



Performance Management Process Data Book

**2016-17
University Report**

**Office of Institutional Research and Assessment
July 5, 2017**

2016-17 PMP Data Book

The University Performance Management Process (PMP) Data Book is designed to track progress on goals articulated in the CUNY Strategic Framework: www.cuny.edu/connected

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Goal A.1 - Aggressively expand online education, supporting the necessary infrastructure, training and incentives.

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

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Baruch	2.9	2.8	5.4	7.6	11.7
Brooklyn	8.4	9.2	9.9	9.8	9.6
City	1.3	1.4	2.0	2.1	3.5
Hunter	6.7	8.1	9.5	12.2	13.6
John Jay	5.5	5.8	7.2	10.2	13.9
Lehman	15.4	17.4	18.4	22.3	21.5
Medgar Evers	3.0	3.7	4.7	4.4	5.9
NYCCT	5.8	5.1	5.6	5.5	6.2
Queens	2.8	3.0	3.6	5.4	5.3
Staten Island	2.8	3.5	3.9	4.6	4.5
York	4.5	4.4	5.1	6.3	7.6
Senior College Average	5.2	5.7	6.8	8.3	9.5
BMCC	1.8	2.6	2.5	3.6	5.6
Bronx	1.9	1.8	2.3	2.6	4.1
Guttman	5.2	2.9	0.4	1.9	3.0
Hostos	4.9	4.4	6.3	7.2	7.3
Kingsborough	3.2	3.5	4.0	4.3	4.2
LaGuardia	2.7	4.9	6.0	5.3	6.2
Queensborough	3.0	3.1	4.1	4.5	5.2
Community College Average	2.7	3.3	3.9	4.3	5.3
University Average	4.3	4.9	5.7	6.8	8.0

Note: Percentages 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.



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Goal A.2 - CUNY will double its three-year graduation rate for associate degrees and raise by ten points the six-year graduation rate for bachelor's programs.

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

	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants	Fall 2013 Entrants
Medgar Evers	4.5	5.0	4.5	3.9	4.4
NYCCT	7.8	6.9	7.3	7.9	6.6
Staten Island	3.0	3.3	2.5	3.5	4.9
Senior College Average	5.7	5.4	5.4	5.8	5.7
BMCC	15.0	15.0	16.0	18.3	18.9
Bronx	10.0	11.1	10.8	15.5	16.2
Guttman	---	---	---	49.1	43.5
Hostos	10.3	11.9	12.6	20.6	22.1
Kingsborough	21.8	18.7	23.4	26.2	28.2
LaGuardia	16.9	16.8	16.3	20.0	22.0
Queensborough	16.2	18.5	18.1	22.0	21.9
Community College Average	15.9	16.0	16.8	21.0	21.9

Note: Students are counted as graduates in the cohort year if they earned 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 earned more than one degree within the tracking period are counted only once.

Target: CUNY will double the three-year associate degree completion rate from the three-year rate for the 2013 entering cohort to the three-year rate for the cohort entering in fall 2018.



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Goal A.2 - CUNY will double its three-year graduation rate for associate degrees and raise by ten points the six-year graduation rate for bachelor's programs.

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

	Fall 2006 Entrants	Fall 2007 Entrants	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants
Baruch	62.6	66.9	65.6	69.9	66.5
Brooklyn	53.8	51.2	50.4	54.1	50.9
City	42.0	42.0	44.2	44.2	46.9
Hunter	45.7	50.4	51.7	53.6	53.3
John Jay	43.1	43.4	43.7	40.9	43.8
Lehman	34.9	37.0	37.1	37.8	43.6
Medgar Evers	17.0	14.7	13.6	19.4	17.1
NYCCT	23.1	25.2	20.4	29.5	24.7
Queens	54.9	56.4	56.6	57.7	60.0
Staten Island	47.3	50.8	47.3	43.1	45.9
York	25.6	26.2	29.0	26.7	30.3
University Average	46.7	47.6	47.6	48.4	48.8

Note: Students are counted as graduates from the college of entry in the cohort year if they earned 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 earned more than one degree within the tracking period are counted only once.

Target: CUNY will raise its six-year bachelor's degree completion rate by 10 percentage points from the six-year rate for the 2010 entering cohort to the six-year rate of the cohort entering CUNY in 2019.



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Goal A.2 - CUNY will double its three-year graduation rate for associate degrees and raise by ten points the six-year graduation rate for bachelor's programs.

