



# University Performance Management Report

2007-08  
Year-End University Report

Office of Institutional Research and Assessment  
May 19, 2008

University Performance Management Process  
2007-08 Year-End University Report

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# University Performance Management Process 2007-08 Year-End Report

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**Goal: Raise Academic Quality**

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

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

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

	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>		
Baruch	0.0	0.0
Brooklyn	2.4	7.3
City	0.0	0.3
Hunter	0.2	0.8
Lehman	3.8	4.6
Queens	0.1	12.6
York	0.6	1.0
<b>Senior College Average</b>	<b>0.9</b>	<b>4.1</b>
<hr/>		
<b>Comprehensive</b>		
John Jay	2.3	2.3
Medgar Evers	1.0	1.7
NYCCT	2.4	3.3
Staten Island	0.2	1.1
<b>Comprehensive College Average</b>	<b>1.6</b>	<b>2.2</b>
<hr/>		
<b>Community</b>		
BMCC	1.1	1.0
Bronx	0.7	1.4
Hostos	6.8	5.3
Kingsborough	8.1	9.8
LaGuardia	0.1	0.0
Queensborough	0.8	0.6
<b>Community College Average</b>	<b>2.6</b>	<b>2.8</b>
<hr/>		
<b>University Average</b>	<b>1.6</b>	<b>3.3</b>

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 SIMS (or other student information system) and submitted to OIRA as part of the fall Show-Reg/Performance data collection.

# University Performance Management Process 2007-08 Year-End Report

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**Goal: Raise Academic Quality**

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

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

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

	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>		
Baruch	0.0	0.0
Brooklyn	0.8	1.2
City	0.0	0.3
Hunter	0.1	0.1
Lehman	2.4	2.5
Queens	0.1	0.0
York	0.4	0.5
<b>Senior College Average</b>	<b>0.4</b>	<b>0.5</b>
<hr/>		
<b>Comprehensive</b>		
John Jay	2.2	2.3
Medgar Evers	0.6	0.8
NYCCT	0.2	0.3
Staten Island	0.2	0.9
<b>Comprehensive College Average</b>	<b>0.9</b>	<b>1.2</b>
<hr/>		
<b>Community</b>		
BMCC	1.1	1.0
Bronx	0.0	0.0
Hostos	3.1	1.8
Kingsborough	0.2	0.4
LaGuardia	0.0	0.0
Queensborough	0.4	0.3
<b>Community College Average</b>	<b>0.6</b>	<b>0.5</b>
<hr/>		
<b>University Average</b>	<b>0.6</b>	<b>0.7</b>

Note: Values are computed as the number of student FTEs in sections designated as totally 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 SIMS (or other student information system) and submitted to OIRA as the fall Show-Reg/Performance data collection.

# University Performance Management Process 2007-08 Year-End Report

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**Goal: Raise Academic Quality**

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

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

**Context: Percentage of instructional (student) FTEs offered partially online**

	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>		
Baruch	0.0	0.0
Brooklyn	1.6	6.1
City	0.0	0.0
Hunter	0.1	0.7
Lehman	1.4	2.1
Queens	0.0	12.6
York	0.2	0.5
<b>Senior College Average</b>	<b>0.4</b>	<b>3.6</b>
<hr/>		
<b>Comprehensive</b>		
John Jay	0.1	0.0
Medgar Evers	0.4	0.9
NYCCT	2.2	3.0
Staten Island	0.0	0.2
<b>Comprehensive College Average</b>	<b>0.7</b>	<b>1.0</b>
<hr/>		
<b>Community</b>		
BMCC	0.0	0.0
Bronx	0.7	1.4
Hostos	3.7	3.5
Kingsborough	7.9	9.4
LaGuardia	0.1	0.0
Queensborough	0.4	0.3
<b>Community College Average</b>	<b>2.0</b>	<b>2.3</b>
<hr/>		
<b>University Average</b>	<b>1.0</b>	<b>2.6</b>

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 SIMS (or other student information system) and submitted to OIRA as the fall Show-Reg/Performance data collection.

# University Performance Management Process 2007-08 Year-End Report

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## **Goal: Raise Academic Quality**

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

University Target: Faculty research/scholarship will increase from 2006-07 levels.

#### *New Indicator*

#### **Average number of published/performed works per full-time professorial faculty member**

**2007**

#### **Senior**

Baruch  
Brooklyn  
City  
Hunter  
Lehman  
Queens  
York

#### **Senior College Average**

---

#### **Comprehensive**

John Jay  
Medgar Evers  
NYCCT  
Staten Island

#### **Comprehensive College Average**

---

#### **Community**

BMCC  
Bronx  
Hostos  
Kingsborough  
LaGuardia  
Queensborough

#### **Community College Average**

---

#### **Graduate**

Graduate School  
School of Journalism  
School of Professional Studies  
Law School

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#### **University Average**

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Note: Indicator values will be available mid-June. This indicator is based on publication/performance/scholarship information submitted to the Office of Institutional Research and Assessment via the Faculty Scholarship/Creative Activity web application or Excel files. Administrators with underlying faculty titles are excluded from the computation of this indicator.

# University Performance Management Process 2007-08 Year-End Report

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## **Goal: Raise Academic Quality**

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

University Target: Faculty research/scholarship will increase from 2006-07 levels.

#### *New Indicator*

**Context: Percentage of full-time professorial faculty completing the scholarship/creative activity report**

**2007**

#### **Senior**

Baruch  
Brooklyn  
City  
Hunter  
Lehman  
Queens  
York

#### **Senior College Average**

---

#### **Comprehensive**

John Jay  
Medgar Evers  
NYCCT  
Staten Island

#### **Comprehensive College Average**

---

#### **Community**

BMCC  
Bronx  
Hostos  
Kingsborough  
LaGuardia  
Queensborough

#### **Community College Average**

---

#### **Graduate**

Graduate School  
School of Journalism  
School of Professional Studies  
Law School

---

#### **University Average**

---

Note: Indicator values will be available mid-June. This indicator reflects the percentage of full-time professorial faculty, including librarians, who reported their scholarship or indicated that they had nothing to report for the year indicated via the faculty scholarship/creative activity web application or Excel file.

# University Performance Management Process 2007-08 Year-End Report

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## **Goal: Raise Academic Quality**

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

University Target: Faculty research/scholarship will increase from 2006-07 levels.

#### *New Indicator*

**Context: Total number of works published or performed by full-time professorial faculty**

**2007**

#### **Senior**

Baruch  
Brooklyn  
City  
Hunter  
Lehman  
Queens  
York

#### **Senior College Total**

---

#### **Comprehensive**

John Jay  
Medgar Evers  
NYCCT  
Staten Island

#### **Comprehensive College Total**

---

#### **Community**

BMCC  
Bronx  
Hostos  
Kingsborough  
LaGuardia  
Queensborough

#### **Community College Total**

---

#### **Graduate**

Graduate School  
School of Journalism  
School of Professional Studies  
Law School

---

#### **University Total**

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Note: Indicator values will be available mid-June. This indicator reflects total scholarship/creative activity submitted to the Office of Institutional Research and Assessment. Scholarship and creative activity entries of administrators with underlying faculty titles are included here.

## University Performance Management Process 2007-08 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: Instruction by full-time faculty will increase incrementally.

**Percentage of instructional FTEs taught by full-time faculty**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	59.1	58.4	57.1	58.7
Brooklyn	54.1	54.9	50.5	48.5
City	56.1	57.7	56.4	48.1
Hunter	56.4	52.6	51.0	47.9
Lehman	50.6	47.9	50.5	52.3
Queens	52.5	50.3	50.5	51.0
York	41.9	40.9	41.2	41.3
<b>Senior College Average</b>	<b>54.3</b>	<b>53.0</b>	<b>51.9</b>	<b>50.4</b>
<b>Comprehensive</b>				
John Jay	45.1	40.1	41.4	43.7
Medgar Evers	47.4	50.6	43.6	45.7
NYCCT	47.8	46.9	47.1	49.3
Staten Island	46.3	46.7	43.8	43.1
<b>Comprehensive College Average</b>	<b>46.4</b>	<b>44.8</b>	<b>43.9</b>	<b>45.3</b>
<b>Community</b>				
BMCC	54.6	51.8	52.1	52.5
Bronx	62.5	63.6	62.1	61.1
Hostos	62.6	56.6	59.6	63.3
Kingsborough	57.4	56.6	54.4	52.2
LaGuardia	49.3	43.7	45.4	45.2
Queensborough	55.1	52.7	51.0	51.8
<b>Community College Average</b>	<b>55.7</b>	<b>53.0</b>	<b>52.7</b>	<b>52.5</b>
<b>University Average</b>	<b>53.2</b>	<b>51.3</b>	<b>50.5</b>	<b>50.1</b>

Note: This indicator is calculated by dividing the total number of student FTEs taught by full-time faculty members (undergraduate and graduate) by the total of all student FTEs. For fall 2006 and later, 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. In the past, instruction had been credited to the institution offering the course; instruction is now credited to the faculty member's appointment college except for those appointed to the Graduate Center (credited to the college where instruction took place). Therefore, figures may vary slightly from previously published reports. The methodology is consistent for all years shown in this report.

## University Performance Management Process 2007-08 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: Instruction by full-time faculty will increase incrementally.

*New Methodology*

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

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	57.0	57.6	54.5	56.9
Brooklyn	53.6	55.0	50.4	47.8
City	52.2	54.2	52.7	43.7
Hunter	53.2	48.5	45.9	44.4
Lehman	47.2	44.7	46.3	48.5
Queens	49.2	47.3	47.5	47.7
York	41.8	40.5	40.8	40.9
<b>Senior College Average</b>	<b>51.7</b>	<b>50.6</b>	<b>48.9</b>	<b>47.7</b>
<b>Comprehensive</b>				
John Jay	42.5	37.2	39.3	41.8
Medgar Evers	47.4	50.6	43.6	45.7
NYCCT	47.8	46.9	47.1	49.3
Staten Island	45.5	45.4	41.9	41.6
<b>Comprehensive College Average</b>	<b>45.4</b>	<b>43.7</b>	<b>42.8</b>	<b>44.4</b>
<b>Community</b>				
BMCC	54.6	51.8	52.1	52.5
Bronx	62.5	63.6	62.1	61.1
Hostos	62.6	56.6	59.6	63.3
Kingsborough	57.4	56.6	54.4	52.2
LaGuardia	49.3	43.7	45.4	45.2
Queensborough	55.1	52.7	51.0	51.8
<b>Community College Average</b>	<b>55.7</b>	<b>53.0</b>	<b>52.7</b>	<b>52.5</b>
<b>University Average</b>	<b>51.9</b>	<b>50.0</b>	<b>49.0</b>	<b>48.7</b>

Note: 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. For fall 2006 and later, 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. The methodology for this indicator has changed slightly. In the past, instruction had been credited to the institution offering the course; instruction is now credited to the faculty member's appointment college except for those appointed to the Graduate Center (credited to the college where instruction took place). Therefore, figures may vary slightly from previously published reports. The methodology is consistent for all years shown in this report.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Raise Academic Quality**

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

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

*New Methodology*

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

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	69.7	62.5	69.0	66.4
Brooklyn	55.7	54.7	50.9	52.0
City	72.0	72.1	72.3	68.1
Hunter	67.6	67.1	70.8	60.5
Lehman	67.4	63.7	72.1	71.1
Queens	63.3	62.3	63.1	67.1
York	100.0	100.0	83.6	100.0
<b>Senior College Average</b>	<b>65.3</b>	<b>63.7</b>	<b>66.0</b>	<b>63.6</b>
<b>Comprehensive</b>				
John Jay	67.0	63.8	59.6	59.2
Staten Island	55.5	63.8	70.7	69.0
<b>Comprehensive College Average</b>	<b>62.5</b>	<b>63.8</b>	<b>63.3</b>	<b>62.2</b>
<b>University Average</b>	<b>65.0</b>	<b>63.7</b>	<b>65.7</b>	<b>63.4</b>

Note: This indicator is calculated by dividing the total number of student FTEs in graduate (master's and Ph.D.) courses taught by full-time faculty members by the total FTEs in all graduate courses. For fall 2006 and later, 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. In the past, instruction had been credited to the institution offering the course; instruction is now credited to the faculty member's appointment college except for those appointed to the Graduate Center (credited to the college where instruction took place). Therefore, figures may vary slightly from previously published reports. The methodology is consistent for all years shown in this report.

## University Performance Management Process 2007-08 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: Instruction by full-time faculty will increase incrementally.

**Context: Percentage of instructional hours delivered by full-time faculty**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	53.2	53.7	52.6	52.9
Brooklyn	57.1	55.8	50.7	48.9
City	54.1	54.3	54.2	46.7
Hunter	53.0	49.8	46.4	45.5
Lehman	51.2	48.5	52.1	53.5
Queens	52.2	47.9	49.4	50.1
York	45.5	43.5	50.8	49.4
<b>Senior College Average</b>	<b>52.9</b>	<b>50.8</b>	<b>50.6</b>	<b>49.3</b>
<b>Comprehensive</b>				
John Jay	45.6	41.4	43.3	45.8
Medgar Evers	48.0	49.9	44.4	45.4
NYCCT	47.9	46.1	45.2	47.2
Staten Island	48.6	48.9	46.9	46.1
<b>Comprehensive College Average</b>	<b>47.4</b>	<b>45.9</b>	<b>44.9</b>	<b>46.3</b>
<b>Community</b>				
BMCC	54.2	51.4	51.6	52.2
Bronx	60.7	63.6	62.0	62.7
Hostos	64.3	59.6	61.4	65.3
Kingsborough	57.4	55.8	53.6	50.6
LaGuardia	50.1	44.5	45.0	45.1
Queensborough	56.0	53.5	52.6	52.8
<b>Community College Average</b>	<b>55.9</b>	<b>53.4</b>	<b>52.8</b>	<b>52.7</b>
<b>University Average</b>	<b>52.9</b>	<b>50.7</b>	<b>50.2</b>	<b>49.9</b>

Note: This indicator is calculated by dividing the total number of contact hours taught by full-time faculty members (undergraduate and graduate) by the total of all contact hours. For fall 2006 and later, 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. Instruction is credited to the faculty member's appointment college except for those appointed to the Graduate Center (credited to the college where instruction took place).

## University Performance Management Process 2007-08 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: Instruction by full-time faculty will increase incrementally.

*New Methodology*

**Context: Percentage of instructional hours in undergraduate courses delivered by full-time faculty**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	49.9	51.7	48.9	50.2
Brooklyn	57.0	56.9	51.3	48.6
City	48.7	49.1	48.3	41.0
Hunter	46.2	41.6	38.4	38.5
Lehman	48.4	45.5	47.9	49.2
Queens	47.5	43.2	45.1	45.1
York	45.4	42.9	49.3	47.6
<b>Senior College Average</b>	<b>49.1</b>	<b>47.2</b>	<b>46.6</b>	<b>45.4</b>
<b>Comprehensive</b>				
John Jay	42.7	38.0	40.7	43.6
Medgar Evers	48.0	49.9	44.4	45.4
NYCCT	47.9	46.1	45.2	47.2
Staten Island	47.2	47.1	44.3	43.5
<b>Comprehensive College Average</b>	<b>46.3</b>	<b>44.6</b>	<b>43.7</b>	<b>45.2</b>
<b>Community</b>				
BMCC	54.2	51.4	51.6	52.2
Bronx	60.7	63.6	62.0	62.7
Hostos	64.3	59.6	61.4	65.3
Kingsborough	57.4	55.8	53.6	50.6
LaGuardia	50.1	44.5	45.0	45.1
Queensborough	56.0	53.5	52.6	52.8
<b>Community College Average</b>	<b>55.9</b>	<b>53.4</b>	<b>52.8</b>	<b>52.7</b>
<b>University Average</b>	<b>51.3</b>	<b>49.2</b>	<b>48.5</b>	<b>48.3</b>

Note: This indicator is calculated by dividing the total number of contact hours in undergraduate courses taught by full-time faculty members by the total contact hours in all undergraduate courses. For fall 2006 and later, 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. Instruction is credited to the faculty member's appointment college except for those appointed to the Graduate Center (credited to the college where instruction took place).

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Raise Academic Quality**

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

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

*New Methodology*

**Context: Percentage of instructional hours in graduate courses delivered by full-time faculty**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	68.9	64.3	70.2	66.0
Brooklyn	57.2	52.6	48.5	49.7
City	73.5	73.4	74.2	70.5
Hunter	72.1	72.0	70.4	66.2
Lehman	65.7	63.3	73.5	71.9
Queens	66.6	63.1	64.3	68.0
York	100.0	100.0	96.2	100.0
<b>Senior College Average</b>	<b>67.2</b>	<b>65.0</b>	<b>66.0</b>	<b>65.3</b>
<b>Comprehensive</b>				
John Jay	67.6	65.6	60.9	60.9
Staten Island	62.7	67.7	72.6	77.5
<b>Comprehensive College Average</b>	<b>65.7</b>	<b>66.4</b>	<b>65.4</b>	<b>66.5</b>
<b>University Average</b>	<b>67.0</b>	<b>65.1</b>	<b>65.9</b>	<b>65.4</b>

Note: This indicator is calculated by dividing the total number of contact hours in graduate (master's and Ph.D.) courses taught by full-time faculty members by the total contact hours in all graduate courses. For fall 2006 and later, 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. Instruction is credited to the faculty member's appointment college except for those appointed to the Graduate Center (credited to the college where instruction took place).

## University Performance Management Process 2007-08 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: Instruction by full-time faculty will increase incrementally.

**Mean teaching hours of veteran full-time faculty**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	7.7	7.6	8.0	7.6
Brooklyn	8.0	8.3	8.1	7.9
City	7.9	7.7	8.2	9.3
Hunter	7.7	7.7	7.2	7.1
Lehman	7.6	7.5	7.8	7.7
Queens	8.5	8.2	7.9	7.4
York	9.5	8.7	7.8	7.4
<b>Senior College Average</b>	<b>8.0</b>	<b>7.9</b>	<b>7.9</b>	<b>7.8</b>
<b>Comprehensive</b>				
John Jay	8.0	7.7	6.9	6.9
Medgar Evers	7.0	6.8	7.2	7.2
NYCCT	10.1	10.4	9.5	9.2
Staten Island	8.2	8.1	8.4	8.1
<b>Comprehensive College Average</b>	<b>8.6</b>	<b>8.5</b>	<b>8.2</b>	<b>8.0</b>
<b>Community</b>				
BMCC	11.2	11.0	11.3	11.5
Bronx	9.7	10.6	10.4	10.2
Hostos	10.5	10.5	10.3	10.1
Kingsborough	10.8	10.4	10.3	10.4
LaGuardia	10.0	9.9	9.7	10.4
Queensborough	11.8	11.3	11.7	11.6
<b>Community College Average</b>	<b>10.8</b>	<b>10.6</b>	<b>10.7</b>	<b>10.8</b>
<b>University Average</b>	<b>8.8</b>	<b>8.6</b>	<b>8.6</b>	<b>8.6</b>

Note: This indicator reflects the fall (and winter for 2006 and later) contractual teaching hours of full-time veteran professorial faculty (professorial faculty not eligible for contractual release time). The indicator is computed by summing the number of (non-overload) instructional hours delivered by veteran full-time professorial faculty and dividing by the number of veteran full-time professorial faculty. 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 as in the past). Eligibility for contractual release time is determined by the date of first appointment to the professorial title series at the college and tenure status as reported on the CUPS census file. Leave status is also based on data in CUPS. Teaching hours reflect data reported by colleges in the Staff and Teaching Load (STL) reports and is credited to the faculty member's appointment college (this is a change from last year).

## University Performance Management Process 2007-08 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: Instruction by full-time faculty will increase incrementally.

**Context: Number of veteran full-time faculty**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	298	322	313	323
Brooklyn	317	332	320	314
City	306	321	342	312
Hunter	373	394	426	406
Lehman	198	198	206	201
Queens	337	357	349	346
York	103	102	107	106
<b>Senior College Total</b>	<b>1,932</b>	<b>2,026</b>	<b>2,063</b>	<b>2,008</b>
<b>Comprehensive</b>				
John Jay	158	164	192	194
Medgar Evers	84	84	84	76
NYCCT	175	187	199	207
Staten Island	185	201	215	191
<b>Comprehensive College Total</b>	<b>602</b>	<b>636</b>	<b>690</b>	<b>668</b>
<b>Community</b>				
BMCC	166	160	176	215
Bronx	127	127	131	132
Hostos	85	84	83	94
Kingsborough	150	145	146	159
LaGuardia	117	117	124	130
Queensborough	141	143	153	177
<b>Community College Total</b>	<b>786</b>	<b>776</b>	<b>813</b>	<b>907</b>
<b>University Total</b>	<b>3,320</b>	<b>3,438</b>	<b>3,566</b>	<b>3,583</b>

Note: The number of full-time professorial faculty who are not eligible for contractual release time in the term indicated. This is the denominator for the indicator "Mean teaching hours of veteran full-time faculty".

