

**New York City College of Technology**  
**Overview of University and Sector Goals**  
**2015-2016**

A review of the 2015-2016 PMP numerical indicators reflects some positive trends and several areas that require continued attention.

- **Measures related to full-time faculty:** As predicted, there was a modest increase in faculty scholarship indicators, continuing a slow but steady pattern of increase. Since 2010, the indicator has risen from 0.5 to 0.8. On the other hand, the percentage of instruction delivered by full-time faculty and the FTE / full-time faculty ratio have deteriorated. Both of these indicators reflect the impact of the City Tech's recent faculty workload reduction, which reduced the number of instructional hours taught by full-time faculty. This workload reduction has not yet been offset by the budget support necessary to address the declining number of instructional hours taught by full-time faculty.
- **Progress toward degree completion/Baccalaureate:** Average credits earned in one year by baccalaureate students, the percentage who earn 30 credits per year and one-year retention of FT/FT freshmen in baccalaureate programs all met targets and reflected improvement. One-year retention of transfers into baccalaureate programs experienced a small decline, occasioned perhaps by the very rapid expansion of that cohort (as discussed in focus goals).
- **Progress toward degree completion/Associate:** Average credit accumulation was below target, but identical with the previous year; Percentage earning 30 credits improved substantially over the previous year, and was very close to the target; One-year retention modestly exceeded the target. The most problematic area, as indicated elsewhere, is the percentage of remedial students successfully exiting remediation after one year.
- **Graduation Rates:** Overall graduation rates continue to improve in every category, and the six-year graduation rate of FT/FT baccalaureate students was the highest it has ever been.
- **Student Satisfaction:** This past year was not one with Noel Levitz data, but the 2015 numbers showed modest improvement in virtually every category, and we look forward to see the 2017 data. We fully expect student satisfaction data to improve as our new facilities come on-line, allowing us to create actual space for student activities and services.
- **Full-time faculty from Under-Represented Groups:** We note a typo in the fall 2015 number for percentage of minority full-time faculty. The current percentage is 36.8, continuing a pattern of increase, as does the percentage of women full-time faculty. The College has focused on advancing these indicators despite the relative scarcity of women and minority candidates in most STEM and specialized high-tech areas.

- **Transfer to Baccalaureate Programs:** Percentage of students transferring to a baccalaureate program, the transfer rate, and the mean GPA of transfers into our baccalaureate programs all continue to increase at significant rates with the transfer rate of AA/AS graduates reaching 74.8%. This highlights the relevance of the thirteen baccalaureate programs that have been developed and phased in over the past decade.
- **Additional Licensure Exam Results:** **Dental Hygiene** - clinical certification exam results posted a 94% pass rate, the evening student cohort posted a 100% pass rate. **Radiologic Technology** (State licensure exam) – 94% pass rate. **Vision Care** – State Board Practical’s 92 % and National Certification (ABO & NCLE) 100% pass rate.

## **New York City College of Technology**

### **Focus Goals Report**

**2015-2016**

City Tech's 2015-2016 Focus Goals stemmed from the goals established by the College's 2014-2019 Strategic Plan, which has set high expectations for academic program development, faculty renewal, improved student outcomes, enhanced fund raising activities, and expanded institutional partnerships.

#### **1. Enhanced Fundraising Activity**

Although we are several weeks away from a final number, it is clear that the College will fall short of the hoped for \$2 million projected for 2015-16, with a total of approximately \$1.4 M. However the College's three-year fund-raising average continues to increase.

Our pipeline currently contains a combination of grant proposals and naming opportunities totaling over \$3 million which are in various stages of completion. And, a campaign to allow a broad range of constituents to participate in naming opportunities in our new academic building under construction is about to launch. These efforts are beginning to reach the level of maturity to which the Foundation has long aspired. In this regard, the consultants from GG&A felt that City Tech's fundraising was doing quite well and we are supportive of key parts of their proposed shared services model, especially shared database services and prospect research, from which our small fundraising staff could benefit. We have also moved to implement their recommendations related to mobilizing City Tech alumni base in support of the College and a promising platform for crowdfunding projects that benefit students will be rolled out to alumni shortly. Enhancements to the server on which it resides are all that remains before the platform, titled Invest-Innovate-Inspire, goes live. The most compelling professional literature suggests that approaches like crowdfunding are important tools to turn millennial alumni into lifelong donors.

