

**Performance Management Process
End-of-Year Report
Academic Year 2018-2019**

**Submitted to the City University of New York
Office of the Chancellor and the
Office of Institutional and Policy Research
July 3, 2019**

Related York College Strategic Goal 1: Enhance and expand opportunities for engaging, rigorous, and transformative learning experiences

Target: Prepare groundwork to transition to a doctoral program in Occupational Therapy as recommended by the OT accrediting agency: **Achieved**

- The proposal has been completed and approved by the department;
- The department made the decision to submit to College and CUNY governance in fall 2019;
- York College will submit substantial change forms to MSCHE and NYSED Office of the Professions.

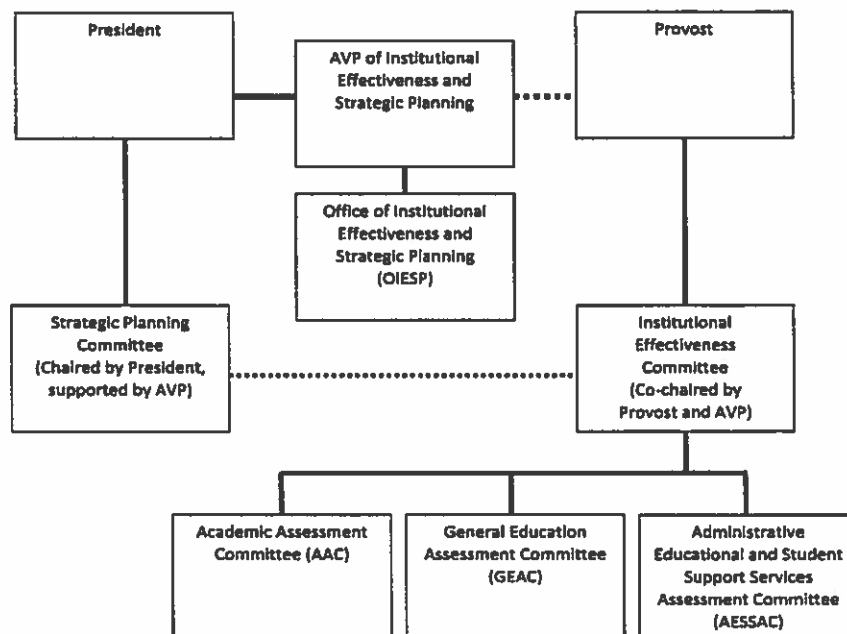
Target: Continue to streamline undergraduate curriculum to ensure students can graduate in a timely manner, staying within the required 120 credits: **Achieved**

- Initiated the 4 to Soar! campaign highlighting students who completed their degree programs in four years;
- Created, completed and published 4-year degree maps for all programs;
- The 4-year degree maps form the basis for student advisement and have been expanded to the Student Education Planner (DegreeWorks update);
- Students have been actively encouraged to take 15credits per term. Office of the Registrar prompts students with a GPA of 2.75 and higher to register for 12-18 credits via a CUNYFIRST message indicating that they pay the same tuition;
- Extensive faculty advisor training was implemented to use Student Education Planner and 4-year degree maps;
- York updated the course equivalency (Phase I) to facilitate transfer credit awards, in compliance with the request from CUNY.

Target: Remove MSCHE Accreditation Warning Status: **Achieved: Notification from MSCHE June 27, 2019**

- As articulated in the Middle States Monitoring Report, we have implemented an assessment reporting structure (below) to ensure systems and processes align across all College-wide efforts to assess student achievement, as well as to ensure the integrity of each process.

York College Assessment Structure



AY 2018-2019 Results for Goal 2: College Readiness

Related York College Goal 2: Integrate academic and student support services throughout all stages of student life to ensure student success at York College/CUNY

Target: Continue to implement CUNY Academic Momentum Project at York College: Achieved

Target: Identify and remove barriers to students taking 15 credits per semester and 30 credit hours per year by examining conflicting procedures; complete by fall 2018: Achieved

As part of the Academic Momentum Initiative and continuing prior activities:

- Improved advisor training, and implemented DegreeWorks updates and the Student Education Planner;
- Introduced Math and English co-requisite workshops to promote success in Math and English gateway courses, thereby removing academic restrictions for transitioning to general education and major courses;
- Mandatory academic advisement.

