	49.4	
University Average	59.9	59.8	59.6	59.2	

Note: FY 2015 data will not be available until September 2015. The University averages reflect spending by the graduate and professional schools.



University Performance Management Process 2014-15 Year-End Report

Goal A.8 - Use financial resources efficiently and prioritize spending on direct student services

Percentage of budget in reserve

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Baruch	3.8	3.0	1.8	1.1	
Brooklyn	2.7	2.8	2.8	1.9	
City	2.0	0.9	0.8	0.7	
Hunter	3.8	2.2	3.0	3.9	
John Jay	4.5	3.0	2.6	1.5	
Lehman	0.7	0.9	1.4	3.2	
Queens	2.2	1.3	2.5	1.1	
York	0.1	0.0	3.0	3.7	
Senior College Average	2.7	1.9	2.2	2.1	
Medgar Evers	3.8	3.0	0.1	0.0	
NYCCT	6.0	2.6	3.1	3.0	
Staten Island	1.9	1.7	2.6	0.5	
Comprehensive College Average	3.9	2.3	2.2	1.4	
BMCC	2.9	3.0	3.1	3.1	
Bronx	1.1	3.1	3.1	-0.3	
Guttman	---	---	4.0	4.8	
Hostos	6.3	3.2	1.9	3.1	
Kingsborough	1.3	0.9	1.6	2.5	
LaGuardia	2.5	2.7	2.4	3.0	
Queensborough	2.3	3.1	3.0	3.0	
Community College Average	2.5	2.6	2.6	2.6	
Graduate Center	2.8	3.0	2.8	3.2	
School of Journalism	9.4	9.1	4.6	4.9	
School of Professional Studies	6.1	3.3	4.0	3.5	
Law School	4.0	0.0	5.5	5.7	
University Average	2.9	2.2	2.4	2.3	

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. FY 2015 data will not be available until September 2015. The University averages reflect reserves of the graduate and professional schools.



University Performance Management Process 2014-15 Year-End Report

Goal A.9 - Increase the proportion of full-time faculty from under-represented groups

Percentage of minority full-time faculty

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Baruch	27.0	27.8	27.9	28.7	28.2
Brooklyn	23.5	24.1	24.4	24.2	25.2
City	31.5	31.0	31.4	32.1	31.8
Hunter	29.0	28.7	28.4	28.4	28.2
John Jay	31.4	31.2	30.2	30.4	30.6
Lehman	29.4	29.5	30.1	31.0	31.1
Queens	24.3	23.7	24.9	24.6	24.6
York	42.7	42.4	42.7	43.5	44.6
Senior College Average	28.7	28.6	28.8	29.1	29.2
Medgar Evers	83.2	82.7	81.0	79.8	79.7
NYCCT	35.4	37.5	36.4	36.1	34.7
Staten Island	21.0	21.8	23.1	24.6	26.2
Comprehensive College Average	39.3	40.0	39.3	39.8	39.5
BMCC	46.3	46.2	46.3	44.7	45.0
Bronx	45.2	45.4	44.7	45.7	45.2
Guttman	---	---	36.8	40.0	36.8
Hostos	50.8	51.5	49.7	51.6	49.7
Kingsborough	23.9	25.5	26.9	26.3	26.0
LaGuardia	40.1	39.7	38.1	38.0	40.7
Queensborough	25.8	25.9	27.2	29.7	30.8
Community College Average	37.8	38.1	38.0	38.6	39.0
Graduate Center	15.1	12.0	12.3	13.1	14.7
School of Journalism	25.0*	26.9*	30.3*	27.3*	29.2*
School of Professional Studies	14.3*	0.0*	0.0*	10.0*	15.4*
Law School	44.4	46.7	42.3	42.3	44.0
University Average	32.3	32.5	32.6	32.9	33.2

Note: The University averages reflect figures for the graduate and professional schools.

*Calculated on a base less than 25.