## University Performance Management Process 2007-08 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: Instruction by full-time faculty will increase incrementally.

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

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	6.8	7.4	6.2	6.7
Brooklyn	7.8	7.4	7.6	7.3
City	6.0	6.7	6.4	6.9
Hunter	7.2	6.8	6.7	6.3
Lehman	7.1	7.4	7.4	6.7
Queens	6.8	6.8	7.3	6.7
York	8.1	8.0	8.1	7.1
<b>Senior College Average</b>	<b>7.0</b>	<b>7.1</b>	<b>7.0</b>	<b>6.8</b>
<b>Comprehensive</b>				
John Jay	7.7	7.0	7.0	7.1
Medgar Evers	5.8	7.7	7.9	6.2
NYCCT	10.6	10.3	10.5	9.7
Staten Island	7.9	7.9	7.9	7.2
<b>Comprehensive College Average</b>	<b>8.6</b>	<b>8.2</b>	<b>8.0</b>	<b>7.7</b>
<b>Community</b>				
BMCC	11.8	12.0	12.1	11.3
Bronx	11.7	10.4	10.9	10.3
Hostos	11.5	11.3	10.6	10.8
Kingsborough	12.0	11.1	9.9	10.7
LaGuardia	12.1	11.9	10.4	11.4
Queensborough	11.6	10.3	11.7	11.1
<b>Community College Average</b>	<b>11.8</b>	<b>11.2</b>	<b>11.1</b>	<b>11.0</b>
<b>University Average</b>	<b>8.7</b>	<b>8.7</b>	<b>8.7</b>	<b>8.1</b>

Note: This indicator reflects the fall (and winter for 2006 and later) contractual teaching hours of full-time professorial faculty eligible for contractual release time. The indicator is computed by summing the number of (non-overload) instructional hours delivered by full-time professorial faculty eligible for contractual release time and dividing by the number of full-time professorial faculty eligible for contractual release time. 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). Eligibility for contractual release time is determined by the date of first appointment to the professorial title series at the college and tenure status as reported on the CUPS census file. Leave status is also based on data in CUPS. Teaching hours reflect data reported by colleges in the Staff and Teaching Load (STL) reports and is credited to the faculty member's appointment college (this is a change from last year).

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Raise Academic Quality**

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

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

**Context: Number of full-time faculty eligible for contractual release time**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	66	50	45	63
Brooklyn	74	64	63	75
City	107	96	70	67
Hunter	95	94	71	84
Lehman	45	48	45	57
Queens	93	85	80	79
York	37	37	34	30
<b>Senior College Total</b>	<b>517</b>	<b>474</b>	<b>408</b>	<b>455</b>
<b>Comprehensive</b>				
John Jay	68	63	65	78
Medgar Evers	7	15	21	29
NYCCT	62	55	33	57
Staten Island	67	65	46	50
<b>Comprehensive College Total</b>	<b>204</b>	<b>198</b>	<b>165</b>	<b>214</b>
<b>Community</b>				
BMCC	87	95	80	59
Bronx	33	45	46	41
Hostos	33	31	31	23
Kingsborough	39	49	52	29
LaGuardia	41	51	40	42
Queensborough	63	73	67	51
<b>Community College Total</b>	<b>296</b>	<b>344</b>	<b>316</b>	<b>245</b>
<b>University Total</b>	<b>1,017</b>	<b>1,016</b>	<b>889</b>	<b>914</b>

Note: The number of full-time professorial faculty who are eligible for contractual release time in the term indicated. This is the denominator for the indicator "Mean teaching hours of full-time faculty eligible for contractual release time".

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Raise Academic Quality**

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

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

**Context: Undergraduate student-faculty ratio**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	21.8	21.8	21.5	20.4
Brooklyn	17.6	17.5	17.8	17.2
City	14.3	15.0	16.3	15.4
Hunter	19.6	19.7	18.9	19.1
Lehman	15.3	14.5	15.3	14.8
Queens	17.2	16.9	17.4	18.1
York	16.7	16.4	16.9	16.9
<b>Senior College Average</b>	<b>17.8</b>	<b>17.7</b>	<b>17.9</b>	<b>17.7</b>
<b>Comprehensive</b>				
John Jay	21.2	21.0	20.3	19.5
Medgar Evers	15.5	17.5	17.1	15.9
NYCCT	16.4	15.6	15.8	15.4
Staten Island	18.5	18.2	18.8	18.6
<b>Comprehensive College Average</b>	<b>18.2</b>	<b>18.1</b>	<b>18.0</b>	<b>17.4</b>
<b>Community</b>				
BMCC	20.8	20.2	20.3	20.8
Bronx	17.6	17.3	17.6	16.8
Hostos	17.8	16.7	16.7	16.3
Kingsborough	20.1	19.3	18.4	18.9
LaGuardia	20.3	20.0	20.3	19.7
Queensborough	17.6	17.4	17.2	17.5
<b>Community College Average</b>	<b>19.4</b>	<b>18.9</b>	<b>18.8</b>	<b>18.8</b>
<b>University Average</b>	<b>18.5</b>	<b>18.2</b>	<b>18.3</b>	<b>18.0</b>

Note: Total undergraduate student FTEs divided by total faculty FTEs (both based on data submitted by colleges in the Staff and Teaching Load report).

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Raise Academic Quality**

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

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

**Context: Number of full-time faculty**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	439	439	448	468
Brooklyn	483	494	488	511
City	498	502	491	498
Hunter	606	610	607	645
Lehman	318	306	327	349
Queens	567	559	566	609
York	155	164	160	167
<b>Senior College Total</b>	<b>3,066</b>	<b>3,074</b>	<b>3,084</b>	<b>3,247</b>
<b>Comprehensive</b>				
John Jay	322	323	359	382
Medgar Evers	123	132	136	148
NYCCT	280	289	297	327
Staten Island	308	306	306	322
<b>Comprehensive College Total</b>	<b>1,033</b>	<b>1,050</b>	<b>1,098</b>	<b>1,179</b>
<b>Community</b>				
BMCC	357	352	348	364
Bronx	236	251	245	255
Hostos	146	137	146	155
Kingsborough	287	295	292	282
LaGuardia	250	244	248	257
Queensborough	270	275	270	284
<b>Community College Total</b>	<b>1,546</b>	<b>1,554</b>	<b>1,549</b>	<b>1,597</b>
<b>University Total</b>	<b>5,645</b>	<b>5,678</b>	<b>5,731</b>	<b>6,023</b>

Note: This indicator reflects data in the CUPS census file 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.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Raise Academic Quality**

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

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

**Context: Number of FTE part-time faculty**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	183	183	193	186
Brooklyn	185	205	231	247
City	188	202	212	123
Hunter	260	286	313	339
Lehman	183	209	196	192
Queens	252	275	285	284
York	109	115	109	115
<b>Senior College Total</b>	<b>1,360</b>	<b>1,475</b>	<b>1,539</b>	<b>1,486</b>
<b>Comprehensive</b>				
John Jay	250	274	289	268
Medgar Evers	76	84	98	113
NYCCT	264	284	298	294
Staten Island	200	206	215	234
<b>Comprehensive College Total</b>	<b>790</b>	<b>848</b>	<b>900</b>	<b>909</b>
<b>Community</b>				
BMCC	289	311	304	311
Bronx	116	121	121	118
Hostos	62	72	72	71
Kingsborough	180	187	192	202
LaGuardia	236	220	227	269
Queensborough	186	198	208	216
<b>Community College Total</b>	<b>1,069</b>	<b>1,109</b>	<b>1,124</b>	<b>1,187</b>
<b>University Total</b>	<b>3,219</b>	<b>3,432</b>	<b>3,563</b>	<b>3,582</b>

Note: Number of teaching hours of adjuncts divided by 13.5.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Raise Academic Quality**

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

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

**Context: Number of full-time executive and professional staff**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	227	240	257	266
Brooklyn	243	242	245	261
City	296	308	318	333
Hunter	440	464	460	492
Lehman	193	195	199	214
Queens	283	283	289	321
York	111	118	118	134
<b>Senior College Total</b>	<b>1,793</b>	<b>1,850</b>	<b>1,886</b>	<b>2,021</b>
<b>Comprehensive</b>				
John Jay	155	161	181	207
Medgar Evers	131	130	157	174
NYCCT	182	172	172	181
Staten Island	168	172	178	188
<b>Comprehensive College Total</b>	<b>636</b>	<b>635</b>	<b>688</b>	<b>750</b>
<b>Community</b>				
BMCC	173	182	195	203
Bronx	151	152	155	159
Hostos	117	114	119	126
Kingsborough	165	169	182	201
LaGuardia	227	234	245	266
Queensborough	156	167	168	176
<b>Community College Total</b>	<b>989</b>	<b>1,018</b>	<b>1,064</b>	<b>1,131</b>
<b>University Total</b>	<b>3,418</b>	<b>3,503</b>	<b>3,638</b>	<b>3,902</b>

Note: Includes individuals on the executive compensation plan and personnel in full-time professional titles.

# University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study**

University Target: Colleges will implement approved CUE plans, make progress on Campaign for Success indicators, and use outcomes to drive improvements in teaching and support.

**Percentage of students passing freshman composition and gateway mathematics courses with a C or better**

	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>			
Baruch	73.8	74.6	79.5
Brooklyn	79.4	76.6	78.2
City	83.2	83.3	82.0
Hunter	85.0	85.3	87.5
Lehman	84.3	82.8	82.1
Queens	86.6	87.0	85.3
York	76.4	72.0	72.9
<b>Senior College Average</b>	<b>80.6</b>	<b>80.3</b>	<b>81.5</b>
<b>Comprehensive</b>			
John Jay	69.7	70.0	69.0
Medgar Evers	69.1	75.8	70.1
NYCCT	69.1	68.2	68.6
Staten Island	85.5	84.9	85.8
<b>Comprehensive College Average</b>	<b>73.0</b>	<b>73.4</b>	<b>72.6</b>
<b>Community</b>			
BMCC	79.6	78.1	79.1
Bronx	74.9	73.5	75.4
Hostos	76.0	78.6	75.8
Kingsborough	83.8	82.4	83.3
LaGuardia	72.6	75.5	73.7
Queensborough	77.6	74.8	79.2
<b>Community College Average</b>	<b>78.2</b>	<b>77.5</b>	<b>78.2</b>
<b>University Average</b>	<b>77.2</b>	<b>77.0</b>	<b>77.3</b>

Note: Based on students enrolled in the fall and completing freshman composition and credit-bearing math courses through pre-calculus. Prior years' values have been revised for some colleges as a result of request to include courses which had not originally been identified as freshman composition or gateway mathematics courses. 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.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study**

University Target: Colleges will implement approved CUE plans, make progress on Campaign for Success indicators, and use outcomes to drive improvements in teaching and support.

**Context: Percentage of students passing freshman composition with C or better**

	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>			
Baruch	93.0	93.9	94.9
Brooklyn	82.6	78.5	80.9
City	92.7	90.5	92.1
Hunter	91.1	91.4	93.4
Lehman	90.1	91.6	90.4
Queens	91.0	93.0	90.7
York	74.2	72.1	73.9
<b>Senior College Average</b>	<b>88.8</b>	<b>88.5</b>	<b>89.0</b>
<b>Comprehensive</b>			
John Jay	77.9	76.7	77.5
Medgar Evers	69.1	75.9	68.0
NYCCT	82.1	82.1	83.3
Staten Island	93.1	91.6	92.0
<b>Comprehensive College Average</b>	<b>82.1</b>	<b>82.3</b>	<b>81.9</b>
<b>Community</b>			
BMCC	82.7	79.8	81.5
Bronx	77.9	80.7	78.4
Hostos	77.4	81.7	80.3
Kingsborough	89.0	87.8	88.0
LaGuardia	73.3	77.3	75.5
Queensborough	86.9	83.3	87.4
<b>Community College Average</b>	<b>81.7</b>	<b>81.5</b>	<b>82.0</b>
<b>University Average</b>	<b>83.9</b>	<b>83.8</b>	<b>83.9</b>

Note: Based on students enrolled in the fall and completing freshman composition and credit-bearing math courses through pre-calculus. 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.

# University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study**

University Target: Colleges will implement approved CUE plans, make progress on Campaign for Success indicators, and use outcomes to drive improvements in teaching and support.

**Context: Percentage of students passing gateway mathematics courses with C or better**

	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>			
Baruch	43.1	49.9	59.8
Brooklyn	63.1	70.2	69.6
City	63.1	69.6	62.9
Hunter	69.2	70.7	74.3
Lehman	66.7	60.8	62.7
Queens	69.8	66.8	69.7
York	87.7	71.6	68.9
<b>Senior College Average</b>	<b>59.2</b>	<b>62.4</b>	<b>65.5</b>
<b>Comprehensive</b>			
John Jay	61.4	63.0	60.1
Medgar Evers	69.2	75.7	73.1
NYCCT	54.8	53.6	55.4
Staten Island	68.8	71.0	72.7
<b>Comprehensive College Average</b>	<b>61.3</b>	<b>62.4</b>	<b>61.6</b>
<b>Community</b>			
BMCC	74.8	75.1	73.2
Bronx	60.9	44.1	61.5
Hostos	72.1	69.6	59.2
Kingsborough	64.0	59.7	59.1
LaGuardia	63.8	67.0	65.1
Queensborough	54.9	55.2	57.8
<b>Community College Average</b>	<b>67.8</b>	<b>66.3</b>	<b>65.2</b>
<b>University Average</b>	<b>62.9</b>	<b>63.6</b>	<b>63.7</b>

Note: Based on students enrolled in the fall and completing freshman composition and credit-bearing math courses through pre-calculus. 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.

## University Performance Management Process 2007-08 Year-End Report

**Goal: Improve Student Success**

**Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study**

University Target: Colleges will implement approved CUE plans, make progress on Campaign for Success indicators, and use outcomes to drive improvements in teaching and support.

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

	<u>Fall 2003</u>	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>
<b>Senior</b>				
Baruch	42.8	44.0	40.7	42.0
Brooklyn	32.9	33.7	33.8	30.8
City	31.0	33.5	28.0	29.6
Hunter	33.3	31.6	28.7	31.5
Lehman	26.1	32.1	28.4	27.2
Queens	35.7	34.0	31.4	32.4
York	20.8	21.7	16.3	18.2
<b>Senior College Average</b>	<b>33.3</b>	<b>34.1</b>	<b>30.9</b>	<b>31.6</b>
<b>Comprehensive</b>				
John Jay	19.6	19.5	20.3	16.6
Medgar Evers	27.0	21.7	22.2	29.0
NYCCT	24.1	27.7	25.8	24.9
Staten Island	17.5	16.0	17.2	17.3
<b>Comprehensive College Average</b>	<b>21.0</b>	<b>21.0</b>	<b>21.3</b>	<b>20.7</b>
<b>Community</b>				
BMCC	18.7	19.6	18.3	18.7
Bronx	29.4	25.6	22.7	24.4
Hostos	17.4	18.3	19.5	14.4
Kingsborough	NA	NA	NA	NA
LaGuardia	NA	NA	NA	NA
Queensborough	19.8	19.3	22.3	17.7
<b>Community College Average</b>	<b>20.9</b>	<b>20.6</b>	<b>20.4</b>	<b>19.0</b>
<b>University Average</b>	<b>26.5</b>	<b>26.8</b>	<b>25.6</b>	<b>25.3</b>

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 and LaGuardia.

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study

University Target: Colleges will implement approved CUE plans, make progress on Campaign for Success indicators, and use outcomes to drive improvements in teaching and support.

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

##### Baccalaureate Programs

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	82.7	85.9	84.5	90.4
Brooklyn	81.9	84.6	87.0	90.1
City	58.8	57.8	80.4	80.0
Hunter	59.6	68.8	61.4	60.5
Lehman	85.2	84.7	79.6	82.3
Queens	67.9	68.5	66.5	60.6
York	96.5	96.2	96.4	98.0
<b>Senior College Average</b>	<b>73.9</b>	<b>76.7</b>	<b>77.0</b>	<b>77.0</b>
<b>Comprehensive</b>				
John Jay	100.0	100.0	100.0	100.0
Medgar Evers	98.3	97.1	99.2	100.0
NYCCT	98.1	100.0	100.0	99.8
Staten Island	97.3	96.0	96.5	96.3
<b>Comprehensive College Average</b>	<b>98.8</b>	<b>98.8</b>	<b>99.1</b>	<b>99.1</b>
<b>University Average</b>	<b>79.5</b>	<b>81.5</b>	<b>81.8</b>	<b>81.9</b>

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 2007-08 Year-End Report

**Goal: Improve Student Success**

**Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study**

University Target: Colleges will implement approved CUE plans, make progress on Campaign for Success indicators, and use outcomes to drive improvements in teaching and support.

**Percentage of instructional FTEs in lower division courses delivered by full-time faculty**

Baccalaureate Programs

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	55.7	56.2	53.3	59.2
Brooklyn	51.2	53.2	47.6	44.2
City	47.7	50.3	49.6	38.4
Hunter	51.3	46.0	45.1	42.2
Lehman	38.9	35.1	37.5	38.1
Queens	46.7	43.8	45.0	44.1
York	38.7	38.7	37.1	37.9
<b>Senior College Average</b>	<b>48.6</b>	<b>47.4</b>	<b>46.0</b>	<b>44.1</b>
<b>Comprehensive</b>				
John Jay	39.4	33.6	34.6	39.1
Medgar Evers	44.9	47.8	39.3	42.6
NYCCT	47.2	45.9	46.5	48.0
Staten Island	39.4	39.2	35.2	35.0
<b>Comprehensive College Average</b>	<b>42.5</b>	<b>40.6</b>	<b>39.2</b>	<b>41.3</b>
<b>University Average</b>	<b>46.0</b>	<b>44.5</b>	<b>43.1</b>	<b>42.9</b>

Note: This indicator is calculated by dividing the total number of student FTEs in lower division courses taught by full-time faculty members by the total of all lower division student FTEs. For fall 2006 and later, 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 those of professorial rank, instructors and lecturers. Instruction is credited to the faculty member's appointment college.

# University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study**

University Target: Colleges will implement approved CUE plans, make progress on Campaign for Success indicators, and use outcomes to drive improvements in teaching and support.

*New Methodology*

**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 2003</u>	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>
<b>Senior</b>				
Baruch	26.3	26.4	26.1	27.0
Brooklyn	22.4	22.7	22.9	24.5
City	22.1	23.2	22.1	22.8
Hunter	24.3	24.3	24.6	24.9
Lehman	22.1	23.0	23.2	23.1
Queens	25.4	25.5	25.1	25.9
York	21.7	20.0	19.8	21.7
<b>Senior College Average</b>	<b>23.9</b>	<b>24.1</b>	<b>23.8</b>	<b>24.6</b>
<b>Comprehensive</b>				
John Jay	24.6	22.8	22.7	23.5
Medgar Evers	12.9*	16.7	17.9*	19.2
NYCCT	21.5	21.1	20.7	21.4
Staten Island	26.0	25.9	25.9	25.8
<b>Comprehensive College Average</b>	<b>24.1</b>	<b>22.8</b>	<b>22.9</b>	<b>23.5</b>
<b>University Average</b>	<b>24.0</b>	<b>23.9</b>	<b>23.7</b>	<b>24.4</b>

Note: Based on a fall cohort of full-time first-time freshmen who were enrolled in the same college the following spring. Figures for fall 2006 reflect credits earned in the winter term as well as fall, spring and summer terms.

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

**Goal: Improve Student Success**

**Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study**

University Target: Colleges will draw upon degree and Adult and Continuing Education resources to improve basic skills and ESL outcomes University-wide.

**Percentage of non-ESL SEEK students who pass all basic skills tests within one year**

Baccalaureate Programs

	<u>Entering Class of Fall 2003</u>	<u>Entering Class of Fall 2004</u>	<u>Entering Class of Fall 2005</u>	<u>Entering Class of Fall 2006</u>
<b>Senior</b>				
Baruch	97.0	97.0	91.3	98.8
Brooklyn	89.3	91.4	90.2	85.1
City	90.0	90.6	86.5	85.2
Hunter	92.0	91.1	88.5	96.5
Lehman	76.3	81.8	87.2	74.6
Queens	93.8	92.7	91.4	92.1
York	78.2	76.5	86.3	76.6
<b>Senior College Average</b>	<b>87.2</b>	<b>88.3</b>	<b>88.4</b>	<b>84.6</b>
<hr/>				
<b>Comprehensive</b>				
John Jay	80.5	71.2	80.1	66.3
Medgar Evers	66.7*	100.0*	0.0*	89.1
NYCCT	90.2	86.3	94.4*	89.5*
Staten Island	100.0*	100.0*	100.0*	---
<b>Comprehensive College Average</b>	<b>83.2</b>	<b>76.6</b>	<b>81.8</b>	<b>72.8</b>
<hr/>				
<b>University Average</b>	<b>86.7</b>	<b>86.6</b>	<b>87.5</b>	<b>82.7</b>

Note: Students who are both SEEK and ESL (based on ESL course enrollment in the first term) are excluded from the base because they have two years to meet basic skills requirements.