I note that the City Tech Foundation Board has been in transition as a long-serving Board Chair recently retired, along with two other senior members, and four promising new members have been recruited over the past year. Additional members are being approached with the clear goal of identifying members capable of substantial contributions and meaningful commitment. Among the new Board members are John Lam, the CEO of the Lam Group, a rising conglomerate that holds nearly 30 New York City hotels, plus a wide range of related holdings, and Marc James, a retired investment banker who has already demonstrated that his connections to major New York City corporations will be of considerable use. In the coming year, the Foundation will also expand the number of fundraising activities, including informal gatherings in the homes of Board members, to introduce the College to potential donors, and a repetition of our successful Chefs Celebrate City Tech, which brings back our most successful culinary arts graduates, including well-known chefs, to a tasting event. We are optimistic that a broad range of fundraising activities, including but not limited to naming opportunities, will produce a successful year. This year's fundraising gala was strongly supported by our new Board members and raised over \$200,000 - exceeding its target by approximately \$40,000. The ongoing reinvention of the Foundation Board is extremely promising for the future of fundraising at City Tech..

## **2. Graduation Rates**

In City Tech's 2015-16 Focus Goals, a complex pattern of institutional transformation is described, one in which perhaps the most dynamic factor is the dramatic increase in the number of students who transfer into our baccalaureate programs. In fall 2005, baccalaureate students comprised 32.2% (3,757) of a degree-seeking population of 11,672. Over ten years of substantial growth, this percentage grew to 44.3% (7,215) of a degree-seeking population of 16,281. In other words while the overall degree-seeking population grew by 48%, the number of baccalaureate students grew by 92%. As we continue to add workforce relevant baccalaureate programs - programs largely unique within CUNY, one can expect the numbers of students seeking baccalaureate degrees will quickly exceed 50 % of our registered degree students.

Graduation rates increased slightly in every category captured in the 2015-16 Goals document, and in every case exceeded the target. The figure that exceeded target by the most was the four-year graduation rate for transfers into baccalaureate programs. That pattern of increase is especially important when we consider the consistent increase in the number of students transferring into these programs each year. This dynamic is reflected in the following comparison: in fall 2005 there were 282 outside transfers into City Tech's baccalaureate programs, in fall 2010 there were 429q and by fall 2015 that number had doubled to 920 outside transfers – 45 % are from non-CUNY institutions.

Remedial mathematics instruction remains an area of considerable concern, and drives a continuing decline in the percentage of remedial students able to exit remediation at the end of two semesters. Much has been written about declining mathematics skills in high school graduates. Although this may partially explain the predicament, it also serves as a challenge to develop successful pedagogy for math remediation. While the number of new students needing remediation slowly declines, we cannot abandon those with deficits. Grant-funded programs to enhance mathematics instruction in STEM-related areas are moving forward, and we will carefully monitor progress. Some new interventions have been attempted, with mixed results. A 15-hour workshop at the start of the summer allowed successful students to complete a credit-bearing math course during the summer instead of spending the summer in remediation. Similarly, 24 of 25 students who took a 30-hour remedial workshop during the 2016 winter session were able to continue into a credit-bearing course. It is clear, though, that these interventions are successful primarily with students who are near college readiness in mathematics. Efforts continue to find more effective ways to assist those in need of more extensive intervention

To facilitate entry into the College, an integrated Freshman Orientation, jointly sponsored by Student Affairs and Academic Affairs, will be expanded to include all academic departments in August 2016. The College is also providing a mobile-friendly app that connects students to their departments and to college-wide services and activities. Communications about degree requirements have been made more accessible. Pathways and transfer articulation agreements have been clarified. And important new supports have been put in place. I also note that City Tech initiated an ASAP program this year that is focused on STEM majors. This initiative will have a positive impact on student retention and eventually graduation.

## **3. Academic Program Development**

The College fulfilled its stated goals for creating new baccalaureate programs and updating existing baccalaureate and associate offerings. Specifically, a baccalaureate program focused on the Business and Technology of Fashion was completed, a framework was completed for a bachelor's degree in BioMedical Technology, and the process of establishing an accredited five-year Bachelor of Architecture program was initiated. These new programs will provide graduates with skill sets

that address business and industry needs, and provide associate degree graduates across the system with expanded transfer and career opportunities.

#### **A - The Business and Technology of Fashion**

The College completed and advanced to the Board of Trustees a BS degree entitled the Business and Technology of Fashion that was approved by the Board's CAPP Committee on June 6, 2016. Following SED approval the College will implement this program during the 2016-2017 academic year. City Tech was in a unique position to offer this innovative program, which provides associate degree graduates with the technology-based proficiencies that allow them to engage the challenges presented by e-commerce, rapid changes in business practices, and emerging global markets. Fashion has been a significant driver of trade and manufacturing, and the technological transformation of the fashion industry will only accelerate. This program supports the goals of NYC Economic Development Corporation's FashionNYC2020 initiative by preparing the next generation of management and merchant leaders. As planned, the College's existing AAS degree in Fashion Marketing is being converted to an AS degree, to increase the strength of the program and allow for broader transition of associate degree graduates to the proposed baccalaureate program.

