



One York Strategic Plan, 2020-2025

CLOSE-OUT REPORT

The Office of Institutional Effectiveness and Strategic Planning
October 2025

Executive Summary

In 2019, then President Dr. Marcia V. Keizs constituted a Strategic Planning Committee to develop the College's 2020-2023 strategic plan. With the assistance of a higher education consultant with over twenty years of experience working with large public systems, including CUNY, the College's Strategic Planning Committee implemented a comprehensive, inclusive, evidenced-based process. Students, faculty, and staff provided input and feedback on the strategic plan framework at twelve community forums. At the forums, the College solicited feedback on top accomplishments that York achieved in the last plan, strengths and challenges, and top five major priorities that the College should consider over the next five years. Using Integrated Postsecondary Education Data (IPEDS), the Office of Institutional Effectiveness and Strategic Planning identified peer comparison data pertaining to admissions, enrollment, and retention and graduation, which provided additional context as to how York compares with other institutions on key metrics.

Contextualizing this Report: Relevant Institutional Issues and Developments

Leadership Changes

Since 2019, York has had three Presidents: Dr. Marcia Keizs retired on September 1, 2019 after serving as President for 14 years. Dr. Berenecea Johnson Eanes served as interim president effective September 1, 2019, and then permanent president on June 1, 2020. Rather than begin a new strategic planning process, Dr. Eanes continued with the process that began under Dr. Keizs' leadership. Dr. Claudia V. Schrader was appointed interim president effective January 8, 2024 and then permanent effective May 1, 2025.

In addition to the change in President, other leadership changes included the Provost, Vice President for Student Affairs and Strategic Planning, three different Vice Presidents for Administration and Finance, four Chief Diversity Officers, Interim Deans, and with the exception of one year, no VP for Institutional Advancement. Despite this period of flux, the College continued to live the *One York* plan.

Timeline

The strategic plan was originally created as a three-year plan: 2020-2021, 2021-2022, and 2022-2023. In January 2023, with the pandemic still in the recent past and people returning to a sense of normalcy, Dr. Eanes extended the plan one more year to include 2023-2024. In January 2024, Dr. Schrader, then interim president, extended the plan for one more year to include 2024-2025 to ensure that the next permanent president would have the opportunity to participate in the strategic planning process.

COVID

COVID, a global tragedy had an impact throughout higher education, including York. Both nationally and internationally, as the pandemic persisted, higher education institutions were contending with declining enrollment, lower retention rates, and poor course outcomes. Of course, these challenges must be considered within the larger social reality where healthcare, food, housing, and financial disparities further exacerbated the challenges faced by students.

In fall 2021, some in-person operations returned, with “normalcy” returning in fall 2022. However, the effects of the pandemic persisted as student learning loss attributed to the switch to online learning, adding another challenge for many students and institutions.¹ The need for additional support programs, whether academic, fiscal, or fundamental (e.g., housing, food, healthcare), was evident.

Highlights of the Strategic Plan

One York included four aspirational goals, 24 actionable objectives, and 60+ measurable key performance indicators (KPIs). The plan addressed four key areas of focus: student success, academic program excellence, employee success, and morale. Goal 1 sought to improve the College’s graduation rates, ensuring that students who choose York receive support through graduation. Goal 2 focused on strengthening academic programs, ensuring that all programs, whether liberal arts, accredited/professional, or business, are of the highest quality. Goal 3 pertained to college employees, strengthening support and opportunities for research and professional development. Goal 4 focused on creating a vibrant campus and community spirit through improved facilities and welcoming spaces, increased community engagement, and engaged alumni.

When originally created, the College identified more than 60 metrics to serve as key performance indicators to monitor progress on the plan. However, during the annual review and reporting process, it was determined that the KPI document had too many metrics, making a summative analysis of overall progress difficult. In response, the OIESP created a *One York* Scorecard that includes 20 high-level direct measures of assessment (e.g., retention rate, 4-year graduation rate, transfer rate, headcount, and annual research awards – all monitored by CUNY) pulled from the 60+ key performance indicators. Both the KPI and Scorecard are updated annually, appear on the OIESP intranet, and are discussed in public forums (e.g., State of the College; Senate). Scorecard data appear within the narrative of this report, while the 60+ KPIs are available in the Appendix.

Operationalizing One York

Despite the challenges discussed above, initiatives were implemented, documented, and monitored in the annual operational planning process (including the CUNY PMP). Progress was discussed with stakeholder groups, highlighted in the College’s Annual Report (mapping to the specific *One York* goal), assessed using various methods, and reported in OIESP Research Briefs, Assessment Spotlights, and Data Snapshots (again, mapping to the specific *One York* goal). Two check-in points were held with representatives from key stakeholder groups (Fall 2023 and Spring 2024). While the College did not meet the majority of its institution-level targets, there were improvements. The details are discussed below, specific to each goal. (See Appendix for data.)

¹ NYC DOE, Office of the Chief Academic Officer, letter to CUNY. May 5, 2021.

Even during these periods of flux, data demonstrate improvement; although data are not consistent, some metrics are higher than at the start of *One York*. The following are examples of those metrics.

Goal 1: Students Thrive/Graduate

- 3-year graduation rate of transfer students
- % Students know where to go for information about scholarships
- % Students know where to go for information about work study opportunities at York

Goal 2: Academic Excellence

- Assessment of general education competencies
- Greater social media presence

Goal 3: Faculty/Staff Support

- % faculty satisfied with balance between teaching, research and service
- % faculty understand the structures and processes for shared governance at York College
- % staff understand the structures and processes for shared governance at York College
- % staff indicate there is transparency in decision-making process at York College
- % staff agree their concerns are recognized by the administration at York College
- % staff agree York College policies are clearly communicated
- % faculty aware of the professional development offerings at York College
- % faculty have a voice in the decision making in their department
- % faculty have opportunities for leadership at York
- % staff have a voice in the decision making of my department
- % staff have opportunities for leadership at York

Goal 4: Vibrant Campus

- % of faculty feel like part of York College community
- % of staff feel like part of York College community
- % of undergraduates feel welcome at York College
- % of faculty satisfaction with the campus physical environment
- % of staff satisfaction with the campus physical environment
- ADA projects; some completed and some ongoing
- % of alumni giving

Strategic Initiatives and Key Performance Indicators by Goal

The College implemented various strategic initiatives to support the goals and objectives articulated in *One York*. For each goal, we provide a list of some of the strategic initiatives used to address the goals and objectives, as well as the high-level metrics (i.e., Scorecard data) that align with each goal. See the Appendix for all KPI data.

