



**STRATEGIC PLANNING RETREATS**  
**NOVEMBER 15 & DECEMBER 13, 2018**

**ANNUAL DATABOOK 2018**

**MONROE COLLEGE**

BRONX • NEW ROCHELLE • ST. LUCIA • ONLINE



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# I. MISSION AND CORE VALUES

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## MISSION

Monroe College, founded in 1933, is a national leader in higher education access, affordability, and attainment. We believe in the power of education to facilitate social mobility and transform communities, and embrace our personal responsibility to advocate national policies that serve students' best interests. We are proud of our outcomes and unique caring environment, especially for first-generation college students, newly arriving immigrants, and international students. Our innovative curriculum, taught by experienced industry professionals, integrates local, national, and global perspectives. Our academic programs align with industries that drive New York and international economies that we serve. Our graduates are prepared for continued scholarship, professional growth, and career advancement.

## CORE VALUES

### Outcomes drive us.

We are committed to remaining a national leader in delivering strong outcomes for students and always strive for continuous improvement.

### Integrity guides us.

Honesty, transparency, accountability, and fairness are the bedrock of our work.

### Relationships define us.

We build strong personal connections among students, faculty, and staff, as well as with external educational, corporate, and community partners.

## Strategic Goals

### GOAL 1

**To ensure graduates possess the competencies for successful careers, advanced education, and lifelong learning**

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### GOAL 2

**To shape institutional enrollment by attracting, enrolling, and retaining students with the potential to succeed academically, graduate, and advance professionally**

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### GOAL 3

**To formally cultivate and institutionalize a responsive culture and structure to more effectively serve students, faculty, and staff**

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### GOAL 4

**To validate program quality and learning outcomes through rigorous self-assessment and enhanced external institutional and programmatic recognition**

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### GOAL 5

**To allocate resources effectively and efficiently in support of the Strategic Plan and institutional priorities**

## II. STRATEGIC PLANNING RETREAT THEME

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### INSTITUTIONALIZING A MORE RESPONSIVE CULTURE TO ENHANCE STUDENT AND COLLEGE OUTCOMES

Since 1933, the College's "high touch" approach to delivering a quality education in a warm, personal, and supportive learning environment has served as the bedrock of our students' success – and our own. This cultural priority is reflected in our core values, and its impact is evident in our strong outcomes.

"Responsive culture" describes our collective pattern of working, thinking, and communicating. It underscores the philosophy that our students, colleagues, and external partners are best served when we are empathetic to their real or perceived needs, reacting to and providing extraordinary customer service, however "customer" may be defined in any given role.

In 2018, we began to take a closer look at a number of key programs, policies, organizational structures, and resources that drive our culture and support our mission. In doing so, it became clear that institutionalizing our cultural expectations was of such strategic importance that it was added as an additional strategic goal. This work will continue to be one of the College's top priorities over the next 12 months.

#### Understanding What We Mean by Responsive Culture

Our culture matters. In addition to driving our student outcomes, it is the glue that holds together our workplace values, principles, and expectations of one another. It drives our behaviors, charts our direction, frames our communications, and sets our priorities. It also highly influences the resource investments that we make and the programs and services we champion to help the College – and our students – reach important milestones. Equally important, it affects our sense of trust and pride.



## II. STRATEGIC PLANNING RETREAT THEME

Our cultural expectations can best be characterized by a number of belief statements recently developed to help newly hired employees understand the “Monroe Way”:

- ▶ **We are our students’ greatest champions.** We believe they can succeed even when they have doubts.
- ▶ We know that **warm, personal, caring connections with students serve as the cornerstone of our success** – and theirs – and seek to build trusted relationships whenever possible and prudent.
- ▶ We act with integrity, and treat each other with respect and dignity at all times. **We do the right thing – always** – and if we see something amiss, we speak up.
- ▶ We **deploy good judgment and critical thinking** in all we do. We know when to ask for assistance and guidance – and when to be self-motivated and show leadership.
- ▶ We are curious and improvement-driven. We value innovation and **applaud those with the courage and confidence to bring new ideas** to the table, even if we do not act on them.

- ▶ **We focus on great results rather than process.** Impact matters.
- ▶ We recognize the need to evolve with the shifting needs of students and the broader evolution of the higher education space. **We embrace change.**
- ▶ We are **responsive and attentive to the needs of students, colleagues and those outside the College community.** We understand that our responsibilities don’t always fit neatly between 8:30 am and 5:00 pm during weekdays, and that we sometimes have to work after hours to assist those who count on us.
- ▶ **We get involved** in College events, community service initiatives, and other opportunities to improve the places where we work, study, and live.

That said, our culture is not static. Like all organizational cultures, it is dynamic and prone to internal and external pressures that can shift it off course if not carefully attended. By focusing on ways to preserve and protect the elements that matter to us as a College, our culture becomes less of a moving target. Instead, it gains strength as an important tool in our arsenal to enhance our student and College outcomes.

### 2018 Strategic Planning Retreat

Our Strategic Planning Retreat will include three days of assessment and planning sessions.

#### **Day One: Thursday, November 15 | Renaissance Westchester Hotel**

Strategic Planning Large Group Meeting with the theme *Institutionalizing a More Responsive Culture to Enhance Student and College Outcomes*.

#### **Day Two: Friday, November 16 | New Rochelle Campus**

Discussion and assessment of our programs and initiatives to drive new enrollment, student retention and students’ career readiness.

#### **Day Three: Thursday, December 13 | Bronx Campus**

Presentation of School Plans, 2018–2023

# III. AGENDA

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## DAY 1

THURSDAY, NOVEMBER 15, 2018

Renaissance Westchester Hotel, White Plains

### Agenda

8:00 am	Arrival & Breakfast	
8:30 am	President's Welcome	M. Jerome
8:35 am	Chairman's Welcome	S. Jerome
8:45 am	Retreat Overview & Opening Video	M. Jerome
9:15 am	Principals' Perspectives on Responsive Culture	Melissa Ramos, Schuylerville Preparatory High School Emily Shu, Bronx Envision Academy Alicia Wargo, Dreamyard Preparatory High School
10:15 am	Break	
10:30 am	Annual Strategic Planning Report Card Middle States Update Presentation of 2018–2023 Strategic Plan	A. Allen and K. Carty
11:30 am	Update on College Athletics	L. Melendez and A. Primiano
12:00 pm	Lunch	
12:45 pm	Institutionalizing Responsive Culture: Staff, Faculty, Staff, and Administration	M. Jerome
1:30 pm	Institutionalizing Responsive Culture: Prospective Students	L. Haynes, L. Rosenthal, and M. Niedzwiekcki
2:00 pm	Institutionalizing Responsive Culture: Current Students	E. Banks, C. Genese, and E. Phillips
2:45 pm	Break	
3:00 pm	Institutionalizing Responsive Culture: Strategic Enrollment Partners	Z. Young, P. DellaPorta, and D. Lambert
4:00 pm	Happy Hour	



**Participant List**

Sonia Alexander  
 Anthony Allen  
 Matthew Avgerinos  
 Edith Banks  
 Everette Benjamin  
 Kameil Bennett  
 Luz Borges  
 Manya Bouteneff  
 Nivia Camara  
 Alex Canals  
 Karenann Carty  
 Laurie Castaldo  
 Vannett Coburn  
 Frank Costantino  
 Jacinth Coultman  
 Villin Cruz  
 Pamela DellaPorta  
 Cirino DiBartolo  
 David Dimond  
 Eulalie Dimond  
 Ana Dorogan  
 Alex Ephrem  
 Ahmed Eshra  
 Calette Fagan-Murdock  
 Sandi Feliciano

Carol Genese  
 Janice Girardi  
 Ted Goldstein  
 Alyssa Green  
 Roberta Greenberg  
 Roberta Harris  
 Guylaine Harrison  
 Lamar Haynes  
 Evan Jerome  
 Leslie Jerome  
 Marc Jerome  
 Stephen Jerome  
 Shelly Kiderman  
 Erdene Kims  
 Jerry Kostroff  
 Diane Lambert  
 Clem LaPietra  
 Marlene Lara  
 Dawn Lezon  
 Anne Lillis  
 Deborah Little  
 Gersom Lopez  
 Terrence McGowan  
 Kerry McLaughlin  
 Luis Melendez

Rosalia Miranda  
 Kathy Murphy  
 Jennifer Naccari  
 Michael Niedzwiecki  
 Ngozi Nkongho  
 Yesenia Ortiz-Dice  
 Craig Patrick  
 Emerson Phillips  
 Denese Ramadar  
 Lauren Rosenthal  
 Jacqueline Ruegger  
 Ed Schneiderman  
 Lisa Scorca  
 Daniel Sharon  
 Gus Small  
 Jahila Smith  
 Mark Sonnenstein  
 Scott Stern  
 Karen Stuart  
 Abigail Thorpe  
 Olesia Tiagi  
 Ramon Verdejo  
 Crystal Warren  
 Zach Young

**Board Members  
 in Attendance:**

Andrew James  
 Adam Silverstein  
 Ameil Sloley  
 Jacqueline Stuchin-Paprin  
 Joan Ustin

## III. AGENDA

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### DAY 2

THURSDAY, DECEMBER 13, 2018

King Hall Conference Room, Bronx Campus

**General Participant List:** A. Allen, K. Carty, L. Castaldo, C. Genese, J. Girardi, J. Kostroff, Ed Schneiderman

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8:30 – 11:30 am **Session Two: Presentation of the School Plans**

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**Session Participant List:**

**K. Carty**, A. Allen, K. Bennett, C. Brozo, M. Bouteneff, C. Cascio, L. Castaldo, F. Costantino, J. Coultman, S. Crawford, A. Eshra, E. Faison, S. Gellman, C. Genese, J. Girardi, R. Harris, G. Harrison, J. Kostroff, C. LaGuerre, D. Lezon, P. Lichtbraun, A. Lillis, D. Little, J. McCalla, A. Nazarri, N. Ngkongho, Y. Powell, D. Ramadar, T. Rave, N. Shah, S. Thompson, P. Ulrich, C. Vargas, A. Villegas

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12:00 – 3:30 pm **Session Three: Assessment and Planning for New Enrollment, Retention, and Career Outcomes**

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**Session Participant List:**

NEW ENROLLMENT – **L. Haynes**, T. Allen, E. Benjamin, F. Costantino, E. Cruz, D. Dawson, L. Dimond, A. Dorogan, A. Ephrem, J. Kostroff, D. Lambert, M. Lara, A. Lillis, D. Little, G. Lopez, L. Melendez, L. Myers, A. Nizari, M. Neidzweicki, C. Patrick, A. Primiano, L. Rosenthal, L. Scorca, N. Shah, Z. Young

RETENTION – **A. Allen**, M. Avgerinos, E. Banks, A. Canals, V. Coburn, J. Coultman, A. Eshra, C. Genese, T. Goldstein, A. Greene, R. Greenberg, G. Harrison, A. Jenkins, E. Jerome, E. Phillips, D. Ramadar, J. Smith, M. Sonnenstein, K. Stuart, A. Thorpe

CAREER OUTCOMES – **P. DellaPorta**, K. Carty, L. Castaldo, F. Costantino, D. Dimond, J. Girardi, M. Gonzalez, T. McGowan, B. Perez, S. Rojas, J. Ruegger, D. Sharon

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## IV. BACKGROUND DATA

### A. FALL TO FALL CAMPUS ENROLLMENT

FALL 1990	1920	–	500	–	–	–	–	–	2420	–
FALL 1991	1822	– 5.1%	483	– 3.4%	–	–	–	–	2305	– 4.8%
FALL 1992	2010	+ 10.3%	444	– 8.1%	–	–	–	–	2454	+ 6.5%
FALL 1993	2016	+ .3%	448	+ .9%	–	–	–	–	2464	+ .4%
FALL 1994	1918	– 4.9%	399	– 10.9%	–	–	–	–	2317	– 6.0%
FALL 1995	2594	+ 35.2%	549	+ 37.6%	–	–	–	–	3143	+ 35.6%
FALL 1996	2701	+ 4.1%	602	+ 9.7%	–	–	–	–	3303	+ 5.1%
FALL 1997	2652	– 1.8%	633	+ 5.1%	–	–	–	–	3285	– .5%
FALL 1998	2897	+ 9.2%	706	+ 11.5%	–	–	–	–	3603	+ 9.7%
FALL 1999	3270	+ 12.9%	801	+ 13.5%	–	–	–	–	4071	+ 13.0%
FALL 2000	3381	+ 3.4%	951	+ 18.7%	–	–	–	–	4332	+ 6.4%
FALL 2001	3447	+ 2.0%	1157	+ 21.7%	–	–	–	–	4604	+ 6.3%
FALL 2002	3917	+ 13.6%	1336	+ 15.5%	–	–	–	–	5253	+ 14.1%
FALL 2003	4057	+ 3.6%	1465	+ 9.7%	–	–	–	–	5522	+ 5.1%
FALL 2004	4248	+ 4.7%	1568	+ 7.0%	45	–	–	–	5861	+ 6.1%
FALL 2005	4160	– 2.1%	1764	+ 12.5%	146	+ 224%	–	–	6070	+ 3.4%
FALL 2006	4228	+ 1.6%	1901	+ 7.8%	172	+ 17.8%	–	–	6301	+ 3.8%
FALL 2007	4470	+ 5.7%	2006	+ 5.5%	246	+ 43.8%	83	–	6805	+ 8.0%
FALL 2008	4462	– .2%	2154	+ 7.4%	322	+ 30.9%	316	+ 281.0%	7254	+ 6.6%
FALL 2009	4699	+ 5.3%	2231	+ 3.6%	386	+ 19.9%	390	+ 23.4%	7706	+ 6.2%
FALL 2010	4229	– 10.0%	2173	– 2.6%	373	– 3.4%	368	– 5.6%	7143	– 7.3%
FALL 2011	4111	– 2.8%	2172	–	371	– .5%	367	– .3%	7021	– 1.8%
FALL 2012	4096	– .4%	2419	+11.4%	502	+ 35.0%	342	– 6.8%	7359	+ 4.8%
FALL 2013	3927	– 4.1%	2530	+ 4.6%	596	+ 18.7%	374	+ 9.4%	7427	+ .9%
FALL 2014	3742	– 4.7%	2568	+ 1.5%	584	– 2.0%	309	– 17.4%	7203	– 3.0%
FALL 2015	3626	– 3.1%	2739	+ 6.7%	610	+ 4.5%	264	– 14.6%	7239	+ .5%
FALL 2016	3265	– 10.0%	2936	+ 7.2%	615	+ .8%	231	– 11.5%	7047	– 2.7%
FALL 2017	2990	– 8.4%	2858	– 2.7%	541	– 12.0%	212	– 8.2%	6601	– 6.3%
FALL 2018	3037	+ 1.6%	2798	– 2.1%	698	+ 29.0%	256	+ 20.8%	6789	+ 2.8%
<b>Overall Compound Growth Rate</b>		<b>+ 1.7%</b>		<b>+ 6.3%</b>		<b>+ 21.6%</b>		<b>+ 10.8%</b>		<b>+ 3.8%</b>

## IV. BACKGROUND DATA

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### B. TOTAL CAMPUS ENROLLMENT

#### 1. Bronx Campus

1990 – 1991	1920	92%	1775	75%	1439
1991 – 1992	1822	101%	1835	86%	1568
1992 – 1993	2010	93%	1861	81%	1537
1993 – 1994	2016	95%	1914	76%	1536
1994 – 1995	1918	100%	1913	103%	1973
1995 – 1996	2594	100%	2601	93%	2423
1996 – 1997	2701	101%	2741	88%	2371
1997 – 1998	2652	98%	2611	94%	2498
1998 – 1999	2897	95%	2764	91%	2633
1999 – 2000	3270	92%	3016	82%	2677
2000 – 2001	3381	93%	3155	86%	2902
2001 – 2002	3447	101%	3491	93%	3195
2002 – 2003	3917	98%	3835	85%	3336
2003 – 2004	4057	94%	3810	85%	3455
2004 – 2005	4248	94%	3985	83%	3539
2005 – 2006	4160	94%	3915	85%	3543
2006 – 2007	4228	98%	4125	85%	3590
2007 – 2008	4470	95%	4242	81%	3622
2008 – 2009	4462	96%	4270	85%	3777
2009 – 2010	4699	94%	4404	79%	3703
2010 – 2011	4229	95%	4018	82%	3466
2011 – 2012	4111	97%	3986	83%	3395
2012 – 2013	4096	92%	3777	78%	3198
2013 – 2014	3927	92%	3623	80%	3148
2014 – 2015	3742	90%	3358	76%	2848
2015 – 2016	3626	89%	3242	73%	2634
2016 – 2017	3265	89%	2937	74%	2411
2017 – 2018	2990	94%	2821	81%	2434
2018 – 2019	3037	–	–	–	–

