The City College of New York

MONITORING REPORT
TO THE
MIDDLE STATES COMMISSION ON HIGHER EDUCATION

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The City College of New York
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INTRODUCTION

1. Middle States Commission on Higher Education Action

1.1. At its session on June 21, 2019, the Middle States Commission on Higher Education acted:

To request a report which demonstrates sustainability of implemented corrective measures, included but not limited to, implemented strategies to measure, assess, and benchmark the efficient utilization of institutional resources required to support the institutions missions and goals (Standard VI)

In addition, following their April 2019 monitoring visit, the evaluation team recommended that the College more clearly demonstrate the following:

A financial planning and budgeting process that is aligned with the institution's mission and goals, evidence-based, and clearly linked to the institution's and units' strategic plans

1.2. Overview of City College

The City College of New York (CCNY) was established in 1847 by a state-wide referendum as the Free Academy—one of the nation's earliest public institutions of higher education and its first municipal college. The founder, Townsend Harris, described the goal: "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." Dr. Horace Webster, the Academy's first president reaffirmed this purpose: "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." CCNY thus became one of the United States' great democratic experiments, demonstrating respect for diversity and merit, rather than caste and class.

Today, CCNY is one of twenty-five colleges and institutions in the City University of New York (CUNY) system—the nation's largest urban university, which serves over 278,000 degree-seeking students and nearly as many in continuing education and other non-degree programs. As a thriving commuter college, CCNY continues "to maintain and expand its commitment to academic excellence and to the provision of equal access and opportunity for . . . all ethnic and racial groups from both sexes."

CCNY's schools and divisions include the Bernard and Anne Spitzer School of Architecture; the Grove School of Engineering; the School of Education; the CUNY School of Medicine; and the College of Liberal Arts and Science (CLAS), comprising the Colin Powell School for Civic and Global Leadership (formerly the Division of Social Science), the Division of Humanities and the Arts, the Division of Science, and the Division of Interdisciplinary Studies at the Center for Worker Education [CWE]). The Spitzer School of Architecture and the Grove School of Engineering are the only public programs of their kind in New York City. In February 2016, MSCHE's Executive Committee for Substantive Change approved the College's request "to include the Doctor of Medicine degree within the scope of the institution's accreditation," and the new CUNY School of Medicine (CSOM) at CCNY welcomed its first class in Fall 2016. The School of Medicine also houses the undergraduate Sophie Davis School of Biomedical Education, which has offered a unique integrated curriculum in medical studies at CCNY since 1973, and a graduate-level physician's assistant program. CCNY's schools and divisions have more than seventy undergraduate majors and over fifty Master's-level programs.

Located in one of the most cosmopolitan cities in the world, CCNY has an exceptionally diverse student body. In Fall 2019, CCNY enrolled 13,030 undergraduate and 2,435 graduate students, representing over 84 percent of the world's countries and ethnicities: Hispanic or Latino (38.8%), Asian (24.1%), White (13.8%), Black or African American (14.9%), International (5.8%), Two or More Races (2.3%), Native Hawaiian or Pacific Islander (0.1%), and American Indian or Native Alaskan (0.2%).

While graduate enrollments have declined steadily, undergraduate enrollment has rebounded. For the last five years, an average of 4,035 new undergraduates entered, and just over 2,000 graduated. This aligns with cohort studies showing 6-year graduation rates of approximately 51 percent. Of those who did not graduate from City College, around 8 percent graduate from another CUNY school, and 16 percent graduate from a non-CUNY institution.

Table 1: Enrollment and Graduation Trends, 2012-2016

	AY 2014-15	AY 2015-16	AY 2016-17	AY 2017-18	AY 2018-19
Undergraduate	12,700	12,900	13,000	12,900	12,700
Graduate	2600	2500	2600	2,500	2,500
Total Enrollment	15,300	15,400	15,600	15,500	15,300

*Figures are the average of fall and spring enrollment, rounded. Source: CUNY Census data

Dubbed "The American Dream Machine" by Intel co-founder and CCNY alumnus Andrew Grove, the College remains especially committed to those who are first-generation college students or recent immigrants. Approximately 41 percent of enrolled undergraduate and graduate students are the first in their families to attend college, with almost 36.9 percent identifying themselves as foreign born, and over 42.5 percent speaking a language other than English at home. In Fall 2018, over 41 percent of undergraduates received financial aid from the New York State Tuition Assistance Program (TAP), and almost 58.2 percent were Pell Grant eligible in Fall 2019. This combination of aid and the College's affordable tuition means that an estimated 66 percent of the full-time undergraduates attend tuition-free, and approximately 82 percent of CCNY's undergraduate population are debt-free upon graduation.

1.3. Context for the Follow-up Request

As a result of the Commission's action in June 2018, the College was placed on Warning for being out of out of compliance with **Standard VI: Planning, Resources, and Institutional Improvement**.

> *To request a monitoring report due March 1, 2019, demonstrating evidence that the institution has achieved and can sustain compliance with Standard VI, including but not limited to (1) a financial planning and budgeting process that is aligned with the institution's missions and goals, evidence-based, and clearly linked to the institution's and units' strategic plans; and (2) strategies to measure and assess the adequacy and efficient utilization of institutional resources required to support the institution's mission and goals (Standard VI).*

The principal factors contributing to this were that the College did not have an implemented strategic plan guiding its activities; its budgeting process was deemed inadequate to achieve institutional goals; and the Commission questioned whether the College's available financial resources were sufficient to

meet its needs. The College submitted a Monitoring Report in March 2019 and underwent a monitoring visit in April 2019, which resulted in the Commission removing the Warning as of June 2019

NARRATIVE AND ANALYSIS

2. SUSTAINABILITY OF IMPLEMENTED CORRECTIVE MEASURES

2.1. CAMPUS MANAGEMENT SYSTEM

One of the most significant measures instituted by President Boudreau in the past two years is the campus management system, based on the system of Objectives and Key Results (OKRs) designed by alumnus and Intel founder Andrew Grove. The system maintains the integrity of the College's mission, goals, and strategic plan, as well as its alignment with planning and resource allocation, which will be discussed in Section 3.

The OKR management system provides a vital bridge between the College's long-term strategic plan and short-term planning, prioritization, and implementation. Each year, College units establish objectives (O: major goals) and key results (KRs: steps to achieve goals). Selecting OKRs requires CCNY to prioritize objectives and to define steps for their realization, as well as the institutional discipline and focus that ensures the College to align its activity with those goals that have been prioritized in the adopted and implemented strategic plan. For example, in pursuit of one of the College's major financial health objectives—the raising of additional revenue through an enhanced adult and continuing education program—the institution determined that expanding programs to recruit individual students would not yield the desired result. Instead, the College has concentrated on attracting large cohorts through contract arrangements with NYC institutions. The first step developed procedures for identifying and pursuing such contracts. Hence, early OKRs included appointing a business management/salesforce team to recruit those contracts, establishing a separate management unit to handle broader "workforce development" initiatives, and developing relationships with targeted clients. To date, the College has three large contract operations in aggressive development, with estimated financial goals.

The OKR management system has provided the structure by which the institution can implement and monitor its major goals, such as increased revenue via an expanded adult and continuing education operation. In addition, the establishment of annual and quarterly OKRs act as an implementing, management, and assessment tool to maintain alignment with the strategic plan.

Three corrective measures undertaken by the College, described in Sections 2.2-2.4, serve to strengthen the institution's revenue streams by focusing on philanthropy, adult and continuing education, and increased graduate enrollment.

2.2. PHILANTHROPY

In June 2017, the CUNY Board of Trustees issued new guidelines for managing philanthropic organizations on all CUNY campuses. As a result, CCNY was required to review the City College Fund (CCF), an independent foundation, and all of its business processes in preparation for its consolidation

with the existing 21st Century Foundation, which was the College's official fundraising entity. That consolidation process took almost three years to complete, in part due to an extensive and independently managed audit of the CCF at the start of fiscal FY20. In December 2019, the New York State Attorney General's Office signed off on the consolidation, and the Foundation for City College received approval to do business in New York State. Although it was unable to release the new Foundation's year-end direct mail appeal in December 2019 because of the need to file individual state registrations in the other 49 states, the College did establish the corporate identity of the Foundation for City College, including new by-laws, corporate resolutions, and an extensive review (ongoing) of all discretionary and non-discretionary accounts held by the former CCF. In addition, approval for the increase of the annual administrative fee from 0.7 percent to 1 percent on all accounts was given at the inaugural meeting of the new Foundation in February 2020. The combined Foundation corpus is currently $289 million, the largest in CUNY, and the administrative fee will provide more than $2 million to the College in FY21, with a prorated amount available for FY20. These funds will allow the College to hire new essential personnel for the Foundation and provide $1 million in salary savings by allowing certain College-supported staff salary lines to be moved to the new administration fee.

The Foundation staff is currently updating the five-year strategic plan, which originally projected an earlier consolidation date. The plan highlights a number of actions that would have taken place after the merger was completed, but they were initiated earlier rather than wait for the next fiscal year. The actions include the cleaning of over 500,000 data records in the new combined database, creating a comprehensive direct mail and planned giving portfolio to increase public awareness of giving options, and advancing the stewardship work needed to maintain donor and prospect relationships. These focused efforts resulted in an increase of approximately $3 million in new cash and new gifts in FY20, as compared to FY19 (same dates). Complementing these actions is the extensive review of the 21st Century Foundation and CCF accounts that have not been awarded in the past five years to ensure engagement with donors, to honor their giving intentions, and to allocate monies across discretionary and non-discretionary accounts in a consistent manner.

The College and the new Foundation for City College will continue to assess and refine the general appeals fundraising processes, always mindful of the OKR management system.

2.3. ADULT AND CONTINUING EDUCATION

A mature adult and continuing education program has three elements: tuition-paying students, contract- and grant-funded education programs, and on-site education. At CCNY, the adult and continuing education was an under-performing resource and, therefore, an opportunity. With only the first of the aforementioned three elements, the College determined to focus on new program elements with the greatest early potential: pursuit of contract- and grant-funded education, newly labeled "workforce development"; and separation of the "workforce development" initiative from the existing adult and continuing program. In collaboration with a salesforce and business development team, the College identified and is actively pursuing two contract relationships. The first targets 17,000 New York City firemen (FDNY) by offering a program in leadership, diversity, and inclusion. The draft curriculum is in development, and the College anticipates enrollment of the first cohort in May 2020. The second contract relationship is with the NYC Health and Hospitals network, and it would deliver a new customer service training module to its 44,000 employees. The College anticipates concluding contract discussions in the next few months, with introduction of the curriculum to follow. In addition, the College

and 3Q, a workforce retraining organization that concentrates on energy efficiency, have partnered. Through a grant from the New York State Energy Development and Research Authority (NYSERDA), 3Q will develop a curriculum for retrofitting buildings to bring them into compliance with new NYC energy efficiency standards. Taught at CCNY, the program will be offered to individual students, as well as contract- and grant-funded student cohorts. 3Q also has a number of other grants in process to develop other building-type specific curricular models.

Revenue from these initiatives will contribute to the stabilization of CCNY finances. The target for earning through these initiatives was estimated at $1 million for this year, but the College has modified its financial projections because of launch delays. For this reason, the budget tables in Section 2.5 conservatively assume zero revenue from Adult and Continuing Education in FY20. Despite this, the College has developed the administrative and academic structures that will support current and future large-scale adult and continuing education contracts.

2.4. GRADUATE ENROLLMENT

While the College did not meet its target of 200 new graduate students in 2019-2020, having an ambitious goal set by the President has brought new attention and energy to graduate studies across the institution, and there are some early signs that it is having an impact. Enrollment of CCNY undergraduate alumni in Master's programs is up by 8 percent, and six new accelerated Master's options have been launched, with more in development. In addition, some programs in the Division of Humanities and the Arts have bucked national trends by maintaining or even slightly increasing enrollment; some disciplines with enrollment declines—Education and Engineering—were most affected by external factors and trends, such as visa issuance and Board of Education contracts. Within a context of significant challenges to graduate enrollment, system and nation-wide, and given the fact that the impact of new efforts to grow enrollment often cannot be assessed in a single recruitment cycle, these and other modest but appreciable advances deserve recognition. The past year provided valuable lessons that will guide next steps. In brief,

- Historically, CCNY's graduate programs have not been involved actively in recruitment, and engaging departments to do so will require a considerable cultural shift, one that will take more than a year to realize. The College will continue to study how best to support more involvement by programs in recruitment, allocating resources when appropriate. Graduate programs must be fully committed to this goal.

- As part of an analysis conducted by the Graduate Constituent Council (GCC) in 2018-2019, most divisions identified at least one graduate program with potential for growth given the infusion of some new resources. The College has already committed new resources to some of these programs, such as the Master's in Public Administration and the Master's in Translational Medicine, and it will invest in more of the programs identified in the coming year.

- More analysis of those factors affecting graduate student persistence and continuing student enrollment, as well as the causes of declining enrollment over time in some programs. More study of comparable successes at peer institutions within CUNY and external to the system will be undertaken.

- More effort will focus on increasing awareness, beyond CCNY and CUNY, of the richness and value of the College's graduate offerings. The President has identified the repositioning and raising of the College's public profile as a major objective and focus of CCNY's 175th anniversary. For example, recruitment efforts will be increased in New Jersey, particularly around Rutgers University, a state institution. The in-state Rutgers tuition is higher than out-of-state tuition for City College, a persuasive situation that should be leveraged.

As with the College's other revenue-generating strategic priorities, 2019 has been a year of infrastructure building. Nevertheless, in challenging times the graduate enrollment has remained essentially flat. Enrollment of international students slipped by 209 students, following a nationwide trend. Enrollment of out-of-state students increased by 281 students, or about 20 percent. Concerted efforts are yielding results, and the institution will continue exploit advantages and attempt to mitigate those factors beyond CCNY's control.

2.5. DISCUSSION OF CURRENT BUDGET

The College's budget situation is slowly, but steadily, improving. The end-of-year budget projections for FY20-FY22 are presented below (Table 2). These projections were submitted to the University Budget Office as part of the University's Financial Plan exercise and were approved in October 2019. In this and subsequent budget tables, "Tax Levy Allocation" is comprised of State appropriations and tuition revenue. "Revenue Surplus/Shortfall" includes revenue from tuition increases and changes in enrollment. Under Expenditures, "PS Regular" are salaries for full-time staff, followed by adjunct salaries and salaries for temporary staff. "OTPS" includes all non-salary expenses. The line labeled "CUTRA" at the bottom of the table are reserve funds, here generated by the CUNY School of Medicine at City College (CSOM), as shown in the subsequent tables. The table shows that until FY22, the College as a whole, including the CSOM, will have a balanced budget. In FY22, expenditures are projected to exceed resources by just over $2 million.

The PS Regular budget in Table 2 includes a new union contract with annual across-the-board increases on top of contractual step-increases. The cost of the contract seems unlikely to be matched in an expanded tax levy allocation, although the final state budget remains under negotiation at this writing. Other elements of current budget proposals, including a tuition increases and a new $120 per student health and wellness fee, may provide resources unanticipated in these projections. To balance the budget against whatever shortfalls emerge from the new budget, the College is currently operating under a managed attrition plan in which the number of retirements and other departures exceeds the number of new hires; included in the FY20 projection is $1.5 million in savings from this plan. As of January 16, 2020, the College was approximately two-thirds of the way towards meeting this goal (Table 3). The savings are baselined into the College's budget projections for FY21 and FY22 (Table 2). Colleges have been advised to plan for tuition increases in FY 21 and FY 22. However, this will require approval from the Governor and legislature. Should no additional funding become available in FY21 and FY22, the managed attrition plan will be continued in order to generate additional savings beyond those included in the projections of Table 3.

Table 2: End-of-Year Budget Projections for CCNY, including CSOM (Dollars in Thousands)

Resources	FY 20	FY 21	FY 22
Tax Levy Allocation	$ 169,876	$ 169,830	$ 169,830
Revenue Surplus/(Shortfall)	$ 3,012	$ 6,235	$ 9,411
Strategic Initiative 1: Continuing Education Revenue	$ -	$ 1,000	$ 2,000
Strategic Initiative 2: Discretionary Funds from Philanthropy	$ 3,400	$ 5,000	$ 6,000
Strategic Initiative 3: Graduate Enrollment Increase	$ -	$ 1,300	$ 1,300
Total Resources	$ 176,288	$ 183,366	$ 188,541
Expenditures			
PS Regular	$ 132,460	$ 142,791	$ 147,103
Adjuncts	$ 14,862	$ 15,902	$ 16,379
Temporary Services	$ 7,928	$ 8,483	$ 8,737
OTPS	$ 18,240	$ 18,701	$ 19,173
Total Expenditures	$ 173,490	$ 185,877	$ 191,393
FY 20 Labor Reserve	$ 4,690	$ -	$ -
Prior Year CUTRA	$ 5,240	$ 3,348	$ 836
Projected Year End Balance	$ 3,348	$ 836	$ (2,016)

Table 3: Savings, July 1, 2019 to January 16, 2020

YTD Savings	$ 2,905,492
YTD Hires	$ (1,605,238)
YTD Salary Adjustments	$ (310,863)
Net Attrition Savings	**$ 989,391**

Included in the budget projections is revenue generation from three initiatives outlined in the College Strategic Plan. Table 4 presents a comparison between the College's current projections for revenue generation in FY20 from these initiatives and what were projected during the MSCHE visit last spring. CCNY's initial estimates were overly optimistic because the institution underestimated the need for infrastructure building in these areas. The status of each of these strategic initiatives has been described in the preceding sections.

Table 4: Projections for Revenue Generation (Dollars in Thousands)

	PROJECTED	CURRENT CONDITION	VARIANCE
Strategic Initiative 1: Continuing Education Revenue	$ 1,0000	$ -	$ (1,000)
Strategic Initiative 2: Discretionary Funds from Philanthropy	$ 4,000.00	$ 3,400.00	$ (600.00)
Strategic Initiative 3: Graduate Enrollment	$ 1,300.00	$ -	$ (1,300.00)
Total	**$ 6,300.00**	**$ 3,400.00**	**$ (2,900.00)**

Separating CSOM from the rest of the College, the CCNY budget projections for the "Main Campus," i.e., not including CSOM, are shown in Table 5. The "Tax Levy" allocation, comprised of state appropriations and tuition, is flat across FY20-FY22. The impact of tuition increases in FY21 and FY22 is presented in the "Revenue Surplus/(Shortfall)" line; this line also would include any changes in enrollment, but enrollment is assumed to be constant across the three years. The next three lines show the projected revenue from the three strategic initiatives.

Table 5: End-of-Year Budget Projections for the "Main Campus" (Dollars in Thousands)

Resources	FY 20	FY 21	FY 22
Tax Levy Allocation	$ 146,534	$ 146,488	$ 146,488
Revenue Surplus/(Shortfall)	$ -	$ 2,921	$ 5,843
Strategic Initiative 1: Continuing Education Revenue	$ -	$ 1,000	$ 2,000
Strategic Initiative 2: Discretionary Funds from Philanthropy	$ 3,400	$ 5,000	$ 6,000
Strategic Initiative 3: Graduate Enrollment Increase	$ -	$ 1,300	$ 1,300
Total Resources	$ 149,934	$ 156,710	$ 161,631
Expenditures			
PS Regular	$ 116,703	$ 124,990	$ 128,790
Adjuncts	$ 13,962	$ 14,939	$ 15,388
Temporary Services	$ 7,228	$ 7,734	$ 7,966
OTPS	$ 11,693	$ 11,996	$ 12,306
Total Expenditures	$ 149,585	$ 159,659	$ 164,450
FY 20 Labor Reserve	$ 4,165	$ -	$ -
Prior Year CUTRA	$ -	$ -	$ -
Projected Year End Balance	$ (3,816)	$ (2,949)	$ (2,819)
Transfer from CSOM	$ 3,816	$ 2,949	$ -
Revised Projected Year End Balance	$ -	$ -	$ (2,819)

The budget projections for CSOM are presented in Table 6. The CUNY Chancellor and the CCNY President formed a task force to evaluate the financial condition of the CUNY School of Medicine at City College (CSOM). The task force has been meeting periodically since December 2019 and should conclude its work in March. The preliminary result of this evaluation is that CSOM is on stronger financial footing than was previously understood. The next phase of the task force's work will involve developing recommendations to CUNY about how to further improve the CSOM financial situation, through such things as fundraising, return of indirect costs from grants, increasing State and/or City support, and allowing the CSOM's "commitment fund" to be held in an interest bearing account.[1] In terms of the College balancing its budget by using CSOM reserves (Table 6, "Transfer to City" line), the analysis by the task force shows that CSOM's budget can support the transfer of funds in FY20 and FY21 to balance the College budget.

CSOM is currently engaged in its final accreditation process with the Liaison Committee on Medical Education (LCME). The LCME awarded the school provisional accreditation in June 2018, and after its visit in March 2019, it placed the medical education program on warning because of a number of cited deficiencies. A scheduled return visit ("first full survey") occurred in October 2019, and the institution is awaiting official results from the LCME, anticipated June 2020.

Table 6: End-of-Year Projections – CSOM Only (Dollars in Thousands)

Resources	**FY 20**	**FY 21**	**FY 22**
Tax Levy Allocation	$ 23,342	$ 23,342	$ 23,342
Revenue Surplus/(Shortfall)	$ 3,012	$ 3,314	$ 3,568
Total Resources	$ 26,354	$ 26,656	$ 26,910
Expenditures			
PS Regular	$ 15,757	$ 17,801	$ 18,313
Adjuncts	$ 900	$ 963	$ 992
Temporary Services	$ 700	$ 749	$ 771
OTPS	$ 6,548	$ 6,705	$ 6,866
Total Expenditures	$ 23,905	$ 26,219	$ 26,943
FY 20 Labor Reserve	$ 525	$ -	$ -
Transfer to City	$ (3,816)	$ (2,949)	$ -
Prior Year CUTRA	$ 5,240	$ 3,348	$ 836
Projected Year End Balance	$ 3,348	$ 836	$ 803

Despite many challenges, the overall financial condition of the College has improved since the MSCHE visit because it has exceeded projections for savings. The projected deficit in the current fiscal year for the Main Campus, is $3.8 million dollars (Table 5). This is $0.8 million dollars less than the FY20

[1] Graduates of the Sophie Davis School commit to primary care in underserved areas. Those who *do not* honor this commitment pay $75,000 into the school's "Commitment Fund". The balance in the fund is currently about $7 million. Although graduates still commit to primary care in underserved areas, the fund has been terminated since the school now charges $41,000 per year in tuition.

projected deficit of last summer, and $2.8 million dollars less than the deficit at the end of FY19. As was the case in FY19, the deficit is offset by funds from the CSOM reserves so that the budget of the College, as a whole, will be balanced at the end of the fiscal year.

The managed attrition plan is administered through the Office of the Provost. All hiring and all salary adjustments, apart from contractual salary steps, are approved by the provost and presented to the College Review Committee, which functions as the College's personnel and budget committee. The Review Committee is comprised of the eight academic deans and all of the College's vice presidents, and it is chaired by the provost. The budget process, described in detail in the Strategic Plan, and briefly below in Section 3.1, allows for investment in areas of high priority on campus, which are defined in the College's Strategic Plan.

3. FINANCIAL PLANNING AND BUDGETING

3.1. BUDGET & HIRING PROCESS

The College budget process is described in detail in the Strategic Plan, under Strategic Priority 5: Build Financial Stability and Finance the Strategic Plan (pg. 22), and the annual budget calendar is detailed in the appendix. The process of divisional self-studies to determine appropriate funding levels to serve students began as scheduled in FY19, and is ongoing, having produced preliminary funding targets that will become more precise over time. While dealing with a College budget deficit, the self-studies, together with the President's Task Force reports from 2018, have highlighted the areas of greatest need in the College. Guided by the Strategic Plan, this determines where the institution invests its limited resources.

The Strategic Plan defines the College's priorities, which are implemented through the Objective and Key Results (OKR) process. The College-wide OKRs are set by the president and his cabinet at the start of the academic year and disseminated across the College, generating OKRs for each unit on campus that complement and advance the College-wide OKRs. The OKRs determine budget priorities and the subsequent hiring plan. College-wide Objectives for the current year are:

- closing the financial gap,
- strengthening the College's public profile,
- increasing the public's awareness of research on campus
- developing the infrastructure in support of student success, and
- improving retention, professional development, and campus climate.

Preliminary budgets for each campus unit for FY20 were determined, based on FY19 budgets, by the Office of Finance and Administration. The provost and the vice president for Finance and Administration met with each dean to discuss the school or division's budget allocation for FY20. These discussions included expected retirements, sabbaticals, and other departures for each school and division. Adjustments were made to budgets in cases where there were extenuating circumstances requiring additional funds. Most adjustments had to do with increasing the adjunct budget to cover faculty departures or faculty assignments to the CUNY Graduate Center. Retirements and departures for each academic unit provided an initial measure of expected salary savings for the College. This in turn

determined the available funds for new hires across the College, given the $1.5 million in salary savings built into the College's FY20 budget of Table 2.

Hiring decisions are made by the provost, and ultimately subject to approval of the president. Every unit in the College has lost personnel in the past few years. In deciding hires, the provost identifies priorities that support the College-wide OKRs and the Strategic Plan. Table 7 presents the FY20 hires and current searches, and which strategic priority (SP) from the Strategic Plan supported the decision to make that hire. In addition to these hires, there were ten salary adjustments made beyond the contractual step increases, as retention measures for faculty, in line with SP1.3 and SP3.1. The number of searches does not indicate extreme austerity, but as indicated in Table 3**Error! Reference source not found.**, the number of departures significantly exceeds the number of hires, with the College experiencing a steady attrition of faculty and staff numbers in recent years.

Table 7: Tax-Levy Hiring Actions and Searches and Associated Strategic Priorities (FY20)

Hiring Action	**Strategic Priority**
Permanent deans in Architecture & Science	SP1, SP2, SP3
Permanent VP for Student Affairs	SP1, SP3
Assistant Professor in Master's in Translational Medicine Program	SP5.2, SP2.6
Project Director for Sustainability in Urban Environment Master's Program	SP5.2, SP2.6
Faculty hires in Landscape Arch. Biomed Engineering, Mech Eng., Art (2), Div. Interdisc. Studies	SP1.3, SP2
Financial Aid Compliance Officer & Advisor (two positions)	SP1.5
Three student psychological counselors	SP1.5
Senior Scientist for NOAA grant	SP2, SP3
Project Manager in Facilities	SP4
Approved Searches	**Strategic Priority**
Director for Master's in Public Administration	SP5.2, SP2.6
Executive Director, Engaged Scholarship	SP1.1
Writing Center Director	SP1
Student Life & Leadership Director	SP1.2, SP1.5
Assistant Vice President for Enrollment Management	SP1.5
Faculty searches in Art, History, English, Ed Theater, Economics, Chemistry, Biology, Physics	SP1.3, SP2, SP3.1

The College has pursued a number of unique opportunities to offset or delay the cost of some hires. The search in History is supported by a grant from the American Council of Learned Societies and the Mellon Foundation, which pays the first two years of salary for a faculty member from an underrepresented group, provided the new hire is supported by the College on a tenure-track line by year three. The hire in Physics is in conjunction with the Flatiron Institute in New York. This person will

have a joint appointment at Flatiron Institute for the duration of his or her pre-tenure years, during which time the Institute will reimburse the College for the hire's full salary.