#### **B - BioMedical Technology**

BioMedical technology is a major area of product development, research, and career opportunities. During the past year the College explored the development of an upper division (2+2) BioMedical Technology program and a stand-alone bachelor's degree in BioMedical Technology. Both approaches leveraged existing offerings in design, manufacturing and mechatronics, and existing associate and baccalaureate programs in Computer, Electrical, and Mechanical Engineering Technology. A working group was established that encompassed faculty from all the engineering technology departments, and following consultation with appropriate stakeholders, the decision was made to pursue development of a stand-alone BS degree in BioMedical Technology. The framework for this offering is currently being developed and a formal program proposal will be advanced during the 2016-2017 academic year. The program will be structured to accept associate degree graduates from Computer, Electrical, and Mechanical Engineering Technology programs, thereby building upon the specialized interests of these students and providing them with an expanded range of professional career opportunities.

#### **C - Establishing a Five-Year Bachelor of Architecture Degree accredited by the National Architecture Accreditation Board (NAAB).**

The program framework for a five-year bachelor's degree in Architecture has been completed, the formal request to enter the accreditation process has been initiated, and the program proposal will be submitted to the NAAB in September, 2016. A formal visit by the NAAB will occur during the fall semester of 2016.

The original proposal advanced by the School of Technology and Design involved the conversion of its existing Architectural Technology B.Tech program to a five-year Bachelor of Architecture program. However, after significant engagement with industry consultants and guidance from the NAAB accreditor, the decision was made to retain and modify the existing four-year architectural Technology program and establish a fifth-year program that would allow qualified students to complete the requirements for a NAAB accredited Bachelor of Architecture Degree. This approach provides a seamless program ladder by which students can attain an associate degree, a B.Tech degree, and an accredited Bachelor of Architecture degree – ensuring that the opportunity to pursue a career in architecture will remain within the reach of all students.

#### **4. Establish a Professional Development Center**

The Professional Development Center (PDC) was established during the fall semester of 2015 with the charge of preparing students for the successful transition from classroom to workplace. The Center serves as a locus for student workforce preparation activities and centralized activities related to internships, business and industry engagement, and career preparation activities. The PDC infrastructure facilitates the dynamics of internet-paced employment and internship activities.

##### **➤ Internship Management & Expansion**

Career service tracking software (Symlicity) was acquired and employed to facilitate student, employer, and academic department activities. This software interface went live in February 2016 and was branded “CityTechConnect.” The system allows students to establish accounts and work with advisors to match their expertise and readiness to employer interests, thereby focusing students on the most appropriate internships. Since the tracking system became operational in February 2016, 314 internships were facilitated. This represents over a 50% increase in the number of internship during all of 2014-2015. (This increase does not include internships secured by students using PDC between July 2015 and January 2016.) Since initiation of the database 1,063 students have established a CityTechConnect account.

##### **➤ Expanded Employer Engagement**

As a consequence of the College’s expanding portfolio of workforce relevant programs, business and industry interest in the College’s skilled graduates continues to grow. The College is fully engaged in fostering this activity and has utilized CityTechConnect’s on-line platform to facilitate employment and internship opportunities. Since the system became operational, 497 businesses have established accounts on CityTechConnect (vs 140 business listings in the previous year). In addition, the College has expanded its workforce training partnership with the NYC Department of Small Business Services (SBS) and participates in NYC “Tech Talent Pipeline”- a public-private partnership designed to support the growth of the city’s tech ecosystem. Relations with Microsoft, Infor, and other tech-sector firms have also expanded providing additional opportunities for students and graduates.

Other examples of the College’s engagement include:

- City Tech is active in the Brooklyn Tech Triangle and Dumbo Heights initiatives.
- The Brooklyn Tech Triangle Internship Program (funded by SBS) supported 100 student internships during the past year.
- Targeted industry cohort-based internships are in the Pipeline at the Brooklyn Navy Yard.
- A cohort-based internship program is under development with the YWCA.
- In January of 2016 the Tech Jobs Academy was launched at City Tech (a partnership between City Tech, Microsoft and SBS). This training program met all programmatic goals and achieved an 85% graduation rate. The second cohort is currently underway.
- Partnership with Infor is expanding - Infor and City Tech are committed to building a Center of Excellence for job development and application innovation at City Tech. This Center of Excellence will pilot in fall of 2016.

##### **➤ Preparing Students for Employment and Workplace Expectations**

The PDC evolved a series of workshops and seminars that assist students in developing the attributes that employers look for in candidates including technical skills, leadership and ability to work on a team, written and verbal communication skills, a strong work ethic, as well as initiative and flexibility. Students are required to work with an advisor in the PDC before they can post their resume to CityTechConnect and access the employer database.