Four-year graduation rate of students who transferred from an associate degree program to a CUNY bachelor's program (tracked from semester of transfer)

	Fall 2008 Entrants	Fall 2009 Entrants	Fall 2010 Entrants	Fall 2011 Entrants	Fall 2012 Entrants
Baruch	66.5	64.3	59.1	58.7	58.2
Brooklyn	52.4	55.5	56.4	55.0	53.0
City	49.6	46.2	44.0	44.4	45.2
Hunter	49.6	55.7	56.3	49.4	50.8
John Jay	58.0	58.5	56.9	59.1	57.0
Lehman	52.8	57.4	57.5	55.0	58.6
Medgar Evers	30.3	38.1	43.5	40.7	32.4
NYCCT	54.0	54.0	55.0	53.3	50.0
Queens	56.8	54.8	57.6	55.0	53.7
Staten Island	41.4	36.7	31.9	36.2	35.7
York	46.1	38.1	49.1	42.6	42.6
Professional Studies	28.6	30.8	31.0	30.6	30.8
University Average	51.7	51.4	51.4	51.1	49.7

Note: Transfer students are students who were previously enrolled in a CUNY associate degree program within three years of transferring to a CUNY baccalaureate program. Includes students who transferred with or without the associate degree and students who transferred from the associate to the baccalaureate program at a comprehensive college. Graduation rates are the percentage of students who earned a baccalaureate degree at any CUNY college of transfer within four years.



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Goal A.3 - Facilitate taking courses on permit.

Permit registrations in

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Baruch	71	50	76	105	99
Brooklyn	123	102	107	90	120
City	91	79	108	148	131
Hunter	162	132	177	173	160
John Jay	90	63	103	163	154
Lehman	58	87	97	102	151
Medgar Evers	145	123	87	135	123
NYCCT	27	18	19	20	24
Queens	54	83	88	92	89
Staten Island	42	21	36	35	53
York	57	53	87	76	56
Senior College Total	920	811	985	1,139	1,160
BMCC	1	1	108	119	209
Bronx	28	31	42	38	58
Guttman	0	0	0	0	0
Hostos	33	33	21	38	53
Kingsborough	33	11	18	26	35
LaGuardia	13	22	42	43	60
Queensborough	99	99	61	40	44
Community College Total	207	197	292	304	459
Graduate Center	98	118	102	101	131
Journalism	1	0	3	1	1
Professional Studies	47	55	38	71	67
Public Health	---	---	---	---	17
Law School	0	0	1	0	1
University Total	1,273	1,181	1,421	1,616	1,836

Note: A count of courses at a college in which students from other CUNY colleges enrolled on permit. Includes both graduate and undergraduate enrollments, students enrolled in the CUNY Baccalaureate program, and study abroad enrollments.



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Goal A.3 - Facilitate taking courses on permit.

Permit registrations out

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Baruch	117	74	125	143	186
Brooklyn	118	116	123	145	165
City	222	205	231	231	294
Hunter	413	432	484	494	581
John Jay	18	43	66	88	115
Lehman	70	93	119	134	156
Medgar Evers	69	54	56	47	53
NYCCT	25	13	15	30	80
Queens	174	163	147	120	103
Staten Island	41	34	42	51	48
York	41	33	40	42	103
Senior College Total	1,308	1,260	1,448	1,525	1,884
BMCC	0	16	67	79	81
Bronx	16	27	38	46	49
Guttman	0	0	24	5	9
Hostos	38	21	33	41	50
Kingsborough	24	27	23	12	22
LaGuardia	0	0	19	29	21
Queensborough	15	10	19	24	28
Community College Total	93	101	223	236	260
Professional Studies	4	1	2	12	11
Public Health	---	---	---	---	1
Law School	0	2	0	1	2
University Total	1,405	1,364	1,673	1,774	2,158

Note: A count of courses in which students enrolled on permit at CUNY campuses other than the home college where they were matriculated. Counts of permits out include students who register at another campus but do not complete the course. Includes both graduate and undergraduate enrollments, students enrolled in the CUNY Baccalaureate program, and study abroad enrollments. Does not include permits outside of CUNY.



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Goal B.1 - Improve remedial instruction

Improve developmental reading outcomes: Percentage of associate degree-seeking first-time freshmen with initial developmental need in reading who completed the freshman composition course within two years of entry

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Medgar Evers	29.3	28.0	40.0	35.1	39.0
NYCCT	47.3	54.8	59.5	56.8	56.7
Staten Island	62.7	65.2	61.2	67.8	61.8
BMCC	28.5	33.0	38.9	44.0	41.1
Bronx	31.2	32.8	32.4	34.9	36.3
Guttman	---	---	82.5	78.6	88.2
Hostos	30.7	25.4	38.3	43.6	44.3
Kingsborough	30.2	35.4	39.9	45.4	45.8
LaGuardia	38.3	37.8	41.9	46.7	46.6
Queensborough	44.8	40.0	41.8	45.9	47.0
University Average	36.0	36.6	41.7	45.7	45.5

Note: The denominator consists of the entering cohort of first-time associate degree-seeking freshmen with initial developmental need in reading. Students with unknown initial developmental status are excluded. The numerator consists of students who had completed (with a grade of D- or better) the freshman composition course within two years of entering. Students are included in both the numerator and denominator regardless of whether they were still enrolled at the college of entry two years after entering.



