



# **Performance Management Process Data Book**

**FINAL**

**2015-16**

**Year-End University Report**

**Office of Institutional Research and Assessment  
July 29, 2016**

# 2015-16 PMP Data Book

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

### Percentage of annual instructional FTEs delivered by full-time faculty

	2010-11	2011-12	2012-13	2013-14	2014-15
Baruch	52.8	51.2	49.9	50.6	52.0
Brooklyn	44.1	44.8	49.3	53.9	53.4
City	51.7	51.1	47.9	50.1	48.6
Hunter	38.9	36.7	35.7	39.7	38.7
John Jay	39.8	36.7	38.1	39.2	37.3
Lehman	47.9	51.7	52.4	53.3	50.9
Queens	46.1	43.8	44.1	44.4	42.4
York	55.9	50.0	45.6	47.7	45.5
<b>Senior College Average</b>	<b>46.1</b>	<b>44.8</b>	<b>44.5</b>	<b>46.5</b>	<b>45.6</b>
Medgar Evers	44.6	41.9	42.5	46.2	45.3
NYCCT	46.6	45.9	44.4	43.0	40.8
Staten Island	34.9	38.3	36.5	36.7	36.8
<b>Comprehensive College Average</b>	<b>41.5</b>	<b>42.1</b>	<b>40.8</b>	<b>40.8</b>	<b>40.0</b>
BMCC	44.3	45.9	48.8	56.7	52.7
Bronx	57.0	54.7	57.5	59.5	58.6
Guttman	---	---	65.4	59.4	61.3
Hostos	56.1	53.8	55.4	54.7	51.8
Kingsborough	54.6	54.8	57.1	59.3	57.5
LaGuardia	41.0	39.4	39.6	40.4	45.2
Queensborough	52.2	49.8	59.7	60.1	57.9
<b>Community College Average</b>	<b>49.5</b>	<b>48.6</b>	<b>50.8</b>	<b>53.4</b>	<b>53.6</b>
<b>University Average</b>	<b>46.7</b>	<b>45.9</b>	<b>46.8</b>	<b>48.6</b>	<b>47.8</b>

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



# University Performance Management Process 2015-16 Year-End Report

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

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

	2010-11	2011-12	2012-13	2013-14	2014-15
Baruch	49.4	49.0	47.3	48.1	49.9
Brooklyn	42.7	43.1	47.7	53.6	52.7
City	49.4	48.7	44.1	45.9	44.6
Hunter	35.9	32.8	31.4	36.0	36.3
John Jay	37.1	33.9	35.8	36.9	34.9
Lehman	44.1	48.1	49.5	50.3	48.3
Queens	43.1	41.0	41.3	41.1	39.2
York	55.6	49.7	45.3	47.1	44.9
<b>Senior College Average</b>	<b>43.6</b>	<b>42.3</b>	<b>41.8</b>	<b>43.9</b>	<b>43.4</b>
Medgar Evers	44.6	41.9	42.5	46.2	45.3
NYCCT	46.6	45.9	44.4	43.0	40.8
Staten Island	33.4	36.5	34.8	34.9	34.7
<b>Comprehensive College Average</b>	<b>41.1</b>	<b>41.5</b>	<b>40.3</b>	<b>40.1</b>	<b>39.4</b>
BMCC	44.3	45.9	48.8	56.7	52.7
Bronx	57.0	54.7	57.5	59.5	58.6
Guttman	---	---	65.4	59.4	61.3
Hostos	56.1	53.8	55.4	54.7	51.8
Kingsborough	54.6	54.8	57.1	59.3	57.5
LaGuardia	41.0	39.4	39.6	40.4	45.2
Queensborough	52.2	49.8	59.7	60.1	57.9
<b>Community College Average</b>	<b>49.5</b>	<b>48.6</b>	<b>50.8</b>	<b>53.4</b>	<b>53.6</b>
<b>University Average</b>	<b>45.6</b>	<b>44.8</b>	<b>45.8</b>	<b>47.7</b>	<b>47.0</b>

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



# University Performance Management Process 2015-16 Year-End Report

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

### Ratio of FTE student to full-time faculty

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Baruch	29.9	29.0	26.6	26.7	28.3
Brooklyn	23.3	22.6	23.0	22.9	24.6
City	20.5	20.3	18.9	18.7	19.0
Hunter	23.4	23.9	23.3	23.6	24.4
John Jay	29.7	29.1	28.6	28.1	28.1
Lehman	22.7	20.8	21.7	22.2	23.3
Queens	25.1	24.6	23.2	24.2	24.3
York	28.1	30.5	30.1	30.6	30.0
<b>Senior College Average</b>	<b>24.8</b>	<b>24.5</b>	<b>23.7</b>	<b>23.9</b>	<b>24.6</b>
Medgar Evers	30.1	29.1	27.7	27.9	28.7
NYCCT	30.2	29.1	30.0	29.3	29.7
Staten Island	31.1	31.4	30.1	30.5	28.6
<b>Comprehensive College Average</b>	<b>30.5</b>	<b>30.0</b>	<b>29.6</b>	<b>29.5</b>	<b>29.1</b>
BMCC	42.9	39.4	34.4	36.7	37.2
Bronx	27.8	27.2	26.6	25.9	25.1
Guttman	---	20.0	22.1	21.7	21.6
Hostos	29.8	26.7	26.9	26.5	27.2
Kingsborough	41.1	38.9	37.9	36.6	35.4
LaGuardia	44.1	39.3	40.8	36.6	35.5
Queensborough	34.5	29.4	29.7	29.0	27.9
<b>Community College Average</b>	<b>37.8</b>	<b>34.4</b>	<b>33.3</b>	<b>32.7</b>	<b>32.1</b>
Graduate Center	22.6	22.8	19.9	18.4	18.1
Law School	13.7	13.4	11.4	9.7	11.6
<b>University Average</b>	<b>29.1</b>	<b>28.0</b>	<b>27.1</b>	<b>27.1</b>	<b>27.3</b>

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



# University Performance Management Process 2015-16 Year-End Report

## Goal A.2 - Increase faculty scholarship and research impact

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

	2009-2011	2010-2012	2011-2013	2012-2014	2013-2015
Baruch	0.7	0.8	0.8	0.8	1.0
Brooklyn	1.0	1.0	1.0	1.2	1.1
City	1.5	1.9	1.9	2.1	2.1
Hunter	1.4	1.5	1.6	1.7	1.9
John Jay	0.5	0.9	1.1	1.4	1.6
Lehman	0.8	1.2	1.2	1.1	1.2
Queens	1.9	2.1	2.2	2.2	2.1
York	0.6	0.9	0.9	0.9	0.8
<b>Senior College Average</b>	<b>1.2</b>	<b>1.3</b>	<b>1.4</b>	<b>1.5</b>	<b>1.6</b>
Medgar Evers	0.0	0.2	0.3	0.7	0.7
NYCCT	0.5	0.6	0.7	0.7	0.8
Staten Island	0.8	1.0	1.1	1.2	1.2
<b>Comprehensive College Average</b>	<b>0.6</b>	<b>0.7</b>	<b>0.8</b>	<b>0.9</b>	<b>0.9</b>
BMCC	0.1	0.3	0.4	0.6	0.7
Bronx	0.2	0.2	0.3	0.3	0.3
Guttman	---	---	---	0.4	0.8
Hostos	0.6	0.7	0.8	0.5	0.5
Kingsborough	0.5	0.5	0.5	0.5	0.6
LaGuardia	0.3	0.3	0.3	0.3	0.4
Queensborough	0.4	0.5	0.5	0.5	0.6
<b>Community College Average</b>	<b>0.3</b>	<b>0.4</b>	<b>0.4</b>	<b>0.5</b>	<b>0.5</b>
Graduate Center	1.2	1.3	1.6	1.7	1.8
School of Journalism	0.5	0.7	1.3	1.4	1.5
School of Professional Studies	0.0	0.7	0.7	0.8	0.9
Law School	0.1	0.1	0.1	0.2	0.2
<b>University Average</b>	<b>0.9</b>	<b>1.0</b>	<b>1.1</b>	<b>1.1</b>	<b>1.2</b>

Note: Data are from the CUNY Faculty Scholarship Collection, counting books authored, book chapters, conference presentations published as proceedings, peer reviewed journal articles, exhibits at curated art shows, direction/choreography/dramaturgy/design, music composition published/performed, plays produced/performed, poems or short stories published, and peer-reviewed technical or policy reports. The Journalism School's scholarship includes these plus published newspaper or magazine articles and reviews or commentaries. The Graduate School's scholarship reported here reflects scholarship of just the Central Line faculty, and not also consortial faculty who are based on other CUNY campuses. Annual averages are computed as the number of works reported for a given calendar year divided by the number of faculty required to report scholarship (full-time professorial faculty who were active both semesters of the calendar year). The weighted 3-year rolling average is calculated as Calendar Year (CY)\*0.5 + (CY-1)\*0.3 + (CY-2)\*0.2. The University averages reflect scholarship and creative activity at the graduate and professional schools. Some figures for previous years have been revised slightly since the production of the 2014-15 PMP report.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.2 - Increase faculty scholarship and research impact

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

	2011	2012	2013	2014	2015
Baruch	0.7	0.8	0.9	0.7	1.1
Brooklyn	1.0	1.0	1.0	1.5	1.0
City	1.7	2.2	1.9	2.3	2.2
Hunter	1.5	1.5	1.6	1.8	2.1
John Jay	0.5	1.2	1.2	1.5	1.9
Lehman	1.1	1.4	1.2	1.1	1.2
Queens	2.3	2.2	2.1	2.3	1.9
York	0.6	1.1	0.8	0.8	0.8
<b>Senior College Average</b>	<b>1.3</b>	<b>1.5</b>	<b>1.4</b>	<b>1.6</b>	<b>1.6</b>
Medgar Evers	0.1	0.3	0.3	1.1	0.5
NYCCT	0.6	0.7	0.7	0.7	0.8
Staten Island	1.0	1.2	1.1	1.2	1.1
<b>Comprehensive College Average</b>	<b>0.7</b>	<b>0.8</b>	<b>0.8</b>	<b>1.0</b>	<b>0.9</b>
BMCC	0.1	0.5	0.4	0.8	0.7
Bronx	0.1	0.3	0.3	0.2	0.4
Guttman	---	---	0.9	0.3	1.0
Hostos	0.9	0.8	0.8	0.3	0.6
Kingsborough	0.5	0.4	0.5	0.6	0.6
LaGuardia	0.4	0.3	0.3	0.3	0.4
Queensborough	0.5	0.5	0.6	0.5	0.6
<b>Community College Average</b>	<b>0.3</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	<b>0.6</b>
Graduate Center	1.3	1.4	1.8	1.7	2.0
School of Journalism	0.7	0.8	1.9	1.3	1.5
School of Professional Studies	0.0	1.3	0.7	0.7	1.1
Law School	0.1	0.1	0.1	0.3	0.3
<b>University Average</b>	<b>1.0</b>	<b>1.1</b>	<b>1.1</b>	<b>1.2</b>	<b>1.2</b>

Note: Data are from the CUNY Faculty Scholarship Collection, counting books authored, book chapters, conference presentations published as proceedings, peer reviewed journal articles, exhibits at curated art shows, direction/choreography/dramaturgy/design, music composition published/performed, plays produced/performed, poems or short stories published, and peer-reviewed technical or policy reports. The Journalism School's scholarship includes these plus published newspaper or magazine articles and reviews or commentaries. The Graduate School's scholarship reported here reflects scholarship of just the Central Line faculty, and not also consortial faculty who are based on other CUNY campuses. Annual averages are computed as the number of works reported for a given calendar year divided by the number of faculty required to report scholarship (full-time professorial faculty who were active both semesters of the calendar year). The University averages reflect scholarship and creative activity at the graduate and professional schools. Some figures for previous years have been revised slightly since the production of the 2014-15 PMP report.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.2 - Increase faculty scholarship and research impact