Goal 1. Student Success: Undergraduates Thrive and Graduate

Strategic Initiatives

- Established the One York Emergency Relief Fund to assist students in short-term financial distress so that they can continue their education at York. Since its inception, \$301,733 was raised and \$256,720.82 distributed; 287 students benefitted.
- The One York Welcome Center opened in 2021 and was expanded in 2022. It serves as a full-service one-stop, allowing students to receive services related to admissions, financial aid, registration, bursar, advice, health services, and information technology in one location. Center staff also conduct outreach to students who have not registered, encouraging them to address any issues that might prevent them from continuing at York.
- York College introduced the Cardinal Queue during the 2021–2022 academic year. This technology allows students to register at the Welcome Center and then receive a text when it's their turn to be seen, thereby eliminating standing in lines.
- In fall 2022, the York College Child and Family Center expanded its offerings to support student parents.
- The University Skills Immersion Program Booster courses provide students with the skills and support to meet the requirements to be admitted to York College, placed in required math and English classes, and be better prepared to do well in first-year courses and major Science, Technology, Engineering, and Mathematics (STEM). While USIP was in place prior to *One York*, Booster courses are now offered in multiple modalities (in-person, synchronous online, asynchronous online) to improve student access.
- In spring 2022, York introduced the Accelerate, Complete, Engage (ACE) Program, a comprehensive program designed to help students complete their academic journey to a bachelor's degree on time (in four years). Modeled after CUNY's Accelerated Study in Associate Programs (ASAP), ACE provides a range of financial, academic, and personal support, including intensive academic advisement and career counseling, as well as tuition, textbook, and transportation assistance. In fall 2024, there were 288 students enrolled in ACE.
- Health, Wellness and Support Programs were restructured with an emphasis on resource allocation and positive promotion of help-seeking behaviors among students. In addition, the College partnered with Uwill, a mental health and wellness solution to complement York's existing mental health and wellness offerings. Uwill provides virtual services 24/7, 365 days a year, at no cost to students. In the last academic year, over 450 students signed-up for the program, and 120 used the services.

- Appointed an Ombudsperson to assist students in understanding policy and resolving complex challenges hindering their academic progress. The Ombudsperson serves as a crucial advocate for students, ensuring fairness and transparency for students undergoing the judicial process and oversees the student complaint portal. Last academic year, 117 complaints were submitted to the complaint portal, down from 146 the year before.
- Introduced the First Year Experience Program to support first-year and transfer students through academic, social, and support opportunities that aid in developing student leadership skills and peer-to-peer mentoring and engagement.
- York participated in the National Institute for Student Success (NISS). The core principles that drive NISS consultations: 1) that colleges and universities can inadvertently create policies and practices that become key drivers of student attrition; 2) that colleges and universities can use data to identify and understand these unintentional barriers to student success; and 3) that, with the right coaching, colleges, and universities can remove these barriers and create more equitable enrollment, retention and graduation outcomes. Based on these principles, a Diagnostic Report and a Playbook to address the challenges divulged was produced.
- The Academic Recovery Program was implemented in 2023-2024 to support students on academic probation and continued probation as it provides helpful academic strategies, guidance, and student support through guided conversations.
- In fall 2023, with funding from a federal grant, York conducted a pilot with CircleIn, an online platform that allows students to share notes, study materials, and questions/answers in specific courses. This initiative is intended to address increasing DFW rates in Gateway Biology and Chemistry courses, and a few Nursing courses, with plans to expand to Gateway Math courses.
- Cogenerative Dialogs, funded through a CUNY initiative to address learning loss due to COVID, started in fall 2023 in gateway Biology, Chemistry, English, and Math courses. It focuses on improving student performance in Gateway courses by having facilitated dialogues between the instructor and students regarding the pedagogy used in the class.
- In spring 2023, York implemented an Early Alert system through the EAB Navigate platform. The focus of this initiative is on identifying and supporting students experiencing challenges in courses, particularly in Gateway and courses with high DFW rates. In the first semester of implementation, over 2,100 alerts were submitted; the most cited reason was for Academic performance: Low scores/missing assignment
- In 2024, the College adopted Tutor.com, an online platform that provides any registered student 24/7, no cost, 1-to-1 online tutoring. In the last academic year, over 500 students received tutoring via Tutor.com. The top three disciplines for which students sought tutoring was science, math, and writing.

Scorecard: Goal 1

Overall, year-over-year data fluctuated for almost all metrics. Two targets were met: % of first-time, full-time, 4-year graduation rate and the gap in the one-year retention rate of underrepresented minorities (URM) and non-URM for first-time full-time freshmen. The following is close to achieving its target: 3-

year graduation rate of transfer students: Total. In some cases, recent data fall below 2019-20 baseline data.