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Goal B.1 - Improve remedial instruction

Improve developmental writing outcomes: Percentage of associate degree-seeking first-time freshmen with initial developmental need in writing who completed the freshman composition course within two years of entry

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Medgar Evers	33.5	33.4	42.0	40.6	41.5
NYCCT	51.3	58.8	61.8	58.9	62.3
Staten Island	63.8	65.0	65.8	67.6	65.4
BMCC	35.6	37.6	43.2	45.9	44.4
Bronx	39.0	39.8	42.1	44.0	43.7
Guttman	---	---	83.1	71.2	86.4
Hostos	34.5	29.8	41.8	40.5	49.9
Kingsborough	36.4	38.5	43.3	46.1	50.1
LaGuardia	45.9	42.7	46.7	48.7	48.3
Queensborough	46.3	39.0	42.4	42.1	45.0
University Average	41.7	40.5	46.2	47.4	48.9

Note: The denominator consists of the entering cohort of first-time associate degree-seeking freshmen with initial developmental need in writing. Students with unknown initial developmental status are excluded. The numerator consists of students who had completed (with a grade of D- or better) the freshman composition course within two years of entering. Students are included in both the numerator and denominator regardless of whether they were still enrolled at the college of entry two years after entering.



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Goal B.1 - Improve remedial instruction

Improve developmental math outcomes: Percentage of associate degree-seeking first-time freshmen with initial developmental need in math who completed a three or more-credit math course within two years of entry

	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Medgar Evers	23.0	22.9	29.0	34.0	38.7
NYCCT	41.6	53.1	49.0	45.6	46.0
Staten Island	38.5	42.4	47.6	45.8	42.1
BMCC	17.9	25.0	27.9	31.2	28.8
Bronx	13.0	14.4	17.5	18.2	18.9
Guttman	---	---	58.5	64.4	70.9
Hostos	22.6	25.2	33.5	37.0	33.3
Kingsborough	12.7	16.9	23.7	26.1	26.2
LaGuardia	21.0	26.7	25.7	31.6	34.0
Queensborough	24.5	24.9	34.2	39.0	40.2
University Average	22.0	27.2	31.0	34.2	33.8

Note: The denominator consists of the entering cohort of first-time associate degree-seeking freshmen with initial developmental need in arithmetic and/or elementary algebra. Students with unknown initial developmental status are excluded. The numerator consists of students who had completed (with a grade of D- or better) a 3 or more-credit math course within two years of entering. Students are included in both the numerator and denominator regardless of whether they were still enrolled at the college of entry two years after entering. Guttman's MATH 103B is included because it is the second part of a 3-credit series.



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Goal C.1 - Increase enrollment in STEM majors, with emphasis on increasing participation of women and minorities.

Number of students majoring in a STEM field

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Baruch	1,130	1,229	1,520	1,796	1,888
Brooklyn	1,539	1,593	1,783	1,681	1,869
City	3,939	4,134	4,435	4,766	4,920
Hunter	1,577	1,878	1,935	2,024	2,133
John Jay	1,358	1,315	1,222	1,149	1,150
Lehman	799	735	828	953	1,227
Medgar Evers	1,962	1,887	2,019	2,013	2,246
NYCCT	6,054	6,509	7,509	7,780	7,832
Queens	1,845	2,059	2,232	2,348	2,619
Staten Island	2,541	2,749	2,951	2,976	3,138
York	1,190	1,200	1,217	1,191	1,233
Senior College Total	23,934	25,288	27,651	28,677	30,255
BMCC	4,033	4,050	4,576	4,736	4,761
Bronx	1,309	1,311	1,434	1,478	1,435
Guttman	19	44	71	74	90
Hostos	502	593	628	656	682
Kingsborough	1,808	1,847	1,899	1,819	1,750
LaGuardia	2,493	2,959	3,308	3,457	3,888
Queensborough	2,655	2,648	2,530	2,478	2,447
Community College Total	12,819	13,452	14,446	14,698	15,053
Graduate Center	889	835	801	768	751
Professional Studies	19	21	89	178	245
University Total	37,661	39,596	42,987	44,321	46,304

Note: STEM categorization determined by assigned Classification of Instructional Program (CIP) Code.



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Goal C.1 - Increase enrollment in STEM majors, with emphasis on increasing participation of women and minorities.

