

**The Faculty Senate
The City College of New York**

Shepard Hall, Room 150
160 Convent Avenue
New York, NY 10031



David Jeruzalmi, PhD
Chair
V: 212.650.5365
E: dj@ccny.cuny.edu

February 13, 2017

Dear Senators and Colleagues,

First, let me join others who have welcomed you back to the spring semester.

Second, I wanted to update you on the search for the next President of City College. The search firm Isaacson and Miller have developed an advertisement and a position profile for this open position; this advertisement appears in a number of targeted outlets and on the Isaacson & Miller website (<http://www.imsearch.com/searches/details/content/S6-091>). Nominations and applications are being accepted through this site.

Third, please find the agenda for the next Plenary Meeting of the Faculty Senate on February 16, 2017. The major item on the agenda will be a presentation on the City College budget.

Third, I wanted to call your attention to openings in a number College-wide efforts that require faculty participation. These are:

- 1) Faculty Ombuds;
- 2) Faculty member of the Auxiliary Enterprise Corporation (AEC);
- 3) The City College delegation to the University Faculty Senate (UFS);
- 4) Senate Affairs committee of the Faculty Senate.

Nominations for these open positions should be forwarded to Professor David Lohman (dlohman@ccny.cuny.edu) or myself (dj@ccny.cuny.edu). Elections to these open positions will be conducted by the Senate Affairs committee.

Let me also remind you that we need at least 34 senators to have a quorum for our meeting. I appreciate that this is a busy time of the year, but we need your participation as we deliberate important decisions affecting the future of the College. Please come and make sure that your voice is heard.

I look forward to seeing you on February 16th.

Sincerely,

David Jeruzalmi

David Jeruzalmi
Professor of Chemistry & Biochemistry and Faculty Senate Chair

**The Faculty Senate
The City College of New York**



Proposed: February 16, 2017
Adopted: February 16, 2017
Vote:

Plenary Meeting

February 16, 2017
SH 250

AGENDA

| | |
|---|----------------|
| Call to order | 2:00 PM |
| Approval of the minutes from plenary of Dec 15, 2016 | 2:05 – 2:07 PM |
| Remarks of the Chair | 2:10 PM |
| Report from interim President Vincent Boudreau | 2:15 – 2:25 PM |
| Resolution opposing the Presidential Executive Order on Immigration | 2:25 – 2:45 PM |
| Report from the Office of the Student Affairs | |
| Report of Faculty Senate Committees | 2:45 – 3:15 PM |
| College Wide Resources Committee | |
| Presentation on the budget by Felix Lam | |
| Report from the Ombuds | 3:20 PM |
| Old Business | 3:21 PM |
| New Business | 3:22 PM |
| Adjournment | 3:23 PM |

**The Faculty Senate
The City College of New York**



Proposed: April 27, 2016
Adopted: April 27, 2016
Vote: **Unanimous**

**Minutes of the
Faculty Senate Plenary
February 16, 2016
Shepard Hall 250
The City College**

Present: Interim President V. Boudreau, Interim Provost M. E. Driscoll; Senior Associate Provost D. Cintron, Associate Provost A. Undieh, Senior VP L. Zinnanti, VP F. Lam, AVP Lloyd, Executive Counsel Occhiogrosso

Deans: K. Foster, G. Gebert, E. Koch, C. Stewart

Directors: M. Brownlee, T. Scala, M. R. Strzeszewski

Senators: M. Bengoa-Calvo, C. Brakewood, P. Brass, W. Crain, L. Cardoso, B. Cronin, E. Crull, C. Dalglish, J. Davis, A. Dhawan, A. Feigenberg, S. Fritton, J. Gallagher, A. Gilerson, J. Gonzalez, P. Gottlieb, M. Gunner, M. Gutman, R. Higney, M. Holober, A. Janakiraman, D. Jeruzalmi, B. Judell, R. Kalia, B. Kim, A. Kisery, G. Kreitzer, D. Lohman,

R. Menon, R. Miller, G. Mitchell, J. Moore, F. Moshary, L. Paik, R. Paino, M. Poros, R. Raj, C. Riobo, S. Rosenbaum, S. Rudenstine, S. Schaller, R. Stark, R. Steinberg, S. Thangaraj, J. Valle, S. Van North, T. Watson, S. Weiss, D. Weissman

Excused: S. Rings

Guests: E. Medina, L. Galman, J. LoGiudice, M. Ortiz, G. Matos, C. Li, E. Lopez, T. Walker

- 1. The meeting was called to order at 2:12 PM**
- 2. The minutes of the Senate Plenary of December 16th, 2016 were approved.**
- 3. Remarks of the Chair. The Chair made a few announcements:** 1) The Governor's proposed budget was issued and this signals the beginning of the New York State Budget process. 2) The CCNY Presidential Search Committee has started its work. 3) The Faculty Ombuds position remains open. 4) The University Faculty Senate has reached out for nominations for open seats in the City College delegation to the UFS. 5) There is a vacancy for a member of the faculty on the board of the Auxiliary Enterprise Corporation, 6) The Faculty Senate Affairs committee has several vacancies. Faculty interested in any of the above position should contact David Lohman, Chair of the Faculty Senate Affairs Committee or the Chair.
- 4. Report from Interim President Boudreau (2:15 pm)** First, Interim President

Boudreau emphasized that the release of numbers from 21st Century Foundation is the beginning, not the end of public disclosures of funding at the College. It is the beginning of a substantial and ongoing process. Second, he discussed the recently released state budget and its potential consequences for CUNY. He also outlined the ongoing process of budgeting for the coming year. Many items in the campus budget have been administered on an ad-hoc basis from the President's discretionary budget; this will change in the coming year and a transparent budget will be developed to increase accountability. Finally, he discussed the circulation of recent anonymous emails circulating on campus, emphasizing that the administration would take such emails as an act of bad faith and that the Senate was the appropriate venue for such issues. In response to questions regarding the oversight of foundation money and the administrative salaries to which some of that money had been applied, the Interim President confirmed that all salary supplements required the approval of the Chancellor and that salary supplements were a part of the process of attracting faculty and administrators to the College. Looking to the future, Boudreau outlined plans to strengthen development and communications efforts in concert with a clearer sense of the College's baseline financial position.

- 5. Resolution Opposing the Presidential Executive Order on Immigration (3:08 pm)** Prof. Bruce Cronin outlined the resolution. The resolution was approved by voice vote with 1 abstention.
- 6. Report from the Office of Student Affairs (3:17 pm)** Joseph LoGiudice, LMSW, Director of the AccessAbility Center, discussed the Center's mission and distributed pamphlets outlining faculty procedures for interacting with the center and maximizing its availability to students.
- 7. Presentation on the Budget by Felix Lam (3:28 pm)** Felix Lam discussed the process of planning for the year's budget and many of the decisions that were made in building the budget, including the various funding cuts that had been accounted for in the FY 2017 budget, the maintenance of the University-mandated CUTRA reserve, the College's e-permit deficit, and the shift to a dollar-based budget at the level of the College's divisions. At the present stage in the budget planning process, the FY 2017 budget is balanced, though under significant stress from many directions.
- 8. The meeting was adjourned at 4:17 pm.**

Respectfully,
Robert Higney
Secretary of the Senate

Chair's Report
David Jeruzalmi

021617

Let me start by wishing you welcoming to the first plenary meeting of the Spring semester. I know that for many of you this will be a semester full of challenges.