CONCLUSION

This monitoring report highlights the College's planning processes and its prudent use of resources as they support and align with its mission and goals. The institution's recommitment to ongoing assessment has led to improved programs and services through analyses of data and procedures that promote effective responses to opportunities and challenges. President Boudreau meets with his senior staff on a weekly basis and with the full cabinet once a month to discuss and set institutional priorities and goals. These meetings have formed a leadership team that is more directly connected to the needs of faculty, staff, and students.

The provost ensures that planning, resource allocations, and College-wide initiatives are congruent with the institutional mission and that plans and decisions are data driven, address prioritized needs, and lay the groundwork for the attainment of aspirational goals. Under the supervision of the president and the provost, the following were introduced and/or achieved:

- A salesforce and business development team dedicated to improving and advancing Adult and Continuing Education was hired, supported through philanthropy.

- Every school and division has developed one or more new graduate programs or other curricular initiatives. Examples include:

    - **City College's Grove School of Engineering** joined with the New York City Economic Development Corporation (NYCEDC) to build a Cybersecurity Master's Degree Program in collaboration with private sector and government partners. The new MS in Cybersecurity has met all campus and CUNY approvals and is currently under review by the New York State Education Department.

    - **The School of Education** recently launched a new Advanced Certificate program in Early Childhood Special Education (grades birth to 2) and an 18-credit micro-credential in Science Education. The Secondary Mathematics program is welcoming 30 new students this spring as participants in Algebra for All, a collaboration between CUNY and the New York City Department of Education, with tuition subsidized by the NYC Department of Education. Participants will complete 15 credits of coursework in mathematics content and methods with the goal of improving their teaching of elementary algebra. The Educational Theatre program will offer a 12-credit Teaching Artist Certificate Program in summer 2020.

    - **The Bernard and Anne Spitzer School of Architecture** requested and received formal CUNY and NYS Education Department approval to change its post-professional architecture degree from Master of Architecture II to Master of Science, Architecture (MS Arch), to better differentiate this degree from other offerings. While the curriculum was not impacted, the program—which was dormant just a few years ago——is now poised for growth under the leadership of a new dean. The Spitzer School sponsored an information

session for this program as part of its fall recruitment series rather than bundling the two graduate architecture programs together.

- In the area of research, a restructured Campus-wide Research Council has been charged with stimulating greater research activity across the campus, while the creation of a new philanthropically-funded position designed to match potential investors with recently patented CCNY intellectual property will help insure that the potential financial gains of CCNY research—to researchers and to the College—are maximized. A search for this position is currently underway.

- To further strengthen the decision-making process for institutional planning, resource allocation, and advancement, the college is searching for two new positions in Institutional Research, supported in full by philanthronpic gift to the Foundation.

As previously noted, the single most effective element for ensuring sustainability was the implementation of a comprehensive, organized, and sustained institutional planning and assessment process (OKR) that promotes focused resource allocation; provides evidence that institutional plans and assessment are discussed and disseminated; and ensures sustainable institutional renewal. The 2019 initiatives and their preliminary outcomes are inspiring forthcoming creative and thoughtful endeavors, albeit within the College's acknowledged financial constraints, and the institution is pleased to report that these corrective measures, aimed at strengthening the institution and its revenue streams, have led to immediate improvements in the state of affairs at CCNY since the MSCHE's 2019 Monitoring visit.

APPENDICES

1. Management System
    a. College-Wide OKRs
    b. CCNY Strategic Plan
2. Philanthropy
    a. The Combined Foundations for City College - Draft Strategic Plan
    b. City College Fund Independent Audit Report
    c. Consolidation Documents for City College Fund and 21st Century Foundation
    d. The Foundation for City College - Development Committee Report FY2020 YTD
3. Graduate Enrollment
    a. Graduate Enrollment Figures – Fall 2018 vs. Fall 2019
4. Discussion of Current Budget
    a. CUNY FY2020 Mid-Year Financial Reports
    b. CCNY FY2020 Mid-Year Tax-Levy Budget
5. Budget & Hiring Process
    a. President's Task Force on the Future of City College - Finance Sub-Committee Report
    b. CCNY Budget Calendar

Appendix 1a:

College Wide OKRs for the Year

OFFICE OF THE PRESIDENT

College Wide OKRs for the Year

1. Raise 7 million dollars in new money

    a. Raise $4 Million in new unrestricted philanthropic monies either from investment earnings on the corpus of the foundation monies or from new cash;
    b. Increase the number of new graduate students on campus by 200 (as of fall 2019)
    c. Increase annual revenue from Adult and Continuing Education by 1 million dollars.
    d. Undertake lobbying to garner state government (and CUNY) support for the idea that more expensive, high value programs like engineering and architecture) require a commensurate investment. Target 1 million dollars in new state investment in these programs.

2. Change the public profile of the college to emphasize the broad contributions that college has made to social mobility, intellectual life, science and technology and a more democratic and vibrant New York.

    a. Reorganize our research operation to include a vibrant post-research communications apparatus as measured by a 20% increase in newspaper/magazine/broadcast media stories describing the importance and impact of our intellectual and research activities.
    b. Develop a stronger internal reciprocal awareness between the academic and programming units of the college and our communication apparatus, as measured by greater adherence to CCNY style guides, stronger participation in experts list activities, better on-time communication of events and measurably greater contact between the communications department and the academic units.
    c. Increase the usage of the term "social mobility" in association with the term CCNY, as measured by media and social media analytics. Develop a baseline first and then set improvement targets.
    d. Initiate stronger community outreach as measured by the number of events done in partnership with community organizations and agencies (established a baseline and then set improvement targets).
    e. More fully utilize the assets of the college by designating 4 "Presidential events" each semester (athletics, theater, music, art, open labs, etc.) as moments to mobilize our events apparatus to invite alumni, donors and other potential external audiences to the college.

3. Restructure our Research operation

    a. Establish the new College Wide Research Committee and develop new plans for the allocation of IDC in ways that incentivize top researchers and grant-funded scholarly and creative activity in support the work of people new to this work.
    b. Increase grant and fellowship applications by 15%
    c. Publish and publically disseminate an annual high quality report on top research, scholarly and creative activity of the CCNY faculty.
    d. Develop a stronger relationship between scholarly activity and research and the communication department, as measured by an experts list with 95% faculty participation, regular meetings between writers and faculty (with initial meetings taking place by the end of this year), and a 10% increase in published stories about the substance of our scholarly activity in print and broadcast media.

4. Insure proper representation of all college constituencies and develop effective methods to manage conflict and insure respect on campus.

   a. Establish the full membership of the Working Group on Diversity and Respect by October 1. Hold 6 meetings of this group by September 1, 2019.
   b. Establish the Staff Council as the official representative body for staff by November 1st. Have the first official staff council meeting by December 20th.
   c. Hire a new Chief Diversity Officer by October 15th. Eliminate any backlog in cases by December 1st, and set case resolution time targets by December 15th. Establish supporting mechanisms for this office (eg working committee composed of public safety, HR, Campus attorney, student affairs head and Chief Diversity officer by December 1).
   d. Develop and deploy a campus wide survey on mutual respect by January 1.

5. Improve the effectiveness and the efficiency of the Student Success apparatus.

   a. Provide FACTS access to all students by October 31st, and disseminate information on how to use that. Assess the effectiveness of this tool, and students engagement with it, by measuring the number of student visits to financial aid to discuss non-0contributory goals. Reduce the # of students making such visits by 20% by June 2019.
   b. Reduce the # of Degree works Exceptions by 40% by June 2019.
   c. Increase by 20% the timely evaluation and posting of prior college work
   d. Make significant progress toward the establishment of One-stop, as measured by the cross-training of 5 members of the Enrollment Services team (admissions, Financial aid, Registrar and Bursar by November 1, and the holding of 3 One-Stop planning sessions by December 20th, 2018.
   e. Increase the number of students applying for national scholarships by 20%.
   f. Develop a better mechanism for college wide institutional research (this needs to be more closely specified).

Appendix 1b:

CCNY Strategic Plan 2019 - 2024

Looking Forward:
The City College of New York Strategic Plan 2019-24

Approved by Faculty Senate 13 December 2018

Letter from the President

Dear Members of the City College Community,

We draft our strategic plan at a specific moment in the history of CCNY, and the plan reflects the constraints, challenges and opportunities of the moment. We are a college under new leadership with the chance to remake many of our modes of operation. We are also a college facing daunting, long-term financial constraints. Patching together budget plans from dwindling resources will no longer suffice. Now is the time for us to re-evaluate the way our institution is positioned, reexamine our financial systems, and develop durable solutions that meet the challenges of the moment and anticipate those of the future.

There are many things that the College does exceptionally well, and many other things that we would like to do. We are, for instance, the top school in the nation in regards to our ability to create net social mobility in our graduates. We would like to increase graduation and retention rates. We have a tremendously diverse student body and a substantially diverse faculty and staff, but we would like to diversify still more, particularly among upper-echelon faculty and staff. We have a gorgeous and historical campus, and our extremely complex physical plant supports advanced facilities in the sciences and engineering, but we need to make sure that this extensive but expensive physical environment is better maintained.

We also have deep and abiding challenges, mainly related directly to the resources that fund College operations and plans. In fact, the overriding issues facing the City College of New York revolve around establishing a stable and predictable financial foundation for our educational mission. While many of our financial challenges are common among City University of New York colleges, CCNY faces unique issues in that group because CCNY is the only truly comprehensive college, including liberal arts and sciences and professional schools.

How, then, can we move our College forward in a way that is truly strategic, that takes account of our obstacles and orients us toward important goals? The answer begins by making sure that we will be acting strategically. Strategy means several things.

1. It means that we will prioritize the goals that are most important to the College, focusing on and committing to those goals. Our plan cannot be a list of all things we wish to happen, but a roadmap to the most important things that we will commit ourselves to.

2. Our strategy must specify the steps that we, as a college community, must take, to reach an objective. If we aim to improve student services or raise the College's profile, our plan must imply an analysis of what measures are sufficient to accomplish our goal and map out the steps that the analysis suggests.

3. Our strategy must be temporalized, meaning that we will probably not undertake all elements of the plan at the same time, and we must prioritize initial stage objectives that are either too pressing to wait, or that, having been accomplished, will enable us to make progress on other fronts.

For over a hundred and seventy years, City College has provided outstanding higher education to those who truly need it: young men and women newly come to America from across the globe, children of poverty, daughters and sons of working people. We are the very place in our country where the idea of educational opportunity for all was first put to the test, and generation upon generation of City College graduates have demonstrated, in their lives and works, the success of that original experiment. Today, no single college produces greater overall social mobility among its students, and our students come from every corner of human society. Wherever you are from, whatever you look like, however you pray, and whomever you love, you belong at City College, and City College belongs to you. Our community represents one of the most fundamental institutions of our democratic society, and we recommit to our founding mission every day, in every class, with every student who joins our ranks.

We dedicate ourselves over the next five years to a process of renewal, as we lay new foundations to ensure that City College will continue to be one of our nation's great democratic institutions in this century and the next.

Vincent Boudreau
President

Looking Forward:

The City College of New York Strategic Plan 2019-24

City College: Past, Present, and Future

The City College of New York (CCNY) was established in 1847 by a state-wide referendum as the Free Academy—one of the nation's earliest public institutions of higher education and its first municipal college. Our founder, Townsend Harris, described his goal: "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." Dr. Horace Webster, the Academy's first president, reaffirmed this purpose: "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." CCNY thus became one of the United States' great democratic experiments, respecting diversity and merit, rather than caste and class. For 170 years, CCNY graduates have proven the wisdom of Harris's vision. They include ten 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. Among its distinguished alumni are former United States Secretary of State General Colin L. Powell '58, Pulitzer-Prize-winning novelist Oscar Hijuelos '75, former Chairman and Chief Executive Officer of Intel Corporation Andrew Grove '60, and nationally exhibited artist Chakaia Booker MFA '93. The College is equally proud of its role in transforming the lives of its less-well-known alumni who enjoy honorable, satisfying, and productive lives across the nation and around the world.

Today, CCNY is one of twenty-four colleges and institutions in the City University of New York (CUNY) system—the nation's largest urban university, which serves over 278,000 degree-seeking students and nearly as many in continuing education and other non-degree programs. The College's main campus is on thirty-six acres in historic West Harlem, between 130th Street and 141st Street along Convent Avenue. Working adult students also attend classes at CCNY's Center for Worker Education, located at 25 Broadway in downtown Manhattan. CCNY's schools and divisions include the Bernard and Anne Spitzer School of Architecture, the Grove School of Engineering, the School of Education, the CUNY School of Medicine, the College of Liberal Arts and Science (comprising the Colin Powell School for Civic and Global Leadership, the Division of Humanities and the Arts and the Division of Science, and the Division of Interdisciplinary Studies at the Center for Worker Education). The Spitzer School of Architecture and the Grove School of Engineering are the only public programs of their kind in New York City. CCNY's schools and divisions have more than seventy undergraduate majors, over fifty master's level programs, and 6 PhD programs.

We remain committed to offering outstanding educational programs in all our areas of study while maintaining low tuition. Because State support for public higher education has decreased over the last decade, affirming our identity as a campus in which the College of Liberal Arts and Sciences and professional schools; the experimental and the creative; data and narrative all contribute to an institution that is greater than the sum of its parts requires us to reimagine the operations of the College and to make significant changes in how we generate and use our resources.

In the spirit of City College's motto, "*Respice, Adspice, Prospice*" (look to the past, look to the present, look to the future), *Looking Forward: The City College of New York Strategic Plan 2019-2024* represents a recommitment to the College's historic mission in the 21st century. It increases our efficacy in serving our students and communities of knowledge by undergirding this work with rigorous administrative and budgeting practices. While the immediate priority is building financial stability, this document is ordered in a way that reflects the College's historic mission. We therefore focus on the following 5 Strategic Priorities:

SP1: Build Student Success
SP2: Promote Research, Scholarship, and Creativity
SP3: Enhance Diversity
SP4: Renew and Refresh Our Physical Plant
SP5: Build Financial Stability and Finance the Strategic Plan

SP1: Build Student Success

City College empowers students to realize their personal and professional aspirations by providing an outstanding educational experience. In *Looking Forward*, we conceive of that experience holistically as we promote student success by fostering high impact experiences—both within and outside of traditional classrooms—and building efficient and welcoming student services. We will enrich the educational experience by expanding opportunities for undergraduate and graduate research and internships; integrating classroom learning with experiential learning in laboratories, industry, business, schools, and cultural and social services organizations; and improving student support services, such as academic advising, financial aid counseling, registration, and tutoring.

1. **Expand inquiry-based and experiential learning opportunities**

   In order to increase student engagement and retention and equip students for careers after graduation, the College will expand experiential learning opportunities across the curriculum, including research experiences, cooperative education, and internships.

   A key element of our engaged scholarship strategy is the organization of the Campus Engagement Network (CEN). Funded by a generous endowment from the Moxie Foundation, the CEN will become the main planning and assessment mechanism for engaged scholarship across the campus. In its initial stages (begun in the fall of 2018) the CEN will organize training seminars for faculty. In the spring of 2019, the CEN will allocate grants to support various modes of engaged teaching and scholarship. The initial cohort of forty-two faculty from every division on campus will produce more than fifty interdisciplinary faculty collaborations and project-based courses.

   The leadership of the CEN, faculty and staff, will work with the provost's office to plan and assess these programs. We anticipate that the existence of the CEN will augment the climate for engaged scholarship and pedagogy.

- Established in 2007 and building steady momentum over the last ten years, the Freshman Inquiry Writing Seminar (FIQWS) is CCNY's learning community. Serving over 1,000 students every year, FIQWS pairs courses in English Composition, which focuses on communication and rhetorical dexterity, with subject area courses from most of the academic divisions and professional schools. The seminar promotes understanding among students and faculty of the overlapping aims of apparently disparate fields, and supports students as they learn how to apply the knowledge they have acquired in one area of expertise and apply it in new learning contexts. Going forward, FIQWS will expand its pedagogic models to include disciplinary specific, experiential, and service learning in some partnerships.

- To better support undergraduate research, the College will create an Office of Undergraduate Research (OUR) where students can search for research opportunities within and outside the College, during the academic year, and during summer and winter recess. The OUR will also offer workshops on topics such as creating posters for conference presentations, writing abstracts, and presenting research to the public. The OUR will also develop new opportunities for students to undertake research alongside faculty members. City College's faculty, active as researchers, scholars, and artists, allow the College to offer a particularly vibrant curriculum. The affiliation of undergraduate students with faculty research activity promotes mature views of the underlying fields, encourages critical thinking, and teaches professional norms, team-work, social dynamics, and persistence in problem solving. The OUR will allow the College to present a more coherent portfolio of research and creative activity opportunities to students, and to make involvement in such work a greater and greater part of what a CCNY education means.

- College faculty established the Opportunities in Research and Creative Arts (ORCA) program in 2016 with the express purpose of promoting student engagement by creating opportunities for faculty-led research and creative activity, and to increase faculty-student collaboration not only in science and technology fields, but also in social sciences, humanities, arts, and professional programs. The ORCA program and newly established Research Experiences for Undergraduates (REUs) programs in the Biology and Chemistry & Biochemistry Departments, join with existing programs (Maximizing Access to Research Careers [MARC], the Research Initiative for Scientific Enhancement [RISE], the Center for Earth System Sciences and Remote Sensing Technologies [NOAA-CREST], the City College Initiative to Promote Academic Success in STEM (CiPASS), and the Center for Interface Design and Engineered Assembly of Low Dimensional Systems (IDEALS CREST) to provide opportunities for faculty to engage students individually and in small groups in the laboratory, the maker space, the field, the studio, and the archive. The Colin Powell Fellowships, Partners for Change, Community Engagement, Skadden-Arps, Levy and Koch fellowships all combine classroom instruction with experiential learning and internships. The College will commit to support and grow these programs from external and philanthropic sources. The College will explore initiating other programs that connect classroom with experiential learning as opportunities arise.

2. **Expand and reorganize internships, career services, leadership, entrepreneurship, and proactive advising resources for students**

   CCNY's internship opportunities include credit-bearing internships offered through various academic programs, divisions, and specialized initiatives. The Career and Professional Development Institute (CPDI) provides students with access to internships; placing 1,241 students from Fall 2015 to Spring 2017. In addition, there are alumni mentoring programs both at the Harlem campus and at the Center for Worker Education. The CPDI will collaborate with the OUR and network with alumni to expand internship opportunities.

   - CPDI has built a strong model of service, brand awareness, student engagement and technology to expand its outreach to the campus community. While engagement is high among seniors (60% of all appointments), CPDI will aim to engage sophomores and juniors earlier in career planning to better position them for future careers.

   - The College will implement an integrated communication strategy among departments and CPDI that shares information about job placement, internships, fellowships, and experiential learning, and also showcases student achievements on each department's webpage with a description of best practices.

   - The Zahn Center, a start-up incubator founded in 2012, offers co-working space, hosts four entrepreneurship competitions every year, and provides students, faculty and staff with the tools they need to transform their ideas into sustainable ventures. It offers mentorship, practical workshops, and expert pro-bono services for legal, Intellectual Property, incorporation, and accounting support. The Zahn Center represents a major effort to build connections between students' classroom experiences and entrepreneurship. It is a central pillar of the Community Engagement Network, where it has been able to broaden its reach into many disciplines as it builds relationships with faculty. Over the next five years, the Zahn Center will increase the number of applications it receives for its entrepreneurship competitions and will continue to support participation from every division in the College.

3. **Develop adequate resources and faculty-to-student ratios in line with discipline-specific, national norms in all academic units**

   We will plan recruitment, course scheduling and advisement to ensure that every student has access to the courses necessary to graduate in four years by linking together these student support services. We will continue to map out course schedules over four semester cycles. We will deepen this planning initiative so that we are advising students over this course schedule, linking advisement to a registration procedure that prioritizes student needs for specific classes, reserves spaces for students, and allocates budget resources in ways that adequately provisions those schedules.

Beginning in Academic Year 2018-19, the College will develop a recruiting and admissions strategy that takes into account program capacities. This will support the vibrancy and viability of specialized programs and avoid overextending existing resources. Departments shall engage in a process to study enrollment and plan for growth.

- The College will develop a recruitment strategy that leverages the expertise of faculty in programs that are targeted to grow.

- The Office of Institutional Advancement and Communications will promote selected programs.

- The College recognizes that education at the master's level is an important component of preparing students to enter the workplace or further study. The College will increase the number of master's students, calibrating the ratio of master's to undergraduate students in accord with available resources.

4. Build academic momentum through accumulation of thirty credits per year

As part of a CUNY-wide initiative, the College will implement its Academic Momentum Workplan to promote annual thirty credit accumulation by undergraduates, thereby advancing student degree completion. Advising students over four semester sequences and linking this advice to registration will help support this momentum drive. The College will offer expedited paths to Gateway courses, including summer workshops that help students in Engineering, Science, Business, and other majors that require pre-calculus, meet the math requirements. We will also develop workshops to support at-risk students.

- Academic support services will provide teleconference advising for international students to integrate them into the CCNY community earlier.

- The College will maintain and publish degree maps for all programs of study; employ degree maps in student advising; and coordinate communications so that all stakeholders, including faculty, advisors, administrators, students, and parents are aware of their purpose.

5. Build student-centered support services that remove obstacles to enrollment and retention

The College will streamline the offices designed to ensure student success. We will adopt a one-stop organization of our workforce, where generalists with broad knowledge of the entire enrollment process meet the needs of most students, and specialists in one or another field are responsible for addressing more specific matters. We will develop communication modules that encourage students to make timely decisions in the area of enrollment, and we will make sure that work and staffing across these administrative offices are closely coordinated. Areas for specific emphasis include the following.

- The College has made student advising more user-friendly and accessible by consolidating and reorganizing our two entry-point advising centers so that they operate as one center of excellence and articulate a consistent philosophy that seamlessly serves undeclared, undecided, and transfer students.

- The College will make better use of CUNYFirst, the electronic data management system, so that advisors can track and monitor student progress. The College will develop protocols for advisors that encourage them to intervene with students who remain undeclared/undecided in their second year.

- The College will assess staffing levels for advisors, recognizing that different divisions and schools have different needs, that advisors take on specific tasks in different schools, and that faculty assist in advising in some cases. The College will also strengthen the DegreeWorks office so it receives the same level of support as in other senior colleges, in order to allow academic advisors in the divisions to spend more time with students and develop approaches to advise students more efficiently and effectively.

- The College will develop its website so that students and staff can navigate it easily to locate information about student services, including up-to-date information about advising (locations and who is served at various advising units). The College will also improve signage to inform students about specific services, including tutoring, campus jobs, financial aid, and advising.

- The College will reform and reorganize the CCNY Help Desk in the North Academic Center lobby to service students, ensuring that the staff is informed of the full range of available services.

- The Provost's Office will implement an integrated communication strategy that explains the availability, scope, and type of tutoring services offered to students. It will expand Tutor-Trac to create a single, college-wide electronic data management system for tutoring.

- The Provost's Office will develop an assessment plan that measures usage and outcomes and takes account of the general and specialized purposes of tutoring centers on campus.

6. Expand access to hybrid classes in general education and other high-demand courses

Initial assessments show that for most cohorts of students the hybrid format contributes to course completion. Based on this success, the Center for Excellence in Teaching and Learning will provide training in hybrid and online teaching to more instructors. The College will also expand other digital initiatives for pedagogical support, such as lecture capture.

7. **Lower financial barriers to student success by reducing the costs of instructional materials**

   In the fall of 2018, 16% of course sections (490) were designated Zero Textbook Cost (ZTC) courses. City College, with the support of New York State, will continue to expand the Open Educational Resources (OER) and ZTC initiatives so that a higher number of students will be able to access course materials from the first days of class.

8. **Improve support for master's programs**

   The College's new Graduate Constituent Council will develop shared support programs that improve graduate student community and success.

SP2: Promote Research, Scholarship, and Creativity

City College has a proud tradition of providing high-quality undergraduate and graduate education to students from diverse backgrounds. Our faculty conduct research in the laboratory, the archive, and the world; they produce scholarship; and they engage in artistic creation. This work engages students, enriches undergraduate instruction, provides experiential learning opportunities, and makes accessible a high-quality graduate education to students of all backgrounds, particularly those from underrepresented groups who might not otherwise pursue advanced degrees. These Research, Scholarship, and Creativity (RSC) efforts of faculty extend throughout the College, encompassing the liberal and fine arts, natural and social sciences, engineering and architecture, medicine, and education, and are aligned with the access to excellence mission of City College. A quantitative measure of excellence in RSC activity can be inferred from the number of awards, and their dollar value, achieved by College faculty. In 2016, College faculty accounted for more than a third of all awards won at CUNY's 11 senior colleges and nearly a quarter of dollars raised.

RSC is also integral to our work in graduate education. Since the creation of the CUNY Graduate Center in 1961, City College faculty in many fields have been members of the doctoral faculty at the Graduate Center, and in 2008 City College was granted authority to award doctoral degrees in engineering and joint doctoral degrees with the Graduate Center in biology, chemistry, biochemistry, and physics. Clinical psychology was added in 2018. Many faculty in Humanities and the Arts, the Colin Powell School, and the School of Architecture are members of the doctoral faculty at the Graduate Center. Additionally, the College offers terminal degrees in the arts and professional studies, the MD, and master's degrees in many fields.

The 2015 opening of the science buildings on the College's south campus provided state-of-the-art facilities in which to develop strengths in the Sciences. The Center for Discovery and Innovation (CDI) at City College houses five inter-disciplinary groups of faculty: Structural and Molecular Biology, Neuroscience, Physics, Materials Science, and Organic Chemistry. CCNY's south campus is also home to the CUNY-Advanced Science Research Center (ASRC) and the New York Structural Biology Center (NYSBC), a center of international repute with expertise and instrumentation in structural biology. In addition to these areas of strength served by new

facilities, the College is enhancing areas of traditional and emerging strength in transportation and infra- structure, computer networks and communications, photonics, environmental sciences and remote sensing, sustainable energy technologies, computational and theoretical physics, cellular and molecular biology, and mental health counseling and addiction. It continues to develop innovative arts programs, building on distinctive and distinguished programs such as the BA in Sonic Arts, the Digital and Interdisciplinary Art Practice MFA, the BA in Electronic Design and Multimedia, and the MM in Jazz. And foundational departments in the textual humanities and social sciences are developing interdisciplinary programs, including minors in Human Rights, Science and Society, and Community Change Studies.