Percentage of STEM majors who are female

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Baruch	31.5	31.8	35.0	35.5	36.0
Brooklyn	42.5	42.4	41.1	39.7	42.0
City	30.5	30.4	31.8	31.9	31.7
Hunter	55.8	52.7	54.7	56.1	54.2
John Jay	55.4	54.8	54.6	52.7	50.1
Lehman	48.3	46.0	43.6	42.0	41.7
Medgar Evers	71.9	73.3	72.9	73.1	71.5
NYCCT	18.9	21.1	22.4	22.0	21.8
Queens	46.4	45.1	43.0	40.7	38.5
Staten Island	35.8	37.7	37.1	38.1	38.3
York	50.2	47.1	47.0	47.1	47.6
Senior College Average	38.2	38.2	38.1	37.7	37.6
BMCC	36.4	36.0	36.2	35.6	35.5
Bronx	27.3	26.2	27.6	28.7	28.9
Guttman	10.5*	20.5	14.1	10.8	11.1
Hostos	35.7	39.1	35.2	34.5	38.6
Kingsborough	41.3	40.6	38.5	37.8	37.5
LaGuardia	36.9	39.4	39.8	39.3	42.4
Queensborough	28.1	26.9	25.3	25.2	24.2
Community College Average	34.5	34.7	34.4	34.1	35.0
Graduate Center	36.3	35.4	34.8	34.8	36.8
Professional Studies	36.8*	14.3*	20.2	27.5	26.5
University Average	36.9	36.9	36.8	36.4	36.7

Note: STEM categorization determined by assigned CIP Code.

*Calculated on a base of less than 25.



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Goal C.1 - Increase enrollment in STEM majors, with emphasis on increasing participation of women and minorities.

Percentage of STEM majors who are Underrepresented Minority (URM)

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Baruch	21.2	20.0	21.2	22.2	22.3
Brooklyn	34.1	33.1	33.3	33.0	32.9
City	39.4	37.4	34.7	34.3	33.9
Hunter	22.3	22.4	22.6	24.5	27.0
John Jay	53.6	52.7	51.2	50.7	51.7
Lehman	72.2	78.0	78.5	79.4	78.0
Medgar Evers	94.5	93.6	93.9	93.9	92.6
NYCCT	61.5	61.4	59.2	59.7	59.8
Queens	23.1	23.9	23.4	23.7	24.4
Staten Island	25.0	27.0	30.4	31.2	33.4
York	61.1	58.7	57.5	57.9	55.3
Senior College Average	47.4	46.3	45.7	45.8	46.2
BMCC	71.1	69.7	67.6	67.4	67.0
Bronx	89.6	91.2	90.3	90.2	89.9
Guttman	63.2*	65.9	77.5	87.8	82.2
Hostos	91.0	91.1	90.8	92.7	91.6
Kingsborough	47.2	46.7	48.0	48.0	43.1
LaGuardia	58.8	61.2	60.4	58.6	59.7
Queensborough	50.7	51.3	52.7	52.3	51.3
Community College Average	63.8	64.1	64.1	63.9	63.2
Graduate Center	13.9	13.8	15.1	13.4	14.1
Professional Studies	47.4*	19.0*	20.2	32.6	31.4
University Average	52.2	51.6	51.2	51.2	51.1

Note: Underrepresented minority includes students identified as black or Hispanic. STEM categorization determined by assigned CIP Code.

*Calculated on a base of less than 25.



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Goal C.2 - CUNY will make pragmatic experiential learning a signature component of a CUNY education.

Percentage of undergraduate students reporting taking advantage of an Experiential Learning Opportunity (ELO)

	2016
Baruch	55.0
Brooklyn	51.7
City	50.7
Hunter	45.3
John Jay	47.0
Lehman	43.9
Medgar Evers	44.4
NYCCT	40.7
Queens	48.2
Staten Island	42.4
York	45.8
Senior College Average	47.1
BMCC	34.7
Bronx	35.4
Guttman	72.4
Hostos	36.7
Kingsborough	45.9
LaGuardia	35.1
Queensborough	33.9
Community College Average	36.4
Professional Studies	27.4
University Average	43.5

Note: Percentages are based on the most recent biannual Student Experience Survey (SES) administered in the spring of 2016. The 2016 SES data were weighted by college, based on logistic regression modeling that included age, race, gender and full-or part-time status. The 2016 SES was the first to collect ELO participation data among CUNY's undergraduates. Students were asked about participation in eight ELO activities: internships; cooperative education; service learning/community service; clinical preparation/practicum; research/field study; campus or university-based work and/or leadership; civic engagement; and study abroad. Responses were then re-coded as "participated in at least one ELO" so that each student who reported ELO participation while at CUNY was only counted once. The University Average includes the School of Professional Studies.



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Goal D.1 - CUNY will invest in and support its faculty's knowledge creation, research, creative activities and innovation as engaged scholars, teachers and members of the community.