Scorecard	Metric (PMP = Bold)	Baseline AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23	AY 2023-24	AY 2024-25	5-Year Targets	Target Met?
Goal 1. Student Success									
1.1 Increase Academic Momentum	% of full-time first-time freshmen who earn 30 credits or more in the first year	30.1% (F19)	41.6% (F20)	23.3% (F21)	23.1% (F22)	25.3% (F23)	27.9% (F24 Prelim)	50%	No
	% of full-time first-time freshmen who pass Gateway English in the first year	78.5% (F19)	73.9% (F20)	67.5% (F21)	75.5% (F22)	69.9% (F23)	66.8% (F24)	90%	No
	% of fall full-time first-time freshmen who pass Gateway Math in the first year	51.4% (F19)	60.5% (F20)	47.9% (F21)	39.1% (F22)	48.7% (F23)	33.9% (F24)	70%	No
1.2 Increase Retention	% of first-time, full-time first-year retention rate	62.9% (F19)	60.4% (F20)	61.1% (F21)	59.5% (F22)	57.4% (F23)	68.2% (F24 Prelim)	70%	No
1.3 Increase First-time Graduation Rates	% of first-time, full-time, 4-year graduation rate	9.1% (F15 cohort)	11.5% (F16 cohort)	11.7% (F17 cohort)	14.9% (F18 cohort)	11% (F19 cohort)	15.4% (F20 cohort)	15%	Yes
	% of first-time, full-time 6-year graduation rate	34.9% (F13 cohort)	31.6% (F14 cohort)	33.4% (F15 cohort)	33.3% (F16 cohort)	30.3% (F17 cohort)	32.2% (F18 cohort)	42%	No
1.4 Increase Transfer Graduation Rates	3-year graduation rate of transfer students: Total	29.8% (F16 cohort)	34.3% (F17 cohort)	33.6% (F18 cohort)	36.1% (F19 cohort)	39.8% (F20 cohort)	38.2% (F21 cohort)	40%	No
	3-year graduation rate of transfers with associates degree	38.8% (F16 cohort)	43.5% (F17 cohort)	39.6% (F18 cohort)	50.4% (F19 cohort)	53.4% (F20 cohort)	50.6% (F21 cohort)	55%	No
	3-year graduation rate of transfers without associates degree	15.1% (F16 cohort)	20.9% (F17 cohort)	26.3% (F18 cohort)	26% (F19 cohort)	32.3% (F20 cohort)	20.7% (F21 cohort)	30%	No
	% of FT transfer students with an associate degree who earn 24+ credits in first year after transfer	51.9% (F19)	62.5% (F20)	52.3% (F21)	55.9% (F22)	52.3% (F23)	59.3% (F24 Prelim)	65%	No
1.5 Reduce equity gaps	Gap in the one-year retention rate of URM and Non-URM for first-time full-time freshmen	-3.9% (F19)	-8.6% (F20)	-17.3% (F21)	-10.9% (F22)	-10.5% (F23)	-9.3% (F24 Prelim)	less than 3%	No
1.6 Increase cohort-based first year experiences	# of students enrolled in cohort-based program (SEEK; ACE; Students of Promise (discontinued))	776 (F19)	572 (F20)	583 (F21)	575 (F22)	569 (F23)	718 (F24)	800	No

Goal 2. Academic Excellence: York Supports All Academic Programs to Meet Standards of Excellence and Provide Transformational Educational Experiences

Strategic Initiatives

- Public Health (BS) received its initial accreditation from the Council for Education on Public Health (CEPH). All other programs scheduled for reaffirmation of accreditation between 2020 and 2025 successfully did so (Clinical Lab Science; Exercise Science; Nursing (RN); Nursing; Social Work (BS); and Social Work MSW).
- The Business and Economics Department is pursuing accreditation from the Accreditation Council for Business Schools and Programs accreditation; the site visit will take place in September 14-17, 2025.
- New academic programs:
 - Accounting & Finance major (BS) 5-year program, 150 credits
 - Human Resource Management (BS)
 - Mathematics/Teacher Education 5-9 (BS)
 - Music Education Pre-K-12 (BMUS)
 - Nursing Education (MS)
- Several academic programs were renamed:
 - Accounting BS became Accounting (BBA)
 - Interdisciplinary Studies Childhood Education (BA) became Interdisciplinary Studies for Social Justice in Childhood Education (BS)
 - Movement Science (BS) was renamed Exercise Science (BS)
 - Music (BA) changed to Music Performance (BMus)
- Degrees now offered online:
 - Aviation Management (MS)
 - Clinical Trial Management (MS)
 - Community Health (BS)
- The New York State Education Department funded a Science and Technology Entry Program (STEP) grant at York College designed to prepare secondary school students for science, technology, engineering, and mathematics (STEM) careers. The \$1,260,000 award enabled the STEP program to run from 2020–2025.
- York's College Now STEM Research Academy, supported by the U.S. Department of Education, received a Minority Science and Engineering Improvement Program grant. The \$750,000 funding covered three years and were used to support the following initiatives: Circle In pilot; Supplemental Instruction pilot; STEM tutors; online USIP Booster Workshops; Research Workshop development (Antibiotic Discovery, Neurobiology, Microbiome, and Public Health); and research experiences for 103 undergraduate students.
- Assessment has been a critical area of focus at York. The College has completed nearly two cycles of assessment. In fall 2025, the General Education Assessment Committee will be conducting a deep-dive to look at accomplishments and areas in need of improvement via a faculty-focused symposium.

- Career Services collaborated with faculty to launch a program called Curriculum to Careers, which was an academic partnership with a goal of providing funding and resources to faculty to develop innovative, co-curricular programs and projects for students within their respective departments. The goal was to bridge classroom learning with real world skills for improved long-term career decision making. Administered eight (8) faculty grants at \$1200 each.
- Developed the Internship Repository to collect information on all career-readiness opportunities, including internships, practicum, clinical, fieldwork, and summer research York students participate in. This repository will capture our students' career readiness and make it easier to track how many York students participate in these opportunities for recruitment materials, accreditation, and reporting purposes, and also serve as a resource for faculty and staff.
- A faculty taskforce reviewed the College's current Academic Program Review (APR) process (last revised in 2017) and reviewed CUNY APR requirements. This review process ensures that the College continues to demonstrate best practices in pursuing academic excellence, including the use of external reviewers. The taskforce presented a revised plan to the Provost and VP of OIESP for consideration. Two departments will conduct a pilot of the revised APR process in 2025-2026.
- Engaged in career-infused degree-mapping initiative offered by CUNY which takes the traditional degree map and links it to career-related tasks and skills to facilitate students' transition to the workforce.
- In spring 2025, the College engaged with Lightcast, a labor market company, to conduct the studies in preparation for the Strategic Planning and Academic Master Planning processes: Academic Program Gap Analysis, Environmental Scan, and York College Economic Impact Study

Scorecard: Goal 2

Similar to Goal 1, year-over-year data do not demonstrate consistent growth, and in some cases, results fall below 2019-20 baseline data.