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study**

University Target: Colleges will draw upon degree and Adult and Continuing Education resources to improve basic skills and ESL outcomes University-wide.

**Context: Number of non-ESL SEEK students**

Baccalaureate Programs

	<u>Entering Class of Fall 2003</u>	<u>Entering Class of Fall 2004</u>	<u>Entering Class of Fall 2005</u>	<u>Entering Class of Fall 2006</u>
<b>Senior</b>				
Baruch	164	200	46	85
Brooklyn	178	174	225	195
City	221	255	281	277
Hunter	212	169	52	115
Lehman	333	325	218	280
Queens	195	232	175	214
York	147	187	139	205
<b>Senior College Total</b>	<b>1,450</b>	<b>1,542</b>	<b>1,136</b>	<b>1,371</b>
<hr/>				
<b>Comprehensive</b>				
John Jay	123	177	141	187
Medgar Evers	6	5	1	55
NYCCT	61	80	18	19
Staten Island	1	3	5	0
<b>Comprehensive College Total</b>	<b>191</b>	<b>265</b>	<b>165</b>	<b>261</b>
<hr/>				
<b>University Total</b>	<b>1,641</b>	<b>1,807</b>	<b>1,301</b>	<b>1,632</b>

Note: Students who are both SEEK and ESL (based on ESL course enrollment in the first term) are excluded.

## University Performance Management Process 2007-08 Year-End Report

**Goal: Improve Student Success**

**Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study**

University Target: Colleges will draw upon degree and Adult and Continuing Education resources to improve basic skills and ESL outcomes University-wide.

**Percentage of ESL students (SEEK and regular) who pass all basic skills tests within two years**

Baccalaureate Programs

	<u>Entering Class of Fall 2002</u>	<u>Entering Class of Fall 2003</u>	<u>Entering Class of Fall 2004</u>	<u>Entering Class of Fall 2005</u>
<b>Senior</b>				
Baruch	84.7	89.4	89.4	90.5
Brooklyn	86.4	68.2	83.7	76.9
City	80.0	79.2	86.0	84.1
Hunter	82.3	86.7	81.0	81.8
Lehman	64.7*	78.6	68.9	39.1*
Queens	76.7	77.5	67.3	76.9
York	47.4	62.0	59.6	56.9
<b>Senior College Average</b>	<b>77.5</b>	<b>78.3</b>	<b>77.5</b>	<b>76.3</b>
<b>Comprehensive</b>				
John Jay	---	33.3*	33.3*	60.0*
Medgar Evers	100.0*	---	---	---
NYCCT	100.0*	50.0*	61.5*	60.0*
Staten Island	---	100.0*	---	---
<b>Comprehensive College Average</b>	<b>100.0*</b>	<b>45.5*</b>	<b>46.4</b>	<b>60.0*</b>
<b>University Average</b>	<b>77.7</b>	<b>77.4</b>	<b>75.4</b>	<b>75.9</b>

Note: ESL students are identified as those students enrolled in at least one ESL course in their first term at CUNY, including those in the SEEK program.

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study**

University Target: Colleges will draw upon degree and Adult and Continuing Education resources to improve basic skills and ESL outcomes University-wide.

**Context: Number of ESL students (SEEK and regular)**

Baccalaureate Programs

	<u>Entering Class of Fall 2002</u>	<u>Entering Class of Fall 2003</u>	<u>Entering Class of Fall 2004</u>	<u>Entering Class of Fall 2005</u>
<b>Senior</b>				
Baruch	59	66	47	84
Brooklyn	59	44	43	52
City	65	72	86	44
Hunter	62	60	58	66
Lehman	17	28	45	23
Queens	60	71	52	65
York	38	50	47	58
<b>Senior College Total</b>	<b>360</b>	<b>391</b>	<b>378</b>	<b>392</b>
<b>Comprehensive</b>				
John Jay	0	6	15	5
Medgar Evers	2	0	0	0
NYCCT	1	4	13	5
Staten Island	0	1	0	0
<b>Comprehensive College Total</b>	<b>3</b>	<b>11</b>	<b>28</b>	<b>10</b>
<b>University Total</b>	<b>363</b>	<b>402</b>	<b>406</b>	<b>402</b>

Note: ESL students are identified as those students enrolled in at least one ESL course in their first term at CUNY, including those in the SEEK program.

## University Performance Management Process 2007-08 Year-End Report

### Goal: Improve Student Success

#### Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study

University Target: Colleges will draw upon degree and Adult and Continuing Education resources to improve basic skills and ESL outcomes University-wide.

#### Pass rate in reading on exit from remediation

##### Associate Programs

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Comprehensive</b>				
John Jay	74.8	56.1	69.0	58.2
Medgar Evers	70.3	50.9	65.4	54.9
NYCCT	70.3	54.2	64.6	63.2
Staten Island	69.3	58.5	61.0	52.5
<b>Comprehensive College Average</b>	<b>71.0</b>	<b>55.7</b>	<b>64.7</b>	<b>58.3</b>
<b>Community</b>				
BMCC	65.7	53.0	58.7	58.1
Bronx	61.4	54.6	66.1	60.1
Hostos	56.9	38.6	41.6	41.6
Kingsborough	68.7	56.3	60.3	58.1
LaGuardia	66.2	53.6	57.7	60.0
Queensborough	69.3	57.2	53.0	58.5
<b>Community College Average</b>	<b>65.3</b>	<b>53.1</b>	<b>56.1</b>	<b>56.6</b>
<b>University Average</b>	<b>66.4</b>	<b>53.6</b>	<b>58.2</b>	<b>57.0</b>

Note: Beginning in fall 2005, the passing score on the reading exam was raised to 70 from 65. Results for fall 2006 and fall 2007 exclude students who took the reading test during the exit period for Ability-to-Benefit purposes and who were not also enrolled in a "last in sequence" development reading course. Exit results are based on all scores reported to UAPC between October 1 and December 31 (for fall 2005, the exit period was extended by some colleges as a result of the NYC transit strike).

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study

University Target: Colleges will draw upon degree and Adult and Continuing Education resources to improve basic skills and ESL outcomes University-wide.

#### Pass rate in writing on exit from remediation

##### Associate Programs

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Comprehensive</b>				
John Jay	60.3	65.4	62.1	65.7
Medgar Evers	61.3	55.2	49.4	52.6
NYCCT	52.0	57.3	46.5	42.8
Staten Island	49.8	55.3	56.7	58.3
<b>Comprehensive College Average</b>	<b>54.6</b>	<b>58.5</b>	<b>53.5</b>	<b>53.5</b>
<hr/>				
<b>Community</b>				
BMCC	49.0	59.9	57.8	55.6
Bronx	65.5	55.7	65.7	67.6
Hostos	46.7	35.1	37.2	44.5
Kingsborough	53.3	56.3	49.6	58.2
LaGuardia	57.0	58.4	53.4	57.4
Queensborough	55.9	53.7	46.9	45.6
<b>Community College Average</b>	<b>54.2</b>	<b>55.5</b>	<b>53.3</b>	<b>55.4</b>
<hr/>				
<b>University Average</b>	<b>54.3</b>	<b>56.3</b>	<b>53.4</b>	<b>54.9</b>

Note: Exit results are based on all scores reported to UAPC between October 1 and December 31 (for fall 2005, the exit period was extended by some colleges as a result of the NYC transit strike).

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study

University Target: Colleges will draw upon degree and Adult and Continuing Education resources to improve basic skills and ESL outcomes University-wide.

#### Pass rate in math on exit from remediation

##### Associate Programs

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Comprehensive</b>				
John Jay	43.0	68.4	51.6	42.2
Medgar Evers	67.5	60.3	63.7	50.7
NYCCT	91.3	90.5	88.0	79.4
Staten Island	63.5	62.2	57.3	32.5
<b>Comprehensive College Average</b>	<b>69.4</b>	<b>69.5</b>	<b>62.2</b>	<b>48.3</b>
<b>Community</b>				
BMCC	74.3	57.8	60.8	51.9
Bronx	48.0	64.3	55.2	45.6
Hostos	55.9	48.8	51.6	44.6
Kingsborough	49.5	55.9	57.3	51.7
LaGuardia	72.4	76.2	77.9	68.7
Queensborough	66.0	61.3	56.7	48.9
<b>Community College Average</b>	<b>63.9</b>	<b>60.3</b>	<b>60.4</b>	<b>52.3</b>
<b>University Average</b>	<b>65.0</b>	<b>62.7</b>	<b>60.9</b>	<b>51.2</b>

Note: Exit results reflect basic skills proficiency on the COMPASS Math 2 (Algebra). Beginning in fall 2007, the passing score on the COMPASS math test was raised to 30 from 27. Exit results are based on all scores reported to UAPC between October 1 and December 31 (for fall 2005, the exit period was extended by some colleges as a result of the NYC transit strike).

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study

University Target: Colleges will draw upon degree and Adult and Continuing Education resources to improve basic skills and ESL outcomes University-wide.

#### Percentage of associate degree students who have met basic skills proficiency in reading, writing and math by the 30th credit

##### Associate Programs

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Comprehensive</b>				
John Jay	35.9	30.7	50.9	60.8
Medgar Evers	64.8	63.9	49.1	21.0
NYCCT	89.2	87.3	91.2	91.3
Staten Island	86.9	88.2	89.8	90.0
<b>Comprehensive College Average</b>	<b>75.9</b>	<b>74.1</b>	<b>79.3</b>	<b>80.3</b>
<b>Community</b>				
BMCC	57.7	57.0	60.1	66.2
Bronx	50.7	57.3	54.5	56.1
Hostos	40.5	49.1	53.6	59.0
Kingsborough	61.0	59.8	59.1	62.1
LaGuardia	55.6	62.9	59.3	68.0
Queensborough	64.3	68.0	70.5	70.3
<b>Community College Average</b>	<b>56.9</b>	<b>59.7</b>	<b>60.1</b>	<b>64.3</b>
<b>University Average</b>	<b>60.9</b>	<b>62.6</b>	<b>64.0</b>	<b>67.5</b>

Note: This indicator is based on students who have earned between 25 and 35 credits by the start of the fall term. 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.

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study

University Target: Show and pass rates on the CUNY Proficiency Exam will rise CUNY-wide.

#### Percentage of required invitees who took the CUNY Proficiency Exam (CPE show rate)

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	85.7	82.6	82.2	
Brooklyn	80.4	82.1	78.5	
City	76.5	71.9	86.8	
Hunter	78.3	80.4	79.2	
Lehman	70.9	69.1	69.0	
Queens	75.4	72.7	71.7	
York	77.2	75.8	66.1	
<b>Senior College Average</b>	<b>78.1</b>	<b>76.7</b>	<b>76.8</b>	
<b>Comprehensive</b>				
John Jay	75.2	70.6	82.5	
Medgar Evers	64.0	65.0	69.8	
NYCCT	81.4	79.8	82.0	
Staten Island	68.2	72.4	73.9	
<b>Comprehensive College Average</b>	<b>73.6</b>	<b>73.0</b>	<b>79.2</b>	
<b>Community</b>				
BMCC	77.6	76.5	77.0	
Bronx	71.6	64.1	75.6	
Hostos	81.1	79.3	80.0	
Kingsborough	77.3	73.6	74.5	
LaGuardia	79.8	73.4	79.7	
Queensborough	77.8	76.2	78.2	
<b>Community College Average</b>	<b>77.5</b>	<b>74.0</b>	<b>77.1</b>	
<b>University Average</b>	<b>76.9</b>	<b>75.1</b>	<b>77.5</b>	

Note: Complete CPE data for the fall 2007 cohort is not yet available. An addendum report, to be published in June, will include updated values for this indicator. The indicator reflects the percentage of students required to take the CPE for the first time in the fall semester, who took it either that fall or in the subsequent winter or spring administrations.

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study

University Target: Show and pass rates on the CUNY Proficiency Exam will rise CUNY-wide.

#### Percentage of required test-takers passing the CUNY Proficiency Exam (CPE pass rate)

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	94.3	95.7	94.4	
Brooklyn	93.5	95.4	92.6	
City	89.4	90.9	92.2	
Hunter	96.9	96.7	96.1	
Lehman	90.2	90.5	91.6	
Queens	93.7	94.0	93.9	
York	86.4	88.8	87.2	
<b>Senior College Average</b>	<b>93.2</b>	<b>93.9</b>	<b>93.4</b>	
<b>Comprehensive</b>				
John Jay	91.9	93.7	91.7	
Medgar Evers	79.5	87.9	82.9	
NYCCT	87.0	89.2	88.4	
Staten Island	91.4	92.4	91.2	
<b>Comprehensive College Average</b>	<b>89.3</b>	<b>91.4</b>	<b>90.1</b>	
<b>Community</b>				
BMCC	87.4	91.1	87.3	
Bronx	87.9	90.5	89.8	
Hostos	80.1	93.6	91.1	
Kingsborough	88.1	87.8	84.5	
LaGuardia	89.8	91.2	94.6	
Queensborough	90.7	93.9	90.6	
<b>Community College Average</b>	<b>88.3</b>	<b>91.0</b>	<b>89.1</b>	
<b>University Average</b>	<b>91.0</b>	<b>92.6</b>	<b>91.4</b>	

Note: Complete CPE data for the fall 2007 cohort is not yet available. An addendum report, to be published in June, will include updated values for this indicator. The indicator reflects the percentage of students who passed the CPE based on the students counted as test-takers for the CPE show rate. The pass rate reflects the best outcome for tests taken that fall or in the subsequent winter or spring administrations (longitudinal pass rate).

## University Performance Management Process 2007-08 Year-End Report

**Goal: Improve Student Success**

**Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study**

University Target: Colleges will work to improve readiness of high school students by meeting 95% of enrollment targets for College Now, achieving a 75% successful completion rate, and implementing College Now strategic plans.

*New Methodology*

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

	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u> <u>estimated</u>
<b>Senior</b>				
Baruch	625	890	908	737
Brooklyn	312	344	481	441
City	1,806	894	1,021	965
Hunter	844	677	792	735
Lehman	789	958	1,083	1,122
Queens	860	834	987	1,112
York	3,420	3,205	2,615	2,648
<b>Senior College Total</b>	<b>8,656</b>	<b>7,802</b>	<b>7,887</b>	<b>7,760</b>
<b>Comprehensive</b>				
John Jay	501	595	579	584
Medgar Evers	720	682	419	708
NYCCT	1,213	764	881	1,045
Staten Island	22,010	19,854	16,134	18,527
<b>Comprehensive College Total</b>	<b>24,444</b>	<b>21,895</b>	<b>18,013</b>	<b>20,864</b>
<b>Community</b>				
BMCC	517	718	821	785
Bronx	1,225	1,465	465	437
Hostos	416	711	1,165	1,592
Kingsborough	8,707	9,329	9,026	9,777
LaGuardia	3,282	3,366	3,001	3,384
Queensborough	2,895	3,121	2,956	2,747
<b>Community College Total</b>	<b>17,042</b>	<b>18,710</b>	<b>17,434</b>	<b>18,722</b>
<b>University Total</b>	<b>50,142</b>	<b>48,407</b>	<b>43,334</b>	<b>47,346</b>

Note: College Now enrollment data are from the registration database maintained by the Office of Academic Affairs. This indicator has changed to reflect enrollments (excluding withdrawals) rather than registrations as reported in prior years. Enrollment figures for 2007-08 are estimates because spring 2008 data are not final at this time. Final data for 2007-08 will be provided in next year's report.

## University Performance Management Process 2007-08 Year-End Report

### Goal: Improve Student Success

#### Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study

University Target: Colleges will work to improve readiness of high school students by meeting 95% of enrollment targets for College Now, achieving a 75% successful completion rate, and implementing College Now strategic plans.

#### *New Methodology*

#### Context: College Now enrollment in college credit courses

#### Senior

Baruch	311	353	419	NA
Brooklyn	139	169	247	NA
City	1,713	789	799	NA
Hunter	665	599	792	NA
Lehman	540	687	805	NA
Queens	517	464	542	NA
York	1,219	1,241	961	NA
<b>Senior College Total</b>	<b>5,104</b>	<b>4,302</b>	<b>4,565</b>	<b>NA</b>

#### Comprehensive

John Jay	249	295	352	NA
Medgar Evers	481	408	324	NA
NYCCT	526	568	629	NA
Staten Island	301	367	369	NA
<b>Comprehensive College Total</b>	<b>1,557</b>	<b>1,638</b>	<b>1,674</b>	<b>NA</b>

#### Community

BMCC	433	690	776	NA
Bronx	376	535	230	NA
Hostos	416	633	809	NA
Kingsborough	8,596	9,198	8,763	NA
LaGuardia	2,988	3,015	2,859	NA
Queensborough	2,174	2,108	2,258	NA
<b>Community College Total</b>	<b>14,983</b>	<b>16,179</b>	<b>15,695</b>	<b>NA</b>

<b>University Total</b>	<b>21,644</b>	<b>22,119</b>	<b>21,934</b>	<b>NA</b>
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Note: College Now enrollment data are from the registration database maintained by the Office of Academic Affairs. Enrollment figures for 2007-08 are estimates because spring 2008 data are not final at this time. Final data for 2007-08 will be provided in next year's report.

## University Performance Management Process 2007-08 Year-End Report

### Goal: Improve Student Success

#### Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study

University Target: Colleges will work to improve readiness of high school students by meeting 95% of enrollment targets for College Now, achieving a 75% successful completion rate, and implementing College Now strategic plans.

#### *New Methodology*

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

	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>	<u>Summer &amp; Fall 2007</u>
<b>Senior</b>				
Baruch	83	91	94	91
Brooklyn	82	77	84	82
City	96	93	93	90
Hunter	77	84	85	88
Lehman	94	90	91	94
Queens	88	86	84	87
York	87	79	81	83
<b>Senior College Average</b>	<b>88</b>	<b>85</b>	<b>86</b>	<b>87</b>
<b>Comprehensive</b>				
John Jay	84	76	76	76
Medgar Evers	83	79	80	89
NYCCT	82	85	80	85
Staten Island	90	88	79	NA
<b>Comprehensive College Average</b>	<b>89</b>	<b>88</b>	<b>79</b>	<b>84</b>
<b>Community</b>				
BMCC	89	82	87	76
Bronx	89	91	77	60
Hostos	78	89	88	86
Kingsborough	91	91	91	91
LaGuardia	74	77	82	82
Queensborough	90	90	88	92
<b>Community College Average</b>	<b>87</b>	<b>88</b>	<b>88</b>	<b>87</b>
<b>University Average</b>	<b>88</b>	<b>88</b>	<b>84</b>	<b>87</b>

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. For the current year, spring 2008 performance data are not yet available so current year success rates are based on summer and fall 2007 only. The comprehensive subtotal and university total exclude the College of Staten Island for 2004-05 and later because data are not available.

# University Performance Management Process 2007-08 Year-End Report

**Goal: Improve Student Success**

**Objective 3: Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study**

University Target: Colleges will work to improve readiness of high school students by meeting 95% of enrollment targets for College Now, achieving a 75% successful completion rate, and implementing College Now strategic plans.

*New Methodology*

**Context: Percentage of College Now participants who earn an A, B, or C in College Now college credit courses**

**Senior**

Baruch	91	96	96	96
Brooklyn	89	80	89	87
City	95	92	92	90
Hunter	80	86	85	88
Lehman	96	92	95	97
Queens	88	86	87	93
York	91	87	85	90
<b>Senior College Average</b>	<b>91</b>	<b>89</b>	<b>89</b>	<b>92</b>

**Comprehensive**

John Jay	87	76	74	73
Medgar Evers	84	72	77	81
NYCCT	79	86	81	83
Staten Island	90	95	89	NA
<b>Comprehensive College Average</b>	<b>84</b>	<b>83</b>	<b>81</b>	<b>79</b>

**Community**

BMCC	88	81	87	75
Bronx	87	96	67	62
Hostos	78	89	88	84
Kingsborough	91	91	91	91
LaGuardia	74	76	82	81
Queensborough	94	91	88	92
<b>Community College Average</b>	<b>87</b>	<b>88</b>	<b>88</b>	<b>87</b>

<b>University Average</b>	<b>88</b>	<b>88</b>	<b>84</b>	<b>88</b>
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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. For the current year, spring 2008 performance data are not yet available so current year success rates are based on summer and fall 2007 only. The comprehensive subtotal and university total exclude the College of Staten Island for 2004-05 and later because data are not available.