I have a few announcements to make:

- 1) The Governor's proposed budget was issued late last week and this signals the beginning of the New York State Budget process. The overall news is not as dire as previous years, but my information is that it is likely that additional cuts are coming. Today, I have emailed you a copy of the Chancellor's analysis of the Gov budget.
- 2) Presidential search committee. I have distributed public information about the advertisement for the position and provided information about nominating candidates. And now the process goes silent.
- 3) Open positions.
 - a. The Faculty Ombuds position remains open
 - b. University Faculty Senate has reached out for nominations.
 - i. Total = 11 seats; Grown from 10 since last year
 - ii. Three Senators to represent full-time faculty through May 2020,
 - iii. One Senator to represent part-time faculty through May 2020.
 - iv. The UFS Charter asks for a one-third annual rotation of Senate seats. Our current UFS senators are: Senators Binz-Scharf (2019), Brass (2019), Crain (2019), Dalglish (2017), Jeruzalmi (2019), Kornhauser (2018), Li (2018), Miller (2017), Raj (2018), and Stemberg (2017). Three of these seats are expiring in 2017. Dalglish, Miller and Sternberg. Four total to be elected.
 - v. Up to three Alternate Senators to serve through May 2018, two representing full-time faculty and one representing part-time faculty.
 - c. Faculty Member of the Auxiliary Enterprise Corporation. *The Auxiliary Enterprise Corporation* (AEC) at The City College of New York provides operational and administrative oversight over revenue-generating entrepreneurial activities at the college.
 - d. Senate Affairs Committee has several vacancies.
- 4) Please send nominations to myself or David Lohman for these positions; The SA committee would like to move ahead with elections to these positions at the next plenary if possible.



ISAACSON, MILLER
www.imsearch.com

The City College of New York

AN INVITATION TO APPLY FOR PRESIDENT THE CITY COLLEGE OF NEW YORK

"The experiment is to be tried, whether the children of the people, the children of the whole people, can be educated; and whether an institution of the highest grade, can be successfully controlled by the popular will, not by the privileged few." – Dr. Horace Webster, Founding President, City College of New York

"Open the doors to all. Let the children of the rich and the poor take their seats together and know of no distinction save that of industry, good conduct, and intellect." – Townsend Harris, Founder, City College of New York

"...working-class colleges have become vastly larger engines of social mobility...for example, the City University of New York system propelled almost six times as many low-income students into the middle class and beyond as all eight Ivy League campuses, plus Duke, M.I.T., Stanford and Chicago, combined." – David Leonhardt, The New York Times

THE SEARCH

The City College of New York (City or CCNY), our country's first free public institution of higher education and the flagship campus of the City University of New York (CUNY), seeks a new president, a leader who will chart the college's course – and steward its core commitments to access and excellence – into the future.

Since its founding 170 years ago, City College has represented one of the nation's great experiments in public education and, today, it remains one of the country's great democratic achievements. For generations of students, many of them working class and immigrants, City College has been life changing, an engine of economic mobility and a pathway to a brighter future. The college is a microcosm of New York City itself, with one of the most diverse, aspirational, and ambitious student bodies of any college in America. Over half of City College's 16,544 students were born abroad, hailing from 153 countries and speaking 99 languages other than English. Thirty-two percent of the student body is Hispanic, 22 percent is African American, 22 percent is Asian, and 24 percent is White. One third of CCNY's students come from households with incomes of \$20,000 or less, and 70 percent of students graduate debt free. It is very much an institution built by and for New Yorkers and their city.

Located in Harlem, on a beautifully historic campus, City's College's storied past echoes, in many ways, the history of the city and neighborhood it calls home. The college's footprint stretches across 36 acres, from 133rd Street to 140th Street, bounded by St. Nicholas Terrace and

St. Nicholas Park on the east and Amsterdam Avenue on the west. The physical plant comprises 16 buildings, including two new state-of-the-art science research buildings and the New York Structural Biology Center, an organization of nine eminent academic research institutions. The college's beautiful original five buildings, designed by George Browne Post in the NeoGothic style, have landmark status. In recent years, Harlem has found a second renaissance, attracting investment, redevelopment, and new construction. The City College neighborhood, as a college community, is particularly attractive and new businesses, restaurants, and other commercial and residential properties have revitalized the surrounding neighborhood, now positive selling point for prospective students and faculty.

City College supports an excellent faculty and regularly attracts strong pools of applicants for its faculty searches. Its location in New York City is a strong selling point, increasingly so, as is the college's mission and commitment to serving the city's students. City boasts an academically strong faculty totaling 1650, including 628 full-time faculty and over 1000 adjunct faculty who support the core teaching of the college. The distinguished faculty includes Fulbright scholars, Guggenheim fellows, MacArthur "Genius" Grant recipients and winners of the Pulitzer Prize, Emmy Awards, Grammy Awards and National Book Awards. In addition, current faculty members collectively hold 12 memberships in the National Academy of Science, National Academy of Engineering and Institute of Medicine. CCNY has 22 University Distinguished Professors and 14 named chairs, the latter more than any other CUNY college.

City continues to attract an increasingly strong and diverse student body. After experimenting with open admissions from 1969 until 1999, CUNY's Central Office altered its policies and implemented a more selective admissions operation for the system's senior colleges. Since then, City College has become more selective while, notably, retaining its diversity, which in turn serves to strengthen the college's student recruitment efforts. Application numbers and SAT scores have increased steadily in recent years.

City College has the largest undergraduate research program in the New York metropolitan area, giving students the chance to work side by side with eminent scientists and mentors. It is home to 20 research institutes in the sciences, engineering, and social sciences, and students are engaged in ongoing investigations in nanoscience, photonics, alternative energy, the life sciences, water resources, transportation and public policy. The Grove School of Engineering, the Division of Science, and the CUNY School of Medicine (formerly the Sophie Davis School of Biomedical Education) lead CCNY in external research grants, and faculty across all of CCNY's schools and divisions received over \$58 million in external grants in 2015-16.

Throughout its continued growth and evolution, City College has remained true to its legacy of access, opportunity, and transformation. It is one of the nation's most storied institutions of higher education and the primary avenue of advancement for generations of New Yorkers. The College's graduates include nine Nobel laureates (an achievement that no other public institution has surpassed) and numerous nationally recognized leaders in diverse academic, cultural, social, political, scientific, and commercial fields. City College alumni are grateful for the many opportunities afforded to them by their City experience, and they remain deeply loyal to the institution and committed to its ever-brighter future.

In 2017, CUNY Chancellor James B. Milliken announced a new strategic framework that articulates a bold and clear vision for CUNY's future, including an intensified commitment to student success and improved graduation rates across the system. Both the Chancellor's framework and Governor Andrew Cuomo's recent call for free tuition for New York State students have been well received by higher education and political leaders across the city and state, and underline the increasing importance and potential for impact of institutions like City.

Today, City College stands at the intersection of its historical past and the promise for a vibrant future. It has strong programs with excellent student appeal, and, looking forward, it has the opportunity to add to its menu of academic choices and sharpen student success, aiding both mission and the financial resources available to the institution. With strong leadership, this is a moment in City's history when it can maximize its many assets.

CITY UNIVERSITY OF NEW YORK

City College is a member of the 24-campus City University of New York system. CUNY is the nation's largest urban public university and one of the most diverse, serving 270,000 students in credit-bearing programs and 226,000 adult and continuing education (non-credit) students, with total degree-credit enrollment growing at an average annual rate of 2.5% per year. Since 2000, billions of dollars have been invested to rebuild, enhance and expand the University's campuses. The CUNY Graduate School of Journalism, CUNY School of Public Health, Macaulay Honors College and Guttman Community College are among the colleges and graduate schools recently established. Today, the University is serving record enrollments, offering tuition-free education to seven in 10 full-time undergraduates as a result of federal, state and CUNY financial aid.