Research, scholarship, and creative activity of all College faculty, regardless of discipline, are important features of the education provided by City College to its students, within and without the classroom. Using the steps outlined below, over the next five years the College will provide a strong foundation to support faculty RSC efforts in all divisions. In some disciplines external sources of financial support make RSC activity by faculty relatively straightforward to accomplish, while in other areas of inquiry appropriate sources of financial support are few in number and will require investment of College resources to develop. To support and incentivize RSC efforts by faculty, the College will engage in a number of activities.

1. **Change the institutional context for research and creative activity**

   We will improve the administration of research to promote research opportunities and the fruits of that research, engaging academic units of the College, including their leadership. We will strengthen our efforts to tell the stories that emerge from faculty RSC activity to broader public audiences; these audiences include policy makers, thought leaders, alumni, philanthropic investors, community stake holders, and the general public. Research activity of any public university should be presented, discussed, and appreciated publicly, in a process that should also increase public and private investments in our research.

   In addition to better telling of our story to the public, the College will also reorganize itself in ways that better support and incentivize RSC activity by all faculty. As a first step in this direction, the College recently reorganized the College Research Council (CRC) into a body that links College administration and the academic leadership with support for research. The reorganized CRC provides defined roles for key constituents, including deans of all academic units, and at-large faculty representatives in the shared effort to promote RSC activity. To further embed management of RSC activity within the faculty, the College recently replaced the position of Associate Provost for Research with an experienced member of the faculty who chairs the reorganized CRC.

   - The CRC will advise the College on how to use Indirect Cost Recovery (IDC) dollars to support research.

   - Increasing the success rate for large institutional awards (from Federal or private sources) requires a forward-thinking strategy and investment of resources. The College will carefully manage and sequence limited-opportunity competitions so as to maximize the College's chances of success.

- The CRC will revitalize, consolidate, and re-establish core facilities to support engineering, science, the arts, and architecture. Core facilities range from machine shops to high-end shared instrumentation and equipment. The CRC will establish a clear Memoranda of Understanding with the CUNY ASRC for use of core facilities, equipment and instrumentation, and research space.

- The CRC will develop capacity to help researchers establish relationships with private sector investors to commercialize intellectual property that emerges from College research and creative activity for the material benefit of the College and its researchers. This will require articulating with relevant offices at CUNY.

- The College will acquire and maintain licenses for software and scholarly databases as required by RSC.

- After a year of the initial formation of the CRC, the College will evaluate its composition and responsibilities.

2. Increase external support for research

Between 2013 and 2016, City College faculty received approximately $52 million per year in research awards, and research awards have been on an upward trajectory since 2001.

- By increasing the number of faculty submissions to external granting institutions by 20%, the College aims to grow external support for research to $65 million dollars per year by 2023.

- The CRC will develop an incentive structure to increase the number of submissions, as well as the size, award rate, and number of faculty awards.

3. Develop new sources of support for RSC activity that is not eligible for external grants

- The Office of Institutional Advancement will develop infrastructure that will connect RSC to philanthropy.

- The CRC and the Office of Institutional Advancement and Communications will develop opportunities for faculty to communicate their work to the broader public.

4. Optimize access to archives and collections, both physical and virtual

The College has art and archival collections dating to the mid-nineteenth-century. The CUNY Dominican Studies Institute on our campus, the nation's first and only university-based research institute devoted to the study of people of Dominican descent in the U.S. and elsewhere, boasts a state-of-the art library, the largest repository of Dominican

bibliographical references in the United States, and the first and only archives outside of the Dominican Republic dedicated to preserving the legacy of people of Dominican descent in this country. It also has a national and international reputation because of its pioneering scholarly output in the digitization of resources.

- Building on these strengths, the College will support the Library as a site for fostering interdisciplinary collaborations.

- The College will maximize use of its collections as the basis for innovative scholarship and pedagogy.

5. Encourage a culture of college-wide interdisciplinary collaboration

Research, scholarship, and creative activity of all College faculty enrich the education provided by the College to its diverse student body, within and without the classroom. Increased specialization by faculty, however, can limit the nature and vibrancy of our academic community by creating unintended walls between disciplines; artificial walls between disciplines telegraph to our students incoherence in the pursuit of knowledge. To forestall this, the College should constantly look for ways to tear down such walls so that students realize unappreciated synergies among all disciplines.

- To foster interdisciplinarity, the College will identify and support the formation of programs across departments and divisions in areas of strength, such as human rights, global modernism, digital humanities, and musical theater.

- To encourage interdisciplinarity, the College will fund and develop mechanisms to foster faculty-led research seminars. Notably, the Rifkind Seminar in the Humanities and Arts is a long running example of such an effort; this series can serve as a model for other such efforts at the College. The Moxie-Foundation-Funded Campus Engagement Network also fosters faculty and staff team-building across disciplines.

6. Support Graduate Training

The College will develop effective strategies for recruiting graduate students, nationally and internationally, and increase support, fellowships, and training programs for graduate students.

SP3: Enhance Diversity

City College proudly serves an extraordinarily diverse student body. Our students represent more than 150 nationalities and speak more than 100 different languages. In 2017 *US News and World Report* ranked the College second for racial and ethnic diversity among regional universities in the North. In Fall 2017, the College's undergraduate population was ~38% Hispanic, ~24% Asian, ~15% Black, ~14% White, and ~6% Non-resident Alien. Our graduate student community in Fall 2017 was ~27% Hispanic, ~16% Black, ~31% White, ~12% Asian, and ~12% Non-resident Alien. The College has committed to expand its Students of Promise program,

which has proven effective in using high-school grades, rather than SAT scores, to identify and admit underrepresented minority students who will succeed at City College. Moreover, the College is committed to providing equal employment and educational opportunity to all persons without regard to race, color, religion, national or ethnic origin, age, gender, sexual orientation, transgender, disability, genetic predisposition or carrier status, alienage or citizenship, prior arrest record, or marital, military, or veteran status.

The centrality of diversity to the City College experience was captured by First Lady Michelle Obama in her address the graduating class of 2016:

> You represent just about every possible background -– every color and culture, every faith and walk of life. And you've taken so many different paths to this moment.

In her words, City College is:

> this dynamic, inclusive place where you all have had the chance to really get to know each other, to listen to each other's languages, to enjoy each other's food, . . . music, and holidays. Debating each other's ideas, pushing each other to question old assumptions and consider new perspectives.
>
> And those interactions have been such a critical part of your education at this school. Those moments when your classmates showed you that your stubborn opinion wasn't all that well-informed. Or when they opened your eyes to an injustice you never knew existed. Or when they helped you with a question that you couldn't have possibly answered on your own. . . . That is the power of our differences to make us smarter and more creative.

Diversity in all of its forms is at the core of our approach to education, and in the next five years we will increase support for diversity in the student body and in the perspectives and role models that students encounter in class and in extracurricular activities by increasing the diversity of our faculty and staff, particularly increasing representation of women and underrepresented minorities in all instructional ranks and in leadership positions. Toward this goal, we will pursue initiatives in three key areas: retention, campus climate, and recruitment. These efforts will be served by the President's Working Group on Diversity and Inclusion, with a membership that includes faculty, administration, and staff.

1. **Prioritize retention**

   The College will provide a work environment that supports faculty and staff achievement in order to increase retention of talent while also making the College more attractive to prospective hires. Our efforts to retain faculty and staff are of particular importance when financial circumstances limit hiring activity.

   - Units within the College will share best practices for mentoring programs and develop mentoring programs for faculty at various points in their careers, including focused support for underrepresented groups, for faculty returning from parental leave, and for faculty and staff who seek to increase their productivity in order to attain promotion.
   - The College will increase diversity in administrative and leadership positions by offering training and support for faculty and staff to take on new roles.

- In support of work-life balance, Human Resources will develop web pages that serve as a clearing house for resources including camps for children during College breaks and days off, school placement, and elder-care services.
- The College will form a new Staff Council that will provide staff with representation in matters of College governance.

2. Improve campus climate

The College and its leadership must invest with new energy and authority to improve campus climate by working to affirm the dignity and professional status of each and every member of the College community.

The College will engage in new initiatives to promote a welcoming campus environment, including, but not limited to, the following.

- The College will support the development of curricula, courses, readings, and academic programs that expand the perspectives and experiences our students encounter in their studies. Through intellectual inclusivity we will build greater capacity for knowledge and creativity.
- The College will circulate statistics and publicize how our students, faculty, and staff comprise many groups, backgrounds, and identities.
- The College will develop and employ guidelines and practices to encourage respectful discussions.
- The College administration will rapidly implement recommendations from the President's Working Group on Diversity and Inclusion.
- The Provost and President will meet regularly with faculty, student and staff groups across campus to discuss issues of inclusivity, fairness and respect. These discussions will provide specific examples of issues that have recently occurred on our campus (with the privacy of individuals protected) and the resulting actions taken. The purpose of these discussions is to let everyone know that unacceptable behavior is met with consequences, both to discourage offensive behavior and to encourage reporting of incidents.
- The College administration will regularly solicit ideas from faculty, staff and students for further measures to improve campus climate.

3. Enhance recruitment

The College will engage in a multi-dimensional revision of search processes in order to encourage talented candidates to apply for jobs and to ensure that they are evaluated with an understanding of the value that diversity brings to the College's educational mission.

- Using diverse search committees for all positions, the College will expand recruitment plans, investing in more targeted advertising and asking all members of the community to participate in identifying and nominating candidates.
- The College is a meaningful pipeline to diversity in all of its fields. The College will support departments in keeping track of alumni who pursue advanced and terminal degrees elsewhere so that they can later recruit them as applicants for faculty positions.
- The College will encourage departments to develop relationships with minority professional organizations and other minority-serving institutions to recruit minority candidates for faculty positions.
- The College will develop strategic partnerships and alliances to strengthen the pipeline of future applicants from underrepresented groups.
- The College will develop and seek funding for a faculty diversity hiring initiative, including competitive start-up packages.
- The College will develop partnerships and alliances to accommodate partner hires.
- The College will conduct unconscious bias training for deans, search committees, and appointing committees. Search committees will be expected to use best practices.
- The College will develop materials to be used in the hiring process as we compete to hire faculty and staff. These materials will highlight benefits such as Paid Parental Leave, released-time in support of research during the run-to-tenure, and internal sources of research support.
- The College will ensure alignment of hiring practices with national norms and the conventions of specific disciplines.

SP4: Renew and Refresh Our Physical Plant

CCNY's 36-acre historic campus in Manhattan, with its grassy quads, is a real jewel, nestled in west Harlem with its rich cultural and social heritage. Our large, diverse, and complex physical plant ranges from 100-year-old neo-gothic buildings to state-of-the-art research facilities. The campus has 3.4 million square feet of floor space in 18 buildings, including the recent addition of the Center for Discovery and Innovation and the CUNY Advanced Science Research Center.

Maintaining and updating the College's infrastructure, including instructional classrooms, laboratories, studios, research facilities, the virtual environment, and recreational spaces, is critical to the College's missions in areas of student success, research, scholarship, creativity, and community engagement. Equally important is planning and evaluation of space allocation and use in view of changing College needs and requirements.

Over the next five years, the College will engage in space and infrastructure improvements with the following objectives and outcomes.

1. **Create a welcoming and supportive environment for students, faculty and staff**

- The College will continue to improve public, recreational and special events spaces, and commit to scheduled maintenance and care of indoor and outdoor spaces and facilities.

- We will work to maintain comfortable work spaces.

- The College will improve student facilities, lounges, and clubs.

- Information Technology will provide sufficient email, online, and information resources, as well as internet access across the campus, and Communications will maintain user-friendly and thorough online and information resources.

2. **Modernize instructional facilities and technologies to meet the current and future needs of the College**

- The College will establish a program for modernization to ensure that classrooms, lecture halls, music rooms, art studios, maker spaces, laboratories, theatrical spaces, libraries, and all student spaces promote excellence in teaching and learning.

- The College will invest in instructional and information technologies in classrooms and laboratory classes.

- The College will complete $8.5M network upgrades in Marshak and Steinman Halls.

- The College will create and renovate classrooms in order to accommodate academic demand for instructional models that employ larger class sizes.

3. **Mobilize the built and virtual environment in support of research**

- The College will earmark monies from indirect cost recoveries for research infrastructure support.

- Facilities and IT will increase communication with researchers.

- The College will develop criteria for optimizing utilization of research space across the campus.

- The College will plan effectively to provide adequate space for research staff, facilities, laboratories, and studios, as well as to create greater interaction and collaboration among faculty and researchers with similar or complementary research interests (the CDI model).

- IT will improve access to computers and computational resources, as well as provide adequate technical support for research, scholarship, and creative activity (RSC).

4. **Ensure proper staffing levels**

   The College will increase custodial and facilities staffing towards nationally accepted levels and determine appropriate IT support models for each division.

5. **Work toward achieving efficiency and establish sustainability practices**

   In keeping with CCNY's and CUNY's commitments to sustainability, we will develop energy efficiency and sustainability practices in all aspects of campus operations. These will reduce the College's impact on climate change and the local environment, while providing savings in the College's annual energy expenses.

6. **Manage space effectively**

- The College will evaluate and plan space allocations and sharing of spaces to best serve overall needs.

- The College will identify spaces on-campus that require expedited upgrades and/or renovations.

- The College will increase efficiency in instructional space scheduling.

SP5: Build Financial Stability and Finance the Strategic Plan

The budget of City College has several components: the so-called 'tax-levy' (TL) budget consisting of tuition and State appropriations, indirect cost revenue (IDC) from grants and contracts, and philanthropy. To support the differential costs of providing a state-of-the-art education to its students across the full spectrum of disciplines at CCNY, from the humanities to engineering, and to fully support the success of its faculty and staff, City College will build a financial model that protects the institution from budget fluctuations and cuts imposed externally. We will thereby achieve financial stability within one year and financial self-sufficiency within ten years. In order to accomplish these aims, over the next five years the College will both increase revenue and engage in cost-cutting where it can be done without negative consequences.

1. **Raise new philanthropic support**

   Philanthropy will be a priority as the College moves forward. With the merging of the 21st Century Foundation and the City College Fund into The Foundation for City College, the Foundation corpus is approaching $300M. With an inspiring 170-year history and a New York City alumni base, the Foundation can safely estimate raising $50M a year. To reach this goal, the Foundation has recently adopted its own Strategic Plan. That Plan states:

The College goals for our fundraising operations are ambitious. They include a dramatic elevation of our fundraising targets, an operation that deepens the connection between communications and fundraising that positions the College more prominently in the New York cityscape, and a Foundation that is positioned to work with the College president to identify and invest in strategic priorities. Given the fiscal realities surrounding public higher education in general and the City College specifically, philanthropy and the foundation work needs to evolve into a key resource supporting the College's core mission.

In order to reach the goals below, the first priority for the Foundation is to hire staff to support its fundraising operations.

- In order to reach financial stability by FY20, in FY19 the College will seek to raise $4M in new, unrestricted philanthropic funds, either from investment earnings on the foundation corpus, or from new cash. For the first time significant funding from the foundation will be used for core College operations, opening a new chapter between the College and the foundation that is a key component of the College's move towards fiscal stability and eventually fiscal independence.

- The College will make CCNY's most exciting research, scholarship, and creative work an asset that will strengthen fundraising among alumni and with philanthropic foundations by aligning the work of the College's Development Office and its academic wing.

- The College will increase the amount of unrestricted philanthropic funds from $4M in FY19 to $10M by FY24, through a new focus on raising operating funds for the College in addition to the historical focus of the foundations on raising money for student scholarships and other purposes. This amount includes an estimated $1M raised for the Annual Fund, which has historically been used to pay salaries at The City College Fund, but with the merger, will now come directly to the College.

- To reach financial independence, the College must significantly increase its revenue stream so that it no longer relies on resources from the State, which today comprise about $56M.

- As the Strategic Plan for the Foundation proceeds, in years 2-5 the Foundation corpus will increase from $270M in FY19 to $330M with the addition of the $60M in Trusts & Gifts currently held by CUNY, and another $10M in new money, as outlined in the Foundation Strategic Plan. According to the Foundation spending plan, a corpus of $340M would provide $13.6M per year in unrestricted funds to the College. In year 2, the Foundation Strategic Plan calls for raising $20M, increasing by $5M per year through year 5 (FY23) when it reaches $35M. At this time the Foundation corpus will have reached $450M, providing $18M per year for College operations. While the baseline goal for the Foundation is a rather conservative increase in funds raised of $5M per year, there is no reason the Foundation cannot reach $50M per year by FY23, providing an addition $2M per year for operations and reaching $30M in ten years. Such a dramatic change requires a

significant increase in staffing in the Foundation in order to rebuild the fundraising infrastructure.

Table 1. Plan for New Revenue Sources

	Financial Stability within 1 year	Financial Self-Sufficiency within 10 years
Philanthropy	$ 4 Million	$ 50 M per year in gifts, $ 30 M annually for the College's operations
Tuition Revenue	$ 1.3 Million derived largely from graduate enrollment	$ 3.6 Million from international partnerships
Adult and Continuing Education (ACE)	$ 1 Million	$ 10 M per year
State Support	$ 1 Million	> $ 1 Million

2. Increase revenue from enrollment

A robust summer program simultaneously generates revenue and advances students towards graduation. The College will develop a separate funding mechanism for summer courses so that divisions do are not required to spend their fall and spring adjunct budgets to run summer courses, which creates a disincentive to offer courses in the summer.

By focusing particularly on graduate enrollment, which generates more tuition revenue, while also managing undergraduate enrollment, the College will generate more tuition revenue without taxing the campus's instructional and physical plant capacity.

- In year 1, the College will increase graduate enrollment by 200, corresponding to approximately $1.3M in new tuition revenue.

- The CCNY President has recently created the position of Associate Provost for Graduate Programs (APGP) and the APGP has convened a Graduate Constituent Council (GCC) consisting of the graduate advisors in each division. The APGP and GCC will work together to identify existing programs with growth potential and, together with the College's Communications team, develop an advertising and recruitment strategy for these programs.

- The GCC will identify 3-5 programs with growth potential and for which the value to students can be clearly articulated and is based on data. The appropriate departments will work with Communications to implement a marketing strategy for these programs. The successful implementation of this recruiting plan will serve as a template for other programs with room to grow. Similarly, a small number of new programs that take

advantage of existing strengths at CCNY will be developed. These programs will target the overlap between high demand and College expertise.

Building on the progress in Year 1, the College will build a brand for master's education at CCNY that focuses on what our Master's programs do for the students who enroll. The College will begin to develop the data to properly evaluate and market its programs. With the appointment of the APGP and the convening of the GCC, this is beginning to change. Each of the members of the GCC have been tasked with assessing the value-added that their Master's programs provide to students. To do this, new procedures for tracking and follow-up will be put in place, including exit interviews (already done in some programs) and follow-up with the graduated students two and five years out. With these data in hand, the College will be in a position to recruit and consider expansion of master's programs that provide clear value to the students. At the same time, the assessment of program value may cause the College to downsize or eliminate some programs, providing room for new master's programs better attuned to the needs of today's students. The College will actively pursue the development of new master's programs with the goal of providing value to the students and revenue to the College. Recent examples of such program development at CCNY include the Branding and Integrated Communications (BIC) Program, the Masters in Translational Medicine, the MA in Study of the Americas with a concentration in Dominican Studies, and a joint JD/MIA degree that links the Colin Powell School's program in International Relations with the CUNY Law School.

- In undergraduate enrollment, the College will pursue international partnerships that place students in specific programs where there is capacity, or where capacity can be built. An example is a recently developed partnership with the University of the West Indies where 200 international students would provide $3.6M in revenue every year and require a pre-specified curriculum that can be funded for a fraction of the revenue generated. Elsewhere, the College will adjust enrollment in undergraduate programs by recruiting and admitting freshmen and transfer students taking account of their proposed major, so that we may shift the enrollment away from over-subscribed expensive areas, primarily engineering, into other, lower-cost areas of the College.

3. Generate revenue from adult and continuing education

Adult and Continuing Education (ACE) is an area ripe for growth. The College's revenue from ACE in FY18 was $140K.

- In FY19 the College will seek to increase the revenue from ACE to $1M by marketing existing programs and launching new ones. This will be achieved with a new focus on ACE, turning it into a revenue-generator comparable to other CUNY campuses that generate $10-$15M annually in ACE revenue.

- The College will hire a business development manager for ACE to develop training partnerships with City organizations and businesses.

- ACE will work with the University Dean for Continuing Education and Workforce

Development to identify areas for development in ACE that are also areas of strength for the College. These areas should include adult enrichment programs, drawing on the expertise of the faculty and strengthening ties with the Harlem community.

- Over the next five years, ACE will increase its revenue to $10M. It will aggressively pursue programs with growth potential, while simultaneously knitting a closer connection between CCNY and the Harlem community by providing programs of interest that will draw our neighbors to our campus. This includes hospitality courses for the growing restaurant and hotel industry in Harlem. ACE will also pursue contract work with businesses that need training for their employees, for example executive language training and cyber security.

4. Increase state support

With Architecture, Engineering and Science strengths, City College has the most expensive programs of all the CUNY campuses. The CUNY funding model fails to acknowledge this fact and treats all of the senior colleges the same. The College, primarily but not exclusively through the College President, will undertake an intensive lobbying effort at the State, City and CUNY level to provide differential funding for our expensive programs. Our aim is to garner $1M in new state investment in these programs. This lobbying effort has already begun by engaging the local community leaders in support of the College and through discussions with the CUNY Board of Trustees. These will continue, and intensify, when a new CUNY Chancellor takes office.

5. Implement a new campus budget model

City College has an operating budget of about $200M. Approximately one quarter of this budget comes from grants and contracts. Funds from grants and contracts are not allocated by the College, but are associated with specific projects. The remaining three quarters of the budget comes from State appropriations (through CUNY), tuition revenue, indirect cost return (IDC) from grants, and unrestricted philanthropic funds. State appropriations and tuition comprise the "tax-levy" (TL) budget of about $140M, of which 81% is consumed by salaries. This has resulted in budgets that are largely historical and difficult to change quickly. IDC totals about $10M, of which about 40% is lost to the Research Foundation in transaction fees, leaving about $6M for use on campus. Unrestricted philanthropic funds have not been a big part of the College budget in years past, save for the approximately $1.5M of the President's Fund for Excellence (PFE), a discretionary fund provided to the president by the foundation. As unrestricted philanthropic funds grow in the coming years, they will become a central part of the operational budget of the College.

To optimize the use of resources, the College will implement a new budget process and budget model beginning in FY20. The process is a series of steps taken each year to determine the available resources and to direct them to campus units. The model determines what fraction of available resources goes to each campus unit. While not all aspects of this process are new, the totality of the process will guarantee that financial

resources are aligned with the strategic priorities in this plan.

The following steps will be undertaken to develop the budget model.

- During FY19 each campus unit will undergo a self-study to determine its appropriate level of funding in order to serve students optimally and support faculty and staff. This will be informed by national norms as evinced by the Delaware Cost Study, in which the College will participate.

- The President, Provost, and VP for Finance will develop year-to-year funding trajectories for each unit, based on the priorities laid out in this Strategic Plan. These trajectories will map out how rapidly each unit's funding level will approach its appropriate level (assumed to be more than the current level for every unit on campus), and will be informed by the model for short- and long-term revenue growth detailed above.

The annual budget process will proceed as follows:

1. CFO develops 5-year budget projection

The five-year budget projection will map out expected revenue from each College source: State appropriation, tuition, IDC, unrestricted philanthropy. In addition, the plan will map out expected expenses in each campus unit, including contractual step increases and expected retirements and departures. Expected retirements and departures provide an opportunity for the College to redirect resources towards strategic priorities. The projection will encompass three scenarios: optimistic, nominal, and pessimistic, in order to allow planning while incorporating realistic uncertainties in funding.

2. Available resources are allocated across units, guided by funding trajectories
   a. CFO develops preliminary budget allocation, guided by funding trajectories
   b. Provost, CFO meet with each campus unit to discuss preliminary budget allocations
   c. Review Committee approves budget allocations.
3. Each year steps 1-2 are repeated to adjust for reality, and funding trajectories are re-evaluated

Setting Priorities and Assessing Progress

The College's current financial situation requires that we make building financial stability (SP5) through revenue generation and, where possible, reorganization and cost-cutting our top priority. We have set forth a multifaceted plan to achieve this stability, and to generate the resources necessary to meet our growth and development goals. Working, as we are, from a posture of financial need does not, however, require that we concentrate exclusively on our finances. Indeed, a plan for the regeneration of our college requires that we execute and refine our mission even as we shore up our financial foundation. To do so requires that we identify areas of work that make subsequent growth possible, that we think of our plan as unfolding over the next five years and ask which elements of it need attention during what period of that time span.
We prioritize the elements of this plan according to three principles. First, we will give our greatest attention to plans that enhance our capacity to execute other elements of our plan. Second, we will invest resources in areas of work that are so critical to the College mission that

we cannot defer attending to them, despite resource scarcity. Third, we will seek out initial objectives that require thought and action, but perhaps less in terms of material or financial resources. As the College stabilizes its financial foundations, we will take on subsequent tasks outlined in the plan, particularly those that require financial investment.

The plan to stabilize our financial foundation requires investment in our philanthropic operation, in adult and continuing education, and in graduate study—with the growth in our philanthropic capacity the most important of the group. For the new Foundation for City College (born of the merger between the College's two foundations) to realize the fundraising goals set forth in its own Strategic Plan and summarized in SP5, it must be properly staffed. Similarly, for ACE to become the revenue-generator that the College needs, it must be strengthened, beginning with the hiring of a business manager to enhance program development. Finally, efforts to increase graduate enrollment through enhanced recruiting efforts and limited development of new programs is a low-cost way to generate new revenue and deliver value to our students.

Elements of this plan that can be undertaken without new financial investment often begin with the reorganization of our apparatus in ways that produce new incentives, mobilize our campus community in new ways, and promote new ways of pursuing our work. The reorganization of research under the CRC, the development of a one stop approach to student support services, and the organization of the CEN all represent efforts in this direction. Working first to build the apparatus, we will then pursue goals enabled by that apparatus.

