

Goal 1: Raise Academic Quality	2006-2007 Outcomes
Objective 1. Strengthen CUNY flagship and college programs, and continuously update curricula and program mix	
1A: Documented efforts to move flagship and priority programs and research programs to the next level	
Submit Letters of Intent	
MS in Business (Fraud Studies; CPA eligible)	MS in Business submitted; under revision at the college.
BS in Nursing	BS in Nursing approved; full proposal under development.
BS in Pharmaceutical Sciences	BS in Pharmaceutical Science Letter of Intent in circulation; college awaiting responses.
MS in Pharmaceutical Science and Mental Health Counseling	MS in Community Mental Health and Pharmaceutical Science both deferred.
Complete other programmatic efforts	
Complete planning phase for the Teacher Academy at York College	Planning, curriculum and recruitment activities completed; Charter class of eight accepted, with potentially three additional candidates.
Complete BS in Journalism.	Full proposal for BS in Journalism expected for Spring 2008.
Increase number of PhD students working with researchers by 2 to 4	Completed.
Explore feasibility of Weekend Degree Program	No current plan for a discrete Weekend Degree program, but the percentage of Fridays, evenings and weekends instruction increased by 1.7%; 4.2 % more than the Senior College average.
1B: Recognition/validation from external sources	
Physician Assistant program will achieve national accreditation	Physician Assistant Program received continuous accreditation 2006 - 2011. Site visit March 2007.
Middle States Steering Committee will complete completed phases I and II.	Middle States Steering Committee completed phases I and II. The Steering Committee remains "on point" for scheduled site visit in Spring 2008.
Medical Laboratory Technology and Business programs will begin the process of applying for national accreditation.	The Medical Laboratory Technology and the Business program application for National Accreditation are deferred to build respective departmental faculty and leadership.
1C: Self-reports by the colleges	
Academic program reviews will be conducted by Foreign Languages, History and Philosophy, Natural Sciences, Social Sciences.	Department reviews for Social Science received; Natural Sciences deferred until implementation of new departmental structure; Foreign Languages and History and Philosophy expected by September 30th. Simultaneously, Middle States Self-Study moves according to plan with General Education Requirements under review by Senate ad hoc committee, and Tier I (gateway) courses to be reviewed by Outcomes Assessment Committee.

York College, The City University of New York
College/President Year-End Performance Report
President: Dr. Marcia V. Keizs

6/18/2007

1D: IT Strategic Plan will be developed and completed in 2006-2007.	The IT Strategic Plan was completed. The following items were addressed:
Academic: Develop on-line components for RN/BSN.	The goal of on-line Nursing was deferred in favor the following: addressing NLN comments from November 2005 site visit; replacing the retiring Director of Nursing; building capacity of existing RN/BSN program; advancing to proposal stage the Bachelor of Science in Nursing (Generic); and recruitment of faculty.
Assess the academic integrity of existing on-line courses	The Outcomes Assessment Committee has prioritized this item into Year-2.
Establish baseline for On-line course offerings	0.2 student FTEs offered partial on-line; 0.4 student FTEs offered totally on-line; 0.6 student FTEs. Total instructional FTE offered (partially or totally) in Fall 2006 was 0.6 percent. F'05 York offered 4 web-based and 2 hybrid courses; F'06 York offered 4 web-based and 4 hybrid; +2 courses.
Student : Upgrade and increase mailbox size 8 fold	Completed upgrade of student mail box size in fall 2006
Install and implement Degree Works	Cardinal Check (a.k.a. DegreeWorks) "Go Live" date is June 18, 2007.
Administration: IT procedures and protocols will be developed and implemented in 2006-2007.	In progress, service desk established, director hired for service desk who is currently developing current use protocols
Evaluate and establish new network security protocols and procedures	In progress, separation of responsibilities and system administrative rights among staff 80% complete, elimination of generic "Administrator" user id's to permit change auditing. Change Management procedures under development.
Continue the consolidation and reorganization of Academic and Administrative computing.	80% complete, old lines of operational separation have been dropped. Staff collaborates and coordinates to meet ALL campus needs as the academic calendar and business cycles require.
Realignment of staff based on areas of expertise vs. communities serviced will be completed by end of 2006-2007.	80% complete still need to hire at least 2 positions
Recruit and appoint appropriate number and type of IT personnel to achieve comparable level with other CUNY Colleges.	In progress. Hired webmaster, director of service delivery, 3 FT field techs, 3 FT service desk agents, formulating temp employee strategy to insure comparable coverage
Establish a baseline matrix for administration, faculty and student's use of information technology to evaluate the effectiveness of IT systems operations.	In Fall 2007 the IR office will administer a comprehensive survey to establish a baseline matrix for administration, faculty and student's use of information technology to evaluate the effectiveness of IT systems operations.