In 2014, James B. Milliken was appointed Chancellor of The City University of New York by the CUNY Board of Trustees. Since then, Chancellor Milliken has developed and implemented initiatives to improve access to higher education in New York City, especially for underrepresented groups and the city's most vulnerable youth, helped scale up innovative programs to ensure that more students attain graduation in a timely manner, and expanded efforts that provide workplace experience and advance the opportunities for successful careers. He has also increased significantly support and scholarships to a number of important groups, including undocumented students, known as "DREAMers," students who have been in the foster care system, students from the corrections system who are reentering their communities and military veterans. Under his leadership, CUNY launched its first School of Medicine, on the City College campus, and opened its new Graduate School of Public Health and Health Policy.

In January 2017, as noted above, Chancellor Milliken shared his priorities for the CUNY system through a comprehensive strategic framework. In addition to calling for improved student success and stronger graduation rates, the plan also calls for enhanced shared services and easier transfer processes across CUNY institutions. More information about the framework can be found online here: <http://www1.cuny.edu/sites/connected/>.

STUDENTS

Total City College student enrollment in 2016 was 16,544, including 13,315 undergraduates and

3,229 graduate students. As of fall 2015, 63.5% of students attended City full-time and 36.5% attended part time. City College remains committed to its mission of providing a high-quality, competitive, and affordable education. In 2016, undergraduate tuition was \$3,165 per semester, well below the nationwide average for public four-year in-state institutions, which the College Board reported at \$9,410 for 2015-2016. Approximately 75% of City students receive financial aid, including federal, state and city assistance, and more than \$5 million in privately funded scholarships. Forty-two percent of students receive aid covering their full tuition, and 59% of the freshmen class attends tuition free; 58% of students are Pell grant recipients. As a result of aid and City College's affordable tuition, 70% of students graduate debt free.

With the restructuring of admissions policies and the elimination of remediation in 1999, the academic strength of the student body has increased and the emphasis on academic distinction has had a strong effect on City's appeal. For first-time freshman entering in fall 2016, CCNY received 28,836 applications and offered admission to 40% of applicants. Total transfers numbered approximately 1,500. Gradual increases in freshman criteria have also had an impact on SAT scores; average SAT Critical Reading and Math scores for first-time, non-SEEK, non-ESL freshmen increased from 1026 in fall 2008 to 1124 in fall 2015. In 2016, CCNY was recognized by *The Princeton Review*, *US News & World Report (USNWR)*, *Forbes*, and *Washington Monthly* as one of the nation's "Best Colleges." In 2017, *The New York Times* reported that The Equality of Opportunity Project (<http://www.equality-of-opportunity.org>) identified CCNY as number one in the nation among 369 select public colleges for economic mobility, with the highest percentage of graduates who move two or more quintiles up the income ladder. Thirty-six percent of City College students who come from families whose income is in the bottom fifth rise to the top fifth as adults.

In the wake of increased admissions standards, student diversity continues to remain a hallmark of City College and African-American, Hispanic, and Asian students comprise over 70% of the student body. Increases in admission criteria, declining numbers of eligible New York City high school graduates, and improving undergraduate retention rates have impacted the composition of first-time freshman, transfer students, and continuing and readmitted undergraduates, which has shifted over the last several years. Between fall 2012 and fall 2016, the number of first-time freshman increased by 31%, the number of graduate students decreased by 13%, and the number of transfer, continuing, and readmitted undergraduates remained flat. Most of the decline in graduate students has been in education and arts and humanities.

In 2010, City College identified several priorities for CCNY's future success, of which student retention and success was primary. With a six-year graduation rate of 35% in June 2009, CCNY fell short of rates within CUNY and at other urban public institutions. City College set a six-year graduation rate goal of 50% for the fall 2010 freshmen cohort. As of 2016, CCNY has shown progress, with a six-year graduation rate of 42% and a first year retention rate of 87%.

City College is intimately tied to the city it serves. Seventy-six percent of students come from New York City public schools, and many of its Education graduates go on to teach in the city's public school system. There are also fruitful research opportunities and partnerships between City faculty and the NYCPS system.

PEOPLE & PROGRAMS

City is comprised of four divisions (Humanities and the Arts, Interdisciplinary Studies, Science, and the Colin L. Powell School for Civic and Global Leadership), and four professional schools: Bernard and Anne Spitzer School of Architecture, School of Education, Grove School of Engineering, and the CUNY School of Medicine at City College. The School of Architecture and School of Education are the only public schools of their kind in New York City.

City College has approximately 1653 faculty members, including 628 full time faculty members and 1025 adjunct faculty members. 95% of faculty hold PhDs or terminal degrees in their fields and 38% are full professors. Professional and full-time staff total 1538 and play a critical role in assisting faculty and students in maintaining the success of the entire CCNY community. All of City College's faculty and staff are represented by the CUNY Professional Staff Congress (PSC), the union that represents the 27,000 faculty and staff at CUNY and the CUNY Research Foundation. PSC is dedicated to advancing the professional lives of its members, enhancing their terms and conditions of employment, and maintaining the strength of the nation's largest, oldest and most visible urban public university.

City College received over \$58 million in external grants in 2015-16. Between 2014 and 2015, CCNY's research expenditures increased approximately five percent, from \$55 million to \$58 million. Research in biomedical science and engineering are reinforced by traditional and emerging strengths in transportation and infrastructure, computer networks and communications, robotics, computational and theoretical physics, and cellular and molecular biology. In 2015, the state-of-the-art City College Center for Discovery and Innovation and the CUNY Advanced Science Research Center, which is directed by the CUNY Graduate Center, opened on City College's South Campus. Both are expected to have a substantial long term effect on City science.

Collectively, City's schools and divisions offer 73 undergraduate majors and 47 masters programs, of which 10 are interdisciplinary. CCNY is driven by curricula that emphasize natural sciences, arts, and professions, and top undergraduate majors include engineering, psychology, visual and performing arts, and biological and biomedical sciences. In addition, CCNY grants PhDs in biomedical engineering, chemical engineering, civil engineering, electrical engineering and mechanical engineering; and in biology, biochemistry, chemistry and physics, jointly with the CUNY Graduate Center. In the fall of 2016, CCNY accepted its first cohort of 70 students into the new Medical School. Students enter as undergraduates and in seven years emerge with a BS and an MD degree. The School was originally founded as a two-year medical school in 1973 as the Sophie Davis School of Biomedical Education.

The Division of Interdisciplinary Studies at the Center for Worker Education (CWE) offers working adults two Undergraduate Degree programs (Interdisciplinary Studies and Early Childhood Education) as well as a master's degree program in the Study of the Americas. Classes meet once per week in the evenings, and Saturday classes and online options are also offered. In fall 2015, 338 students were enrolled in CWE.

THE CAMPUS

City College is located in Harlem, stretching across 36 tree-lined acres on Manhattan's upper west side. The campus consists of 16 buildings, including five historic buildings from its original footprint plus modern buildings added over time. In 2006, City College opened the first residence hall to be built on campus in its 165-year history. While most students commute from the city's five boroughs, the Towers residence hall provides accommodations for 589 resident students. City is committed to becoming a sustainable campus and lowering its carbon footprint through its CCNY Green Task force, established in 2007 by The Office of the President.

The recently completed \$706 million CUNY Advanced Research Center and City College Center for Discovery and Innovation serve as a gateway to the south campus of City College. The Advanced Science Research Center features approximately 200,000 square feet of space for advanced research in interdisciplinary fields and links regional, national, and international scientists with researchers from CUNY campuses across the city. CCNY's Center for Discovery and Innovation includes 400,000 square feet of laboratories, imaging facilities, office space, and an electron microscopy vivarium. Together with the adjacent [New York Structural Biology Center](#), the buildings represent a critical step in CUNY's commitment to becoming a national leader in visionary scientific research.

City is committed to supporting and collaborating with various community organizations and businesses through its Division of Government, Community, and Cultural Affairs. The City College Partnership is dedicated to building and strengthening relationships within the campus community and the surrounding neighborhoods.