Scorecard	Metric (PMP = Bold)	Baseline AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23	AY 2023-24	AY 2024-25	5-Year Targets	Target Met?
Goal 2. Academic Excellence									
2.3 Increase brand recognition (increase enrollment)	% of first-time freshmen enrolled of those admitted	10.5% (F19)	10.4% (F20)	9.7% (F21)	8.2% (F22)	8.1% (F23)	7.7% (F24)	14%	No
	% of transfer enrolled of those admitted	37.5% (F19)	22.9% (F20)	20.5% (F21)	28.4% (F22)	24.3% (F23)	25.8% (F24)	40%	No
	Total headcount	8,337 (F19)	7,784 (F20)	7,027 (F21)	6,446 (F22)	6,161 (F23)	6,174 (F24)	7,785	No
2.4 Increase student access to academic experiences and related workforce preparedness	% of baccalaureate degree graduates consistently employed within one year of graduation (data by year of graduation)	73.1% (15-16)	71.4% (16-17)	72.5% (17-18)	69.9% (18-19)	61.6% (19-20)	65.7% (20-21)	90%	No

Goal 3. Faculty and Staff Support: Faculty and Staff Feel Supported, Collaborate, and Flourish

Strategic Initiatives

- Implemented several employee recognition initiatives:
 - Annual Years of Service Recognition: 371 faculty and staff (full-time and part-time) were identified and celebrated
 - Yemmy Awards for teaching, service, assessment, and mentoring: 15 were recognized
 - Employee of the Month for Staff: 11 were recognized
- Increased informal interactions between faculty and administrators (Years of Service, Yemmys, Honors Ceremonies, Dean's List Ceremony)
- Since its inception in spring 2020, the York College Celebrating Assessment event acknowledges the work of assessment at York, thanks the various faculty and staff members involved, and shares the assessment activities as they pertain to outcomes for student learning, support, and operational assessment.
- Formal celebration of faculty scholarship and renewal of celebration of faculty grants
- York's Spring Symposium is a multi-disciplinary conference offering a brief look at the fascinating research representative of the level of scholarship one might expect from York's faculty. The Symposium is used to highlight scholarship of Junior faculty.
- The Communications and Marketing Increased public announcements of faculty achievements
- Workshops offered for submission of PSC CUNY grant proposals
- Partnered with Hanover Research, an external research company that provides products and services in higher education, to offer intensive grant writing workshops
- Applied for funding to provide faculty support staff in grant writing
- President initiated funding to support interdisciplinary scholarship
- OAA sponsoring faculty and student interdisciplinary scholarship through York College Global initiative
- York's Office of Academic Affairs funded two faculty members to attend a two-day workshop at the University of Kansas Missouri to learn about Supplemental Instruction (SI). Both professors attended the workshop in July 2024 and earned a certificate to implement SI at York College. The Math & CS department piloted SI on one of their course sections of Math 120 precalculus in the Fall 2024 semester. The Biology Department decided to implement SI in the Spring 2025 semester. This initiative also supports Goal 1, student success.

Scorecard: Goal 3

Of the four high-level metrics for Goal 3, one achieved its target: \$ research awards (annual). The number of funded research grants fluctuated year-over-year, with an average of 12 over the past several years. The Special Initiatives Fund yielded \$125,000 through the life of the fund; \$114,261 was distributed to 19 faculty members.

Scorecard	Metric (PMP=bold)	Baseline AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23	AY 2023-24	AY 2024-25	5-Year Targets	Target Met?
Goal 3. Faculty/Staff Support									
3.2 Increase Research Support	\$ Research awards (annual)	\$2,523,459 (FY19)	\$1,188,912 (FY20)	\$2,055,746 (FY21)	\$1,079,543 (FY22)	\$1,615,350 (FY23)	1,882,974 (FY24)	\$1,500,000	Yes
	# of funded research grants	14 (FY19)	12 (FY20)	12 (FY 21)	11 (FY22)	12 (FY23)	14 (FY24)	17 (FY23)	No
3.5 Evidence of projects established via the Special Initiatives Funds	# of Special Initiative Projects	n/a		0	1	7	6	Increase YOY	No
	\$ generated for Special Initiatives Fund	n/a	0	\$75,000	\$50,000	0	0	Increase YOY	No

Goal 4. Vibrant Campus: York Fosters a Vibrant Campus and Community Spirit

Strategic Initiatives

- During the life of One York, roughly \$97 million dollars has been invested in multiple capital projects including but not limited to the following:
 - Academic Core Building:
 - Cafeteria: Complete
 - Café Renovation: Complete
 - Roof repair: Complete
 - Roof lighting: Complete
 - Upgraded lighting on plaza: Complete
 - ACB Entry Doors ADA Upgrades: Complete
 - Escalator and Elevators ADA Upgrades: Complete
 - Renovation of Faculty Dining Room, biology lab, chemistry lab, and greenhouse: Complete
 - Interior repainting: Ongoing
 - ACB Toilets ADA Upgrade: In progress
 - Health and Physical Education Building:
 - HPE ADA Toilets and Lockers rehabilitation: Complete
 - LED Lighting Upgrades: Complete
 - Multi-purpose Room and LL Classrooms: Complete
 - Restoration of Track and Field: Complete
 - Performing Arts Center:
 - Building HVAC upgrades: 98% complete
 - Interior upgrades: 65% complete
 - ADA bathroom renovation- captured in interior upgrades