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 4: Increase retention and graduation rates

University Target: Retention rates will progressively increase.

#### 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 2003</u>	<u>Entering Class of Fall 2004</u>	<u>Entering Class of Fall 2005</u>	<u>Entering Class of Fall 2006</u>
<b>Senior</b>				
Baruch	87.5	87.7	88.2	88.2
Brooklyn	78.6	75.5	78.4	80.2
City	76.9	78.6	79.8	79.5
Hunter	81.5	82.3	80.2	81.7
Lehman	73.8	73.6	76.8	73.3
Queens	81.0	83.8	81.5	83.8
York	68.5	68.8	67.4	70.9
<b>Senior College Average</b>	<b>79.9</b>	<b>80.2</b>	<b>80.2</b>	<b>80.9</b>
<b>Comprehensive</b>				
John Jay	75.6	72.7	74.0	74.1
Medgar Evers	63.2*	50.0	61.1*	61.4
NYCCT	73.3	77.8	77.5	75.0
Staten Island	80.1	82.7	79.3	81.8
<b>Comprehensive College Average</b>	<b>75.8</b>	<b>74.7</b>	<b>75.1</b>	<b>74.8</b>
<b>University Average</b>	<b>79.3</b>	<b>79.3</b>	<b>79.4</b>	<b>80.0</b>

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.

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 4: Increase retention and graduation rates**

University Target: Retention rates will progressively increase.

**Two-Year Retention Rate: Percentage of full-time first-time freshmen in baccalaureate programs still enrolled in the college of entry two years later**

Baccalaureate Programs

	<u>Entering Class of Fall 2002</u>	<u>Entering Class of Fall 2003</u>	<u>Entering Class of Fall 2004</u>	<u>Entering Class of Fall 2005</u>
<b>Senior</b>				
Baruch	73.4	77.1	75.0	75.5
Brooklyn	62.1	61.3	64.9	67.4
City	60.7	61.4	62.2	63.1
Hunter	62.0	66.5	66.7	65.5
Lehman	59.0	57.5	59.6	61.4
Queens	71.2	69.4	69.4	70.3
York	49.2	47.3	44.4	45.0
<b>Senior College Average</b>	<b>64.5</b>	<b>65.4</b>	<b>65.4</b>	<b>66.0</b>
<b>Comprehensive</b>				
John Jay	60.2	62.8	57.2	56.3
Medgar Evers	59.4	26.3*	50.0	61.1*
NYCCT	55.6	51.8	56.3	53.4
Staten Island	68.9	65.4	69.2	69.5
<b>Comprehensive College Average</b>	<b>61.4</b>	<b>60.7</b>	<b>58.6</b>	<b>58.0</b>
<b>University Average</b>	<b>64.0</b>	<b>64.7</b>	<b>64.2</b>	<b>64.8</b>

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 (or earned the degree pursued from the college of entry) two years later.

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 4: Increase retention and graduation rates

University Target: Retention rates will progressively increase.

#### 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 Class of Fall 2003</u>	<u>Entering Class of Fall 2004</u>	<u>Entering Class of Fall 2005</u>	<u>Entering Class of Fall 2006</u>
<b>Senior</b>				
Baruch	85.2	87.5	85.6	88.5
Brooklyn	73.6	69.6	70.3	70.8
City	68.7	69.6	71.3	71.4
Hunter	66.3	72.3	70.6	74.6
Lehman	69.1	75.9	73.2	73.9
Queens	75.4	73.8	76.2	77.1
York	67.6	66.3	62.2	67.4
<b>Senior College Average</b>	<b>72.7</b>	<b>74.1</b>	<b>73.6</b>	<b>75.5</b>
<b>Comprehensive</b>				
John Jay	73.9	74.4	77.9	74.5
Medgar Evers	76.6	62.8	59.0	51.6
NYCCT	72.1	74.7	75.3	71.2
Staten Island	85.3	80.4	75.0	76.6
<b>Comprehensive College Average</b>	<b>76.1</b>	<b>74.5</b>	<b>75.6</b>	<b>72.4</b>
<b>University Average</b>	<b>73.4</b>	<b>74.2</b>	<b>73.9</b>	<b>75.0</b>

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).

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 4: Increase retention and graduation rates**

University Target: Retention rates will progressively increase.

**Two-Year Retention Rate: Percentage of full-time transfers into baccalaureate programs still enrolled in the college of transfer entry two years later (or earned degree pursued)**

Baccalaureate Programs

	<u>Entering Class of Fall 2002</u>	<u>Entering Class of Fall 2003</u>	<u>Entering Class of Fall 2004</u>	<u>Entering Class of Fall 2005</u>
<b>Senior</b>				
Baruch	77.7	77.4	81.0	78.0
Brooklyn	61.2	60.9	61.6	63.2
City	57.0	55.4	58.2	58.1
Hunter	57.9	56.6	60.6	59.6
Lehman	64.7	61.3	65.1	63.2
Queens	67.3	66.3	65.7	68.0
York	56.9	56.7	56.4	52.1
<b>Senior College Average</b>	<b>63.7</b>	<b>62.5</b>	<b>64.8</b>	<b>64.4</b>
<b>Comprehensive</b>				
John Jay	65.8	64.7	62.7	66.9
Medgar Evers	40.0	63.8	43.6	49.4
NYCCT	66.3	59.4	60.0	58.8
Staten Island	75.1	75.3	66.3	66.7
<b>Comprehensive College Average</b>	<b>66.8</b>	<b>66.0</b>	<b>61.5</b>	<b>63.9</b>
<b>University Average</b>	<b>64.3</b>	<b>63.2</b>	<b>64.3</b>	<b>64.3</b>

Note: Students are counted as retained in the college of entry in the cohort year if they are still enrolled two years later in the college into which they transferred (or earned the degree pursued from that college within two years of transfer entry).

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 4: Increase retention and graduation rates**

University Target: Retention rates will progressively increase.

**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 2003</u>	<u>Entering Class of Fall 2004</u>	<u>Entering Class of Fall 2005</u>	<u>Entering Class of Fall 2006</u>
<b>Comprehensive</b>				
John Jay	65.3	64.0	62.5	63.0
Medgar Evers	59.5	55.1	54.1	49.8
NYCCT	65.3	58.2	61.0	61.3
Staten Island	63.2	62.6	67.7	62.9
<b>Comprehensive College Average</b>	<b>64.0</b>	<b>60.8</b>	<b>62.5</b>	<b>61.1</b>
<b>Community</b>				
BMCC	60.2	58.3	59.0	59.1
Bronx	64.6	63.0	63.1	61.4
Hostos	64.4	60.4	58.4	57.8
Kingsborough	65.4	67.3	64.9	64.6
LaGuardia	62.1	63.1	62.1	64.4
Queensborough	67.4	68.3	68.5	65.8
<b>Community College Average</b>	<b>63.5</b>	<b>63.3</b>	<b>62.9</b>	<b>62.6</b>
<b>University Average</b>	<b>63.7</b>	<b>62.4</b>	<b>62.7</b>	<b>62.0</b>

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 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 4: Increase retention and graduation rates**

University Target: Retention rates will progressively increase.

**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**

Associate Programs

	<u>Entering Class of Fall 2003</u>	<u>Entering Class of Fall 2004</u>	<u>Entering Class of Fall 2005</u>	<u>Entering Class of Fall 2006</u>
<b>Comprehensive</b>				
John Jay	69.4	68.7	66.6	68.2
Medgar Evers	64.0	59.5	59.5	53.7
NYCCT	71.4	64.9	67.4	67.7
Staten Island	69.8	71.2	75.1	70.4
<b>Comprehensive College Average</b>	<b>69.6</b>	<b>67.3</b>	<b>68.5</b>	<b>67.2</b>
<b>Community</b>				
BMCC	63.7	61.0	62.8	61.9
Bronx	67.0	65.0	65.6	63.8
Hostos	66.6	62.4	60.5	60.2
Kingsborough	69.1	69.9	68.9	68.2
LaGuardia	64.5	65.2	64.5	66.9
Queensborough	69.6	71.7	71.0	68.3
<b>Community College Average</b>	<b>66.4</b>	<b>65.9</b>	<b>65.9</b>	<b>65.3</b>
<b>University Average</b>	<b>67.5</b>	<b>66.4</b>	<b>66.9</b>	<b>66.0</b>

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 2007-08 Year-End Report

**Goal: Improve Student Success**

**Objective 4: Increase retention and graduation rates**

University Target: Graduation rates will progressively increase in baccalaureate/master's programs and in associate programs.

**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 2000</u>	<u>Entering Class of Fall 2001</u>	<u>Entering Class of Fall 2002</u>	<u>Entering Class of Fall 2003</u>
<b>Senior</b>				
Baruch	27.1	32.8	33.5	32.8
Brooklyn	17.7	20.7	19.9	17.3
City	3.2	7.7	6.9	5.5
Hunter	10.8	12.5	17.7	16.9
Lehman	8.3	12.0	10.0	10.8
Queens	23.4	27.0	27.6	25.3
York	6.6	7.5	6.0	5.3
<b>Senior College Average</b>	<b>15.5</b>	<b>19.6</b>	<b>20.0</b>	<b>18.5</b>
<b>Comprehensive</b>				
John Jay	17.1	19.4	20.7	23.1
Medgar Evers	13.3*	5.2	12.5	0.0*
NYCCT	9.1*	0.0	5.1	5.9
Staten Island	20.6	20.9	23.3	22.9
<b>Comprehensive College Average</b>	<b>17.7</b>	<b>18.0</b>	<b>18.8</b>	<b>19.4</b>
<b>University Average</b>	<b>15.7</b>	<b>19.4</b>	<b>19.8</b>	<b>18.7</b>

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.

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

**Goal: Improve Student Success**

**Objective 4: Increase retention and graduation rates**

University Target: Graduation rates will progressively increase in baccalaureate/master's programs and in associate 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 Class of Fall 1998</u>	<u>Entering Class of Fall 1999</u>	<u>Entering Class of Fall 2000</u>	<u>Entering Class of Fall 2001</u>
<b>Senior</b>				
Baruch	53.1	58.7	56.8	59.8
Brooklyn	43.7	39.4	44.3	46.9
City	30.9	34.8	30.3	36.2
Hunter	31.9	36.7	37.5	35.9
Lehman	35.1	33.9	30.4	33.6
Queens	51.1	50.5	52.6	52.7
York	28.3	29.9	23.8	27.6
<b>Senior College Average</b>	<b>40.2</b>	<b>41.8</b>	<b>42.2</b>	<b>44.7</b>
<b>Comprehensive</b>				
John Jay	31.6	35.7	42.3	42.1
Medgar Evers	7.4	17.6*	20.0*	10.3
NYCCT	6.9	6.1	9.1*	11.1
Staten Island	36.8	50.8	51.4	44.3
<b>Comprehensive College Average</b>	<b>31.7</b>	<b>38.3</b>	<b>43.5</b>	<b>39.3</b>
<b>University Average</b>	<b>38.6</b>	<b>41.2</b>	<b>42.3</b>	<b>43.9</b>

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 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 4: Increase retention and graduation rates

University Target: Graduation rates will progressively increase in baccalaureate/master's programs and in associate 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 Class of Fall 2000</u>	<u>Entering Class of Fall 2001</u>	<u>Entering Class of Fall 2002</u>	<u>Entering Class of Fall 2003</u>
<b>Senior</b>				
Baruch	62.0	69.3	68.9	63.9
Brooklyn	41.8	43.3	44.0	43.0
City	37.2	37.9	34.1	33.0
Hunter	42.4	39.5	43.6	41.0
Lehman	46.9	52.9	50.1	45.2
Queens	62.0	57.0	53.7	52.3
York	39.9	37.2	40.0	38.7
<b>Senior College Average</b>	<b>49.8</b>	<b>48.9</b>	<b>48.4</b>	<b>45.9</b>
<b>Comprehensive</b>				
John Jay	43.6	50.4	50.0	49.8
Medgar Evers	16.0	14.1	20.0	36.2
NYCCT	42.3	38.8	43.4	31.0
Staten Island	59.4	62.0	61.4	61.2
<b>Comprehensive College Average</b>	<b>48.1</b>	<b>50.8</b>	<b>50.1</b>	<b>48.7</b>
<b>University Average</b>	<b>49.6</b>	<b>49.2</b>	<b>48.7</b>	<b>46.4</b>

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.

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

### Goal: Improve Student Success

#### Objective 4: Increase retention and graduation rates

University Target: Graduation rates will progressively increase in baccalaureate/master's programs and in associate programs.

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

##### Baccalaureate Programs

	<u>Entering Class of Fall 1998</u>	<u>Entering Class of Fall 1999</u>	<u>Entering Class of Fall 2000</u>	<u>Entering Class of Fall 2001</u>
<b>Senior</b>				
Baruch	62.8	65.0	70.9	73.5
Brooklyn	50.9	47.1	50.6	52.8
City	43.1	46.7	48.3	50.4
Hunter	46.1	47.6	51.0	47.7
Lehman	53.9	55.3	54.9	59.2
Queens	62.6	62.5	67.4	63.5
York	53.9	57.1	48.6	45.7
<b>Senior College Average</b>	<b>54.1</b>	<b>55.2</b>	<b>58.2</b>	<b>56.7</b>
<b>Comprehensive</b>				
John Jay	50.8	50.0	50.5	58.6
Medgar Evers	33.3	23.8*	28.0	18.3
NYCCT	56.5*	59.5	46.2	45.6
Staten Island	63.8	67.1	64.2	66.7
<b>Comprehensive College Average</b>	<b>53.5</b>	<b>54.9</b>	<b>54.3</b>	<b>57.4</b>
<b>University Average</b>	<b>54.0</b>	<b>55.1</b>	<b>57.6</b>	<b>56.8</b>

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 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.

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 4: Increase retention and graduation rates**

University Target: Graduation rates will progressively increase in baccalaureate/master's programs and in associate 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 Class of Fall 2000</u>	<u>Entering Class of Fall 2001</u>	<u>Entering Class of Fall 2002</u>	<u>Entering Class of Fall 2003</u>
<b>Senior</b>				
Baruch	73.8	76.6	77.0	75.2
Brooklyn	61.9	60.3	67.6	70.0
City	54.9	58.0	53.2	60.4
Hunter	67.4	65.5	68.0	67.7
Lehman	68.0	67.9	68.5	73.9
Queens	69.6	67.9	70.0	70.6
<b>Senior College Average</b>	<b>67.3</b>	<b>67.2</b>	<b>68.7</b>	<b>69.4</b>
<b>Comprehensive</b>				
John Jay	66.3	60.2	61.5	54.6
Staten Island	62.3	62.6	62.9	56.0
<b>Comprehensive College Average</b>	<b>64.5</b>	<b>61.0</b>	<b>61.9</b>	<b>55.0</b>
<b>University Average</b>	<b>66.9</b>	<b>66.4</b>	<b>67.7</b>	<b>67.3</b>

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 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 4: Increase retention and graduation rates

University Target: Graduation rates will progressively increase in baccalaureate/master's programs and in associate 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 Class of Fall 1998</u>	<u>Entering Class of Fall 1999</u>	<u>Entering Class of Fall 2000</u>	<u>Entering Class of Fall 2001</u>
<b>Comprehensive</b>				
John Jay	18.9	24.7	25.2	26.0
Medgar Evers	15.2	13.0	16.9	17.8
NYCCT	20.5	18.7	19.8	19.8
Staten Island	20.1	21.0	24.2	26.5
<b>Comprehensive College Average</b>	<b>19.7</b>	<b>19.2</b>	<b>21.6</b>	<b>22.6</b>
<b>Community</b>				
BMCC	24.1	21.9	23.5	24.2
Bronx	21.5	23.7	20.8	20.4
Hostos	21.3	22.6	18.2	20.3
Kingsborough	29.4	24.9	27.1	28.7
LaGuardia	28.5	27.6	27.4	27.6
Queensborough	26.6	22.2	27.1	24.5
<b>Community College Average</b>	<b>26.0</b>	<b>23.9</b>	<b>25.0</b>	<b>25.1</b>
<b>University Average</b>	<b>23.9</b>	<b>22.4</b>	<b>23.9</b>	<b>24.2</b>

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 2007-08 Year-End Report

**Goal: Improve Student Success**

**Objective 4: Increase retention and graduation rates**

University Target: Graduation rates will progressively increase in baccalaureate/master's programs and in associate programs.

**Context: 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 Class of Fall 1998</u>	<u>Entering Class of Fall 1999</u>	<u>Entering Class of Fall 2000</u>	<u>Entering Class of Fall 2001</u>
<b>Comprehensive</b>				
John Jay	22.2	27.3	29.5	30.5
Medgar Evers	18.2	14.8	21.0	20.7
NYCCT	25.4	24.3	25.5	25.8
Staten Island	24.8	25.7	29.3	31.7
<b>Comprehensive College Average</b>	<b>24.1</b>	<b>23.7</b>	<b>26.7</b>	<b>27.8</b>
<b>Community</b>				
BMCC	27.2	25.7	27.3	27.6
Bronx	22.5	25.7	22.3	22.3
Hostos	22.7	23.3	19.9	22.2
Kingsborough	33.3	27.8	30.1	32.0
LaGuardia	31.4	30.8	30.2	30.2
Queensborough	30.9	26.6	31.8	29.0
<b>Community College Average</b>	<b>29.1</b>	<b>27.2</b>	<b>28.2</b>	<b>28.4</b>
<b>University Average</b>	<b>27.4</b>	<b>26.1</b>	<b>27.7</b>	<b>28.2</b>

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 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 4: Increase retention and graduation rates

University Target: Graduation rates will progressively increase in baccalaureate/master's programs and in associate programs.

**Context: 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 Class of Fall 1998</u>	<u>Entering Class of Fall 1999</u>	<u>Entering Class of Fall 2000</u>	<u>Entering Class of Fall 2001</u>
<b>Comprehensive</b>				
John Jay	16.4	14.8	11.0	13.5
Medgar Evers	14.5	13.4	13.7	10.8
NYCCT	13.1	14.5	13.2	12.4
Staten Island	13.3	16.1	13.8	13.3
<b>Comprehensive College Average</b>	<b>13.7</b>	<b>14.8</b>	<b>13.1</b>	<b>12.7</b>
<b>Community</b>				
BMCC	15.2	15.0	13.6	11.9
Bronx	15.1	13.6	15.3	14.3
Hostos	8.7	12.1	9.7	8.9
Kingsborough	13.5	12.9	12.9	12.1
LaGuardia	12.1	12.1	11.7	9.6
Queensborough	17.0	17.0	14.8	14.3
<b>Community College Average</b>	<b>14.1</b>	<b>14.1</b>	<b>13.3</b>	<b>12.1</b>
<b>University Average</b>	<b>14.0</b>	<b>14.3</b>	<b>13.2</b>	<b>12.3</b>

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

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 5: Improve post-graduate outcomes

University Target: Professional preparation programs will improve or maintain high performance of their students on certification/licensing exams.

#### Percentage passing the Liberal Arts and Sciences Test (LAST) for teacher certification

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>
<b>Senior</b>				
Brooklyn	91	95	95	93
City	95	99	98	99
Hunter	98	100	99	100
Lehman	98	98	99	96
Queens	97	98	98	97
York	86*	100*	93*	94
<b>Senior College Average</b>	<b>96</b>	<b>98</b>	<b>98</b>	<b>97</b>
<b>Comprehensive</b>				
Medgar Evers	NA	100*	100*	100*
NYCCT	90*	69*	100*	100*
Staten Island	98	98	99	99
<b>Comprehensive College Average</b>	<b>98</b>	<b>95</b>	<b>99</b>	<b>99</b>
<b>University Average</b>	<b>96</b>	<b>98</b>	<b>98</b>	<b>97</b>

Note: Prior to 2004-05, rates based on fewer than 10 test-takers were not available.

\*Based on fewer than 25 students.

# University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 5: Improve post-graduate outcomes**

University Target: Professional preparation programs will improve or maintain high performance of their students on certification/licensing exams.

*New Indicator*

**Context: Number taking the LAST teacher certification exam**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>
<b>Senior</b>				
Brooklyn	310	202	299	406
City	352	438	376	345
Hunter	419	310	332	394
Lehman	336	338	312	397
Queens	581	559	451	392
York	14	17	14	16
<b>Senior College Total</b>	<b>2,012</b>	<b>1,864</b>	<b>1,784</b>	<b>1,950</b>
<hr/>				
<b>Comprehensive</b>				
Medgar Evers	<10	7	4	8
NYCCT	10	16	13	5
Staten Island	124	136	178	259
<b>Comprehensive College Total</b>	<b>&gt;134</b>	<b>159</b>	<b>195</b>	<b>272</b>
<hr/>				
<b>University Total</b>	<b>&gt;2,146</b>	<b>2,023</b>	<b>1,979</b>	<b>2,222</b>

Note: Prior to 2004-05, data were not available for colleges with fewer than 10 test-takers. Exact subtotals and totals cannot be computed when the number of test-takers is unknown for one or more colleges.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 5: Improve post-graduate outcomes**

University Target: Professional preparation programs will improve or maintain high performance of their students on certification/licensing exams.