ALUMNI & EXTERNAL RELATIONS

City College is incredibly proud of its alumni. They are ambitious and hard-working people and more alumni than at most distinguished universities achieved great and publicly acknowledged results. General Colin Powell, Edward Koch, Andrew Grove, Oscar Hijuelos, and Jonas Salk were New York and national favorites. They represent the ethos of the place. Most CCNY graduates choose to stay, live in, and contribute to New York. Over the years, they have populated business, government, civic and not for profit life, and the academy and can be found in the leadership of all of those great institutions. They have started businesses. They are figures in finance. They serve as public officials. They lead non-profits and they are distinguished academics. They are the strength and sinews of New York.

Since launching a major campaign in 2008, CCNY has raised almost \$400 million. There are enthusiastic alumni, willing to aid City College and eager to join the efforts of a new administration.

FINANCES

City College's projected 2016-17 operating budget is \$233 million, funded mainly by state support and tuition revenue. Like many public institutions of higher learning, CUNY and City have faced financial challenges in recent years, including decreases in public funding and

changes in enrollment patterns. In response to these and other factors, City College proposed a 10% budget reduction last year and introduced responsibility centered management that requires departments with the most significant dips in enrollment, education and humanities, to make the most substantial cuts. In addition, the CUNY Board of Trustees has approved a tuition increase for 2017-18, which the state must also approve; the revenue generated by this proposed increase would support fixed costs across the system's colleges.

In the last five years, City College has received approximately \$44 million in direct state appropriations for state of good repair projects on campus. This is in addition to other funding allocated to City College by CUNY's Central Office of Facilities Planning, Construction, and Management in support of capital projects. In addition, the college received \$16 million in city elected official funding over the last five years for various small capital projects on campus.

GOVERNANCE

The City College of New York is governed by the City University of New York Board of Trustees, a seventeen-member board responsible for the governance, maintenance, and development of all senior colleges and community colleges within the CUNY system.

Reporting directly to the president, City College's senior leadership team includes the provost and senior vice president for academic affairs, senior vice president of administration and chief operating officer, executive counsel to the president, vice president for finance, vice president for government, community, and cultural affairs, assistant vice president for information technology, vice president for student affairs, and assistant vice president for facilities.

THE PRESIDENT'S ROLE: OPPORTUNITIES & CHALLENGES

The president reports to the Chancellor of the CUNY system and works closely with the College's senior leadership team. The College's next president will provide strategic, transparent leadership and work to galvanize the community around a shared vision for CCNY's future. Specifically, the president will work to address the following challenges and opportunities:

Passionately steward and advance the mission of City College, championing its dual commitments to excellence and access in all of the president's work.

From its beginnings, City College has catered to ambitious and talented young people, most of whom emerged, historically, from the New York City Public Schools. City has been increasingly selective since 1999, attracting an increasingly capable and consistently diverse student body. City College intends for its students to acquire an education of the highest caliber, consistent with the great universities across the country; this is the college's aspiration for all of its students – those who emerge from every socio-economic group, especially the most disadvantaged students from the City of New York.

Lead a transparent, inclusive, community-wide strategic planning process. Evaluate and tactically enhance City's programmatic offerings to ensure academic excellence and distinction, financial stability, and strong enrollment numbers.

City College has historically developed increasingly strong and research-driven disciplines, departments, and schools. The state and students are eager to find academic programs in which they find their passion and acquire the skills and experiences that will lead them to highly successful careers and engaged citizenship. City has the opportunity to provide a liberal education, and an experiential education, that engages students with relevant work related to their studies, and with studies that lead them directly into rewarding careers. Strong programs, accurately organized, can also create the financial strength that City College needs. The president will need to lead an inclusive strategic planning effort that helps CCNY develop programs that are financially viable, student responsive, and academically excellent.

Strengthen City College's internal systems and administrative processes with an eye towards improving support services, cutting costs, and reducing redundancies.

Like all public universities, City College is constantly trying to do more with its resources. There are opportunities for better systems, for investment in IT, and for efficient operations that create resources for academic use. CCNY, like its peers, will need to attend carefully to the development and management of these efforts in collaboration with CUNY's Central Office, which just recently unveiled a revamped administrative structure to improve system-wide efficiency. Relatedly, City's next president must also attend to the campus's physical plant. The college has a great many facilities – some of them beautiful and historic, some more modern and utilitarian, and some with significant deferred maintenance. The campus needs a comprehensive master plan analysis for capital investment purposes over the long term.

Working with CCNY's senior leadership team, develop a centralized budget structure that will incentivize growth-oriented behavior among the College's deans and improve the College's overall fiscal health.

Research universities all across the country have adopted a variety of responsibility-centered management and centralized budget frames that incentivize deans to build programs that are student and faculty responsive and financially sustainable. Every ambitious developing university tinkers carefully with its incentive structure to maximize results. City College will need careful attention to its internal budget allocations and to the framework of CUNY's and New York State's financial rules. CCNY has opportunities to build stronger incentive structures that will ultimately reward the college with improved resources.

Recruit and retain a diverse and academically distinct faculty and continue to build sponsored research.

City College is located in the heart of Harlem on a beautiful campus in one of the great vibrant cities of the world at a time of optimism and prosperity. Many young faculty are attracted to NYC and are attracted, perhaps even more so, to City's core mission. For every tenure track opening, City has many excellent choices. The college has built a fine faculty, and looking to the future, it has the potential to build one of the very best. The university intends to strengthen its scholarly and research productivity in every field – in the arts and humanities, in the sciences, and in the social sciences – and fully expects to see its strong sponsored research grow

substantially during the tenure of the next president. This will take both smart investment and recruitment.

Develop a broad, multi-faceted plan for significantly improving the College's student retention and success rates. Improve on the support structures currently in place for the College's vibrant and diverse student body.

City's student body reflects the ethnic and socio-economic diversity of NYC. Students are able and ambitious, often with limited financial resources and complicating stresses that impact their attendance and persistence. The college's retention and graduation rates reflect the reality of these students' experiences. The CUNY system has learned through experimental programs in its two-year colleges and other pilot programs that retention and graduation rates can be significantly improved through the use of early warning systems and close personal attention from a mentor or advisor. Echoing the core themes of Chancellor Milliken's [new strategic framework](#), one of the highest priorities of City's new president must be to dramatically improve the success and retention rates of CCNY's students.

Lead the College's fundraising and community-building efforts by fostering strong relationships and collaborations with alumni, community leaders, and other CCNY friends and supporters.

City College's alumni are driven and highly-selective, a group that has prospered greatly in the world. Many if not most remain in and around New York, and they retain a deep gratitude and respect for City and the important role it played in shaping their lives. They understand that City remains committed to serving a socioeconomically diverse student body, one that represents the heterogeneous cross-section of today's New Yorkers, just as it did during their college days, and they are eager to ensure an equally rewarding college experience for this generation of students. City's development function currently includes a handful of rather disparate fundraising efforts, and the new president, working with the CUNY system, needs to create a coherent, unified, and highly professional fundraising apparatus, one that can contribute, in a meaningful and sustainable way, to the college's resources.

Work effectively with the CUNY Central Office leadership and CUNY Board of Trustees. Look for opportunities to collaborate with other universities, inside and outside of the CUNY system.

City College operates within the largest metro university system in the country, the City University of New York. CUNY, and its component parts, is a mission driven organization central to the life of New York City. It has a central administration eager to collaborate with the campuses across the system and a Board committed to its future. CCNY's president will work closely with the CUNY chancellor and Board as they interface with both state and city political leaders to sustain the mission of City College. City College's president must be the face of City within the city.