### Number of funded research grants

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Baruch	36	31	40	38	28
Brooklyn	57	48	48	45	52
City	218	189	204	215	217
Hunter	202	164	154	152	163
John Jay	53	48	53	50	57
Lehman	18	16	22	28	33
Queens	86	80	70	69	58
York	15	9	6	10	12
<b>Senior College Total</b>	<b>685</b>	<b>585</b>	<b>597</b>	<b>607</b>	<b>620</b>
Medgar Evers	13	12	8	4	10
NYCCT	11	9	7	11	12
Staten Island	46	25	35	28	40
<b>Comprehensive College Total</b>	<b>70</b>	<b>46</b>	<b>50</b>	<b>43</b>	<b>62</b>
BMCC	4	4	6	8	9
Bronx	1	0	0	1	2
Guttman	---	0	0	0	---
Hostos	3	2	4	3	2
Kingsborough	5	4	6	4	3
LaGuardia	4	2	4	4	4
Queensborough	7	4	4	6	5
<b>Community College Total</b>	<b>24</b>	<b>16</b>	<b>24</b>	<b>26</b>	<b>25</b>
Graduate Center	66	71	60	51	69
School of Professional Studies	---	---	---	---	---
School of Public Health	---	---	0	3	16
<b>University Total</b>	<b>845</b>	<b>718</b>	<b>731</b>	<b>730</b>	<b>792</b>

Note: The University totals include funded grants for the graduate and professional schools, but do not reflect grants for the Advanced Science Research Center (ASRC) or CUNY Central. 2016 data are preliminary.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.2 - Increase faculty scholarship and research impact

### Research awards (weighted 3-yr rolling average)

	FY 2010-2012	FY 2011-2013	FY 2012-2014	FY 2013-2015	FY 2014-2016
Baruch	\$1,968,478	\$1,681,089	\$1,760,743	\$2,002,939	\$1,879,984
Brooklyn	\$7,942,401	\$6,934,159	\$6,541,233	\$6,846,074	\$7,388,353
City	\$50,351,847	\$44,819,476	\$41,408,876	\$41,547,116	\$41,226,467
Hunter	\$27,747,919	\$28,130,997	\$26,198,230	\$24,718,560	\$25,222,837
John Jay	\$6,035,190	\$6,334,124	\$5,931,553	\$8,597,761	\$10,251,035
Lehman	\$3,543,102	\$2,178,323	\$2,224,038	\$2,426,828	\$2,555,040
Queens	\$18,737,511	\$16,511,781	\$18,362,696	\$17,478,588	\$16,282,774
York	\$1,334,534	\$1,057,708	\$631,141	\$551,380	\$1,018,026
<b>Senior College Total</b>	<b>\$117,660,981</b>	<b>\$107,647,657</b>	<b>\$103,058,510</b>	<b>\$104,169,246</b>	<b>\$105,824,516</b>
Medgar Evers	\$1,155,992	\$1,157,519	\$764,774	\$755,922	\$1,220,944
NYCCT	\$408,209	\$486,385	\$343,910	\$471,111	\$499,364
Staten Island	\$3,147,603	\$2,574,472	\$2,449,209	\$2,134,454	\$3,283,143
<b>Comprehensive College Total</b>	<b>\$4,711,805</b>	<b>\$4,218,375</b>	<b>\$3,557,894</b>	<b>\$3,361,487</b>	<b>\$5,003,451</b>
BMCC	\$322,174	\$292,561	\$333,998	\$1,105,150	\$944,438
Bronx	\$40,989	\$25,920	\$1,051	\$25,000	\$487,486
Guttman	---	---	---	\$0	\$0
Hostos	\$126,245	\$89,628	\$321,635	\$229,938	\$171,525
Kingsborough	\$466,470	\$328,419	\$346,556	\$383,148	\$304,803
LaGuardia	\$885,518	\$697,636	\$665,985	\$639,228	\$698,825
Queensborough	\$333,574	\$203,672	\$252,914	\$424,132	\$550,846
<b>Community College Total</b>	<b>\$2,174,970</b>	<b>\$1,637,836</b>	<b>\$1,922,138</b>	<b>\$2,806,595</b>	<b>\$3,157,923</b>
Graduate Center	\$5,076,032	\$4,960,326	\$4,211,015	\$4,305,719	\$4,948,102
School of Professional Studies	---	---	---	---	---
School of Public Health	---	---	---	---	---
<b>University Total</b>	<b>\$129,623,788</b>	<b>\$118,464,194</b>	<b>\$112,749,556</b>	<b>\$114,643,046</b>	<b>\$118,933,992</b>

Note: Reflects a weighted rolling average of total dollars awarded for research as reported by the CUNY Research Foundation, calculated as current fiscal year amount (FY)\*0.5+(FY-1)\*0.3+(FY-2)\*0.2. The University totals include awards to the Graduate Center and have been updated since the preliminary report to exclude the School of Public Health until three years of awards are available. University totals do not reflect grants for the Advanced Science Research Center (ASRC) or CUNY Central. 2016 data are preliminary.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.2 - Increase faculty scholarship and research impact

### Research awards (annual)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Baruch	\$1,555,702	\$1,590,145	\$1,945,119	\$2,202,750	\$1,660,271
Brooklyn	\$8,472,121	\$6,116,651	\$6,023,627	\$7,631,310	\$7,788,469
City	\$45,893,859	\$40,712,020	\$40,032,996	\$42,789,626	\$40,765,960
Hunter	\$26,407,369	\$29,263,673	\$24,275,308	\$23,166,466	\$26,835,671
John Jay	\$5,867,354	\$6,847,781	\$5,407,495	\$11,211,912	\$11,611,926
Lehman	\$3,326,744	\$870,370	\$2,595,157	\$2,948,415	\$2,302,968
Queens	\$20,632,346	\$15,777,019	\$19,006,242	\$17,242,624	\$14,617,477
York	\$853,972	\$913,210	\$372,768	\$513,815	\$1,578,657
<b>Senior College Total</b>	<b>\$113,009,467</b>	<b>\$102,090,869</b>	<b>\$99,658,711</b>	<b>\$107,706,917</b>	<b>\$107,161,398</b>
Medgar Evers	\$1,043,008	\$1,250,141	\$362,260	\$794,432	\$1,820,325
NYCCT	\$650,817	\$506,798	\$123,415	\$665,454	\$550,089
Staten Island	\$3,529,856	\$2,076,508	\$2,240,571	\$2,093,962	\$4,413,680
<b>Comprehensive College Total</b>	<b>\$5,223,681</b>	<b>\$3,833,447</b>	<b>\$2,726,246</b>	<b>\$3,553,848</b>	<b>\$6,784,094</b>
BMCC	\$557,848	\$250,413	\$294,608	\$1,933,370	\$611,011
Bronx	\$5,255	\$0	\$0	\$50,000	\$944,972
Guttman	---	\$0	\$0	\$0	\$0
Hostos	\$144,316	\$52,666	\$553,944	\$106,443	\$57,607
Kingsborough	\$424,216	\$218,372	\$392,402	\$443,505	\$186,542
LaGuardia	\$772,662	\$577,721	\$676,272	\$641,604	\$742,178
Queensborough	\$156,389	\$146,369	\$355,450	\$576,445	\$613,645
<b>Community College Total</b>	<b>\$2,060,686</b>	<b>\$1,245,541</b>	<b>\$2,272,676</b>	<b>\$3,751,367</b>	<b>\$3,155,955</b>
Graduate Center	\$4,984,383	\$5,254,106	\$3,275,813	\$4,544,307	\$5,859,295
School of Public Health	---	---	---	\$819,348	\$2,155,738
<b>University Total</b>	<b>\$125,278,217</b>	<b>\$112,423,963</b>	<b>\$107,933,447</b>	<b>\$120,375,788</b>	<b>\$125,116,480</b>

Note: Reflects total dollars awarded for research as reported by the CUNY Research Foundation. The University totals include awards to the graduate and professional schools, but do not reflect grants for the Advanced Science Research Center (ASRC) or CUNY Central. FY2016 data are preliminary.



# University Performance Management Process 2015-16 Year-End Report

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

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

	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants	Fall 2014 Entrants
Baruch	28.1	28.1	28.6	28.7	28.6
Brooklyn	25.1	25.4	26.8	26.3	25.8
City	24.6	24.8	25.1	25.5	26.0
Hunter	25.9	26.4	26.3	27.2	26.8
John Jay	23.1	23.0	24.1	25.7	25.6
Lehman	26.2	25.6	26.5	26.7	26.7
Queens	26.7	26.3	27.1	27.0	26.6
York	24.6	25.0	25.3	24.7	24.0
<b>Senior College Average</b>	<b>25.4</b>	<b>25.6</b>	<b>26.1</b>	<b>26.5</b>	<b>26.3</b>
Medgar Evers	20.0	17.7	18.6	23.2	20.4
NYCCT	21.1	24.0	23.1	22.5	22.8
Staten Island	25.3	25.7	25.2	24.8	25.4
<b>Comprehensive College Average</b>	<b>23.7</b>	<b>24.7</b>	<b>24.4</b>	<b>24.0</b>	<b>24.0</b>
<b>University Average</b>	<b>25.2</b>	<b>25.5</b>	<b>25.9</b>	<b>26.2</b>	<b>26.1</b>

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



# University Performance Management Process 2015-16 Year-End Report

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

### Percentage of baccalaureate students who earn 30 credits per year

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Baruch	39.7	38.0	39.4	36.7	36.9
Brooklyn	34.8	32.3	34.8	32.4	31.6
City	24.6	24.7	25.8	26.2	27.4
Hunter	30.1	31.4	31.2	32.7	34.8
John Jay	30.3	29.5	32.2	34.0	36.9
Lehman	28.9	24.7	30.3	29.1	29.9
Queens	36.2	35.1	38.3	36.5	35.7
York	22.8	21.5	22.1	22.4	22.8
<b>Senior College Average</b>	<b>31.7</b>	<b>30.6</b>	<b>32.5</b>	<b>32.1</b>	<b>32.9</b>
Medgar Evers	24.4	23.6	24.1	24.0	21.2
NYCCT	25.1	25.4	23.2	23.0	23.0
Staten Island	25.6	27.1	26.4	27.5	32.2
<b>Comprehensive College Average</b>	<b>25.3</b>	<b>26.2</b>	<b>25.1</b>	<b>25.5</b>	<b>27.4</b>
School of Professional Studies	28.2	23.7	24.3	25.7	15.9
<b>University Average</b>	<b>30.8</b>	<b>30.0</b>	<b>31.5</b>	<b>31.2</b>	<b>32.1</b>

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



# University Performance Management Process 2015-16 Year-End Report

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

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

	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants	Fall 2014 Entrants
Baruch	89.3	91.5	87.6	90.4	90.7
Brooklyn	82.0	84.2	86.4	82.0	81.7
City	85.7	83.6	87.5	86.0	87.4
Hunter	85.4	86.5	86.7	86.1	82.5
John Jay	78.4	77.9	77.9	78.9	77.6
Lehman	79.0	82.1	81.7	82.6	82.6
Queens	87.0	86.8	84.4	86.0	84.9
York	77.8	77.5	74.1	76.7	73.6
<b>Senior College Average</b>	<b>83.3</b>	<b>84.1</b>	<b>83.5</b>	<b>83.8</b>	<b>82.8</b>
Medgar Evers	63.8	65.5	64.7	65.1	63.1
NYCCT	74.1	77.0	76.6	74.7	76.4
Staten Island	83.6	81.4	82.9	79.9	79.7
<b>Comprehensive College Average</b>	<b>78.4</b>	<b>79.2</b>	<b>80.4</b>	<b>77.6</b>	<b>77.0</b>
<b>University Average</b>	<b>82.9</b>	<b>83.7</b>	<b>83.2</b>	<b>83.1</b>	<b>82.2</b>

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



# University Performance Management Process 2015-16 Year-End Report

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

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

	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants	Fall 2014 Entrants
Baruch	4.7	7.4	3.5	5.2	4.2
Brooklyn	0.0#	1.3#	3.5	-1.1#	-1.7#
City	0.3#	-1.1#	1.9	0.3#	1.2#
Hunter	1.4#	2.3	1.7	0.6#	-3.2
John Jay	2.3	0.9#	0.1#	0.2#	-2.1
Lehman	1.1#	3.6	1.7#	1.3#	0.9#
Queens	5.3	5.4	2.1	2.7	1.5#
York	1.5#	0.8#	-2.9	-0.8#	-5.0
Medgar Evers	-5.6	-2.3#	0.1	-6.6#	-9.7
NYCCT	0.9#	3.3#	2.1#	-1.7#	-1.1#
Staten Island	2.9	0.5#	1.2#	-2.0#	-3.1

Note: Figures represent the difference between a college's actual rate and predicted rate based on student characteristics. An actual rate that is significantly higher than a predicted rate indicates a college's "added value". "#" indicates that the difference between the college's actual rate and its predicted rate is not statistically significant (at the 5% level). Figures for previous years have been revised slightly to reflect better measurement of some variables used to predict retention rates.