Other low-cost efforts that will be prioritized promise to improve important elements of our work without great investment. These include many elements of building student success, outlined in SP1, and some of the efforts to support RSC, outlined in SP2. While the College will not be able to make significant strides to enhance the diversity of the faculty until financial stability allows hiring to resume, the efforts to support and retain the faculty we have and the related priority of improving the campus climate, described in SP3, must be an immediate campus priority.

Finally, some efforts will require investment, even in the short term, to pursue objectives vital to the College. Renewing and refreshing our physical plant, described in SP4, will mostly require funding. But much of this funding comes through CUNY for capital projects, independent of the rest of the College budget. CUNY, however, is currently withholding some capital funding because the College has only a single project manager on staff, limiting the number of projects that can be undertaken. Therefore, the College will prioritize hiring a second project manager so that the pace of physical improvements to the campus can be increased.

Once financial stability is reached, the College will turn to other priorities outlined in this plan and begin to make investments towards faculty and students' success. Rather than setting specific priorities for these investments in this document, plans will be set annually as part of the new College management plan, based on Objectives and Key Results and guided by the goals outlined in this plan. This planning, however, will follow the principles laid out in the above--making sure to pursue goals in the short term that will enable subsequent progress, identifying and committing to the most important goals at any time, and making the identification of these shorter-term priorities the focus of annual and quarterly planning sessions.

Objectives and Key Results (OKRs) is the management system designed by City College alumnus Andrew Grove when he was at Intel. The system revolves around linking planning to goals (Objectives), and empirically verifiable measures of progress toward those goals (Key Results). OKRs will be established by the College as a whole and by subsidiary units of the College, in annual and quarterly planning sessions. These sessions also include assessments of what happened in the last quarterly or annual cycle, a discussion of how effectively we hit our targets, and what accounted for whatever shortfalls occurred. This process makes the Strategic Plan something of a living document, with an annual and quarterly assessment of priorities and development of strategies in order to reach the goals set forth.

The management system requires, first, that organizations and sub-units focus on key goals, prioritizing those goals over others that may be distracting. Second, the planning process is designed to align goals across the campus, so that various units of the College are not working at cross purposes (a fairly common danger in the self-governing structure of the university). Third, the program calls for frequent assessment. At minimum, assessment is built into quarterly and annual planning sessions. But because OKRs are a matter of public record, supervisors should be having frequent conversations with those who report to them about progress toward goals, and whether achievements in Key Result areas are having the intended effect. Finally, the system encourages organizations to set some stretch goals. For our campus, we are setting our sights on a balanced lean budget in three years, a balanced budget with room for investment in five years, and a level of financial health that allows us stability, no matter what happens in the realm of State funding, in ten years.

Appendix 2a:

Combined Foundations for City College

Draft Strategic Plan

Draft Strategic Plan for
The Combined Foundations for The City College of New York
Fiscal Years 2019 - 2024

Executive Summary
(*first revision Aug 1, 2018*; Amendments made September 2018)

Drafted by Dee Dee Mozeleski, Interim Executive Director
21st Century Foundation
(Director, Combined Office of Institutional Advancement and Communications)

Beginning July 1, 2018, the 21st Century Foundation and the City College Fund will effectively become a unified fundraising organization for The City College of New York. The combined assets of both foundations will be reviewed by a team of auditors, in collaboration with the Executive, Budget, Investment and Audit Committees of both foundations, and in collaboration with the Interim Executive Director of the 21st Century Foundation and the Vice President for Finance of the City College of New York. The work will result in a proposed management plan for merging assets, while ensuring the integrity of individual donor agreements and appropriately pooled accounts. At the request of the current Interim Executive Director, the Finance and Administration Department, under the guidance of Felix Lam, began a complete merger of the two financial and donor databases (Raiser's Edge/Blackbaud and Sage/Abila) approximately 18 months ago in order to be prepared for the merger of the 21st Century Foundation and the City College Fund. However, it was also our professional opinion that, regardless of the merger status, bringing the two disparate databases together made the most sense for efficiency and accuracy of information. The coordination of the two departments was always a concern and this alleviates future potential issues in accounting and donor stewardship practices.

The Director of the Foundation intends to direct her staff to commence the work of merging an additional 100,000 records, currently managed in a database that is proprietary to the Alumni Association and City College Fund as soon as possible after the foundations agree to sign the final term sheets to consolidate. However, it is her intention to begin moving as much new alumni data to the College's donor database effective immediately. To that end, she has begun working with the College's registrar to outline a guideline for data transfer ahead of the 2018/2019 graduation season. At the end of these planned mergers, we expect to have one unified database with approximately 150,000 to 200,000 records (once we ensure no duplicate records remain) from over 20 years of donor, prospect, and alumni membership information.

Year 1 (FY19):
Fundraising goal: $15m in new cash and new pledges; plus 100% attainment on pledge payments; identify new board prospects; staffing (as outlined below); completion of merger document review and submission to NYS Attorney General and Internal Revenue Service; onboarding of all foundation staff, including Zahn Center staff; establish an 18 month calendar of special events, including targeted mailings, with an 18-month projection listed; finalize a donor stewardship calendar for all 21st Century Foundation accounts; (will onboard City College Fund accounts to stewardship calendar by January 2019 and continue to add as needed). President to visit all Alumni Chapters not visited since 2017; establish closer collaboration with the City College Alumni Association and review of staffing plans to bring our work more closely aligned. (see attached current organization/staffing chart); set donor recognition levels, inclusive of historic categories and the needs of the Alumni Association.

The initial goals of the new foundation will be to:

1. Adhere to the requirements of the approved terms sheets, including: Creating a new board of 25, consisting of 12 members from the 21st Century Foundation, 12 members from the City College Fund and the College President;
2. Establish a set of approved term limits for members of the new board, including a staging of terms so that new members can be recruited without losing the integrity of the Board. This recruitment process will also help establish a new base of prospects for all of our board sub-committees and will allow us to have a pool of candidates who will be stewarded to become members of the full board. This will be done in a collaborative way with all members, and we will continue to work to ensure that the diversity of our Board is reflective of our overall campus community;
3. Grow the staff size by three full-time employees by adding one additional stewardship manager to help manage the new portfolio of approximately $300m; add a new finance position (comptroller, with a direct report to the Board and dotted line to the Foundation Director and CCNY CFO), and add an Assistant Executive Director (search to begin Fall 2018) to serve as the second in charge of the office, allowing the senior fundraiser to spend more time doing direct fundraising of major gifts, and tasking the AED with a portfolio of gifts between $9,999 - $24,999 across targeted schools and divisions (this portfolio will grow as new fundraisers are brought onboard)
4. Review the past five annual fund campaign totals, and ensure that we are staging a comprehensive, year-round campaign, including expanding our planned giving outreach, scheduling regular donor thank you calls for all gifts of $100 to the college (to any fund) and establishing a solid CUNY Giving Tuesday presence and cultivating prospective gala honorees at least 12 - 18 months in advance of an event.

5. This plan, as drafted by the Interim Executive Director, will move forward regardless of the timeline of the consolidation of the two Foundations, with one major concern being the issue of the necessary postponement of the database merger.

Year 2 (FY20):
Fundraising goal: $20m in new cash and new pledges; plus 100% attainment on pledge payments across both foundation accounts; continue to identify new board prospects; staffing increased as follows: 2 additional fundraisers; possible consolidation of the College's events team to ensure a more closely connected special events profile for the College; add one alumni or planned giving specialist (will depend on the outcome of the Alumni Association conversations over the FY19 year); closer connection to the high-end research on campus through the College-wide Research Committee (CRC), on which the Fundraising office will have a role. Adhere to 100% performance evaluation of all staff; adjust staffing needs as appropriate while ensuring professional staff development is a priority.

Year 3 (FY21):

Fundraising goal:
$25m in new cash and new pledges; plus 100% attainment on pledge payments across both foundations accounts; will plan to bring on an additional annual fund manager (begin recruitment in FY20)

Year 4 (FY22)

Fundraising goal: $30m in new cash and new pledges; plus 100% attainment on pledge payments across both foundations accounts; identify if our office needs its own planned giving specialist (currently, only the ED has experience in planned gifts) or if CUNY will have moved to a shared services model by FY19 or FY20. If no movement has been made on this at the CUNY level, then identify a planned giving specialist in FY21. If CUNY handles this area, then we will plan?look to hire an additional alumni stewardship specialist. Recruitment to begin in FY21. Recruitment of two additional fundraisers begins at the end of FY21, to be onboarded during FY22).

Year 5 (FY23)
Fundraising goal: $35m in new cash and new pledges; plus 100% attainment on pledge payments across both foundations accounts; While this is a long-term goal, at the end of Year 4, we will start a discussion (possibly sooner) related to the feasibility of a multi-year, $1B campaign in support of the College as a whole; The campaign strategy will be a separate

document, to be drafted in FY19 and FY20 with revisions made, inclusive of the fundraising and communications staff, Board and external constituents. Review staffing needs associated with larger campaigns.

End of Executive Summary

Draft Strategic Plan for
The Combined Foundation for The City College of New York
Fiscal Years 2019 - 2024
May 2018(Amendments made August 2

HISTORY

For much of its history, The City College of New York did not have a robust, or consistently managed development operation. Founded as an institution with public support, decades of College leadership did not see an urgent need to make philanthropy part of the operating mandate of the College. When the City College Fund was established 70 years ago, it was as a way to gather philanthropic donations that would primarily support scholarships on campus, although in time it also expanded to recruit donations for endowed professorships, lectures, academic programs and the like.

Toward the end of the 20th Century, in part because philanthropy was disaggregated across the campus and because the College presidents began to understand the importance of being able to set funding priorities for the College, President Yolanda Moses established the 21st

Century Foundation, initially as a holding agent for philanthropy, with little direct Board oversight. Soon after, under President Gregory Williams, an investment board was convened as a way to make sure that philanthropic resources from the college were invested as wisely, and with the greatest hope of return on investment, as possible. It was only years later that the investment board began moving in the direction of constituting itself as a fully functioning foundation board that would concern itself with the full range of foundation concerns, including development, but reaching as well into the public face of the College, membership needs and overall fiduciary responsibilities.

Hence, by the 21st Century, City College had two foundations, often in competition with one another and, even when not explicitly so, constantly out of coordination. The costs to the College, over those years, are almost incalculable. We certainly lost donors because of the confusion created by the existence of the two foundations. But more important, we lost the ability to steward donors seamlessly from their first interaction with the College through their maturation as major donors because we did not have the organizational apparatus to manage them, particularly with one organization concentrating on medium level alumni giving, another focused on major gifts, and with no coordination between them when donors went from being annual fund donors to major gift donors.

At this writing, we have created a term sheet laying out the rules for the operation of a single, combined fundraising operation. We have a staff that has begun to work under the unified direction of our foundation's interim director, and we have a great deal of work to do. Yet the merged staff represents several redundancies, and reflects the departure of several other employees. The CCNY Development Office lost all fundraisers (as distinct from the core group of staff who focus on the important areas of database management, prospect research, scholarship management, special events and corporate and foundation management *[this position also involves direct fundraising]*) save for its executive director. The City College Fund currently has one fundraiser who specializes in annual fund/direct mail, but no other fundraisers. They are also staffed by a corporate and foundations relationship manager and a senior level finance director, who works closely with the College's AED for Finance, himself tasked on a part-time basis to support the work of the combined foundations for the College.

Amendment as of September 2018: After writing the narrative below, the Alumni Association has expressed a desire to slow down any formal consolidation. This poses a number of serious concerns for the health and future of the growth of the College's alumni-building capacity. To that end, the Development Office, at the direction of the director, will move immediately to begin formalized outreach to alumni at all levels, and will work in close partnership with the College's senior registrar to begin cultivating graduation lists as of 2018/2019.

A final and recent development requires consideration. The Alumni Association has recently expressed its desire to consolidate activities with the newly unified foundation. There are some obvious advantages to this proposal. Most prominently, we would, for the first time have an apparatus that includes a unit devoted to capturing and expanding the network of alumni who are oriented toward supporting the College. Our most effective work to date has always been on the major gifts front, but developing a robust and strategic annual fund campaign, and making the alumni network a more explicit part of a fund raising-apparatus would greatly enhance our potential. There is support for this proposal within the Alumni Association, which is navigating its own leadership transition, and from the leadership of the CCF.

There are areas of impact to discuss, at least in the short term: The Alumni Association has been losing its financial base of late, and that means the organization has taken on the task of understanding how to retain long term members, while increasing membership from younger, more recent graduates. Last year, the Association was allowed to operate with a functional deficit to increase marketing opportunities (using their capital reserves to cover those costs to ensure a balanaced budget at the end of the FY) and they have adopted a six month budget process to give them greater flexibility to make adjustments, if needed. The staff of the Association is largely redundant, with the staff of the merged foundation - with events planners, database managers, and finance staff. Issues of record keeping and infrastructure are every bit as pressing in the Alumni Association as elsewhere, and so a merged apparatus would require a fair amount of work (although there would be no additional donor files to audit and their database is the one that CCF has used - so the issues are certainly less daunting than those we currently confront.)

On balance, pursuing the full working consolidation of of our external relations apparatus (2 foundations and the Alumni Association) is certainly in the College's interest. The question, however, is how we sequence and staff up for this work in ways that preserve our capacity to raise new monies and manage the resources that we have.

The overriding legacy of our history - the history of both foundations - is this: the accounting, stewardship and disposition of our philanthropy has never been anything close to adequate. We have systematically been confronted with donors whose initial excitement at the idea of supporting CCNY was eroded over the course of subsequent, disappointing interactions with the College. We therefore face the current conjuncture at a moment of great potential, an utterly enviable array of potential supporters, but a history of activity that has never measured up to that potential.

This is a plan to change that.

Current Issues:

There is an adage in fundraising (and in business) that you shouldn't raise more money that you can manage and allocate, and the recent history of the college demonstrates that we may well have violated that adage in the recent past. The immediate, merger-imposed tasks of the Foundation are infrastructural: merging the data-bases, integrating the financial management and accounting systems, and (what will be most important and time consuming) auditing all of the donor files and records to make sure that we have been accurately allocating philanthropic funds, and that our records are up to date and pristine. On the 21st Century Foundation side, we have been undertaking this audit for almost 10 months, moving alphabetically through the files and, as of mid-April, had reached the "Ls." The City College Fund has approximately the same amount of records and will also require our staff to take a complete audit of donor agreements and stewardship issues going forward.

The audit is not merely a record keeping exercise, but rather a process that involves calling each donor for whose file we discover a problem, rectifying that problem, and, where necessary, paying a visit. The process has been time consuming and frustrating, and we have found far more files with problems in them than not. But it is also an essential process, one which, to date, has generated no small number of renewed gifts to the College.

Understanding the audit process is important for three reasons. First, I have asked for additional staff, at all levels, to help us speed up the audit process (at present, we are undertaking the audit staffed with three CCNY student interns and myself). Second, until we are able to move forward in our work without continually being forced to spend weeks fixing long standing problems with their files, we cannot hope to be able to devote ourselves to more sustained fundraising. And finally, while I have narrated an ask for some new resources to help us with fundraising, we cannot fully enter into the effort to ramp up our staffing to acceptable levels until the audit is complete.

That said, the audit process frequently turns up individuals who are eager to contribute to the College, and we miss opportunities when we are understaffed. The ability to double fundraising this past year, is a direct testament to the stewardship our team is doing on a daily basis. There have been times over the past academic year when the scant number of fundraisers working in the office has made it difficult to keep up with the outreach from donors and potential donors. Even before the audit is entirely complete, we will need to begin hiring more people on the fundraising staff (keeping in mind that our hires must not outpace the management capacity of the office, and that we strongly believe that a centrally managed and coordinated fundraising strategy is best).

One of the key discoveries of the audit process has been that many of our scholarships are either allocated in the wrong way or not allocated at all. Earlier in the year, we restricted the

number of people who had the authority to sign scholarship allocations, thinking that by designating one or two people in each school or division to do that work, we would be able to tighten controls. We are finding, however, that the academic units of the College simply do not have the staff or the orientation to avoid these mistakes - and we remain in a situation where scholarships have been misallocated this year.

The damage this does to us is incalculable, because a bad experience with the College turns donors away at a point when they could be transitioning from small grants to larger ones. We have had one person in the office working on a revised scholarship management protocol for the past 12 months, and her impact has been substantial and obvious. Our scholarships manager is the only person who is looking to systematically reconcile scholarship payments with donor accounts across an almost $200m foundation.

To rectify this problem, we would like to move the management of scholarships out of the schools and divisions and into the central fundraising apparatus, and add staff tasked with the management of these accounts. Faculty and departments would still have the responsibility (and the right) to select specific students for awards. But a central scholarship administration process will insure that scholarships are being awarded in a timely fashion, that they are awarded in the right way, to the right student, and that we are avoiding the too common problem of over-packaging students (that is, awarding the same student many scholarships from a variety of departments).

Goals of the College

The goals of the College for itself are substantial and necessary. In the short term, the College must stabilize its financial foundations, rectifying a situation that has seen CCNY in some form of economic difficulty since the late 1970s. We seek to expand the College's role in the public sphere, continue and deepen its leadership in the realm of social mobility, and build on our legacy of being a courageous pioneer in the education of the whole people.

The College goals for our fundraising operations are ambitious. They include a dramatic elevation of our fundraising targets, an operation that deepens the connection between communication and fundraising that positions the College more prominently in the New York cityscape, and a Foundation that is positioned to work with the College president to identify and invest in strategic priorities. Given the fiscal realities surrounding public higher education in general and the City College specifically, philanthropy and the foundation work needs to evolve into a key resource supporting the college's core mission.

A) Elevation of CCNY's fundraising targets: The College has never truly touched its fundraising potential. With alumni spread across the nation - and around the world - a

prominent and beloved place in New York City and a mission that is utterly in line with the needs of the moment, CCNY should be a fundraising powerhouse. Despite what may have been reported in the past, however, the college has never raised more than about $10 to $12 million a year, except in those infrequent years when a building or a school was named. Apart from mega-gifts associated with the Spitzer School, the Grove School, the Cohen Fund and the Colin Powell School, our fundraising attainment has been more modest. In more recent years, attainment from the development office has been closer to 7-8 million per year. A program that fixes our infrastructure to steward donors appropriately, integrates our fundraising apparatus into a single unit, and undertakes a more effective effort to communicate our activity and success to a wider audience should increase those attainment levels manyfold. There is no reason why five years from now CCNY should not run a $50 million dollar a year development operation. With an integrated foundation and an annual fund linked to a robust operation, we could produce far more than currently in the way of discretionary resources.

B) An initial measure taken in the revamp of our development operation was the integration of the communications and development offices into one group. The logic of that integration was that development is the main constituency of our communications work: we want to tell the world what is going on at CCNY in order to interest as many people as possible in supporting the college. A longer range objective of this integration, and an important goal of the College, is to restore CCNY to its rightful place in the pantheon of New York institutions--not just as a school where remarkable young people get an affordable education, but as a place that is engaged in cutting edge work with these students, in all fields of endeavor.

C) The College's needs are evolving and the Foundation is newly positioned to meet those needs. With an expanded endowment corpus, the Foundation is now controlling more financial resources than ever before. Wise investment decisions and a fairly conservative spending policy have combined to produce resources that the foundation simply did not have in the past. To date, discretionary resources have provided a board-mandated 10 million dollar buffer behind discretionary spending, and supported a president's fund for excellence, recently pegged at around 1.5 million dollars annually. With discretionary resources likely to grow in excess of that 11.5 million dollars, it is time for the Foundation to begin taking proposals from the president about investing in the College. In using its discretion to allocate project specific funds in response to proposals coming from the college leadership, the Foundation will exercise an expanded role in the College's future, transcending its current role to become a partner with the College President in setting a strategic course for the institution.

Goals of the Department

The department seeks to establish itself as a first rate advancement and development operation, capable of stewarding and supporting the institution's mission into its next era, and linking development work to a clear communication of the College's intellectual and educational activity. To reach that goals, it must 1) fully and seamlessly integrate the full spectrum of development and advancement activities within a single operational planning cycle, tuned to the evolving strategic needs of the campus and of our society; 2) insure an infrastructure of financial accounting, donor stewardship and record management, prospect research, grant writing, event planning, and database management; 3) integrate the personnel and functions of the City College Fund and, if appropriate, the Alumni Association into a formally consolidated team; 4) begin to build out a fundraising apparatus that through the years has dwindled to one fundraiser for the entire 21st Century Foundation; and 5) consolidate the communications function within the department in ways that link development to the capacity to identify and tell the most exciting stories about the campus.

1) Fundraising on this campus has too often been more or less over the transom: donors come to the College with ideas about what they want to fund (and more often than not, devote resources to direct scholarship support to students). The development office needs to move to a place where it is setting strategic goals that prioritize the college's most pressing needs and most exciting plans, developed in cooperation with the college, divisional and department leaderships.
2) Our review of the Foundation records and practices yields one unavoidable conclusion: the 21st Century Foundation and the College Development office have never had an appropriate staff to maintain its infrastructure, to properly steward donors, and to keep track of financial records. We have also learned that our momentum as an office has been immeasurably hampered by mistakers in stewardship, in fund allocation, and in the management of the financial infrastructure. Last year, we began our work by concentrating on infrastructure, an effort that prominently included an audit of all donor files. To achieve that goal, we made no new hires, except to bring in three student interns. Earlier this year, we replaced a departing scholarship manager with someone more suited for the work, to great effect. A major goal of the department is to insure that we have the proper infrastructure in place to manage our philanthropy.
3) We need to integrate the personnel from the City College Fund and the Alumni Association into a unified team, identifying employees who will become permanent parts of the new formation, and organizing the entire team into well functioning units. There are opportunities and challenges here. The biggest opportunity, of course, is that we have the potential to build the first integrated apparatus for external relations that the College has ever had. The integration of our foundations also offers us, for the first time, the opportunity to be strategic about how we shepherd donors from first contact and smaller initial gifts through their maturation into major gifts prospects or people interested in making a legacy gift. As we refine the way we talk about CCNY (See point #6, below)

foundation integration also allows us to be more effective and strategic in things like our annual fund campaign, making it a far more important part of our development profile each year.

4) We need to build out the College's fund-raising apparatus. Our initial concentration on infrastructure was an appropriate response to the conditions we found in the development office. As we tackle those problems and correct the records of donors with problems that we encounter, we have met increasing volumes of fundraising opportunities. We currently have one fundraiser in the 21st Century Foundation office, and one annual gifts officer in the City College Fund. No such position exists in the Alumni Association. Once we have made some significant progress on the infrastructure front, we will need to begin rebuilding our capacity to raise new monies, and this means hiring new fundraisers. Ultimately, we seek to build a group of fundraisers that are tightly coordinated with the central apparatus, but who also are grounded in specific areas of the campus. Past models, in which fundraisers were entirely located in different areas of the school (engineering or science, for instance) deprived them of the central and strategic coordination that will be necessary for us to reach our goals. Ultimately, we are working to build a fundraising team that is, in its size, adequate for the scope of work we are taking in, possessed of areas of strength that encompass the different fields of study on campus, but tightly coordinated in a central team.
5) In early 2017 we consolidated our communications and fundraising offices into a single unit. This organizational move signals the achievement of an important strategic goal of the operation. The development and communications team needs to be far better coordinated with one another, and far more in tune with the activity of the campus. CCNY has, over the years, projected a fairly one-dimensional image of itself, relying mainly on stories of our students, the struggles they overcome, and the things they achieve--and these are important parts of our message. But we need to do a far better job communicating the substance of the exciting work that our students and faculty engage in on this campus. That means that communication and development work should more deeply engage with faculty and departmental work, involving them more fully in the effort to make potential benefactors aware of the most exciting things happening at CCNY.

Assets of the Department:

The assets of the department include 1) the actual and existing assets of the CCNY Office of Institutional Advancement, 2) the assets that we presume will be moved into the unified team with the CCF staff in the foundation merger process; and, 3) staffing assets that we may be receiving if or when the City College Alumni Association partners with the current team more formally. We'll move through these assets in sequence.

The Staff of the Executive Director of the 21st Century Foundation:

The staff includes one fundraiser (the executive director of the Foundation), one highly experienced prospect researcher, one database manager, one stewardship specialist, one executive assistant, one grants and foundation writer/manager, a team of special events and creative designers, one events planner, and a team of interns working on a donor file audit. Merged into this staff is also the former staff of the office of communications. This staff includes: 1) two writers (one senior and one junior); one public relations coordinator, a web-design and marketing director, two website managers and two part-time writers. In addition, the finances of the 21st Century Foundation are managed on a p/t basis by 1 Assistant Vice President for Finance, 1 Director of Accounting and on a f/t basis by three additional finance managers who oversee disbursements, investments and all reconciliation.

The staff of the City College Fund, as it currently exists, includes one annual fund specialist, one finance director, one grant writer, and a small team of finance interns. How many of these assets will transition to the new formation is a little uncertain, since the terms of the merger allow any CCF employee, after 119 days, to resign their position and avail themselves of a severance package.

In the event that the Alumni Association also joins this formation, it is unclear at this point what that will mean for staffing.

Needs of the Department

1. **Infrastructure/Stewardship/Finance:**

A great deal of the College's development operation problems, historically, stems from its neglect of the need to build an appropriate infrastructure. In the absence of that infrastructure, the College has too often asked academic departments to play a larger role than neededt in keeping track of their accounts properly and stewarding donors. For their part, our foundations have often concentrated more on raising money than taking care of it--and that's a reflection both of office practice and hiring patterns. A huge component of our wasted opportunities lie in donors or prospects who turn away from the College because they've encountered problems with their accounts.

Stewardship: We currently have one person tasked with stewarding donors, a task that includes making sure that donor accounts are allocated on time and in accordance with donor agreements, and that donors receive reports, thank you's and other information about their philanthropy. At our current foundation size, we need a minimum of three people doing this work.

Finance: It would be normal for a foundation managing $260 million dollars in assets and processing roughly 20,000 disbursements annually on those assets, to be served by a finance team of from 5 to 8 people. We currently have 3 full-time people, plus the resources, on a p/t basis, of our AED for Finance and Director of Accounting. In our old model, the staff of the foundation office and the College's finance team were separated into different units. As part of the merger and reorganization, the Foundation will be absorbing 3 people who work exclusively on foundation disbursements and investment portfolio management in the College's finance office. That still means, however, that we will need to address staffing increases as the Foundation's net assets grow. **One point to note: The College is also the beneficiary of cumulative assets totaling approximately $60M, currently held at CUNY Central in their office of estates and bequests. That means that our staff is responsible for managing, once the merger is complete, a total of over $330M in assets.**

2. Management:

In the early weeks of the presidential transition in November 2016, we removed the vice president for development, and soon after, the assistant vice president left for a new position. While the current interim executive director of the Foundation has replaced the VP position, as well as the VP for communications, we never replaced the AED. It is clear now that for the executive director to have the time to concentrate on major gifts and overall development strategy, she needs a high level assistant executive director. Initially, this person would have a portfolio of gifts at the $9,999 and up level, which would increase after hiring of fundraisers to $50,000 and up.