THE QUALIFICATIONS OF THE PRESIDENT

The City College of New York seeks an exceptional leader with the vision, leadership qualities,

and energy to inspire all members of the CCNY community. The Search Committee understands that no single candidate will have all of the ideal qualifications but seeks candidates with the following experience and abilities:

Tested and Inspirational Leadership: An exemplary record of success leading complex units or institutions marked by creative innovation and an astute sense for organizational dynamics; a transparent and galvanizing leadership style that will motivate colleagues and earn the confidence of all the college's constituents; the capacity to weave a compelling and authentic narrative about an institution, and a record of advancing an organization's profile and reputation.

Dedication to Access and Excellence in Public Higher Education: Evidence of an understanding of the distinctiveness of City College and its legacy in New York City; the ability to balance the college's growing research mission and academic excellence with an unwavering commitment to its core mission of access, opportunity, and transformation for the citizens of New York City and beyond; fluency in, and passion for, the culture of public higher education.

Intellectual Leadership and Academic Distinction: A strong academic record or equivalent measure of excellence and a commitment to exceptional scholarly inquiry; a deep appreciation of the college's research mission and the capacity to build research, teaching, and scholarly programs at significant scale; a commitment to the full range of academic disciplines.

Demonstrated Financial and Managerial Acumen: The ability to build strong management teams, execute large, ambitious, and fiscally responsible plans, and make difficult decisions. A record of success in creating financially sustainable budget models for large, complex institutions and an innovative approach to revenue generation.

Proven Commitment to Diversity and Inclusion: Substantial experience with diverse students, faculty, and communities, and a record of well thought-out and executed strategies aimed at enhancing diversity broadly (socio-economic status, culture, ethnicity, academic discipline, etc.); experience recruiting and retaining a diverse faculty, and building an integrated, inclusive, and welcoming campus culture; recognized skill as a gifted communicator about issues related to diversity and inclusion.

Dedication to the Student Experience: The desire, empathy, and commitment to be visible and accessible to students, communicating clearly and often with the student body; a readiness to listen carefully and follow through in tangible ways so that students believe their voices have been heard; deep personal commitment to teaching and learning; experience building the management and personnel systems that substantially improve student success.

Political Savvy and Strength as a Communicator: Evidence of well-developed political and diplomatic skills needed to effectively lead a public institution; demonstrated effectiveness in representing the institution's missions and goals with diverse constituencies and securing resources and support; rapport with corporate, educational, governmental, and private sector leaders.

Passion for Fundraising and Community Building: Proven success and appetite for fundraising; the desire to represent City College compellingly to donors and to develop ideas that will support philanthropic goals; the ability to energize students and alumni to support and champion the college at a level consistent with its aspirations; the capacity to connect with and relate to members of the City College community on a personal level.

An Exceptional Leadership Style: Excellence in communication with the ability to energize and inspire faculty, students, staff, parents, alumni, trustees, and external stakeholders; the capacity to cultivate and sustain collegial relationships, and build consensus around difficult issues; a collaborative, inclusive, and transparent leadership style with a willingness to consult and listen.

Personal Character: Uncompromising personal and professional integrity; a charismatic and optimistic personality; the highest standards of ethics and accountability; self-awareness; a style of communication that is values-based, honest, and transparent and operates well under pressure.

TO APPLY

The anticipated start date for the president will be fall 2017. Inquiries, nominations/referrals, and resumes with one to two-page cover letters, should be directed in confidence to:

John Isaacson, Chair
Katie Rockman, Managing Associate
Sarah Hadjian, Associate
263 Summer Street
7th Floor Boston, MA
02210
www.imsearch/6091

Electronic submission of materials is strongly encouraged.

*Diversity and inclusion are core values of The City University of New York. We believe adherence to these values creates an environment that best allows our students, faculty and staff to learn, to work and to succeed. CUNY encourages people with disabilities, minorities, veterans and women to apply. At CUNY, Italian Americans are also included among our protected groups. Applicants and employees will not be discriminated against on the basis of any legally protected category, including sexual orientation or gender identity.
EEO/AA/Vet/Disability Employer.*

**The Faculty Senate
The City College of New York**



Proposed: February 16, 2017

Adopted: February 16, 2017

Vote: 49:0:1

***requires 34 affirmative votes to pass**

Resolution to Overturn Presidential Executive Order of January 27, 2017 and Oppose the Increased Raids against those Designated as Undocumented Aliens

The Faculty Senate of the City College of New York strongly urges Congress member Adriano Espaillat (New York's 13th Congressional District) and New York State Senators Chuck Schumer and Kirsten Gillibrand to take the following actions:

1. propose and/or support legislation overturning President Trump's Executive Order, "Protecting the Nation from Foreign Terrorist Entry into the United States," of January 27, 2017;
2. publicly oppose the recent policy of massive targeting, detaining and deporting undocumented immigrants in New York City and around the United States.

BACKGROUND

The President's executive order bans refugees, visitors, students, and permanent residents from "countries of particular concern," from entering the United States for 90 days and suspends the U.S. Refugee Admissions Program for 120 days, after which the administration will determine whether to continue or expand the ban. Numerous statements by Administration officials make it clear that the order targets Muslims, in particular those fleeing the violence of war zones in the Middle East. This ban also affects many college students, some of whom study at City University of New York colleges. The order has been temporarily suspended by several U.S. federal courts and the suspension was upheld by the U.S. Court of Appeals for the 9th Circuit.

Accompanying this order has been a series of raids conducted by agents from the Immigration and Custom Enforcement agency against those suspected of living in the United States without documentation. During the weekend of February 11, more than 600 people were detained, 40 of whom were in New York City. Many of those arrested and detained have lived in the United States most of their lives.

Almost 40% of the city's population of 8.2 million is foreign-born, according to a 2013 study by the City Planning Commission. In at least nine neighborhoods, more than half the residents are foreign-born.

The Executive Order could directly affect approximately 120 students at The City University of New York, as well as some faculty and staff. Moreover, almost 40 percent of CUNY's undergraduates were born in another country and many others are the children of immigrants, both documented and undocumented. The faculty and staff at City College does not make distinctions between our students based on their place of birth or immigration status.

The Faculty Senate is an elected body representing all of the faculty at City College.

Executive Committee (2016-2017):

David Jeruzalmi (Chair), Bruce Cronin, Anne Kornhauser, Jorge Gonzalez, Renata Miller, Richard Steinberg, David Weissman

March 6, 2017

Honorable Adriano Espaillat
United States Congressman, 13th District
163 West 125th Street
New York, New York 10027

Dear Congressman Espaillat,

Enclosed is The City College of New York's Faculty Senate Resolution to overturn the Presidential Executive Order of January 27, 2017.

For over 160 years, The City College of New York has supplied affordable world-class education that has empowered the City of New York's children of the working class and new immigrants. CCNY's enrollment of roughly 16,000 students includes recent high school graduates as well as working adult and immigrants. Some 85 foreign languages are spoken on campus, which has been ranked by US News and World Report as one of the most diverse college campuses in the nation. It is also a leader nationally in graduating minority engineers and conferring graduate degrees on minority students.

It is our hope that you are able to lend your voice to ours and take a stand against the recent Presidential Order and side with the students and faculty of our institution.

If you have any questions regarding this letter, please do not hesitate to call my office at (212) 650-6400.

Sincerely,



Karen Witherspoon
Vice President

March 6, 2017

Honorable Kirsten Gillibrand
United States Senator
780 Third Avenue, Suite 2601
New York, New York 10027

Dear Senator Gillibrand,

Enclosed is The City College of New York's Faculty Senate Resolution to overturn the Presidential Executive Order of January 27, 2017.