York College, The City University of New York
 College/President Year-End Performance Report
 President: Dr. Marcia V. Keizs

6/18/2007

<p>Redesign web site to improve appearance and effectiveness; incorporate administrative web based applications for improved services to faculty, staff, and students.</p>	<p>York's website has undergone two redesigns in the past year to improve content organization and presentation. In addition, we have moved our web environment into robust content management system (CMS) software, providing enhanced functionality and a platform for a managed, decentralized content maintenance strategy with online workflow and approval processes. This environment also supports "authenticated" content and application views which will enables the coincidental development of an Intranet environment for internal web based application deployment. Applications that either are available via Web interface or will be by the end of calendar 2007: Student CPE Tutorial, CPE Workshop and Test Scheduling, DegreeWorks, Online Transcript Processing, E-grading, Electronic Personnel Action Forms, Online Budget and Expense Reporting, IT Service Request Self Service, Employee New Hire and Exit Forms, Online Survey Development, a new Career Services system, and a continually expanding library of online forms for on demand printing. Version 3.0 is anticipated fall 2007</p>
<p>1E: Document Efforts to Raise Quality of Library</p>	<p>Using COMPACT (\$200,000) and donated Student Association funds (\$200,000), renovation of entryway and public service areas, purchase of new books; appointed new chief Librarian (acting) and hired an Evening and Weekend Librarian hired; established Subject-Liaison Program; developed new signage, web site ,and content management system.</p>
<p>Goal 1: Raise Academic Quality</p>	
<p>Objective 2: Attract and nurture a strong faculty that is recognized for excellent teaching, scholarship and creative activity</p>	
<p>2A: College self-reports on efforts to build faculty quality through hiring and tenure processes and investments in faculty development.</p>	<p>Following national searches, faculty hired as follows: Math (2), Med Tech (1), Chemistry (1), Sociology (3), Political Science/Aviation Management (1), Health Education (1), Exercise Physiology (1), English (1), Psychology (1), Physician Assistant (1), Communications Technology (1), Business Administration (1) , Teacher Education/Science (1), Spanish (1), Librarian (1).</p>
<p>York will expand and deepen its faculty development program, and include adjunct faculty members.</p>	<p>Faculty Development Committee planned, implemented and evaluated 9 seminars for full-time and adjunct faculty, including 4 seminars in the fall, 1 in the Winter Session, 4 in the spring covering new faculty orientation, portfolio development, assessment of student learning (2x), teaching the English language learner (2x), advisement and SIMS, and a dedicated orientation for adjunct faculty.</p>

York College, The City University of New York
College/President Year-End Performance Report
President: Dr. Marcia V. Keizs