- Extensive technology-related initiatives pertaining to instructional and academic enhancements, facilities and campus connectivity, and student and faculty support. Below are examples of initiatives that support those broad categories:
 - Capital Projects: Computer set-up, technology and network support completed on AC-3D01; AC-2M04 lecture hall; AC-2D01 - Faculty Dining room; AC-4E01 Biology Labs, AC-3E01 Chemistry lab
 - Developed HR management systems: AEMS adjunct employee management system; HR/Assist Full time Employment Time and Leave System; PR/Assist Part time Employment Time and Leave System
 - Ethical Hacking Environment: Deployed a secure, isolated environment allowing for the teaching of ethical hacking without impacting the production network
 - Interactive Multi-Touch Displays: Installed 10 additional smart room displays to modernize classroom experiences
 - My ID: Created an online site to assist students to look up and claim campus network and email accounts
 - York Assessment Management System (YAMS): Improved with performance optimizations, new division assessment forms, and bug fixes to support a seamless experience
 - Security upgrade: Integrated new voice over IP cameras and PA system into campus alerting systems for improved safety
 - WiFi Expansion (Phase I): Replaced 50 of the 240 scheduled Access Points; full upgrade to 500-series APs by December 2025
 - Track & Field Scoreboard: Installed infrastructure for the athletics scoreboard system, including temporary data provisioning
 - Developed dashboards using CUNYfirst and Data Warehouse data to analyze enrollment, retention, and graduation metrics
 - Centralized web-based student internship tracking system to promote a career readiness data base
 - Faculty Virtual Queue: Created a dedicated support line for faculty at the start of the semester, streamlining onboarding and access requests
 - Student Loaner Laptop Pilot: Introduced short-term laptop lending for students needing temporary mobile device access that will begin in fall 2025
 - SGA Lab Reopened: Provided ADA-accessible study space with computers and printers for finals, with plans for a permanent operation
 - Converted space for a Graduate Student Lounge
 - Refurbished the Public Safety break room
 - Relocated and refurbished a Lactation room in Health Services for students, faculty, and staff
- In 2021-2022, York College hosted its first-ever Lavender Graduation Celebration to recognize the achievements of—and to continue to build community with—LGBTQIA+ students; the event occurs annually.

- The College implemented an external partnership with Resorts World to offer non-credit classes related to gaming (the business behind the scenes of operating a casino). Thus far, York received \$210,685 as a result of that partnership.
- Implemented the York Opportunity Network (YON) to cultivate a symbiotic relationship with community-based organizations. This initiative is dedicated to increasing college enrollment and fostering success among pre-college youth in underserved communities. By partnering with local organizations, and businesses, we aim to provide students with the resources, support, and guidance they need to navigate the college application process, excel academically, and achieve their full potential.
- The VP for Administration and Finance serves on York College’s Senate Campus Environment Committee and invites the Chief Superintendent to participate in the Committee’s campus tours and provide updates to streamline communication and increase transparency.

Scorecard: Goal 4

Year-over-year data fluctuate with no consistent growth over time. Results for 2024-25 are lower than 2019-20 baseline data. However, over the past five years, York has only had a VP for Institutional Advancement for one year.

Scorecard	Metric (PMP = Bold)	Baseline AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23	AY 2023-24	AY 2024-25	5-Year Targets	Target Met?
Goal 4. Vibrant Campus									
4.5 Increase giving overall from diversified resources	Total voluntary contributions (annual)	\$469,581 (FY19)	\$604,943 (FY20)	\$701,959 (FY21)	\$492,557 (FY22)	\$656,839 (FY23)	\$238,193 (F24)	Increase YOY	No

Lessons Learned

In the next strategic plan, the College will differentiate between operational metrics and key performance indicators. The operational metrics are useful for monitoring various initiatives, while the higher-level metrics reflect overall institution-level progress on college-wide goals.

Next Steps

- The College will engage in a new strategic planning process in 2025-2026. The five-year plan will encompass 2026-27 through 2030-31. This timeframe aligns well with CUNY’s *Lifting New York* framework which concludes in 2030.
- In 2024-2025, the College engaged in a Mission, Vision, and Values reflection process. Results from this campus-wide initiative have been shared with the college community and provide the foundation for strategic planning.
- In 2025-2026, the College will engage in an Academic Master Planning process.

Appendix: One York Key Performance Indicators

Key Performance Indicators	Measurement	Baseline AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23	AY 2023-24	AY 2024-25	Source
Goal 1. Student Success								
1.1 Increase Academic Momentum	% of full-time first-time freshmen who earn 30 credits or more in the first year	30.1% (F19)	41.6% (F20)	23.3% (F21)	23.1% (F22)	25.3% (F23)	27.9% (F24: prelim)	CUNY Monitoring Metrics
	% of full-time first-time freshmen in baccalaureate programs who pass Gateway English in the first year	78.5% (F19)	73.9% (F20)	67.5% (F21)	75.5% (F22)	69.9% (F23)	66.8% (F24)	CUNY Monitoring Metrics
	% of fall full-time first-time freshmen in baccalaureate programs who pass Gateway Math in the first year	51.2% (F19)	60.6% (F20)	47.9% (F21)	39.1% (F22)	48.7% (F23)	33.9% (F24)	CUNY Monitoring Metrics
1.2 Increase Retention	% of first-time, full-time first-year retention rate	62.9% (F19)	60.4% (F20)	61.1% (F21)	59.5% (F22)	57.4% (F23)	68.2% (Preliminary F24)	York College Factbook
1.3 Increase First-time Graduation Rates	% of first-time, full-time, 4-year graduation rate	9.1% (F15 cohort)	11.5% (F16 cohort)	11.7% (F17 cohort)	14.9% (F18 cohort)	11% (F19 cohort)	15.4% (F20 cohort)	CUNY PMP/Factbook
	% of first-time, full-time 6-year graduation rate	34.9% (F13 cohort)	31.6% (F14 cohort)	33.4% (F15 cohort)	33.3% (F16 cohort)	30.3% (F17 cohort)	32.2% (F18 cohort)	CUNY PMP/Factbook
1.4 Increase Transfer Graduation Rates	3-year graduation rate of transfer students-Total	29.8% (F16 cohort)	34.3% (F17 cohort)	33.6% (F18 cohort)	36.1% (F19 cohort)	39.8% (F20 Cohort)	38.2% (F21 cohort)	York College Factbook
	3-year graduation rate of students who transferred from an associate program to a baccalaureate degree with a degree	38.8% (F16 cohort)	43.5% (F17 cohort)	39.6% (F18 cohort)	50.4% (F19 cohort)	53.4% (F20 Cohort)	50.6% (F21 cohort)	CUNY (until F18); OIESP
	3-year graduation rate of students who transferred from an associate program to a baccalaureate degree without a degree	15.1% (F16 cohort)	20.9% (F17 cohort)	26.3% (F18 cohort)	26% (F19 cohort)	32.3% (F20 cohort)	20.7% (F21 cohort)	CUNY (until F18); OIESP
	% of FT transfer students with an associate degree who earn 24+ credits in first year after transfer	51.9% (F19)	62.5% (F20)	52.3% (F21)	55.9% (F22)	52.3% (F23)	59.3% (Prelim F24)	CUNY (until F20); OIESP