**Percentage passing the Assessment of Teaching Skills-Written (ATS-W) for teacher certification**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>
<b>Senior</b>				
Brooklyn	95	95	98	98
City	97	100	100	99
Hunter	99	100	100	100
Lehman	98	98	98	99
Queens	99	99	99	98
York	100*	100*	93*	100*
<b>Senior College Average</b>	<b>98</b>	<b>99</b>	<b>99</b>	<b>99</b>
<hr/>				
<b>Comprehensive</b>				
Medgar Evers	NA	100*	100*	100*
NYCCT	100*	76*	100*	100*
Staten Island	100	99	100	100
<b>Comprehensive College Average</b>	<b>100</b>	<b>96</b>	<b>100</b>	<b>100</b>
<hr/>				
<b>University Average</b>	<b>98</b>	<b>99</b>	<b>99</b>	<b>99</b>

Note: Prior to 2004-05, rates based on fewer than 10 test-takers were not available.

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 5: Improve post-graduate outcomes**

University Target: Professional preparation programs will improve or maintain high performance of their students on certification/licensing exams.

**Context: Number taking the ATS-W teacher certification exam**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>
<b>Senior</b>				
Brooklyn	302	200	308	409
City	313	416	330	315
Hunter	445	310	343	399
Lehman	343	319	305	411
Queens	590	552	454	392
York	12	18	15	15
<b>Senior College Total</b>	<b>2,005</b>	<b>1,815</b>	<b>1,755</b>	<b>1,941</b>
<hr/>				
<b>Comprehensive</b>				
Medgar Evers	<10	7	4	8
NYCCT	10	17	15	15
Staten Island	88	138	179	264
<b>Comprehensive College Total</b>	<b>&gt;98</b>	<b>162</b>	<b>198</b>	<b>287</b>
<hr/>				
<b>University Total</b>	<b>&gt;2,103</b>	<b>1,977</b>	<b>1,953</b>	<b>2,228</b>

Note: Prior to 2004-05, data were not available for colleges with fewer than 10 test-takers. Exact subtotals and totals cannot be computed for the years when the number of test-takers was unknown for one or more colleges.

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 5: Improve post-graduate outcomes

University Target: Professional preparation programs will improve or maintain high performance of their students on certification/licensing exams.

#### Percentage passing a Content Specialty Test (CST)

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>
<b>Senior</b>				
Brooklyn	97	92	89	88
City	94	96	94	95
Hunter	93	95	96	98
Lehman	93	97	96	94
Queens	90	91	93	95
York	NA	82*	90*	80*
<b>Senior College Average</b>	<b>92</b>	<b>94</b>	<b>94</b>	<b>94</b>
<b>Comprehensive</b>				
Medgar Evers	NA	100*	100*	100*
NYCCT	NA	67*	100*	80*
Staten Island	90	89	93	96
<b>Comprehensive College Average</b>	<b>90</b>	<b>89</b>	<b>93</b>	<b>96</b>
<b>University Average</b>	<b>92</b>	<b>94</b>	<b>94</b>	<b>95</b>

Note: Prior to 2004-05, rates based on fewer than 10 test-takers were not available.

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 5: Improve post-graduate outcomes**

University Target: Professional preparation programs will improve or maintain high performance of their students on certification/licensing exams.

**Context: Number taking a Content Specialty Test (CST)**

	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>
<b>Senior</b>				
Brooklyn	39	157	238	320
City	248	384	318	288
Hunter	114	299	326	382
Lehman	107	284	289	342
Queens	210	407	416	347
York	<10	11	10	10
<b>Senior College Total</b>	<b>&gt;718</b>	<b>1,542</b>	<b>1,597</b>	<b>1,689</b>
<hr/>				
<b>Comprehensive</b>				
Medgar Evers	<10	7	4	9
NYCCT	<10	6	15	5
Staten Island	98	151	189	298
<b>Comprehensive College Total</b>	<b>&gt;98</b>	<b>164</b>	<b>208</b>	<b>312</b>
<hr/>				
<b>University Total</b>	<b>&gt;816</b>	<b>1,706</b>	<b>1,805</b>	<b>2,001</b>

Note: Prior to 2004-05, data were not available for colleges with fewer than 10 test-takers. Exact subtotals and totals cannot be computed when the number of test-takers is unknown for one or more colleges.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 5: Improve post-graduate outcomes**

University Target: Professional preparation programs will improve or maintain high performance of their students on certification/licensing exams.

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

**Senior**

Brooklyn	282	211	430	519
City	476	661	588	544
Hunter	411	359	383	426
Lehman	353	455	454	536
Queens	605	602	583	526
York	12	17	13	15
<b>Senior College Total</b>	<b>2,139</b>	<b>2,305</b>	<b>2,451</b>	<b>2,566</b>

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**Comprehensive**

Medgar Evers	0	7	4	8
NYCCT	9	11	13	5
Staten Island	122	136	216	304
<b>Comprehensive College Total</b>	<b>131</b>	<b>154</b>	<b>233</b>	<b>317</b>

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<b>University Total</b>	<b>2,270</b>	<b>2,459</b>	<b>2,684</b>	<b>2,883</b>
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Note: This indicator reflects the total number passing the LAST plus the total number of graduates from alternative certification programs in an academic year.

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 5: Improve post-graduate outcomes

University Target: Professional preparation programs will improve or maintain high performance of their students on certification/licensing exams.

#### Percentage passing the NCLEX exam

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
<b>Senior</b>				
Hunter	87.9	84.9	86.7	88.2
Lehman	76.3	63.5	70.1	73.0
<b>Senior College Average</b>	<b>83.3</b>	<b>76.0</b>	<b>77.8</b>	<b>79.5</b>
<b>Comprehensive</b>				
Medgar Evers	67.5	82.4*	84.2*	94.4
NYCCT	91.4	93.7	90.3	88.2
Staten Island	88.4	84.8	90.5	88.6
<b>Comprehensive College Average</b>	<b>84.8</b>	<b>88.3</b>	<b>90.0</b>	<b>88.9</b>
<b>Community</b>				
BMCC	78.8	80.7	83.2	88.5
Bronx	87.2	75.4	87.3	74.1
Hostos	100.0*	78.6*	86.7*	88.0
Kingsborough	89.3	88.6	77.9	86.9
LaGuardia	97.1	97.9	93.2	97.5
Queensborough	87.7	91.5	93.0	89.9
<b>Community College Average</b>	<b>85.9</b>	<b>85.2</b>	<b>86.5</b>	<b>87.2</b>
<b>University Average</b>	<b>85.3</b>	<b>84.5</b>	<b>86.0</b>	<b>86.3</b>

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 5: Improve post-graduate outcomes**

University Target: Professional preparation programs will improve or maintain high performance of their students on certification/licensing exams.

**Context: Number taking the NCLEX exam**

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
<b>Senior</b>				
Hunter	58	73	75	76
Lehman	38	52	87	100
<b>Senior College Total</b>	<b>96</b>	<b>125</b>	<b>162</b>	<b>176</b>
<b>Comprehensive</b>				
Medgar Evers	40	17	19	18
NYCCT	58	79	93	85
Staten Island	86	92	137	132
<b>Comprehensive College Total</b>	<b>184</b>	<b>188</b>	<b>249</b>	<b>235</b>
<b>Community</b>				
BMCC	146	197	191	200
Bronx	39	61	55	108
Hostos	12	14	15	25
Kingsborough	75	70	86	122
LaGuardia	34	47	74	79
Queensborough	106	117	129	138
<b>Community College Total</b>	<b>412</b>	<b>506</b>	<b>550</b>	<b>672</b>
<b>University Total</b>	<b>692</b>	<b>819</b>	<b>961</b>	<b>1,083</b>

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 5: Improve post-graduate outcomes**

University Target: Professional preparation programs will improve or maintain high performance of their students on certification/licensing exams.

**Context: Number of graduates from programs leading to the RN license**

	<u>2004-03</u>	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>
<b>Senior</b>				
Hunter	58	76	79	73
Lehman	62	97	116	109
<b>Senior College Total</b>	<b>120</b>	<b>173</b>	<b>195</b>	<b>182</b>
<b>Comprehensive</b>				
Medgar Evers	39	14	15	18
NYCCT	46	74	92	84
Staten Island	56	97	133	135
<b>Comprehensive College Total</b>	<b>141</b>	<b>185</b>	<b>240</b>	<b>237</b>
<b>Community</b>				
BMCC	126	197	192	201
Bronx	43	64	52	112
Hostos	7	13	12	26
Kingsborough	52	72	85	119
LaGuardia	24	44	77	80
Queensborough	96	123	116	142
<b>Community College Total</b>	<b>348</b>	<b>513</b>	<b>534</b>	<b>680</b>
<b>University Total</b>	<b>609</b>	<b>871</b>	<b>969</b>	<b>1,099</b>

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 5: Improve post-graduate outcomes**

University Target: Professional preparation programs will improve or maintain high performance of their students on certification/licensing exams.

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

	<u>2003-04</u> <u>Graduates</u>	<u>2004-05</u> <u>Graduates</u>	<u>2005-06</u> <u>Graduates</u>	<u>2006-07</u> <u>Graduates</u>
<b>Senior</b>				
Hunter	52	37	22	26
Lehman			12	21
York	22	18	16	21
<b>Senior College Total</b>	<b>74</b>	<b>55</b>	<b>50</b>	<b>68</b>
<b>Comprehensive</b>				
Medgar Evers	19	8	16	17
Staten Island	25	25	22	36
<b>Comprehensive College Total</b>	<b>44</b>	<b>33</b>	<b>38</b>	<b>53</b>
<b>University Total</b>	<b>118</b>	<b>88</b>	<b>88</b>	<b>121</b>

Note: Last year's figures have been revised for some colleges for which the RN programs had been incorrectly identified.

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 5: Improve post-graduate outcomes

University Target: Professional preparation programs will improve or maintain high performance of their students on certification/licensing exams.

#### *New Methodology*

#### Percentage of test-takers without an advanced degree passing at least one segment of the Uniform CPA exam

	<u>2005</u>	<u>2006</u>
<b>Senior</b>		
Baruch	36.5	44.1
Brooklyn	34.7	42.9
Hunter	33.9	46.8
Lehman	25.0	22.7*
Queens	44.2	37.8
York	35.5	32.0
<b>Senior College Average</b>	<b>37.3</b>	<b>42.0</b>
<hr/>		
<b>Comprehensive</b>		
Medgar Evers	44.4*	8.3*
Staten Island	21.4	37.2
<b>Comprehensive College Average</b>	<b>27.0</b>	<b>30.9</b>
<hr/>		
<b>University Average</b>	<b>36.8</b>	<b>41.2</b>

Note: The Uniform CPA exam changed to a computer-administered test from a paper-and-pencil test in 2004. The pass rates are computed as the number of events passed divided by the total number of events taken, where each attempt at a subtest is counted as a separate event.

\*Based on fewer than 25 students.

# University Performance Management Process 2007-08 Year-End Report

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## Goal: Improve Student Success

### Objective 5: Improve post-graduate outcomes

University Target: Professional preparation programs will improve or maintain high performance of their students on certification/licensing exams.

#### *New Methodology*

### Percentage of test-takers with an advanced degree passing at least one segment of the Uniform CPA exam

	<u>2005</u>	<u>2006</u>
<b>Senior</b>		
Baruch	72.2*	65.9*
Lehman		40.0*
<b>Senior College Average</b>		<b>63.0</b>

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Note: The Uniform CPA exam changed to a computer-administered test from a paper-and-pencil test in 2004. The pass rates are computed as the number of events passed divided by the total number of events taken, where each attempt at a subtest is counted as a separate event.

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 5: Improve post-graduate outcomes

University Target: Job and education placement rates for graduates will rise.

#### *New Methodology*

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

	<u>2002-03</u> <u>Graduates</u>	<u>2003-04</u> <u>Graduates</u>	<u>2004-05</u> <u>Graduates</u>	<u>2005-06</u> <u>Graduates</u>
<b>Comprehensive</b>				
John Jay	82.9	71.4	80.0	81.4
Medgar Evers	78.8	90.7	95.2	97.1
NYCCT	81.7	86.1	85.3	81.6
Staten Island	85.1	93.5	88.2	93.2
<b>Comprehensive College Average</b>	<b>81.8</b>	<b>86.6</b>	<b>86.6</b>	<b>85.5</b>
<b>Community</b>				
BMCC	78.6	84.5	86.6	89.1
Bronx	82.2	74.8	90.1	86.3
Hostos	76.9	88.7	92.3	92.6
Kingsborough	75.8	85.4	85.4	80.7
LaGuardia	76.5	83.3	86.4	92.0
Queensborough	80.3	86.2	84.5	89.0
<b>Community College Average</b>	<b>78.3</b>	<b>84.6</b>	<b>86.4</b>	<b>88.3</b>
<b>University Average</b>	<b>79.0</b>	<b>84.9</b>	<b>86.4</b>	<b>87.8</b>

Note: Based on responses to a survey of graduates. Graduates were asked to report on their employment status six months after graduation. Figures reflect the percentage of respondents who reported being employed six months after graduation. Prior years' figures have been revised to reflect a slight change in how missing responses are counted.

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 5: Improve post-graduate outcomes

University Target: Job and education placement rates for graduates will rise.

#### *New Methodology*

#### Context: Six-month education placement rate in career and technical education programs

	<u>2002-03</u> <u>Graduates</u>	<u>2003-04</u> <u>Graduates</u>	<u>2004-05</u> <u>Graduates</u>	<u>2005-06</u> <u>Graduates</u>
<b>Comprehensive</b>				
John Jay	71.1	79.2*	58.3*	69.8
Medgar Evers	74.5	66.7*	59.3*	56.8*
NYCCT	58.8	70.5	60.2	53.1
Staten Island	55.1	50.0	48.3	40.8
<b>Comprehensive College Average</b>	<b>61.7</b>	<b>66.7</b>	<b>58.1</b>	<b>53.7</b>
<b>Community</b>				
BMCC	68.5	70.2	63.8	52.6
Bronx	63.7	63.9	56.5	44.6
Hostos	49.4	56.4*	70.0	37.3
Kingsborough	69.9	72.2	59.6	52.1
LaGuardia	59.6	65.0	62.7	43.7
Queensborough	55.6	51.6	42.4	44.8
<b>Community College Average</b>	<b>62.2</b>	<b>61.2</b>	<b>54.9</b>	<b>46.7</b>
<b>University Average</b>	<b>62.1</b>	<b>61.9</b>	<b>55.4</b>	<b>48.0</b>

Note: Based on responses to a survey of graduates. Graduates were asked to report on their employment 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. Prior years' figures have been revised to reflect a slight change in how missing responses are counted.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Improve Student Success**

**Objective 5: Improve post-graduate outcomes**

University Target: Job and education placement rates for graduates will rise.

*New Methodology*

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

	<u>2002-03</u> <u>Graduates</u>	<u>2003-04</u> <u>Graduates</u>	<u>2004-05</u> <u>Graduates</u>	<u>2005-06</u> <u>Graduates</u>
<b>Comprehensive</b>				
John Jay	97.3	93.9	97.4	96.8
Medgar Evers	90.7	95.5	100.0	97.3
NYCCT	93.4	96.9	97.4	94.1
Staten Island	93.9	95.2	100.0	94.7
<b>Comprehensive College Average</b>	<b>93.5</b>	<b>96.0</b>	<b>98.3</b>	<b>95.0</b>
<b>Community</b>				
BMCC	94.8	95.8	96.5	94.7
Bronx	96.2	91.8	96.5	92.5
Hostos	92.8	94.5	100.0	95.8
Kingsborough	93.0	96.4	94.3	90.7
LaGuardia	90.8	95.0	95.2	96.4
Queensborough	93.2	94.5	93.0	95.2
<b>Community College Average</b>	<b>93.2</b>	<b>95.0</b>	<b>95.0</b>	<b>94.3</b>
<b>University Average</b>	<b>93.2</b>	<b>95.1</b>	<b>95.6</b>	<b>94.5</b>

Note: Based on responses to a survey of graduates. Graduates were asked to report on their employment status six months after graduation. Figures reflect the percentage of respondents who reported being employed or pursuing additional education or training six months after graduation. Prior years' figures have been revised to reflect a slight change in how missing responses are counted.

# University Performance Management Process 2007-08 Year-End Report

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## Goal: Improve Student Success

### Objective 6: Improve quality of student academic support services

University Target: Student satisfaction with academic support services, student services, academic advising and use of technology to strengthen instruction will rise CUNY-wide.

#### Student satisfaction with academic support services

	<u>2006</u>	<u>2008</u>
<b>Senior</b>		
Baruch	3.02	2.93
Brooklyn	2.90	2.93
City	2.83	2.88
Hunter	2.78	2.82
Lehman	3.01	3.02
Queens	3.03	2.85
York	2.86	2.88
<b>Senior College Average</b>	<b>2.92</b>	<b>2.89</b>
<hr/>		
<b>Comprehensive</b>		
John Jay	2.99	2.96
Medgar Evers	2.82	2.93
NYCCT	2.94	2.94
Staten Island	2.89	3.00
<b>Comprehensive College Average</b>	<b>2.93</b>	<b>2.96</b>
<hr/>		
<b>Community</b>		
BMCC	2.93	3.02
Bronx	2.92	2.91
Hostos	3.00	2.99
Kingsborough	3.03	3.05
LaGuardia	2.95	2.97
Queensborough	3.09	3.04
<b>Community College Average</b>	<b>2.98</b>	<b>3.00</b>
<hr/>		
<b>University Average</b>	<b>2.94</b>	<b>2.95</b>

Note: This indicator is based on responses to the Student Experience Survey administered every two years by the Office of Institutional Research and Assessment. This measure reflects responses to three items about satisfaction with library services, science labs and learning labs. For each item, students were asked to report their satisfaction level (1=very dissatisfied, 2=dissatisfied, 3=satisfied, 4=very satisfied). Scores were calculated for each student by combining items with valid (non-missing) responses (a response of "no opinion" was considered missing), and then college averages were computed. All items in this measure are weighted equally.

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Improve Student Success

#### Objective 6: Improve quality of student academic support services

University Target: Student satisfaction with academic support services, student services, academic advising and use of technology to strengthen instruction will rise CUNY-wide.

#### Student satisfaction with student services

	<u>2006</u>	<u>2008</u>
<b>Senior</b>		
Baruch	2.92	2.82
Brooklyn	2.65	2.78
City	2.60	2.81
Hunter	2.59	2.59
Lehman	2.96	2.93
Queens	2.87	2.67
York	2.69	2.45
<b>Senior College Average</b>	<b>2.75</b>	<b>2.73</b>
<hr/>		
<b>Comprehensive</b>		
John Jay	2.85	2.76
Medgar Evers	2.87	2.94
NYCCT	2.75	2.74
Staten Island	2.77	2.94
<b>Comprehensive College Average</b>	<b>2.80</b>	<b>2.83</b>
<hr/>		
<b>Community</b>		
BMCC	2.58	2.89
Bronx	2.80	2.81
Hostos	2.85	2.82
Kingsborough	2.94	2.86
LaGuardia	2.77	2.84
Queensborough	2.88	2.94
<b>Community College Average</b>	<b>2.77</b>	<b>2.87</b>
<hr/>		
<b>University Average</b>	<b>2.77</b>	<b>2.80</b>

Note: This indicator is based on responses to the Student Experience Survey administered every two years by the Office of Institutional Research and Assessment. This measure combines items about satisfaction with personal counseling, career planning and placement, and student health services. For each item, students were asked to report their satisfaction level (1=very dissatisfied, 2=dissatisfied, 3=satisfied, 4=very satisfied). Scores were calculated for each student by combining items with valid (non-missing) responses (a response of "no opinion" was considered missing), and then college averages were computed. All items in this measure are weighted equally.

# University Performance Management Process 2007-08 Year-End Report

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## Goal: Improve Student Success

### Objective 6: Improve quality of student academic support services

University Target: Student satisfaction with academic support services, student services, academic advising and use of technology to strengthen instruction will rise CUNY-wide.