# University Performance Management Process 2015-16 Year-End Report

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

### One-year retention rate of baccalaureate full-time transfers

	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants	Fall 2014 Entrants
Baruch	87.2	85.5	86.6	86.8	86.7
Brooklyn	77.3	74.6	76.7	74.5	74.3
City	74.9	74.3	73.1	76.6	77.2
Hunter	79.4	79.2	79.2	79.6	77.2
John Jay	78.6	77.3	76.5	77.6	78.9
Lehman	76.6	75.3	75.2	75.0	77.4
Queens	79.3	79.1	77.7	76.2	75.4
York	69.4	70.4	66.9	70.5	64.6
<b>Senior College Average</b>	<b>79.0</b>	<b>77.8</b>	<b>77.3</b>	<b>77.5</b>	<b>77.4</b>
Medgar Evers	65.5	70.0	54.7	57.4	61.8
NYCCT	77.3	72.9	70.2	73.6	70.7
Staten Island	73.9	76.1	73.8	70.5	73.9
<b>Comprehensive College Average</b>	<b>74.1</b>	<b>74.5</b>	<b>70.4</b>	<b>68.3</b>	<b>69.2</b>
<b>University Average</b>	<b>78.3</b>	<b>77.4</b>	<b>76.4</b>	<b>76.9</b>	<b>76.8</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). Students who earned a degree lower than that pursued and who are not still enrolled are not counted as retained.



# University Performance Management Process 2015-16 Year-End Report

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

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

	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants	Fall 2014 Entrants
Medgar Evers	19.4	17.5	18.3	18.2	19.4
NYCCT	20.0	20.7	19.7	19.7	19.7
Staten Island	20.7	20.6	20.7	20.3	20.1
<b>Comprehensive College Average</b>	<b>20.1</b>	<b>20.1</b>	<b>19.8</b>	<b>19.7</b>	<b>19.8</b>
BMCC	17.9	18.4	19.2	19.7	19.8
Bronx	19.2	19.4	19.5	19.8	18.8
Guttman	---	---	28.5	33.7	33.6
Hostos	18.0	17.9	19.2	18.9	19.4
Kingsborough	22.9	23.0	23.8	24.0	23.8
LaGuardia	22.0	22.4	20.9	22.2	22.3
Queensborough	20.8	20.3	20.8	19.7	19.7
<b>Community College Average</b>	<b>20.2</b>	<b>20.2</b>	<b>20.7</b>	<b>21.0</b>	<b>21.0</b>
<b>University Average</b>	<b>20.2</b>	<b>20.2</b>	<b>20.5</b>	<b>20.7</b>	<b>20.7</b>

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



# University Performance Management Process 2015-16 Year-End Report

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

Percentage of associate students who earn 30 equated credits per year

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Medgar Evers	13.5	9.4	6.5	7.2	10.2
NYCCT	10.1	10.5	10.3	8.2	9.0
Staten Island	9.1	8.0	7.9	8.5	9.0
<b>Comprehensive College Average</b>	<b>10.5</b>	<b>9.6</b>	<b>8.9</b>	<b>8.1</b>	<b>9.2</b>
BMCC	10.9	9.8	11.4	12.3	14.2
Bronx	9.9	12.0	10.8	11.9	11.5
Guttman	---	---	60.7	64.5	65.3
Hostos	10.2	8.7	9.7	8.8	12.5
Kingsborough	25.5	24.6	26.4	27.8	27.2
LaGuardia	20.8	22.4	17.6	20.3	20.2
Queensborough	15.8	14.5	14.9	13.3	15.2
<b>Community College Average</b>	<b>16.1</b>	<b>15.5</b>	<b>15.7</b>	<b>16.7</b>	<b>17.7</b>
<b>University Average</b>	<b>15.1</b>	<b>14.5</b>	<b>14.5</b>	<b>15.2</b>	<b>16.2</b>

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



# University Performance Management Process 2015-16 Year-End Report

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

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

	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants	Fall 2014 Entrants
Medgar Evers	59.0	53.0	56.1	53.8	58.4
NYCCT	65.3	65.8	61.1	63.2	60.5
Staten Island	68.7	67.6	64.6	66.1	60.4
<b>Comprehensive College Average</b>	<b>65.1</b>	<b>63.8</b>	<b>61.3</b>	<b>62.5</b>	<b>60.1</b>
BMCC	63.5	64.7	64.1	65.1	65.7
Bronx	58.0	55.0	58.1	61.2	57.9
Guttman	---	---	74.4	69.1	72.9
Hostos	63.7	64.7	67.2	60.5	60.5
Kingsborough	66.5	66.8	67.0	67.2	67.2
LaGuardia	67.8	65.4	63.0	66.1	63.2
Queensborough	72.1	69.2	70.9	69.0	62.1
<b>Community College Average</b>	<b>65.9</b>	<b>65.0</b>	<b>65.4</b>	<b>65.7</b>	<b>64.0</b>
<b>University Average</b>	<b>65.7</b>	<b>64.7</b>	<b>64.4</b>	<b>64.9</b>	<b>63.1</b>

Note: Students are counted as retained if they are still enrolled in the college of entry one year later (or earned the degree pursued or higher from that college within one year of entry). Prelude to Success students are excluded from the base. Note that averages for Guttman, LaGuardia, Community and University Totals have been updated since the the preliminary report.



# University Performance Management Process 2015-16 Year-End Report

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

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

	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants	Fall 2014 Entrants
Medgar Evers	-3.4	-9.1	-6.8	-8.8	-2.2#
NYCCT	-2.3	-2.8	-7.5	-5.5	-8.5
Staten Island	-1.1#	-1.8#	-4.3	-3.0	-8.3
BMCC	-0.3#	1.8	0.3#	0.3#	1.9
Bronx	-2.9	-4.2	-1.9#	2.3	-1.7#
Guttman	---	---	11.8	5.6	9.6
Hostos	2.5#	4.5	5.0	-0.4#	-0.6#
Kingsborough	1.6#	1.3#	4.6	2.2	2.3
LaGuardia	3.0	0.9#	0.8#	1.3#	0.0#
Queensborough	5.4	3.4	5.1	2.3	-4.4

Note: Figures represent the difference between a college's actual rate and predicted rate based on student characteristics. An actual rate that is significantly higher than a predicted rate indicates a college's "added value". "#" indicates that the difference between the college's actual rate and its predicted rate is not statistically significant (at the 5% level). Figures for previous years have been revised slightly to reflect better measurement of some variables used to predict retention rates.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.4 - Increase graduation rates

Four-year graduation rate of baccalaureate full-time first-time freshmen (completed at college of entry)

	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants
Baruch	39.4	35.5	41.9	38.6	40.7
Brooklyn	24.1	24.5	23.4	24.9	27.9
City	9.7	12.1	12.8	15.2	13.5
Hunter	21.9	22.5	24.7	24.0	23.6
John Jay	25.3	22.3	19.0	20.9	24.3
Lehman	14.8	14.1	14.7	19.0	20.5
Queens	25.1	27.2	28.2	30.8	29.5
York	4.9	7.8	4.9	6.6	6.7
<b>Senior College Average</b>	<b>21.9</b>	<b>21.8</b>	<b>22.5</b>	<b>23.3</b>	<b>24.4</b>
Medgar Evers	5.3	4.1	6.7	3.5	5.7
NYCCT	3.4	3.7	12.0	5.8	5.9
Staten Island	28.0	21.8	19.6	20.9	21.5
<b>Comprehensive College Average</b>	<b>17.6</b>	<b>14.1</b>	<b>15.9</b>	<b>15.1</b>	<b>17.1</b>
<b>University Average</b>	<b>21.6</b>	<b>21.2</b>	<b>22.0</b>	<b>22.5</b>	<b>23.7</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. Students in five-year programs are excluded.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.4 - Increase graduation rates

Difference between actual and predicted four-year graduation rate of baccalaureate full-time first-time freshmen (completed at college of entry)

	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants
Baruch	10.4	6.8	14.1	9.8	13.0
Brooklyn	1.0#	1.2#	-2.0#	-0.2#	3.0
City	-8.8	-7.0	-7.5	-7.7	-9.5
Hunter	-3.7	-4.3	-2.9	-5.9	-5.3
John Jay	12.0	10.2	8.6	8.8	11.3
Lehman	4.0	2.7	0.3#	2.2#	4.7
Queens	0.0#	2.0	1.6#	3.5	2.8
York	-0.9#	-1.3#	-5.2	-3.6	-3.2
Medgar Evers	4.9	3.7	2.4#	2.9	7.5
NYCCT	-1.8#	-2.6	4.9#	0.7#	1.3#
Staten Island	4.3	-0.2#	-1.4#	-0.4#	-0.3#

Note: Figures represent the difference between a college's actual rate and predicted rate based on student characteristics. An actual rate that is significantly higher than a predicted rate indicates a college's "added value". "#" indicates that the difference between the college's actual rate and its predicted rate is not statistically significant (at the 5% level). Figures for previous years have been revised slightly to reflect better measurement of some variables used to predict graduation rates.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.4 - Increase graduation rates

Four-year graduation rate of baccalaureate full-time first time freshmen (completed anywhere)

	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants
Baruch	42.7	38.8	44.5	42.3	42.5
Brooklyn	26.9	26.8	25.3	27.0	29.8
City	10.8	12.2	13.6	15.8	14.5
Hunter	24.5	25.8	27.5	27.5	27.2
John Jay	28.3	24.7	20.5	22.2	26.1
Lehman	17.5	15.1	16.0	21.6	21.5
Queens	27.5	29.8	31.6	34.1	32.2
York	6.4	10.1	7.2	9.5	8.5
<b>Senior College Average</b>	<b>23.8</b>	<b>23.7</b>	<b>24.3</b>	<b>25.4</b>	<b>26.1</b>
Medgar Evers	6.7	5.4	9.4	5.0	5.7
NYCCT	3.4	3.7	11.9	6.9	7.5
Staten Island	29.7	23.3	21.8	22.2	23.0
<b>Comprehensive College Average</b>	<b>19.2</b>	<b>15.5</b>	<b>17.9</b>	<b>16.6</b>	<b>18.7</b>
<b>University Average</b>	<b>23.5</b>	<b>23.1</b>	<b>23.8</b>	<b>24.6</b>	<b>25.5</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 any college (including outside CUNY). Data on graduates outside of CUNY were collected through The National Student Clearinghouse.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.4 - Increase graduation rates

Six-year graduation rate of baccalaureate full-time first-time freshmen (completed at college of entry)

	Fall 2005 Entrants	Fall 2006 Entrants	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants
Baruch	63.3	62.6	66.9	65.6	69.9
Brooklyn	48.4	53.8	51.2	50.4	54.1
City	40.0	42.0	42.0	44.2	44.2
Hunter	45.9	45.7	50.4	51.7	53.6
John Jay	39.4	43.1	43.4	43.7	40.9
Lehman	40.4	34.9	37.0	37.1	37.8
Queens	53.1	54.9	56.4	56.6	57.7
York	19.8	25.6	26.2	29.0	26.7
<b>Senior College Average</b>	<b>46.2</b>	<b>47.6</b>	<b>48.3</b>	<b>48.7</b>	<b>49.5</b>
Medgar Evers	38.9	17.0	14.7	13.6	19.4
NYCCT	23.5	23.1	25.2	20.4	29.5
Staten Island	48.0	47.3	50.8	47.3	43.1
<b>Comprehensive College Average</b>	<b>37.0</b>	<b>35.6</b>	<b>36.7</b>	<b>34.4</b>	<b>36.6</b>
<b>University Average</b>	<b>45.8</b>	<b>46.7</b>	<b>47.6</b>	<b>47.6</b>	<b>48.4</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 six years from the college of entry. Graduation rates reflect all degrees conferred through August 31 of the last year of the tracking period. Students who earn more than one degree within the tracking period are counted only once.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.4 - Increase graduation rates