For over 160 years, The City College of New York has supplied affordable world-class education that has empowered the City of New York's children of the working class and new immigrants. CCNY's enrollment of roughly 16,000 students includes recent high school graduates as well as working adult and immigrants. Some 85 foreign languages are spoken on campus, which has been ranked by US News and World Report as one of the most diverse college campuses in the nation. It is also a leader nationally in graduating minority engineers and conferring graduate degrees on minority students.

It is our hope that you are able to lend your voice to ours and take a stand against the recent Presidential Order and side with the students and faculty of our institution.

If you have any questions regarding this letter, please do not hesitate to call my office at (212) 650-6400.

Sincerely,



Karen Witherspoon
Vice President

March 6, 2017

Honorable Charles Schumer
United States Senator
780 Third Avenue, Suite 2301
New York, New York 10027

Dear Senator Schumer,

Enclosed is The City College of New York's Faculty Senate Resolution to overturn the Presidential Executive Order of January 27, 2017.

For over 160 years, The City College of New York has supplied affordable world-class education that has empowered the City of New York's children of the working class and new immigrants. CCNY's enrollment of roughly 16,000 students includes recent high school graduates as well as working adult and immigrants. Some 85 foreign languages are spoken on campus, which has been ranked by US News and World Report as one of the most diverse college campuses in the nation. It is also a leader nationally in graduating minority engineers and conferring graduate degrees on minority students.

It is our hope that you are able to lend your voice to ours and take a stand against the recent Presidential Order and side with the students and faculty of our institution.

If you have any questions regarding this letter, please do not hesitate to call my office at (212) 650-6400.

Sincerely,



Karen Witherspoon
Vice President

From: Ger, Vicki (Gillibrand) Vicki_Ger@gillibrand.senate.gov
Subject: RE: Support CCNY Resolution for Immigration
Date: March 7, 2017 at 11:05
To: Karen Witherspoon kwitherspoon@ccny.cuny.edu
Cc: David Jeruzalmi dj@ccny.cuny.edu



Ms. Witherspoon,

Thank you for providing the CCNY Resolution. I have flagged this for the Senator and shared it with my colleagues as well.

Sincerely,

Vicki Ger, Esq.

Director of Immigration and Foreign Affairs

U.S. Senator Kirsten Gillibrand

T: (212) 909-0488 | F: (866) 824-6340 | vicki_ger@gillibrand.senate.gov

From: Karen Witherspoon [mailto:kwitherspoon@ccny.cuny.edu]
Sent: Monday, March 06, 2017 3:09 PM
To: Patino, Alexandra (Gillibrand) <Alexandra_Patino@gillibrand.senate.gov>
Cc: David Jeruzalmi <dj@ccny.cuny.edu>; Ger, Vicki (Gillibrand) <Vicki_Ger@gillibrand.senate.gov>
Subject: Support CCNY Resolution for Immigration

Ms. Alexandra Patino
Director of Immigration & Foreign Affairs
Office of the Honorable Kirsten Gillibrand
780 Third Avenue, Suite 2601
New York, NY 10017

Dear Ms. Patino,

Attached is The City College of New York's Faculty Senate Resolution to overturn the Presidential Executive Order of January 27, 2017.

It is our hope that Senator Gillibrand is able to lend her voice to ours and take a stand against the recent Presidential Order and side with the students and faculty of our institution.

If you have any questions regarding this letter, please do not hesitate to call my office at (212) 650-6400.

Sincerely,

Karen Witherspoon
Vice President

vice President
Division of Government, Community & Cultural Affairs
The City College of New York
Wille Administration Building
160 Convent Avenue, A205
New York, NY 10031
P: 212-650-6754 F: 212-650-6415

From: Vorperian, Karine (Schumer) Karine_Vorperian@schumer.senate.gov
Subject: RE: Support CCNY Resolution for Immigration
Date: March 6, 2017 at 15:51
To: Karen Witherspoon kwitherspoon@ccny.cuny.edu
Cc: David Jeruzalmi dj@ccny.cuny.edu, Lynch, Mike (Schumer) Mike_Lynch@schumer.senate.gov, Kaufman, Marisa (Schumer) Marisa_Kaufman@schumer.senate.gov

KV

Dear Ms. Witherspoon,

Thank you for contacting our office. Below please find Sen. Schumer's statement on the new travel ban as well as what he said on the Senate floor today. Hope this information helps.

Best regards,

Karine

Schumer Statement on President Trump's New Travel Ban

Washington, D.C. – Washington, D.C. – U.S. Senator Charles E. Schumer today released the statement below in response to President Trump's new travel ban:

"A watered down ban is still a ban. Despite the Administration's changes, this dangerous executive order makes us less safe, not more, it is mean-spirited, and un-American. It must be repealed.

Delaying its announcement so the President could bask in the aftermath of his joint address is all the proof Americans need to know that this has absolutely nothing to do with national security. Despite their best efforts, I fully expect this executive order to have the same uphill climb in the courts that the previous version had."

###

The second issue I'd like to discuss is the travel ban, the recently reissued executive order on immigrants and refugees.

Now that we have the details, it is clear that while the Administration has made some very minor changes, it has done nothing to alter the core thrust of the order, which I believe is terribly misguided, and nothing to address the core concerns of the 9th Circuit Court of Appeals, which ruled the original order was potentially unconstitutional.

Moreover, we know that the Administration delayed its announcement and implementation so that President Trump could bask in the aftermath of his joint address. That should be all the proof Americans need to know that this executive order has everything to do with optics and absolutely nothing to do with national security. If national security was at stake, it shouldn't have been delayed one day.

The truth is: there is very little new or improved about this executive order. It's barely a fresh coat of paint on the same car that doesn't drive.

It is still a travel ban. It is still a refugee ban. It still makes us less safe, not safer—according not just to me, but to Republicans like Senator McCain. It still attempts to turn innocent immigrants and refugees into scapegoats and it still doesn't do the things that would actually make us safer, like going after lone wolves and closing the loopholes in the Visa Waiver Program.

The new executive order is still mean-spirited, misguided, and, in my judgement, goes against what America is all about in being a country that accepts and cherishes immigrants, not disdains them. I fully expect it will have the same uphill climb in the courts that the previous version had.

From: Karen Witherspoon [mailto:kwitherspoon@ccny.cuny.edu]
Sent: Monday, March 06, 2017 3:09 PM
To: Vorperian, Karine (Schumer) <Karine_Vorperian@schumer.senate.gov>
Cc: David Jeruzalmi <dj@ccny.cuny.edu>; Lynch, Mike (Schumer) <Mike_Lynch@schumer.senate.gov>
Subject: Support CCNY Resolution for Immigration

Ms. Karine Vorperian-Grillo
Director of Immigration Issues
Office of the Honorable Charles Schumer
780 Third Avenue, Suite 2301
New York, NY 10017

Dear Ms. Vorperian-Grillo,

Attached is The City College of New York's Faculty Senate Resolution to overturn the Presidential Executive Order of January 27, 2017.

It is our hope that Senator Schumer is able to lend his voice to ours and take a stand against the recent Presidential Order and side with the students and faculty of our institution.

If you have any questions regarding this letter, please do not hesitate to call my office at (212) 650-6400.