6/18/2007

<p>2B: Faculty scholarship and creative activity report Faculty research/scholarship will increase 2% above 2006-07levels.</p>	<p>York was awarded 28 of 32 PSC-CUNY grants; up from 21 of 24 in the prior year. The grant production of the faculty constitutes to grow: New Federal awards includes: Title III for \$2 million over 5 years; NSF \$896,350 over 3 years; re-awarded the MARC grant for 3 years; SSS and YES renewed for 5 years; continuation of MBRS research grant.</p>
<p>2C: % of instructional hours taught by FT faculty Instruction by full-time faculty will increase 3% over 2005-06 levels.</p>	<p>Percentage of instruction taught by FT faculty increased by 2.1%. With implementation of the Adjunct Conversion Lines, the college anticipates continuous improvement in this indicator.</p>
<p>2D: Faculty & staff diversity reports Offices of Academics Affairs and Compliance will conduct recruitment workshops for chairpersons and department P & B committees.</p>	<p>OAA held its 1st Annual Academic Chairs' Retreat; Affirmative Action presentation made to College P&B Committee; Faculty Development Seminar for Academic Department P&B Committees; launched a CPLA website with PDF files for faculty and staff use.</p>
<p>Goal 2: Improve Student Success Objective 3. Ensure that all students receive a solid general education and effective support, particularly in the first 60 credits of study. Using Campaign plus Title III Themes.</p>	<p>2006-2007 Outcomes</p>
<p>3A: Implement approved Campaign for Success Plans Increase % of students passing gateway courses with C or better.</p>	<p>Percentage of students passing core courses with grades of C or better decreased by 4.8%. Rationale: York's newly implemented Plus/Minus Grading system (effective Fall 2006) is the likely influencing factor.</p>
<p>Increase % enrolled in summer programs.</p>	<p>Percentage of freshmen and transfers taking one or more courses in the summer after entry decreased by 4.8% (from 76.8 Fall 2005 to 72% in Fall 2006). Senior College and University trends are down by 5.4% and 1.2%, respectively. This indicator will be studied.</p>
<p>Increase % average number of credits earned in first 12 months.</p>	<p>Average number of credits earned in first 12 months by full-time first-time freshmen increased by 0.2 (from 20.0 in Fall 2004 to 19.8 in Fall 2005).</p>
<p>Increase % of lower division seats taught by full-time faculty.</p>	<p>Percentage of lower division FTEs taught by full-time faculty increased by 0.2% (from 38.3 % in Fall 2005 to 38.5 % in Fall 2006).</p>
<p>Increase % of students who declare a major by the 70 credit.</p>	<p>Percentage of students who declared a major by the 70th credit increased by 0.2%. York remains the leader among Senior Colleges at 96.4%.</p>

York College, The City University of New York
 College/President Year-End Performance Report
 President: Dr. Marcia V. Keizs

6/18/2007

Re-conceive college-wide advisement.	Using the funding support and advisory committee members of Title III, OAA has proposed a college-wide position (currently being searched) to be responsible for re-envisioning and shaping academic advising for all curricular levels and student status, inclusive of freshmen and sophomore involving counselors and discipline- based faculty.
Shift tutoring services to hours of highest volume.	Campaign for Student Success - Tutoring is a focal point in retention efforts for lower division students. Tutoring services shifted to hours of highest demand; training for quality assurance; and under developed is a web-appointed desk to matched need, time and subject.
Assess effectiveness of Student Development and SEEK courses correlated with credits completed in year-1.	Evaluation activities complete; curriculum revision to begin in Fall 2007.
Using York's baseline, the percentage of entering full-time first-time freshmen earning 20.0 credits in year-1 will be increased by 5%.	Average number of credits earned in first 12 months by FT first-time freshmen decreased by 0.2 (from 20.0 in F'04 to 19.8 in F'05). The average number of cumulative credits earned by first-time freshmen F'06 with CAA of 75-84.9 and 85+ was 22.16 and 26.31, respectively. Average of 22.34 credits (increase of 12%, York data).
3B: Baccalaureate colleges: % of SEEK students who pass skills tests in 1 year; % of ESL students who pass in 2.	
York SEEK students' pass rate on skills tests will increase by 2% over 2005-06 levels.	York SEEK students' pass rate increased by 9.8% from 76.5 % to 86.3%
York ESL students' pass rate on skills tests in year 2 will increase by 2% over 2005-06 levels.	Percentage of ESL students (SEEK and regular) who pass all basic skills tests within 2 years decreased by 2.4 (from 62.0 % for entering class of 2003 to 59.06 % for entering class of 2004).
3C: Show & pass rates on CUNY proficiency exam	
Pilot on-line CPE services to include: CPE Help Desk, FAQs, CPE Registration and Appeals.	The York College On-Line CPE Help Desk and service program is now fully functional offering Task I and II modules, practice tests, and on-line registration.
Increase CPE Show & Pass rates by 1.2% over 2005-06 levels.	Percentage of required test takers passing the CUNY Proficiency Exam (CPE pass rate) decreased by 1.6 (from 88.8% in Fall 2005 to 87.2% in Fall 2006). Percentage of required invitees who took the CUNY Proficiency Exam (CPE show rate) decreased by 9.7 (from 75.8% in Fall 2005 to 66.1% in Fall 2006). Data under review.
3D: # of College Now course/workshop participants; course completion and pass rates; implementation of 2004-08 College Now strategic plan	