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	\$41,220,608
Hunter	\$27,747,919	\$28,130,997	\$26,198,230	\$24,718,560	\$25,319,821
John Jay	\$6,035,190	\$6,334,124	\$5,931,553	\$8,597,761	\$10,251,036
Lehman	\$3,543,102	\$2,178,323	\$2,224,038	\$2,426,828	\$6,020,906
Medgar Evers	\$1,155,992	\$1,157,519	\$764,774	\$755,922	\$1,220,944
NYCCT	\$408,209	\$486,385	\$343,910	\$471,111	\$479,941
Queens	\$18,737,511	\$16,511,781	\$18,362,696	\$17,478,588	\$16,282,774
Staten Island	\$3,147,603	\$2,574,472	\$2,449,209	\$2,134,454	\$3,283,143
York	\$1,334,534	\$1,057,708	\$631,141	\$551,380	\$1,018,026
Senior College Total	\$122,372,786	\$111,866,032	\$106,616,403	\$107,530,734	\$114,365,536
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
Community College Total	\$2,174,970	\$1,637,836	\$1,922,138	\$2,806,595	\$3,157,923
Graduate Center	\$5,076,032	\$4,960,326	\$4,211,015	\$4,305,719	\$4,923,102
Professional Studies	---	---	---	---	---
Public Health	---	---	---	---	---
University Total	\$129,623,788	\$118,464,194	\$112,749,556	\$114,643,047	\$122,446,561

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 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. Senior College averages for FY 2012-15 have been updated since the 2015-16 PMP report since the comprehensive college break has been discontinued.



University Performance Management Process 2016-17 Report

Goal D.1 - CUNY will invest in and support its faculty's knowledge creation, research, creative activities and innovation as engaged scholars, teachers and members of the community.

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	\$40,754,241
Hunter	\$26,407,369	\$29,263,673	\$24,275,308	\$23,166,466	\$27,029,640
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	\$9,234,700
Medgar Evers	\$1,043,008	\$1,250,141	\$362,260	\$794,432	\$1,820,325
NYCCT	\$650,817	\$506,798	\$123,415	\$665,454	\$511,244
Queens	\$20,632,346	\$15,777,019	\$19,006,242	\$17,242,624	\$14,617,477
Staten Island	\$3,529,856	\$2,076,508	\$2,240,571	\$2,093,962	\$4,413,680
York	\$853,972	\$913,210	\$372,768	\$513,815	\$1,578,657
Senior College Total	\$118,233,148	\$105,924,316	\$102,384,958	\$111,260,766	\$121,020,630
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
Community College Total	\$2,060,686	\$1,245,541	\$2,272,676	\$3,751,367	\$3,155,955
Graduate Center	\$4,984,383	\$5,254,106	\$3,275,813	\$4,544,307	\$5,809,295
Professional Studies	---	---	---	---	---
Public Health	---	---	---	\$819,348	\$2,155,738
University Total	\$125,278,217	\$112,423,963	\$107,933,447	\$120,375,789	\$132,141,617

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. Senior College totals for FY 2012-16 have been updated since the 2015-16 PMP report since the comprehensive college break has been discontinued.



University Performance Management Process 2016-17 Report

Goal D.1 - CUNY will invest in and support its faculty's knowledge creation, research, creative activities and innovation as engaged scholars, teachers and members of the community.

Number of funded research grants

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Baruch	36	31	40	38	27
Brooklyn	57	48	48	45	51
City	218	189	204	215	204
Hunter	202	164	154	152	155
John Jay	53	48	53	50	53
Lehman	18	16	22	28	33
Medgar Evers	13	12	8	4	10
NYCCT	11	9	7	11	10
Queens	86	80	70	69	53
Staten Island	46	25	35	28	39
York	15	9	6	10	12
Senior College Total	755	631	647	650	647
BMCC	4	4	6	8	8
Bronx	1	0	0	1	2
Guttman	---	0	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
Community College Total	24	16	24	26	24
Graduate Center	66	71	60	51	61
Professional Studies	---	---	---	---	---
Public Health	---	---	---	3	15
University Total	845	718	731	730	747

Note: All data are provided by CUNY Research Foundation. 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. Senior College Totals for FY 2012-15 have been updated since the 2015-16 PMP report since the comprehensive college break has been discontinued. FY2016 data are final.



University Performance Management Process 2016-17 Report

Goal D.2 - Implement new strategies to build greater diversity in the faculty.