Target: Ensure that academic advisors, including faculty, are recommending the 15/30 credits. Academic Affairs Division monitors and corrects: Achieved

- Freshman workshops are mandatory for all incoming first-time freshmen. The Academic Advising Center offered 61 workshops for students entering in the fall; 85% of first-time freshmen who were scheduled to attend a workshop, did so. Five workshops were offered in spring 2019; 87 of the 92 registered students attended (95%);
- The workshops:
 - Assist students access and better understand how to use CUNYfirst
 - Introduce students to college resources and support services
 - Help students understand the College's advising structure
 - Introduce students to basic academic policies and procedures
 - Promote the importance of registering for 15 credits/term, 30 credits/year to graduate within four years
 - Provide information about the freshmen seminar course, NESS 100
 - Better prepare students for future advising interactions with staff and faculty advisors
 - Remind students of important deadlines (e.g., registration, payment)
- In fall 2017, 38.3% of first-time freshmen were enrolled in 15 or more credits, while in fall 2018, that proportion increased to 56.5%¹;
- The proportion of full-time first-time freshmen who earned 30 credits or more (either in first year or fall/spring semesters), increased very slightly between 2016 and 2017, while the proportions earning 20 or more credits declined slightly. Results for both were well below the average for senior colleges;
- The completion rates declined slightly for English and were lower than the Senior College Average. The decline in the completion rate for Math is an anomaly for fall 2017²; preliminary results for fall 2018 revealed a 56.2% completion rate (below the Senior College Average of 72.8%)³.

¹ Source: York College Office of Institutional Effectiveness and Strategic Planning

² In 2017, when the mathematics exam changed, York imposed pass rates on the lowest level courses, and as a result, students were shut out of courses that should have been available to them. This error has been corrected.

³ Source: CUNY Office of Academic Affairs

First-Year Student Outcomes	York College					Senior College Average
	2013	2014	2015	2016	2017	2017
% of fall full-time first-time freshmen who earn 30 credits or more in the first year	27.0%	27.6%	25.7%	26.2%	27.9%	54.5%
% of fall full-time first-time freshmen who earn 30 credits in the fall and spring semesters	23.8%	25.2%	23.7%	24.6%	25.3%	50.9%
% of fall full-time first-time freshmen who earn 20 credits or more in the first year	77.1%	74.7%	71.8%	69.6%	68.3%	82.7%
% of fall full-time first-time freshmen who earn 20 credits in the fall and spring semesters	76.6%	74.6%	71.8%	68.8%	67.7%	81.8%
% of fall full-time first-time freshmen who pass Gateway English in the first year	87.1%	85.7%	87.7%	83.8%	81.0%	91.2%
% of fall full-time first-time freshmen who pass Gateway English in the fall and spring semesters	86.8%	85.7%	87.7%	83.8%	81.0%	91.0%
% of fall full-time first-time freshmen who pass Gateway Math in the first year	66.9%	67.2%	67.3%	61.4%	47.9%	71.2%
% of fall full-time first-time freshmen who pass Gateway Math in the fall and spring semesters	65.6%	66.7%	67.0%	61.1%	47.5%	70.9%

Despite our best effort to improve retention and graduation rates, performance still falls below Senior College Averages.

Graduation Rates	York College					Senior College Average
	2010	2011	2012	2013	2014	2014
Four-year graduation rate of full-time first-time freshmen in baccalaureate programs (completed at college of entry)	6.5%	6.7%	6.3%	8.7%	7.5%	26.8%
Six-year graduation rate of full-time first-time freshmen in baccalaureate programs (completed at college of entry)	29.0%	26.7%	30.3%	29.4%	30.2%	51.9%
Gap in actual and predicted six-year graduation rates of full-time first-time freshmen in baccalaureate programs	-3.3	-8.1	-5.6	-5.9	-5.6	
Eight-year graduation rate of full-time first-time freshmen in baccalaureate programs (completed at college of entry)	31.8%	32.3%	34.4%	31.5%	35.7%	52.9%

In an effort to obtain more granular data, we have identified the following research initiatives for the upcoming fall semester:

- York College's Office of Institutional Effectiveness and Strategic Planning (OIESP) will conduct a one-year retention analysis by York College's five admissions categories which should contribute to a discussion and possible review of admissions policies;
- The OIESP will administer a survey to students from the fall 2017 and 2018 full-time, first-time freshmen cohorts who did not return. While we realize response rates to these surveys are typically low, this is a new initiative that we hope will provide additional data points that will contribute to targeted retention strategies.

Target: By the end of spring 2019, complete the development of a Second Year Project to help students transition from their sophomore year into their junior year of study: **Partially Achieved**

- A Majors and Student Support Services Fair was held in September 2019 with 219 attendees and The Internship Fair was held in November 2018 with 500 attendees;
- The development of the Second Year Initiative is still in-progress. The Second Year Initiative Committee is being restructured.

Target: Develop a transfer student transition program as students enter York from community colleges, with special attention to students in the STEM areas: **Achieved**

- Faculty advisors have been trained on the special needs of transfer students as they enter their majors;
- Academic Advisement Center personnel and counselors have been trained on the special needs of transfer students entering York with less than 60 credits;
- Initiatives for transfers entering into STEM include: STEM connect, a partnership with LaGuardia CC to provide peer mentoring to facilitate transition of transfer students from LaGuardia to York; a transfer advisor (grant funded) was appointed in the advisement center; and support for transcript evaluation in the Registrar’s Office was provided through grant funded programs.