#### 2. New Rochelle Campus

## B. TOTAL CAMPUS ENROLLMENT

Academic Year	Fall	Fall to Winter Rate	Winter	Fall to Spring Rate	Spring
1990 – 1991	500	92%	461	80%	401
1991 – 1992	483	94%	452	76%	365
1992 – 1993	444	90%	398	75%	332
1993 – 1994	448	86%	385	70%	313
1994 – 1995	399	102%	406	94%	375
1995 – 1996	549	96%	525	87%	478
1996 – 1997	602	103%	618	80%	484
1997 – 1998	633	94%	596	84%	530
1998 – 1999	706	98%	693	81%	575
1999 – 2000	801	98%	784	81%	649
2000 – 2001	951	96%	912	85%	810
2001 – 2002	1157	97%	1121	79%	916
2002 – 2003	1336	91%	1214	74%	994
2003 – 2004	1465	91%	1338	74%	1080
2004 – 2005	1568	91%	1420	77%	1206
2005 – 2006	1756	90%	1576	74%	1300
2006 – 2007	1901	94%	1791	73%	1380
2007 – 2008	2006	93%	1859	74%	1479
2008 – 2009	2153	92%	1971	70%	1501
2009 – 2010	2231	93%	2081	68%	1522
2010 – 2011	2173	91%	1981	68%	1486
2011 – 2012	2172	94%	2033	70%	1511
2012 – 2013	2419	91%	2191	62%	1494
2013 – 2014	2530	92%	2323	65%	1633
2014 – 2015	2568	92%	2368	67%	1709
2015 – 2016	2739	96%	2624	66%	1815
2016 – 2017	2936	90%	2652	69%	1836
2017 – 2018	2858	94%	2693	67%	1915
2018 – 2019	2798	–	–	–	–

## IV. BACKGROUND DATA

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### B. TOTAL CAMPUS ENROLLMENT

#### 3. Monroe Online

2004 – 2005	45	164%	74	182%	82
2005 – 2006	146	107%	156	105%	154
2006 – 2007	172	127%	218	124%	214
2007 – 2008	246	101%	248	105%	258
2008 – 2009	322	90%	291	98%	317
2009 – 2010	386	95%	366	81%	311
2010 – 2011	373	91%	340	85%	316
2011 – 2012	371	103%	381	106%	395
2012 – 2013	502	99%	499	96%	484
2013 – 2014	596	93%	557	89%	529
2014 – 2015	584	96%	558	92%	538
2015 – 2016	610	96%	583	87%	532
2016 – 2017	615	90%	552	91%	500
2017 – 2018	541	96%	518	109%	588
2018 – 2019	698	–	–	–	–

#### 4. St. Lucia Campus

2007 – 2008	83	198%	164	247%	205
2008 – 2009	316	118%	372	113%	356
2009 – 2010	390	95%	369	85%	332
2010 – 2011	368	86%	316	71%	262
2011 – 2012	367	92%	336	83%	303
2012 – 2013	342	101%	347	87%	298
2013 – 2014	374	80%	298	66%	246
2014 – 2015	309	91%	280	71%	220
2015 – 2016	264	92%	242	80%	211
2016 – 2017	231	88%	204	78%	181
2017 – 2018	212	103%	218	90%	197
2018 – 2019	256	–	–	–	–

## C. ENROLLMENT COMPARISON BY MAJOR & CAMPUS

### 1. Bronx Campus

<b>Certificate Programs</b>					
Practical Nursing	39	41	43	54	43
<b>Total</b>	<b>39</b>	<b>41</b>	<b>43</b>	<b>54</b>	<b>43</b>
<b>Associate Degree Programs</b>					
Associate Non-Matric	87	163	81	83	69
Accounting	72	74	56	47	44
Baking and Pastry Arts	29	11	12	13	13
Business Administration	249	246	212	192	192
Computer Information Systems	141	83	108	103	109
Criminal Justice	562	483	362	334	320
Culinary Arts	67	49	40	27	34
Diagnostic Medical Sonography	–	–	26	82	121
Hospitality Management	99	102	83	65	31
Human Services	–	74	157	148	166
Medical Administration	231	168	148	127	118
Medical Assisting	259	230	179	140	136
Nursing (RN)	39	38	39	45	39
Pharmacy Technician	35	27	5	–	–
Sports Management	–	–	18	70	98
<b>Total</b>	<b>1870</b>	<b>1800</b>	<b>1526</b>	<b>1476</b>	<b>1490</b>
<b>Bachelor's Degree Programs</b>					
Bachelor's Non-Matric	11	15	9	8	14
Accounting	112	114	107	93	90
Business Management	225	237	209	170	191
Computer Information Systems	135	117	116	116	118
Criminal Justice	435	377	342	280	280
Early Childhood Education	81	62	55	47	42
Health Services Administration	298	332	262	207	163
Hospitality Management	139	108	97	69	47
Human Services	–	20	54	89	146
Nursing	26	16	10	8	21
Public Accounting	19	4	–	–	–
Public Health	154	166	151	107	89
Sports Management	–	–	6	19	22
<b>Total</b>	<b>1635</b>	<b>1568</b>	<b>1418</b>	<b>1213</b>	<b>1223</b>
<b>Graduate Degree Programs</b>					
Master's Non-Matric	0	3	8	3	6
MS Accounting	–	–	11	20	18
MBA Business Management	109	100	119	101	117
MS Computer Science	–	–	4	3	8
MS Criminal Justice	40	41	50	38	36
MS Health Care Administration	–	–	–	–	13
Master of Public Health	49	75	86	82	83
<b>Total</b>	<b>198</b>	<b>219</b>	<b>278</b>	<b>247</b>	<b>281</b>
<b>Grand Total</b>	<b>3742</b>	<b>3626</b>	<b>3265</b>	<b>2990</b>	<b>3037</b>

## IV. BACKGROUND DATA

### C. ENROLLMENT COMPARISON BY MAJOR & CAMPUS

#### 2. New Rochelle Campus

<b>Certificate Programs</b>					
Business Administration	4	0	2	3	3
Practical Nursing	8	22	9	3	1
<b>Total</b>	<b>12</b>	<b>22</b>	<b>11</b>	<b>6</b>	<b>4</b>
<b>Associate Degree Programs</b>					
Associate Non-Matric	14	17	16	21	17
Accounting	51	46	41	42	40
Baking and Pastry Arts	36	24	27	30	24
Business Administration	327	390	341	262	215
Computer Information Systems	75	85	76	83	92
Criminal Justice	369	317	257	236	228
Culinary Arts	118	96	81	79	89
Diagnostic Medical Sonography	–	–	1	1	1
Hospitality Management	39	36	44	33	31
Human Services	–	30	58	84	82
Medical Administration	51	43	34	32	28
Medical Assisting	123	91	87	60	69
Nursing	0	5	2	1	2
Pharmacy Technician	19	7	3	0	–
Sports Management	–	–	96	190	220
<b>Total</b>	<b>1222</b>	<b>1187</b>	<b>1164</b>	<b>1154</b>	<b>1138</b>
<b>Bachelor's Degree Programs</b>					
Bachelor's Non-Matric	6	0	1	3	2
Accounting	112	97	88	88	94
Business Management	250	262	271	254	229
Computer Information Systems	108	129	164	157	168
Criminal Justice	197	195	209	223	195
Early Childhood Education	53	49	33	41	41
Health Services Administration	62	50	53	51	48
Hospitality Management	201	229	239	239	243
Human Services	–	16	34	47	65
Nursing	–	–	2	2	–
Public Accounting	19	8	–	–	–
Public Health	73	70	75	69	58
Sports Management	–	–	8	31	47
<b>Total</b>	<b>1081</b>	<b>1105</b>	<b>1177</b>	<b>1205</b>	<b>1190</b>
<b>Graduate Degree Programs</b>					
KGS Non-Matric	2	4	4	3	3
MS Accounting	–	–	13	19	21
MBA Business Management	194	338	354	265	227
MS Computer Science	–	–	113	116	130
MS Criminal Justice	20	20	13	10	12
MS Health Care Administration	–	–	–	–	4
Master of Public Health	37	83	87	80	69
<b>Total</b>	<b>253</b>	<b>445</b>	<b>584</b>	<b>493</b>	<b>466</b>
<b>Grand Total</b>	<b>2568</b>	<b>2739</b>	<b>2936</b>	<b>2858</b>	<b>2798</b>



## C. ENROLLMENT COMPARISON BY MAJOR & CAMPUS

### 3. Monroe Online

<b>Associate Degree Programs</b>					
Associate Non-Matric	5	6	1	1	5
Accounting	–	7	7	8	11
Business Administration	54	47	46	32	43
Computer Information Systems	15	11	14	12	16
Criminal Justice	48	45	39	29	49
Hospitality Management	12	10	8	8	9
Human Services	–	–	12	23	29
Medical Administration	54	46	43	45	45
<b>Total</b>	<b>188</b>	<b>172</b>	<b>170</b>	<b>158</b>	<b>207</b>
<b>Bachelor's Degree Programs</b>					
Bachelor's Non-Matric	6	4	3	2	5
Accounting	–	7	16	21	29
Business Management	101	121	98	81	90
Computer Information Systems	–	–	32	28	38
Criminal Justice	54	74	77	56	61
Health Services Administration	71	65	76	76	94
Hospitality Management	32	37	28	17	37
Human Services	–	–	10	13	31
Public Health	35	31	27	20	25
Sports Management	–	–	–	–	1
<b>Total</b>	<b>341</b>	<b>373</b>	<b>367</b>	<b>314</b>	<b>411</b>
<b>Graduate Degree Programs</b>					
Master's Non-Matric	0	0	0	0	0
MBA Business Management	34	43	49	41	46
MS Criminal Justice	13	10	12	9	13
MS Health Care Administration	–	–	–	–	3
MS Hospitality Management	8	7	7	6	6
Master of Public Health	–	5	10	13	12
<b>Total</b>	<b>55</b>	<b>65</b>	<b>78</b>	<b>69</b>	<b>80</b>
<b>Grand Total</b>	<b>584</b>	<b>610</b>	<b>615</b>	<b>541</b>	<b>698</b>

## IV. BACKGROUND DATA

### C. ENROLLMENT COMPARISON BY MAJOR & CAMPUS

#### 4. St. Lucia Campus

<b>Bachelor's Degree Programs</b>					
Bachelor's Non-Matric	35	28	16	2	27
Accounting	6	2	2	0	0
Business Management	92	79	69	72	85
Computer Information Systems	46	39	41	37	40
Criminal Justice	28	26	26	23	24
Health Services Administration	6	1	3	6	7
Hospitality Management	43	32	27	31	27
Human Services	–	–	2	2	4
Public Health	39	39	30	23	26
<b>Total</b>	<b>295</b>	<b>246</b>	<b>216</b>	<b>196</b>	<b>240</b>
<b>Graduate Degree Programs</b>					
Master's Non-Matric	0	2	0	2	0
MBA Business Management	14	16	13	12	9
MS Criminal Justice	–	–	–	–	2
Master of Public Health	–	–	2	2	5
<b>Total</b>	<b>14</b>	<b>18</b>	<b>15</b>	<b>16</b>	<b>16</b>
<b>Grand Total</b>	<b>309</b>	<b>264</b>	<b>231</b>	<b>212</b>	<b>256</b>