Percentage of minority full-time faculty

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Baruch	27.9	28.7	28.2	29.0	29.7
Brooklyn	24.4	24.2	25.2	26.3	25.9
City	31.4	32.1	31.8	32.9	32.1
Hunter	28.4	28.4	28.2	28.1	29.7
John Jay	30.2	30.4	30.6	30.5	31.1
Lehman	30.1	31.0	31.1	32.0	32.5
Medgar Evers	81.0	79.8	79.7	79.6	82.8
NYCCT	36.4	36.1	34.7	36.8	37.9
Queens	24.9	24.6	24.6	24.8	25.4
Staten Island	23.1	24.6	26.2	26.6	29.0
York	42.7	43.5	44.6	44.9	44.3
Senior College Average	30.9	31.2	31.2	31.9	32.6
BMCC	46.3	44.7	45.0	44.5	44.4
Bronx	44.7	45.7	45.2	43.9	44.2
Guttman	36.8*	40.0	36.8	41.3	44.0
Hostos	49.7	51.6	49.7	52.1	51.9
Kingsborough	26.9	26.3	26.0	28.0	29.1
LaGuardia	38.1	38.0	40.7	42.3	43.7
Queensborough	27.2	29.7	30.8	30.4	30.9
Community College Average	38.0	38.6	39.0	39.6	40.2
Graduate Center	12.3	13.1	14.7	16.3	17.1
Journalism	30.3	27.3	29.2*	33.3*	36.8*
Professional Studies	0.0*	10.0*	15.4*	18.8*	18.8*
Public Health	---	---	---	---	26.0
Law School	42.3	42.3	44.0	44.2	41.9
University Average	32.6	32.9	33.2	33.9	34.5

Note: Data are provided by the Office of Human Resources Management (OHRM), Office of Recruitment and Diversity (ORD). Minority includes faculty identified as black, Hispanic, Asian/Pacific Islander, American Indian/Alaskan Native. The University averages reflect figures for the graduate and professional schools. Senior College totals for FY 2012-16 have been updated since the 2015-16 PMP report since the comprehensive college break has been discontinued. Table updated since the 7/5/17 version to remove extraneous asterisks.

*Calculated on a base of less than 25.



University Performance Management Process 2016-17 Report

Goal D.2 - Implement new strategies to build greater diversity in the faculty.

Percentage of Italian American full-time faculty

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Baruch	4.3	4.2	3.9	4.3	4.4
Brooklyn	4.7	4.3	4.2	4.5	4.4
City	4.1	3.8	3.9	4.0	3.6
Hunter	5.5	5.6	5.3	5.5	5.6
John Jay	4.6	4.8	4.5	4.6	4.0
Lehman	7.9	7.3	7.0	6.4	5.9
Medgar Evers	1.1	1.1	1.1	1.1	0.6
NYCCT	8.0	7.9	7.9	7.4	7.2
Queens	3.6	3.7	3.7	3.8	3.9
Staten Island	7.3	7.1	7.0	6.4	5.5
York	5.7	6.1	6.1	5.6	4.9
Senior College Average	5.2	5.1	5.0	4.9	4.7
BMCC	6.1	5.8	5.5	5.1	4.7
Bronx	7.2	6.7	6.8	5.5	6.0
Guttman	5.3*	3.3	0.0	0.0	0.0
Hostos	4.7	3.8	3.7	3.2	3.7
Kingsborough	11.9	11.0	10.8	10.7	10.2
LaGuardia	5.2	5.5	4.8	4.8	5.3
Queensborough	6.7	6.3	5.6	5.1	5.5
Community College Average	7.1	6.6	6.2	5.7	5.8
Graduate Center	0.6	1.1	1.6	1.1	1.8
Journalism	0.0	3.0	4.2*	0.0*	0.0*
Professional Studies	0.0*	0.0*	0.0*	0.0*	0.0*
Public Health	---	---	---	---	4.0
Law School	5.8	7.7	8.0	9.3	9.3
University Average	5.6	5.4	5.3	5.1	5.0

Note: The University averages reflect figures for the graduate and professional schools. Senior College totals for FY 2012-16 have been updated since the 2015-16 PMP report since the comprehensive college break has been discontinued. Table updated since the 7/5/17 version to remove extraneous asterisks.

*Calculated on a base of less than 25.



University Performance Management Process 2016-17 Report

Goal D.2 - Implement new strategies to build greater diversity in the faculty.

Percentage of women full-time faculty

	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Baruch	38.6	39.5	39.3	38.9	39.4
Brooklyn	45.2	44.7	45.8	46.0	46.5
City	40.0	40.2	40.5	39.9	37.8
Hunter	50.1	50.7	51.6	51.4	50.8
John Jay	46.3	47.7	48.0	47.8	48.4
Lehman	51.8	54.1	53.5	53.6	53.1
Medgar Evers	45.4	45.4	46.2	47.0	46.7
NYCCT	48.1	47.9	47.7	48.2	49.1
Queens	44.8	45.8	46.4	46.2	46.0
Staten Island	47.3	46.8	46.0	46.8	46.0
York	48.3	49.5	49.3	49.5	48.8
Senior College Average	45.7	46.2	46.4	46.5	46.2
BMCC	56.3	55.6	57.5	56.0	54.9
Bronx	49.3	48.6	49.5	46.3	46.4
Guttman	84.2*	63.3	63.2	60.9	60.0
Hostos	52.1	52.2	51.9	52.1	52.9
Kingsborough	55.4	55.9	55.8	54.5	54.4
LaGuardia	56.9	56.8	57.6	57.0	56.3
Queensborough	52.8	51.2	50.5	50.9	51.1
Community College Average	54.5	53.9	54.5	53.4	53.1
Graduate Center	41.4	39.2	37.0	34.2	40.0
Journalism	45.5	48.5	41.7*	38.1*	42.1*
Professional Studies	75.0*	70.0*	69.2*	68.8*	68.8*
Public Health	---	---	---	---	56.0
Law School	63.5	65.4	66.0	65.1	62.8
University Average	48.3	48.5	48.8	48.4	48.4