Six-year graduation rate of baccalaureate full-time first-time freshmen (completed anywhere)

	Fall 2005 Entrants	Fall 2006 Entrants	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants
Baruch	71.4	71.7	74.8	74.5	77.9
Brooklyn	56.6	61.8	59.7	59.3	62.8
City	48.8	50.9	52.1	54.5	56.1
Hunter	56.5	57.9	61.8	61.7	63.1
John Jay	46.7	52.1	52.7	50.7	48.1
Lehman	46.1	41.6	45.0	43.2	46.0
Queens	59.5	63.2	64.4	65.8	67.1
York	28.3	33.1	35.8	42.2	42.9
<b>Senior College Average</b>	<b>54.4</b>	<b>56.6</b>	<b>57.6</b>	<b>58.0</b>	<b>59.3</b>
Medgar Evers	38.9	26.7	22.2	17.6	32.2
NYCCT	29.9	29.5	32.8	24.7	36.9
Staten Island	56.1	55.4	63.4	58.9	55.6
<b>Comprehensive College Average</b>	<b>44.0</b>	<b>43.7</b>	<b>47.2</b>	<b>42.8</b>	<b>48.2</b>
<b>University Average</b>	<b>53.9</b>	<b>55.7</b>	<b>56.9</b>	<b>56.9</b>	<b>58.4</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 six years from any college (including outside CUNY). Data on graduates outside of CUNY were collected through The National Student Clearinghouse.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.4 - Increase graduation rates

### Four-year graduation rate of baccalaureate full-time transfers

	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants
Baruch	68.3	69.3	66.4	63.3	61.2
Brooklyn	47.3	51.3	49.1	53.1	50.9
City	41.0	44.4	40.3	41.6	43.1
Hunter	50.0	48.6	51.6	53.1	51.2
John Jay	52.1	57.8	57.7	58.7	55.6
Lehman	49.9	50.7	51.5	51.8	54.0
Queens	52.9	55.8	54.5	56.2	53.5
York	33.9	36.9	37.7	41.2	38.1
<b>Senior College Average</b>	<b>50.7</b>	<b>53.0</b>	<b>51.7</b>	<b>54.2</b>	<b>52.3</b>
Medgar Evers	16.6	24.8	35.2	39.1	35.0
NYCCT	38.7	41.2	34.8	41.2	38.5
Staten Island	56.6	45.2	38.0	30.5	37.2
<b>Comprehensive College Average</b>	<b>44.0</b>	<b>40.8</b>	<b>36.9</b>	<b>33.4</b>	<b>37.3</b>
<b>University Average</b>	<b>50.0</b>	<b>51.3</b>	<b>50.0</b>	<b>51.2</b>	<b>50.5</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.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.4 - Increase graduation rates

Three-year graduation rate of associate full-time first-time freshmen (completed at college of entry)

	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants
Medgar Evers	4.7	4.5	5.0	4.5	3.9
NYCCT	7.5	7.8	6.9	7.3	7.9
Staten Island	5.5	3.0	3.3	2.5	3.5
<b>Comprehensive College Average</b>	<b>6.4</b>	<b>5.7</b>	<b>5.4</b>	<b>5.4</b>	<b>5.8</b>
BMCC	11.9	15.0	15.0	16.0	18.3
Bronx	8.1	10.0	11.1	10.8	15.5
Guttman	---	---	---	---	49.1
Hostos	8.2	10.3	11.9	12.6	20.6
Kingsborough	21.9	21.8	18.7	23.4	26.2
LaGuardia	13.5	16.9	16.8	16.3	20.0
Queensborough	13.8	16.2	18.5	18.1	22.0
<b>Community College Average</b>	<b>13.6</b>	<b>15.9</b>	<b>16.0</b>	<b>16.8</b>	<b>21.0</b>
<b>University Average</b>	<b>11.6</b>	<b>13.1</b>	<b>13.4</b>	<b>14.0</b>	<b>17.3</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 three 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. Prelude to Success students are excluded from the base.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.4 - Increase graduation rates

Three-year graduation rate of associate full-time first-time freshmen (completed anywhere)

	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants
Medgar Evers	5.3	4.5	5.5	4.6	4.5
NYCCT	8.4	8.1	7.5	7.7	8.4
Staten Island	6.0	3.5	3.9	2.8	4.1
<b>Comprehensive College Average</b>	<b>7.1</b>	<b>6.0</b>	<b>6.0</b>	<b>5.7</b>	<b>6.3</b>
BMCC	12.1	15.0	15.1	16.0	18.5
Bronx	8.2	10.0	11.3	10.9	15.5
Guttman	---	---	---	---	49.5
Hostos	8.2	10.5	12.2	12.6	20.6
Kingsborough	22.0	22.0	18.8	23.5	26.4
LaGuardia	13.7	16.9	16.9	16.5	20.2
Queensborough	13.7	16.4	18.6	18.2	22.2
<b>Community College Average</b>	<b>13.7</b>	<b>16.0</b>	<b>16.1</b>	<b>16.9</b>	<b>21.1</b>
<b>University Average</b>	<b>11.8</b>	<b>13.3</b>	<b>13.6</b>	<b>14.2</b>	<b>17.5</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 three years from any college (including outside CUNY). Data on graduates outside of CUNY were collected through The National Student Clearinghouse.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.4 - Increase graduation rates

Four-year graduation rate of associate full-time first-time freshmen (completed at college of entry)

	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants
Medgar Evers	7.2	9.3	10.0	11.1	9.5
NYCCT	13.6	14.1	14.1	13.2	14.0
Staten Island	13.3	11.5	7.9	8.0	8.2
<b>Comprehensive College Average</b>	<b>12.7</b>	<b>12.5</b>	<b>11.4</b>	<b>11.2</b>	<b>11.5</b>
BMCC	21.0	19.1	22.2	21.7	23.2
Bronx	14.6	14.9	17.4	19.1	18.6
Guttman	---	---	---	---	---
Hostos	21.9	14.8	17.7	20.0	19.8
Kingsborough	31.6	28.6	28.7	27.0	30.0
LaGuardia	22.2	20.9	23.3	24.2	24.2
Queensborough	22.7	20.8	23.5	26.2	25.3
<b>Community College Average</b>	<b>22.6</b>	<b>20.6</b>	<b>23.0</b>	<b>23.5</b>	<b>24.1</b>
<b>University Average</b>	<b>19.7</b>	<b>18.3</b>	<b>19.8</b>	<b>20.5</b>	<b>21.0</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. Prelude to Success students are excluded from the base.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.4 - Increase graduation rates

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

	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants
Medgar Evers	N/A	N/A	N/A	N/A	N/A
NYCCT	N/A	N/A	N/A	N/A	N/A
Staten Island	N/A	N/A	N/A	N/A	N/A
BMCC	5.1	1.9	2.3	0.0#	2.0
Bronx	-1.0#	-0.8#	0.0#	-0.1#	0.9#
Guttman	---	---	---	---	---
Hostos	6.5	-1.6#	-0.2#	0.9#	0.9#
Kingsborough	9.2	5.8	5.8	2.9	5.5
LaGuardia	1.2#	-0.5#	1.3#	0.8#	1.2#
Queensborough	-0.6#	-3.0	0.4#	1.4	1.5

Note: Figures represent the difference between a college's actual rate and predicted rate based on student characteristics. An actual rate that is significantly higher than a predicted rate indicates a college's "added value". "#" indicates that the difference between the college's actual rate and its predicted rate is not statistically significant (at the 5% level). Starting in 2016, comprehensive colleges are excluded from the associate graduation indicator because students at comprehensive colleges are more likely to transfer into baccalaureate programs without first earning an associate degree than students in community colleges.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.4 - Increase graduation rates

Four-year graduation rate of associate full-time first-time freshmen (completed anywhere)

	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants
Medgar Evers	8.4	10.6	10.7	12.9	10.8
NYCCT	16.8	17.4	17.2	16.4	17.0
Staten Island	15.8	14.5	9.9	10.9	10.4
<b>Comprehensive College Average</b>	<b>15.4</b>	<b>15.4</b>	<b>13.7</b>	<b>14.0</b>	<b>13.9</b>
BMCC	21.8	20.0	23.1	22.4	24.0
Bronx	15.2	15.7	17.7	19.9	19.3
Guttman	---	---	---	---	---
Hostos	22.3	15.1	18.1	20.7	20.1
Kingsborough	32.5	29.5	29.6	28.2	31.0
LaGuardia	23.0	21.7	23.9	24.8	24.8
Queensborough	22.6	22.1	24.7	27.5	26.2
<b>Community College Average</b>	<b>23.2</b>	<b>21.5</b>	<b>23.8</b>	<b>24.4</b>	<b>24.9</b>
<b>University Average</b>	<b>21.0</b>	<b>19.8</b>	<b>21.0</b>	<b>21.9</b>	<b>22.2</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 four years from any college (including outside CUNY). Data on graduates outside of CUNY were collected through The National Student Clearinghouse.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.4 - Increase graduation rates

Six-year graduation rate of associate full-time first-time freshmen (completed at college of entry)

	Fall 2005 Entrants	Fall 2006 Entrants	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants
Medgar Evers	15.9	15.0	13.3	15.4	15.3
NYCCT	21.7	21.4	21.7	22.1	21.6
Staten Island	28.0	24.0	26.9	24.2	22.0
<b>Comprehensive College Average</b>	<b>23.2</b>	<b>21.5</b>	<b>22.6</b>	<b>21.9</b>	<b>20.5</b>
BMCC	22.7	25.4	26.1	24.6	28.3
Bronx	20.1	22.6	22.4	21.2	24.1
Guttman	---	---	---	---	---
Hostos	22.8	26.3	29.5	21.6	24.2
Kingsborough	34.0	31.3	35.9	34.1	34.2
LaGuardia	26.0	26.8	28.9	26.2	28.8
Queensborough	25.2	25.3	28.8	27.0	29.6
<b>Community College Average</b>	<b>25.5</b>	<b>26.4</b>	<b>28.6</b>	<b>26.4</b>	<b>29.0</b>
<b>University Average</b>	<b>24.8</b>	<b>24.9</b>	<b>26.8</b>	<b>25.1</b>	<b>26.7</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 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. Prelude to Success students are excluded from the base.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.4 - Increase graduation rates

Six-year graduation rate of associate full-time first-time freshmen (completed anywhere)

	Fall 2005 Entrants	Fall 2006 Entrants	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants
Medgar Evers	20.7	20.2	17.7	20.7	20.5
NYCCT	32.9	31.7	32.8	33.9	35.3
Staten Island	36.9	33.0	36.1	33.3	31.1
<b>Comprehensive College Average</b>	<b>32.6</b>	<b>30.6</b>	<b>32.2</b>	<b>31.8</b>	<b>31.1</b>
BMCC	29.2	31.0	30.8	30.4	34.6
Bronx	23.6	25.6	25.5	23.9	27.0
Guttman	---	---	---	---	---
Hostos	25.7	28.8	32.0	23.8	26.5
Kingsborough	39.4	36.4	41.1	39.1	39.6
LaGuardia	30.7	31.3	33.2	30.7	32.9
Queensborough	31.5	32.0	35.6	34.3	35.4
<b>Community College Average</b>	<b>30.9</b>	<b>31.4</b>	<b>33.4</b>	<b>31.6</b>	<b>34.0</b>
<b>University Average</b>	<b>31.4</b>	<b>31.2</b>	<b>33.0</b>	<b>31.6</b>	<b>33.2</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 college (including outside CUNY). Data on graduates outside of CUNY were collected through The National Student Clearinghouse.