University Performance Management Process 2014-15 Year-End Report

Goal A.9 - Increase the proportion of full-time faculty from under-represented groups

Percentage of Italian American full-time faculty

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Baruch	4.7	4.6	4.3	4.2	3.9
Brooklyn	5.4	5.8	4.7	4.3	4.2
City	4.1	4.0	4.1	3.8	3.9
Hunter	6.4	5.7	5.5	5.6	5.3
John Jay	4.9	5.0	4.6	4.8	4.5
Lehman	8.0	8.4	7.9	7.3	7.0
Queens	3.7	3.6	3.6	3.7	3.7
York	6.0	6.0	5.7	6.1	6.1
Senior College Average	5.3	5.2	4.9	4.8	4.6
Medgar Evers	0.5	0.6	1.1	1.1	1.1
NYCCT	7.7	8.1	8.0	7.9	7.9
Staten Island	8.4	8.0	7.3	7.1	7.0
Comprehensive College Average	6.6	6.7	6.5	6.3	6.4
BMCC	7.2	6.9	6.1	5.8	5.5
Bronx	6.8	7.3	7.2	6.7	6.8
Guttman	---	---	5.3	3.3	0.0
Hostos	4.9	4.1	4.7	3.8	3.7
Kingsborough	12.4	12.9	11.9	11.0	10.8
LaGuardia	4.7	4.8	5.2	5.5	4.8
Queensborough	7.8	7.3	6.7	6.3	5.6
Community College Average	7.5	7.5	7.1	6.6	6.2
Graduate Center	1.1	0.6	0.6	1.1	1.6
School of Journalism	3.1*	3.8*	0.0*	3.0*	4.2*
School of Professional Studies	0.0*	0.0*	0.0*	0.0*	0.0*
Law School	6.7	6.7	5.8	7.7	8.0
University Average	5.9	5.9	5.6	5.4	5.3

Note: The University averages reflect figures for the graduate and professional schools.

*Calculated on a base less than 25.



University Performance Management Process 2014-15 Year-End Report

Goal A.9 - Increase the proportion of full-time faculty from under-represented groups

Percentage of women full-time faculty					
	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Baruch	37.8	38.0	38.6	39.5	39.3
Brooklyn	43.5	44.2	45.2	44.7	45.8
City	39.4	39.6	40.0	40.2	40.5
Hunter	50.2	49.9	50.1	50.7	51.6
John Jay	45.8	45.8	46.3	47.7	48.0
Lehman	52.1	51.4	51.8	54.1	53.5
Queens	45.8	44.5	44.8	45.8	46.4
York	46.6	47.5	48.3	49.5	49.3
Senior College Average	44.9	44.9	45.3	46.0	46.4
Medgar Evers	46.6	47.5	45.4	45.4	46.2
NYCCT	47.8	47.3	48.1	47.9	47.7
Staten Island	44.5	45.3	47.3	46.8	46.0
Comprehensive College Average	46.3	46.6	47.3	47.0	46.8
BMCC	56.9	57.8	56.3	55.6	57.5
Bronx	47.4	49.0	49.3	48.6	49.5
Guttman	---	---	84.2	63.3	63.2
Hostos	53.0	53.3	52.1	52.2	51.9
Kingsborough	53.7	54.9	55.4	55.9	55.8
LaGuardia	56.7	56.4	56.9	56.8	57.6
Queensborough	53.2	54.2	52.8	51.2	50.5
Community College Average	53.8	54.7	54.5	53.9	54.5
Graduate Center	39.1	40.4	41.4	39.2	37.0
School of Journalism	50.0*	46.2*	45.5*	48.5*	41.7*
School of Professional Studies	57.1*	66.7*	75.0*	70.0*	69.2*
Law School	62.2	64.4	63.5	65.4	66.0
University Average	47.5	47.8	48.3	48.5	48.8

Note: The University averages reflect figures for the graduate and professional schools.

*Calculated on a base less than 25.



University Performance Management Process 2014-15 Year-End Report

Goal B.1.2 - Increase enrollment in master's programs

Headcount enrollment in master's programs

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Baruch	3,764	3,663	3,485	3,266	3,057
Brooklyn	3,353	3,133	3,073	3,065	2,977
City	2,660	2,544	2,499	2,409	2,253
Hunter	5,518	5,585	5,420	5,375	5,389
John Jay	1,815	1,767	1,696	1,677	1,567
Lehman	1,981	2,105	2,054	2,021	1,882
Queens	3,290	3,267	3,045	2,969	2,851
York	37	32	39	46	55
Staten Island	929	913	879	838	824
Graduate Center	205	243	296	324	393
School of Journalism	167	183	187	191	183
School of Professional Studies	331	393	426	443	520
University Total	24,050	23,828	23,099	22,624	21,951

Note:



University Performance Management Process 2014-15 Year-End Report

Goal B.1.2 - Increase enrollment in master's programs

FTE enrollment in master's programs

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Baruch	2,526	2,432	2,261	2,173	1,996
Brooklyn	2,005	1,907	1,796	1,803	1,788
City	1,573	1,513	1,513	1,489	1,359
Hunter	3,638	3,687	3,589	3,522	3,552
John Jay	1,143	1,111	1,052	1,051	953
Lehman	1,198	1,253	1,202	1,240	1,178
Queens	1,795	1,705	1,682	1,702	1,635
York	19	31	44	53	63
Staten Island	538	527	523	490	526
Graduate Center	94	128	159	164	199
School of Journalism	205	217	224	235	221
School of Professional Studies	155	172	176	184	228
University Total	14,889	14,683	14,221	14,106	13,698

Note:



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Goal B.1.2 - Increase enrollment in master's programs

New master's student enrollment

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Baruch	1,171	1,151	999	940	985
Brooklyn	1,026	926	986	1,106	1,076
City	751	714	711	692	786
Hunter	1,441	1,472	1,510	1,517	1,779
John Jay	495	550	490	476	447
Lehman	595	608	583	621	570
Queens	1,037	944	910	980	999
Staten Island	290	257	255	231	283
Graduate Center	65	103	127	128	180
School of Journalism	90	90	96	97	85
School of Professional Studies	140	118	139	121	179
University Total	7,101	6,933	6,806	6,909	7,369

Note: Reflects enrollment of new students in all master's level programs.



University Performance Management Process 2014-15 Year-End Report

Goal B.1.2 - Increase enrollment in master's programs

One-year retention rate in master's programs

	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants
Baruch	87.0	82.7	85.2	87.2	86.2
Brooklyn	84.9	83.7	85.8	83.7	84.8
City	81.1	80.5	79.1	80.4	81.2
Hunter	86.7	86.4	85.3	87.2	88.4
John Jay	75.4	78.0	80.9	80.7	79.2
Lehman	83.1	85.6	82.2	83.9	84.4
Queens	84.3	85.6	83.9	85.6	85.0
Staten Island	77.5	78.7	83.6	80.0	83.2
Graduate Center	81.0	80.0	75.7	77.9	75.8
School of Journalism	89.1	91.1	90.0	93.8	91.8
School of Professional Studies	76.1	85.0	69.4	69.8	81.0
University Average	83.8	83.7	83.5	84.3	83.9

Note: Computed as the percentage of entering students who are still enrolled the following fall or have graduated within one year.



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Goal B.2.1 - Create more efficient remediation pathways

Percentage of students fully proficient by the end of the first year (of those initially needing any remediation)

	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013
Medgar Evers	38.9	36.1	36.5	41.7	46.3
NYCCT	54.5	62.9	69.4	66.9	58.1
Staten Island	62.7	72.5	70.9	67.9	71.7
Comprehensive College Average	53.8	59.7	62.9	62.3	60.9
BMCC	33.2	30.2	40.0	41.4	46.5
Bronx	26.8	27.5	28.5	33.3	36.4
Guttman	---	---	---	50.0	53.2
Hostos	32.1	35.0	35.4	44.8	47.0
Kingsborough	24.8	23.1	26.5	30.9	33.8
LaGuardia	39.7	42.4	44.4	44.0	45.8
Queensborough	36.7	42.2	34.2	45.3	56.8
Community College Average	32.5	33.3	36.2	40.5	45.4
University Average	38.2	39.0	42.0	45.2	49.2

Note: The denominator for computing this rate consists of first-time associate degree-seeking freshmen who were not fully proficient upon initial testing and were still enrolled at the college of entry in the subsequent spring term. Students whose initial proficiency status is unknown are excluded. The numerator consists of those students counted in the denominator who became fully proficient by the start of the next fall term, regardless of whether they enrolled in the same college that fall. Proficiency in reading and writing is determined by test results. Proficiency in math is determined by either test results, enrolling in a basic college-level math course during the fall term of entry or subsequent spring term, or course completion (passing a last-in-sequence remedial math course with a grade of C or better).



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Goal B.2.2 - Prepare students for transfer to baccalaureate programs

Percentage of first-time freshmen transferring to any baccalaureate program within 6 years

	Fall 2004 Entrants	Fall 2005 Entrants	Fall 2006 Entrants	Fall 2007 Entrants	Fall 2008 Entrants
Medgar Evers	50.7	48.9	48.4	42.8	37.8
NYCCT	36.6	38.1	39.6	40.8	37.2
Staten Island	52.1	56.3	58.6	64.3	64.6
Comprehensive College Average	45.0	46.9	47.4	49.8	46.6
BMCC	31.5	34.1	33.6	33.5	26.7
Bronx	25.2	25.4	27.4	27.5	26.4
Guttman	---	---	---	---	---
Hostos	24.0	25.1	28.9	29.0	27.0
Kingsborough	35.8	36.1	35.8	37.6	34.1
LaGuardia	29.0	30.5	28.8	31.9	30.2
Queensborough	36.8	37.3	35.3	37.9	36.3
Community College Average	31.6	32.9	32.3	33.8	30.2
University Average	35.4	37.1	36.8	38.3	34.8

Note: Calculated as the percentage of an associate-seeking first-time freshman cohort that transferred to any college within 6 years, with or without an associate degree.