Note: The University averages reflect figures for the graduate and professional schools. Senior College totals for FY 2012-16 have been updated since the 2015-16 PMP report since the comprehensive college break has been discontinued. Table updated since the 7/5/17 version to remove extraneous asterisks.

*Calculated on a base of less than 25.



University Performance Management Process 2016-17 Report

Goal E.1 - Adopt best business practices; redesign business processes and streamline administrative functions.

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

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
Baruch	72.2	73.8	72.5	71.6	71.7
Brooklyn	69.7	70.0	68.9	68.9	68.6
City	71.9	72.8	72.1	70.8	69.8
Hunter	69.6	67.8	67.8	67.9	69.0
John Jay	69.5	76.8	70.0	69.9	71.5
Lehman	68.2	68.9	65.4	66.2	68.2
Medgar Evers	59.0	63.6	59.6	60.2	61.4
NYCCT	74.8	74.5	73.4	73.2	76.3
Queens	70.9	69.7	69.1	68.3	70.1
Staten Island	67.7	69.3	71.5	70.6	74.0
York	62.7	62.8	64.5	63.1	68.7
Senior College Average	69.6	70.5	69.3	68.9	70.2
BMCC	61.0	59.7	59.6	59.6	64.6
Bronx	63.5	63.6	64.8	61.0	62.1
Guttman	---	23.8	32.0	34.9	37.8
Hostos	61.3	58.5	58.2	57.8	58.8
Kingsborough	69.0	69.7	68.2	69.2	68.3
LaGuardia	59.8	60.1	59.4	59.8	60.0
Queensborough	75.0	73.8	73.7	74.4	72.0
Community College Average	64.8	63.2	63.0	62.7	63.7
Graduate Center	74.9	75.1	74.3	73.9	76.7
Journalism	67.5	70.4	66.2	64.0	51.2
Professional Studies	84.6	80.3	69.4	80.9	82.3
Law School	59.9	59.2	59.5	57.4	51.8
University Average	68.5	68.5	67.5	67.2	68.4

Note: Senior College and University averages for FY 2012-15 have been updated since the 2015-16 PMP report, since the comprehensive college break has been discontinued. The University average includes spending by the graduate and professional schools.



University Performance Management Process 2016-17 Report

Goal E.2 - Advocate for investments from our funding partners, public and private.

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
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
Queens	\$20,992,744	\$23,010,182	\$21,645,003	\$21,731,231	\$21,980,098
Staten Island	\$3,134,282	\$2,732,842	\$2,305,086	\$2,338,075	\$2,303,381
York	\$1,018,262	\$1,206,622	\$961,412	\$1,085,191	\$759,652
Senior College Total	\$134,001,022	\$147,025,917	\$151,181,318	\$161,861,856	\$160,452,846
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
Community College Total	\$14,745,680	\$21,893,359	\$21,200,208	\$22,142,660	\$19,127,612
Graduate Center	\$4,829,547	\$5,809,837	\$5,885,325	\$6,555,663	\$9,367,087
Journalism	\$3,322,076	\$2,322,605	\$3,014,584	\$5,048,354	\$4,372,392
Professional Studies	---	---	---	---	---
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
University Total	\$160,474,582	\$180,181,409	\$184,185,514	\$199,215,534	\$197,525,848

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. Senior College averages for FY 2012-15 have been updated since the 2015-16 PMP report since the comprehensive college break has been discontinued. The 2014-16 University Total figure has been updated since the 2015-16 PMP report.



University Performance Management Process 2016-17 Report

Goal E.2 - Advocate for investments from our funding partners, public and private.

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
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
Queens	\$20,606,701	\$23,858,677	\$20,732,120	\$21,479,719	\$22,779,517
Staten Island	\$3,145,482	\$2,184,292	\$2,041,403	\$2,577,592	\$2,243,645
York	\$1,165,440	\$1,266,144	\$696,961	\$1,245,748	\$493,071
Senior College Total	\$142,152,798	\$153,278,706	\$153,534,294	\$170,291,653	\$157,316,983
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
Community College Total	\$16,244,697	\$28,347,870	\$18,893,815	\$21,609,882	\$17,731,770
Graduate Center	\$2,973,808	\$8,036,326	\$5,759,332	\$6,441,197	\$12,565,722
Journalism	\$1,500,352	\$763,581	\$4,970,878	\$6,808,748	\$2,671,184
Professional Studies	---	---	---	---	---
Public Health	---	---	---	\$1,618,953	\$702,593
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
University Total	\$165,839,055	\$193,262,226	\$186,078,070	\$211,098,288	\$195,635,459

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 2016 figure for York has been updated since the 2015-16 report. The 2016 figure for the School of Public Health reflects its mid-year total. To reflect these two changes, the 2016 Senior and University Totals have also been updated.