# University Performance Management Process 2015-16 Year-End Report

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

### Satisfaction with academic advising effectiveness (Noel-Levitz SSI)

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

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



# University Performance Management Process 2015-16 Year-End Report

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

### Satisfaction with campus support services (Noel-Levitz SSI)

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

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



# University Performance Management Process 2015-16 Year-End Report

## Goal A.6 - Improve student satisfaction with administrative services

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

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

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



# University Performance Management Process 2015-16 Year-End Report

## Goal A.6 - Improve student satisfaction with administrative services

### Satisfaction with registration effectiveness (Noel-Levitz SSI)

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

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



# University Performance Management Process 2015-16 Year-End Report

## Goal A.6 - Improve student satisfaction with administrative services

### Satisfaction with service excellence (Noel-Levitz SSI)

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

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



# University Performance Management Process 2015-16 Year-End Report

## Goal A.7 - Increase revenues

### Total voluntary support (weighted 3-yr rolling average)

	FY 2010-2012	FY 2011-2013	FY 2012-2014	FY 2013-2015	FY 2014-2016
Baruch	\$14,137,907	\$19,803,807	\$19,073,875	\$17,568,281	\$15,902,084
Brooklyn	\$16,409,239	\$15,490,922	\$9,363,336	\$17,779,134	\$15,804,138
City	\$38,893,502	\$38,271,204	\$40,434,952	\$41,264,993	\$43,793,669
Hunter	\$24,364,173	\$30,810,443	\$40,134,837	\$38,530,756	\$35,061,254
John Jay	\$8,713,621	\$8,303,307	\$8,461,017	\$10,739,695	\$12,580,822
Lehman	\$5,000,339	\$5,780,171	\$7,118,445	\$8,384,170	\$9,578,172
Queens	\$20,992,744	\$23,010,182	\$21,645,003	\$21,731,231	\$21,980,098
York	\$1,018,262	\$1,206,622	\$961,412	\$1,085,191	\$737,904
<b>Senior College Total</b>	<b>\$129,529,788</b>	<b>\$142,676,657</b>	<b>\$147,192,877</b>	<b>\$157,083,451</b>	<b>\$155,438,140</b>
Medgar Evers	\$383,509	\$384,144	\$476,141	\$625,337	\$1,118,756
NYCCT	\$953,444	\$1,232,275	\$1,207,215	\$1,814,993	\$1,570,822
Staten Island	\$3,134,282	\$2,732,842	\$2,305,086	\$2,338,075	\$2,303,381
<b>Comprehensive College Total</b>	<b>\$4,471,234</b>	<b>\$4,349,260</b>	<b>\$3,988,442</b>	<b>\$4,778,405</b>	<b>\$4,992,959</b>
BMCC	\$2,433,748	\$2,535,139	\$3,863,645	\$4,508,310	\$4,174,563
Bronx	\$1,807,120	\$1,918,910	\$2,193,289	\$2,277,640	\$2,447,009
Guttman	---	\$8,198,376	\$5,158,883	\$3,692,705	\$864,759
Hostos	\$1,044,765	\$1,174,610	\$1,408,535	\$1,749,772	\$1,513,650
Kingsborough	\$3,007,078	\$2,678,192	\$2,174,888	\$1,993,341	\$2,262,911
LaGuardia	\$2,538,772	\$2,236,787	\$2,994,979	\$4,324,128	\$4,683,836
Queensborough	\$2,992,256	\$3,151,346	\$3,405,990	\$3,596,763	\$3,180,885
<b>Community College Total</b>	<b>\$14,745,680</b>	<b>\$21,893,359</b>	<b>\$21,200,208</b>	<b>\$22,142,660</b>	<b>\$19,127,612</b>
Graduate Center	\$4,829,547	\$5,809,837	\$5,885,325	\$6,555,663	\$9,367,087
School of Journalism	\$3,322,076	\$2,322,605	\$3,014,584	\$5,048,354	\$4,372,392
School of Professional Studies	---	---	---	---	---
School of Public Health	---	---	---	---	---
Law School	\$1,548,636	\$1,501,287	\$1,445,176	\$1,395,541	\$1,984,882
Macaulay Honors College	\$2,027,621	\$1,628,404	\$1,458,903	\$2,211,461	\$2,221,028
<b>University Total</b>	<b>\$160,474,582</b>	<b>\$180,181,409</b>	<b>\$184,185,514</b>	<b>\$199,215,534</b>	<b>\$197,504,100</b>

Note: This indicator reflects the sum of cash-in, new pledges, and testamentary gifts. The weighted 3-year rolling average is calculated as the dollar amount for the current fiscal year (FY)\*0.5 + (FY-1)\*0.3 + (FY-2)\*0.2. The University totals include voluntary contributions for the Graduate Center, the professional schools and Macaulay Honors College but do not reflect fundraising for CUNY (Central) Initiatives nor the School of Professional Studies. Annual amounts for the School of Public Health are not available to calculate 3 year averages and are excluded from the University total. The FY 2015 figure for BMCC was updated since the 2014-15 PMP report; the Community College subtotal and University Total were revised as a result. Also, the FY2011 University Total was updated since the 2014-2015 PMP report, resulting in updates to the University 3-year rolling average for 2010-2012 and 2011-2013. The updated 2010-12 University 3-year rolling average also reflects updates to the 2010-2012 weighted 3-year rolling average for Macaulay Honors College revised since the 2014-15 PMP report.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.7 - Increase revenues

### Total voluntary support (annual)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Baruch	\$15,823,632	\$24,961,254	\$16,841,544	\$15,047,134	\$16,039,270
Brooklyn	\$11,505,162	\$13,677,344	\$5,918,201	\$26,536,410	\$13,319,150
City	\$43,641,410	\$35,514,161	\$42,104,844	\$43,061,416	\$44,908,550
Hunter	\$28,581,658	\$35,405,338	\$47,593,807	\$34,343,092	\$30,479,129
John Jay	\$11,045,551	\$8,013,699	\$7,695,594	\$13,656,554	\$13,889,473
Lehman	\$5,391,542	\$6,449,650	\$8,210,484	\$9,262,189	\$10,314,836
Queens	\$20,606,701	\$23,858,677	\$20,732,120	\$21,479,719	\$22,779,517
York	\$1,165,440	\$1,266,144	\$696,961	\$1,245,748	\$449,575
<b>Senior College Total</b>	<b>\$137,761,096</b>	<b>\$149,146,267</b>	<b>\$149,793,555</b>	<b>\$164,632,262</b>	<b>\$152,179,500</b>
Medgar Evers	\$420,869	\$423,756	\$529,681	\$763,362	\$1,567,623
NYCCT	\$825,351	\$1,524,391	\$1,169,655	\$2,318,437	\$1,282,719
Staten Island	\$3,145,482	\$2,184,292	\$2,041,403	\$2,577,592	\$2,243,645
<b>Comprehensive College Total</b>	<b>\$4,391,702</b>	<b>\$4,132,439</b>	<b>\$3,740,739</b>	<b>\$5,659,391</b>	<b>\$5,093,987</b>
BMCC	\$2,531,971	\$2,606,594	\$5,150,545	\$4,883,656	\$3,358,714
Bronx	\$1,978,371	\$1,990,231	\$2,401,090	\$2,318,534	\$2,542,462
Guttman	\$1,507,567	\$15,268,000	\$553,939	\$945,846	\$940,434
Hostos	\$1,140,214	\$1,260,431	\$1,604,725	\$2,032,537	\$1,165,887
Kingsborough	\$3,018,211	\$2,013,595	\$1,934,335	\$2,020,642	\$2,539,703
LaGuardia	\$3,263,116	\$1,917,085	\$3,534,461	\$5,760,746	\$4,497,440
Queensborough	\$2,805,247	\$3,291,934	\$3,714,720	\$3,647,921	\$2,687,129
<b>Community College Total</b>	<b>\$16,244,697</b>	<b>\$28,347,870</b>	<b>\$18,893,815</b>	<b>\$21,609,882</b>	<b>\$17,731,770</b>
Graduate Center	\$2,973,808	\$8,036,326	\$5,759,332	\$6,441,197	\$12,565,722
School of Journalism	\$1,500,352	\$763,581	\$4,970,878	\$6,808,748	\$2,671,184
School of Professional Studies	---	---	---	---	---
School of Public Health	---	---	---	\$1,618,953	\$37,091
Law School	\$1,790,950	\$1,385,596	\$1,342,614	\$1,431,275	\$2,573,953
Macaulay Honors College	\$1,176,450	\$1,450,147	\$1,577,137	\$2,896,580	\$2,073,254
<b>University Total</b>	<b>\$165,839,055</b>	<b>\$193,262,226</b>	<b>\$186,078,070</b>	<b>\$211,098,288</b>	<b>\$194,926,461</b>

Note: This indicator reflects the sum of cash-in, new pledges and testamentary gifts. The University totals include voluntary contributions for the graduate schools and for Macaulay Honors College but do not reflect fundraising for CUNY (Central) Initiatives nor the School of Professional Studies. The FY 2015 figure for BMCC was updated since the 2014-15 PMP report, and SPS is not displayed. The Community College subtotal and University Total were revised as a result. The FY2016 SPH figure is preliminary.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.7 - Increase revenues

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

	FY 2010-2012	FY 2011-2013	FY 2012-2014	FY 2013-2015	FY 2014-2016
Baruch	\$6,773,844	\$6,859,165	\$6,452,265	\$6,988,352	\$6,444,543
Brooklyn	\$13,148,033	\$11,709,981	\$10,941,294	\$11,126,738	\$11,434,276
City	\$63,033,793	\$57,443,791	\$52,858,081	\$52,683,636	\$52,116,393
Hunter	\$49,360,285	\$50,222,226	\$47,625,179	\$46,383,867	\$45,567,869
John Jay	\$15,909,732	\$16,484,870	\$16,871,732	\$20,386,627	\$23,085,549
Lehman	\$18,003,894	\$15,293,251	\$14,512,665	\$14,004,880	\$17,961,416
Queens	\$28,991,460	\$28,356,888	\$30,352,562	\$30,351,219	\$28,073,168
York	\$6,254,765	\$5,421,856	\$5,530,062	\$5,588,453	\$5,768,589
<b>Senior College Total</b>	<b>\$201,475,807</b>	<b>\$191,792,028</b>	<b>\$185,143,839</b>	<b>\$187,513,772</b>	<b>\$190,451,804</b>
Medgar Evers	\$8,646,507	\$8,475,744	\$8,696,078	\$9,401,746	\$11,222,131
NYCCT	\$8,358,759	\$6,944,247	\$7,021,064	\$6,441,969	\$7,391,623
Staten Island	\$8,351,762	\$6,690,632	\$5,870,770	\$5,200,250	\$6,723,622
<b>Comprehensive College Total</b>	<b>\$25,357,028</b>	<b>\$22,110,623</b>	<b>\$21,587,912</b>	<b>\$21,043,965</b>	<b>\$25,337,376</b>
BMCC	\$7,446,371	\$8,098,075	\$6,843,569	\$7,050,267	\$6,725,787
Bronx	\$6,389,954	\$5,793,343	\$5,339,859	\$5,253,680	\$5,318,225
Guttman	---	---	\$1,058,746	\$852,125	\$859,677
Hostos	\$5,348,630	\$6,035,376	\$6,785,732	\$7,369,377	\$7,889,386
Kingsborough	\$14,784,198	\$10,657,634	\$10,799,164	\$6,214,669	\$5,163,204
LaGuardia	\$16,986,775	\$14,819,643	\$15,649,870	\$15,994,976	\$15,061,920
Queensborough	\$4,344,707	\$4,136,675	\$4,157,416	\$4,380,500	\$4,843,645
<b>Community College Total</b>	<b>\$55,821,251</b>	<b>\$50,210,502</b>	<b>\$50,634,356</b>	<b>\$47,115,594</b>	<b>\$45,861,843</b>
Graduate Center	\$11,646,380	\$12,422,420	\$12,828,835	\$14,492,786	\$14,641,762
School of Journalism	\$1,132,609	\$1,445,013	\$1,467,785	\$1,920,792	\$1,801,486
School of Professional Studies	---	---	---	---	\$13,116,812
School of Public Health	---	---	---	---	\$1,496,389
Law School	\$223,356	\$97,916	\$155,040	\$86,963	\$46,994
<b>University Total</b>	<b>\$295,656,430</b>	<b>\$278,078,501</b>	<b>\$271,817,766</b>	<b>\$272,173,873</b>	<b>\$292,754,466</b>