#### Student satisfaction with access to computer technology

	<u>2006</u>	<u>2008</u>
<b>Senior</b>		
Baruch	3.29	3.09
Brooklyn	3.24	3.23
City	2.67	2.76
Hunter	2.81	2.79
Lehman	3.01	2.92
Queens	2.95	2.88
York	2.83	2.82
<b>Senior College Average</b>	<b>2.99</b>	<b>2.94</b>
<hr/>		
<b>Comprehensive</b>		
John Jay	3.13	2.98
Medgar Evers	2.81	2.89
NYCCT	2.95	2.91
Staten Island	3.01	3.08
<b>Comprehensive College Average</b>	<b>3.00</b>	<b>2.97</b>
<hr/>		
<b>Community</b>		
BMCC	3.01	3.15
Bronx	3.08	3.12
Hostos	3.04	3.19
Kingsborough	2.92	2.98
LaGuardia	2.89	2.95
Queensborough	3.02	3.04
<b>Community College Average</b>	<b>2.99</b>	<b>3.07</b>
<hr/>		
<b>University Average</b>	<b>2.99</b>	<b>2.99</b>

Note: This indicator is based on responses to the Student Experience Survey administered every two years by the Office of Institutional Research and Assessment. This measure reflects responses to four items about satisfaction with access to computers on campus. For each item, students were asked to report their satisfaction level (1=very dissatisfied, 2=dissatisfied, 3=satisfied, 4=very satisfied). Scores for each student were calculated by combining items with valid (non-missing) responses (a response of "no opinion" was considered missing), and then college averages were computed. All items in this measure are weighted equally.

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: Colleges will meet enrollment targets for degree and adult and continuing ed enrollment; mean SATs/CAAs of baccalaureate entrants will rise.

**Total Enrollment**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	15,537	15,756	15,730	16,097
Brooklyn	15,384	15,281	15,947	16,087
City	12,099	12,360	13,155	14,392
Hunter	20,243	20,843	20,899	20,845
Lehman	10,281	10,615	10,814	10,922
Queens	17,395	17,638	18,107	18,728
York	5,743	5,899	6,236	6,727
<b>Senior College Total</b>	<b>96,682</b>	<b>98,392</b>	<b>100,888</b>	<b>103,798</b>
<b>Comprehensive</b>				
John Jay	14,080	14,295	14,645	14,841
Medgar Evers	5,170	5,211	5,561	5,550
NYCCT	11,772	12,439	13,368	13,502
Staten Island	12,442	12,083	12,313	12,517
<b>Comprehensive College Total</b>	<b>43,464</b>	<b>44,028</b>	<b>45,887</b>	<b>46,410</b>
<b>Community</b>				
BMCC	18,854	18,776	18,457	19,259
Bronx	8,367	8,470	8,717	9,003
Hostos	4,340	4,477	4,697	5,112
Kingsborough	15,356	15,265	14,687	14,962
LaGuardia	13,592	13,489	14,185	15,169
Queensborough	12,798	12,838	13,150	13,359
<b>Community College Total</b>	<b>73,307</b>	<b>73,315</b>	<b>73,893</b>	<b>76,864</b>
<b>Graduate</b>				
Graduate School	4,234	4,313	4,445	4,543
School of Journalism			57	99
School of Professional Studies		241	367	826
Law School	447	438	425	420
<b>University Total</b>	<b>218,134</b>	<b>220,727</b>	<b>225,962</b>	<b>232,960</b>

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: Colleges will meet enrollment targets for degree and adult and continuing ed enrollment; mean SATs/CAAs of baccalaureate entrants will rise.

**Total FTEs**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	12,223	12,527	12,601	12,726
Brooklyn	10,979	11,000	11,530	11,867
City	8,478	8,749	9,355	10,278
Hunter	14,065	14,668	14,646	14,899
Lehman	6,936	7,126	7,485	7,653
Queens	12,267	12,431	12,873	13,578
York	4,254	4,425	4,415	4,762
<b>Senior College Total</b>	<b>69,201</b>	<b>70,925</b>	<b>72,904</b>	<b>75,762</b>
<b>Comprehensive</b>				
John Jay	10,799	11,076	11,385	11,468
Medgar Evers	3,565	3,677	3,947	4,042
NYCCT	8,778	8,892	9,583	9,619
Staten Island	9,168	8,868	9,266	9,474
<b>Comprehensive College Total</b>	<b>32,310</b>	<b>32,514</b>	<b>34,181</b>	<b>34,603</b>
<b>Community</b>				
BMCC	13,484	13,311	13,029	13,808
Bronx	6,089	6,242	6,300	6,402
Hostos	3,327	3,289	3,369	3,447
Kingsborough	10,989	10,855	10,522	10,783
LaGuardia	10,420	10,127	10,447	11,250
Queensborough	7,892	8,024	8,241	8,644
<b>Community College Total</b>	<b>52,202</b>	<b>51,847</b>	<b>51,908</b>	<b>54,334</b>
<b>Graduate</b>				
Graduate School	3,256	3,287	3,446	3,555
School of Journalism			72	122
School of Professional Studies		76	178	335
Law School	551	544	526	515
<b>University Total</b>	<b>157,520</b>	<b>159,193</b>	<b>163,216</b>	<b>169,225</b>

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: Colleges will meet enrollment targets for degree and adult and continuing ed enrollment; mean SATs/CAAs of baccalaureate entrants will rise.

**First-time Freshmen**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	1,718	1,641	1,508	1,479
Brooklyn	1,215	1,413	1,379	1,322
City	1,215	1,326	1,565	1,831
Hunter	1,876	1,837	1,864	1,906
Lehman	873	804	932	886
Queens	1,384	1,509	1,662	1,778
York	764	780	693	1,017
<b>Senior College Total</b>	<b>9,045</b>	<b>9,310</b>	<b>9,603</b>	<b>10,219</b>
<b>Comprehensive</b>				
John Jay	2,706	2,704	2,783	2,813
Medgar Evers	722	787	943	891
NYCCT	2,471	2,499	2,883	2,844
Staten Island	2,250	2,198	2,281	2,479
<b>Comprehensive College Total</b>	<b>8,149</b>	<b>8,188</b>	<b>8,890</b>	<b>9,027</b>
<b>Community</b>				
BMCC	3,334	3,198	3,337	3,904
Bronx	1,495	1,457	1,611	1,697
Hostos	772	721	786	813
Kingsborough	1,941	1,970	1,977	2,136
LaGuardia	2,107	2,080	2,419	2,573
Queensborough	2,329	2,464	2,615	2,812
<b>Community College Total</b>	<b>11,978</b>	<b>11,890</b>	<b>12,745</b>	<b>13,935</b>
<b>University Total</b>	<b>29,172</b>	<b>29,388</b>	<b>31,238</b>	<b>33,231</b>

Note: The university total for fall 2007 includes 50 first-time freshmen enrolled in the School of Professional Studies.

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: Colleges will meet enrollment targets for degree and adult and continuing ed enrollment; mean SATs/CAAs of baccalaureate entrants will rise.

**Transfers**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	1,299	1,282	1,337	1,397
Brooklyn	1,490	1,521	1,590	1,694
City	1,144	1,115	1,129	1,196
Hunter	1,438	1,490	1,616	1,542
Lehman	1,097	1,090	1,184	1,061
Queens	1,642	1,812	1,938	1,951
York	642	727	590	694
<b>Senior College Total</b>	<b>8,752</b>	<b>9,037</b>	<b>9,384</b>	<b>9,535</b>
<b>Comprehensive</b>				
John Jay	1,218	1,022	1,080	997
Medgar Evers	630	488	631	561
NYCCT	768	848	1,022	942
Staten Island	821	651	1,007	1,175
<b>Comprehensive College Total</b>	<b>3,437</b>	<b>3,009</b>	<b>3,740</b>	<b>3,675</b>
<b>Community</b>				
BMCC	1,784	1,791	1,542	1,688
Bronx	836	738	753	697
Hostos	523	410	497	522
Kingsborough	1,379	1,316	1,359	1,416
LaGuardia	1,284	1,136	1,453	1,399
Queensborough	861	962	959	907
<b>Community College Total</b>	<b>6,667</b>	<b>6,353</b>	<b>6,563</b>	<b>6,629</b>
<b>Graduate</b>				
School of Professional Studies			239	218
<b>University Total</b>	<b>18,856</b>	<b>18,399</b>	<b>19,926</b>	<b>20,057</b>

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: Colleges will meet enrollment targets for degree and adult and continuing ed enrollment; mean SATs/CAAs of baccalaureate entrants will rise.

**Total Undergraduates**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	12,734	12,844	12,796	12,863
Brooklyn	11,172	11,364	12,111	12,495
City	9,098	9,418	10,231	11,181
Hunter	15,361	15,631	15,805	15,718
Lehman	8,108	8,442	8,747	8,864
Queens	12,628	13,018	13,662	14,618
York	5,743	5,882	6,197	6,682
<b>Senior College Total</b>	<b>74,844</b>	<b>76,599</b>	<b>79,549</b>	<b>82,421</b>
<b>Comprehensive</b>				
John Jay	12,252	12,436	12,784	12,896
Medgar Evers	5,170	5,211	5,561	5,550
NYCCT	11,772	12,439	13,368	13,502
Staten Island	11,130	10,920	11,263	11,588
<b>Comprehensive College Total</b>	<b>40,324</b>	<b>41,006</b>	<b>42,976</b>	<b>43,536</b>
<b>Community</b>				
BMCC	18,854	18,776	18,457	19,259
Bronx	8,367	8,470	8,717	9,003
Hostos	4,340	4,477	4,697	5,112
Kingsborough	15,356	15,265	14,687	14,962
LaGuardia	13,592	13,489	14,185	15,169
Queensborough	12,798	12,838	13,150	13,359
<b>Community College Total</b>	<b>73,307</b>	<b>73,315</b>	<b>73,893</b>	<b>76,864</b>
<b>Graduate</b>				
School of Professional Studies		8	255	694
<b>University Total</b>	<b>188,475</b>	<b>190,928</b>	<b>196,673</b>	<b>203,515</b>

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: Colleges will meet enrollment targets for degree and adult and continuing ed enrollment; mean SATs/CAAs of baccalaureate entrants will rise.

**New Graduates**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	958	961	991	1,064
Brooklyn	1,045	982	901	1,010
City	659	708	847	940
Hunter	1,012	955	909	950
Lehman	291	265	358	383
Queens	1,325	1,108	1,215	1,062
York		0	0	0
<b>Senior College Total</b>	<b>5,290</b>	<b>4,979</b>	<b>5,221</b>	<b>5,409</b>
<b>Comprehensive</b>				
John Jay	521	585	506	567
Staten Island	312	217	219	203
<b>Comprehensive College Total</b>	<b>833</b>	<b>802</b>	<b>725</b>	<b>770</b>
<b>Graduate</b>				
Graduate School	726	753	713	725
School of Journalism			57	50
School of Professional Studies		65	41	58
Law School	153	168	143	146
<b>University Total</b>	<b>7,002</b>	<b>6,767</b>	<b>6,900</b>	<b>7,158</b>

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: Colleges will meet enrollment targets for degree and adult and continuing ed enrollment; mean SATs/CAAs of baccalaureate entrants will rise.

**Total Graduates**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	2,803	2,912	2,934	3,234
Brooklyn	4,212	3,917	3,836	3,592
City	3,001	2,942	2,924	3,211
Hunter	4,882	5,212	5,094	5,127
Lehman	2,173	2,173	2,067	2,058
Queens	4,767	4,620	4,445	4,110
York		17	39	45
<b>Senior College Total</b>	<b>21,838</b>	<b>21,793</b>	<b>21,339</b>	<b>21,377</b>
<b>Comprehensive</b>				
John Jay	1,828	1,859	1,861	1,945
Staten Island	1,312	1,163	1,050	929
<b>Comprehensive College Total</b>	<b>3,140</b>	<b>3,022</b>	<b>2,911</b>	<b>2,874</b>
<b>Graduate</b>				
Graduate School	4,234	4,313	4,445	4,543
School of Journalism			57	99
School of Professional Studies		233	112	132
Law School	447	438	425	420
<b>University Total</b>	<b>29,659</b>	<b>29,799</b>	<b>29,289</b>	<b>29,445</b>

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: Colleges will meet enrollment targets for degree and adult and continuing ed enrollment; mean SATs/CAAs of baccalaureate entrants will rise.

*New Indicator*

**Context: Ratio of FTEs to Headcount in Baccalaureate Programs**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	0.815	0.827	0.826	0.825
Brooklyn	0.790	0.789	0.799	0.804
City	0.783	0.784	0.793	0.797
Hunter	0.758	0.775	0.776	0.784
Lehman	0.752	0.751	0.765	0.769
Queens	0.801	0.801	0.801	0.808
York	0.753	0.759	0.760	0.772
<b>Senior College Average</b>	<b>0.782</b>	<b>0.788</b>	<b>0.792</b>	<b>0.797</b>
<b>Comprehensive</b>				
John Jay	0.800	0.811	0.804	0.811
Medgar Evers	0.701	0.727	0.724	0.730
NYCCT	0.766	0.743	0.743	0.735
Staten Island	0.807	0.803	0.823	0.822
<b>Comprehensive College Average</b>	<b>0.787</b>	<b>0.787</b>	<b>0.786</b>	<b>0.787</b>
<b>University Average</b>	<b>0.783</b>	<b>0.788</b>	<b>0.791</b>	<b>0.795</b>

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

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: Colleges will meet enrollment targets for degree and adult and continuing ed enrollment; mean SATs/CAAs of baccalaureate entrants will rise.

*New Indicator*

**Context: Ratio of FTEs to Headcount in Associate Programs**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Comprehensive</b>				
John Jay	0.805	0.801	0.830	0.814
Medgar Evers	0.730	0.740	0.752	0.792
NYCCT	0.760	0.742	0.751	0.747
Staten Island	0.758	0.746	0.775	0.772
<b>Comprehensive College Average</b>	<b>0.762</b>	<b>0.753</b>	<b>0.772</b>	<b>0.770</b>
<b>Community</b>				
BMCC	0.730	0.725	0.721	0.732
Bronx	0.746	0.755	0.733	0.725
Hostos	0.817	0.794	0.777	0.747
Kingsborough	0.916	0.906	0.889	0.893
LaGuardia	0.860	0.837	0.820	0.829
Queensborough	0.694	0.696	0.699	0.707
<b>Community College Average</b>	<b>0.787</b>	<b>0.779</b>	<b>0.769</b>	<b>0.773</b>
<b>University Average</b>	<b>0.781</b>	<b>0.773</b>	<b>0.770</b>	<b>0.772</b>

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

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: Colleges will meet enrollment targets for degree and adult and continuing ed enrollment; mean SATs/CAAs of baccalaureate entrants will rise.

**Number of seats filled in Adult and Continuing Education courses**

	<u>2004-05</u>	<u>2005-06</u>	<u>2006-07</u>	<u>2007-08</u>
<b>Senior</b>				
Baruch	9,998	9,864	9,023	
Brooklyn	4,186	5,201	3,322	
City	6,451	5,181	6,529	
Hunter	14,383	14,936	14,673	
Lehman	9,040	10,139	9,175	
Queens	17,262	16,898	17,776	
York	10,103	9,685	7,428	
<b>Senior College Total</b>	<b>71,423</b>	<b>71,904</b>	<b>67,926</b>	
<b>Comprehensive</b>				
John Jay	9,832	8,707	11,208	
Medgar Evers	9,011	3,719	3,216	
NYCCT	14,315	15,381	15,503	
Staten Island	4,826	4,723	5,159	
<b>Comprehensive College Total</b>	<b>37,984</b>	<b>32,530</b>	<b>35,086</b>	
<b>Community</b>				
BMCC	12,240	12,057	9,852	
Bronx	19,436	16,929	15,457	
Hostos	6,292	9,189	8,136	
Kingsborough	19,974	20,041	20,423	
LaGuardia	41,830	48,772	55,190	
Queensborough	8,734	9,213	8,694	
<b>Community College Total</b>	<b>108,506</b>	<b>116,201</b>	<b>117,752</b>	
<b>Graduate</b>				
Graduate School	39,138	23,405	10,326	
<b>University Total</b>	<b>257,051</b>	<b>244,040</b>	<b>231,090</b>	

Note: 2007-08 figures will be available in July.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: Colleges will meet enrollment targets for degree and adult and continuing ed enrollment; mean SATs/CAAs of baccalaureate entrants will rise.

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

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	1104	1107	1120	1136
Brooklyn	1059	1053	1050	1050
City	1029	1027	1005	1000
Hunter	1065	1073	1088	1095
Lehman	930	913	907	899
Queens	1034	1036	1034	1033
York	845	835	849	845
<b>Senior College Average</b>	<b>1041</b>	<b>1041</b>	<b>1041</b>	<b>1036</b>
<hr/>				
<b>Comprehensive</b>				
John Jay	946	958	941	931
Medgar Evers	710*	853*	872	853
NYCCT	913	939	920	918
Staten Island	1041	1054	982	1015
<b>Comprehensive College Average</b>	<b>958</b>	<b>972</b>	<b>949</b>	<b>949</b>
<hr/>				
<b>University Average</b>	<b>1026</b>	<b>1029</b>	<b>1026</b>	<b>1021</b>

Note: Based on current graduates of domestic high schools.

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: Colleges will meet enrollment targets for degree and adult and continuing ed enrollment; mean SATs/CAAs of baccalaureate entrants will rise.

**Context: Mean SAT Score of regularly-admitted first-time freshmen enrolled in baccalaureate programs, excluding ESL students**

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	1109	1113	1123	1139
Brooklyn	1067	1061	1058	1058
City	1050	1043	1016	1009
Hunter	1069	1078	1089	1096
Lehman	942	918	914	906
Queens	1041	1042	1039	1039
York	850	844	856	852
<b>Senior College Average</b>	<b>1050</b>	<b>1049</b>	<b>1047</b>	<b>1043</b>
<b>Comprehensive</b>				
John Jay	949	960	943	934
Medgar Evers	710*	840*	873	855
NYCCT	920	947	922	921
Staten Island	1042	1055	985	1016
<b>Comprehensive College Average</b>	<b>962</b>	<b>974</b>	<b>951</b>	<b>951</b>
<b>University Average</b>	<b>1034</b>	<b>1036</b>	<b>1031</b>	<b>1027</b>

Note: Based on current graduates of domestic high schools. ESL students are identified as students whose first basic skills essay test was flagged as ESL.

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: Colleges will meet enrollment targets for degree and adult and continuing ed enrollment; 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 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	85.8	85.8	85.8	87.4
Brooklyn	84.5	84.3	84.4	85.1
City	84.9	84.6	84.8	85.2
Hunter	84.1	84.7	85.3	84.8
Lehman	82.3	82.2	83.1	83.5
Queens	85.1	85.0	85.6	86.0
York	76.4	76.8	79.8	79.3
<b>Senior College Average</b>	<b>84.1</b>	<b>84.2</b>	<b>84.8</b>	<b>85.0</b>
<b>Comprehensive</b>				
John Jay	80.4	79.9	80.5	81.6
Medgar Evers	73.3*	74.7*	75.1	75.2
NYCCT	77.1	76.7	77.5	78.0
Staten Island	84.9	85.3	84.4	84.5
<b>Comprehensive College Average</b>	<b>80.5</b>	<b>80.4</b>	<b>81.1</b>	<b>81.7</b>
<b>University Average</b>	<b>83.5</b>	<b>83.6</b>	<b>84.2</b>	<b>84.5</b>

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: All colleges will increase the percentage of their TIPPS equivalency evaluations by May 1, 2008.

**Percentage of course evaluations completed in TIPPS (excluding special courses, electives and non-credit courses)**

	<u>2007</u>	<u>2008</u>
<b>Senior</b>		
Baruch	81.9	83.2
Brooklyn	94.5	92.7
City	74.1	95.0
Hunter	83.2	92.6
Lehman	65.8	98.8
Queens	76.0	88.8
York	82.5	98.2
<b>Senior College Average</b>	<b>78.9</b>	<b>92.8</b>
<hr/>		
<b>Comprehensive</b>		
John Jay	61.5	98.2
Medgar Evers	81.9	81.7
NYCCT	67.3	92.1
Staten Island	66.5	74.4
<b>Comprehensive College Average</b>	<b>68.9</b>	<b>86.7</b>
<hr/>		
<b>Community</b>		
BMCC	84.9	96.1
Bronx	80.5	99.9
Hostos	82.1	99.3
Kingsborough	79.1	96.0
LaGuardia	46.6	78.9
Queensborough	99.9	98.0
<b>Community College Average</b>	<b>78.8</b>	<b>94.7</b>
<hr/>		
<b>University Average</b>	<b>76.5</b>	<b>92.0</b>

Note: Figures were computed by dividing the number of course equivalencies completed by May of the year indicated by the total number of possible course equivalencies (undergraduate courses only). Electives, non-credit courses and special courses (independent study, internships, cooperative education courses, etc.) are excluded from the base. Upper division courses at the senior colleges are included in the base for community colleges even if the community college has no equivalent course. Colleges are expected to indicate "no equivalency" in TIPPS for such courses. Courses that were not registered in the TIPPS course catalog prior to the current calendar year are excluded from the numerator and the denominator; colleges are not held accountable for evaluating new courses until the following year.