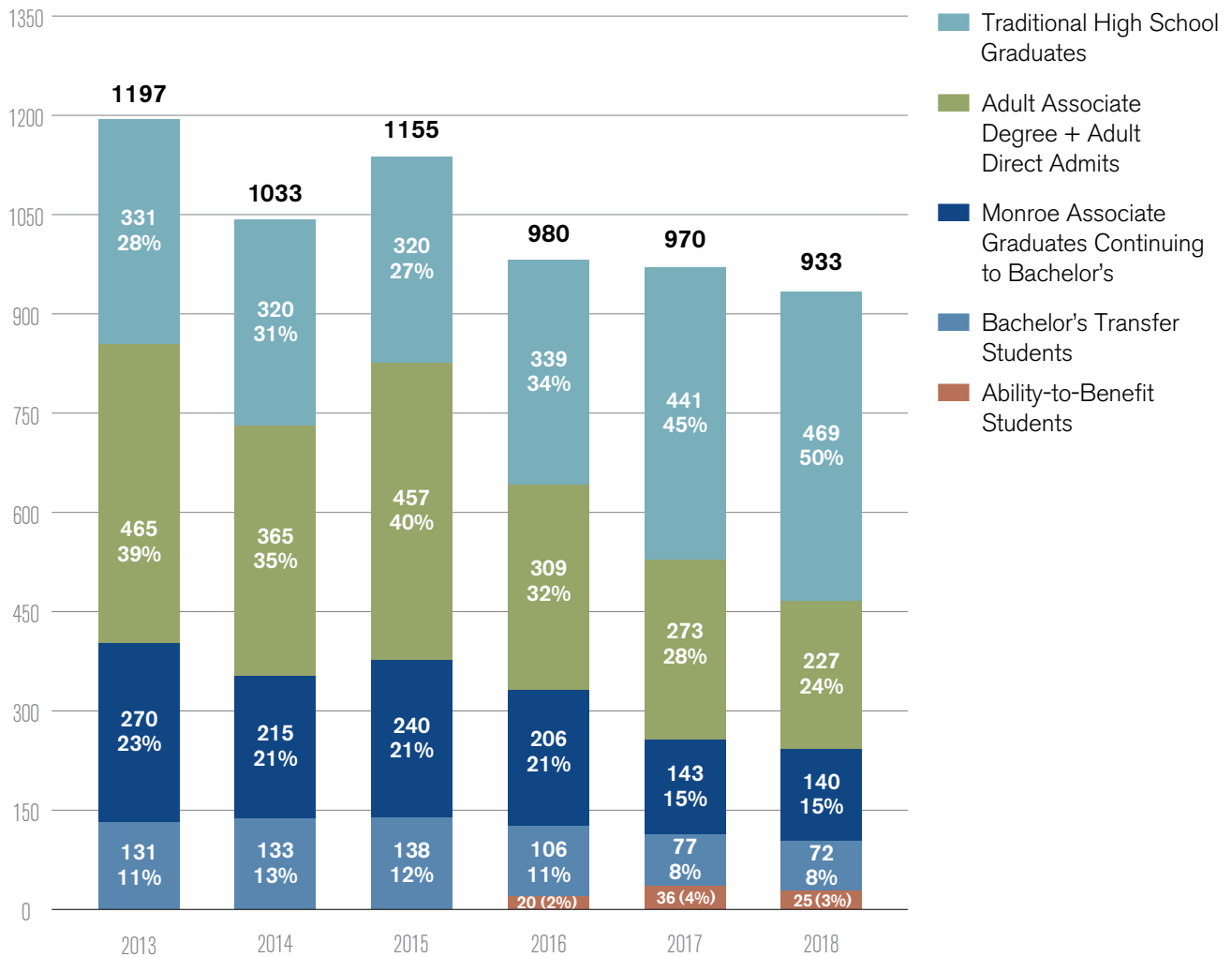
**D. ENROLLMENT BY SCHOOL**

<b>School of Business and Accounting</b>															
Certificate	-	9	-	-	9	-	3	-	-	3	-	3	-	-	3
Associate	298	479	53	-	830	318	495	40	-	853	334	475	54	-	863
Bachelor	322	367	114	71	874	289	376	104	74	843	303	370	120	85	878
<b>Total</b>	<b>620</b>	<b>855</b>	<b>167</b>	<b>71</b>	<b>1713</b>	<b>607</b>	<b>874</b>	<b>144</b>	<b>74</b>	<b>1699</b>	<b>637</b>	<b>848</b>	<b>174</b>	<b>85</b>	<b>1744</b>
<b>School of Criminal Justice</b>															
Associate	519	315	51	-	885	435	298	45	-	778	486	310	78	-	874
Bachelor	396	243	87	28	754	343	250	66	24	683	426	260	92	28	806
<b>Total</b>	<b>915</b>	<b>558</b>	<b>138</b>	<b>28</b>	<b>1639</b>	<b>778</b>	<b>548</b>	<b>111</b>	<b>24</b>	<b>1461</b>	<b>912</b>	<b>570</b>	<b>170</b>	<b>28</b>	<b>1680</b>
<b>School of Education</b>															
Bachelor	55	33	-	-	88	47	41	-	-	88	42	41	-	-	83
<b>Total</b>	<b>55</b>	<b>33</b>	<b>-</b>	<b>-</b>	<b>88</b>	<b>47</b>	<b>41</b>	<b>-</b>	<b>-</b>	<b>88</b>	<b>42</b>	<b>41</b>	<b>-</b>	<b>-</b>	<b>83</b>
<b>School of Information Technology</b>															
Associate	108	76	14	-	198	102	83	12	-	197	109	92	16	-	217
Bachelor	116	164	33	41	354	115	157	28	37	337	118	168	38	40	264
<b>Total</b>	<b>224</b>	<b>240</b>	<b>47</b>	<b>41</b>	<b>552</b>	<b>217</b>	<b>240</b>	<b>40</b>	<b>37</b>	<b>534</b>	<b>227</b>	<b>260</b>	<b>54</b>	<b>40</b>	<b>581</b>
<b>School of Hospitality Management &amp; the Culinary Arts</b>															
Associate	135	152	8	-	295	104	142	8	-	254	78	144	9	-	231
Bachelor	97	239	28	27	391	69	239	17	31	356	47	243	37	27	354
<b>Total</b>	<b>232</b>	<b>391</b>	<b>36</b>	<b>27</b>	<b>686</b>	<b>173</b>	<b>381</b>	<b>25</b>	<b>31</b>	<b>610</b>	<b>125</b>	<b>387</b>	<b>46</b>	<b>27</b>	<b>585</b>
<b>School of Allied Health Professions (includes Nursing)</b>															
Certificate	43	2	-	-	45	54	3	-	-	57	43	1	-	-	44
Associate	397	127	43	-	567	443	116	52	-	611	414	100	45	-	559
Bachelor	423	130	103	33	689	348	142	99	30	619	273	106	119	33	531
<b>Total</b>	<b>863</b>	<b>259</b>	<b>146</b>	<b>33</b>	<b>1301</b>	<b>845</b>	<b>261</b>	<b>151</b>	<b>30</b>	<b>1287</b>	<b>730</b>	<b>207</b>	<b>164</b>	<b>33</b>	<b>1134</b>
<b>King Graduate School</b>															
MS Accounting	11	13	-	-	24	20	19	-	-	39	18	21	-	-	39
MBA	119	354	49	13	535	101	265	41	12	419	117	227	46	9	399
MS Computer Science	4	113	-	-	117	3	116	-	-	119	8	130	-	-	138
MS Criminal Justice	50	13	12	-	75	38	10	9	-	57	36	12	13	2	63
MS Health Care Administration	-	-	-	-	-	-	-	-	-	-	13	4	3	-	20
MS Hospitality	-	-	7	-	7	-	-	6	-	6	-	-	6	-	6
MPH	86	87	10	2	185	82	80	13	2	177	83	69	12	5	169
<b>Total</b>	<b>270</b>	<b>580</b>	<b>78</b>	<b>15</b>	<b>943</b>	<b>244</b>	<b>490</b>	<b>69</b>	<b>14</b>	<b>817</b>	<b>275</b>	<b>463</b>	<b>80</b>	<b>16</b>	<b>834</b>
<b>Non-Matriculated</b>															
Associate	69	15	1	-	85	74	20	1	-	95	69	17	5	-	91
Bachelor	9	1	2	16	28	2	-	-	-	2	14	2	5	27	48
Graduate	8	4	-	-	12	3	3	-	2	8	6	3	0	0	9
<b>Total</b>	<b>86</b>	<b>20</b>	<b>3</b>	<b>16</b>	<b>125</b>	<b>79</b>	<b>23</b>	<b>1</b>	<b>2</b>	<b>105</b>	<b>89</b>	<b>22</b>	<b>10</b>	<b>27</b>	<b>148</b>
<b>Grand Total</b>	<b>3265</b>	<b>2936</b>	<b>615</b>	<b>231</b>	<b>7047</b>	<b>2990</b>	<b>2858</b>	<b>541</b>	<b>212</b>	<b>6601</b>	<b>3037</b>	<b>2798</b>	<b>698</b>	<b>256</b>	<b>6789</b>