Note: Grants and contracts administered by the Research Foundation. Student Financial Aid, PSC-CUNY grants, and grants and contracts generated by the Central Office are not included. The weighted 3-year rolling average is calculated as the dollar amount for the current fiscal year as (FY)\*0.5 + (FY-1)\*0.3 + (FY-2)\*0.2. The University totals include awards to the graduate and professional schools, except for the School of Professional Studies and the School of Public Health prior to the 2014-2016 cycle, and do not include awards to CUNY Central.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.7 - Increase revenues

### Grant and contract awards (annual)

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Baruch	\$6,495,809	\$6,884,783	\$6,175,336	\$7,517,590	\$5,908,399
Brooklyn	\$12,484,151	\$10,785,822	\$10,417,435	\$11,688,687	\$11,688,366
City	\$59,403,872	\$52,998,721	\$50,155,380	\$54,074,556	\$51,725,900
Hunter	\$50,646,868	\$51,375,023	\$44,166,597	\$45,717,766	\$46,038,440
John Jay	\$14,599,487	\$18,177,231	\$16,997,330	\$23,303,963	\$25,389,789
Lehman	\$14,480,199	\$14,478,098	\$14,546,391	\$13,490,687	\$22,009,862
Queens	\$30,966,250	\$29,530,060	\$30,600,588	\$30,530,061	\$25,588,066
York	\$5,622,114	\$5,049,026	\$5,781,862	\$5,688,179	\$5,811,526
<b>Senior College Total</b>	<b>\$194,698,750</b>	<b>\$189,278,764</b>	<b>\$178,840,919</b>	<b>\$192,011,488</b>	<b>\$194,160,348</b>
Medgar Evers	\$8,091,531	\$8,515,223	\$9,046,409	\$9,969,558	\$12,843,964
NYCCT	\$8,904,408	\$5,538,734	\$7,157,125	\$6,374,168	\$8,095,894
Staten Island	\$8,320,064	\$5,371,700	\$5,190,494	\$5,137,525	\$8,288,532
<b>Comprehensive College Total</b>	<b>\$25,316,003</b>	<b>\$19,425,657</b>	<b>\$21,394,028</b>	<b>\$21,481,251</b>	<b>\$29,228,390</b>
BMCC	\$5,947,163	\$8,899,210	\$5,968,747	\$6,959,602	\$6,888,313
Bronx	\$5,687,645	\$5,324,648	\$5,209,872	\$5,251,578	\$5,401,554
Guttman	\$1,041,233	\$714,770	\$1,272,137	\$655,059	\$817,464
Hostos	\$6,180,868	\$6,204,218	\$7,376,587	\$7,831,115	\$8,129,467
Kingsborough	\$24,502,571	\$4,574,612	\$9,052,532	\$5,167,973	\$3,604,611
LaGuardia	\$16,845,410	\$13,026,533	\$16,745,655	\$16,731,946	\$13,386,409
Queensborough	\$4,302,930	\$3,633,857	\$4,413,347	\$4,659,450	\$5,126,282
<b>Community College Total</b>	<b>\$64,507,820</b>	<b>\$42,377,848</b>	<b>\$50,038,876</b>	<b>\$47,256,723</b>	<b>\$43,354,101</b>
Graduate Center	\$11,562,718	\$13,745,083	\$12,785,532	\$15,816,220	\$14,679,579
School of Journalism	\$1,350,000	\$1,607,225	\$1,431,235	\$2,339,952	\$1,626,507
School of Professional Studies	---	---	\$9,131,906	\$9,020,399	\$17,168,623
School of Public Health	---	---	\$50,000	\$909,348	\$2,427,169
Law School	\$64,235	\$82,360	\$234,970	\$0	\$0
<b>University Total</b>	<b>\$297,499,526</b>	<b>\$266,516,937</b>	<b>\$273,907,466</b>	<b>\$288,835,382</b>	<b>\$302,644,718</b>

Note: Reflects total awards for grants and contract administered by the Research Foundation. The University totals include awards to the graduate and professional schools but do not reflect awards to CUNY Central. Awards for the School of Professional Studies and the School of Public Health were not included in the preliminary report but are included here. FY 2016 data are preliminary.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.7 - Increase revenues

### Alternative revenues (weighted 3-yr rolling average)

	FY 2012-2014	FY 2013-2015
Baruch	\$2,856,292	\$3,335,293
Brooklyn	\$715,141	\$899,099
City	\$590,847	\$463,539
Hunter	\$2,743,838	\$2,997,662
John Jay	\$4,278,505	\$5,266,539
Lehman	\$1,578,278	\$1,755,935
Queens	\$2,357,699	\$3,057,871
York	\$1,674,513	\$1,627,630
<b>Senior College Total</b>	<b>\$16,795,113</b>	<b>\$19,403,568</b>
Medgar Evers	\$341,902	\$432,799
NYCCT	\$1,438,746	\$1,406,096
Staten Island	\$7,277,776	\$9,729,500
<b>Comprehensive College Total</b>	<b>\$9,058,424</b>	<b>\$11,568,395</b>
BMCC	\$2,184,705	\$2,342,988
Bronx	\$601,363	\$613,195
Guttman	---	---
Hostos	\$1,686,578	\$1,886,203
Kingsborough	\$1,450,883	\$1,499,706
LaGuardia	\$2,182,852	\$2,311,519
Queensborough	\$1,919,158	\$2,075,282
<b>Community College Total</b>	<b>\$10,025,539</b>	<b>\$10,751,528</b>
Graduate Center	\$2,323,850	\$2,527,477
Law School	---	---
<b>University Total</b>	<b>\$38,202,926</b>	<b>\$44,370,355</b>

Note: As reflected in revenues reported through auxiliary enterprises on the college financial statement. The weighted 3-year rolling average is calculated as the dollar amount for the current fiscal year (FY)\*0.5 + (FY-1)\*0.3 + (FY-2)\*0.2. The University averages reflect alternative revenues generated by the graduate and professional schools.



# University Performance Management Process 2015-16 Year-End Report

## Goal A.7 - Increase revenues

### Alternative revenues (annual)

	FY 2012	FY 2013	FY 2014	FY 2015
Baruch	\$2,147,446	\$2,301,806	\$3,472,523	\$3,666,349
Brooklyn	\$644,973	\$551,578	\$841,345	\$1,072,760
City	\$883,369	\$503,364	\$526,328	\$409,936
Hunter	\$2,067,631	\$2,325,601	\$3,265,264	\$3,105,925
John Jay	\$2,381,567	\$3,377,930	\$5,577,625	\$5,835,331
Lehman	\$1,389,042	\$1,565,956	\$1,661,366	\$1,888,668
Queens	\$2,357,907	\$2,174,508	\$2,467,530	\$3,765,421
York	\$1,603,966	\$1,709,017	\$1,682,029	\$1,562,436
<b>Senior College Total</b>	<b>\$13,475,900</b>	<b>\$14,509,759</b>	<b>\$19,494,010</b>	<b>\$21,306,827</b>
Medgar Evers	\$319,465	\$331,557	\$357,085	\$518,724
NYCCT	\$1,558,319	\$1,419,343	\$1,402,559	\$1,402,919
Staten Island	\$4,399,316	\$4,549,221	\$10,066,292	\$11,599,536
<b>Comprehensive College Total</b>	<b>\$6,277,099</b>	<b>\$6,300,122</b>	<b>\$11,825,935</b>	<b>\$13,521,179</b>
BMCC	\$1,518,493	\$2,011,214	\$2,555,284	\$2,348,320
Bronx	\$657,494	\$512,919	\$631,977	\$642,037
Guttman	---	---	---	\$45,267
Hostos	\$1,598,605	\$1,588,544	\$1,780,588	\$2,068,636
Kingsborough	\$1,280,054	\$1,375,108	\$1,564,679	\$1,510,562
LaGuardia	\$1,828,108	\$2,100,580	\$2,374,113	\$2,358,340
Queensborough	\$1,700,442	\$1,940,013	\$1,994,132	\$2,178,079
<b>Community College Total</b>	<b>\$8,583,195</b>	<b>\$9,528,377</b>	<b>\$10,900,773</b>	<b>\$11,151,241</b>
Graduate Center	\$1,803,062	\$2,368,095	\$2,505,619	\$2,604,344
Law School	---	---	---	\$238,775
<b>University Total</b>	<b>\$30,139,257</b>	<b>\$32,706,353</b>	<b>\$44,726,337</b>	<b>\$48,822,367</b>

Note: As reflected in revenues reported through auxiliary enterprises on the college financial statement. The University totals reflect alternative revenues generated by the graduate and professional schools.



# University Performance Management Process 2015-16 Year-End Report

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

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

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Baruch	68.9	72.2	73.8	72.5	71.6
Brooklyn	69.4	69.7	70.0	68.9	68.9
City	70.5	71.9	72.8	72.1	70.8
Hunter	70.5	69.6	67.8	67.8	67.9
John Jay	72.3	69.5	76.8	70.0	69.9
Lehman	71.8	68.2	68.9	65.4	66.2
Queens	69.5	70.9	69.7	69.1	68.3
York	65.3	62.7	62.8	64.5	63.1
<b>Senior College Average</b>	<b>70.0</b>	<b>69.9</b>	<b>70.7</b>	<b>69.2</b>	<b>68.8</b>
Medgar Evers	61.2	59.0	63.6	59.6	60.2
NYCCT	70.4	74.8	74.5	73.4	73.2
Staten Island	70.5	67.7	69.3	71.5	70.6
<b>Comprehensive College Average</b>	<b>68.3</b>	<b>68.3</b>	<b>70.0</b>	<b>69.5</b>	<b>69.3</b>
BMCC	60.3	61.0	59.7	59.6	59.6
Bronx	64.3	63.5	63.6	64.8	61.0
Guttman	---	---	23.8	32.0	34.9
Hostos	59.4	61.3	58.5	58.2	57.8
Kingsborough	69.9	69.0	69.7	68.2	69.2
LaGuardia	60.6	59.8	60.1	59.4	59.8
Queensborough	74.7	75.0	73.8	73.7	74.4
<b>Community College Average</b>	<b>64.8</b>	<b>64.8</b>	<b>63.2</b>	<b>63.0</b>	<b>62.7</b>
Graduate Center	79.9	74.9	75.1	74.3	73.9
School of Journalism	65.2	67.5	70.4	66.2	64.0
School of Professional Studies	78.2	84.6	80.3	69.4	80.9
Law School	64.5	59.9	59.2	59.5	57.4
<b>University Average</b>	<b>68.9</b>	<b>68.5</b>	<b>68.5</b>	<b>67.5</b>	<b>67.2</b>

Note: The University averages reflect spending by the graduate and professional schools. FY 2014 has been updated since the 2014-15 report; FY 2014 and FY 2015 are final.



# University Performance Management Process 2015-16 Year-End Report

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

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

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Baruch	9.3	10.5	11.4	10.5	10.3
Brooklyn	10.1	9.8	10.2	10.0	10.0
City	5.6	5.8	5.5	4.6	4.6
Hunter	7.0	6.8	6.4	6.8	6.9
John Jay	8.2	8.1	9.2	9.6	9.6
Lehman	7.6	7.6	7.7	7.6	7.3
Queens	8.1	8.1	8.0	8.2	7.5
York	8.7	7.9	7.7	7.9	8.0
<b>Senior College Average</b>	<b>7.9</b>	<b>8.0</b>	<b>8.1</b>	<b>8.0</b>	<b>7.9</b>
Medgar Evers	8.5	7.8	8.0	8.1	8.7
NYCCT	7.4	7.8	8.2	7.4	7.7
Staten Island	8.9	8.4	8.8	9.6	9.2
<b>Comprehensive College Average</b>	<b>8.3</b>	<b>8.0</b>	<b>8.4</b>	<b>8.4</b>	<b>8.5</b>
BMCC	8.0	7.8	7.5	9.1	10.0
Bronx	10.1	10.2	9.5	10.0	9.3
Guttman	---	---	7.2	10.8	11.6
Hostos	12.0	12.1	12.2	12.1	11.9
Kingsborough	12.8	12.8	13.1	12.7	12.8
LaGuardia	8.9	8.9	9.7	10.0	10.5
Queensborough	10.1	9.3	9.1	9.2	8.9
<b>Community College Average</b>	<b>10.0</b>	<b>9.9</b>	<b>9.8</b>	<b>10.3</b>	<b>10.5</b>
Graduate Center	14.8	10.3	11.9	12.6	17.9
School of Journalism	11.9	14.0	13.3	11.7	14.0
School of Professional Studies	4.2	6.6	4.1	0.1	3.9
Law School	10.4	11.2	11.1	11.6	13.3
<b>University Average</b>	<b>9.0</b>	<b>8.7</b>	<b>8.9</b>	<b>9.0</b>	<b>9.4</b>

Note: The University averages reflect spending by the graduate and professional schools. FY 2014 has been updated since the 2014-15 report; FY 2014 and FY 2015 are final.