York College, The City University of New York
 College/President Year-End Performance Report
 President: Dr. Marcia V. Keizs

6/18/2007

Increase percentage of College Now students completing courses by 2% over 2005-06 levels.	At 75%, Preliminary PMP indicator includes <u>88 College Now students</u> enrolled in year-long courses who received INC grades as of Fall 2006 and were counted as non-completers; these students will receive letter grades at the end of June 2007 and indicator will change accordingly.
Meet University established enrollment targets for College Now.	2007 University established and funded target is 2958; York achieved 3132 (summer 192; fall 1500; spring 1440); (100.06%) Preliminary PMP numbers vary from York data.
Goal 2: Improve Student Success	2006-2007 Outcomes
Objective 4: Increase retention and graduation rates	
4A: One-year retention rates	
Retention rates will increase by an average of 2%:	One year retention rate for first-time, full-time students decreased by 1.4% from Fall 2004 to Fall 2005 (68.8% to 67.4%). Effective Fall 2006, York implemented new CAA admissions standard of 75+.
Evaluate Student Development curricula.	Review and evaluation activities complete; curriculum revision to begin in 2008.
Expand Freshman Mentoring Program.	Freshman Orientation re-designed as a pro-active engagement for academic planning, campus orientation, and faculty networking for students. Pilot test Fall 2007.
Develop and implement leadership and training opportunities for returning students, associate degree students, evening and weekend students, and entering Freshmen, including Merit Scholars, by Student Development and associated offices.	Student Leadership Programs were expanded as follows: Thurgood Marshall Foundation, Urban League Black Executive Training Program, HACU, Honda All Star College Championship. Targeted activities also included: President's Freshmen Reception; Dean's List Recognition; Transfer Advisement; American History X - A Diversity Dialogue; The
4B: Six-year BA/BS graduation rates; four-year BA/BS graduation rates; four-year MA/MS graduation rates	
6-year Graduation rates will rise by an average of 2% for the baccalaureate.	6-yr graduation rate down from 29.9 for Class of 1999 to 23.8 for Class of 2000. The cumulative effects non-remediation and York's waiver to admit all HS graduates led to the establishment of admissions criteria effective Fall 2006.
Baseline will be established for first graduating class for OT BS/MS.	Spring 2005 graduate enrollment was 8; Spring 2007 graduated 13 (OIRA Data).

4C: First- and second-year retention rates and six-year graduation rates for black males	
Establish and publicize the York College Men's Center.	Established in Spring 2006; Director providing collaborative leadership, which includes outreach to the community and the University, and internally among the relevant office and department of the college. The monthly Barber Shop forum for Men is a unique feature. Distinguished Lecturer from the Department of Behavioral Sciences is an active participant lending intellectual stature to the Center's Activities. Data not yet available.
Publicize and promote the Women's Center.	Women's Center provided a full compliment of activities including informational seminars, student-oriented conferences, and special events as follows: Cognitive Restructuring, Stress Reduction, Time Management, Parenting and Family.
1st and 2nd year retention rate for full-time Hispanic students will increase by 2%.	York College inducted as an Associate Member of HACU; faculty and administrative team attended induction meeting; two local meetings since then; team will attend fall 2007 meeting in Washington, DC. Data not yet available.
Goal 2: Improve Student Success	2006-2007 Outcomes
Objective 5: Improve post-graduate outcomes	
5A: Pass rates on licensure/certification exams	
York will maintain/improve performance of its students on certification and licensing exams for professional programs, e.g.: LAST, ATS-W, and CST.	LAST Test 93% (14 students testing); ATS-W 93% (15 students testing); CST 90% (10 students testing);
5B: Performance on standardized exams required for entry to graduate/professional programs	
York will establish performance baselines on graduate exams, e.g.: MCAT, LSAT, and GRE.	% of first-time test-takers w/out advanced degree passing the at least one segment of the Uniform CPA Exam, 35.5; (University 36.8).
5C: Survey of baccalaureate graduates one year after leaving college	
Establish baseline for job/education and satisfaction rate for baccalaureate and master degree graduates.	OIRA (CUNY) plans to conduct survey for next academic year. Coordinator for Raisers Edge database search will be completed July 1, 2007. Institutional Research and Alumni unit to prepare and administer Alumni Survey to September, February and June graduates for 2008.