## IV. BACKGROUND DATA

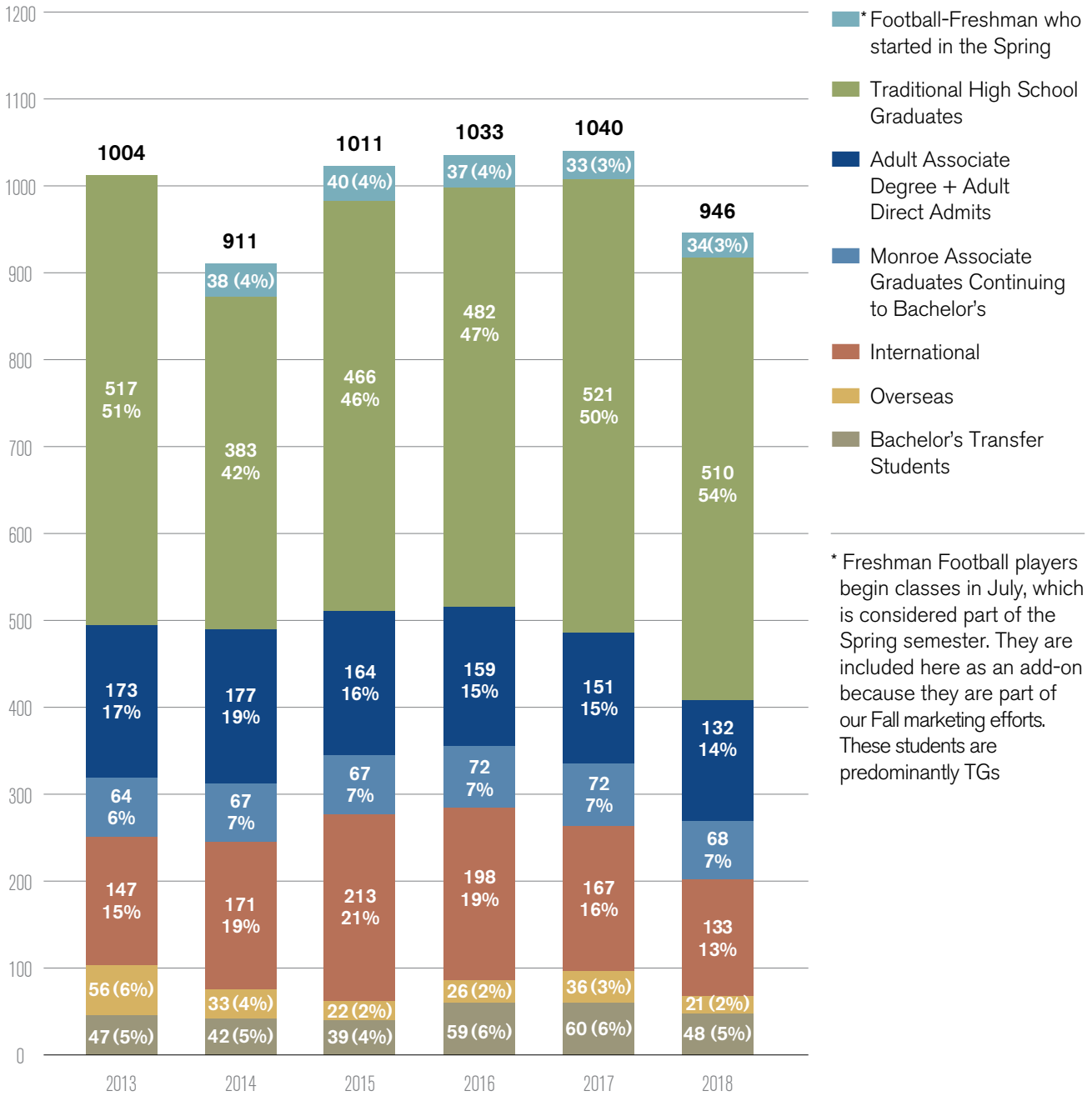
### E. NEW STUDENT ENROLLMENT

#### 1. Fall Bronx – Undergraduate



## E. NEW STUDENT ENROLLMENT

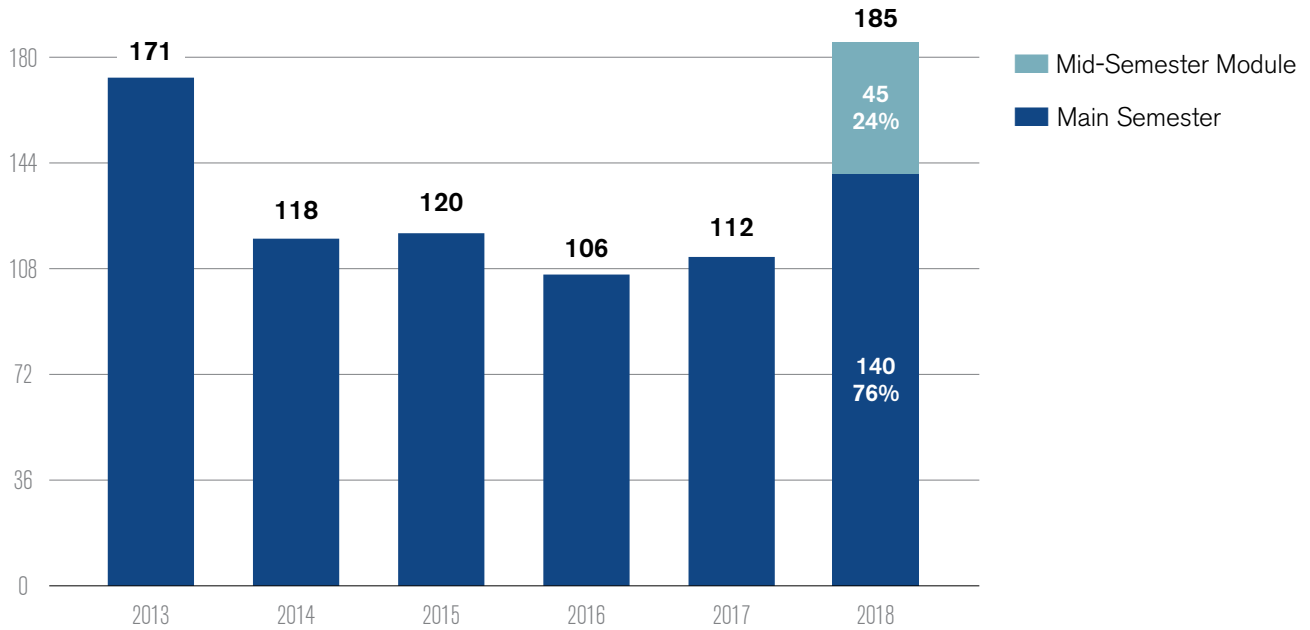
### 2. Fall New Rochelle Undergraduate



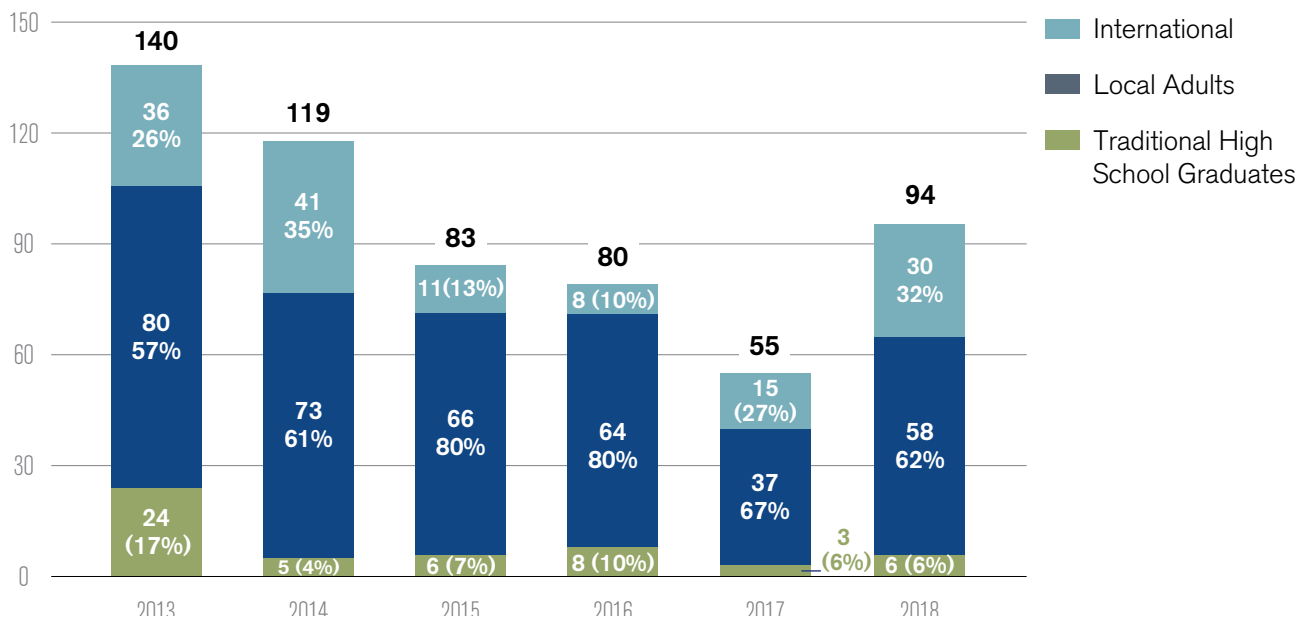
## IV. BACKGROUND DATA

### E. NEW STUDENT ENROLLMENT

#### 3. Fall Monroe Online – Undergraduate

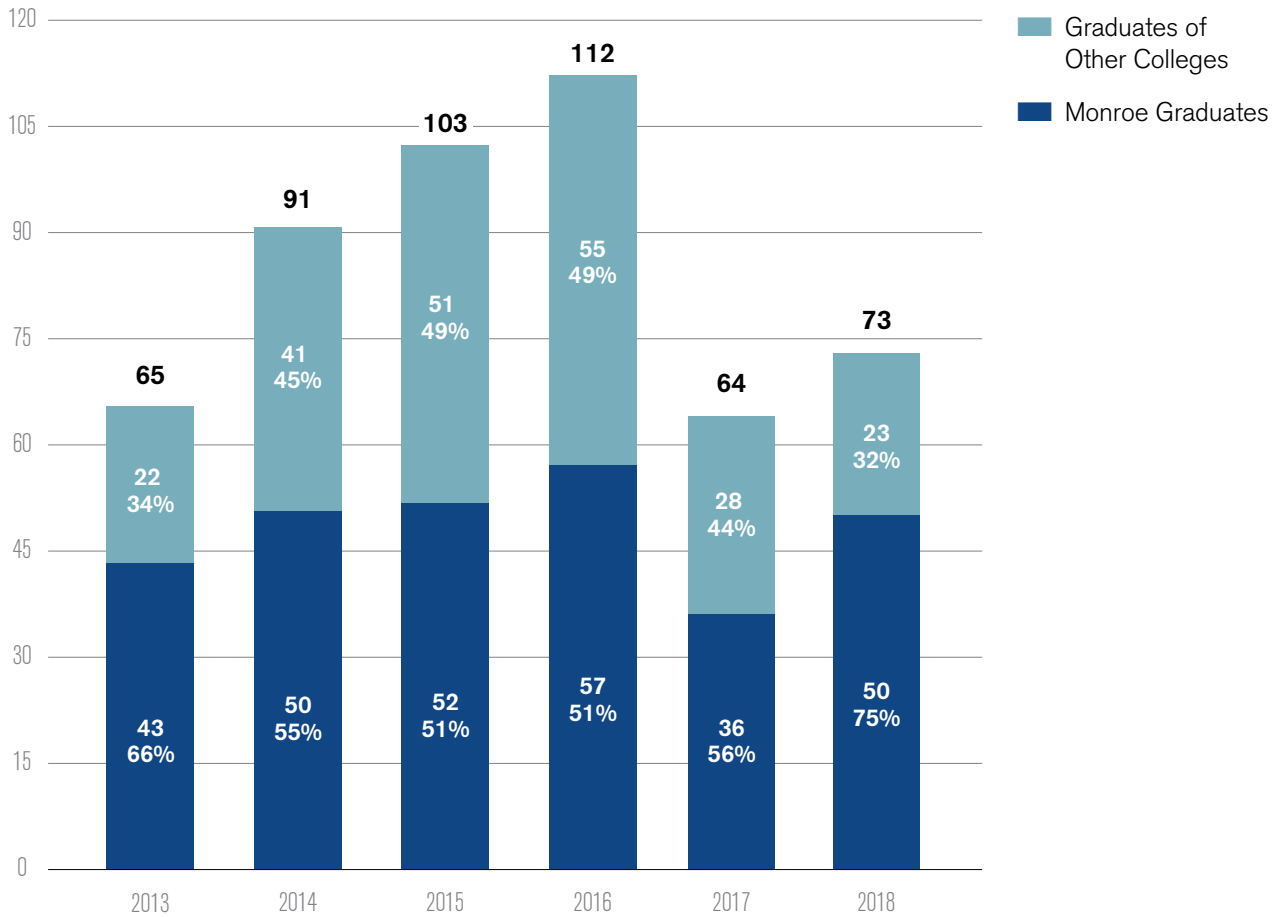


#### 4. Fall St. Lucia – Undergraduate



## E. NEW STUDENT ENROLLMENT

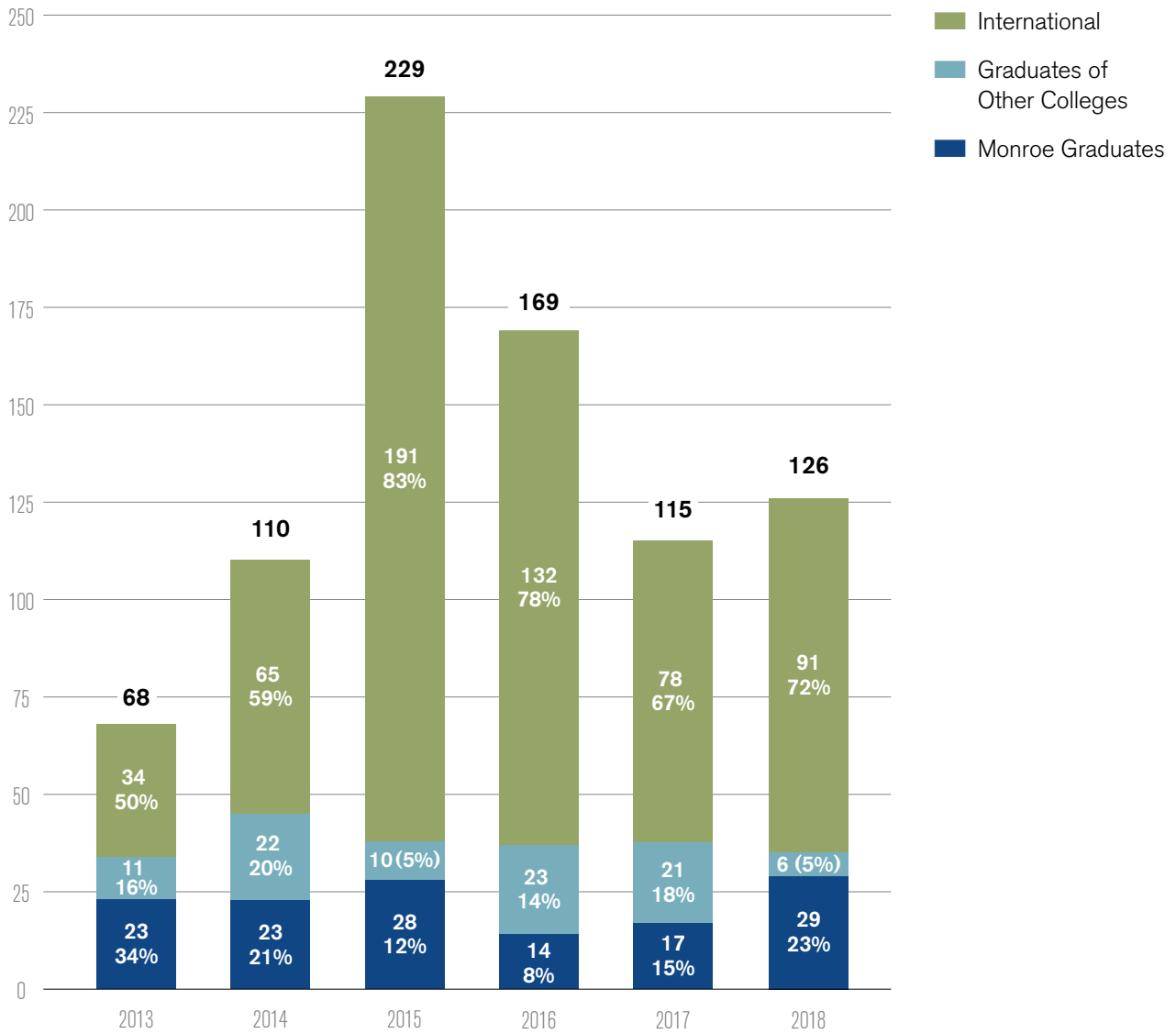
### 5. Fall Bronx – Graduate



## IV. BACKGROUND DATA

### E. NEW STUDENT ENROLLMENT

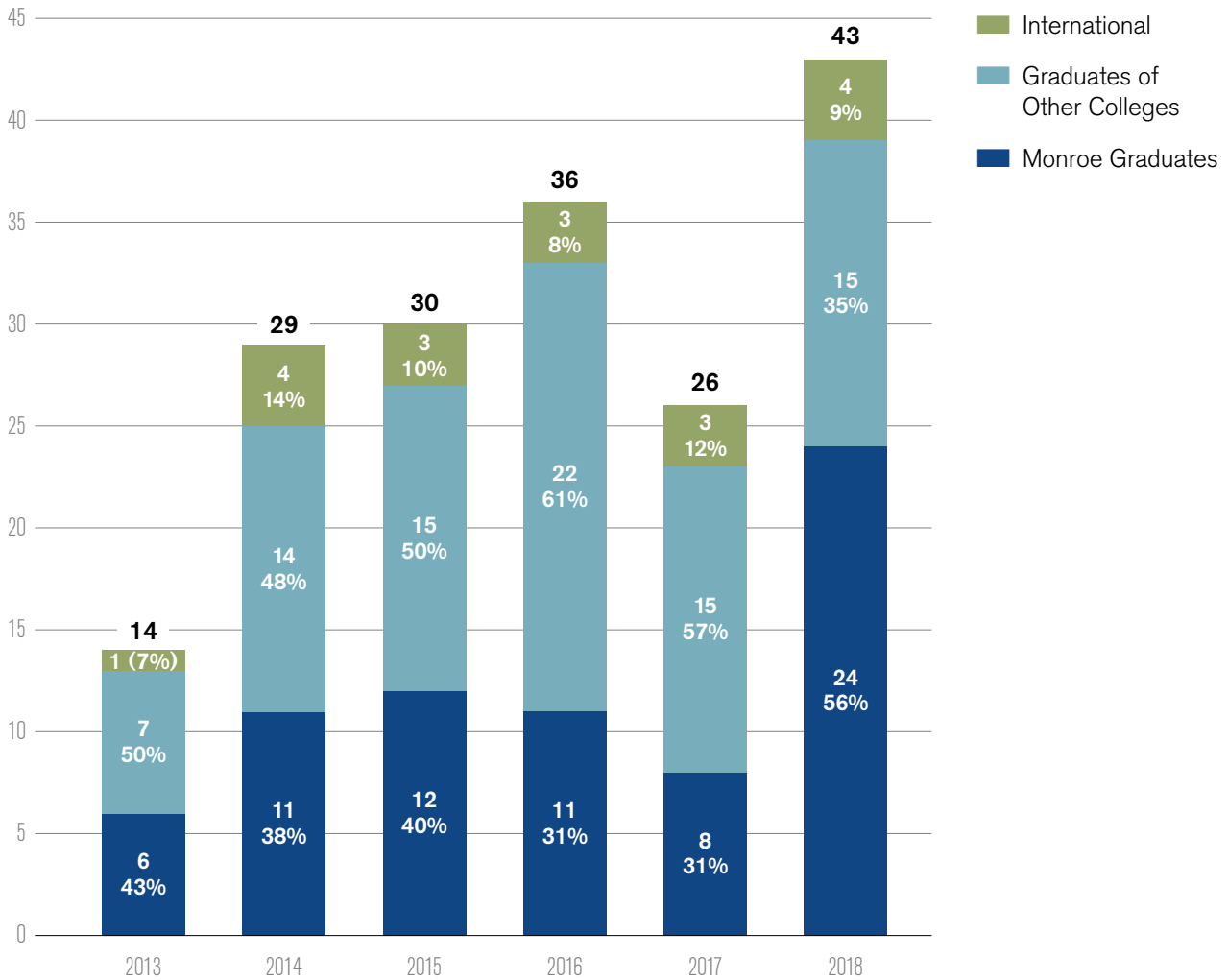
#### 6. Fall New Rochelle – Graduate





## E. NEW STUDENT ENROLLMENT

### 7. Fall Monroe Online – Graduate



## IV. BACKGROUND DATA

### F. ASSOCIATE TO BACHELOR'S CONVERSION RATES

<b>Bronx Campus</b>					
Human Services	–	–	–	–	88%
Computer Information Systems	66%	60%	66%	74%	79%
Business Administration	70%	65%	75%	71%	78%
Medical Administration	64%	63%	65%	53%	73%
Criminal Justice	68%	70%	67%	66%	72%
Accounting	62%	83%	86%	71%	71%
Hospitality Management	62%	64%	56%	64%	71%
Baking and Pastry Arts	73%	44%	56%	67%	67%
Nursing	31%	32%	22%	21%	48%
Medical Assisting	30%	48%	39%	30%	38%
Culinary Arts	50%	39%	62%	33%	25%
Pharmacy Technician	55%	25%	10%	25%	–
<b>Total Bronx Campus</b>	<b>60%</b>	<b>62%</b>	<b>62%</b>	<b>59%</b>	<b>65%</b>

<b>New Rochelle Campus</b>					
Baking and Pastry Arts	31%	50%	85%	53%	83%
Hospitality Management	38%	35%	70%	40%	71%
Human Services	–	–	–	–	57%
Medical Administration	48%	40%	53%	47%	56%
Accounting	74%	43%	67%	50%	53%
Culinary Arts	61%	44%	57%	41%	52%
Criminal Justice	48%	41%	55%	54%	51%
Computer Information Systems	48%	39%	33%	60%	48%
Business Administration	34%	26%	40%	37%	42%
Sports Management	–	–	–	–	30%
Medical Assisting	38%	39%	44%	17%	29%
<b>Total New Rochelle Campus</b>	<b>44%</b>	<b>37%</b>	<b>53%</b>	<b>43%</b>	<b>48%</b>

## G. RETENTION RATE SUMMARY

<b>Bronx Campus</b>												
Associate	572	384	67%	603	356	59%	541	312	58%	630	424	67%
Bachelor's	429	326	76%	434	316	73%	392	257	66%	330	254	77%
Master's	91	72	79%	102	83	81%	117	85	73%	64	57	89%
<b>Total Bronx</b>	<b>1092</b>	<b>782</b>	<b>72%</b>	<b>1164</b>	<b>776</b>	<b>67%</b>	<b>1050</b>	<b>654</b>	<b>62%</b>	<b>1024</b>	<b>735</b>	<b>72%</b>
<b>New Rochelle Campus</b>												
Associate	518	324	63%	577	343	59%	572	335	59%	550	345	63%
Bachelor's	349	270	77%	397	309	78%	418	290	69%	435	328	75%
Master's	108	78	72%	227	142	63%	167	124	74%	111	78	70%
<b>Total New Rochelle</b>	<b>975</b>	<b>672</b>	<b>69%</b>	<b>1201</b>	<b>794</b>	<b>66%</b>	<b>1157</b>	<b>749</b>	<b>65%</b>	<b>1096</b>	<b>751</b>	<b>68%</b>
<b>Monroe Online</b>												
Associate	38	16	42%	39	23	59%	37	15	41%	38	22	58%
Bachelor's	81	50	62%	82	58	71%	65	36	55%	71	46	65%
Master's	29	24	83%	30	26	87%	34	19	56%	24	18	75%
<b>Total Online</b>	<b>148</b>	<b>90</b>	<b>61%</b>	<b>151</b>	<b>107</b>	<b>71%</b>	<b>136</b>	<b>70</b>	<b>51%</b>	<b>123</b>	<b>86</b>	<b>65%</b>
<b>St. Lucia Campus</b>												
Associate	-	-	-	-	-	-	-	-	-	-	-	-
Bachelor's	94	72	77%	45	39	87%	66	52	79%	53	46	87%
Master's	6	4	67%	6	4	67%	5	3	60%	4	2	50%
<b>Total St. Lucia</b>	<b>100</b>	<b>76</b>	<b>76%</b>	<b>51</b>	<b>43</b>	<b>84%</b>	<b>71</b>	<b>55</b>	<b>77%</b>	<b>57</b>	<b>48</b>	<b>84%</b>
<b>Total</b>	<b>2315</b>	<b>1620</b>	<b>70%</b>	<b>2567</b>	<b>1720</b>	<b>67%</b>	<b>2414</b>	<b>1528</b>	<b>63%</b>	<b>2300</b>	<b>1620</b>	<b>70%</b>

## H. OVERALL ASSOCIATE DEGREE FRESHMAN RETENTION

	Bronx					New Rochelle				
	13/FL	14/FL	15/FL	16/FL	17/FL	13/FL	14/FL	15/FL	16/FL	17/FL
# Start	670	572	603	541	630	615	518	577	572	550
After 1 Semester	530	476	473	413	544	520	439	466	451	469
After 2 Semesters	423	387	307	324	473	303	249	298	232	326
After 3 Semesters	432	384	356	312	424	390	324	343	335	345
% After 1 Semester	79%	83%	78%	76%	86%	85%	85%	81%	79%	85%
% After 2 Semesters	63%	68%	51%	60%	75%	49%	48%	52%	41%	59%
% After 3 Semesters	65%	67%	59%	58%	67%	63%	63%	59%	59%	63%

## IV. BACKGROUND DATA

### I. OVERALL NEW BACHELOR'S STUDENT RETENTION

	Bronx					New Rochelle				
	13/FL	14/FL	15/FL	16/FL	17/FL	13/FL	14/FL	15/FL	16/FL	17/FL
# Start	468	429	434	392	330	371	349	397	418	435
After 1 Semester	396	363	354	313	285	332	311	356	371	397
After 2 Semesters	347	321	281	273	275	231	207	226	261	352
After 3 Semesters	328	326	316	257	254	267	270	309	290	328
% After 1 Semester	85%	85%	82%	80%	86%	90%	89%	90%	89%	91%
% After 2 Semesters	74%	75%	65%	70%	83%	62%	59%	57%	62%	81%
% After 3 Semesters	73%	76%	73%	66%	77%	72%	77%	78%	69%	75%

### J. ASSOCIATE DEGREE FRESHMAN RETENTION BY ADMIT TYPE

#### 1. Bronx Associate Degree Retention

# Start	268	242	248	251	347	402	330	352	290	248	NA	NA	NA	19	35
After 1 Semester	203	195	200	198	307	327	281	269	215	212	NA	NA	NA	14	25
After 2 Semesters	159	156	131	153	268	264	231	175	171	184	NA	NA	NA	12	21
After 3 Semesters	154	152	156	149	237	278	232	198	163	167	NA	NA	NA	13	19
% After 1 Semester	76%	81%	81%	79%	88%	81%	85%	76%	74%	85%	NA	NA	NA	74%	71%
% After 2 Semesters	59%	65%	53%	61%	77%	66%	70%	50%	59%	74%	NA	NA	NA	63%	60%
% After 3 Semesters	58%	63%	63%	59%	68%	69%	70%	56%	56%	67%	NA	NA	NA	68%	54%

#### 2. New Rochelle Associate Degree Retention

# Start	405	316	373	366	355	210	202	203	206	195	NA	NA	NA	NA	-
After 1 Semester	353	276	317	284	305	167	163	150	167	164	NA	NA	NA	NA	-
After 2 Semesters	203	151	191	144	261	100	98	107	88	125	NA	NA	NA	NA	-
After 3 Semesters	267	206	231	224	241	123	118	112	111	104	NA	NA	NA	NA	-
% After 1 Semester	87%	87%	85%	78%	86%	80%	81%	74%	81%	84%	NA	NA	NA	NA	-
% After 2 Semesters	50%	48%	51%	39%	73%	48%	49%	53%	43%	64%	NA	NA	NA	NA	-
% After 3 Semesters	66%	65%	62%	61%	68%	59%	58%	55%	54%	53%	NA	NA	NA	NA	-

### K. TRADITIONAL H.S. GRADUATE RETENTION (ASSOCIATE AND BACHELOR'S COMBINED)

	Bronx					New Rochelle				
	13/FL	14/FL	15/FL	16/FL	17/FL	13/FL	14/FL	15/FL	16/FL	17/FL
# Start	331	357	373	329	441	517	477	572	483	537
After 1 Semester	271	295	301	257	400	465	412	500	392	467
After 2 Semesters	228	239	210	206	356	377	241	297	237	402
After 3 Semesters	199	245	247	200	325	346	325	383	311	360
% After 1 Semester	82%	83%	81%	78%	91%	90%	86%	87%	81%	87%
% After 2 Semesters	69%	67%	56%	63%	81%	73%	51%	52%	49%	75%
% After 3 Semesters	60%	69%	66%	61%	74%	67%	68%	67%	64%	67%

### L. HOUSING/OVERSEAS/INTERNATIONAL RETENTION

New Rochelle	Housing Students					Overseas Students					International Students				
	13/FL	14/FL	15/FL	16/FL	17/FL	13/FL	14/FL	15/FL	16/FL	17/FL	13/FL	14/FL	15/FL	16/FL	17/FL
# Start	482	438	494	448	479	59	38	31	33	36	187	252	420	338	245
After 1 Semester	445	396	438	392	425	56	36	30	32	35	167	223	344	307	221
After 2 Semesters	259	246	264	218	299	32	24	20	20	24	101	140	245	169	125
After 3 Semesters	332	316	329	294	321	46	31	26	26	24	131	190	283	225	178
% After 1 Semester	92%	90%	89%	88%	89%	95%	95%	97%	97%	97%	89%	89%	82%	91%	90%
% After 2 Semesters	54%	56%	53%	49%	62%	54%	63%	65%	61%	67%	54%	56%	58%	50%	51%
% After 3 Semesters	69%	72%	67%	66%	67%	78%	82%	84%	79%	67%	70%	75%	67%	67%	73%

## IV. BACKGROUND DATA

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### M. MONROE ONLINE RETENTION