# University Performance Management Process 2015-16 Year-End Report

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

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

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Baruch	59.6	61.7	62.3	62.1	61.3
Brooklyn	59.3	59.9	59.8	58.8	58.9
City	64.9	66.1	67.3	67.5	66.2
Hunter	63.5	62.8	61.4	61.0	61.0
John Jay	64.1	61.4	67.6	60.3	60.3
Lehman	64.3	60.6	61.2	57.8	58.9
Queens	61.4	62.8	61.7	60.9	60.8
York	56.5	54.9	55.1	56.6	55.0
<b>Senior College Average</b>	<b>62.1</b>	<b>61.9</b>	<b>62.5</b>	<b>61.2</b>	<b>60.9</b>
Medgar Evers	52.7	51.2	55.5	51.5	51.6
NYCCT	63.0	67.0	66.3	66.0	65.6
Staten Island	61.6	59.3	60.5	61.9	61.5
<b>Comprehensive College Average</b>	<b>60.1</b>	<b>60.2</b>	<b>61.6</b>	<b>61.1</b>	<b>60.8</b>
BMCC	52.3	53.3	52.2	50.5	49.6
Bronx	54.2	53.4	54.2	54.8	51.7
Guttman	---	---	16.6	21.2	23.2
Hostos	47.4	49.2	46.3	46.1	45.9
Kingsborough	57.1	56.2	56.5	55.4	56.4
LaGuardia	51.7	50.9	50.4	49.4	49.4
Queensborough	64.6	65.8	64.7	64.5	65.4
<b>Community College Average</b>	<b>54.8</b>	<b>55.0</b>	<b>53.4</b>	<b>52.6</b>	<b>52.2</b>
Graduate Center	65.1	64.6	63.3	61.8	56.0
School of Journalism	53.2	53.6	57.1	54.5	50.0
School of Professional Studies	74.0	78.0	76.1	69.3	77.0
Law School	54.1	48.7	48.1	47.8	44.1
<b>University Average</b>	<b>59.9</b>	<b>59.8</b>	<b>59.6</b>	<b>58.5</b>	<b>57.8</b>

Note: The University averages reflect spending by the graduate and professional schools. FY 2014 has been updated since the 2014-15 report; FY 2014 and FY 2015 are final.



# University Performance Management Process 2015-16 Year-End Report

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

### Percentage of budget in reserve

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
Baruch	3.8	3.0	1.8	1.1	3.1
Brooklyn	2.7	2.8	2.8	1.9	2.1
City	2.0	0.9	0.8	0.7	2.8
Hunter	3.8	2.2	3.0	3.9	3.8
John Jay	4.5	3.0	2.6	1.5	1.9
Lehman	0.7	0.9	1.4	3.2	5.6
Queens	2.2	1.3	2.5	1.1	1.7
York	0.1	0.0	3.0	3.7	7.6
<b>Senior College Average</b>	<b>2.7</b>	<b>1.9</b>	<b>2.2</b>	<b>2.1</b>	<b>3.2</b>
Medgar Evers	3.8	3.0	0.1	0.0	1.1
NYCCT	6.0	2.6	3.1	3.0	3.9
Staten Island	1.9	1.7	2.6	0.5	1.9
<b>Comprehensive College Average</b>	<b>3.9</b>	<b>2.3</b>	<b>2.2</b>	<b>1.4</b>	<b>2.5</b>
BMCC	2.9	3.0	3.1	3.1	2.7
Bronx	1.1	3.1	3.1	-0.3	2.4
Guttman	---	---	4.0	4.8	2.7
Hostos	6.3	3.2	1.9	3.1	2.5
Kingsborough	1.3	0.9	1.6	2.5	2.0
LaGuardia	2.5	2.7	2.4	3.0	2.9
Queensborough	2.3	3.1	3.0	3.0	3.0
<b>Community College Average</b>	<b>2.5</b>	<b>2.6</b>	<b>2.6</b>	<b>2.6</b>	<b>2.6</b>
Graduate Center	2.8	3.0	2.8	3.2	3.0
School of Journalism	9.4	9.1	4.6	4.9	0.1
School of Professional Studies	6.1	3.3	4.0	3.5	9.3
Law School	4.0	0.0	5.5	5.7	7.6
<b>University Average</b>	<b>2.9</b>	<b>2.2</b>	<b>2.4</b>	<b>2.3</b>	<b>3.0</b>

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



# University Performance Management Process 2015-16 Year-End Report

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

### Percentage of minority full-time faculty

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Baruch	27.8	27.9	28.7	28.2	29.0
Brooklyn	24.1	24.4	24.2	25.2	26.3
City	31.0	31.4	32.1	31.8	32.9
Hunter	28.7	28.4	28.4	28.2	28.1
John Jay	31.2	30.2	30.4	30.6	30.5
Lehman	29.5	30.1	31.0	31.1	32.0
Queens	23.7	24.9	24.6	24.6	24.8
York	42.4	42.7	43.5	44.6	44.9
<b>Senior College Average</b>	<b>28.6</b>	<b>28.8</b>	<b>29.1</b>	<b>29.2</b>	<b>29.8</b>
Medgar Evers	82.7	81.0	79.8	79.7	79.6
NYCCT	37.5	36.4	36.1	34.7	36.8
Staten Island	21.8	23.1	24.6	26.2	26.6
<b>Comprehensive College Average</b>	<b>40.0</b>	<b>39.3</b>	<b>39.8</b>	<b>39.5</b>	<b>40.5</b>
BMCC	46.2	46.3	44.7	45.0	44.5
Bronx	45.4	44.7	45.7	45.2	43.9
Guttman	---	36.8	40.0	36.8	41.3
Hostos	51.5	49.7	51.6	49.7	52.1
Kingsborough	25.5	26.9	26.3	26.0	28.0
LaGuardia	39.7	38.1	38.0	40.7	42.3
Queensborough	25.9	27.2	29.7	30.8	30.4
<b>Community College Average</b>	<b>38.1</b>	<b>38.0</b>	<b>38.6</b>	<b>39.0</b>	<b>39.6</b>
Graduate Center	12.0	12.3	13.1	14.7	16.3
School of Journalism	26.9*	30.3*	27.3*	29.2*	33.3*
School of Professional Studies	0.0*	0.0*	10.0*	15.4*	18.8*
Law School	46.7	42.3	42.3	44.0	44.2
<b>University Average</b>	<b>32.5</b>	<b>32.6</b>	<b>32.9</b>	<b>33.2</b>	<b>33.9</b>

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

\*Calculated on a base less than 25.



# University Performance Management Process 2015-16 Year-End Report

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

### Percentage of Italian American full-time faculty

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Baruch	4.6	4.3	4.2	3.9	4.3
Brooklyn	5.8	4.7	4.3	4.2	4.5
City	4.0	4.1	3.8	3.9	4.0
Hunter	5.7	5.5	5.6	5.3	5.5
John Jay	5.0	4.6	4.8	4.5	4.6
Lehman	8.4	7.9	7.3	7.0	6.4
Queens	3.6	3.6	3.7	3.7	3.8
York	6.0	5.7	6.1	6.1	5.6
<b>Senior College Average</b>	<b>5.2</b>	<b>4.9</b>	<b>4.8</b>	<b>4.6</b>	<b>4.7</b>
Medgar Evers	0.6	1.1	1.1	1.1	1.1
NYCCT	8.1	8.0	7.9	7.9	7.4
Staten Island	8.0	7.3	7.1	7.0	6.4
<b>Comprehensive College Average</b>	<b>6.7</b>	<b>6.5</b>	<b>6.3</b>	<b>6.4</b>	<b>5.9</b>
BMCC	6.9	6.1	5.8	5.5	5.1
Bronx	7.3	7.2	6.7	6.8	5.5
Guttman	---	5.3	3.3	0.0	0.0
Hostos	4.1	4.7	3.8	3.7	3.2
Kingsborough	12.9	11.9	11.0	10.8	10.7
LaGuardia	4.8	5.2	5.5	4.8	4.8
Queensborough	7.3	6.7	6.3	5.6	5.1
<b>Community College Average</b>	<b>7.5</b>	<b>7.1</b>	<b>6.6</b>	<b>6.2</b>	<b>5.7</b>
Graduate Center	0.6	0.6	1.1	1.6	1.1
School of Journalism	3.8*	0.0*	3.0*	4.2*	0.0*
School of Professional Studies	0.0*	0.0*	0.0*	0.0*	0.0*
Law School	6.7	5.8	7.7	8.0	9.3
<b>University Average</b>	<b>5.9</b>	<b>5.6</b>	<b>5.4</b>	<b>5.3</b>	<b>5.1</b>

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

\*Calculated on a base less than 25.



# University Performance Management Process 2015-16 Year-End Report

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

### Percentage of women full-time faculty

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Baruch	38.0	38.6	39.5	39.3	38.9
Brooklyn	44.2	45.2	44.7	45.8	46.0
City	39.6	40.0	40.2	40.5	39.9
Hunter	49.9	50.1	50.7	51.6	51.4
John Jay	45.8	46.3	47.7	48.0	47.8
Lehman	51.4	51.8	54.1	53.5	53.6
Queens	44.5	44.8	45.8	46.4	46.2
York	47.5	48.3	49.5	49.3	49.5
<b>Senior College Average</b>	<b>44.9</b>	<b>45.3</b>	<b>46.0</b>	<b>46.4</b>	<b>46.2</b>
Medgar Evers	47.5	45.4	45.4	46.2	47.0
NYCCT	47.3	48.1	47.9	47.7	48.2
Staten Island	45.3	47.3	46.8	46.0	46.8
<b>Comprehensive College Average</b>	<b>46.6</b>	<b>47.3</b>	<b>47.0</b>	<b>46.8</b>	<b>47.5</b>
BMCC	57.8	56.3	55.6	57.5	56.0
Bronx	49.0	49.3	48.6	49.5	46.3
Guttman	---	84.2	63.3	63.2	60.9
Hostos	53.3	52.1	52.2	51.9	52.1
Kingsborough	54.9	55.4	55.9	55.8	54.5
LaGuardia	56.4	56.9	56.8	57.6	57.0
Queensborough	54.2	52.8	51.2	50.5	50.9
<b>Community College Average</b>	<b>54.7</b>	<b>54.5</b>	<b>53.9</b>	<b>54.5</b>	<b>53.4</b>
Graduate Center	40.4	41.4	39.2	37.0	34.2
School of Journalism	46.2*	45.5*	48.5*	41.7*	38.1*
School of Professional Studies	66.7*	75.0*	70.0*	69.2*	68.8*
Law School	64.4	63.5	65.4	66.0	65.1
<b>University Average</b>	<b>47.8</b>	<b>48.3</b>	<b>48.5</b>	<b>48.8</b>	<b>48.4</b>

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

\*Calculated on a base less than 25.