York College, The City University of New York
 College/President Year-End Performance Report
 President: Dr. Marcia V. Keizs

6/18/2007

Goal 2: Improve Student Success	2006-2007 Outcomes
Objective 6: Improve quality of student support services	
6A: Student experience survey results on satisfaction with academic, technological and support services, including personal counseling	
Increase student satisfaction with tutoring and academic support services, counseling, advisement and use of technology by 2% over the 2005-06 levels.	Student satisfaction with academic support services increased by 0.05 (from 2.81 in Fall 2004 to 2.86 in Fall 2006).
Reorganize delivery of services as described in York's Campaign for Success.	The reorganization of academic support services (advisement and tutoring); services shifted to "peak" demand days and times. Web appointment capacity being developed.
Student satisfaction with access to computer technology will increase by 0.17 to fall 2005 to 3.0 on a Likert-like scale of 4.0.	Student satisfaction with access to computer technology increased by 0.12 (from 2.82 in Fall 2004 to 2.69 in Fall 2006); Literacy Commons in the Library and the Student Lounge on 3rd Floor are having positive effect on access to technology.
Goal 3: Enhance Management and Financial Effectiveness	2006-2007 Outcomes
Objective 7: Meet enrollment goals and facilitate movement of eligible students from associate to baccalaureate programs	
7A: Enrollment in degree and adult and continuing education programs; SAT/College Admissions Average; recruitment of male students from under-represented groups	
FTE enrollment will increase by 3.9% over Fall 2005.	The fall 2006 FTE (without College Now) decreased by 107, a drop of 2.4%. This decrease, instead of the projected increase, was the result of setting a 75 CAA admissions standard for Fall 2006 freshmen. This resulted in a reduction of the freshman class from 639 to 483, a drop of 156 students. In addition, students transferring to York with less than 11.5 credits decreased from 320 in Fall 2005 to 70 in Fall 2006. As a result, new admissions standard eliminated more than 400 students who would have translated into approximately 300 FTEs. This was an FTE loss of approximately 7% over the Fall 2005 base.
CAA of 75 established; establish correlated (combined) SAT score.	York set CAA admissions criteria of 75 or better for fall 2006. 83% of non-see freshmen had over a 75 CAA as compared to 58% in fall 2005. In addition, York awarded 75 Merit Scholarships. York has elected not to establish a correlated SAT score at this time.
Headcount enrollment will increase by 10% for incoming Freshmen with CAA of 75 or better.	York met its targeted increase of 10% of freshmen with CAAs of 75 or greater even though overall freshmen enrollment decreased by 24%. The goal was achieved partially through the provision of Merit Scholarships funded through the York College Foundation, Inc.

York College, The City University of New York
College/President Year-End Performance Report
President: Dr. Marcia V. Keizs