#### 1. Associate Degree

# Start	66	38	39	37	38
After 1 Semester	43	26	33	27	28
After 2 Semesters	34	20	18	24	25
After 3 Semesters	28	16	23	15	22
% After 1 Semester	65%	68%	85%	73%	74%
% After 2 Semesters	52%	53%	46%	65%	66%
% After 3 Semesters	42%	42%	59%	41%	58%

#### 2. Bachelor's Degree

# Start	94	81	82	65	71
After 1 Semester	73	63	64	56	58
After 2 Semesters	61	50	44	43	48
After 3 Semesters	56	50	58	36	46
% After 1 Semester	78%	78%	78%	86%	82%
% After 2 Semesters	65%	62%	54%	66%	68%
% After 3 Semesters	60%	62%	71%	55%	65%

#### 3. Total Undergraduates

# Start	160	119	121	102	109
After 1 Semester	116	89	97	83	86
After 2 Semesters	95	70	62	67	73
After 3 Semesters	84	66	81	51	68
% After 1 Semester	73%	75%	80%	81%	79%
% After 2 Semesters	59%	59%	51%	66%	67%
% After 3 Semesters	53%	55%	67%	50%	62%

### N. ST. LUCIA RETENTION – BACHELOR'S DEGREE ONLY

## IV. BACKGROUND DATA

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	<b>13/FL</b>	<b>14/FL</b>	<b>15/FL</b>	<b>16/FL</b>	<b>17/FL</b>
# Start	107	94	45	66	53
After 1 Semester	96	88	42	59	51
After 2 Semesters	80	75	28	54	46
After 3 Semesters	76	72	39	52	46
% After 1 Semester	90%	94%	93%	89%	96%
% After 2 Semesters	75%	80%	62%	82%	87%
% After 3 Semesters	71%	77%	87%	79%	87%

## IV. BACKGROUND DATA

### O. GRADUATE RETENTION

# Start	64	91	102	117	64
After 1 Semester	59	76	91	101	62
After 2 Semesters	53	73	73	86	57
After 3 Semesters	51	72	83	85	57
% After 1 Semester	92%	84%	89%	86%	97%
% After 2 Semesters	83%	80%	72%	74%	89%
% After 3 Semesters	80%	79%	81%	73%	89%

# Start	66	108	227	167	111
After 1 Semester	61	87	182	151	88
After 2 Semesters	45	66	136	102	63
After 3 Semesters	56	78	142	124	78
% After 1 Semester	92%	81%	80%	90%	79%
% After 2 Semesters	68%	61%	60%	61%	57%
% After 3 Semesters	85%	72%	63%	74%	70%

# Start	13	29	30	34	24
After 1 Semester	11	25	25	25	20
After 2 Semesters	10	22	21	25	19
After 3 Semesters	9	24	26	19	18
% After 1 Semester	85%	86%	83%	74%	83%
% After 2 Semesters	77%	76%	70%	74%	79%
% After 3 Semesters	69%	83%	87%	56%	75%

# Start	11	6	6	5	4
After 1 Semester	10	6	6	4	4
After 2 Semesters	10	3	3	4	4
After 3 Semesters	8	4	4	3	2
% After 1 Semester	91%	100%	100%	80%	100%
% After 2 Semesters	91%	50%	50%	80%	100%
% After 3 Semesters	73%	67%	67%	60%	50%



## P. RETENTION BY MAJOR

### 1. Bronx Campus

	FL13–FL14	FL14–FL15	FL15–FL16	FL16–FL17	FL17–FL18
AAS Nursing	33%	100%	–	80%	100%
*BS Nursing	42%	73%	85%	78%	100%
*BS Cyber Security	–	–	–	–	100%
BS Early Childhood Education	78%	52%	54%	75%	93%
BBA Health Services Administration	76%	84%	70%	70%	91%
BBA Sports Management	–	–	–	–	91%
MBA Business Management	85%	76%	81%	65%	88%
MPH Public Health	83%	83%	80%	92%	85%
AAS Diagnostic Sonography	–	–	–	–	83%
BS Human Services	–	–	–	–	82%
BBA Accounting	85%	81%	73%	73%	78%
*MS Criminal Justice	70%	84%	87%	71%	78%
AAS Accounting	54%	80%	64%	62%	78%
BS Public Health	70%	81%	77%	75%	77%
Nursing – Certificate	91%	92%	84%	83%	75%
BBA Business Management	67%	84%	77%	73%	75%
*AAS Baking and Pastry Arts	50%	55%	100%	67%	75%
AAS Medical Administration	66%	73%	59%	77%	74%
BS Criminal Justice	66%	71%	69%	66%	68%
AS Criminal Justice	69%	68%	64%	60%	67%
*MS Accounting	–	–	–	–	67%
AS Human Services	–	–	55%	49%	66%
AAS Sports Management	–	–	–	–	66%
AAS Medical Assisting	62%	65%	58%	54%	65%
AAS Information Technology/CIS	73%	71%	58%	66%	62%
BBA Hospitality Management	71%	76%	85%	58%	62%
BS Information Technology/CIS	75%	68%	84%	66%	61%
AAS Business Administration	61%	60%	57%	54%	58%
AAS Culinary Arts	67%	70%	63%	44%	57%
AAS Hospitality Management	66%	68%	51%	74%	53%
AAS Pharmacy Technician	46%	62%	38%	–	–
BBA Public Accounting	100%	–	–	–	–

\*Sample sizes are very small.

## IV. BACKGROUND DATA

### P. RETENTION BY MAJOR

#### 2. New Rochelle Campus

	FL13–FL14	FL14–FL15	FL15–FL16	FL16–FL17	FL17–FL18
*BS Nursing	–	–	–	–	100%
*MS Criminal Justice	71%	89%	50%	80%	100%
BBA Accounting	69%	84%	81%	79%	92%
BS Early Childhood Education	84%	93%	64%	67%	91%
AAS Medical Administration	69%	56%	47%	67%	90%
BBA Health Services Administration	94%	88%	88%	83%	90%
BBA Hospitality Management	74%	82%	81%	89%	78%
MBA Business Management	85%	73%	67%	78%	78%
*MS Accounting	–	–	–	89%	75%
BS Criminal Justice	70%	80%	85%	71%	75%
*BS Information Technology/CIS	75%	80%	52%	63%	73%
AAS Culinary Arts	74%	76%	68%	63%	72%
AAS Baking & Pastry Arts	54%	60%	62%	67%	69%
BBA Business Management	71%	67%	77%	76%	68%
AS Criminal Justice	68%	64%	58%	54%	67%
*AAS Information Technology/CIS	53%	69%	52%	63%	63%
AAS Sports Management	–	–	–	67%	63%
BBA Sports Management	–	–	–	–	60%
AS Human Services	–	–	59%	44%	59%
BS Human Services	–	–	93%	87%	59%
AAS Medical Assisting	75%	64%	67%	64%	58%
MPH Public Health	100%	63%	44%	65%	58%
AAS Business Administration	56%	57%	60%	63%	57%
AAS Accounting	54%	53%	56%	71%	55%
MS Computer Science	–	–	–	64%	55%
BS Public Health	62%	64%	66%	58%	47%
*BS Cyber Network Security	–	–	–	–	40%
AAS Hospitality Management	33%	67%	57%	50%	40%
*Certificate – Business Administration	33%	100%	–	–	33%
*AAS Pharmacy Technician	83%	67%	67%	–	–
Certificate – Practical Nursing	0%	100%	–	100%	–

\*Sample sizes are very small.

## P. RETENTION BY MAJOR

### 3. Online

	FL13–FL14	FL14–FL15	FL15–FL16	FL16–FL17	FL17–FL18
*AAS Medical Assisting	–	–	–	–	100%
*BS Public Health	40%	67%	100%	83%	100%
*MS Criminal Justice	50%	71%	50%	67%	100%
*AAS Medical Administration	36%	44%	63%	50%	90%
*BS Human Services	–	–	100%	50%	86%
*MS Hospitality Management	–	–	100%	71%	80%
*MBA Business Management	78%	79%	86%	74%	78%
BBA Health Services Administration	60%	67%	47%	64%	78%
*BS Criminal Justice	50%	63%	78%	55%	71%
*BBA Accounting	–	–	100%	–	63%
*AS Human Services	–	–	–	60%	60%
BBA Hospitality Management	83%	67%	83%	25%	60%
BBA Business Management	60%	63%	74%	53%	53%
*AAS Medical Accounting	–	–	–	–	50%
*BS Information Technology/CIS	71%	38%	63%	88%	50%
AAS Business Administration	43%	28%	80%	44%	38%
*AS Criminal Justice	53%	75%	64%	20%	33%
*AAS Information Technology/CIS	33%	67%	67%	67%	25%
*MPH Public Health	–	–	100%	60%	0%
*AAS Hospitality Management	40%	50%	50%	50%	–

\*Sample sizes are very small.

### 4. St. Lucia

	FL13–FL14	FL14–FL15	FL15–FL16	FL16–FL17	FL17–FL18
*BS Human Services	–	–	–	–	100%
*BS Public Health	80%	88%	70%	70%	100%
BBA Business Management	73%	67%	94%	74%	92%
*BBA Hospitality Management	79%	75%	100%	86%	86%
BS Information Technology/CIS	63%	78%	83%	82%	78%
*BS Criminal Justice	42%	100%	67%	80%	75%
*BBA Health Services Administration	75%	–	–	100%	67%
*MBA Business Management	73%	67%	67%	33%	50%

\*Sample sizes are very small.

## IV. BACKGROUND DATA

### Q. RETENTION AND GRADUATION RATES BY ATHLETIC PROGRAM

#### 1. Retention

<b>Men's Teams</b>				
Baseball	62%	47%	56%	81%
Basketball	57%	60%	63%	52%
Football	48%	60%	50%	–
Track	56%	64%	61%	–
Soccer	59%	39%	62%	96%
<b>Total Men's</b>	<b>57%</b>	<b>54%</b>	<b>57%</b>	<b>75%</b>
<b>Women's Teams</b>				
Basketball	43%	100%	80%	60%
Softball	92%	80%	100%	–
Volleyball	83%	79%	78%	86%
Track	82%	50%	81%	–
Soccer	82%	45%	76%	89%
<b>Total Women's</b>	<b>80%</b>	<b>69%</b>	<b>81%</b>	<b>79%</b>
<b>Grand Total</b>	<b>65%</b>	<b>57%</b>	<b>66%</b>	<b>77%</b>

#### 2. Graduation Rates, New Rochelle Division I Athletics

<b>Men's Teams</b>				
Baseball		22%	48%	35%
Basketball		25%	63%	57%
Football		10%	34%	48%
Track		62%	42%	41%
Soccer		46%	40%	38%
<b>Total Men's</b>		<b>39%</b>	<b>43%</b>	<b>40%</b>
<b>Women's Teams</b>				
Basketball		100%*	67%	29%
Softball		0%	57%	73%
Volleyball		50%	75%	82%
Track		80%	81%	56%
Soccer		18%	67%	60%
<b>Total Women's</b>		<b>52%</b>	<b>72%</b>	<b>61%</b>
<b>Grand Total</b>		<b>43%</b>	<b>51%</b>	<b>47%</b>

Notes: \* Sample sizes are very small.

Overall Associate Degree Graduation Rate = 44%

Overall New Rochelle Associate Degree Retention = 63%

Overall Bronx Associate Degree Retention = 63%

**R. IPEDS REPORTED DATA**

	2013	2014	2015	2016	2017
# Applications	4419	4251	4146	5153	5046
% Admitted	44%	40%	45%	53%	52%
% of Admitted Who Started	68%	61%	62%	44%	40%
Fall to Fall Retention (First-Time, Full-Time Freshmen)	74%	75%	78%	80%	74%
Six Year Graduation Rate (First-Time, Full-Time Freshmen)	57%	53%	53%	53%	53%
Six Year Transfer Out Rate (First-Time, Full-Time Freshmen)	24%	17%	15%	20%	19%
Separate Bachelor's Six-Year Graduation Rate	71%	71%	68%	71%	74%
Monroe – 2-Year Default Rate	–	–	–	–	–
Monroe – 3-Year Default Rate	4.6%	4.6%	3.9%	3.9% <sup>1</sup>	–
National Average – 3-Year Default Rate	11.8%	11.3%	10.8%	–	–

<sup>1</sup> Draft Rate

## IV. BACKGROUND DATA

### S. RESIDENCE LIFE DATA

Fall Semester	Number of Housing Students	Rate of Growth
1995	7	–
1996	20	186%
1997	30	50%
1998	38	27%
1999	99	161%
2000	127	28%
2001	182	43%
2002	277	52%
2003	375	35%
2004	489	30%
2005	605	24%
2006	652	8%
2007	698	7%
2008	714	2%
2009	743	4%
2010	747	1%
2011	809	8%
2012	989	22%
2013	968	– 2%
2014	999	3%
2015	1028	3%
2016	1027	–
2017	1024	–
2018	1014	– 1%

### T. CAREER SERVICES INDICATORS

#### 1. Career Services Summary

<b>Degree Level Total</b>	<b>2737</b>	<b>2515</b>	<b>2609</b>	<b>88%</b>	<b>91%</b>	<b>90%</b>	<b>95%</b>	<b>94%</b>	<b>96%</b>
Associate Degree	1390	1175	1101	90%	91%	90%	97%	97%	98%
Bachelor's Degree	1138	1119	1073	86%	92%	88%	92%	89%	93%
Master's Degree	209	221	435	93%	90%	91%	96%	97%	99%
<b>School of Allied Health</b>	<b>614</b>	<b>546</b>	<b>457</b>	<b>87%</b>	<b>90%</b>	<b>94%</b>	<b>94%</b>	<b>92%</b>	<b>96%</b>
Associate in Medical Assisting	120	87	85	90%	90%	94%	91%	95%	96%
Associate in Medical Administration	191	147	111	90%	93%	91%	97%	99%	100%

## T. CAREER SERVICES INDICATORS

### 2. Career Services Snapshot by School

	Graduating Class			Sample Size			Outcome Rate		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
Associate in Pharmacy Technician	20	11	7	90%	73%	86%	93%	50%	100%
Bachelor's in Health Services Admn	187	200	171	81%	92%	95%	98%	89%	94%
Bachelor's in Public Health	96	101	83	92%	85%	95%	89%	90%	97%
<b>School of Nursing</b>	<b>107</b>	<b>92</b>	<b>75</b>	<b>85%</b>	<b>87%</b>	<b>85%</b>	<b>95%</b>	<b>99%</b>	<b>100%</b>
Certificate in Practical Nursing (LPN)	45	36	35	93%	92%	94%	100%	97%	100%
Associate in Nursing	38	41	30	74%	85%	80%	85%	100%	100%
Bachelor's in Nursing	24	15	10	88%	80%	70%	100%	100%	100%
<b>School of Business &amp; Accounting</b>	<b>615</b>	<b>551</b>	<b>608</b>	<b>90%</b>	<b>91%</b>	<b>88%</b>	<b>94%</b>	<b>94%</b>	<b>98%</b>
Associate in Accounting	60	50	56	95%	90%	88%	98%	100%	100%
Bachelor's in Accounting	85	93	79	85%	92%	85%	84%	84%	95%
Bachelor's in Public Accounting	31	15	3	94%	93%	100%	85%	90%	100%
Certificate in Business Administration	5	2	6	100%	100%	100%	0%	0%	0%
Associate in Business Administration	246	188	248	88%	88%	89%	98%	99%	99%
Bachelor's in Business Management	188	201	211	94%	95%	86%	91%	94%	96%
Associate in Sports Management	–	–	1	–	–	100%	–	–	100%
<b>School of Criminal Justice</b>	<b>641</b>	<b>628</b>	<b>569</b>	<b>92%</b>	<b>92%</b>	<b>86%</b>	<b>94%</b>	<b>94%</b>	<b>93%</b>
Associate in Criminal Justice	381	371	257	92%	92%	89%	97%	97%	96%
Bachelor's in Criminal Justice	260	256	255	92%	93%	82%	90%	89%	88%
Associate in Human Services	–	1	46	–	100%	96%	–	100%	100%
Bachelor in Human Services	–	–	11	–	–	82%	–	–	67%
<b>School of Childhood Education</b>	<b>28</b>	<b>22</b>	<b>29</b>	<b>86%</b>	<b>100%</b>	<b>90%</b>	<b>92%</b>	<b>100%</b>	<b>92%</b>
BS in Childhood Education	28	22	29	86%	100%	90%	92%	100%	92%
<b>School of Hospitality Management &amp; the Culinary Arts</b>	<b>333</b>	<b>282</b>	<b>267</b>	<b>88%</b>	<b>94%</b>	<b>91%</b>	<b>97%</b>	<b>94%</b>	<b>97%</b>
Associate in Culinary Arts	88	79	67	90%	94%	88%	100%	97%	100%
Associate in Baking & Pastry Arts	37	22	35	84%	100%	97%	97%	100%	100%
Associate in Hospitality Management	59	55	41	92%	96%	90%	98%	90%	97%
Bachelor's in Hospitality Management	149	126	124	87%	93%	90%	96%	92%	95%
<b>School of Information Technology</b>	<b>190</b>	<b>173</b>	<b>169</b>	<b>71%</b>	<b>89%</b>	<b>93%</b>	<b>92%</b>	<b>88%</b>	<b>94%</b>
Associate in Information Technology	96	85	72	89%	87%	93%	94%	99%	99%
Bachelor's in Information Technology	94	88	97	54%	91%	93%	87%	76%	90%
<b>King Graduate School</b>	<b>209</b>	<b>221</b>	<b>435</b>	<b>93%</b>	<b>90%</b>	<b>91%</b>	<b>96%</b>	<b>97%</b>	<b>99%</b>
Master of Business Administration	172	174	286	95%	91%	92%	95%	97%	99%
MS in Accounting	–	–	5	–	–	80%	–	–	100%
MS in Computer Science	–	–	66	–	–	97%	–	–	100%
MS in Criminal Justice	131	45	33	87%	84%	82%	100%	97%	96%
MS in Hospitality Management	–	–	5	–	–	80%	–	–	100%
MS In Public Health	6	2	40	67%	100%	90%	100%	100%	100%