Sincerely,

Karen Witherspoon
Vice President
Division of Government, Community & Cultural Affairs
The City College of New York
Wille Administration Building
160 Convent Avenue, A205
New York, NY 10031
P: 212-650-6754 F: 212-650-6415

FY 2017 Budget Overview

Faculty Senate Briefing

February 2017

Agenda

- FY 2016 Year End
- FY 2017 Budget Building
- FY 2017 Preliminary Budget and Risks
- FY 2017 Balancing Plan
- FY 2017 Budget

FY 2016 Year End

| | |
|--|------------------|
| Resources | |
| Tax Levy Allocation | 143,723.0 |
| Tuition above/(below) Target | 0.0 |
| Total Resources | 143,723.0 |
| | |
| Expenses | |
| PS Regular | 117,827.5 |
| Adjuncts | 8,812.4 |
| Temporary Services | 6,503.7 |
| Total PS | 133,143.7 |
| OTPS | 10,814.0 |
| Total Expenditures | 143,957.7 |
| | |
| Resources over/under Expenditures | (234.7) |
| | |
| CUTRA | 4,056.0 |
| | |
| Year End Balance | 3,821.3 |

Dollars in Thousands

E-Permit Loss

- FY 2016 Tax levy revenue assumes e-permit reduction of \$452K.
- Preliminary e-permit loss includes Summer 2015 and Fall 2015 credits.
- FY 2015 funding loss was \$317K

| | Host College (credits) | HOME College (SR credits) | HOME College (CC credits) | Host College (\$ funds) | HOME College (\$ funds)-SR | HOME College (\$ funds)-CC | Total |
|--------------------|---------------------------|------------------------------|------------------------------|----------------------------|-------------------------------|-------------------------------|---------------------|
| Undergraduate | 712 | 1,147 | 1,126 | \$ 195,800 | \$ 315,288 | \$ 236,460 | \$ (355,948) |
| Graduate | 77 | 304 | - | \$ 32,725 | \$ 129,200 | \$ - | \$ (96,475) |
| Grand Total | 789 | 1,451 | 1,126 | \$ 228,525 | \$ 444,488 | \$ 236,460 | \$ (452,423) |

CUTRA- Year End Projection

- Estimated Year End CUTRA Projected to be \$3.8 Million
- “True CUTRA” is estimated at \$2.6 Million
- Projected Year End CUTRA assumes College meets its Tuition Target.
- As of May 24, 2016, \$83.1 Million has been collected against a Target of \$88.7 Million.

| | |
|-----------------|------------|
| Projected CUTRA | \$ 3,821.5 |
|-----------------|------------|

To be Spent:

| | |
|------------------------|-------------------|
| Strategic Initiatives | \$ 800.0 |
| Lump Sums | \$ 300.0 |
| Differential Tuition | \$ 100.0 |
| Total Committed | \$ 1,200.0 |

| | |
|------------------|------------|
| Net CUTRA Amount | \$ 2,621.5 |
|------------------|------------|

Building the FY 2017 Budget

- FY 2015 Actual Expenditures Used as Base
- Incorporates FY 16 Reduction of 3.6% for Academic Budgets
- Incorporates FY 16 Reduction of 5% for Administrative Budgets
- Incorporates Tuition Target Adjustment of \$3.3 Million
- Incorporates 2% CUNY Funding Reduction for FY 17

FY 2017 Preliminary Base Budget

| Division | PS- Regular | Adjunct | Temporary Service | OTPS | Total |
|--------------|----------------|---------|----------------------|---------|-----------|
| Academic | \$72,740 | \$7,662 | \$3,130 | \$1,353 | \$84,886 |
| Non-Academic | \$39,788 | \$25 | \$1,941 | \$6,839 | \$48,594 |
| Total | \$112,528 | \$7,687 | \$5,071 | \$8,192 | \$133,479 |

Note:
Includes South Campus

Dollars in Thousands

FY 2017 Budget- Preliminary Base Adjustments

| Initiative | Amount |
|--|---------|
| Hold Education and Humanities Harmless | \$2,200 |
| Hold Harmless Academic Units by 1.25%* | \$1,222 |
| Provide EC Revenue to Divisions | \$793 |
| FY 16 Step Increases | \$1,100 |
| FY 17 Step Increases | \$1,112 |
| Total | \$6,427 |

**All Administrative Division budgets reduced by 2%*

Dollars in Thousands

FY 2017 Budget

| Division | Total |
|-------------------------------------|-----------|
| Academic Base Budgets | \$84,886 |
| Non-Academic Base Budgets | \$48,594 |
| Total Base Budget | \$133,479 |
| Budget Adjustments (Previous Slide) | \$6,427 |
| Revised Budget | \$139,907 |

Dollars in Thousands

FY 2017 Preliminary Budget Balanced

| <i>Revenues</i> | | |
|--------------------------------|-----------|----------------|
| Tax Levy Budget | \$ | 139,710 |
| Tuition Above/Below Collection | \$ | - |
| Total Revenues | \$ | 139,710 |

| <i>Expenses</i> | | |
|-------------------------|-----------|----------------|
| Base Divisional Budgets | \$ | 133,479 |
| Budget Adjustments | \$ | 6,427 |
| Total Expenses | \$ | 139,907 |

| | | |
|----------------------------|-----------|--------------|
| Projected Shortfall | \$ | (197) |
|----------------------------|-----------|--------------|

FY 2017 Budget Risks

- Budget Assumes College Meets Tuition Target
- Assumes No Funding Loss Associated with E-Permits
- PS Budget Less than Actual Payroll by \$1.7 Million
 - Savings to be made by Attrition and Administrative Hiring Freeze
 - Increases Associated with Prevailing Rate Determinations not Assumed in Budget
- Low Funding Levels (\$3.8 Million) for:
 - Facilities (*\$1.2 M*)
 - IT (*\$425K*)
 - Library (*\$626K*)
 - *Engineering (\$914K)*
 - *Academic Services (\$600K)*
 - *Communications (\$14K)*

Total Budget Risk: \$5.5 Million

FY 2017 Potential Savings

| Item | Amount |
|-------------------------------|----------------|
| RF Funding | \$1,350 |
| Development | \$1,000 |
| Energy Savings | \$500 |
| ACE Revenue | \$100 |
| Transfer IT Costs to Tech Fee | \$300 |
| CUTRA | \$1,500 |
| Total | \$4,750 |

Dollars in Thousands

FY 2017 Budget

| | |
|--|----------------|
| Resources | |
| Tax Levy Allocation | 139,710 |
| Tuition above/(below) Target | 0 |
| Total Resources | 139,710 |
| | |
| Expenses | |
| PS Regular | 118,778 |
| Adjuncts | 7,820 |
| Temporary Services | 5,096 |
| Total PS | 131,694 |
| OTPS | 8,212 |
| Total Expenditures | 139,907 |
| | |
| Projected Shortfall | (197) |
| | |
| Budget Risks | (5,466) |
| Potential Revenues | 4,750 |
| Additional Shortfall | (716) |
| | |
| FY 17 Total Projected Shortfall | (913) |

Dollars in Thousands

FY 2017 Projected Year-End CUTRA

| | |
|---|---------|
| CUTRA Beginning Balance- Slides 3 and 5 | 3,821 |
| CUTRA Commitments- Slide 5 | (1,200) |
| CUTRA Assumed in FY 17 Savings Plan- Slide 12 | (1,500) |
| Additional CUTRA Needed- Slide 13 | (913) |

| | |
|--|-------|
| Revised Projected CUTRA FY 17 Year End | 208.1 |
|--|-------|

City College of New York
FY 17 Proposed Budget

| | |
|----------|---------------|
| Expenses | \$146,778,116 |
|----------|---------------|

Resources

| | |
|----------------------------------|----------------------|
| Allocation | \$47,812,000 |
| Tuition | \$88,498,000 |
| RF Funding | \$1,350,000 |
| Development Fee | \$1,000,000 |
| Energy Savings | \$500,000 |
| ACE Revenue | \$100,000 |
| Transfer IT Costs to Tech Fee | \$300,000 |
| CUTRA | \$1,500,000 |
| Additional CUTRA | \$913,000 |
| Remaining CUTRA | \$208,100 |
| CUNY Funding- Adjunct Extra Hour | \$522,000 |
| PSC Sabbaticals | \$1,644,000 |
| High School Funding | \$500,000 |
| Additional Transfer to Tech Fee | \$600,000 |
| School of Ed Adjustment | \$1,011,000 |
| Total Resources | \$146,458,100 |

| | |
|-----------------------------|-------------|
| Projected Surplus/(Deficit) | (\$320,016) |
|-----------------------------|-------------|