Appendix: *One York* Key Performance Indicators

Key Performance Indicators	Measurement	Baseline AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23	AY 2023-24	AY 2024-25	Source
1.5 Reduce equity gaps	Gap in the one-year retention rate of underrepresented minority and non-underrepresented minority for first-time full-time freshmen	-3.9% (F19)	-8.6% (F20)	-17.3% (F21)	-10.9% (F22)	-10.5% (F23)	-9.3% (Prelim F24)	CUNY PMP/OIESP
1.6 Increase student access to, use of, and satisfaction with scholarships, work study, cohort-based first year experiences, advising, and graduation supports strongly agree + agree (unless otherwise noted)	% Students know where to go for information about scholarships		53.6%	56.9%	44.4%	61.1%	58.9%	Student Support Services Survey
	% Students know where to go for information about work study opportunities at York		55.8%	59.0%	52.9%	73.6%	69.4%	Student Support Services Survey
	Of those that said they obtained at least one work-study position, % overall satisfied with the assistance York provided in helping to obtain a work study		96.3%	97.5%	83.3%	96.4%	83.3%	Student Support Services Survey
	% Overall advising experience was positive		83.2%	84.0%	87.8%	91.3%	85.9%	Student Support Services Survey
	% Indicated advisor used Degree Works during advising sessions? (% yes)			91.9%	96.3%	Question removed		Student Support Services Survey
	% Overall satisfied with academic experiences at York		76.2%	79.2%	76.5%	84.0%	76.1%	Student Support Services Survey
	# of students awarded work-study	566 Covid	364 Covid	172	157	152	527	Financial Aid
	# and % of students who worked	227 (40%)	56 (15%)	82 (48%)	119 (76%)	126 (83%)	134 (25%)	Financial Aid
# of students enrolled in cohort-based program (SEEK; ACE; Students of Promise (discontinued))	776 (F19)	572 (F20)	583 (F21)	575 (F22)	569 (F23)	718 (F24)	OIESP	
Goal 2. Academic Excellence								
2.1 Increase student demonstration of General Education competencies GEAC direct assessment (% proficient or highly proficient)	Critical Thinking			49%			38%	GEAC
	Technological Competency		75%			79%		GEAC
	Information Literacy		69%			66%		GEAC
	Oral Communication		74%			66%		GEAC
	Quantitative Reasoning	42%			31%			GEAC
	Scientific Reasoning (2 nd round in Spring 2026)			46%				GEAC
	Written Communication (2 nd round in Spring 2026)				43%			GEAC

Appendix: One York Key Performance Indicators

Key Performance Indicators	Measurement	Baseline AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23	AY 2023-24	AY 2024-25	Source
2.2 Evidence of more systematized continuous improvement using assessment findings	# of Outcome Improvement Plans (identified based on general education assessment results) submitted to GEAC out of # total expected each AY	2/2	1/2	4/4	4/5	3/4	5/7	GEAC
	% academic programs submitting year-end reports	88% (46/52)	85% (47/55)	89% (49/55)	82% (46/56)	86% (49/57)	82% (prelim) (47/57)	OIESP/AAC
	% AESS units submitting year-end reports	82% (46/56)	94% (34/36)	88% (30/34)	95% (35/37)	84% (31/37)	81% (prelim) (30/37)	OIESP/AESSAC
	# of Academic Program Reviews Completed of Scheduled	0/2 *Covid	0/2 *Covid	1/2	1/3	3/3	1/2	OAA
	# of AESS Periodic Unit Reviews Completed of Scheduled			1/3 (pilot)	2/5	0/3	0/11 (5 in progress)	Cabinet
2.3 Increase brand recognition and knowledge of academic offerings	% indicating York was first choice		43.3%	53.8%	50.0%	56.1%	53.0%	Student Support Services Survey
	% indicating York was second choice		28.9%	27.9%	24.8%	21.9%	24.0%	Student Support Services Survey
	% of first-time freshmen accepted of applicants (acceptance rate)	72.8% (F19)	52.8% (F20)	67% (F21)	59.1% (F22)	59.4% (F23)	64.1% (F24)	Factbook
	% of first-time freshmen enrolled of those admitted (yield rate)	10.5% (F19)	10.4% (F20)	9.7% (F21)	8.2% (F22)	8.1% (F23)	7.7% (F24)	Factbook
	# of first-time freshmen enrolled	1,122 (F19)	849 (F20)	898 (F21)	777 (F22)	684 (F23)	766 (F24)	Factbook
	% of transfer accepted of applicants	51.4% (F19)	53.1% (F20)	53.2% (F21)	39.8% (F22)	48.5% (F23)	51.1% (F24)	Factbook
	% of transfer enrolled of those admitted (yield rate)	37.5% (F19)	22.9% (F20)	20.5% (F21)	28.4% (F22)	24.3% (F23)	25.8% (F24)	Factbook
	# of transfer students enrolled	800 (F19)	581 (F20)	499 (F21)	482 (F22)	500 (F23)	544 (F24)	Factbook
	Total headcount	8,337 (F19)	7,784 (F20)	7,027 (F21)	6,446 (F22)	6,161 (F23)	6,174 (F24)	Factbook