## IV. BACKGROUND DATA

### T. CAREER SERVICES INDICATORS

#### 3. Career Services Summary

Degree Level Total	48%	57%	60%	5%	6%	3%	6%	11%	18%	\$37,003	\$42,207	\$41,020	-	-	-
Associate Degree	35%	42%	43%	3%	3%	2%	4%	4%	7%	\$32,304	\$33,630	\$35,088	\$13,049	\$12,000	\$11,807
Bachelor's Degree	53%	62%	63%	8%	10%	6%	6%	11%	12%	\$36,655	\$37,423	\$39,812	\$25,027	\$25,388	\$25,250
Master's Degree	75%	88%	88%	3%	2%	1%	27%	44%	63%	\$52,259	\$51,066	\$52,640	\$29,940	\$32,257	\$32,893

#### 4. Career Services Snapshot by School

Category	Working in Field			Unemployed & Seeking			Unavailable			Mean Salary			Median Debt		
	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017
<b>School of Allied Health</b>	<b>44%</b>	<b>61%</b>	<b>60%</b>	<b>5%</b>	<b>8%</b>	<b>3%</b>	<b>2%</b>	<b>3%</b>	<b>5%</b>	<b>\$35,837</b>	<b>\$35,655</b>	<b>\$36,879</b>	-	-	-
Associate in Medical Assisting	28%	56%	47%	9%	5%	4%	0%	3%	11%	\$25,219	\$23,994	\$26,828	\$10,250	\$11,100	\$12,654
Associate in Medical Administration	35%	58%	51%	3%	1%	0%	3%	2%	1%	\$32,551	\$36,408	\$34,329	\$14,415	\$14,309	\$13,192
Associate in Pharmacy Technician	20%	75%	0%	6%	50%	0%	17%	0%	33%	\$23,573	\$30,485	\$0	\$12,000	-	-
Bachelor's in Health Services Admn	53%	65%	72%	2%	11%	6%	2%	4%	4%	\$39,784	\$37,404	\$47,872	\$25,000	\$24,711	\$25,695
Bachelor's in Public Health	46%	59%	50%	11%	9%	3%	1%	5%	3%	\$35,548	\$37,669	\$35,688	\$26,557	\$26,561	\$28,542
<b>School of Nursing</b>	<b>88%</b>	<b>96%</b>	<b>88%</b>	<b>4%</b>	<b>1%</b>	<b>0%</b>	<b>3%</b>	<b>1%</b>	<b>2%</b>	<b>\$71,382</b>	<b>\$73,788</b>	<b>\$68,680</b>	-	-	-
Certificate in Practical Nursing (LPN)	80%	0%	100%	0%	3%	0%	0%	3%	0%	\$31,284	-	-	\$8,602	\$7,939	\$8,450
Associate in Nursing	79%	93%	88%	14%	0%	0%	7%	0%	0%	\$66,535	\$67,518	\$66,451	\$22,597	\$19,880	\$16,665
Bachelor's in Nursing	100%	100%	83%	0%	0%	0%	5%	0%	14%	\$78,750	\$86,328	\$71,800	\$30,000	\$18,302	\$15,578
<b>School of Business &amp; Accounting</b>	<b>48%</b>	<b>66%</b>	<b>58%</b>	<b>6%</b>	<b>5%</b>	<b>2%</b>	<b>8%</b>	<b>14%</b>	<b>14%</b>	<b>\$38,414</b>	<b>\$37,801</b>	<b>\$41,730</b>	-	-	-
Associate in Accounting	36%	17%	10%	2%	0%	0%	7%	2%	10%	\$27,441	\$27,835	\$32,924	\$11,850	\$10,740	\$11,722
Bachelor's in Accounting	61%	58%	68%	14%	14%	4%	13%	14%	7%	\$36,929	\$37,038	\$38,643	\$23,845	\$27,000	\$18,801
Bachelor's in Public Accounting	65%	100%	100%	14%	7%	0%	7%	29%	0%	\$50,350	\$40,300	\$60,000	-	\$33,932	-
Certificate in Business Administration	0%	0%	0%	0%	0%	0%	0%	100%	100%	\$0	-	\$0	-	-	-
Associate in Business Administration	28%	54%	53%	2%	1%	1%	3%	10%	12%	\$35,607	\$33,302	\$39,666	\$11,389	\$12,000	\$11,464



## T. CAREER SERVICES INDICATORS

### 4. Career Services Snapshot by School (continued)

Category	Working in Field			Unemployed & Seeking			Unavailable			Mean Salary			Median Debt		
	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017	2015	2016	2017
Bachelor's in Business Management	55%	75%	64%	8%	5%	3%	11%	18%	16%	\$37,951	\$40,160	\$43,866	\$24,365	\$26,501	\$26,226
Associate in Sports Management	-	-	0%	-	-	0%	-	-	0%	-	-	\$0	-	-	\$12,000
<b>School of Criminal Justice</b>	<b>29%</b>	<b>31%</b>	<b>41%</b>	<b>5%</b>	<b>6%</b>	<b>7%</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	<b>\$32,015</b>	<b>\$32,982</b>	<b>\$36,151</b>	-	-	-
Associate in Criminal Justice	28%	19%	29%	3%	3%	3%	2%	2%	1%	\$33,886	\$31,170	\$35,824	\$12,670	\$11,375	\$12,000
Bachelor's in Criminal Justice	29%	42%	46%	10%	11%	11%	5%	4%	6%	\$30,958	\$34,164	\$36,389	\$25,796	\$26,255	\$25,027
Associate in Human Services	-	100%	46%	-	0%	0%	-	0%	0%	-	\$24,580	\$35,399	-	\$15,111	\$12,000
Bachelor's in Human Services	-	-	67%	-	-	33%	-	-	0%	-	-	\$35,440	-	-	\$30,210
<b>School of Childhood Education</b>	<b>95%</b>	<b>100%</b>	<b>92%</b>	<b>8%</b>	<b>0%</b>	<b>8%</b>	<b>0%</b>	<b>14%</b>	<b>0%</b>	<b>\$29,101</b>	<b>\$39,023</b>	<b>\$40,165</b>	-	-	-
BS in Childhood Education	95%	100%	92%	8%	0%	8%	0%	14%	0%	\$29,101	\$39,023	\$40,165	\$25,915	\$28,226	\$10,830
<b>School of Hospitality Management &amp; the Culinary Arts</b>	<b>61%</b>	<b>61%</b>	<b>61%</b>	<b>2%</b>	<b>5%</b>	<b>2%</b>	<b>8%</b>	<b>12%</b>	<b>20%</b>	<b>\$28,430</b>	<b>\$31,066</b>	<b>\$30,898</b>	-	-	-
Associate in Culinary Arts	68%	63%	57%	0%	3v	0%	10%	15%	10%	\$20,191	\$31,298	\$22,772	\$14,062	\$11,981	\$11,133
Associate in Baking & Pastry Arts	47%	44%	45%	3%	0%	0%	6%	0%	6v	\$28,993	\$26,000	\$27,733	\$13,732	\$11,757	\$9,125
Associate in Hospitality Management	43%	53%	75%	2%	4%	3%	6%	2%	14%	\$31,016	\$29,490	\$29,606	\$14,226	\$12,202	\$12,000
Bachelor's in Hospitality Management	65%	64%	69%	4%	7%	4%	7%	17%	32%	\$27,929	\$31,747	\$32,917	\$21,175	\$22,094	\$24,247
<b>School of Information Technology</b>	<b>46%</b>	<b>46%</b>	<b>55%</b>	<b>8%</b>	<b>10%</b>	<b>5%</b>	<b>0%</b>	<b>14%</b>	<b>13%</b>	<b>\$44,513</b>	<b>\$40,125</b>	<b>\$43,535</b>	-	-	-
Associate in Information Technology	16%	22%	17%	6%	1%	1%	0%	5%	0%	\$27,049	\$39,044	\$30,263	\$18,834	\$10,842	\$8,531
Bachelor's in Information Technology	61%	67%	70%	12%	19%	8%	0%	23%	22%	\$50,334	\$40,820	\$46,294	\$23,562	\$19,800	\$19,325
<b>King Graduate School</b>	<b>75%</b>	<b>88%</b>	<b>88%</b>	<b>3%</b>	<b>2%</b>	<b>1%</b>	<b>27%</b>	<b>44%</b>	<b>63%</b>	<b>\$52,259</b>	<b>\$51,066</b>	<b>\$52,640</b>	-	-	-
Master of Business Administration	80%	91%	90%	4%	1%	0%	32%	52%	65%	\$55,426	\$53,708	\$52,505	\$29,955	\$31,725	\$32,587
MS in Accounting	-	-	100%	-	-	0%	-	-	0%	-	-	\$56,333	-	-	\$34,201
MS in Computer Science	-	-	100%	-	-	0%	-	-	97%	-	-	\$55,500	-	-	\$33,900
MS in Criminal Justice	58%	81%	78%	0%	3%	4%	4%	13%	7%	\$41,238	\$44,941	\$49,933	\$29,761	\$32,696	\$27,368
MS in Hospitality Management	-	-	100%	-	-	0%	-	-	0%	-	-	\$57,666	-	-	\$0
MS In Public Health	50%	100%	90%	0%	0%	0%	0%	50%	36%	\$33,888	-	\$53,644	\$32,241	\$37,345	\$34,182

## IV. BACKGROUND DATA

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### T. CAREER SERVICES INDICATORS

#### 5. Internships

Excellent	782	58%	917	68%
Very Good	381	28%	279	21%
Good	142	10%	97	7%
Average	32	2%	42	3%
Below Average	16	1%	5	1%
<b>Grand Total</b>	<b>1353</b>		<b>1340</b>	

Excellent	316	55%	175	38%
Good	154	27%	200	43%
Neutral	64	11%	55	12%
Fair	23	4%	26	6%
Poor	15	3%	5	1%
<b>Grand Total</b>	<b>572</b>		<b>461</b>	

## T. CAREER SERVICES INDICATORS

### 6. Corporate Partnerships

New Awards to Incoming Students	107	173	173
New Awards to Re-Admits	38	53	40
New Awards to Existing Students	118	173	97
<b>Total New Awards</b>	<b>263</b>	<b>399</b>	<b>310</b>

Internship Placements	632	553	594
Career Placements	354	361	238
<b>Total Placements</b>	<b>986</b>	<b>914</b>	<b>832</b>

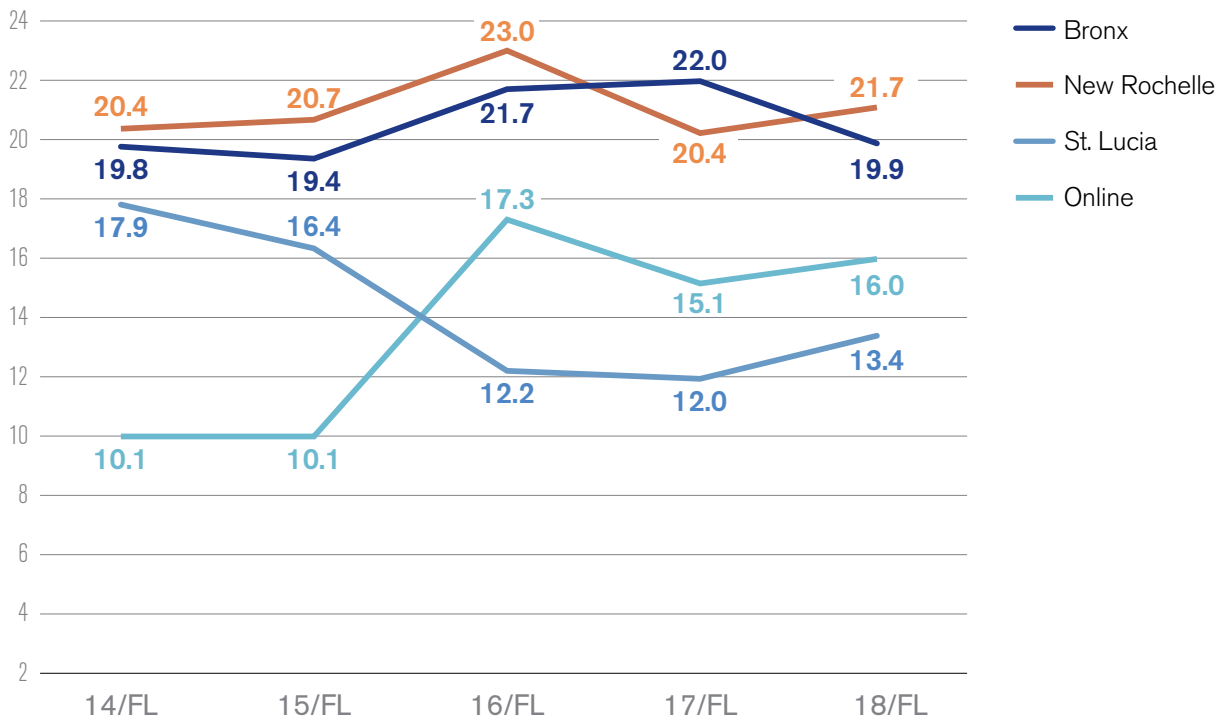
Corporate Partners	293	381	403
<b>Total Corporate Partners</b>	<b>293</b>	<b>381</b>	<b>403</b>

## IV. BACKGROUND DATA

### U. ACADEMIC INDICATORS

#### 1. Average Class Size

Average class size report for Bronx, New Rochelle, St. Lucia and Online



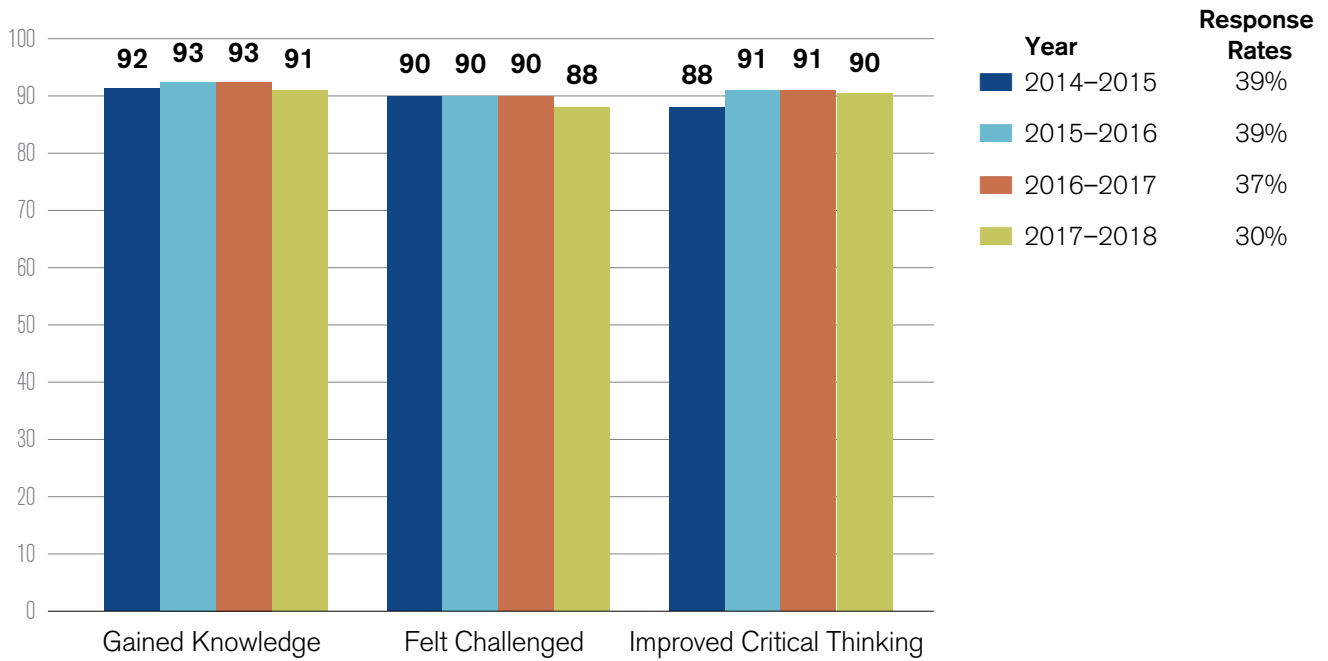
#### 2. Attendance

Bronx (Includes OL)	82.9%	83.2%	83.1%	82.6%	82.2%	81.9%
New Rochelle	83.3%	83.3%	82.2%	81.5%	82.8%	82.4%
St. Lucia	91.4%	90.5%	90.0%	92.2%	91.4%	91.4%
Total (average) %	85.8%	83.4%	85.1%	82.3%	85.5%	82.2%