University Performance Management Process 2016-17 Report

Goal E.3 - Expand capacity by making more efficient use of CUNY's facilities; rely on technology to meet enrollment demands.

Percentage of FTEs offered before 9 a.m.

	Fall 2014	Fall 2015	Fall 2016
Baruch	4.6	2.4	2.4
Brooklyn	2.9	1.6	2.4
City	3.6	2.2	2.6
Hunter	3.4	3.7	3.3
John Jay	6.4	4.8	5.9
Lehman	0.4	0.9	0.6
Medgar Evers	9.9	7.6	7.5
NYCCT	7.1	6.1	6.3
Queens	4.4	4.7	5.2
Staten Island	9.0	10.5	9.0
York	6.2	6.5	5.0
Senior College Average	4.9	4.3	4.4
BMCC	10.4	10.6	9.6
Bronx	13.0	10.9	11.0
Guttman	13.0	15.2	6.2
Hostos	6.1	4.8	5.2
Kingsborough	7.3	9.1	8.5
LaGuardia	4.2	3.3	3.8
Queensborough	6.8	5.2	4.9
Community College Average	8.2	8.0	7.4
University Average	6.3	5.8	5.6

Note: Excludes course sections with zero or unavailable class meeting hours. Class section meeting times became available in CUNYfirst for all colleges beginning fall 2014. FTEs offered in the morning represents student FTE enrollment in course sections meeting up until 9 a.m.



University Performance Management Process 2016-17 Report

Goal E.3 - Expand capacity by making more efficient use of CUNY's facilities; rely on technology to meet enrollment demands.

Percentage of FTEs offered after 5 p.m.

	Fall 2014	Fall 2015	Fall 2016
Baruch	27.2	29.0	27.8
Brooklyn	28.0	27.1	27.1
City	22.8	21.9	24.4
Hunter	29.3	27.9	28.7
John Jay	19.8	21.0	22.9
Lehman	34.4	33.0	33.5
Medgar Evers	24.9	26.5	25.3
NYCCT	24.0	21.3	21.1
Queens	23.8	21.5	21.9
Staten Island	24.2	24.2	25.3
York	21.1	22.8	23.7
Senior College Average	25.5	24.9	25.4
BMCC	23.9	23.2	21.1
Bronx	17.3	16.3	18.4
Guttman	2.7	0.9	4.2
Hostos	21.9	20.8	23.4
Kingsborough	14.9	15.1	15.1
LaGuardia	18.6	19.6	18.5
Queensborough	13.1	11.7	10.4
Community College Average	19.0	18.4	17.5
University Average	22.9	22.3	22.4

Note: Excludes course sections with zero or unavailable class meeting hours. Class section meeting times became available in CUNYfirst for all colleges beginning fall 2014. FTEs offered in the evening represents student FTE enrollment in course sections meeting at 5 p.m. or later.



University Performance Management Process 2016-17 Report

Goal E.3 - Expand capacity by making more efficient use of CUNY's facilities; rely on technology to meet enrollment demands.

Percentage of FTEs offered on the weekend

	Fall 2014	Fall 2015	Fall 2016
Baruch	5.3	4.6	5.6
Brooklyn	3.7	2.0	1.4
City	2.1	1.5	1.5
Hunter	3.5	3.6	4.1
John Jay	2.0	1.3	2.2
Lehman	3.3	3.9	3.6
Medgar Evers	5.4	5.6	6.9
NYCCT	8.9	7.2	4.8
Queens	6.2	6.1	5.9
Staten Island	6.0	5.8	4.2
York	7.3	4.9	4.4
Senior College Average	4.7	4.1	4.0
BMCC	10.8	9.5	9.8
Bronx	4.8	5.3	5.8
Guttman	0.0	0.5	1.0
Hostos	3.7	3.5	5.1
Kingsborough	3.7	3.6	3.6
LaGuardia	4.1	3.6	3.4
Queensborough	3.3	3.7	3.5
Community College Average	6.3	5.7	5.7
University Average	5.3	4.7	4.7

Note: Excludes course sections with zero or unavailable class meeting hours. Class section meeting times became available in CUNYfirst for all colleges beginning fall 2014. FTEs offered on the weekend represents student FTE enrollment in course sections meeting on Saturdays or Sundays, at any time.