Target: Capture 85% of transfer students in the new transfer student orientation program: **Launching in 2019**

- In fall 2019, incoming transfer students will be placed in NESS 200, an online zero credit seminar course designed to better support successful transition to the York College community. NESS 200 is designed to better help incoming transfer students:
 - Transition successfully to York College
 - Connect with faculty and other students
 - Get involved with campus activities and clubs
 - Proactively explore majors and possible careers
 - Access campus resources
 - Take advantage of internship opportunities
 - Stay on path to graduation

AY 2018-2019 Results for Goal 3: Career Success

Related York College Goal 2: Integrate academic and student support services throughout all stages of student life to ensure student success at York College/CUNY

Action	Target	Actual
Increase opportunities for students to build global competencies through study abroad, languages and other programs: Achieved	80 students	79 students
Increase opportunities for community service, tied to academic programs, through partnerships with state and city agencies and communities: Achieved	100 students	VITA Program (n=87) all SEEK students are required to participate in service-learning activities in both fall and spring semesters (n=255)
Career Services will continue to work with academic departments to prepare students for entry into the workforce and to also obtain internships: Achieved	65 sessions 600 students	76 sessions 1,933 students

AY 2018-2019 Results for Goal 4: Knowledge Creation

Related York College Strategic Goal 4: Develop and implement a financial model to support York College’s programs, students, faculty, staff, and facilities

Target: Create incentives for faculty to engage in scholarly activity commensurate with sister CUNY senior institutions: **Achieved**

- Continued York Professor 201 aiming to support mid-rank faculty (tenured Associate and Assistant Professors) to increase scholarly and grant productivity;
- Seven faculty members were accepted;
- The program is externally funded and provides each faculty with three hours of release time to start their commitment (create and submit a research article or other scholarly and creative work or a grant application);
- The faculty will receive a second installment of three hours of release time at fulfillment of the commitment aimed as an encouragement to continue their work.

Target: Enhance mentoring programs in grant identification, writing and submission by identifying faculty with successful grants to act as advisors in fall 2018: **Achieved**

- Five faculty members (assistant professors) applied and were accepted for the CUNY Faculty Fellowship Publication program;
- Faculty who submitted grant proposals in AY 2018-2019 were supported to attend (and present) at a national conference of their choice;
- York’s Office of Research & Sponsored Programs sends targeted emails to faculty about grant availability;
- Workshops were offered through the Research Foundation that pertained to funding for international research and the National Science Foundation;
- Faculty received multiple notifications/reminders regarding PSC-CUNY workshops;
- York engaged Hanover Research to assist faculty with grant proposals.

Target: Enhance policies and procedures to reward faculty who successfully attain grant funding and contribute to scholarly work within their field of study through juried publications, public demonstrations of creative work, patents, and other major scholarly influences: **Achieved**

- Eight faculty were awarded grants (total of 12 awarded);
- Grants awarded for July 1, 2018 through June 24, 2019 totals \$7,565,501, similar to grants awarded July 1, 2017 through June 30, 2018 (\$7,622,306);
- Last year, York submitted 31 PSC-CUNY grants and 13 were awarded. This year, 46 were submitted and 33 were awarded;
- Academic Affairs subsidizes faculty with grants, equipment, and other needs;
- Office of Research & Sponsored Programs holds an annual luncheon for all faculty who receive awards during the prior academic year.

Action	Target	Actual
Hire new faculty to support General Education courses in 2018-2019: Achieved	3 faculty	4 faculty
Send faculty members to workshops on grant writing including workshops administered by the granting agency: Not Achieved	10 faculty	5 faculty

AY 2018-2019 Results for Goal 5: Funding Model

Related York College Strategic Goal 5: Maximizing private sector support for York College, guided by the priorities of the College and *The Case for York College: A Half Century of Excellence. A Full Measure of Determination*

Target: Increase giving by June 2019: Awaiting Final Year-End Tally

Source of Giving	Target	Actual	Total
Board of Trustees	100%	88.5%	\$199,561.70
Faculty/Staff	15%	8.6%	\$26,850.80
Alumni	5%	0.3%	\$38,766.00
Students	3%	0.5%	\$385.33
From the ten prospects identified with a giving capacity of \$100,000, secure commitments of \$100,000 or more by June 2019	3	0	0

Target: Facilities upgrade to comply with ADA by spring 2019: Partially Achieved

Action	Target	Actual
Complete installation of ADA compliant exterior doors	6	Will be included in the entrance renovation project next year
Complete remaining ADA compliant restrooms	2	2