University Performance Management Process 2014-15 Year-End Report

Goal B.2.2 - Prepare students for transfer to baccalaureate programs

Transfer rate of AA/AS graduates to any baccalaureate program

	2008-09 Graduates	2009-10 Graduates	2010-11 Graduates	2011-12 Graduates	2012-13 Graduates
Medgar Evers	11.0	15.4	12.9	17.8	15.3
NYCCT	49.1	54.1	55.7	53.1	55.6
Staten Island	16.8	13.3	13.0	13.1	20.4
Comprehensive College Average	18.6	19.9	20.9	23.2	25.8
BMCC	67.3	67.5	64.4	67.9	69.7
Bronx	67.4	64.3	63.8	69.0	64.3
Guttman	---	---	---	---	---
Hostos	65.7	64.0	71.2	67.2	71.3
Kingsborough	63.1	63.3	62.8	64.6	67.0
LaGuardia	67.5	65.7	64.4	65.1	69.5
Queensborough	75.4	72.1	65.5	69.4	69.5
Community College Average	67.6	66.5	64.5	67.1	68.6
University Average	60.7	60.8	59.6	62.5	64.2

Note: Calculated as the number of students who enrolled in a CUNY or non-CUNY baccalaureate program within two years after graduation, of those who graduated from an AA or AS program in a given academic year. Transfers outside CUNY are limited to enrollment in four-year institutions, but may include a small number of students pursuing a second associate degree at an institution offering degrees at both the associate and baccalaureate levels.



University Performance Management Process 2014-15 Year-End Report

Goal B.2.2 - Prepare students for transfer to baccalaureate programs

Mean first-semester GPA of baccalaureate transfers from CUNY associate programs

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Medgar Evers	2.44	2.62	2.24	2.68	2.52
NYCCT	2.64	2.66	2.61	2.55	2.62
Staten Island	2.57	2.61	2.65	2.78	2.73
Comprehensive College Average	2.57	2.62	2.61	2.61	2.63
BMCC	2.70	2.62	2.69	2.76	2.72
Bronx	2.76	2.77	2.82	2.75	2.68
Guttman	---	---	---	---	---
Hostos	2.75	2.63	2.64	2.59	2.65
Kingsborough	2.71	2.63	2.57	2.62	2.61
LaGuardia	2.66	2.70	2.77	2.77	2.76
Queensborough	2.59	2.64	2.69	2.61	2.63
Community College Average	2.68	2.65	2.69	2.70	2.68
University Average	2.66	2.65	2.68	2.69	2.68

Note: Transfers are those who enrolled in a baccalaureate program within two years of their last enrollment in a CUNY associate program (whether or not they earned an associate degree prior to transfer). Figures for students who transferred from Guttman Community College into baccalaureate programs in fall 2013 and fall 2014 are not shown due to low N's.



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Goal B.2.3 - Increase (or maintain high) pass rates on professional licensure exams

NCLEX (RN licensure) pass rate

	2010	2011	2012	2013	2014
Medgar Evers	82.9	89.1	83.3	74.5	51.6
NYCCT	95.2	91.5	95.1	81.0	87.1
Staten Island	90.8	78.0	88.3	70.0	63.6
Comprehensive College Average	91.2	84.3	89.9	74.2	68.5
BMCC	84.0	83.2	85.4	74.3	74.5
Bronx	90.6	71.8	86.0	83.3	75.9
Hostos	68.4	72.3	88.0	75.6	74.1
Kingsborough	91.7	80.6	75.9	60.2	69.5
LaGuardia	79.1	76.9	81.3	79.5	85.3
Queensborough	79.8	86.4	92.7	82.9	90.9
Community College Average	82.7	80.4	84.0	73.5	78.0

Note: NCLEX pass rates are based on all test-takers in a calendar year. Hunter and Lehman's pass rates are not included here because this indicator is associated with a community/comprehensive college goal.