## U. ACADEMIC INDICATORS

### 3. Onsite Student Course Evaluation Results

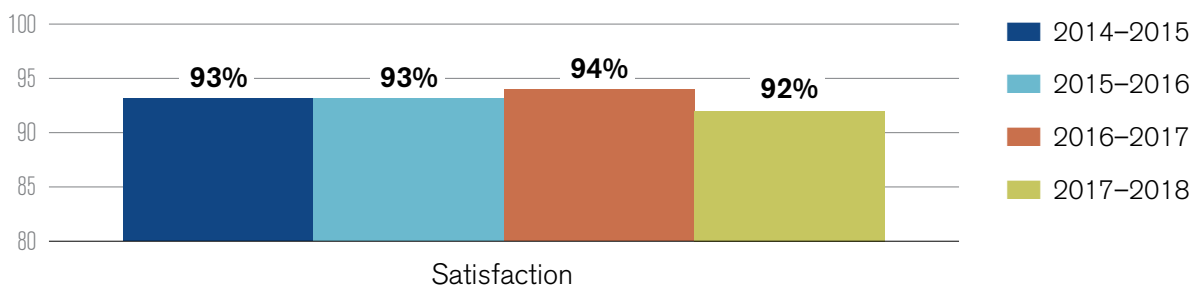
% of Positive Student Self-Perceptions



### 4. Online Student Course Evaluation Results

Satisfied with Course	93%	88%	92%	94%
Satisfied with Faculty	90%	89%	87%	88%

### 5. Student Satisfaction with Library Services

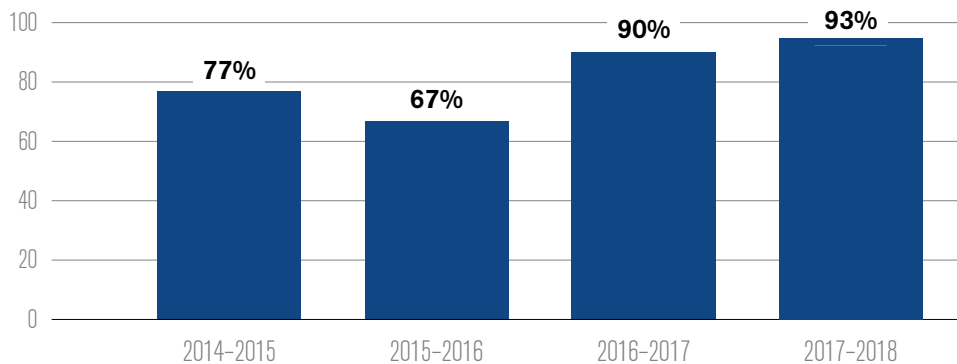


## IV. BACKGROUND DATA

### U. ACADEMIC INDICATORS

#### 6. Faculty Satisfaction Survey

% of Faculty Satisfied with Professional Development Opportunities



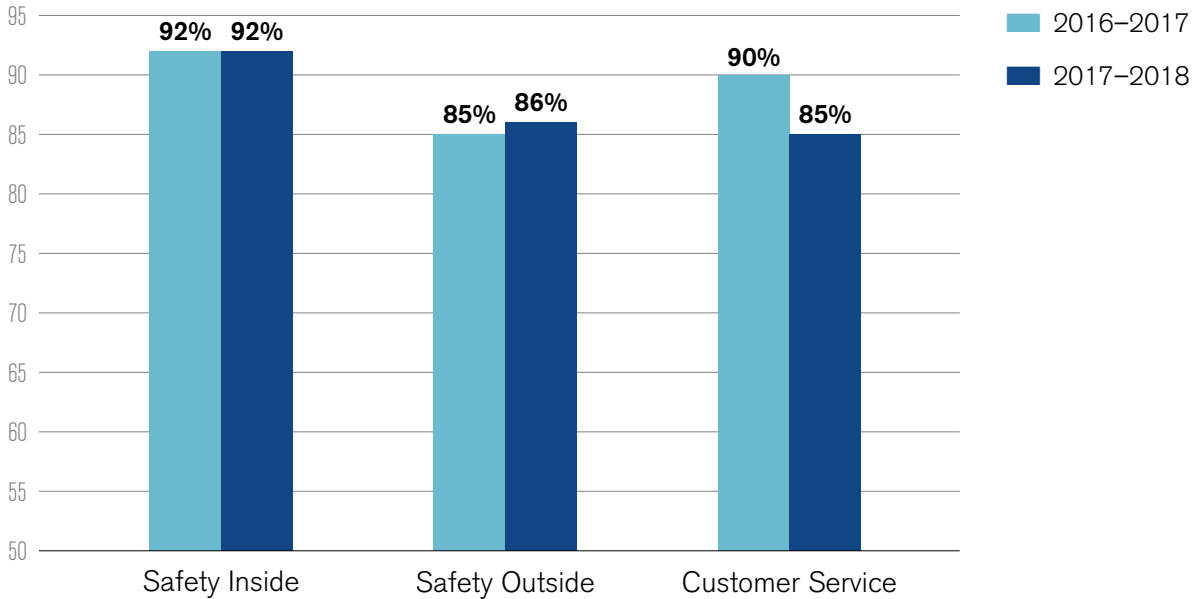
### V. PUBLIC SAFETY INDICATORS

#### 1. Clery Crime Data – Campus Safety (Bronx and New Rochelle)

Criminal Homicide	0	0	0	0
A. Murder/Non-Negligent Manslaughter	0	2	0	0
B. Negligent Manslaughter	0	0	0	0
Sex Offenses	0	0	0	0
A. Rape	0	0	0	0
B. Fondling	0	0	1	1
C. Incest	0	0	0	0
D. Statutory Rape	0	0	0	0
Robbery	1	2	3	4
Aggravated Assault	0	1	0	2
Burglary	2	26	19	28
Motor Vehicle Theft	0	0	0	0
Arson	0	0	0	0
Dating Violence	0	1	0	0
Domestic Violence	0	0	0	0
Stalking	0	0	0	0
<b>Total Crimes</b>	<b>3</b>	<b>32</b>	<b>23</b>	<b>35</b>

## V. PUBLIC SAFETY INDICATORS

### 2. Public Safety Satisfaction Survey Results



## W. FINANCIAL INDICATORS

### 1. 90/10 Federal Standard

The college must demonstrate that less than 90% of its revenue is derived from Federal Title IV sources.

% of Revenue Derived from Title IV Sources	67.2%	65.2%	62.01%	60.97%	62.34%
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### 2. Federal Regulatory Ratios

The Federal government calculates three ratios each year based on our submitted, audited financial statements. These three ratios (The Primary Reserve Ratio, The Equity Ratio, and the Net Income Ratio) are weighted and the weighted average of these three ratios must remain above 1.5.

Weighted Average Federal Regulatory Ratios	2.251	2.51	2.21	2.71	2.93
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## IV. BACKGROUND DATA

### X. FALL 2018 DEMOGRAPHICS

#### 1. Campus Enrollment

Campus Enrollment	3037	2798	698	256	6789
Percentage of Total Enrollment	45%	41%	10%	4%	100%

#### 2. Age

Average Age	26	22	32	29	25
19 Years and Under	28%	42%	2%	10%	30%
20–21 Years	16%	24%	5%	10%	18%
22–24 Years	14%	13%	12%	18%	13%
25–29 Years	16%	12%	27%	24%	16%
30–34 Years	11%	5%	22%	16%	10%
35–39 Years	6%	2%	16%	12%	6%
40–49 Years	6%	2%	13%	7%	5%
50–64 Years	3%	0%	3%	3%	2%
65 and Over	0%	0%	0%	0%	0%

#### 3. Ethnicity/Race

Asian	2%	2%	2%	1%	2%
Black	42%	39%	40%	97%	43%
White	2%	3%	5%	1%	3%
Hawaiian/Pacific Islander	0%	0%	1%	0%	0%
Hispanic	54%	26%	34%	1%	38%
Native American	0%	0%	0%	0%	0%
Non-Resident Alien	0%	30%	18%	0%	14%

#### 4. Gender

Female	67%	53%	81%	74%	63%
Male	33%	47%	19%	26%	37%



## X. FALL 2018 DEMOGRAPHICS

### 5. First Time/Transfer

First Time	67%	70%	48%	48%	66%
Transfer	33%	30%	52%	52%	34%

### 6. Home Residence

International	0%	27%	18%	34%	14%
Local	99%	59%	71%	66%	79%
Out of State	1%	14%	11%	0%	7%

### 7. Out of State

Alabama		1			1
Arizona		10	3		13
California		5	1		6
Colorado		1	1		2
Connecticut	8	86	10		104
Delaware		1			1
District of Columbia		5			5
Delaware		1			1
Florida	2	19	6		27
Georgia		4	1		5
Hawaii	1		1		2
Idaho	1	1			2
Illinois		5			5
Kentucky			1		1
Louisiana		1	1		2
Massachusetts		6	1		7
Maryland	2	18	3		23
Michigan		3	1		4
Mississippi			1		1
Missouri		1	1		2
North Carolina	1	4	5		10
New Hampshire		1			1
New Jersey	16	132	13		161
Ohio		4	1		5
Pennsylvania	2	16	8		26
Puerto Rico		19			19
Rhode Island		4	2		6
South Carolina		1			1
Texas	1	3	2		6
Utah		1			1
Virginia		7	3		10
Virgin Islands	1	32	4		37
Vermont		1			1
Washington		1			1
Wyoming	1				1
<b>Total</b>	<b>36</b>	<b>393</b>	<b>70</b>		<b>499</b>

## IV. BACKGROUND DATA

### X. FALL 2018 DEMOGRAPHICS

#### 8. Country

Albania		16			16
Algeria		2			2
Angola		1			1
Anguilla				1	1
Antigua and Barbuda	1	46	27	13	87
Argentina		1			1
Australia		5			5
Azerbaijan		1			1
Bahamas		49	2		51
Bangladesh		16			16
Barbados		2			2
Bassas Da India		1			1
Belarus		1			1
Belgium		1			1
Bermuda		11			11
Brazil		2			2
British Virgin Islands		1	1		2
Burkina Faso		1			1
Canada		4	1		5
Cayman Islands				1	1
Chile		1			1
China		120	2		122
Colombia		3			3
Commonwealth of Dominica		23	16	40	79
Congo, Republic of		2			2
Costa Rica		1			1
Croatia		1			1
Curacao		1			1
Czech Republic		1			1
Denmark		1			1
Dominican Republic		3			3
Ecuador	1	2			3
France		2			2
Gabon		1			1
Gambia, The		1			1
Germany		2			2
Ghana	1	1		1	3
Grenada		4	1	2	7
Guinea		2			2
Guyana		9			9
Haiti		2			2
Honduras		1			1
Hong Kong		3			3
India		118			118
Indonesia		1			1
Ireland		1			1
Israel		6			6
Italy		4			4
Ivory Coast		2			2
Jamaica	1	84	10	1	96
Japan		23			23
Kazakhstan		2			2

## X. FALL 2018 DEMOGRAPHICS

### 8. Country

Category	BX	NR	OL	SL	Total
Korea, South		12			12
Malawi		1			1
Malaysia		1			1
Mali	1	2			3
Mexico		1			1
Morocco		10			10
Nepal	2	20			22
Netherlands Antilles		7	7	1	15
Nigeria	1	11		2	14
Pakistan		3			3
Panama		5			5
Paraguay		1			1
Phillipines		1			1
Poland		1			1
Puerto Rico		11			11
Russia		1			1
Saint Lucia	1	4	2	168	175
Senegal		4			4
St. Maarten		16	8	2	26
South Africa		6			6
Spain		7			7
St Kitts and Nevis	1	21	32	9	63
St. Vincent and the Grenadines		2	4	14	20
Sweden		1			1
Taiwan		4	1		5
Tanzania	1				1
Thailand		1			1
Trinidad and Tobago		1	2		3
Turkey		6			6
Turkmenistan		1			1
Turks and Caicos Islands		2	1		3
Uganda		1			1
United Arab Emirates		1			1
United Kingdom		4			4
United States	3026	2028	580	1	5590
US Virgin Islands		3	1		4
Uzbekistan		4			4
Venezuela		1			1
Vietnam		2			2
West Indies		1			1
<b>Total</b>	<b>3037</b>	<b>2798</b>	<b>698</b>	<b>256</b>	<b>6789</b>

# V.APPENDIX

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## 2017 STRATEGIC PLANNING SUMMARY

The Strategic Planning Steering Committee introduced a third day to our Strategic Planning Retreat in 2017. The theme of the three-day retreat was a continuance of proactive, relationship-based enrollment management.

The first day (November 16) introduced a variety of wide-ranging topics regarding enrollment. A highlight was the opportunity to hear principals of several New York City high schools give their perspectives on the state of secondary to post-secondary advancement, especially in light of the College's newly established Presidential Partnership Program. An update on the brand new First Year Experience (FYE) Center provided a bird's eye view of its operations, including registration, orientation, and the mentorship program. A case study of adult learners' goals and motivations for enrolling in college was examined in detail.

A shift to institutional Strategic Planning in the afternoon drew a line to the concurrent development of

our Middle States Self-Study, with an institutional report card serving to clarify important achievements of the past year. Finally, President Jerome held a Town Hall, "Re-imagining our Vision, Mission, and Core Values," for the new 2018–2023 strategic planning period.

Day two (November 17) continued the enrollment theme by honing in on admissions and the FYE. Enlisting personnel from both the Bronx and New Rochelle campuses, the admissions team discussed evaluating and improving its processes and practices to support the new high school enrollment initiatives. A later session led by the FYE team provided a midterm progress report related to goals.

The third day (December 15) focused on the topic of assessment. The meeting's agenda included (a) an objective view of whether or not we are living our vision, mission, and core values; and (b) a detailed evaluation of the contents of the Outcomes Data Book.

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## Major achievements in 2017-2018

1. Opened Monroe College's International Hospitality Training Institute in Vieux Fort, St. Lucia
2. Expanded graduate programs: MS in Health Care Administration and MAT in Childhood Urban Education/Urban Special Education
3. Improved administrative operations and the academic experience of student internships
4. Restructured and improved the assessment model for the schools and for general education
5. Scaled up new course delivery formats (modules)
6. Received ACEN accreditation for the Nursing baccalaureate degree, resulting in full accreditation of all Monroe Nursing programs
7. Improved a financially sustainable student housing model
8. Closed the Queens Extension Center; expanded use of teaching facilities at the offices of DC-37, 125 Barclay Street, in lower Manhattan
9. Expanded the Dual Enrollment Program with select high school partners
10. Founded the Monroe Express (NJCAA Division III) in the Bronx
11. Developed initiatives to meet Title IX and "Enough is Enough" compliance and expanded training programs for the College community
12. Initiated an Annual Student Climate Survey
13. Closed out the 2015-2018 Strategic Plan
  - Prepared close-out reports of all supporting strategic plans (seven sub-plans and seven school plans)

### Closing Out the 2015–2018 Strategic Plan

This past summer, we closed out the 2015–2018 strategic planning period and prepared close-out reports of all strategic planning documents: the Strategic Plan, seven sub-plans, and seven school plans. In doing so, we were reminded of the many major advances Monroe College has made these past few years:

#### Achievements during the 2015–2018 Strategic Planning Period

1. Scaled up the Presidential Partnership Program by expanding the roster of high schools and initiating a more sustainable model for relationship- building
2. Realized promising initial outcomes resulting from the reorganization of Student Services and the building out of the FYE
3. Completed an inclusive community-based process for reviewing and revising our Mission, Core Values and Strategic Goals
4. Completed an inclusive community-based process for the Middle States Self-Study
5. Designated Monroe Online as a Center of Innovation – dedicated resources and a team of people to re-envision and revamp Monroe Online
6. Designated Adult Enrollment and Learning as a Center of Innovation – dedicated resources and a team of people to re-envision and revamp the Adult Learner experience

#### Corresponding Goals for the 2018–2019 Annual Planning Cycle

1. Build a communications plan for the Presidential Partnership Program that is efficient and consistent
2. Sustain efforts in the FYE and Student Services overall to ensure similar/better outcomes each year
3. Effectively launch the 2018–2023 Strategic Plan and its sub-plans
4. Finalize the first draft of the Self-Study and engage the College community in its completion
5. Continue to improve the Monroe Online student experience, build enrollment, and achieve better outcomes
6. Continue to improve the Adult Learner experience, build enrollment, and achieve better outcomes

## INSTITUTIONAL REPORT CARD 2015–2018

### Goal 1: Graduate Prepared Students

Track, analyze, and improve graduate employment and advanced educational outcomes	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Academic</li> <li>• Academic Outcomes Assessment</li> </ul>	<p>College-wide graduate outcome rates:</p> <ul style="list-style-type: none"> <li>• 2015: 95%</li> <li>• 2016: 94%</li> <li>• 2017: 96%</li> </ul> <p>In-field placement rates:</p> <ul style="list-style-type: none"> <li>• 2015: 48%</li> <li>• 2016: 57%</li> <li>• 2017: 60%</li> </ul>	Substantially achieved
Align internships with career goals in order to ensure students are career-ready and have an entrée into their field	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Academic</li> <li>• Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Interns who reported being hired by their employer: 41% in 2016–2017; 36% in 2017–2018</li> <li>• Employers who reported that they would consider the intern for full-time employment: 22% in 2015–2016; 29% in 2016–2017; and 48% in 2017–2018</li> </ul>	Substantially achieved.
Measure and improve effectiveness of general education; measure and improve academic support services	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Academic</li> <li>• Facilities</li> <li>• Financial</li> <li>• Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Piloted and implemented AccuPlacer for English and math placement, 2015 through 2017</li> <li>• Piloted and adopted adaptive software, ALEKS and Aplia, 2016–2018</li> <li>• Communication, Language, and Information Literacy (CLIC) committee evaluated general education curricula to better align with the needs of all programs, 2016–2017.</li> </ul>	Achieved/ongoing. We took steps to improve effectiveness of both general education curricula and academic support services, and are now assessing outcomes.