Appendix: One York Key Performance Indicators

Key Performance Indicators	Measurement	Baseline AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23	AY 2023-24	AY 2024-25	Source
	Total Undergraduate Degree-Seeking Students	6,910 (F19)	6,281 (F20)	5,595 (F21)	4,822 (F22)	4,439 (F23)	4,345 (F24)	Factbook
	Social media presence: Facebook							
	End of AY Fans	11K	11K	12K	12K	12.6K	12.7K	IT
	New Fans in AY	705	918	707	465	422	378	IT
	Posts in AY	861	2.7K	1K	1.1K	1.1K	1.3K	IT
	Social media presence: Twitter							
	End of AY Followers	2.9K	4.2K	4.5K	4.6K	4.7K	4.6K	IT
	New Followers in AY	359	427	242	96	121	-60	IT
	Likes in AY	1.1K	2.7K	1.1K	1.4K	870	1.8K	IT
	Retweets in AY	489	1.1K	1.1K	538	459	174	IT
	Social media presence: Instagram							
	End of AY Followers	1.7K	3.7K	5.2K	5.9K	7K	8K	IT
	New Followers in AY	0	2.5K	2.9K	1.5K	2.3K	2.2K	IT
	Photo Likes in AY	15K	19K	13K	17K	n/a**	24K	IT
	Website audience							
	Users	905,550	981,900	952,120	1.41M*	n/a**	846,000	IT
	New Users	891,904	960,345	926,012	1.3M*	n/a**	832,000	IT
2.4 Increase student access to and satisfaction with their academic experiences and related workforce preparedness	Know where to go for information about internships at York (strongly agree + agree)		52.5%	55.1%	51.0%	61.5%	60.9%	Student Support Services Survey
	Obtained at least one internship through York College (strongly agree + agree) (question modified Sp23, % Yes)				10.7%	19.2%	13.9%	Student Support Services Survey
	# of Career Services' general events	38	124	127	89	25	26	Career Center
	# participating in Career Services' general events	1157	832	185	405	215	666	Career Center
	# of career fairs	1	1	0	1	2	1	Career Center
	# attending career fairs	168	112		87	330	107	Career Center
	# of resume writing workshops	40	32	32	38	12	Shifted to 1:1 appts	Career Center

Appendix: One York Key Performance Indicators

Key Performance Indicators	Measurement	Baseline AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23	AY 2023-24	AY 2024-25	Source
	# attended resume writing workshops	344	120	128	241	75	44	Career Center
	# of interview prep workshops	10	9	12	38	16	Shifted to 1:1 appts	Career Center
	# attending interview prep workshops	100	45	70	203	40	37	Career Center
	% of baccalaureate degree graduates consistently employed within one year of graduation***	73.1% 2015-16	71.4% 2016-17	72.5% 2017-18	69.9% 2018-19	61.6% 2019-20	65.7% 2020-21	CUNY Survey
	Compared to your colleagues at work, how well did York College prepare you for your career? (much better + somewhat better)				39.1%	36.0%	49.0%	Recent Grad Survey (one-year out)
<p>*2 competencies are assessed each AY beginning with fall 2020; data from prior assessments can't be used for trends as there was a shift from an analysis of domains to an analysis of competencies to provide greater representation across Pathways</p> <p>**PMP Databook data from NYSDOL revised since 2020-21 PMP report; baseline and previous year actuals are updated to reflect the change</p> <p>*** Instagram has depreciated the reporting of photo likes and now focuses on overall engagement metrics. This includes likes, comments, shares, and saves, which are collectively reported as "engagement."</p> <p>****Google Analytics Transition: With the deprecation of Universal Analytics and the switch to GA4, we lost several months of data during the transition period. This gap in data collection has resulted in the "" entries for website metrics.</p> <p>**n/a: Data not available due to Google Analytics Transition for website metrics. Instagram changed reporting metrics</p>								
Goal 3. Faculty/Staff Support								
3.1 Increase faculty satisfaction (very satisfied + satisfied)	% faculty satisfied with teaching			80.0%	75.4%	83.0%	84.3%	Faculty KPI Survey
	% faculty satisfied with research			49.0%	48.3%	66.0%	56.0%	Faculty KPI Survey
	% faculty satisfied with service			74.0%	66.7%	63.0%	58.0%	Faculty KPI Survey
	% faculty satisfied with balance between teaching, research and service			32.0%	43.1%	51.1%	49.0%	Faculty KPI Survey
	% faculty satisfied with work/life balance			58.0%	61.4%	53.2%	60.8%	Faculty KPI Survey
3.2 Increase Research Support	% faculty satisfied with overall support for faculty research (very satisfied+ satisfied)			36.0%	39.3%	34.0%	30.0%	Faculty KPI Survey
	\$ Research awards annual	2,523,459 (FY19)	1,188,912 (FY20)	\$2,055,746 (FY21)	\$1,079,543 (FY22)	\$1,615,350 (FY23)	1,882,974 (FY24)	CUNY PMP
	# of funded research grants	14 (FY19)	12 (FY20)	12 (FY 21)	11 (FY22)	12 (FY23)	14 (FY24)	CUNY PMP

Appendix: *One York* Key Performance Indicators

Key Performance Indicators	Measurement	Baseline AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23	AY 2023-24	AY 2024-25	Source
3.3 Increase faculty understanding of shared governance practices (strongly agree + agree)	% faculty understand the structures and processes for shared governance at York College			53.6%	75.0%	69.6%	74.0%	Faculty KPI Survey
	% faculty indicate there is transparency in decision-making process at York College			26.1%	35.7%	17.4%	18.0%	Faculty KPI Survey
	% faculty have a voice in academic policy decision making at York college			40.6%	52.7%	35.6%	36.0%	Faculty KPI Survey
	% faculty agree their concerns are recognized by the administration at York College			36.7%	50.9%	30.4%	42.9%	Faculty KPI Survey
	% faculty agree York College policies are clearly communicated			34.8%	38.2%	23.9%	36.0%	Faculty KPI Survey
	% staff understand the structures and processes for shared governance at York College				60.3%	64.8%	79.1%	Staff KPI Survey
	% staff indicate there is transparency in decision-making process at York College				43.1%	31.5%	48.8%	Staff KPI Survey
	% staff agree their concerns are recognized by the administration at York College				44.8%	39.6%	65.1%	Staff KPI Survey
	% staff agree York College policies are clearly communicated				50.0%	40.0%	69.8%	Staff KPI Survey
3.4 Increase faculty and staff access to and satisfaction with professional development offerings (strongly agree + agree)	% faculty aware of the professional development offerings at York College			72.1%	85.5%	82.6%	79.6%	Faculty KPI Survey
	% faculty participate in professional development opportunities offered at York			70.6%	74.5%	71.7%	67.3%	Faculty KPI Survey
	% faculty satisfied with the professional development offerings at York of those participated			68.8%	68.3%	72.7%	70.0%	Faculty KPI Survey
	% staff aware of the professional development offerings at York College			68.8%	70.0%	87.5%	88.1%	Staff KPI Survey
	% staff participate in professional development opportunities offered at York			55.7%	60.0%	50.9%	60.0%	Staff KPI Survey