The primary responsibility of the assistant deputy director will be the management or development teams, the monitoring and management of foundation record and stewardship processes, and the processing of donor agreements and contracts.

At present, the concentration of these tasks, and the tasks associated with fundraising, in the current executive director is imposing real limits on our fundraising capacity. For this reason, identifying and hiring a deputy foundation director should be a high priority. We should commence looking for this person in the early months of the fall 2018 semester.

3. Fundraising:

With virtually all fundraisers gone from the campus, we need to rebuild our capacity to do this work from the ground up. Over time, we will calibrate the size of our fundraising staff to an assessment of the amount of fundraising activity, and the funds raised. At the outset,

however, we need a fundraising operation with coverage across the three major areas of activity (major gifts, annual fund, and planned giving).

Annual Fund: The College needs between 1 and 2 annual fund specialists. This means assessing the capacity of the current annual gift specialist (1 existing person) and augmenting as necessary - but also prioritizing the replacement of the existing annual fund specialist if she decides to accept a severance package from the City College Fund (still undetermined, although we would ideally like her to stay). We also believe, however, that the annual fund has been an area of consistent underperformance at the College because of the lack of coordination across offices, and it is time to revamp the entire approach to raising these kinds of resources. Nevertheless, the annual fund represents a crucial source of unrestricted resources for the campus, and so should receive some substantial attention in the reconstruction of our fundraising capability. Moreover, annual giving is often introductory giving, and helping to develop this aspect of our portfolio will be an important early step in revitalizing our fundraising pipeline.

We will spend the summer assessing and planning the annual fund campaign, and should it be necessary to hire someone into that position, we will do so by August, most likely at a fairly junior level. The annual fund staff must be in place by August, with a campaign mapped out by the start of September, at the latest. Should the incumbent in this position choose to stay with the new foundation (again, that is our hope as she is extremely dedicated to the College and has managed the CCF annual fund for years), then we will assess the need to hire someone at a later date.

Planned Giving: Every year, we take in a substantial share of revenue (⅓ of all new gifts) through planned giving, yet the College has not built up its capacity to undertake a sustained planned giving effort. CUNY as a whole had a longstanding contract with a planned giving expert - but that contract only resulted in 52 gifts, system wide, and it was recently terminated. There is some talk of CUNY beginning to develop a new planned giving apparatus, but we feel strongly that, particularly given the comparative advantage that our alumni base affords us, we would be well advised to develop our own capacities.

That said, planned giving is typically something that a robust fundraising operation can entrust to a relatively junior fundraiser. It's main activities involve mailings, planned giving events, and planned giving contracts. As we think about developing a robust planned giving operation, we would like to plan to either work with CUNY central, or contract (1-3 years) with an outside firm to manage our planned giving marketing and contract needs (already being done for CCF) and then bringing on someone in this capacity by the start of FY20 or FY21.

Major Gifts Officers: Once planned giving and annual fund teams are in place, it will be necessary to begin searching for major gifts officers. We believe that previous deployment

patterns for major gifts officers, patterns that essentially seconded them to academic units of the college, were wrong headed. While gifts officers will have areas of expertise and emphasis, their work needs to be coordinated with a central fund raising strategy and integrated into the central development operation. At the same time, we want major gifts officers to develop distinct skills and portfolios, and so we will most likely hire one with expertise in engineering and science, and another with skills more applicable to the humanities, education, arts and the social sciences.

We anticipate bringing major gifts officers on board once our management, infrastructure and other fundraising staff needs (i.e., annual fund and planned giving) are met. In the interval, it will be possible to manage our major gifts portfolios by freeing the foundation executive director from a range of management and back-end functions (via the expansion of our infrastructure and management resources) and allowing her, in collaboration with the president, to devote more exclusive attention to our fundraising activities.

Going forward, it will be necessary for the Foundation to work with the College to establish parameters for the expansion or contraction of the office staff. We should develop an understanding about the relationship between our human resources, our fundraising attainment, and our potential expansion.

Pathway to Goals

We believe that the correct sequence of actions we must take to reach our goals begins with the process - underway for the last year and a half, of identifying problems with our existing systems, auditing our accounts and donor records, establishing an infrastructure that is adequate to the management of our operation, and then expanding our fundraising capabilities. Additionally, the work that accompanies the foundation merger(s) both compels us to undertake these infrastructural efforts across a broader range of organizations, and to integrate the infrastructures of several different groups into one unit. Accordingly, we propose to move toward our goal in the following sequence.

Spring/Summer 2018:

1) Consolidate the existing staff of the different organizations into functional units (stewardship, **database management and research***, events planning, communication, financial management, fundraising, senior leadership). Assess gaps in coverage following that consolidation.
2) As that consolidation takes place - and as gaps in coverage appear obvious - prioritize hiring in three areas: stewardship, financial management, writing.

3) Augment our writing staff, either by extending the hours of our part-time writers, hiring a full time writer and/or recruiting writing interns from the pool of CCNY graduate programs in writing and integrated communication.

*When we look at database management, prospect research and biographical records management, we see these roles as integral to the entire makeup of the department and impacts all other functions of our team. Stewardship, relationship management and the ability to fundraise for strategic priorities is directly impacted by prospect research and prospect management, gift and biographical records management, and a cohesive "Advancement Services" team continues to be our staffing priority.

Late Summer/early Fall 2018: With the appropriate infrastructure being rebuilt, we can, at this time, begin thinking about re-establishing our fundraising apparatus, beginning with elements of the operation that will most easily be integrated into existing elements of our work.

1) Assess our annual fund infrastructure. We have one annual fund specialist from the CCF employment pool, but we believe it is time to revamp that operation (a process that she supports and will participate in). We will assess whether or not an additional person is necessary to resource the annual fund. We will make this assessment early in the fiscal year, so that the annual fund operation will be running at full speed for it's fall semester cycle.
2) Identify and hire someone in the Associate Executive Director position to assist and support the Executive Director for the Office of Institutional Advancement (In 2016, when the leadership transition in the College, and in this office, took place, we also lost an assistant vice president in this office, a position we have not replaced.)

Late Fall 2018 - Winter 2019: At this time, we should be able to insure that our infrastructure is running as it should be, although in all likelihood, we will still be moving through our donor file audits. We can, at this point, contemplate hiring two major gifts officers. In making these hires, and contemplating the further expansion of the office, we should arrive at an understanding of what the proper balance between staffing and development workload/fundraising revenue should be, so that marginal increases in staff are justified (both in prospect and in review) in terms of greater development achievement.

Appendices to include (drafting)

Calendar of Special Events and Program Mailings
Stewardship Calendar
Annual Fund (Including Giving Tuesday) Schedules
Alumni Association Chapter Programming
Foundation Board and Sub-Committee Schedules
School-Based Board Schedule
Alumni Programming (including structured recruitment)

Appendix 2b:

City College Fund Independent Audit 2019

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MARKS PANETH
ACCOUNTANTS & ADVISORS

October 24, 2019

To the Audit Committee and the Board of Directors
of The City College Fund, Inc.

In planning and performing our audit of the financial statements of The City College Fund, Inc. (the "Fund"), as of and for the year ended June 30, 2019, in accordance with auditing standards generally accepted in the United States of America, we considered the Fund's internal control over financial reporting (internal control) as a basis for designing our auditing procedures for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Fund's internal control. Accordingly, we do not express an opinion on the effectiveness of Fund's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that were not identified. However, as discussed below, we identified deficiencies in internal control that we consider to be material weaknesses.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct misstatements on a timely basis. A material weakness is a deficiency or combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected, on a timely basis. We did identify deficiencies in internal control, described in the accompanying schedule with the designation "**MW**" that we consider to be material weaknesses. In addition, the accompanying schedule includes other observations and recommendations that we feel the Fund should consider implementing.

The Fund's responses to the findings identified in our audit are described in the accompanying schedule. The Fund's responses were not subjected to the auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on them.

This communication is intended solely for the information and use of the Fund's Audit Committee, Board of Directors, management and others within the Fund and is not intended to be and should not be used by anyone other than these specified parties.

Sincerely,

Marks Paneth LLP

MARKS PANETH LLP

Morison KSi
Independent member

THE CITY COLLEDGE FUND, INC.
SCHEDULE OF CURRENT YEAR FINDINGS
YEAR ENDED JUNE 30, 2019

Included in the Exhibit are observations and recommendations that we noted during our audit of the Fund's June 30, 2019 financial statements.

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EXHIBIT I – OBSERVATION AND RECOMMENDATIONS FROM OPENING BALANCE TESTING

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THE CITY COLLEDGE FUND, INC.
SCHEDULE OF CURRENT YEAR FINDINGS
YEAR ENDED JUNE 30, 2019

EXIBIT I - OBSERVATIONS AND RECOMMENDATIONS FROM OPENING BALANCE TESTING:

1. PRIOR PERIOD ADJUSTMENTS (MW)

Observation: During our testing of the Fund's opening balances as of June 30, 2018, we noted the Fund had been allocating investment earnings to Self-Liquidating Funds and Earmarked long term funds every year as additions to net assets with donor restrictions. In accordance with FASB Accounting Standards Codification Topic 958-320-45-1 and 2, gains and losses on investments shall be reported in the statement of activities as increases or decreases in net assets without donor restrictions unless their use is temporarily restricted by explicit donor stipulations. Marks Paneth was unable to determine the total amount of investment earnings added to the Self Liquidating and Earmarked Funds over all prior years. Instead, Marks Paneth aggregated total investment earnings allocated to the funds based on the financial statements from last 7 years (the only years detailed information was available) and noted approximately $3.1 million of earnings in total. In order to correct the opening net asset balance, an entry was made to decrease beginning net assets with donor restrictions and increase beginning net assets without donor restrictions by approximately $3.1 million.

Recommendation: We recommend that management discontinue allocating any future investment earnings to these funds unless explicitly stipulated by donors.

Management's Response: Management agree.

2. LACK OF HISTORY IN EARMARKED AND SELF-LIQUIDATING FUNDS PRIOR TO FY16

Observation: We noted the Fund was unable to provide the historical activities of Earmarked and Self-liquidating Funds prior to FY16. Alternatively, Marks Paneth selected 19 Self-liquidating funds and 19 Earmarked Funds, then sub selected contributions and distributions from FY16 through FY18. We had no significant finding except that there was a $100,000 contribution for a Discretionary Fund received in FY17 that had no supporting donor letter.

Recommendation: We recommend that the Fund maintains a master rollforward schedule for activities of Earmarked and Self-liquidating funds going forward. Any new contributions or releases from such restricted funds should be able to be tracked on the schedule. We feel that this process will enhance the process of monitoring Earmarked and Self-liquidating Funds activities.

Management's Response: Management agree.

3. ENDOWMENT POLICY

Observation: On September 17, 2010, New York State enacted the New York Prudent Management of Institutional Funds Act ("NYPMIFA"). This law, which is a modified version of the Uniform Prudent Management of Institutional Funds Act ("UPMIFA"), made significant changes to the rules governing how New York not-for-profit organizations may manage, invest and spend their institutional funds. NYPMIFA requires each institution, whether or not it holds endowment funds, to adopt a written investment policy setting forth guidelines on investments and the delegation of management and investment functions in accord with NYPMIFA standards. Topics suggested for inclusion in the policy are: (a) general investment objectives; (b) permitted and prohibited investments; (c) acceptable levels of risk; (d) asset allocation and diversification; (e) procedures for monitoring investment performance; (f) scope and terms of delegation of investment management functions; (g) the investment manager's accountability; (h) procedures for selecting and evaluating external agents; (i) processes for reviewing investment policies and strategies; and (j) proxy voting.

Recommendation: We reviewed the Fund's Investment Policy and recommend that management incorporate additional guidelines in the policy pursuant to the NYPMIFA requirements.

Management's Response: Since the Fund is in the process of merging with the 21st Century Foundation, the new Foundation will adopt an investment policy.

EXIBIT II – NEW OBSERVATIONS AND RECOMMENDATIONS FROM CURRENT YEAR AUDIT:

4. CONTRIBUTIONS RECEIVABLE (MW)

A) ALLOWANCE FOR DOUBTFUL ACCOUNTS

Observation: During our testing of contributions receivable, we noted a 50% allowance was recorded on all outstanding receivables and the receivable was recorded as a net amount in the general ledger.

Recommendation: We recommend as a best practice that the Fund set up a separate allowance for doubtful account and record gross pledge balance to better reflect the balance that is pledged and the corresponding allowance.

We also recommend the Fund re-evaluate its allowance methodology and implement a more comprehensive approach that is based on both current economic conditions and historical information, and to consider the individual donors making each pledge, including the creditworthiness and historical experience with the donor.

Management's Response: Since the Fund is in the process of merging with the 21st Century Foundation, the new Foundation will determine how to evaluate and record allowance for doubtful accounts.

B) CONTROLS OVER RECEIVABLE WRITE OFFS

Observation: During our testing of receivables, we noted that the Fund's practice was to write off any outstanding pledges with no collections over 2 years. However, we noted that the Fund did not have a formal policy addressing the process and approval of write-offs. In addition, we noted one instance where approximately $640,000 of pledges receivable from one donor was incorrectly written off during the year. We also noted another instance of a $1,000,000 pledge that was entered and removed during FY19. Based on our inquiry with management, the pledge was removed due to the pledge card never being signed.

Recommendation: In order to strengthen controls over write-offs, we recommend the Fund establish policies and procedures around process and approval of receivable write-offs. In addition, we recommend that all collection efforts be exhausted and documented before a pledge is deemed uncollectible.

Management's Response: Since the Fund is in the process of merging with the 21st Century Foundation, the new Foundation will determine establish new policies and procedures.

C) DISCOUNTING MULTI-YEAR PLEDGES RECEIVABBLE

Observation: During our testing of contributions, we noted that the Fund had outstanding multi-year pledges amounted to $1,066,0042 as of June 30, 2019. However, these pledges were not discounted to the present value. This resulted in an entry that decreased net assets by approximately $28,000.

Recommendation: Going forward, we recommend that multi-year pledges be discounted to the present value to ensure accurate internal financial reporting.

Management's Response: Since the Fund is in the process of merging with the 21st Century Foundation, the new Foundation will record the discount.

5. BANK DEPOSITS IN EXCESS OF FDIC INSURANCE LIMIT

Observation: During our testing of cash balance, we noted that as of June 30, 2019, the Fund had cash on deposit in excess of the federally insured limit amounting to approximately $1,150,000 at one bank. The excess uninsured cash presents a potential loss to the Fund in the event of a bank or institutional failure.

Recommendation: We recommend that the Board evaluate the risks and approve management keeping such a balance in bank accounts. Fiduciary matters for the Board to consider should be documented and would include a review of the bank's stability and an affirmation (written in the minutes annually) that the Board is aware of the risk.

Management's Response: Management agrees with the recommendation, however the balance of $1,150,000 at the bank on June 30, 2019 was the result of the anticipation of a payment of $1,000,000 payable to the 21st Century Foundation in July for them to take responsibility for the expenses of the operations of the Zahn Innovation Center.

6. SEGREGATION OF DUTIES

Observation: During our audit, we noted all journal entries and bank reconciliations were prepared and reviewed by Director of Finance.

Recommendation: We recommend that the Fund implement a formal policy for the independent review and approval of journal entries posted to the system. We also recommend the review of the bank reconciliations by someone other than the preparer, which should include an inspection of the cancelled checks, should be clearly documented by including the date and initials of both the preparer and reviewer. This process will further enhance the checks and balance necessary for strong controls over cash.

Management's Response: Generally, the controls were not as strict due to decrease in personnel which began in October 2017. Certain functions then had to be reassigned to the other CCF personnel which also saw a decrease in staff. Segregation of duties is only as good as the number of people you have. Due to the consolidation staff were not replaced. We were told that consolidation would be complete by June 30, 2018. In addition, as soon as the consolidation agreement was signed, the remaining staff had to prepare the disclosure information for submission to Attorney General which was very time consuming and the number one priority.

7. CONTROLS OVER CASH DISBURSMENTS, CASH RECEIPTS AND PAYROLL

Observation: During our walkthrough of controls over cash disbursements and cash receipts, we noted evidence of proper approvals were not documented in the supporting files.

During our walkthrough of controls over payroll, we noted that the personnel file was incomplete without signed employment agreement or offer letter. We also noted timesheets were not maintained by employees for time and effort reporting except for an annual timesheet for personal, vacation or sick days.

Recommendation: We recommend that the Fund implement procedures to improve controls over the above processes.

Management's Response: Cash disbursements were reviewed and signed at the time of check signing by two individuals. There were no employment agreements since the City College Fund was a very small organization with a maximum of 7 employees.

8. FIXED ASSETS POLICY

Observation: We noted during our testing that the Fund does not have a formal written fixed asset policy during our testing.

Recommendation: We recommend that the Fund implement a written fixed asset policy that documents the dollar threshold for capitalization.

Management's Response: Since the Fund is in the process of merging with the 21st Century Foundation, the new Foundation will adopt a new policy.

9. SALARY RECONCILIATIONS

Observation: During the audit we noted, there were no quarterly reconciliations prepared between the Form 941 and general ledger. Quarterly payroll reconciliations will strengthen the internal control surrounding the payroll function.

Recommendation: We recommend that the Fund prepare quarterly 941 payroll reconciliations.

Management's Response: Agree the reconciliations should be done quarterly, but the lack of employees we reduced the review at the end of the fiscal year and the end of the calendar year.

10. CREDIT CARD AND REIMBURSED EXPENSES

Observation: During our testing of the Fund's corporate credit card expenses we noted that 28 out of 66 credit card charges had no supporting receipts. We also noted that the credit card expenses lacked documentation of the business purpose and no evidence of approval was noted on the credit card expense reports. Additionally, we noted one incident from the employee reimbursements testing that the Director of Finance's reimbursement check was signed by himself.

Recommendation: We recommend that the Fund develop a credit card policy regarding usage of credit cards and establish controls over documentation of credit card charges as well as approval.

Management's Response: Prior to December 2017, there was a purchasing policy that required employees to submit a requisition form to the Executive Assistant who would process the order. The process was stopped in October 2017 upon the departure of the Executive Assistant. At that point all expenses incurred on credit cards were 99% expenses for the Zahn Innovation Center. They would then send the supporting documentation to the Fund to be matched against the credit card bills. This process also slowed down due to lack of employees.

11. SALES TAX

Observation: During our audit, we noted several incidences where sales tax was charged on the expenses.

Recommendation: We recommend that the Fund advise its employees to provide vendors with a copy of its sales tax exemption certification so that sales tax will not be charged.

Management's Response: Management agree.

12. REVIEW AND UPDATE VENDOR LIST

Observation: As part of our audit procedures, we extracted data from the Fund's accounts payable system and searched for multiple vendors with similar names and addresses. It was noted that there were some instances where vendors had been entered multiple times.

Recommendation: We recommend that the vendor listing be reviewed periodically to avoid errors and, if the vendors are no longer active, the status should be updated to inactive or the vendor should be deleted from the system. An active vendor list with duplicate vendors can lead to possible erroneous charges or duplicate payments.

Management's Response: The vendor list was always updated annually in January but was not done since January 2017. This was due to consolidation and lack of staff.

13. FUNCTIONAL EXPENSE ALLOCATION POLICY

Observation: As required by U.S. GAAP, the Fund's expenses are allocated among program and supporting services in the financial statements. The Fund uses various methodologies to allocate expenses, however, the Fund does not have a formal written functional allocation policy.

Recommendation: We recommend that the Fund perform a comprehensive evaluation of its allocation methodologies. This evaluation may include, for example, a review of the time records or activity reports of key personnel, the use of space and the consumption of supplies and postage to ensure that expenses are being properly reported by their functional classification. We also recommend that management develop a written methodology pertaining to the allocation of functional expenses to better document the current practices.

Management's Response: Since the Fund is in the process of merging with the 21st Century Foundation, the new Foundation will adopt a new policy.

14. ANNUAL CONFLICT OF INTEREST DISCLOSURE STATEMENTS

Observation: The Nonprofit Revitalization Act of 2013 (the "Act") went into effect on July 1, 2014 and requires that a nonprofit's procedures for disclosing and resolving conflicts of interest be set forth in a conflict of interest policy adopted by the board. Such conflict of interest policy should include requirements that the existence and resolution of any conflicts be properly documented, including in the minutes of any meeting at which the conflict was discussed or voted upon.

Currently, the Fund's Board, officers and key employees are required to sign the Conflict of interest form annually. However, there is no signed conflict of interest forms received in FY18 and FY19.

Recommendation: We recommend the Fund ensure that annual conflict of interest disclosure statements are obtained from all board of trustees, officers and key employees on an annual basis to maintain compliance with the Act and to ensure that all business relationships and other dealings are disclosed to note potential conflicts of interest.

Management's Response: The conflict of interest documents were not done for FY18 and FY19 since it was decided that it was not necessary due to consolidation. Only 12 out of 23 board members have currently agreed to continue in new Foundation.

15. UPDATE ACCOUNTING POLICIES AND PROCEDURES MANUAL

Observation: While the Fund has a written accounting policies and procedures manual, it was noted that such manual had not been updated many years and may not be reflective of the Fund's current business practices.

Recommendation: We recommend that the Fund review and update its accounting policies and procedures manual to ensure that the manual is tailored to the needs and operations of the Fund and is updated to reflect changes in the Fund's policies and procedures and laws and regulations, such as expense category to confirm with statement of foundation expense allocation.

Management's Response: Since the Fund is in the process of merging with the 21st Century Foundation, the new Foundation will adopt a new policies and procedures manual.

**** END OF ALL RECOMMENDATIONS ****

Appendix 2c:

Certificate of Consolidation - City College Fund and 21st Century Foundation

CERTIFICATE OF CONSOLIDATION

OF
THE CITY COLLEGE FUND

AND

THE CITY COLLEGE 21ST CENTURY FOUNDATION, INC.

(Under Section 904 of the New York Not-For-Profit Corporation Law)

Pursuant to the provisions of Section 904 of the New York Not-For-Profit Corporation Law, the undersigned being the Chairmen of the respective Boards of Directors of each constituent corporation do hereby certify that:

FIRST: The name of each constituent corporation is as follows: The City College Fund and The City College 21st Century Foundation, Inc. The City College Fund was formed under the name The Associate Alumni Centennial Fund of the City College of the College of the City of New York, Inc. The City College 21st College Foundation, Inc. was formed under the name Free Academy Foundation, Inc.

SECOND: The name of the consolidated corporation is The Foundation for City College.

THIRD: The City College 21st Century Foundation, Inc. does not have any members. The City College Fund currently has twenty-two (22) members who are also the directors of the corporation.

FOURTH: The effective date of the consolidation is the date of the filing of the certificate of consolidation by the Department of State.

FIFTH: The consolidated corporation is formed pursuant to Section 402 of the New York Not-For-Profit Law and:

(a) The name of the corporation is The Foundation for City College.

(b) The corporation is a corporation as defined in subparagraph (a)(5) of Section 102 of the Not-for-Profit Corporation Law.

(c) The purpose of the corporation is any purpose for which corporations may be organized under Section 402 and the type of corporation which the corporation shall be under Section 201 of the Not-for-Profit Corporation Law is a charitable corporation.

(d) The corporation is formed for the following purposes, which are exclusively charitable, literary, or educational within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1986, as amended (or the corresponding provision of any future United States internal revenue law) (the "Code"):

i. to support, by contributions and grants, in funds or in kind, the programs and activities of The City College of The City University of New York;

ii. to raise funds, to the extent allowed by law and by the restrictions in this Certificate of Consolidation, for such purpose;

iii. to own, oversee and manage investments in whatever form to the extent allowed by law and by restrictions in this Certificate of Consolidation;

iv. to conduct any and all lawful activities which may be necessary, useful, or desirable for the furtherance or accomplishment of the foregoing purposes;

v. to have in furtherance of its not-for-profit corporate purposes, all of the powers conferred upon corporations organized under the Not-for-Profit Corporation Law subject to any limitations thereof contained in this Certificate of Consolidation or in the laws of the State of New York. The corporation shall have the right to exercise such other powers as' are now, or hereafter may be, conferred by law upon a corporation organized for the purposes hereinabove set forth or necessary or incidental to the powers so conferred, or conducive to the, furtherance thereof;

vi. Nothing herein shall authorize the corporation to operate, maintain or manage a charter school, a nursery school, a kindergarten, an elementary school, a secondary school, a college, university or to advertise or offer credit-bearing courses or degrees in New York State.

(e) Notwithstanding any other provision of this Certificate of Consolidation, the corporation is organized exclusively for charitable, literary, or educational purposes, as specified in Code Section 501(c)(3), and shall not carry on any

activities not permitted to be carried on by a corporation exempt from federal income tax under Code Section 501(c)(3).

(f) The corporation shall be empowered to solicit funds from the public;

(g) No part of the net earnings of the corporation shall inure to the benefit of any member, trustee, director, officer of the corporation, or any private-individual, except that reasonable compensation may be paid for services rendered to or for the corporation, and no member, trustee, officer of the corporation or any private individual shall be entitled to share in the distribution of any of the corporate assets on dissolution of the corporation.

(h) Nothing herein shall authorize the corporation, directly or indirectly, to engage in or include among its purposes any of the activities listed in Section 404(a) through (u) of the Not-for-Profit Corporation Law.

(i) No substantial part of the activities of the corporation shall be devoted to carrying on propaganda, or otherwise attempting to influence legislation (except to the extent permitted by the Code), and the corporation shall not participate or intervene (including the publishing or distributing of statements) in any political campaign on behalf of (or in opposition to) any candidate for public office.