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: All colleges will increase the percentage of their TIPPS equivalency evaluations by May 1, 2008.

**Context: Percentage of evaluated courses designated as non-transferable**

	<u>2007</u>	<u>2008</u>
<b>Senior</b>		
Baruch	32.3	30.1
Brooklyn	30.1	23.6
City	25.3	22.3
Hunter	23.4	23.4
Lehman	5.9	18.3
Queens	13.5	11.5
York	23.8	23.3
<b>Senior College Average</b>	<b>22.3</b>	<b>21.8</b>
<hr/>		
<b>Comprehensive</b>		
John Jay	6.6	4.2
Medgar Evers	39.7	39.6
NYCCT	30.2	45.6
Staten Island	19.3	22.7
<b>Comprehensive College Average</b>	<b>24.8</b>	<b>27.5</b>
<hr/>		
<b>Community</b>		
BMCC	52.2	51.9
Bronx	29.0	25.2
Hostos	35.8	36.7
Kingsborough	66.7	57.0
LaGuardia	66.5	75.0
Queensborough	80.5	80.4
<b>Community College Average</b>	<b>55.1</b>	<b>53.5</b>
<hr/>		
<b>University Average</b>	<b>35.2</b>	<b>35.0</b>

Note: Values for this indicator are calculated by dividing the number of courses evaluated as non-transferable (no equivalent course) by the total number of courses evaluated by the college. Electives, non-credit and special courses (independent study, internships, cooperative education courses, etc.) are excluded, as are courses new to the TIPPS course catalog in the current calendar year.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: All colleges will increase the percentage of their TIPPS equivalency evaluations by May 1, 2008.

**Context: Number of transfers from CUNY AA/AS programs**

Baccalaureate Programs

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	355	343	351	400
Brooklyn	393	438	478	473
City	269	268	286	309
Hunter	359	358	360	374
Lehman	264	261	325	301
Queens	380	437	454	451
York	137	224	172	185
<b>Senior College Total</b>	<b>2,157</b>	<b>2,329</b>	<b>2,426</b>	<b>2,493</b>
<b>Comprehensive</b>				
John Jay	347	276	306	155
Medgar Evers	15	17	32	32
NYCCT	39	48	42	57
Staten Island	112	43	234	377
<b>Comprehensive College Total</b>	<b>513</b>	<b>384</b>	<b>614</b>	<b>621</b>
<b>University Total</b>	<b>2,670</b>	<b>2,713</b>	<b>3,040</b>	<b>3,114</b>

Note: Includes students who transferred with or without an associate degree.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: All colleges will increase the percentage of their TIPPS equivalency evaluations by May 1, 2008.

**Context: Number of transfers from CUNY AAS programs**

Baccalaureate Programs

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>				
Baruch	228	240	206	189
Brooklyn	204	213	227	231
City	145	100	79	92
Hunter	94	71	96	82
Lehman	129	127	140	121
Queens	139	101	119	111
York	76	60	53	50
<b>Senior College Total</b>	<b>1,015</b>	<b>912</b>	<b>920</b>	<b>876</b>
<b>Comprehensive</b>				
John Jay	74	53	50	66
Medgar Evers	14	6	22	33
NYCCT	128	84	105	76
Staten Island	40	15	97	178
<b>Comprehensive College Total</b>	<b>256</b>	<b>158</b>	<b>274</b>	<b>353</b>
<b>University Total</b>	<b>1,271</b>	<b>1,070</b>	<b>1,194</b>	<b>1,229</b>

Note: Includes students who transferred with or without an associate degree.

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: All colleges will increase the percentage of their TIPPS equivalency evaluations by May 1, 2008.

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

Associate Programs

	<u>2003-04</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2004-05</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2005-06</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2006-07</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>
<b>Comprehensive</b>				
John Jay	71.6	62.4	72.8	60.7
Medgar Evers	53.6	58.0	58.7	58.9
NYCCT	59.7	51.6	45.2	38.7
Staten Island	55.2	53.1	50.4	61.0
<b>Comprehensive College Average</b>	<b>57.9</b>	<b>55.7</b>	<b>56.7</b>	<b>58.5</b>
<b>Community</b>				
BMCC	51.3	48.5	49.1	46.6
Bronx	53.9	52.8	52.0	49.6
Hostos	47.0	44.7	37.2	46.6
Kingsborough	46.5	46.0	47.7	45.0
LaGuardia	45.4	42.0	46.5	46.3
Queensborough	55.4	54.3	53.0	51.8
<b>Community College Average</b>	<b>50.0</b>	<b>48.0</b>	<b>48.7</b>	<b>47.3</b>
<b>University Average</b>	<b>51.2</b>	<b>49.2</b>	<b>50.0</b>	<b>49.2</b>

Note: Transfers are those who enrolled in a baccalaureate program by the fall following graduation. For example, to be counted as a transfer, 2006-07 a graduate must enroll in a baccalaureate program by fall 2007.

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: All colleges will increase the percentage of their TIPPS equivalency evaluations by May 1, 2008.

**Context: Percentage of AAS recipients who transferred to a CUNY baccalaureate program**

Associate Programs

	<u>2003-04</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2004-05</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2005-06</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>	<u>2006-07</u> <u>Associate</u> <u>Degree</u> <u>Recipients</u>
<b>Comprehensive</b>				
Medgar Evers	6.5	25.0*	15.0*	16.7*
NYCCT	42.9	43.7	45.0	39.3
Staten Island	31.3	37.0	38.8	41.3
<b>Comprehensive College Average</b>	<b>38.8</b>	<b>41.7</b>	<b>42.7</b>	<b>39.4</b>
<b>Community</b>				
BMCC	31.8	29.3	29.1	28.1
Bronx	27.8	23.4	22.5	22.3
Hostos	22.2	24.1	18.3	20.8
Kingsborough	38.8	36.4	35.1	30.6
LaGuardia	28.9	25.4	25.0	27.7
Queensborough	26.2	20.4	20.0	17.9
<b>Community College Average</b>	<b>31.4</b>	<b>28.1</b>	<b>27.2</b>	<b>26.1</b>
<b>University Average</b>	<b>33.1</b>	<b>31.5</b>	<b>31.4</b>	<b>29.7</b>

Note: Transfers are those who enrolled in a baccalaureate program by the fall following graduation. For example, to be counted as a transfer, a 2006-07 graduate must enroll in a baccalaureate program by fall 2007.

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: All colleges will increase the percentage of their TIPPS equivalency evaluations by May 1, 2008.

**Context: Average first term GPA of transfers from AA/AS programs**

Associate Programs

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Comprehensive</b>				
John Jay	2.31	2.37	2.44	2.41
Medgar Evers	2.40	2.27	2.34	2.70
NYCCT	2.80*	2.62*	2.46	2.30
Staten Island	2.78	2.63	2.75	2.72
<b>Comprehensive College Average</b>	<b>2.50</b>	<b>2.43</b>	<b>2.60</b>	<b>2.64</b>
<b>Community</b>				
BMCC	2.53	2.60	2.59	2.56
Bronx	2.51	2.49	2.67	2.54
Hostos	2.39	2.41	2.67	2.69
Kingsborough	2.48	2.52	2.35	2.49
LaGuardia	2.55	2.61	2.69	2.57
Queensborough	2.44	2.40	2.44	2.45
<b>Community College Average</b>	<b>2.50</b>	<b>2.53</b>	<b>2.54</b>	<b>2.53</b>
<b>University Average</b>	<b>2.50</b>	<b>2.52</b>	<b>2.55</b>	<b>2.55</b>

Note: Transfers are those who enrolled in a baccalaureate program within two years of leaving the associate program (with or without the associate degree).

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

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**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: All colleges will increase the percentage of their TIPPS equivalency evaluations by May 1, 2008.

**Context: Average first term GPA of transfers from AAS programs**

Associate Programs

	<u>Fall 2004</u>	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Comprehensive</b>				
Medgar Evers	2.29*	2.56*	2.26*	2.43*
NYCCT	2.00	2.33	2.38	2.52
Staten Island	2.93	2.76	2.68	2.83
<b>Comprehensive College Average</b>	<b>2.44</b>	<b>2.53</b>	<b>2.57</b>	<b>2.74</b>
<b>Community</b>				
BMCC	2.54	2.59	2.58	2.68
Bronx	2.71	2.55	2.57	2.68
Hostos	2.52	2.49	2.59	2.45
Kingsborough	2.40	2.34	2.46	2.32
LaGuardia	2.51	2.50	2.58	2.65
Queensborough	2.47	2.43	2.32	2.59
<b>Community College Average</b>	<b>2.51</b>	<b>2.48</b>	<b>2.52</b>	<b>2.55</b>
<b>University Average</b>	<b>2.50</b>	<b>2.48</b>	<b>2.53</b>	<b>2.59</b>

Note: Transfers are those who enrolled in a baccalaureate program within two years of leaving the associate program (with or without the associate degree).

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: All colleges will increase the percentage of their TIPPS equivalency evaluations by May 1, 2008.

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

Associate Programs

	<u>Fall 2003 Transfers</u>	<u>Fall 2004 Transfers</u>	<u>Fall 2005 Transfers</u>	<u>Fall 2006 Transfers</u>
<b>Comprehensive</b>				
John Jay	77.5	77.4	83.3	79.8
Medgar Evers	75.4	73.5	70.7	77.8
NYCCT	87.0*	81.0*	64.3*	77.8
Staten Island	83.1	81.9	80.5	77.1
<b>Comprehensive College Average</b>	<b>80.3</b>	<b>78.8</b>	<b>80.2</b>	<b>78.1</b>
<b>Community</b>				
BMCC	74.8	78.2	77.6	78.4
Bronx	76.0	78.7	77.4	78.9
Hostos	69.0	77.5	76.8	78.2
Kingsborough	76.8	72.7	74.3	71.0
LaGuardia	78.6	80.9	76.5	81.4
Queensborough	78.9	76.0	74.9	79.5
<b>Community College Average</b>	<b>76.5</b>	<b>77.2</b>	<b>76.1</b>	<b>77.7</b>
<b>University Average</b>	<b>77.3</b>	<b>77.5</b>	<b>76.6</b>	<b>77.8</b>

Note: Transfers are those who enrolled in a baccalaureate program within two years of leaving the associate program (with or without the associate degree).

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs**

University Target: All colleges will increase the percentage of their TIPPS equivalency evaluations by May 1, 2008.

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

Associate Programs

	<u>Fall 2003 Transfers</u>	<u>Fall 2004 Transfers</u>	<u>Fall 2005 Transfers</u>	<u>Fall 2006 Transfers</u>
<b>Comprehensive</b>				
Medgar Evers	55.6*	57.1*	81.8*	45.5*
NYCCT	72.0	79.2	54.8*	64.9
Staten Island	76.5	83.7	86.1	80.0
<b>Comprehensive College Average</b>	<b>73.9</b>	<b>79.8</b>	<b>70.8</b>	<b>73.6</b>
<b>Community</b>				
BMCC	76.6	75.3	76.0	78.2
Bronx	57.1	72.6	74.1	75.9
Hostos	61.7	72.7	74.5	63.2*
Kingsborough	79.3	77.1	69.3	71.6
LaGuardia	77.1	72.4	71.8	80.8
Queensborough	75.8	75.0	72.2	70.3
<b>Community College Average</b>	<b>75.0</b>	<b>74.9</b>	<b>72.6</b>	<b>75.1</b>
<b>University Average</b>	<b>74.8</b>	<b>75.3</b>	<b>72.4</b>	<b>74.9</b>

Note: Transfers are those who enrolled in a baccalaureate program within two years of leaving the associate program (with or without the associate degree).

\*Based on fewer than 25 students.

## University Performance Management Process 2007-08 Year-End Report

### Goal: Enhance Financial and Management Effectiveness

#### Objective 8: Increase revenues and decrease expenses

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

#### *New Methodology*

#### Total Voluntary Support

	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u> <u>preliminary</u>
<b>Senior</b>				
Baruch	\$23,000,000	\$25,092,157	\$50,296,685	
Brooklyn	\$9,374,292	\$15,563,038	\$17,801,330	
City	\$15,244,779	\$63,000,000	\$62,913,263	
Hunter	\$13,645,753	\$13,177,707	\$18,787,308	
Lehman	\$2,242,289	\$3,370,579	\$3,060,289	
Queens	\$12,579,658	\$15,468,764	\$19,004,497	
York	\$96,230	\$108,897	\$250,000	
<b>Senior College Total</b>	<b>\$76,183,001</b>	<b>\$135,781,142</b>	<b>\$172,113,372</b>	
<b>Comprehensive</b>				
John Jay		\$530,428	\$1,290,022	
Medgar Evers	\$695,355	\$260,160	\$1,414,443	
NYCCT	\$1,086,336	\$834,519	\$1,135,505	
Staten Island	\$1,176,425	\$1,280,944	\$1,567,147	
<b>Comprehensive College Total</b>	<b>\$2,958,116</b>	<b>\$2,906,051</b>	<b>\$5,407,107</b>	
<b>Community</b>				
BMCC	\$1,501,535	\$923,654	\$9,019,102	
Bronx	\$406,376	\$1,317,594	\$1,402,104	
Hostos	\$542,731	\$335,715	\$623,934	
Kingsborough	\$142,511	\$793,552	\$974,215	
LaGuardia	\$1,140,638	\$268,771	\$905,089	
Queensborough	\$1,462,247	\$2,043,110	\$2,295,233	
<b>Community College Total</b>	<b>\$5,196,038</b>	<b>\$5,682,396</b>	<b>\$15,219,677</b>	
<b>Graduate</b>				
Graduate School	\$4,684,544	\$6,822,588	\$15,383,997	
School of Journalism	\$50,000	\$4,800,000	\$2,800,000	
Law School		\$792,789	\$873,132	
<b>University Total</b>	<b>\$89,071,699</b>	<b>\$156,784,966</b>	<b>\$243,332,023<sup>^</sup></b>	

Note: The values displayed here are those shown in last year's report. In July, when FY 2008 figures are available, this indicator will change to one that reflects a weighted, rolling, three-year average (50-30-20) of the sum of Cash In, New Pledges and Testamentary Gifts, rather than the total for a given fiscal year.

<sup>^</sup>The university total for FY 2007 includes a \$3.5 million contribution to the Macaulay Honors College.

## University Performance Management Process 2007-08 Year-End Report

### Goal: Enhance Financial and Management Effectiveness

#### Objective 8: Increase revenues and decrease expenses

University Target: Each college will achieve its productivity savings target and apply those funds to student instruction-related activities.

#### *New Methodology*

#### Productivity savings as a percentage of targeted amount

	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u>
<b>Senior</b>			
Baruch	100.0	26.1 <sup>^</sup>	
Brooklyn	282.4	100.0	
City	142.3	100.0	
Hunter	100.9	100.3	
Lehman	121.9	100.0	
Queens	100.4	100.0	
York	106.3	100.0	
<b>Senior College Average</b>	<b>144.9</b>	<b>89.5</b>	
<b>Comprehensive</b>			
John Jay	243.4	100.0	
Medgar Evers	0.0	100.0	
NYCCT	109.0	100.0	
Staten Island	124.2	100.0	
<b>Comprehensive College Average</b>	<b>119.0</b>	<b>100.0</b>	
<b>Community</b>			
BMCC	101.4	106.0	
Bronx	100.3	100.1	
Hostos	107.8	99.1	
Kingsborough	295.1	100.0	
LaGuardia	229.7	100.0	
Queensborough	106.6	100.0	
<b>Community College Average</b>	<b>163.5</b>	<b>101.1</b>	
<b>Graduate</b>			
Graduate School	100.1	100.0	
Law School	2,723.7	100.0	
<b>University Average</b>	<b>153.0</b>	<b>94.4</b>	

Note: Figures greater than 100% indicate savings over and above targeted amount.

<sup>^</sup>Baruch College offset difference with philanthropy funds.

# University Performance Management Process 2007-08 Year-End Report

## Enhance Financial and Management Effectiveness

### Objective 8: Increase revenues and decrease expenses

University Target: Every college will lower or hold constant the percentage of its tax levy budget spent on administrative services.

#### *Administrative Costs (Institutional Support Services)*

	Amount				Percent of Total			
	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>
<b>Senior</b>								
Baruch	\$22,996,138	\$23,210,869	\$23,998,853	\$24,410,444	27.7	27.3	26.8	26.2
Brooklyn	\$25,761,665	\$26,321,101	\$25,949,492	\$27,411,261	29.8	29.3	27.9	27.6
City	\$22,762,584	\$22,484,874	\$23,054,182	\$26,035,361	26.2	25.5	24.9	23.9
Hunter	\$26,680,724	\$29,967,625	\$31,710,090	\$33,534,966	27.2	28.5	28.2	27.8
Lehman	\$16,462,280	\$16,334,346	\$15,790,609	\$18,937,436	28.6	26.7	25.5	27.7
Queens	\$24,663,732	\$24,977,525	\$25,069,950	\$27,641,948	27.9	26.8	26.1	26.9
York	\$10,114,067	\$10,675,433	\$11,616,128	\$14,112,427	29.9	29.7	29.9	33.3
<b>Senior College Total/Avg</b>	<b>\$149,441,191</b>	<b>\$153,971,774</b>	<b>\$157,189,304</b>	<b>\$172,083,843</b>	<b>28.0</b>	<b>27.6</b>	<b>26.9</b>	<b>27.1</b>
<b>Comprehensive</b>								
John Jay	\$13,273,690	\$15,453,883	\$16,101,922	\$18,249,110	24.5	26.1	25.1	25.3
Medgar Evers	\$9,602,794	\$9,988,748	\$9,720,576	\$13,819,907	30.3	30.0	27.1	32.6
NYCCT	\$15,693,353	\$15,505,201	\$14,871,060	\$14,943,596	27.0	26.1	24.6	22.5
Staten Island	\$21,352,736	\$21,477,968	\$20,957,563	\$21,656,768	33.2	32.6	31.1	30.4
<b>Comprehensive College Total/Avg</b>	<b>\$59,922,573</b>	<b>\$62,425,800</b>	<b>\$61,651,120</b>	<b>\$68,669,381</b>	<b>28.8</b>	<b>28.6</b>	<b>27.1</b>	<b>27.2</b>
<b>Community</b>								
BMCC	\$25,610,871	\$30,306,800	\$30,831,293	\$31,950,140	34.0	37.6	37.2	36.6
Bronx	\$15,289,438	\$17,931,126	\$16,782,857	\$17,257,002	32.7	35.5	33.3	32.4
Hostos	\$11,545,705	\$11,802,570	\$11,927,950	\$12,814,591	34.7	34.5	34.3	34.9
Kingsborough	\$18,935,948	\$18,182,130	\$18,117,377	\$19,545,414	31.4	29.1	28.1	28.5
LaGuardia	\$17,745,365	\$18,783,767	\$20,053,286	\$21,270,696	28.6	28.9	29.4	29.6
Queensborough	\$13,918,590	\$14,216,616	\$13,742,877	\$14,869,417	27.0	26.5	24.9	24.6
<b>Community College Total/Avg</b>	<b>\$103,045,918</b>	<b>\$111,223,010</b>	<b>\$111,455,638</b>	<b>\$117,707,260</b>	<b>31.3</b>	<b>32.1</b>	<b>31.3</b>	<b>31.1</b>
<b>Graduate</b>								
Graduate School	\$13,395,040	\$13,183,151	\$14,064,514	\$15,380,065	19.2	17.8	17.6	17.2
<b>University Total/Avg</b>	<b>\$325,804,722</b>	<b>\$340,803,735</b>	<b>\$344,360,575</b>	<b>\$373,840,549</b>	<b>28.5</b>	<b>28.5</b>	<b>27.6</b>	<b>27.6</b>

Note: Includes general administration, general institutional services, and maintenance and operations (everything except instructional activities). FY 2004, 2005 and 2006 data reflect adjustments to salaries paid as a result of union contract settlements.

# University Performance Management Process 2007-08 Year-End Report

## Enhance Financial and Management Effectiveness

### Objective 8: Increase revenues and decrease expenses

University Target: Every college will lower or hold constant the percentage of its tax levy budget spent on administrative services.