Appendix: One York Key Performance Indicators

Key Performance Indicators	Measurement	Baseline AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23	AY 2023-24	AY 2024-25	Source
	% staff satisfied with the professional development offerings of those participated			77.0%	63.9%	63.0%	67.0%	Staff KPI Survey
3.5 Evidence of projects established via the Special Initiatives Funds	# of Special Initiative Projects		3	4	4	0	0	Institutional Advancement
	\$ generated for Special Initiatives Fund		\$237,177.00	\$150,000.00	\$160,000.00	0	0	Institutional Advancement
3.6 Increase faculty and staff pursuit of collaboration, teamwork, and leadership opportunities (strongly agree + agree)	% faculty have a voice in the decision making in their department			77.6%	83.6%	78.3%	91.8%	Faculty KPI Survey
	% faculty have opportunities for leadership at York			75%	78%	71.7%	87.8%	Faculty KPI Survey
	% faculty that say their department encourages teamwork			77.9%	83.6%	82.6%	79.6%	Faculty KPI Survey
	% staff have a voice in the decision making of my department			68.3%	62.3%	72.7%	82.9%	Staff KPI Survey
	% staff have opportunities for leadership at York			45.7%	49.2%	54.5%	75.0%	Staff KPI Survey
	% staff that say their department encourages teamwork			83.1%	78.7%	81.8%	88.1%	Staff KPI Survey
Goal 4. Vibrant Campus								
4.1 Increase sense of campus community (strongly agree + agree)	% of <u>freshmen</u> feel like part of the York College community	81.1%	68.3%	66.4%	response rate below 10%	response rate below 5%	Survey Discontinued	Freshmen Engagement Survey
	% of <u>undergraduates</u> feel like part of the York College community		72.4%	69.5%	69.8%	81.4%	75.7%	Student Support Services
	% of <u>faculty</u> feel like part of York College community			56.5%	60.0%	60.9%	67.3%	Faculty KPI Survey
	% of <u>staff</u> feel like part of York College community			68.3%	65.0%	57.4%	82.5%	Staff KPI Survey
	% of <u>freshmen</u> feel welcome at York College	89.0%	80.8%	79.3%	response rate below 10%	response rate below 5%	Survey Discontinued	Freshmen Engagement Survey
	% of <u>undergraduates</u> feel welcome at York College		81.6%	83.2%	82.2%	90.3%	91.4%	Student Support Services

Appendix: One York Key Performance Indicators

Key Performance Indicators	Measurement	Baseline AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23	AY 2023-24	AY 2024-25	Source
	Reinstitute Student Complaint Portal and begin monitoring submissions			Questions updated and website link reopened: March/April 2022	21 complaints with 100% of complaints receiving a response and a timeline for resolution	146 complaints (increased awareness of process) 135 Closed 1 New 7 Waiting on Third Party 3 Transferred	117 complaints (increased awareness of process) 93 Closed 3 Follow Up 2 New Status 18 Transferred 1 Not settled	Enrollment Management and Students Affairs
4.2 Increase satisfaction with the campus physical environment and food service offered (very satisfied + satisfied)	% of undergraduates overall satisfaction with the campus physical environment		74%	78%	71%	80%	72%	Student Support Services
	% of faculty satisfaction with the campus physical environment			13%	19%	22%	22%	Faculty KPI Survey
	% of staff satisfaction with the campus physical environment			32%	34%	26%	46%	Staff KPI Survey
4.3 Increase ADA compliance	Completion of multiple ADA projects		Elevator/escalator project started	Elevator/escalator project finished	ACB Entry doors ADA upgrades started	ACB Entry doors ADA upgrades finished; HPE lockers & toilets ADA upgrade started; PAC interior renovation and ADA	HPE lockers & toilets ADA upgrade renovation finished; ACB ADA Toilet upgrade/renovation started; PAC interior renovation and ADA	Facilities

Appendix: One York Key Performance Indicators

Key Performance Indicators	Measurement	Baseline AY 2019-20	AY 2020-21	AY 2021-22	AY 2022-23	AY 2023-24	AY 2024-25	Source
						upgrade started	upgrade ongoing	
4.4 Increase alumni engagement and giving	% of alumni giving	6.1% (FY19)	2.7% (FY20)	2.8% (F21)	9.5% (FY 22)	11% (FY 23)	18% (FY 24)	Advancement
	Total alumni giving	\$29,489 (FY19)	\$16,136 (FY20)	\$13,614 (FY21)	\$62,975 (FY 22)	\$29,090 (FY 23)	\$36,637 (FY 24)	Advancement
4.5 Increase giving overall from diversified resources	• Total voluntary contributions (annual)	\$469,581 (FY19)	\$604,943 (FY20)	\$701,959 (FY21)	\$492,557 (FY22)	\$656,839 (FY23)	\$238,193 (F24)	CUNY
4.6 Increase enrollment in and earned income from continuing education	• Total enrollment in continuing ed			Preparation	Launched Nov '23	Paused		Government Relations
	• Total income from continuing ed							Government Relations
4.7 Increase partnerships with other Queens-based organizations	# of Queens-based partnerships	Data Not Collected						Government Relations

***Updated from % of baccalaureate degree graduate employed FT/PT in NYS within one year of graduation to align with CUNY PMP

****Change in awareness led to increase in complaints filed (cardinal app, workshops, referrals, etc.) 7/16/24