(j) The office of the corporation is to be located in the County of New York, State of New York;

(k) The name and addresses of the initial directors of the corporation are as follows:

Mr. Robert W. Adler, 1025 Fifth Avenue, Penthouse A North, NY, NY 10028
Mr. Edward Blank,200 East 69th Street Apt 42A, New York, NY 10021
Dr. Vincent Boudreau,160 Convent Avenue, New York, NY 10021
Mr. Howard V. Campbell, 67 Edgehill Drive, Wappinger Falls, NY 12590
Ms. Vivien R. Clark, 1349 Lexington Avenue, New York, NY 10128
Martin Cohen, 280 Park Avenue, 10th Floor, New York, NY 10017
Prof. Gabriella de Beer, 2600 Netherland Ave Apt. 515, Bronx, NY 10463
Mr. John Dionisio, 168 Wellington Road, Garden City, NY 11530
Mr. Jacob Feinstein, 4 Maxwell Lane, Manalapan, NJ 07726
Dr. Leonard Kleinrock, 3732G Boelter Hall, Los Angeles, CA 90095
Ms. Anna T. Marinaccio, 3671 Broadway Apt. 62, New York, NY 10031
Ms. Maureen Mitchell, 25 Sutton Place Apt. 6N,New York, NY 10022
Mr. Howard Lee Morgan, 812 Fifth Avenue, New York, NY 10065
Ms. Linda Powell, 220 West 93rd Street Apt 12A, New York, NY 10025
Mr. Natale Ricciardi, 9 Copper Beech Rd, Greenwich, CT 06830
Mr. Allan J. Rothman, 49 Nottingham Way, Freehold, NJ 07728
Mr. Frank J. Sciame, 14 Wall Street 2nd Floor, New York, NY 10005
Mr. Emanuel J.Stergiuo, 1050 Wall Street West Ste. 610, Lyndhurst, NJ 07071
Mr. Seymour Sternberg, 51 Madison Avenue, New York, NY 10010
Dr. Lev A. Sviridov, 695 Park Avenue Room HN140,New York, NY 10065
Mr. Josh S. Weston, 1 ADP Blvd, Roseland, NJ 07068

Ms. Kim Wales, 300 Park Avenue, New York, NY 10022
Mr. Dave R. Wall, 111 E. 33rd Street Suite 17-084, New York, NY 10120
Mr. Robert B. Welner, 7 Rose Ave, Great Neck, NY 11021
Mr. Richard Zerneck, 65 West 96th Street Apt 20-G, New York, NY 10025

(l) The duration of the Corporation is perpetual.

(m) The Secretary of State is designated as the agent of the corporation upon whom process against the corporation may be served. The post office address within the State of New York to which the Secretary of State shall mail a copy of any process against the corporation served upon him is:

The Foundation for City College
Attn: Dee Dee Mozeleski
160 Covenant Avenue, No. Shepard 154
New York, NY 10031

(n) In the event of dissolution, the assets and property of the corporation remaining after payment of expenses and the satisfaction of all liabilities shall be distributed, as determined by the board of directors and as approved by a court of competent jurisdiction, for the not-for-profit purposes of the corporation and/or to such charitable, literary, or educational organizations as shall qualify under Code Section 501(c)(3). Any assets not so distributed shall be disposed of for such purposes as approved by a Justice of the Supreme Court of the State of New York or such other court having jurisdiction over the corporation.

SIXTH: The Certificate of Incorporation of The City College Fund was filed with Department of State on December 11, 1945. The Certificate of Incorporation of The City College 21st Century Foundation, Inc. was filed with the Department of State on August 22, 1995.

SEVENTH: The Agreement and Plan of Consolidation was approved by all nine (9) directors of The City College 21st Century Foundation, Inc. present at a meeting of the directors duly called and held on May 6, 2019, there being a quorum present. The Agreement and Plan of Consolidation was approved by 15 of the 17 directors of The City College Fund present at a meeting of the directors duly called and held on June 20, 2018, there being a quorum present. The Agreement and Plan of Consolidation was also approved by 15 of the 17 members of The

City College Fund present at a meeting of members duly called and held on June 20, 2018, such affirmative vote being more than two-thirds of the members present at the meeting and greater than the quorum.

[SIGNATURES FOLLOW ON NEXT PAGE]

IN WITNESS WHEREOF, this Certificate of Consolidation has been executed on this _____ day of ___ 2019 by:

THE CITY COLLEGE FUND

By: _____
Name: D.R. Wall, P.E.
Title: Chairman, Board of Directors

THE CITY COLLEGE 21st CENTURY FOUNDATION, INC.

By: _____
Name: Martin Cohen
Title: Chairman, Board of Directors

JURAT WITH AFFIANT STATEMENT

State of New York }
} ss.
County of New York. }

☐ See Attached Document (Notary to cross out lines 1-6 below)
☐ See Statement Below (Lines 1-6 to be completed only by document signer[s], *not* Notary

1 Certificate of Consolidation of The City College Fund
2 and The City College 21st Century Foundation, Inc.
3
4
5
6

Signature of Document Signer No. 1

Signature of Document Signer No. 2

GEORGINA BENJAMIN
Notary Public - State of New York
NO. 01BE6219092
Qualified in New York County
My Commission Expires Mar 22, 2022

Place Notary Seal above

Subscribed and sworn to (or affirmed) before me this 30th day of October, 2019, by

(1) Dave Wall

(2) Matt

Benjamin

Signature of Notary Public

OPTIONAL

Though the information below is not required by law, it may prove valuable to persons relying on the document and could prevent fraudulent removal and reattachment of this form to another document.

Further Description of Any Attached Document

Title or Type of Document: _____

Document Date: _____ Number of Pages: _____

Signer[s] Other than above: _____

JURAT WITH AFFIANT STATEMENT

State of NEW YORK }
} ss.
County of NEW YORK }

☐ See Attached Document (Notary to cross out lines 1-6 below)
☐ See Statement Below (Lines 1-6 to be completed only by document signer[s], *not* Notary

1 Certificate of consolidation of The City
2 College Fund and The City College 21st
3 Century Foundation, Inc.
4
5
6

Signature of Document Signer No. 1

x Signature of Document Signer No. 2

Subscribed and sworn to (or affirmed) before me this 30th day of October, 2019, by

(1)

(2)

JOHANNA UREÑA
Notary Public, State of New York
No. 01UR6121122
Qualified in Bronx County
Commission Expires January 10, 2021

Signature of Notary Public

Place Notary Seal above

OPTIONAL

Though the information below is not required by law, it may prove valuable to persons relying on the document and could prevent fraudulent removal and reattachment of this form to another document.

Further Description of Any Attached Document

Title or Type of Document: _____

Document Date: _____ Number of Pages: _____

Signer[s] Other than above: _____

Appendix 2d:

The Foundation for City College

Development Committee Report 2020 YTD

THE FOUNDATION FOR CITY COLLEGE

Development Committee Report

Chair, Frank Sciame
Members: Robert Adler, Vincent Boudreau, Howard Campbell, Jack Feinstein, Linda Powell, Jim Stergiou, Lev Sviridov, Richard Von Zerneck

Prepared by Dee Dee Mozeleski
February 13, 2020
The following report covers the period of November 1, 2019 through February 14, 2020, and includes an update on the recent work done after the Foundation received approval by the New York State Attorney General's Office to announce the consolidated entity.

Year to date fundraising:

Through January 31, 2020, the Foundation office has closed a total of **$9,123,053 in new cash, new pledges and pledge payments. This includes all combined fundraising for the new Foundation. By comparison, for the same time period last fiscal year, the total in new cash, new pledges and pledge payments was $6,173,725 and as CCF records were not reconciled, this was the amount raised by the 21st Century Foundation.** The largest gift, a new $2.4 million pledge from alumnus Sy (and Pearl) Moskowitz, is in support of the creation of a Center for Innovation in Medical Technology. The Moskowitzes are now in discussion with President Boudreau and Ms. Mozeleski to consider naming the new Center, which will mean a gift in the range of $15 to $20 million. This report has also been filed with the CUNY Advancement Office as part of our semi-annual CAE (Council of Advancement Executives) Report.

In part, these new gifts represent the continued focus on donor stewardship, which has been a priority of the Office of Institutional Advancement during the past three years. All of our major gifts have come from donors who were initially displeased with the College and how it was managing their gifts. These gifts also highlight the role of trust the Foundation and College staff will continue to make a priority during these next few months of building the organizational structure of the Foundation, while still focusing on the identification, cultivation and management of donors to the College.

Immediately after the consolidation was announced, the College began applying for state registration in all 50 states where we do business. This is needed to do any type of fundraising, including digital. There are 15 states that are still being reviewed by their respective state agencies, and the team has prioritized those states where large gifts are either in progress, or anticipated this fiscal year.

In addition, the Institutional Advancement Office and the Finance Office are now working on a comprehensive set of projects to systematize processes specific to the financial and donor stewardship needs of the former CCF offices, including establishing a timeline to rectify the more than three year backlog on donor stewardship reports, scholarship allocations and correcting tens of thousands of bad addresses that came into the donor database during the data migration in December. As both the CCF and Alumni Association teams historically were on separate schedules for data cleanup, we have found numerous issues with data, including missing financial postings, incorrect mailing addresses and duplicate records that date back to the mid 2000s.

A major part of the role of the Development Committee, as defined in our mission statement, is to support the work of the Offices of the President and Institutional Advancement in areas as far-reaching as outreach to current donors, collaboration on identification and cultivation of prospects and working in close partnership with the full Board to engage with individuals, Foundations and Corporations who have a natural affinity for City College.

The College, through its senior leadership team, has requested that regardless of financial issues, departments, schools and divisions identify their long-term planning goals, building upon the initial strategic plan developed by the Office of Institutional Advancement in 2018. That plan is currently being annotated to detail areas the OIAC leadership has been working on, in preparation for the consolidation. And, while the process of the consolidation took longer than expected by most parties involved, the OIAC team moved ahead in areas where they could, without being in violation of the term sheets established by transition committees in 2017. In consequence, we are meeting the benchmarks set in that plan, and are now moving to build out our fundraising team, while at the same time continuing to augment the foundation's capacity for stewardship and financial management. That annotated strategic plan will be distributed after our Board meeting on February 19th, first to the Development Committee and then to the full Board for comments.

Staffing:

We have included a copy of the combined Institutional Advancement and Finance Offices, noting where staff are hired on state funds or private philanthropy and grant funding. Ms. Mozeleski is in the process of making an offer to a candidate to fill the newly created position of Director, Business and IP Development and finalists for the Associated Executive Director are being interviewed by Ms. Mozeleski later in February. The College has approved two new hires, both to begin in Fiscal Year 2021, with searches to start this fiscal year: 1 major gifts officer and 1 writer who will focus solely on science and engineering breakthroughs.

Additionally, the President asked Ms. Mozeleski to identify a 'wish list' staffing plan ahead of last year's Middlestates review and to set some goals, focused on the development offices of a comparable urban public university: Wayne State University (WSU). A copy of the WSU

organizational chart is attached as a reference. As colleges, our demographics both in terms of financial background of our incoming classes, physical location in urban settings and total carrying capacity of students, faculty and staff are similar. However, WSU elected to focus heavily on fundraising approximately 15 years ago and used an unrestricted gift of $500,000 to generate hiring momentum. That hiring allowed them to move from a $10m a year operation to a $65m a year operation and while this year, Wayne State will again need to absorb state-wide budget cuts and that will impact their ability to expand, they had enough staffing in place to absorb, at least for the next few years, the staffing contractions they will face.

By contrast, there has never been a moment where the staffing capacity of the fundraising or Foundation offices matched that of CCNY's potential, and even as fundraising continues to grow, the staffing of the OIAC and Finance offices has remained flat.

Development Committee Areas of Impact

As we work with the Executive Director and President Boudreau on the expanded five year strategic plan draft, there are areas where we may want to focus our expertise over the coming months:

1. Second Order Cultivation Events:

We have focused on what we're calling "first order" cultivation events: meetings between the president or the executive director and donors or prospects. Second order events are slightly larger scale, but still exclusive meetings with prospects, some very new to CCNY. We want to establish a series of invitation-only events, hosted by members of the Development Committee and Board Members at-large, to bring together prospects, alumni and current donors who should be engaged in the College mission;

2. 175th Anniversary:

The College is preparing for the 2022 175th Anniversary of City College and our partnership in this process will be vital;

3. Developing and managing relationships with Foundation Board Members:

The Development Committee members will have an important role in stewarding the relationship of their peers on the Board with the College at-large;

4. Annual President's Gala and premier cultivation events:

Work with the Offices of the President and OIAC to identify and cultivate potential gala honorees for the annual President's Gala and unique events throughout the year that explicitly highlight the public work of City College.

Appendix 3a:

Graduate Enrollment Figures

Fall 2018 vs. Fall 2019

City College Graduate Enrollment: Fall 2018 & 2019

	Fall 2018	Fall 2019
Architecture	130	136
CWE	21	18
Education	919	876
Engineering	412	357
Humanities and Arts	387	405
Join Program	79	73
Non-Degre	244	154
Colin Powell	221	255
Science	148	161
Total	2561	2435

Source: CUNY Census Data

City College Graduate Enrollment: Fall 2018 & 2019

Department	Fall 2018	Fall 2019
Mechanical Engr	0	60
Admin	79	73
Architecture	130	136
Art	74	85
Biology	32	33
Biomedical Engr	46	42
Chem & Biochem	15	23
Chemical Engr	37	36
Civil Engr	91	60
Class Mod Lang & Lit	15	16
Computer Sci	70	69
Earth Atmosph	45	41
Electrical Engr	88	72
Encom & Bus	41	39
English	152	157
History	21	26
Interdisc	1	0
Intnl Studies	21	21
Leadership Spec Edu	226	268
Mathematics	38	45
Mechanical Engr	71	0
Media & Commuication	115	106
Music	10	15
Non-Degree	244	154
Physic	18	19
Psychology	110	141
Pubic Serv Management	32	44
Secondary Edu	146	156
Sociology	17	10
Stdy Of Americas	20	18
Teaching Learn & Culture	547	452
Translational Medic	9	18
Total	2561	2435

Source: CUNY Census Data

Appendix 4a:

CUNY FY2020 Mid-Year Financial Reports

Senior Vice Chancellor and Chief Financial Officer

205 E. 42nd Street, 18th Floor
New York, NY 10017
tel: 646-664-3014

January 10, 2020

To: College Presidents

From: Senior Vice Chancellor Matthew Sapienza

Subject: FY2020 Mid-Year Financial Report

Enclosed for your information is the FY2020 Mid-Year Financial Report. The report, which was prepared by the University Budget Office in collaboration with college fiscal personnel, provides comprehensive summary data and individual college profiles covering a variety of critical indicators, including expenditures, revenue, enrollment, and staffing. An executive summary is included to provide a brief overview of the current financial outlook.

As part of our continuing efforts to improve reporting, the report has been revamped to provide additional visual data representations and revised summary data tables. Your feedback is welcomed, as always.

Please note that the University has determined that the state fringe benefit budget has sufficient balances to cover 50% of the increased fringe costs associated with the new collective bargaining agreements. These amounts are included in senior college allocation levels. Additionally, colleges will not be required to transfer technology fee funds for planned Strategic Technology Initiatives (STI)-related purchases this fiscal year. Colleges are strongly encouraged to maximize technology fee resources in the current year.

The revenue and expenditure projections in this report represent a snapshot in time and will change as colleges adjust their spending patterns to achieve and maintain budget balance.

A Third Quarter Financial Report will be issued in April. Thank you for your attention to this information.

c: Chancellor Felix Matos Rodriquez
Executive Vice Chancellor Hector Batista
Executive Vice Chancellor Jose Luis Cruz
Chancellor's Senior Staff
Deputy Chief Financial Officer Christina Chiappa
University Executive Budget Director Catherine Abata
University Executive Treasurer Thomas Zhou
University Executive Controller Sara Montero
Vice Presidents of Finance
College Business Managers
College Budget Directors

The City University of New York
2019-2020 Mid-Year Financial Report
University Programs

	Prior Year Actuals	MY Projection	Latest Quarter vs Prior [$]	Latest Quarter vs Prior [%]
Campus based Allocation	17,758	17,110	(648)	-4%
Pending Allocations	-	-	-	0%
Current Budget	17,758	17,110	(648)	-4%
Prior Year CUTRA and Reserves	-	-	-	0%
Tuition Revenue Above Target	-	-	-	0%
FY19 Labor Reserve	-	-	-	0%
Total Campus Based Resources	17,758	17,110	(648)	-4%
Centrally Administered Resources	1,388	5,731	4,344	313%
Total Resources ($000)	19,146	22,841	3,695	19%
PS Regular	4,670	6,559	1,889	40%
Adjuncts	-	-	-	0%
Temporary Services	409	447	38	9%
Total PS	5,079	7,005	1,927	38%
OTPS	7,029	9,983	2,954	42%
Total Campus Based Expenditures	12,108	16,988	4,881	40%
Centrally Administered Expenditures	1,388	5,731	4,344	313%
Total Expenditures ($000)	13,496	22,720	9,224	68%
Fringes	841	3,104	2,262	269%
Energy	5	72	68	1427%
Building Rentals	542	2,555	2,014	372%
Financial Aid	-	-	-	0%
Total Centrally Administered Funds ($000)	1,388	5,731	4,344	313%
Year-End Balance ($000)	5,650	121	(5,529)	-98%

Enrollment Data	Prior Fall	Current Preliminary Fall	Latest Quarter vs Prior [#]	Latest Quarter vs Prior [%]
FTE	-	-	-	0%
Headcount	-	-	-	0%

	Prior Fall	Current Fall	Latest Quarter vs Prior [#]	Latest Quarter vs Prior [%]
Faculty Teaching	-	-	-	0%
Faculty Support	-	-	-	0%
Academic Support	53	77	24	45%
Student Services	-	-	-	0%
Maintenance & Operations	-	-	-	0%
General Administration	-	-	-	0%
General Institutional Services	-	-	-	0%
SEEK/CD	7	6	(1)	-14%
Total Full-Time Staffing	60	83	23	38%

Appendix 4b:

CCNY FY2020 Mid-Year Tax-Levy Budget

The City College of New York

FY2020 Tax-Levy Budget

FY2020 Mid-Year Financial Report by Division (as of 1/10/2020)

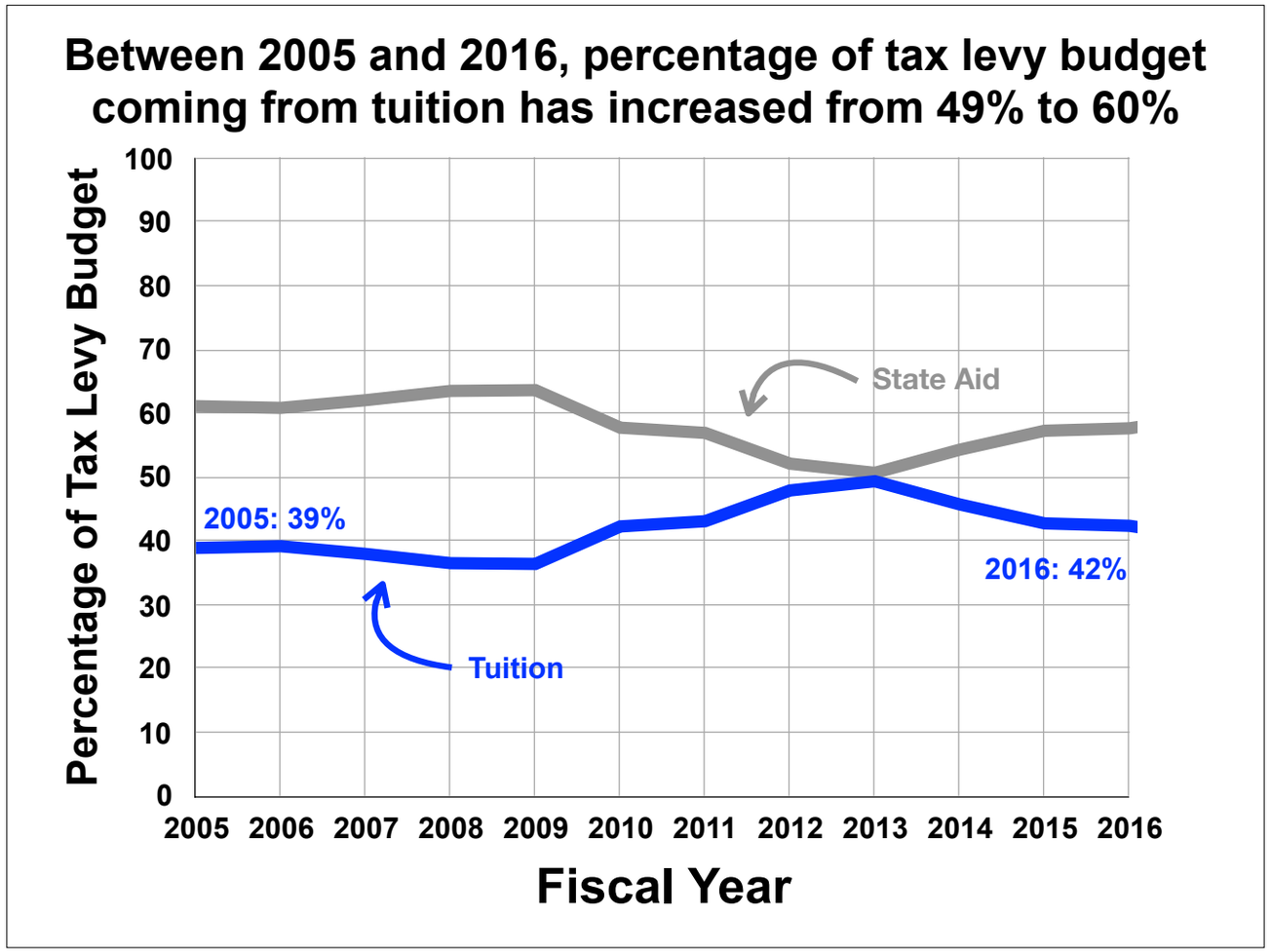
Division	PS Regular	Adjuncts	GA	Temp Services	OTPS	Total
Colin Powell School	$9,486,104	$1,511,303	$121,002	$215,780	$67,971	$11,402,161
Grove School of Engineering	$20,589,462	$1,641,355	$940,000	$234,491	$249,615	$23,654,923
School of Education	$4,947,231	$1,136,615	$0	$90,952	$17,962	$6,192,760
School of Humanities and the Arts	$17,413,763	$4,513,456	$0	$176,735	$184,402	$22,288,356
School of Interdisciplinary Studies	$1,986,896	$434,184	$0	$172,674	$31,385	$2,625,139
School of Science	$17,845,955	$1,871,869	$343,636	$329,220	$102,413	$20,493,094
Spitzer School of Architecture	$3,626,620	$1,045,534	$0	$317,140	$194,890	$5,184,184
Library	$2,319,937	$0	$0	$384,712	$1,181,771	$3,886,421
Office of the President	$2,330,641	$0	$0	$32,926	$40,103	$2,403,670
Provost	$7,437,614	$372,300	$0	$2,177,954	$395,075	$10,382,943
VP Campus Planning and Facilities	$13,175,950	$0	$0	$257,762	$4,713,760	$18,147,471
VP Information Technology	$3,437,110	$0	$0	$568,619	$1,704,370	$5,710,099
VP Student Affairs	$2,470,783	$0	$0	$515,267	$18,243	$3,004,294
VP Urban and Government Affairs	$1,012,354	$0	$0	$0	$1,715	$1,014,069
VP Finance	$4,893,438	$0	$0	$348,940	$214,342	$5,456,720
Public Safety	$5,267,869	$0	$0	$0	$258,466	$5,526,335
SVP of Administration	$378,740	$0	$0	$0	$0	$378,740
College Wide	$279,532	$3,113,384	$0	$1,339,190	$387,416	$5,119,522
University Wide Initiatives	$0	$0	$0	$0	$2,158,099	$2,158,099
School of Medicine	$16,240,000	$928,000	$0	$714,000	$6,548,000	$24,430,000
Total	**$135,140,000**	**$16,568,000**	**$1,404,638**	**$7,876,362**	**$18,470,000**	**$179,459,000**

Appendix 5a:

President's Task Force on the Future of City College

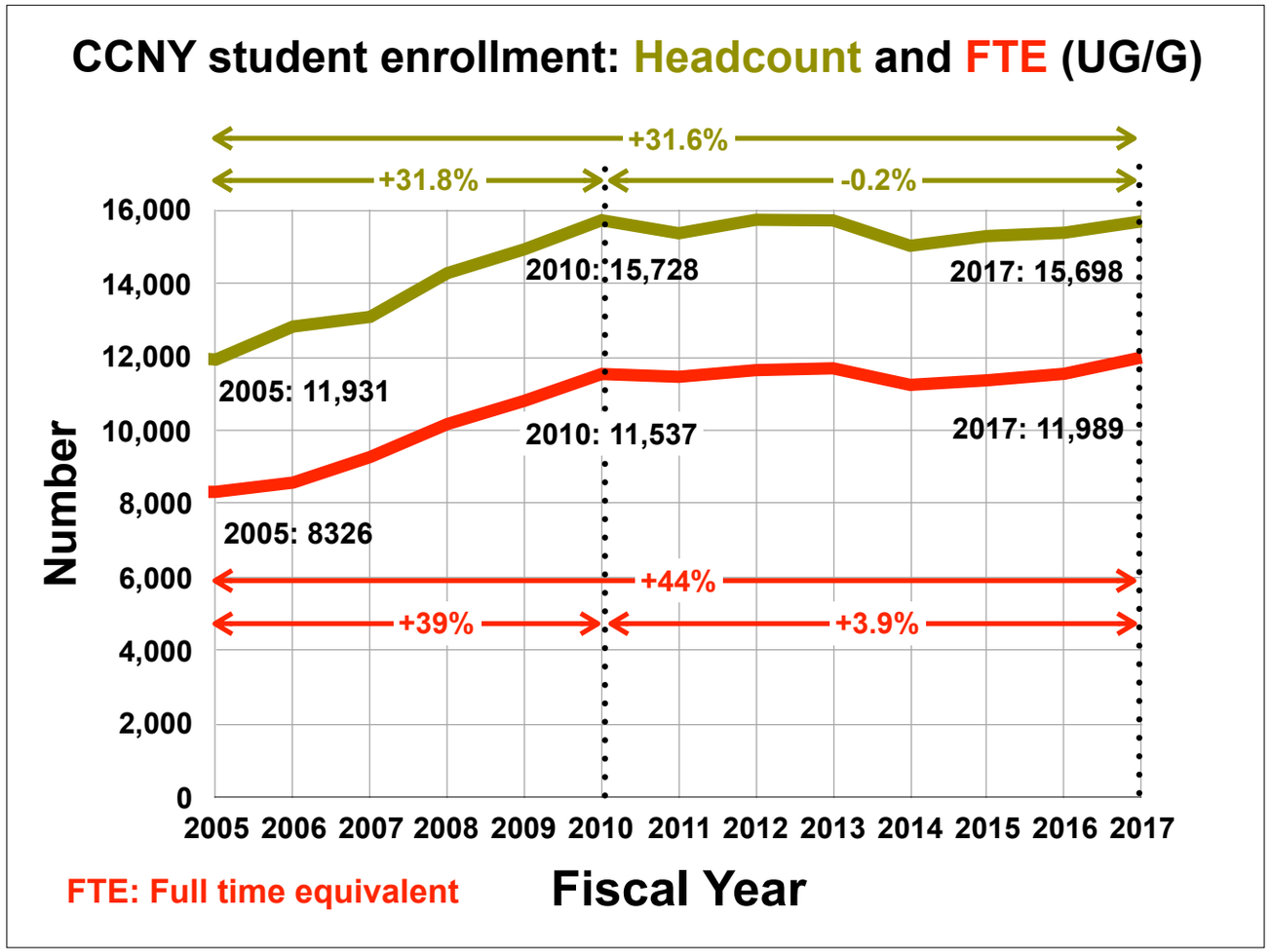
Finance Sub-Committee Report

President's Task Force on the Future of City College
Finance Sub-Committee

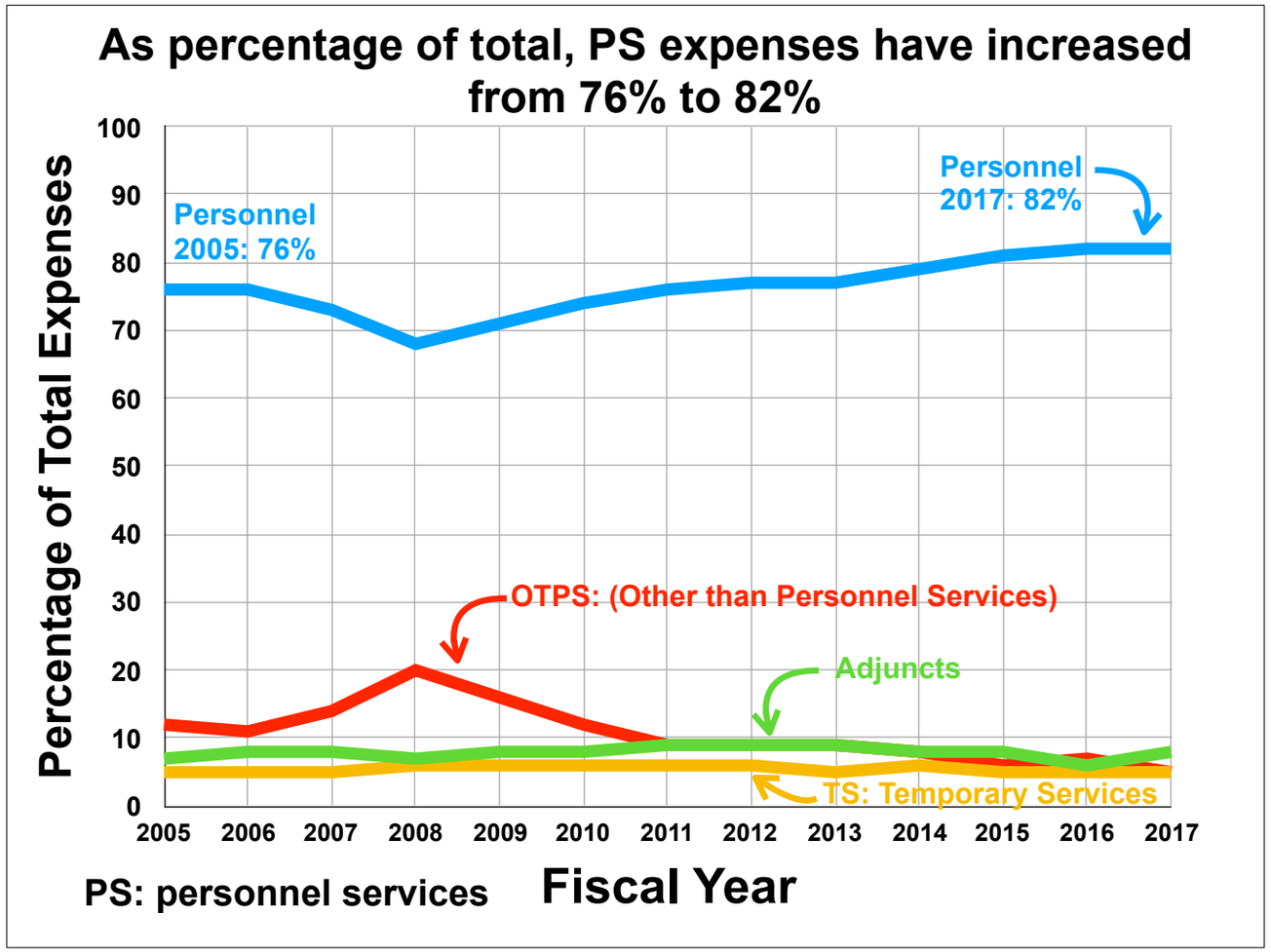


This slide sets an important foundation for any discussion of the City College tax levy budget. Depicted here is a time series of the percentage of the TL budget that comes from tuition and NY state aid. This plot tracks this change over time from ~39% in 2005 to ~42% in 2016. The 2017 and 2018 FY are excluded from this plot because of the 2017 infusion of state aid to cover the salary increases in the new contract temporarily distorts the trend. This distortion will disappear in the coming years when the expected set of tuition increases take effect.

Source: CCNY Rev Exp Analysis for DJ Final-Fringe-Tuition-Percentage.xlsx

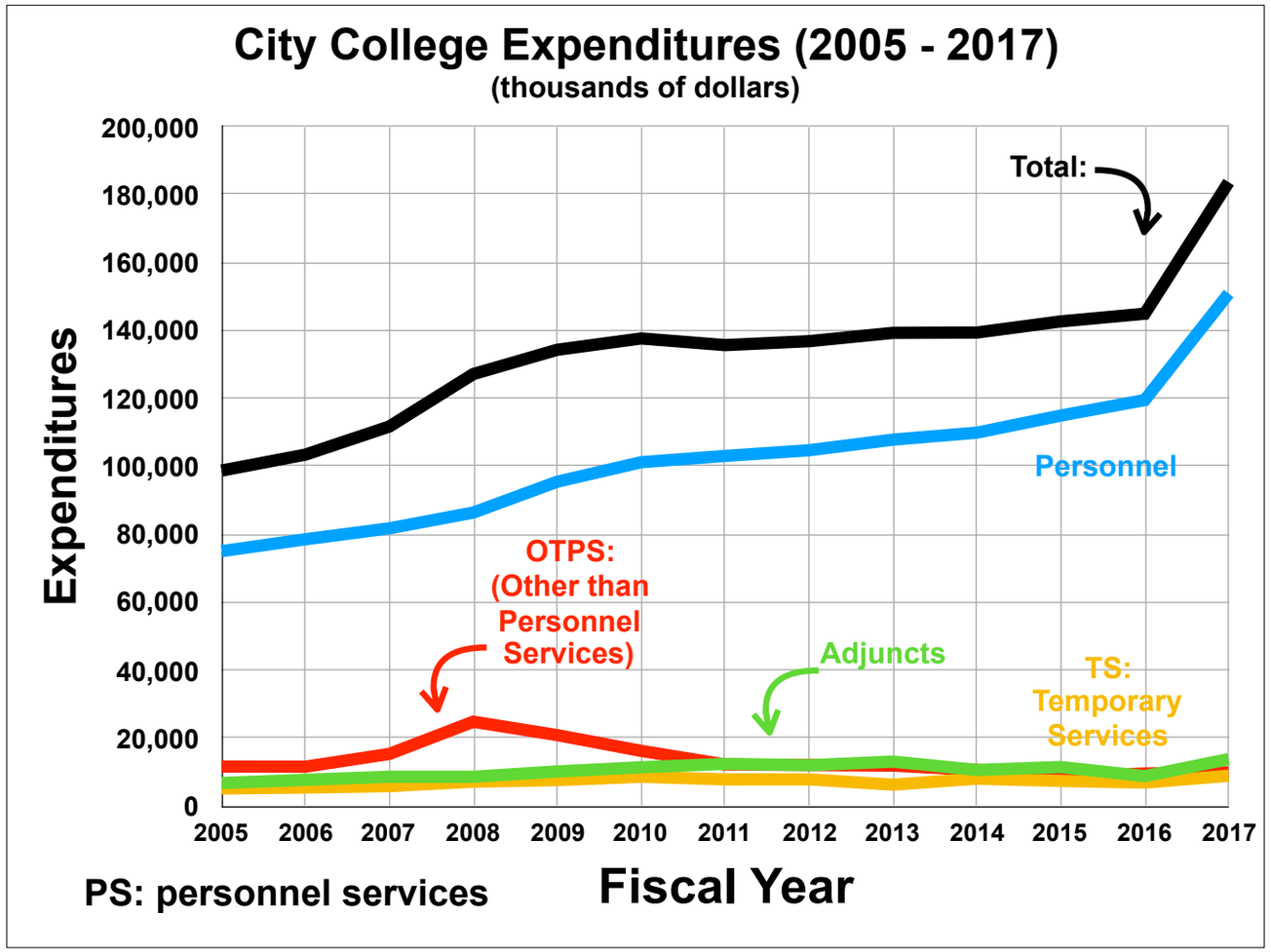


This plot depicts growth in students, tracked as headcount and FTE, from 2005 to 2017. Although CCNY experienced robust growth during this period, the majority of growth took place between 2005 and 2010. By both the headcount and FTE measures, growth in enrollment slowed down considerably after 2010.

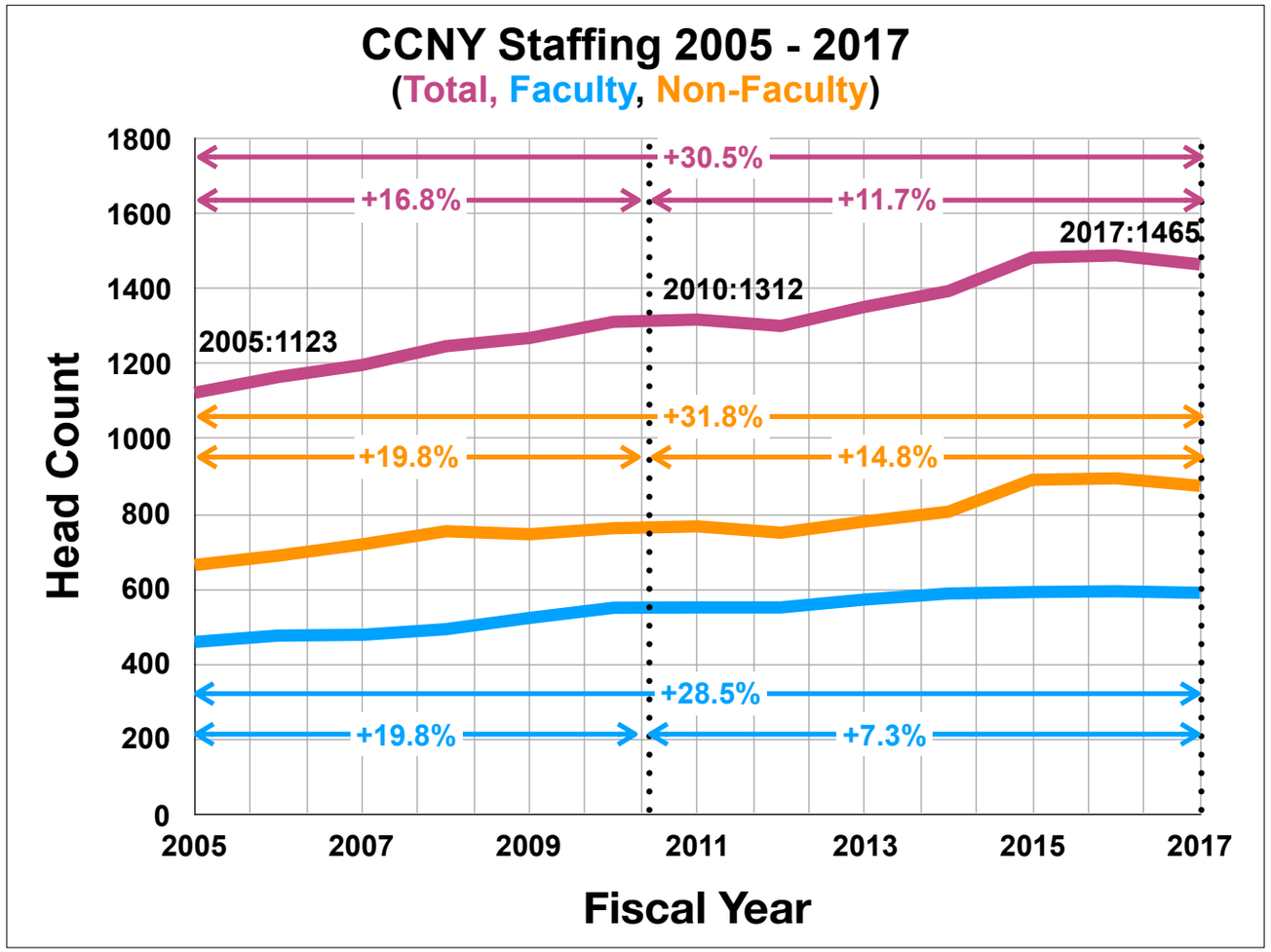


This also provides important context for any analysis of budgets and deficits. Depicted here is the percentage of the budget that arises from personnel. In 2005, 76% of the TL budget went to PS; this value increased to 82% in 2017.

Source: Historical Comparison of Expenses By Account 2005-2017.xlsx

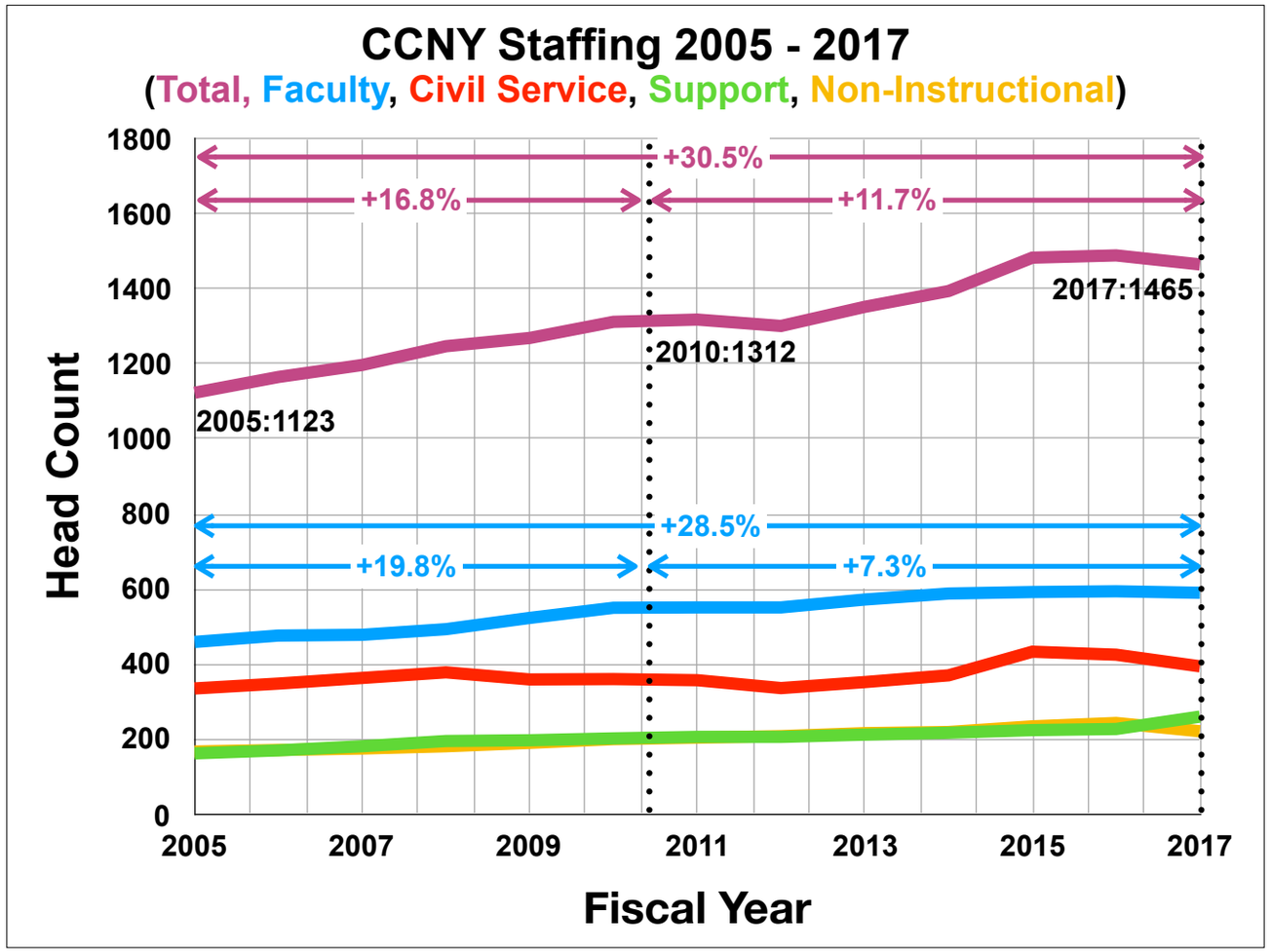


Source: Historical Comparison of Expenses By Account 2005-2017.xlsx



This slide depicts the growth in staffing by headcount. During the period of 2005 to 2017, staff headcount grew by 30%. Digging deeper, we see that during the period of fastest growth of student enrollment, staff headcount grew by ~17%. However, growth continued, albeit a reduced rate, after 2010 during a period of flat enrollment.

Total headcount is colored in purple. The faculty curve is depicted in blue. The non-faculty category is colored orange. Both are broken down by time periods.



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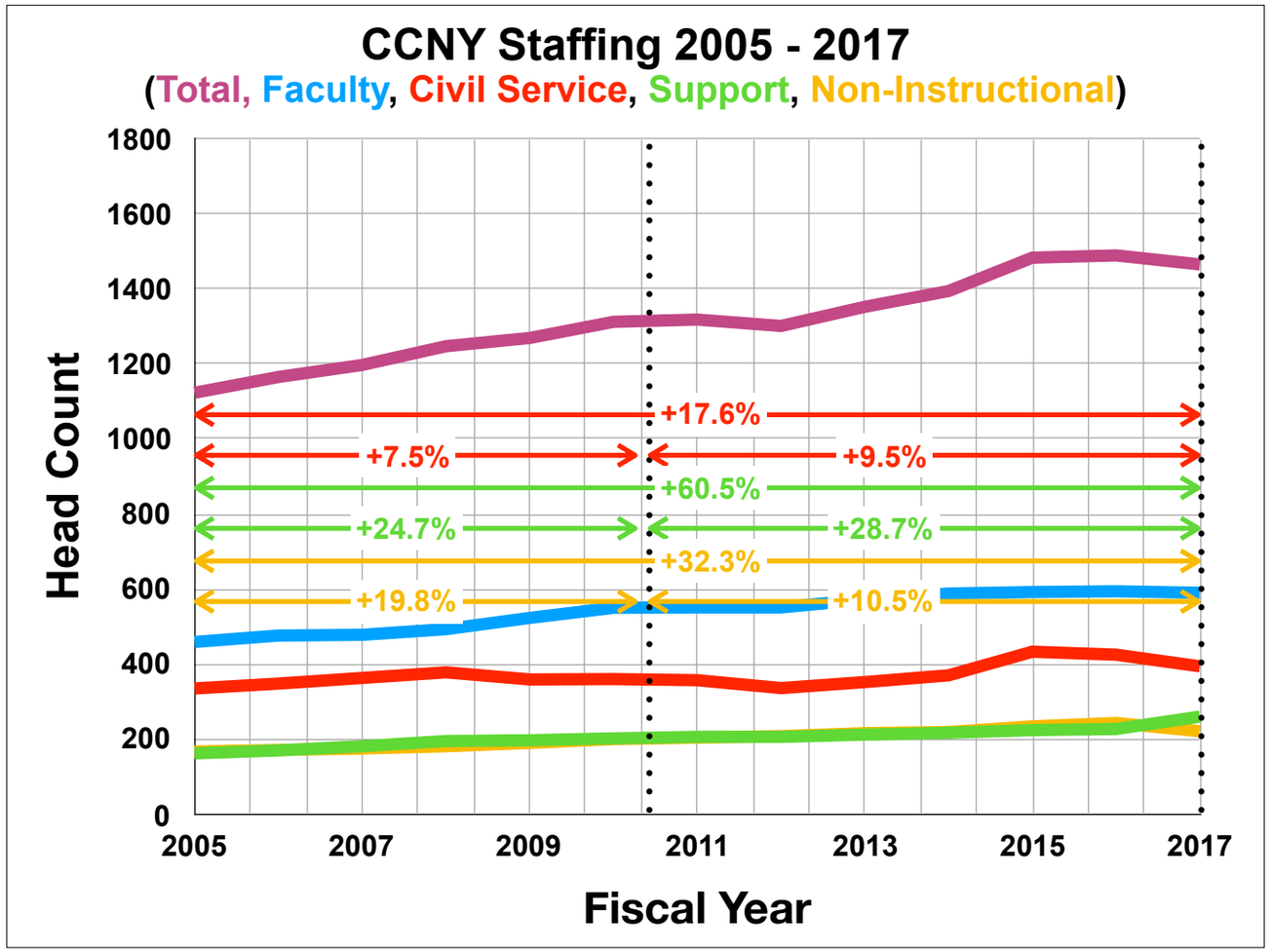
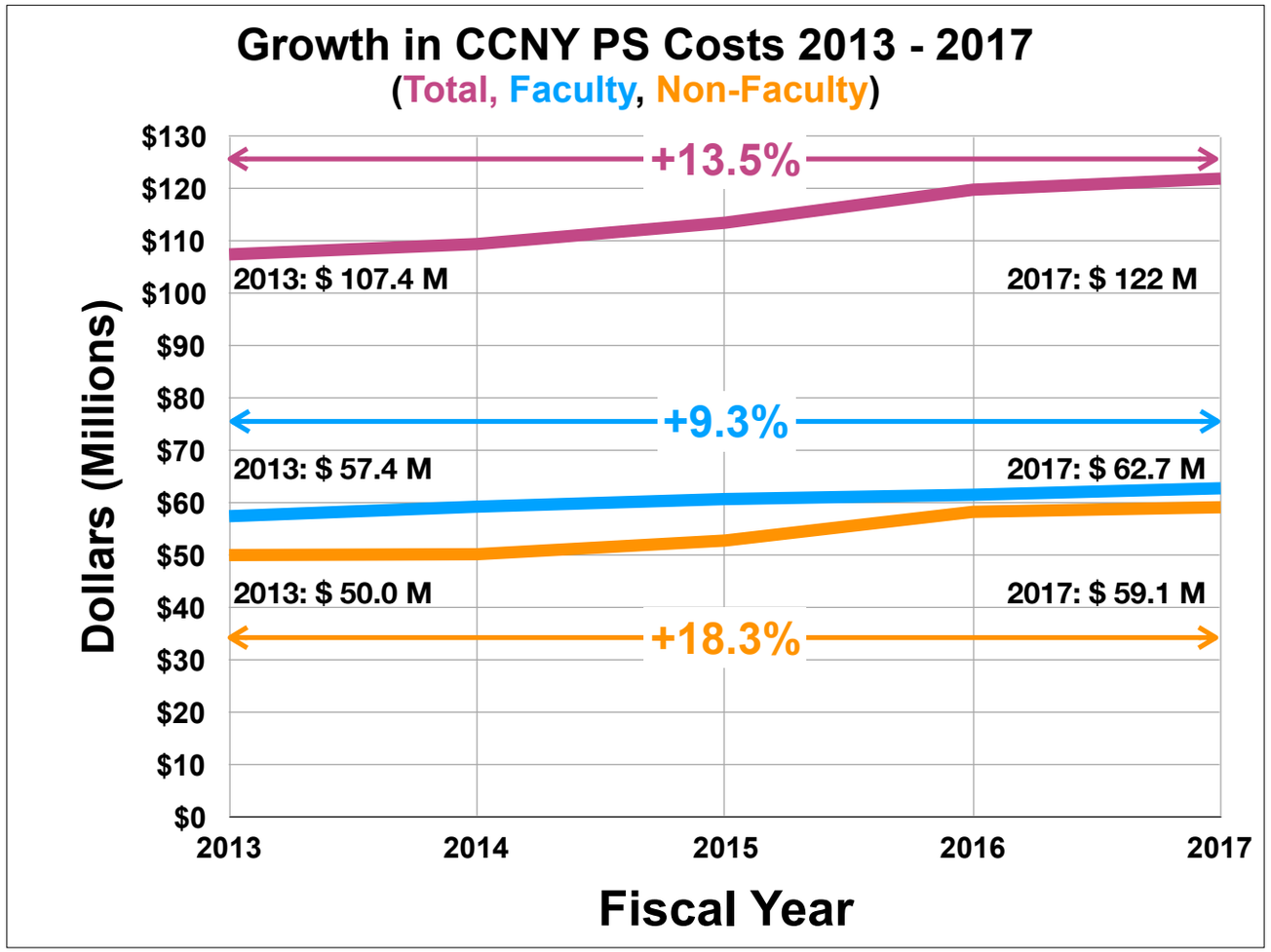
Total headcount is colored in purple. The faculty curve is depicted in blue. Both are broken down by time periods.

Each category of employee (Civil service, etc) is carefully defined by title. Non Instructional would be titles outside the academic divisions, for example it would include titles in the HEO series for areas such as HR, Finance, Provost, President, etc. Civil are classified titles and mostly incorporate staff from Facilities and Public Safety. Support would be all non-faculty titles in the academic divisions- this can range from staff in the HEO series to College Lab Technicians.