# University Performance Management Process 2015-16 Year-End Report

## Goal B.1a - Increase enrollment in master's programs

### Headcount enrollment in master's programs

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Baruch	3,663	3,485	3,266	3,057	2,994
Brooklyn	3,133	3,073	3,065	2,977	3,001
City	2,544	2,499	2,409	2,253	2,155
Hunter	5,585	5,420	5,375	5,389	5,493
John Jay	1,767	1,696	1,677	1,567	1,557
Lehman	2,105	2,054	2,021	1,882	1,859
Queens	3,267	3,045	2,969	2,851	2,634
York	32	39	46	55	65
Staten Island	913	879	838	824	782
Graduate Center	243	296	324	393	460
School of Journalism	183	187	191	183	213
School of Professional Studies	393	426	443	520	543
<b>University Total</b>	<b>23,828</b>	<b>23,099</b>	<b>22,624</b>	<b>21,951</b>	<b>21,756</b>



# University Performance Management Process 2015-16 Year-End Report

## Goal B.1a - Increase enrollment in master's programs

### FTE enrollment in master's programs

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Baruch	2,432	2,261	2,173	1,996	2,016
Brooklyn	1,907	1,796	1,803	1,788	1,846
City	1,513	1,513	1,489	1,359	1,292
Hunter	3,687	3,589	3,522	3,552	3,654
John Jay	1,111	1,052	1,051	953	1,006
Lehman	1,253	1,202	1,240	1,178	1,142
Queens	1,705	1,682	1,702	1,635	1,510
York	31	44	53	63	71
Staten Island	527	523	490	526	493
Graduate Center	128	159	164	199	230
School of Journalism	217	224	235	221	244
School of Professional Studies	172	176	184	228	234
<b>University Total</b>	<b>14,683</b>	<b>14,221</b>	<b>14,106</b>	<b>13,698</b>	<b>13,738</b>



# University Performance Management Process 2015-16 Year-End Report

## Goal B.1a - Increase enrollment in master's programs

### New master's student enrollment

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Baruch	1,151	999	940	985	1,043
Brooklyn	926	986	1,106	1,076	1,187
City	714	711	692	786	716
Hunter	1,472	1,510	1,517	1,779	1,912
John Jay	550	490	476	447	434
Lehman	608	583	621	570	539
Queens	944	910	980	999	902
Staten Island	257	255	231	283	226
Graduate Center	103	127	128	180	164
School of Journalism	90	96	97	85	111
School of Professional Studies	118	139	121	179	160
<b>University Total</b>	<b>6,933</b>	<b>6,806</b>	<b>6,909</b>	<b>7,369</b>	<b>7,394</b>

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



# University Performance Management Process 2015-16 Year-End Report

## Goal B.1a - Increase enrollment in master's programs

### One-year retention rate in master's programs

	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants	Fall 2014 Entrants
Baruch	82.7	85.2	87.2	86.4	88.1
Brooklyn	83.7	85.8	83.7	84.8	85.8
City	80.5	79.1	80.4	81.3	79.8
Hunter	86.4	85.3	87.2	88.6	88.0
John Jay	78.0	80.9	80.7	79.2	79.9
Lehman	85.6	82.2	83.9	84.1	88.4
Queens	85.6	83.9	85.6	84.9	84.1
Staten Island	78.7	83.6	80.0	83.1	84.4
Graduate Center	80.0	75.7	77.9	75.8	76.7
School of Journalism	91.1	90.0	93.8	91.7	81.2
School of Professional Studies	85.0	69.4	69.8	81.0	75.4
<b>University Average</b>	<b>83.7</b>	<b>83.5</b>	<b>84.3</b>	<b>84.9</b>	<b>85.0</b>

Note: Computed as the percentage of entering students who are still enrolled the following fall or have graduated within one year. Note that Fall 2013 has been updated with final data since the 2014-15 Year-End PMP Report; Fall 2014 data are preliminary.



# University Performance Management Process 2015-16 Year-End Report

## Goal B.1b - Create more efficient remediation pathways

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

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Medgar Evers	36.1	36.5	41.7	48.1	59.1
NYCCT	62.9	69.4	66.9	58.1	52.9
Staten Island	72.5	70.9	67.9	71.7	68.2
<b>Comprehensive College Average</b>	<b>59.7</b>	<b>62.9</b>	<b>62.3</b>	<b>61.3</b>	<b>59.4</b>
BMCC	30.2	40.0	41.4	46.5	41.7
Bronx	27.5	28.5	33.3	36.4	35.1
Guttman	---	---	50.0	53.2	56.1
Hostos	35.0	35.4	44.8	47.0	38.7
Kingsborough	23.1	26.5	30.9	33.8	30.5
LaGuardia	42.4	44.4	44.0	45.8	43.8
Queensborough	42.2	34.2	45.3	56.8	56.7
<b>Community College Average</b>	<b>33.3</b>	<b>36.2</b>	<b>40.5</b>	<b>45.4</b>	<b>42.7</b>
<b>University Average</b>	<b>39.0</b>	<b>42.0</b>	<b>45.2</b>	<b>49.2</b>	<b>46.2</b>

Note: The denominator for computing this rate consists of first-time associate degree-seeking freshmen who were not fully proficient upon initial testing and were still enrolled at the college of entry in the subsequent spring term. Students whose initial proficiency status is unknown are excluded. The numerator consists of those students counted in the denominator who became fully proficient by the start of the next fall term, regardless of whether they enrolled in the same college that fall. Proficiency in reading and writing is determined by test results. Proficiency in math is determined by either (1) test results, or (2) enrolling in a basic college-level math course during the fall term of entry or subsequent spring term at the college of entry or in the following fall term regardless of whether the students were still enrolled at their college of entry, or (3) course completion (passing a last-in-sequence remedial math course with a grade of C or better). Fall 2013 has been updated for Medgar Evers since the 2014-15 PMP Final Year-End Report.



# University Performance Management Process 2015-16 Year-End Report

## Goal B.2b - Prepare students for transfer to baccalaureate programs

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

	Fall 2005 Entrants	Fall 2006 Entrants	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants
Medgar Evers	48.9	48.4	42.8	37.8	35.3
NYCCT	38.1	39.6	40.8	37.2	42.4
Staten Island	56.3	58.6	64.3	64.6	62.3
<b>Comprehensive College Average</b>	<b>46.9</b>	<b>47.4</b>	<b>49.8</b>	<b>46.6</b>	<b>47.5</b>
BMCC	34.1	33.6	33.5	26.7	33.3
Bronx	25.4	27.4	27.5	26.4	23.7
Guttman	---	---	---	---	---
Hostos	25.1	28.9	29.0	27.0	26.3
Kingsborough	36.1	35.8	37.6	34.1	34.9
LaGuardia	30.5	28.8	31.9	30.2	28.9
Queensborough	37.3	35.3	37.9	36.3	34.0
<b>Community College Average</b>	<b>32.9</b>	<b>32.3</b>	<b>33.8</b>	<b>30.2</b>	<b>31.4</b>
<b>University Average</b>	<b>37.1</b>	<b>36.8</b>	<b>38.3</b>	<b>34.8</b>	<b>35.8</b>

Note: Calculated as the percentage of an associate-seeking first-time freshman cohort that transferred to any CUNY or non-CUNY college, or that transferred from an associate to a baccalaureate program in the same college, within 6 years, with or without an associate degree.



# University Performance Management Process 2015-16 Year-End Report

## Goal B.2b - Prepare students for transfer to baccalaureate programs

Transfer rate of AA/AS graduates to any baccalaureate program

	2009-10 Graduates	2010-11 Graduates	2011-12 Graduates	2012-13 Graduates	2013-14 Graduates
Medgar Evers	83.5	81.9	85.4	84.0	83.9
NYCCT	72.1	78.3	68.7	77.9	74.8
Staten Island	87.4	83.4	85.6	76.4	69.6
<b>Comprehensive College Average</b>	<b>83.5</b>	<b>81.8</b>	<b>82.2</b>	<b>80.4</b>	<b>78.1</b>
BMCC	73.9	69.5	73.0	73.2	73.6
Bronx	70.6	70.7	73.8	69.9	73.5
Guttman	---	---	---	---	---
Hostos	66.7	72.9	69.9	75.9	72.8
Kingsborough	71.4	70.8	73.7	74.1	72.5
LaGuardia	70.7	68.5	69.3	72.7	74.0
Queensborough	78.8	74.7	75.7	76.7	78.2
<b>Community College Average</b>	<b>72.9</b>	<b>70.7</b>	<b>72.7</b>	<b>73.6</b>	<b>74.1</b>
<b>University Average</b>	<b>74.2</b>	<b>72.0</b>	<b>73.7</b>	<b>74.3</b>	<b>74.4</b>

Note: Transfers are those who enrolled in a CUNY or non-CUNY baccalaureate program within two years after graduation. Transfers outside CUNY are limited to enrollment in four-year institutions, but may include a small number of students pursuing a second associate degree at a comprehensive institution. Due to a methodology change data will not match last year's PMP.



# University Performance Management Process 2015-16 Year-End Report

## Goal B.2b - Prepare students for transfer to baccalaureate programs

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

	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Medgar Evers	2.62	2.24	2.68	2.52	2.52
NYCCT	2.66	2.61	2.55	2.62	2.68
Staten Island	2.61	2.65	2.78	2.73	2.78
<b>Comprehensive College Average</b>	<b>2.62</b>	<b>2.61</b>	<b>2.61</b>	<b>2.63</b>	<b>2.69</b>
BMCC	2.62	2.69	2.76	2.72	2.80
Bronx	2.77	2.82	2.75	2.68	2.77
Guttman	---	---	---	---	2.60
Hostos	2.63	2.64	2.59	2.65	2.67
Kingsborough	2.63	2.57	2.62	2.61	2.69
LaGuardia	2.70	2.77	2.77	2.76	2.76
Queensborough	2.64	2.69	2.61	2.63	2.69
<b>Community College Average</b>	<b>2.65</b>	<b>2.69</b>	<b>2.70</b>	<b>2.68</b>	<b>2.74</b>
<b>University Average</b>	<b>2.65</b>	<b>2.68</b>	<b>2.69</b>	<b>2.68</b>	<b>2.73</b>

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



# University Performance Management Process 2015-16 Year-End Report

## Goal B.2b - Prepare students for transfer to baccalaureate programs

Percentage of graduates from career and technical education programs employed within 6 months of graduation

	2010-11 Graduates	2011-12 Graduates	2012-13 Graduates	2013-14 Graduates	2014-15 Graduates
Medgar Evers	72.7	84.4	76.0*	80.0*	80.0*
NYCCT	65.0	62.8	71.1	75.0	76.2
Staten Island	79.2	54.8*	82.4	88.9*	85.7*
<b>Comprehensive College Average</b>	<b>69.2</b>	<b>66.1</b>	<b>73.5</b>	<b>77.4</b>	<b>77.9</b>
BMCC	70.7	72.8	73.1	78.8	72.5
Bronx	71.0	71.0	70.8	77.0	73.9
Guttman	---	---	---	---	66.7*
Hostos	70.0	74.7	64.6	70.8	82.1
Kingsborough	69.0	65.2	71.7	79.8	70.3
LaGuardia	71.7	73.4	73.1	80.3	76.1
Queensborough	70.0	69.1	74.4	70.0	76.7
<b>Community College Average</b>	<b>70.5</b>	<b>71.2</b>	<b>72.0</b>	<b>77.2</b>	<b>74.4</b>
<b>University Average</b>	<b>70.3</b>	<b>70.3</b>	<b>72.2</b>	<b>77.2</b>	<b>74.8</b>

Note: Based on responses to a survey of certificate and associate graduates. Graduates were asked to report on their employment status six months after graduation. Figures reflect the percentage of respondents who reported being employed, working in an apprenticeship, or serving in the military six months after graduation. Responses are reported by academic year, reflecting summer-fall-spring semesters.

\*Calculated on a base less than 25.



# University Performance Management Process 2015-16 Year-End Report

## Goal B.3b - Increase (or maintain high) pass rates on professional licensure exams

### NCLEX (RN licensure) pass rate

	2011	2012	2013	2014	2015
Medgar Evers	89.1	83.3	74.5	51.6	55.6
NYCCT	91.5	95.1	81.0	87.1	77.1
Staten Island	78.0	88.3	70.0	63.6	79.3
<b>Comprehensive College Average</b>	<b>84.3</b>	<b>89.9</b>	<b>74.2</b>	<b>68.5</b>	<b>70.9</b>
BMCC	83.2	85.4	74.3	74.5	75.4
Bronx	71.8	86.0	83.3	75.9	88.1
Hostos	72.3	88.0	75.6	74.1	80.0
Kingsborough	80.6	75.9	60.2	69.5	75.6
LaGuardia	76.9	81.3	79.5	85.3	89.7
Queensborough	86.4	92.7	82.9	90.9	91.0
<b>Community College Average</b>	<b>80.4</b>	<b>84.0</b>	<b>73.5</b>	<b>78.0</b>	<b>81.8</b>

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