## INSTITUTIONAL REPORT CARD 2015–2018

### Goal 1: Graduate Prepared Students (continued)

Sub-Goal	Integrated Plans	Supporting Evidence	Evaluation
Expand graduate programs	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Academic</li> <li>• Technology</li> <li>• Facilities</li> <li>• Financial</li> </ul>	<p>Launched:</p> <ul style="list-style-type: none"> <li>• MS Accounting (16/WN)</li> <li>• MS Computer Science (16/WN)</li> <li>• MS Healthcare Administration (18/FL)</li> </ul> <p>To be launched in 2018–19:</p> <ul style="list-style-type: none"> <li>• (2) MAT Childhood &amp; Early Childhood Urban/Special Education (18/WN)</li> </ul> <p>In progress/proposal stage:</p> <ul style="list-style-type: none"> <li>• MFA Creative Writing</li> <li>• TESOL Extension</li> <li>• CASAC Certification</li> </ul> <p>Enhancements made to MBA concentrations, plus dual concentration enrollment</p>	Achieved/ongoing
Expand Monroe Online	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Academic</li> <li>• SEM</li> <li>• Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Increased the number and improved the quality of online courses and program offerings</li> <li>• Evaluated and launched the 7.5-week module for online delivery</li> <li>• Initiated six starts each year</li> </ul>	Achieved, with advancements in a variety of forms of delivery
Engage Alumni	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Academic</li> <li>• SEM</li> <li>• Facilities</li> <li>• Financial</li> </ul>	<ul style="list-style-type: none"> <li>• Reach to alumni has more than doubled in the last 10 years, from 23,000 to 49,000.</li> <li>• <i>Monroe College Connect</i>, a social media network, was launched and initially reached 1,500 alumni.</li> <li>• Seven continuing education programs are offered to alumni, with an average enrollment of 250 each year.</li> <li>• Homecoming events have taken off each Fall, with attendance up 56% in 2018 from the previous year.</li> </ul>	Achieved/ongoing



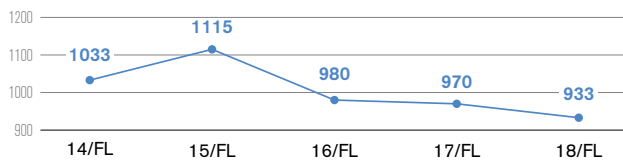
# INSTITUTIONAL REPORT CARD 2015–2018

## Goal 2: Shape Institutional Enrollment

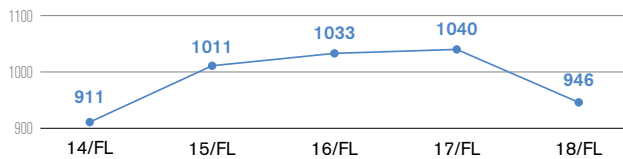
Sub-Goal	Integrated Plans	Supporting Evidence	Evaluation
Review and improve growth strategies for enrollment	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• SEM</li> <li>• Academic</li> </ul>	Enrollment (see below)	Partially achieved

### New Enrollment – by Campus

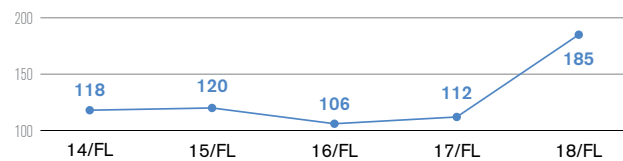
**Bronx • -9.7%**



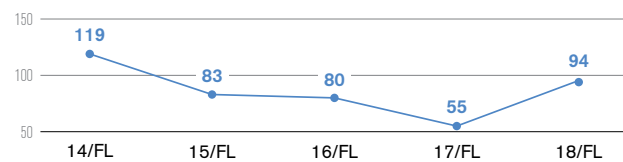
**New Rochelle • +3.8%**



**Monroe Online • +56.8%**

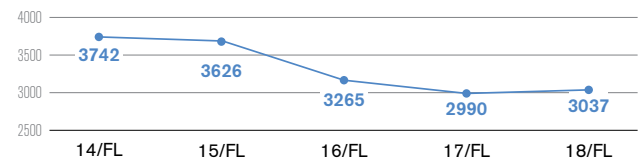


**St. Lucia • -21.0%**

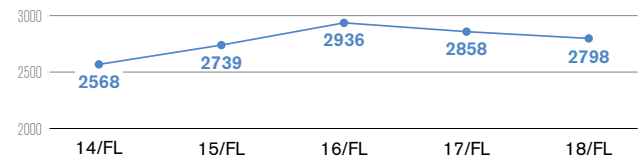


### Overall Enrollment – by Campus

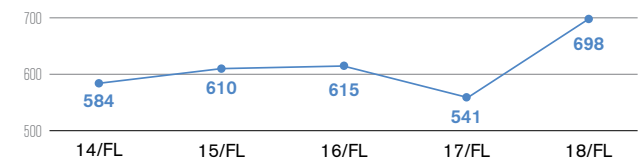
**Bronx • -18.8%**



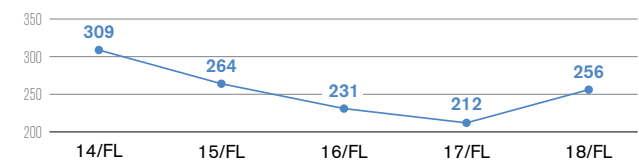
**New Rochelle • +9.0%**



**Monroe Online • +19.5%**



**St. Lucia • -17.2%**



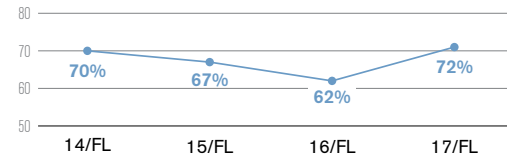
## INSTITUTIONAL REPORT CARD 2015–2018

### Goal 2: Shape Institutional Enrollment (continued)

Sub-Goal	Integrated Plans	Supporting Evidence	Evaluation																		
Increase percentage of conversions from associate to bachelor's programs	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• SEM</li> </ul>	<p><b>Conversion Rates</b></p> <table border="1"> <caption>Conversion Rates Data</caption> <thead> <tr> <th>Year</th> <th>Top Rate (%)</th> <th>Bottom Rate (%)</th> </tr> </thead> <tbody> <tr> <td>13-14</td> <td>60%</td> <td>44%</td> </tr> <tr> <td>14-15</td> <td>62%</td> <td>37%</td> </tr> <tr> <td>15-16</td> <td>62%</td> <td>53%</td> </tr> <tr> <td>16-17</td> <td>59%</td> <td>43%</td> </tr> <tr> <td>17-18</td> <td>65%</td> <td>48%</td> </tr> </tbody> </table>	Year	Top Rate (%)	Bottom Rate (%)	13-14	60%	44%	14-15	62%	37%	15-16	62%	53%	16-17	59%	43%	17-18	65%	48%	Rates Improved
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## INSTITUTIONAL REPORT CARD 2015–2018

### Goal 2: Shape Institutional Enrollment (continued)

Sub-Goal	Integrated Plans	Supporting Evidence	Evaluation																																	
Improve retention and graduation rates	<ul style="list-style-type: none"> <li>Strategic</li> <li>SEM</li> </ul>	<p>Overall Retention (All Degree Levels)</p>  <table border="1"> <caption>Spring Enrollment (Spring to Fall rates) 14–18</caption> <thead> <tr> <th></th> <th>14–15</th> <th>15–16</th> <th>16–17</th> <th>17–18</th> </tr> </thead> <tbody> <tr> <td>BX</td> <td>76%</td> <td>73%</td> <td>74%</td> <td>81%</td> </tr> <tr> <td>NR</td> <td>67%</td> <td>66%</td> <td>69%</td> <td>67%</td> </tr> <tr> <td>Online</td> <td>92%</td> <td>87%</td> <td>91%</td> <td>109%</td> </tr> <tr> <td>St Lucia</td> <td>71%</td> <td>80%</td> <td>78%</td> <td>90%</td> </tr> </tbody> </table> <p>Retention initiatives:</p> <ul style="list-style-type: none"> <li>Reorganized Bronx Student Services starting in Fall 2017, into the FYE Center, Office of Continuing Students, and Office of Transfers &amp; Readmission</li> <li>Developed FYE mentoring program</li> <li>Created a centralized student survey administered annually by IPEB starting in Fall 2017. Data is assessed and disseminated back to units to include in their plans for improvement and innovation. Departments included in the survey:             <table border="0" data-bbox="657 1627 1144 1753"> <tr> <td>Bursar</td> <td>Maintenance</td> </tr> <tr> <td>Career Services</td> <td>Public Safety</td> </tr> <tr> <td>Financial Aid</td> <td>Student Activities</td> </tr> <tr> <td>Information Technology</td> <td>Student Services</td> </tr> </table> </li> </ul>		14–15	15–16	16–17	17–18	BX	76%	73%	74%	81%	NR	67%	66%	69%	67%	Online	92%	87%	91%	109%	St Lucia	71%	80%	78%	90%	Bursar	Maintenance	Career Services	Public Safety	Financial Aid	Student Activities	Information Technology	Student Services	Achieved
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Information Technology	Student Services																																			

## INSTITUTIONAL REPORT CARD 2015–2018

### Goal 2: Shape Institutional Enrollment (continued)

Sub-Goal	Integrated Plans	Supporting Evidence	Evaluation
Launch additional degree programs	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Academic</li> <li>• SEM</li> <li>• Facilities</li> <li>• Financial</li> </ul>	<p>2015–2018:</p> <ul style="list-style-type: none"> <li>• AAS Diagnostic Medical Sonography</li> <li>• AAS/BBA Sports management</li> <li>• AS/BBA Human Services</li> <li>• BS Computer Networks &amp; Cybersecurity</li> <li>• MS Accounting</li> <li>• MS Computer Science</li> <li>• Master's in Public Health (MPH)</li> </ul> <p>Three new Master's programs will be offered beginning in 2018–2019:</p> <ul style="list-style-type: none"> <li>• MS Health Care Administration</li> <li>• MAT in Urban Early Childhood Special Education</li> <li>• MAT in Urban Childhood Special Education</li> </ul> <p>International Hospitality Training Institute opened in St. Lucia in October 2018 with an initial enrollment of 120 students.</p>	Achieved
Implement new course delivery formats	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Academic</li> <li>• Tech</li> </ul>	<p>New module rollouts:</p> <ul style="list-style-type: none"> <li>• 2017 Modules A and B</li> <li>• 2018 August module/orientation</li> </ul>	Achieved
Improve Spring enrollment	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• SEM</li> <li>• Academic</li> </ul>	<p>Spring '18 enrollment markedly improved college-wide</p> <ul style="list-style-type: none"> <li>• Re-registrations from 17/FL to 18/SP increased to 60%</li> <li>• May and July modules were put into effect in 2018</li> </ul>	Achieved
Explore additional extension sites	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Academic</li> <li>• Financial</li> </ul>	<p>The Queens Extension site closed in 2018 due to low enrollment. Beginning Fall 2018, expanded the use of DC-37 facility in lower Manhattan</p>	Achieved

## INSTITUTIONAL REPORT CARD 2015–2018

### Goal 3: Validate Program Quality

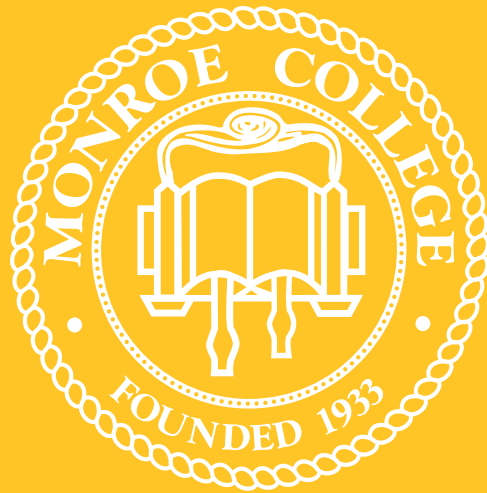
Develop Schools of Distinction	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Academic</li> <li>• SEM</li> </ul>	<p>Implemented a new process of academic assessment in 2017, taking these formative steps:</p> <ul style="list-style-type: none"> <li>• TaskStream was adopted to provide central repository for data and sharing of assessment outcomes</li> <li>• Institutional Assessment (IPEB) restructured the assessment process, protocols, meeting structures, and scheduling</li> <li>• Received NYS Education Department Teacher Opportunity Grant for School of Education</li> </ul>	Achieve/ongoing
Develop Faculties of Distinction	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Academic</li> <li>• Financial</li> </ul>	<ul style="list-style-type: none"> <li>• <i>Faculties of Distinction</i>, a faculty guide to assessment, evaluation, and development, was published in Fall 2018</li> <li>• W. Jeff Wallis Faculty of Distinction awarded in recognition of excellence</li> <li>• A faculty coaching program will be launched in Fall 2018</li> </ul>	Achieved/ongoing
Pursue external validation	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Academic</li> </ul>	<ul style="list-style-type: none"> <li>• The School of Nursing received full accreditation from ACEN for all of its programs</li> <li>• ACBSP reaffirmed accreditation of programs in the School of Business and Accounting</li> <li>• School of Hospitality Management and CINY is preparing international I-CHRIE accreditation documents</li> <li>• The School of Education received approval to submit a self-study in Fall 2019 for accreditation from CAEP.</li> </ul> <p>Developed an IPEB page on the College website for access to Accreditation, Assessment, Research, and Planning information</p>	Achieved/ongoing

## INSTITUTIONAL REPORT CARD 2015–2018

### Goal 4: Allocate Resources Appropriately

Sub-Goal	Integrated Plans	Supporting Evidence	Evaluation
Publish Facilities Master Plan	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Facilities</li> <li>• Financial</li> </ul>	<i>The Monroe College Facilities Master Plan 2015–2018</i> was published in 2016.	The Facilities Master Plan was published and implemented.
Analyze the effectiveness of institutional aid on enrollment	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• SEM</li> <li>• Financial</li> </ul>	<p>Instituted three major grant opportunities:</p> <ul style="list-style-type: none"> <li>• Presidential Partnership Program (PPP)</li> <li>• Transfer Grant</li> <li>• Corporate Partnership Grant</li> </ul> <p>IA spending represented 11.7% of Gross Revenue in 2015–2016 and that percentage increased to 20.2% in 2017–2018.</p>	Early in 2018, it was determined that the rate of growth was not sustainable. As a result, all institutional aid programs have been evaluated for effectiveness and efficiency.
Develop financially sustainable housing model	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• SEM</li> <li>• Financial</li> </ul>	<p>A housing consolidation plan closed out several housing facilities in New Rochelle through 2017–2018.</p> <p>Opened Locust Hall, Fall 2018.</p>	Substantially improved
Continue to enhance budgetary controls	<ul style="list-style-type: none"> <li>• Strategic</li> <li>• Financial</li> </ul>	<p>Implemented new strategy to prioritize resource allocations during periods of varying revenue.</p> <p>Began a systematic expense reduction initiative through tightened fiscal controls. Reductions have had limited impact on services to students.</p>	Achieved through an inclusive, proactive process. New budget software (Questica) was successfully launched.





# **MONROE** **COLLEGE**

## **BRONX CAMPUS**

2501 Jerome Avenue  
Bronx, NY 10468

## **NEW ROCHELLE CAMPUS**

434 Main Street  
New Rochelle, NY 10801

## **SAINT LUCIA CAMPUS**

Vide Boutielle Highway  
Castries, Saint Lucia

## **MONROE ONLINE**

[www.monroecollege.edu](http://www.monroecollege.edu)