City College of New York
Proposed FY 17 Budget

| | PS-Regular | PSR Addendum | Adjunct | Graduate Assistants | Temporary Services | OTPS | Grand Total |
|---|----------------------|---------------|--------------------|---------------------|--------------------|--------------------|----------------------|
| Academic | \$71,451,478 | (\$579,263) | \$7,662,396 | \$1,545,282 | \$1,585,223 | \$1,352,925 | \$83,018,040 |
| Grove School of Engineering | \$17,579,879 | (\$141,282) | \$54,791 | \$1,114,687 | \$129,755 | \$76,989 | \$18,814,818 |
| School of Humanities and the Arts | \$13,404,737 | (\$127,128) | \$3,447,001 | | \$218,384 | \$201,577 | \$17,144,571 |
| School of Science | \$15,333,154 | (\$123,248) | \$994,791 | \$203,305 | \$333,126 | \$138,233 | \$16,879,361 |
| Colin Powell | \$9,571,412 | (\$87,191) | \$1,042,513 | \$193,633 | \$162,582 | \$129,611 | \$11,012,559 |
| Sophie Davis School of Biomedical Education | \$8,028,918 | (\$22,092) | \$290,294 | | \$258,014 | \$549,288 | \$9,104,423 |
| Spitzer School of Architecture | \$3,533,245 | (\$22,249) | \$549,541 | | \$194,535 | \$164,873 | \$4,419,946 |
| School of Education | \$2,500,760 | (\$43,439) | \$864,945 | \$33,657 | \$153,172 | \$44,389 | \$3,553,483 |
| School of Interdisciplinary Studies | \$1,499,373 | (\$12,633) | \$418,519 | | \$135,654 | \$47,965 | \$2,088,879 |
| Administrative | \$34,746,039 | \$579,263 | \$24,837 | | \$1,940,990 | \$3,294,024 | \$40,585,152 |
| President and Legal | \$1,176,684 | (\$101,970) | | | \$23,500 | \$83,395 | \$1,181,609 |
| Provost and Academic Services | \$5,993,371 | (\$31,091) | | | \$149,615 | \$149,651 | \$6,261,545 |
| Campus Planning and Facilities | \$9,492,975 | (\$1,098,089) | | | \$266,147 | \$801,711 | \$9,462,743 |
| Security | \$4,334,968 | (\$646,554) | | | \$43,520 | \$103,892 | \$3,835,826 |
| Information Technology | \$2,082,793 | (\$12,402) | | | \$419,633 | \$952,313 | \$3,442,336 |
| Finance and Administration | \$2,892,344 | (\$12,091) | | | \$90,364 | \$180,908 | \$3,151,525 |
| Student Affairs | \$2,538,997 | (\$848) | | | \$449,302 | \$128,327 | \$3,115,777 |
| Library | \$2,248,880 | (\$8,336) | | | \$228,308 | \$477,019 | \$2,945,871 |
| Human Resources | \$1,116,700 | | | | \$178,191 | \$91,587 | \$1,386,478 |
| Government Affairs | \$911,324 | (\$3,860) | | | | \$11,181 | \$918,644 |
| Development and Inst Advancement | \$698,076 | | | | | | \$698,076 |
| Communications | \$648,841 | | | | | \$21,810 | \$670,652 |
| Collegewide | \$610,087 | \$2,494,506 | \$24,837 | | \$92,412 | \$292,230 | \$3,514,071 |
| Grand Total | \$106,197,517 | (\$0) | \$7,687,232 | \$1,545,282 | \$3,526,213 | \$4,646,949 | \$123,603,193 |
| <i>Modifications</i> | | | | | | | |
| Medical School/Compact | \$1,867,765 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,867,765 |
| South Campus | \$4,463,262 | \$0 | \$0 | \$0 | \$0 | \$3,545,178 | \$8,008,440 |
| Total Modifications | \$6,331,027 | \$0 | \$0 | \$0 | \$0 | \$3,545,178 | \$9,876,205 |
| Revised Budget | \$112,528,544 | (\$0) | \$7,687,232 | \$1,545,282 | \$3,526,213 | \$8,192,127 | \$133,479,398 |

**City College of New York
Proposed FY 17 Budget**

| | PS-Regular | PSR Addendum | Adjunct | Graduate Assistants | Temporary Services | OTPS | Grand Total |
|---|--------------------|--------------|--------------------|---------------------|--------------------|--------------------|--------------------|
| <i>Additional Adjustments</i> | | | | | | | |
| Hold Education and Humanities Harmless FY 16 EC | \$2,200,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,200,000 |
| Hold Harmless- Academic Units by 1.25% | \$1,044,527 | \$0 | \$132,558 | \$0 | \$24,636 | \$20,363 | \$1,222,084 |
| Provide EC Revenue to Divisions | \$793,023 | \$0 | \$0 | \$0 | \$0 | \$0 | \$793,023 |
| Step Increase FY 16 | \$1,100,684 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,100,684 |
| Step Increases FY 17 | \$1,111,691 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,111,691 |
| <i>Total</i> | <i>\$6,249,925</i> | <i>\$0</i> | <i>\$132,558</i> | <i>\$0</i> | <i>\$24,636</i> | <i>\$20,363</i> | <i>\$6,427,482</i> |
| Revised Budget with Adjustments | \$118,778,468 | (\$0) | \$7,819,790 | \$1,545,282 | \$3,550,849 | \$8,212,490 | \$139,906,879 |
| <i>Additional Modifications</i> | | | | | | | |
| PS Budget Shortfall | \$1,700,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,700,000 |
| GSOE | \$0 | \$0 | \$0 | \$914,000 | \$0 | \$0 | \$914,000 |
| Facilities PM Contracts | \$0 | \$0 | \$0 | \$0 | \$0 | \$1,200,000 | \$1,200,000 |
| Information Technology Dell Financing Contract | \$0 | \$0 | \$0 | \$0 | \$0 | \$425,000 | \$425,000 |
| Library Restoration of Subscriptions | \$0 | \$0 | \$0 | \$0 | \$0 | \$626,000 | \$626,000 |
| Academic Support Services/Provost | \$0 | \$0 | \$0 | \$0 | \$300,000 | \$300,000 | \$600,000 |
| Communications Contract | \$0 | \$0 | \$0 | \$0 | \$0 | \$14,000 | \$14,000 |
| <i>Total Additional Modifications</i> | <i>\$1,700,000</i> | <i>\$0</i> | <i>\$0</i> | <i>\$914,000</i> | <i>\$300,000</i> | <i>\$2,565,000</i> | <i>\$5,479,000</i> |
| FY 17 Budget- June 2016 | \$120,478,468 | (\$0) | \$7,819,790 | \$2,459,282 | \$3,850,849 | \$10,777,490 | \$145,385,879 |
| <i>Adjustments After June 2016</i> | | | | | | | |
| GSOE Hiring Plan | \$261,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$261,000 |
| Humanities Adjunct Support | \$0 | \$0 | \$883,954 | \$0 | \$0 | \$0 | \$883,954 |
| CWE Support | \$0 | \$0 | \$239,920 | \$0 | \$7,363 | \$0 | \$247,283 |
| <i>Total Adjustments After June 2016</i> | <i>\$261,000</i> | <i>\$0</i> | <i>\$1,123,874</i> | <i>\$0</i> | <i>\$7,363</i> | <i>\$0</i> | <i>\$1,392,237</i> |
| FY 17 Budget- November 2017 | \$120,739,468 | (\$0) | \$8,943,664 | \$2,459,282 | \$3,858,212 | \$10,777,490 | \$146,778,116 |