#### Context: General Administration Costs

	Amount				Percent of Total			
	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>
<b>Senior</b>								
Baruch	\$5,850,403	\$6,279,072	\$6,400,329	\$6,952,629	7.0	7.4	7.2	7.5
Brooklyn	\$5,954,261	\$6,214,809	\$6,287,448	\$6,561,956	6.9	6.9	6.8	6.6
City	\$4,887,299	\$5,298,680	\$5,282,903	\$6,567,898	5.6	6.0	5.7	6.0
Hunter	\$7,249,121	\$7,803,696	\$8,167,200	\$8,535,126	7.4	7.4	7.3	7.1
Lehman	\$3,278,273	\$3,618,184	\$3,610,309	\$4,125,839	5.7	5.9	5.8	6.0
Queens	\$5,025,358	\$5,083,172	\$5,425,100	\$6,462,265	5.7	5.4	5.7	6.3
York	\$2,694,274	\$3,179,817	\$3,511,781	\$4,896,963	8.0	8.8	9.0	11.6
<b>Senior College Total/Avg</b>	<b>\$34,938,988</b>	<b>\$37,477,429</b>	<b>\$38,685,070</b>	<b>\$44,102,676</b>	<b>6.5</b>	<b>6.7</b>	<b>6.6</b>	<b>6.9</b>
<b>Comprehensive</b>								
John Jay	\$4,312,633	\$4,783,321	\$4,448,661	\$5,978,681	8.0	8.1	6.9	8.3
Medgar Evers	\$3,700,290	\$3,938,101	\$3,728,647	\$7,017,087	11.7	11.8	10.4	16.5
NYCCT	\$5,073,418	\$4,871,580	\$4,625,335	\$4,582,811	8.7	8.2	7.7	6.9
Staten Island	\$4,525,918	\$4,484,504	\$4,712,817	\$4,850,762	7.0	6.8	7.0	6.8
<b>Comprehensive College Total/Avg</b>	<b>\$17,612,259</b>	<b>\$18,077,506</b>	<b>\$17,515,459</b>	<b>\$22,429,341</b>	<b>8.5</b>	<b>8.3</b>	<b>7.7</b>	<b>8.9</b>
<b>Community</b>								
BMCC	\$11,999,993	\$16,517,620	\$16,582,859	\$14,086,099	15.9	20.5	20.0	16.1
Bronx	\$4,450,858	\$5,376,497	\$4,865,166	\$5,025,520	9.5	10.6	9.7	9.4
Hostos	\$3,346,778	\$3,373,958	\$3,592,715	\$3,835,116	10.1	9.8	10.3	10.4
Kingsborough	\$6,684,173	\$5,450,311	\$4,641,150	\$5,298,602	11.1	8.7	7.2	7.7
LaGuardia	\$4,327,905	\$4,502,612	\$4,610,449	\$5,124,367	7.0	6.9	6.8	7.1
Queensborough	\$4,064,790	\$3,948,741	\$3,579,292	\$3,785,854	7.9	7.4	6.5	6.3
<b>Community College Total/Avg</b>	<b>\$34,874,497</b>	<b>\$39,169,740</b>	<b>\$37,871,631</b>	<b>\$37,155,558</b>	<b>10.6</b>	<b>11.3</b>	<b>10.6</b>	<b>9.8</b>
<b>Graduate</b>								
Graduate School	\$2,459,135	\$2,450,717	\$2,838,593	\$3,106,833	3.5	3.3	3.6	3.5
<b>University Total/Avg</b>	<b>\$89,884,879</b>	<b>\$97,175,392</b>	<b>\$96,910,753</b>	<b>\$106,794,408</b>	<b>7.9</b>	<b>8.1</b>	<b>7.8</b>	<b>7.9</b>

Note: Includes president and provost offices, legal services, fiscal operations, campus development, and grants office. FY 2004, 2005 and 2006 data reflect adjustments to salaries paid as a result of union contract settlements.

# University Performance Management Process 2007-08 Year-End Report

## Enhance Financial and Management Effectiveness

### Objective 8: Increase revenues and decrease expenses

University Target: Every college will lower or hold constant the percentage of its tax levy budget spent on administrative services.

#### Context: General Institutional Services Costs

	Amount				Percent of Total			
	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>
<b>Senior</b>								
Baruch	\$10,103,885	\$9,778,382	\$10,229,781	\$10,773,613	12.2	11.5	11.4	11.6
Brooklyn	\$10,743,342	\$9,821,908	\$10,950,671	\$11,567,547	12.4	10.9	11.8	11.7
City	\$7,916,235	\$7,076,054	\$7,797,703	\$8,551,872	9.1	8.0	8.4	7.9
Hunter	\$7,271,981	\$8,692,954	\$9,767,649	\$10,401,077	7.4	8.3	8.7	8.6
Lehman	\$6,094,033	\$5,471,575	\$5,357,676	\$6,629,658	10.6	8.9	8.6	9.7
Queens	\$8,631,898	\$8,858,950	\$9,294,448	\$10,025,216	9.8	9.5	9.7	9.8
York	\$2,953,770	\$3,011,362	\$3,447,990	\$4,153,781	8.7	8.4	8.9	9.8
<b>Senior College Total/Avg</b>	<b>\$53,715,143</b>	<b>\$52,711,185</b>	<b>\$56,845,918</b>	<b>\$62,102,764</b>	<b>10.1</b>	<b>9.4</b>	<b>9.7</b>	<b>9.8</b>
<b>Comprehensive</b>								
John Jay	\$5,133,321	\$5,821,886	\$6,432,926	\$7,461,730	9.5	9.8	10.0	10.3
Medgar Evers	\$2,835,954	\$2,727,916	\$2,682,657	\$3,003,858	8.9	8.2	7.5	7.1
NYCCT	\$6,405,237	\$6,271,678	\$6,009,360	\$6,129,738	11.0	10.6	10.0	9.2
Staten Island	\$7,909,339	\$7,031,061	\$7,144,646	\$7,421,927	12.3	10.7	10.6	10.4
<b>Comprehensive College Total/Avg</b>	<b>\$22,283,850</b>	<b>\$21,852,541</b>	<b>\$22,269,588</b>	<b>\$24,017,253</b>	<b>10.7</b>	<b>10.0</b>	<b>9.8</b>	<b>9.5</b>
<b>Community</b>								
BMCC	\$5,396,825	\$5,733,589	\$6,030,633	\$8,367,095	7.2	7.1	7.3	9.6
Bronx	\$5,106,089	\$5,002,845	\$5,141,849	\$5,340,383	10.9	9.9	10.2	10.0
Hostos	\$3,959,872	\$4,020,898	\$4,284,077	\$4,571,401	11.9	11.7	12.3	12.4
Kingsborough	\$5,657,203	\$5,108,847	\$5,893,201	\$6,803,935	9.4	8.2	9.1	9.9
LaGuardia	\$6,867,863	\$7,008,998	\$7,830,248	\$8,240,062	11.1	10.8	11.5	11.4
Queensborough	\$4,576,759	\$4,438,239	\$4,791,436	\$4,960,859	8.9	8.3	8.7	8.2
<b>Community College Total/Avg</b>	<b>\$31,564,611</b>	<b>\$31,313,417</b>	<b>\$33,971,445</b>	<b>\$38,283,735</b>	<b>9.6</b>	<b>9.0</b>	<b>9.5</b>	<b>10.1</b>
<b>Graduate</b>								
Graduate School	\$5,922,164	\$5,737,360	\$6,036,411	\$6,803,054	8.5	7.8	7.6	7.6
<b>University Total/Avg</b>	<b>\$113,485,768</b>	<b>\$111,614,504</b>	<b>\$119,123,361</b>	<b>\$131,206,806</b>	<b>9.9</b>	<b>9.3</b>	<b>9.5</b>	<b>9.7</b>

Note: Includes mail and printing, institutional research, public relations, computing and telephone services, and security. FY 2004, 2005 and 2006 data reflect adjustments to salaries paid as a result of union contract settlements.

# University Performance Management Process 2007-08 Year-End Report

## Enhance Financial and Management Effectiveness

### Objective 8: Increase revenues and decrease expenses

University Target: Every college will lower or hold constant the percentage of its tax levy budget spent on administrative services.

#### Context: Maintenance and Operations Costs

	Amount				Percent of Total			
	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2006</u>	<u>FY 2004</u>	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>
<b>Senior</b>								
Baruch	\$7,041,850	\$7,153,415	\$7,368,742	\$6,684,202	8.5	8.4	8.2	7.2
Brooklyn	\$9,064,062	\$10,284,384	\$8,711,373	\$9,281,758	10.5	11.4	9.4	9.4
City	\$9,959,050	\$10,110,140	\$9,973,577	\$10,915,591	11.5	11.5	10.8	10.0
Hunter	\$12,159,623	\$13,470,975	\$13,775,241	\$14,598,763	12.4	12.8	12.2	12.1
Lehman	\$7,089,975	\$7,244,587	\$6,822,624	\$8,181,939	12.3	11.8	11.0	12.0
Queens	\$11,006,476	\$11,035,404	\$10,350,402	\$11,154,467	12.5	11.8	10.8	10.8
York	\$4,466,024	\$4,484,254	\$4,656,357	\$5,061,683	13.2	12.5	12.0	12.0
<b>Senior College Total/Avg</b>	<b>\$60,787,060</b>	<b>\$63,783,159</b>	<b>\$61,658,316</b>	<b>\$65,878,403</b>	<b>11.4</b>	<b>11.4</b>	<b>10.6</b>	<b>10.4</b>
<b>Comprehensive</b>								
John Jay	\$3,827,737	\$4,848,677	\$5,220,335	\$4,808,699	7.1	8.2	8.1	6.7
Medgar Evers	\$3,066,550	\$3,322,731	\$3,309,272	\$3,798,962	9.7	10.0	9.2	9.0
NYCCT	\$4,214,699	\$4,361,942	\$4,236,365	\$4,231,047	7.3	7.3	7.0	6.4
Staten Island	\$8,917,479	\$9,962,404	\$9,100,101	\$9,384,079	13.9	15.1	13.5	13.2
<b>Comprehensive College Total/Avg</b>	<b>\$20,026,464</b>	<b>\$22,495,753</b>	<b>\$21,866,073</b>	<b>\$22,222,787</b>	<b>9.6</b>	<b>10.3</b>	<b>9.6</b>	<b>8.8</b>
<b>Community</b>								
BMCC	\$8,214,054	\$8,055,592	\$8,217,801	\$9,496,946	10.9	10.0	9.9	10.9
Bronx	\$5,732,491	\$7,551,784	\$6,775,842	\$6,891,099	12.2	14.9	13.4	12.9
Hostos	\$4,239,055	\$4,407,713	\$4,051,158	\$4,408,074	12.7	12.9	11.6	12.0
Kingsborough	\$6,594,572	\$7,622,972	\$7,583,025	\$7,442,877	11.0	12.2	11.8	10.9
LaGuardia	\$6,549,597	\$7,272,156	\$7,612,588	\$7,906,267	10.6	11.2	11.2	11.0
Queensborough	\$5,277,041	\$5,829,636	\$5,372,149	\$6,122,704	10.2	10.9	9.7	10.1
<b>Community College Total/Avg</b>	<b>\$36,606,810</b>	<b>\$40,739,853</b>	<b>\$39,612,562</b>	<b>\$42,267,967</b>	<b>11.1</b>	<b>11.8</b>	<b>11.1</b>	<b>11.2</b>
<b>Graduate</b>								
Graduate School	\$5,013,741	\$4,995,074	\$5,189,510	\$5,470,178	7.2	6.8	6.5	6.1
<b>University Total/Avg</b>		<b>\$132,013,839</b>	<b>\$128,326,461</b>	<b>\$135,839,335</b>	<b>10.7</b>	<b>11.0</b>	<b>10.3</b>	<b>10.0</b>

Note: Includes administrative, maintenance and custodial activities associated with the college's physical plant. FY 2004, 2005 and 2006 data reflect adjustments to salaries paid as a result of union contract settlements.

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 8: Increase revenues and decrease expenses**

University Target: Contract/grant awards will rise 5% CUNY-wide.

*New Methodology*

**Context: Percentage of Total Award Dollars that are for Research**

	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u> <u>preliminary</u>
<b>Senior</b>				
Baruch	48.7	53.7	52.5	
Brooklyn	34.3	39.9	43.7	
City	80.3	75.6	80.2	
Hunter	57.0	58.0	54.8	
Lehman	34.0	24.2	27.7	
Queens	51.8	53.9	51.0	
York	10.5	43.4	15.0	
<b>Senior College Total</b>	<b>56.9</b>	<b>55.4</b>	<b>56.3</b>	
<b>Comprehensive</b>				
John Jay	20.1	30.9	39.0	
Medgar Evers	15.6	6.8	4.7	
NYCCT	3.7	2.2	2.1	
Staten Island	20.5	46.6	22.5	
<b>Comprehensive College Total</b>	<b>15.6</b>	<b>23.4</b>	<b>21.0</b>	
<b>Community</b>				
BMCC	10.3	2.9	1.2	
Bronx	0.7	7.0	0.4	
Hostos	9.0	8.6	0.5	
Kingsborough	13.5	10.7	5.0	
LaGuardia	2.4	7.9	3.0	
Queensborough	12.4	1.6	5.6	
<b>Community College Total</b>	<b>5.7</b>	<b>6.5</b>	<b>2.6</b>	
<b>Graduate</b>				
Graduate School	61.0	45.8	43.4	
School of Journalism			77.9	
Law School	0.0	0.0	0.0	
<b>University Total</b>	<b>42.9</b>	<b>41.4</b>	<b>40.9</b>	

Note: This indicator is calculated as research dollars divided by total awards for a given fiscal year.

## University Performance Management Process 2007-08 Year-End Report

### Goal: Enhance Financial and Management Effectiveness

#### Objective 8: Increase revenues and decrease expenses

University Target: Contract/grant awards will rise 5% CUNY-wide.

#### *New Methodology*

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

	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u> <u>preliminary</u>
<b>Senior</b>				
Baruch	\$3,695,408	\$4,512,675	\$4,763,520	
Brooklyn	\$10,029,911	\$11,488,483	\$12,618,228	
City	\$38,492,762	\$38,586,123	\$40,279,622	
Hunter	\$39,849,722	\$39,864,685	\$37,361,993	
Lehman	\$13,722,055	\$16,210,917	\$16,951,744	
Queens	\$16,281,379	\$18,430,264	\$18,634,893	
York	\$4,694,105	\$6,041,668	\$5,184,664	
<b>Senior College Total</b>	<b>\$126,765,342</b>	<b>\$135,134,815</b>	<b>\$135,794,664</b>	
<b>Comprehensive</b>				
John Jay	\$7,604,670	\$6,583,688	\$9,705,446	
Medgar Evers	\$6,307,224	\$7,758,782	\$8,057,150	
NYCCT	\$4,775,650	\$5,790,224	\$6,271,530	
Staten Island	\$8,557,022	\$9,546,013	\$8,990,931	
<b>Comprehensive College Total</b>	<b>\$27,244,566</b>	<b>\$29,678,706</b>	<b>\$33,025,057</b>	
<b>Community</b>				
BMCC	\$5,883,889	\$7,665,563	\$6,231,737	
Bronx	\$8,095,602	\$7,677,016	\$7,244,448	
Hostos	\$2,345,189	\$2,830,744	\$3,351,333	
Kingsborough	\$3,010,592	\$3,529,371	\$4,566,973	
LaGuardia	\$13,824,250	\$14,634,607	\$12,984,479	
Queensborough	\$2,755,451	\$2,656,446	\$3,464,844	
<b>Community College Total</b>	<b>\$35,914,972</b>	<b>\$38,993,747</b>	<b>\$37,843,814</b>	
<b>Graduate</b>				
Graduate School	\$13,380,461	\$13,365,270	\$14,208,620	
School of Journalism			\$225,735^	
Law School	\$245,150	\$215,200	\$240,798	
<b>University Total</b>	<b>\$203,550,491</b>	<b>\$217,387,738</b>	<b>\$221,225,820</b>	

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. FY 2008 figures will be available in July.

## University Performance Management Process 2007-08 Year-End Report

**Goal: Enhance Financial and Management Effectiveness**

**Objective 8: Increase revenues and decrease expenses**

University Target: Indirect cost recovery ratios will improve CUNY-wide.

**Indirect cost recovery as a percentage of overall activity**

	<u>FY 2005</u>	<u>FY 2006</u>	<u>FY 2007</u>	<u>FY 2008</u> <u>preliminary</u>
<b>Senior</b>				
Baruch	9.3	8.2	7.6	
Brooklyn	9.1	13.1	20.9	
City	18.2	17.4	21.8	
Hunter	16.9	14.5	16.7	
Lehman	12.8	13.9	17.0	
Queens	9.7	7.9	11.1	
York	10.7	13.0	13.0	
<b>Senior College Average</b>	<b>14.7</b>	<b>14.0</b>	<b>17.3</b>	
<b>Comprehensive</b>				
John Jay	9.9	8.3	10.7	
Medgar Evers	7.8	7.7	7.7	
NYCCT	5.6	4.3	7.2	
Staten Island	11.6	10.0	9.3	
<b>Comprehensive College Average</b>	<b>8.9</b>	<b>7.7</b>	<b>7.2</b>	
<b>Community</b>				
BMCC	7.1	5.8	8.3	
Bronx	7.4	7.2	10.1	
Hostos	5.0	5.5	6.2	
Kingsborough	5.3	5.8	6.4	
LaGuardia	7.0	6.7	7.1	
Queensborough	5.5	7.1	6.0	
<b>Community College Average</b>	<b>6.7</b>	<b>6.4</b>	<b>7.6</b>	
<b>Graduate</b>				
Graduate School	12.7	12.3	12.3	
School of Journalism	12.7	12.3	0.0	
Law School	3.1	3.4	2.4	
<b>University Average</b>	<b>12.2</b>	<b>11.6</b>	<b>14.8</b>	

Note: FY 2007 figures have been revised to reflect final data. Preliminary FY 2008 figures will be available in July.

## University Performance Management Process 2007-08 Year-End Report

### Goal: Enhance Financial and Management Effectiveness

#### Objective 9: Improve administrative services

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

#### Student satisfaction with administrative services

	<u>2006</u>	<u>2008</u>
<b>Senior</b>		
Baruch	2.85	2.68
Brooklyn	2.78	2.76
City	2.93	2.80
Hunter	2.64	2.56
Lehman	2.98	2.84
Queens	2.97	2.80
York	2.89	2.67
<b>Senior College Average</b>	<b>2.85</b>	<b>2.72</b>
<hr/>		
<b>Comprehensive</b>		
John Jay	3.01	2.89
Medgar Evers	2.91	2.93
NYCCT	2.97	2.82
Staten Island	2.90	2.94
<b>Comprehensive College Average</b>	<b>2.95</b>	<b>2.89</b>
<hr/>		
<b>Community</b>		
BMCC	2.94	2.87
Bronx	2.82	2.82
Hostos	2.96	2.95
Kingsborough	2.97	2.94
LaGuardia	2.78	2.81
Queensborough	2.99	2.84
<b>Community College Average</b>	<b>2.91</b>	<b>2.87</b>
<hr/>		
<b>University Average</b>	<b>2.89</b>	<b>2.81</b>

Note: This indicator is based on responses to the Student Experience Survey administered every two years by the Office of Institutional Research and Assessment. This measure is based on responses to items about satisfaction with administrative services: registration procedures, testing office, financial aid services, and billing and payment procedures. For each item, students were asked to report their satisfaction level (1=very dissatisfied, 2=dissatisfied, 3=satisfied, 4=very satisfied). Scores for each student were calculated by combining items with valid (non-missing) responses (a response of "no opinion" was considered missing), and then college averages were computed. All items in this measure are weighted equally.

## University Performance Management Process 2007-08 Year-End Report

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### Goal: Enhance Financial and Management Effectiveness

#### Objective 9: Improve administrative services

University Target: The percentage of instruction delivered on Fridays, nights, or weekends will rise CUNY-wide, to better serve students and use facilities fully.

#### Percentage of FTEs offered on Fridays, evenings or weekends

	<u>Fall 2005</u>	<u>Fall 2006</u>	<u>Fall 2007</u>
<b>Senior</b>			
Baruch	46.9	45.9	48.1
Brooklyn	46.8	46.3	45.0
City	41.3	40.5	41.4
Hunter	54.7	55.0	54.9
Lehman	50.6	49.5	49.5
Queens	47.9	46.3	45.2
York	50.4	52.1	51.8
<b>Senior College Average</b>	<b>48.6</b>	<b>47.9</b>	<b>47.9</b>
<b>Comprehensive</b>			
John Jay	35.9	37.4	38.9
Medgar Evers	52.4	50.9	52.3
NYCCT	45.0	44.9	44.4
Staten Island	53.9	54.3	53.7
<b>Comprehensive College Average</b>	<b>45.2</b>	<b>45.7</b>	<b>46.1</b>
<b>Community</b>			
BMCC	48.8	44.7	44.7
Bronx	41.9	41.1	38.6
Hostos	35.2	32.1	36.8
Kingsborough	24.3	25.4	24.4
LaGuardia	39.4	38.3	38.2
Queensborough	33.1	32.3	33.2
<b>Community College Average</b>	<b>38.2</b>	<b>36.7</b>	<b>36.7</b>
<b>University Average</b>	<b>44.5</b>	<b>43.8</b>	<b>43.8</b>