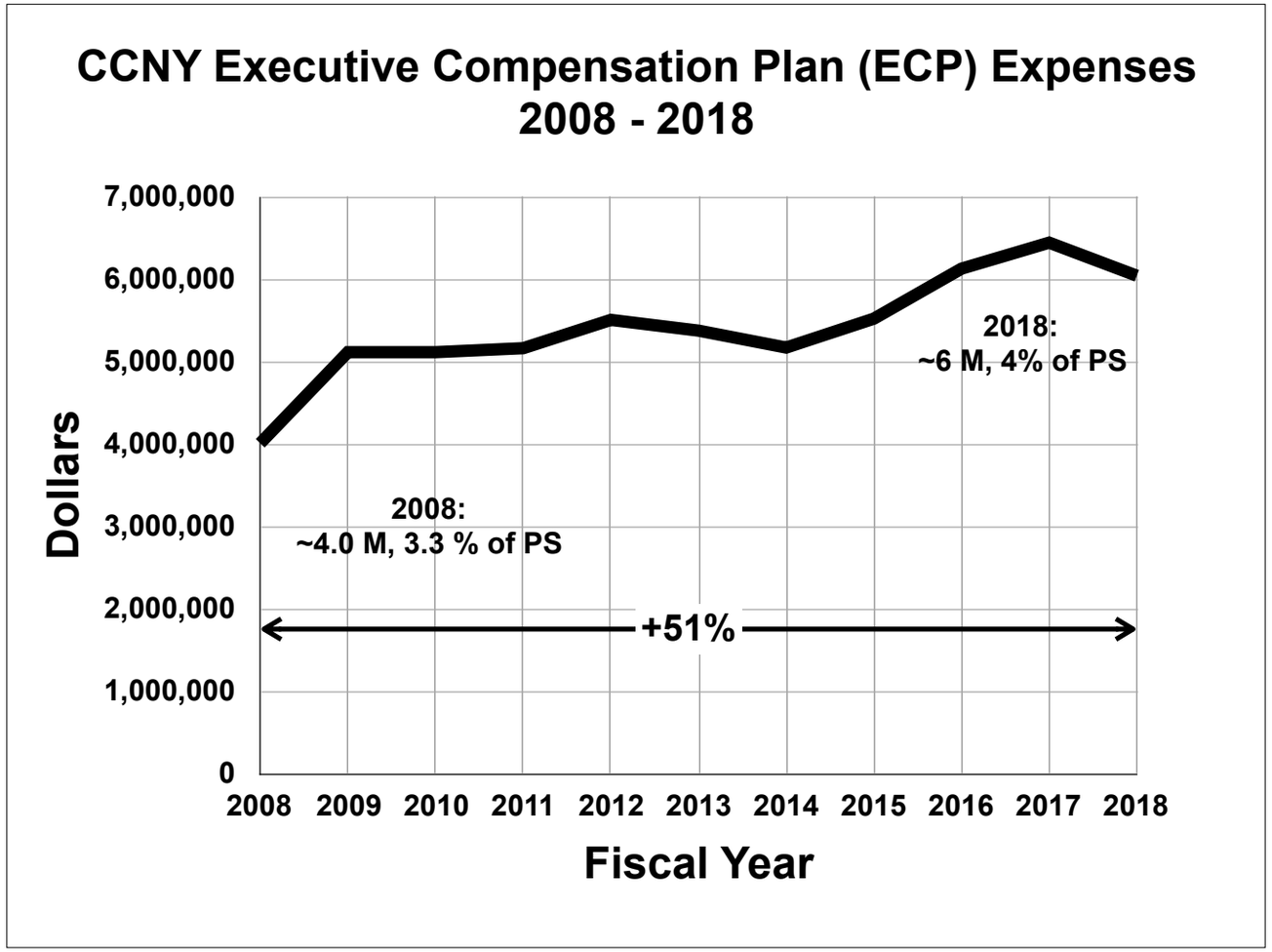
Additional analysis of the time series of headcount data, civil service, support, and non-instructional categories.



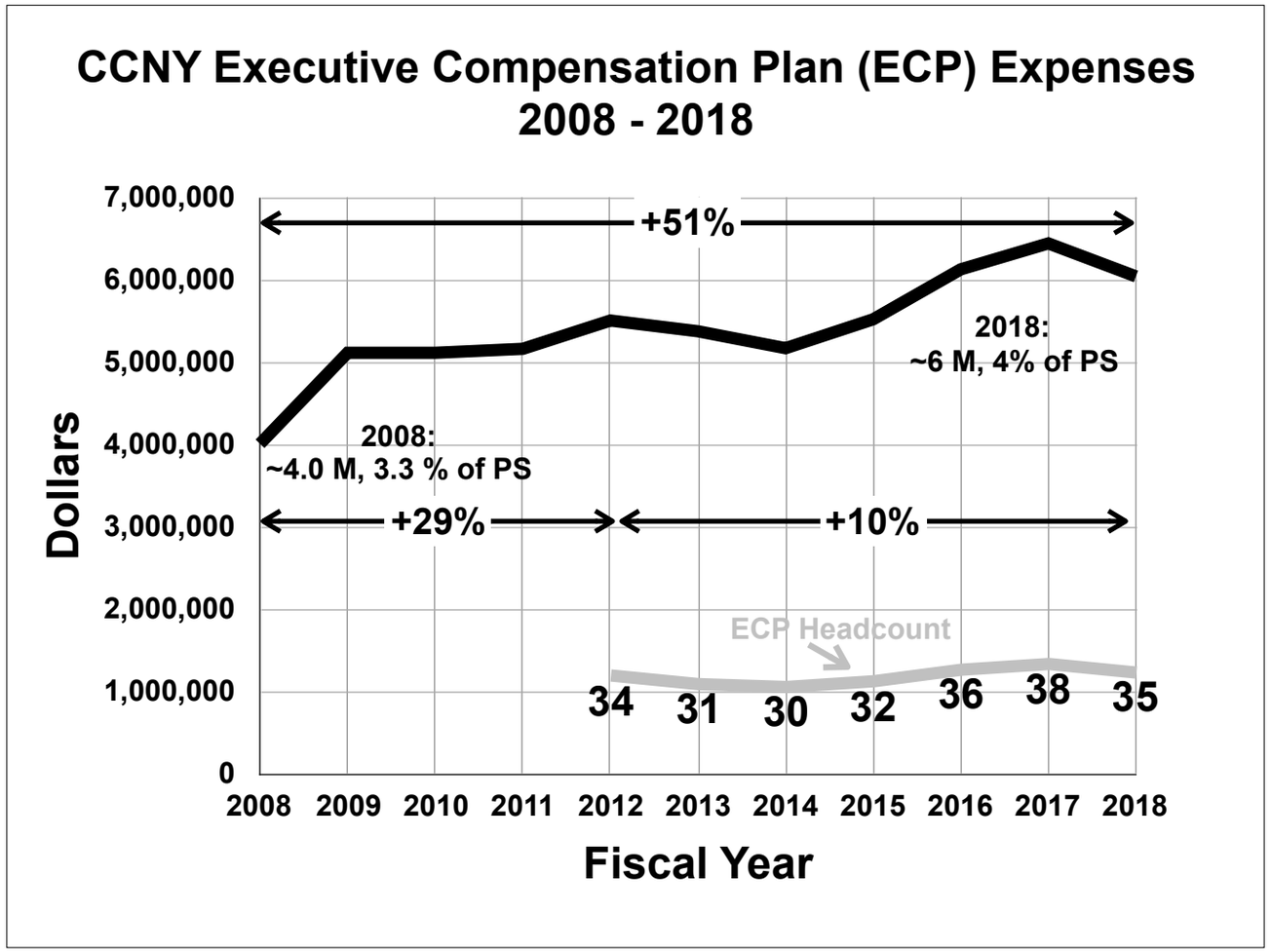
This slide depicts the growth in staffing by cost. During the period of 2013 to 2017, staff costs by 13.5%.

Faculty costs grew by 9.3%, while non-faculty costs grew at twice that rate (%18.3). This was a period of flat enrollment at City College.

The curve due to dollars from total headcount is colored in purple. The faculty curve is depicted in blue. The non-faculty category is colored orange.



Time series of the ECP expenses (tax levy only). This line item experienced a 10% growth from 2012-2018; this growth occurred during a time of flat enrollment.

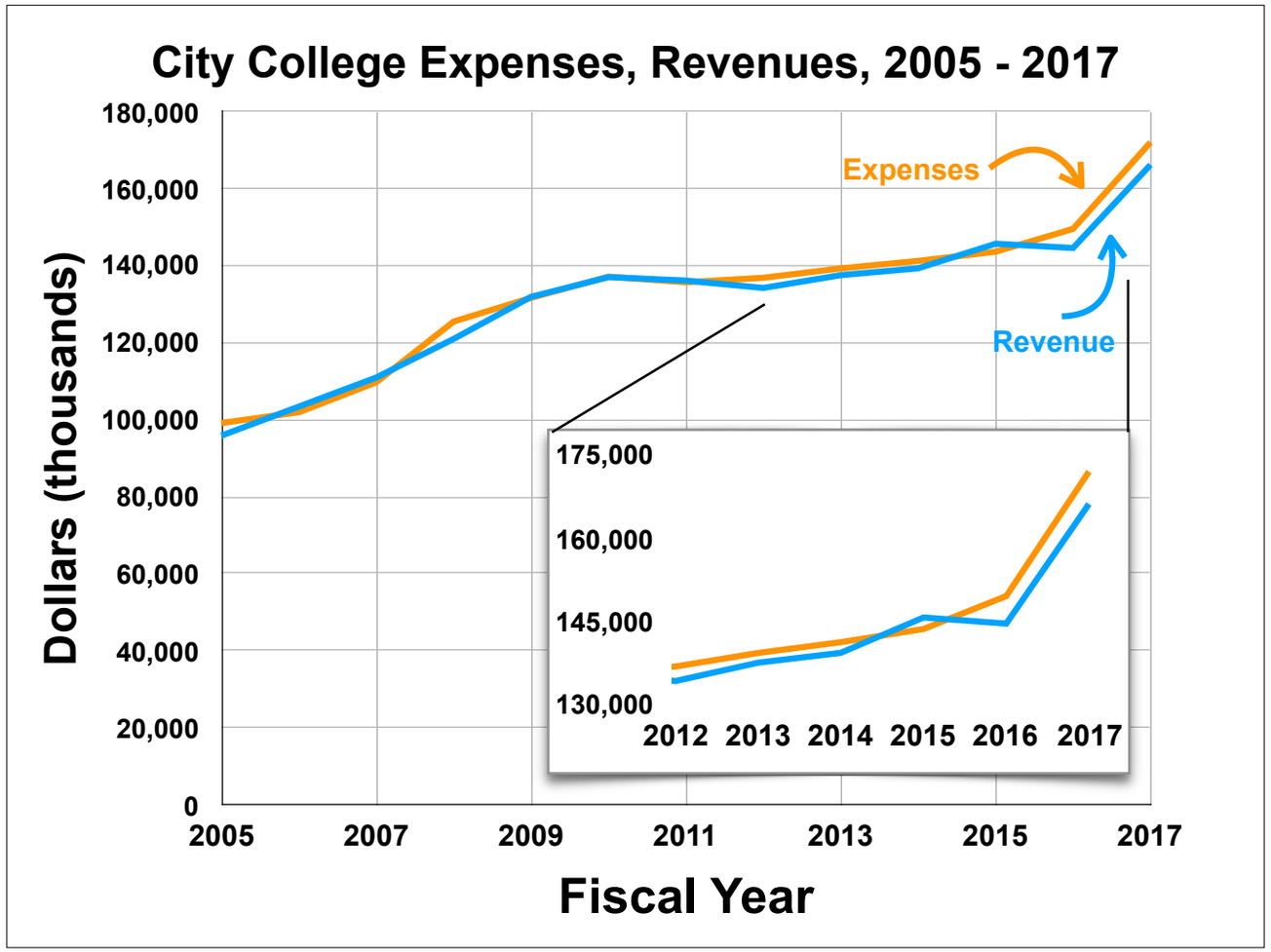


Time series of the ECP expenses (tax levy only). This line item experienced a 10% growth from 2012-2018; this growth occurred during a time of flat enrollment.

Headcount: CCNY ECP Members by Unit

	2012	2013	2014	2015	2016	2017	2018	Change
Colin Powell School	1	1	1	1	1	1	1	-
Grove School of Engineering	3	3	3	2	2	3	3	-
Human Resources	2	1	1	1	1	1	1	(1)
Library	1	1	1	1	-	1	1	-
Office of the President	7	6	6	7	6	7	3	(4)
Provost	3	5	4	5	6	6	6	3
School of Education	1	-	1	1	1	1	1	-
School of Humanities and the Arts	1	1	1	1	1	-	1	-
School of Interdisciplinary Studies	1	1	1	1	1	1	1	-
School of Science	2	2	1	2	2	2	2	-
Sophie Davis School of Biomedical Education/Medical School	5	4	2	3	8	8	9	4
Spitzer School of Architecture	1	1	1	1	1	1	1	-
VP Campus Planning and Facilities	2	1	1	1	1	1	1	(1)
VP Finance	2	2	2	1	1	1	1	(1)
VP Information Technology	-	-	1	1	1	1	1	1
VP Student Affairs	1	1	2	2	2	2	1	-
VP Urban and Government Affairs	1	1	1	1	1	1	1	-
Total	34	31	30	32	36	38	35	1

Breakdown of the members of the executive compensation plan by unit. Increases in some units are compensated by decreases in others, leading to a headcount that is little changed between 2012 and 2018.



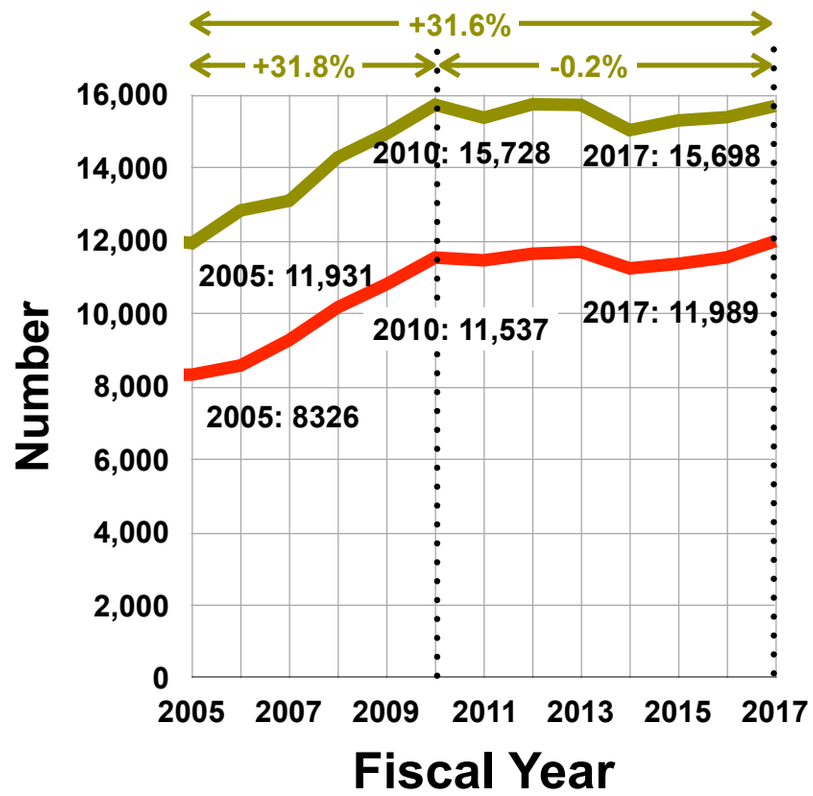
Time series of City College tax levy expenses and revenues. The inset clearly shows that the College's structural deficit took hold in 2012. The deficit represents the area in between the orange and blue curves. The deficit has widened somewhat since 2012. Notably, the 2015 point is a result of 2M CUNY error in our favor. We are happy to have this error, however, the large surplus of that year does not arise from any local College decisions.

This is a powerful graph that depicts the College's structural deficit. Missing, however, from this presentation are the cuts that the College had to endure to reduce the deficits to that depicted above.

Prior to 2012, revenues and expenses tracked each other closely. Small deficits during a particular year were covered from the CUTRA reserve fund, which was being replenished by the high rate of growth in student enrollment.

Balance in Tax Levy Resources (2005 - 2017)

	Tax Levy
2005	-3,272.2
2006	1,470.7
2007	1,243.9
2008	-4,510.8
2009	262.7
2010	-112.1
2011	431.3
2012	-2,627.4
2013	-1,748.2
2014	-1,926.4
2015	2,079.5
2016	-4,963.7
2017	-5,841



A closer look at CCNY's surpluses, deficits over time. Juxtaposed with the enrollment time series.

CCNY deficits closed with CUTRA, non-tax levy sources

	Tax Levy
2005	-3,272.2
2006	1,470.7
2007	1,243.9
2008	-4,510.8
2009	262.7
2010	-112.1
2011	431.3
2012	-2,627.4
2013	-1,748.2
2014	-1,926.4
2015	2,079.5
2016	-4,963.7
2017	-5,841

(Thousands of dollars)

FY	Philanthropy	9th Ledger	Other
2014	477	650	736
2015	542		421
2016	3,335	229	1,070
2017	1,542	800	585

9th Ledger: AKA as “RF-Funds”

Closure of the CCNY deficits in recent years with a CUTRA fund that was not being replenished as rapidly as the 10 year prior period. Increasingly, CCNY relied on private, 9th ledger, and other non-tax levy sources to close the budget deficit.

Noteworthy items when thinking about alleviating the deficit

1) 'TAP gap'

   FY16: $~0; FY17; $5.7 M; FY18; $6.6 M

2) $11.4 M in uncollected tuition since Spring 2014

3) Unfunded waivers from high school students increased from $0.8 M to $2.7 M

Future Work

1) Philanthropy, Presidential Fund for Excellence, and 9th Ledger (AKA: RF) Funds
2) Careful and nuanced cost / revenue analyses by Division
3) Other

Recommendations

1) Adopt a data driven budget process
2) Consider other funding sources as State Aid declines
3) Carefully manage collection of owed tuition
4) Long-term commitments on soft money should be made cautiously and only with a full analysis of risk
5) Other

Appendix 5b:

CCNY Budget Process Calendar

Summary:
The budget cycle refers to the life of a budget from creation to evaluation. The budgeting process progresses in stages as plans are made, funds are allocated and new information leads to revisions. The four segments of the budget cycle are: preparation, approval, monitoring, and evaluation. Budget monitoring and evaluation consistently throughout the year. Below is a list of activities by month and by responsibility.

	CCNY Budget Office	CCNY Departments	University Budget Office
July	• July 1- Fiscal Year begins • Distribute budgets to all divisions • Enters budget modifications as requested for the current fiscal year • Enters expense adjustments to the University Controller's Office for the prior year. This includes submission of journals and refunds of appropriation, which reduce tax levy expenses. • Monitor OTPS expenses for the prior year and ensure encumbrances are reduced in CUNY First and in the State Financial System. • Monitors year end projections for the prior fiscal year. • Reconciles expenditure information across various platforms (CUNY First, State Financial System, Payroll, Internal Databases) for current year and prior year- including split payroll. • Ensure prior year budget is balanced and identify variances between projections and actual expenditures. • Provide analysis and projections for full-time hires.	• Departments can begin to make OTPS purchases in CUNY First- 1st week of July • Enter appointments for temp services and adjuncts • Monitor costs	• Coordinates the process of CUNY First budgets going live for the current fiscal year • Release a portion of OTPS budgets to Colleges

	CCNY Budget Office	CCNY Departments	University Budget Office
August	• Enters budget modifications as requested for the current fiscal year • Monitors expenditures and calculates year end costs for the current year and prior year. • Monitor OTPS expenses for the prior year and ensure encumbrances are reduced in CUNY First and in the State Financial System. • Reconciles expenditure information across various platforms (CUNY First, State Financial System, Payroll, Internal Databases) for current year and prior year. • Ensure prior year budget is balanced. Identify variances between projections and actual expenditures.	• Enter appointments for temp services and adjuncts • Enter requisitions for OTPS • Monitor costs	• Release instructions related to the submission of the Financial Plan
September	• College prepares and submits three year Financial Plan (Revenue and Expenses) to the University Budget Office • Prepares first quarter reports to academic and administrative divisions. This report compares projected expenses to budget. • Enters budget modifications as requested for the current fiscal year	• Division administrators provide feedback on quarterly report to the CCNY Budget Office • Enter appointments for temp services and adjuncts • Enter requisitions for OTPS • Monitor costs	• University reviews 3 year financial plan and makes modifications as necessary

	CCNY Budget Office	CCNY Departments	University Budget Office
	• Monitors expenditures and calculates year end costs. • Ensure current year budget is balanced. Identify variances between projections and actual expenditures. • Monitor OTPS expenses for the prior year and ensure encumbrances are reduced in CUNY First and in the State Financial System. • Reconciles expenditure information across various platforms for current year and prior year (CUNY First, State Financial System, Payroll, Internal Databases) • Provide analysis and projections for full-time hires.		
October	• Enters budget modifications as requested for the current fiscal year • Monitors expenditures and calculates year end costs. • Ensure current year budget is balanced. Identify variances between projections and actual expenditures. • Reconciles expenditure information across various platforms (CUNY First, State Financial System, Payroll, Internal Databases)	• Enter appointments for temp services and adjuncts • Enter requisitions for OTPS • Monitor costs	• CUNY prepares State budget request for the upcoming year

	CCNY Budget Office	CCNY Departments	University Budget Office
	• Provide analysis and projections for full-time hires. • Review draft prior year end information.		
November	• The College submits quarterly report to University Budget Office which compares year to date projected expenses to the approved budget • Enters budget modifications as requested for the current fiscal year • Monitors expenditures and calculates year end costs. • Ensure current year budget is balanced. Identify variances between projections and actual expenditures. • Reconciles expenditure information across various platforms (CUNY First, State Financial System, Payroll, Internal Databases) • Provide analysis and projections for full-time hires.	• Enter appointments for temp services and adjuncts • Enter requisitions for OTPS • Monitor costs	• Central Office releases prior year- Year End Report with actual revenue and expense information • University submits upcoming year budget request to the Board of Trustees- Finance Committee
December	• Budget Office prepares second quarter reports to academic and administrative divisions. This report compare projected expenses to budget. • Enters budget modifications as requested for the current fiscal year	• Division administrators provide feedback on quarterly report to the CCNY Budget Office • Enter appointments for temp services and adjuncts • Enter requisitions for OTPS • Monitor costs	• CUNY Board of Trustees approves budget request for new State fiscal year • CUNY submits budget request to New York State Executive branch

	CCNY Budget Office	CCNY Departments	University Budget Office
	• Monitors expenditures and calculates year end costs. • Ensure current year budget is balanced. Identify variances between projections and actual expenditures. • Reconciles expenditure information across various platforms (CUNY First, State Financial System, Payroll, Internal Databases) • Provide analysis and projections for full-time hires.		
January	• The College submits quarterly report to University Budget Office which compares year to date projected expenses to the approved budget • Out year projections are revisited and modified if necessary. • Enters budget modifications as requested for the current fiscal year • Monitors expenditures and calculates year end costs. • Ensure current year budget is balanced. Identify variances between projections and actual expenditures. • Reconciles expenditure information across various platforms (CUNY First, State Financial System, Payroll, Internal Databases)	• Enter appointments for temp services and adjuncts • Enter requisitions for OTPS • Monitor costs	• UBO reviews and approves quarterly report and requests additional modifications if necessary. • Governor presents State budget for the next fiscal year.

	CCNY Budget Office	CCNY Departments	University Budget Office
	• Provide analysis and projections for full-time hires.		
February	• Budget Office prepares quarterly reports to academic and administrative divisions. This report compares projected expenses to budget. • Enters budget modifications as requested for the current fiscal year. • Ensure current year budget is balanced. Identify variances between projections and actual expenditures. • Monitors expenditures and calculates year end costs. • Reconciles expenditure information across various platforms (CUNY First, State Financial System, Payroll, Internal Databases) • Provide analysis and projections for full-time hires.	• Division administrators provide feedback on quarterly report to the CCNY Budget Office • Submits appointments for temp services and adjuncts • Enter requisitions for OTPS • Monitor costs	
March	• The College submits third quarter report to University Budget Office which compares year to date projected expenses to the approved budget • Out year projections are revisited and modified if necessary. • Planning for next fiscal year begins. Personnel costs are projected and high level adjustments are made.	• Enter appointments for temp services and adjuncts • Enter requisitions for OTPS • Monitor costs	• UBO approves quarterly report or requests additional modifications. • State legislature adopts budget for new State fiscal year • State fiscal year ends March 31st

	CCNY Budget Office	CCNY Departments	University Budget Office
	• Enters budget modifications as requested for the current fiscal year • Monitors expenditures and calculates year end costs. • Ensure current year budget is balanced. Identify variances between projections and actual expenditures. • Reconciles expenditure information across various platforms (CUNY First, State Financial System, Payroll, Internal Databases) • Provide analysis and projections for full-time hires.		
April	• The Budget Office begins to closeout the current fiscal year. • Department quarterly reports are reviewed to ensure the budget is balanced and corrective action is taken when necessary. • Ensure current year budget is balanced. Identify variances between projections and actual expenditures. • The Budget Office loads estimated adjunct budgets for the next fiscal year in order for summer adjunct appointments to go through • Provide analysis and projections for full-time hires.	• Enter temp services appointments • Enter adjunct appointments for the next fiscal year • Monitor costs	• State fiscal year begins- April 1st. • UBO sends assessment of upcoming budget.

	CCNY Budget Office	CCNY Departments	University Budget Office
May	• The Budget Office loads estimated temporary services budgets for the next fiscal year. • Invoice departments for expenses over budget. Submit checks to CUNY and New York State as a reimbursement to the tax levy budget. • Enters budget modifications as requested for the current fiscal year • Monitors expenditures and calculates year end costs. • Ensure current year budget is balanced. Identify variances between projections and actual • Reconciles expenditure information across various platforms (CUNY First, State Financial System, Payroll, Internal Databases) • Provide analysis and projections for full-time hires.	• Enter temp services appointments for the next fiscal year • Enter adjunct appointments for the next fiscal year • Reconcile current year costs and when necessary use non-tax levy funds to keep the budget balanced	
June	• OTPS budgets are loaded into CUNY First for the next fiscal year. Typically departments are allocated 25% of the estimated budget. • Enters budget modifications as requested for the current fiscal year. • Ensure current year budget is balanced. Identify variances between projections and actual	• Enter temp services appointments for the next fiscal year • Enter adjunct appointments for the next fiscal year • Reconcile current year costs and when necessary use non-tax levy funds to reimburse the College for shortfalls	• Initiates process for loading budgets in CUNY First for next fiscal year. • Releases initial allocation letter, which serves as baseline for next fiscal year funding.

	CCNY Budget Office	CCNY Departments	University Budget Office
	• Invoice departments for expenses over budget. Submit checks to CUNY and New York State as a reimbursement to the tax levy budget. • Releases projected budgets to internal departments for the next fiscal year. • Analyzes impact of allocation letter to estimated revenue projections • Out year projections are revisited and modified based on allocation letter. • Monitors expenditures and calculates year end costs. • Enters expense adjustments to the University Controller's Office for the current year. This includes submission of journals and refunds of appropriation, which reduce tax levy expenses. • Monitors split payroll costs for salary payments lapsing across fiscal years. • Reconciles expenditure information across various platforms (CUNY First, State Financial System, Payroll, Internal Databases) • Provide analysis and projections for full-time hires. • June 30- fiscal year ends		