6/18/2007

Headcount enrollment will increase by 15% for incoming transfers inside CUNY.	Headcount enrollment decreased by 24% for incoming transfers inside CUNY (See 7A above).
Headcount enrollment will increase by 5% for incoming transfers outside of CUNY.	Headcount enrollment decreased by 12% for incoming transfers outside CUNY (See 7A above).
7B: % of TIPPS course equivalencies completed; Degree Works installation by June 30, 2007; Degree Works log-ons by students	
Complete update of TIPPS equivalency; goal 95%.	Percentage of course evaluations completed in TIPPS has increased by 36.6 (from 46% in May 2006 to 82.6 in May 2007).
Install Degree Works by June 30, 2007; for each month that Degree Works is installed, an additional 1% of students will access this planning and advisement tool.	Go Live date is June 18, 2007.
Goal 3: Enhance Management and Financial Effectiveness	2006-2007 Outcomes
Objective 8: Increase revenues from external sources	
8A: Alumni/corporate fundraising (CAE-VASE report)	
Establish a \$250,000 minimum Fund Raising target for 2006-07.	
Complete lost-contact trace for alumni of 18,885.	Completed lost-contact trace for Alumni.
Install Raisers Edge database, add alumni, friends and organization records.	Installed Raisers Edge database that will give us access to alumni, friends, and organizations.
Hire and train development assistant to manage database and documents.	Search in process; expected hire date, July 15, 2007.
Hire director of development and launch annual fund campaign among all constituencies.	In October 2006 hired acting Director of Development; major development event held June 2007.
Celebrate the College's 40th Anniversary in an academic year-long series of events culminating in a fundraising gala in Fall 2007.	Series of academic cultural and intellectual events were held during the 40th Anniversary celebration including the granting of the Honorary Doctorate Degree to former President Milton Bassin and the creation of a York film with former Mayor Ed Koch as narrator .
College will complete agreed-upon restructuring of its philanthropic foundations to comply with CUNY guidelines and document participation in the CUNY Compact.	York College Foundation, Inc. reorganized; new procedures adopted in keeping with the CUNY Compact.
8B: Evidence of Foundation restructuring and documented participation in CUNY Compact	
Continue revitalization of York College Foundation Board of Trustees with election of officers and establishment of three standing committees.	Foundation has added trustees, elected officers and has three standing committees.
Implement CUNY guidelines and best practices toward fulfilling the CUNY Compact.	York development director and foundation board president have worked closely with the CUNY Office of Grants and Giving to implement best practice guidelines.

8C: Contract/grant awards (RF Report + CUNY projects)	
Contract/grant awards will rise 5%.	Per the preliminary indicator, York has achieved the benchmark. Awarded 28 of 32 PSC-CUNY grants (up from 21 of 24 of the previous year); received a CUNY Diversity and a CUNY equipment grant.
8D: Indirect cost recovery as ratio of overall grant/contract activity	
Indirect cost recovery ratios will improve 3%.	Per 3rd quarter reports, indirect recovery ratio increased by 1.3%.
8E: Adult and Continuing Education revenues	
York will meet agreed upon revenue target increase of 2% for Adult and Continuing Education.	York's ACE enrollment remained at the previous year's level. Following the suggestions made during an external assessment, ACE hired a marketing director that is assisting in the introduction of innovative programming for the coming year.
Goal 3: Enhance Management and Financial Effectiveness	2006-2007 Outcomes
Objective 9: Improve productivity, service to students, and environmental health and safety.	
9A: Productivity targets	
Will maintain \$132,000 level for 2006-07.	York has made its productivity targets consistent with the York goals in the CUNY compact.
9B: Surveys of student satisfaction with administrative services	
Student satisfaction with administrative services will be maintained or increase by 0.06 for 2006-07.	Student satisfaction with administrative services increased by 0.12 (from 2.77 in Fall 2004 to 2.89 in Fall 2006)
9C: Percent of budget spent on administrative services	
York will develop and implement financial plans with balanced budgets.	York has worked with CUNY Central to develop and implement a financial plan for the college.
9D: Evidence of a financial plan and balanced budget	
York will develop and implement a balanced budget that responds to the College's Strategic Plan and the College's targets as developed in the COMPACT.	York has expended in the appropriate categories in the 2006-2007 compact.
9E: Percentage of instruction delivered on Fridays, nights, weekends	
Explore the feasibility of offering academic programs on weekends and Fridays.	No current plan for a discrete Weekend Degree Program, but the percentage of Fridays, evenings and weekends instruction increased by 1.7%; 4.2 % more than the Senior College average.
9F: Evidence of a chemical inventory and hazardous waste management system and that faculty/staff working in labs have participated in hazardous waste training.	

York College, The City University of New York
College/President Year-End Performance Report
President: Dr. Marcia V. Keizs

6/18/2007

The chemical inventory and hazardous waste management system has been developed. All faculty/staff working with chemicals or other hazardous substances will participate in hazardous waste training sessions.

A chemical inventory and hazardous waste management system has been developed. All faculty/staff working with chemicals or other hazardous substances have received training on hazardous waste. York has recently passed OSHA inspection.