

THE COUNCIL OF THE CITY OF NEW YORK



Hon. Melissa Mark-Viverito
Speaker of the Council

Hon. Inez Barron
Chair, Committee on Higher Education

Report on the Fiscal 2016 Preliminary Budget and the
Fiscal 2015 Preliminary Mayor's Management Report

City University of New York

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City University of New York Overview

The City University of New York (“CUNY”) provides higher education to nearly 270,000 degree and non-degree seeking students, in addition to over 247,000 adult and continuing education (“ACE”) students. CUNY consists of 24 institutions: eleven senior colleges, seven community colleges, the William E. Macaulay College at CUNY, the Graduate School and University Center, the CUNY Graduate School of Journalism, the CUNY School of Law, the CUNY School of Professional Studies and the CUNY School of Public Health. CUNY enrolls students in over 1,600 academic programs, in addition to its ACE programs. Courses are taught by approximately 7,000 full-time and 11,000 part-time faculty. In the academic year 2013-2014, CUNY granted an estimated 10,000 graduate and professional degrees, 22,000 baccalaureate degrees, 14,000 associate degrees, 300 certificates and 700 advanced certificates.

Although CUNY is not a City agency, the City is responsible for supporting CUNY’s seven community colleges, as well as all two-year programs offered by the senior colleges. Of CUNY’s \$3.11 billion University-wide budget for Fiscal 2016, \$923.1 million is included in the City’s budget.¹

This report provides a review of the City University of New York’s Preliminary Budget for Fiscal 2016. The first section provides a broad overview of the University’s Budget, followed by a more detailed breakdown of allocations by program area and funding source, along with a description of staff headcount. The report then presents the University’s budget by program area and provides analysis of significant activities, discusses items included in the November and Preliminary Financial Plans and reviews relevant sections of the Preliminary Mayor’s Management Report (“PMMR”) for Fiscal 2015. The final section on the Capital Plan for Fiscal 2015-2018 and the Preliminary Capital Plan for Fiscal 2016-2025 will outline completed, ongoing and proposed projects, with more detailed discussions of the University’s highest priorities. Finally, the appendices are included to highlight the Budget Actions in the November and Preliminary Plans and the PMMR.

Fiscal 2016 Preliminary Budget Highlights

<i>Dollars in Thousands</i>	2013	2014	2015	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2015	2016	2015 – 2016
Personal Services	\$622,062	\$645,567	\$685,591	\$669,764	\$676,488	(\$9,103)
Other Than Personal Services	216,648	246,290	258,540	304,985	246,630	(11,910)
CUNY Total	\$838,710	\$891,857	\$944,131	\$974,749	\$923,118	(\$21,013)

*The difference of Fiscal 2015 Adopted compared to Fiscal 2016 Preliminary Budget.

The Fiscal 2016 Preliminary Budget for the City of New York is \$77.7 billion, \$2.7 billion more than the Fiscal 2015 Adopted Budget of \$75 billion. City funds (City tax and non-tax revenues) total \$57 billion, up \$2.1 billion from \$54.8 billion in the Adopted Budget. For CUNY, the Fiscal 2016 Preliminary Budget is \$923.1 million (including City and Non-City funds). This represents slightly more than one percent of the City’s total Budget.

Since adoption of the Fiscal 2015 Budget, the Financial Plan updates have introduced several changes to CUNY’s Fiscal 2015 and 2016 Budget. For Fiscal 2015 these include \$1.8 million in new needs and \$28.7 million in other adjustments. For Fiscal 2016, these include new needs of

¹ City University of New York, “2015-2016 Budget Request” (New York: 2015).

\$8.7 million and other adjustments of \$1.8 million. Combined, the above actions reconcile CUNY to its current budget of \$974.7 million for Fiscal 2015 and \$923.1 million for Fiscal 2015 (see Appendix A, on page 14).

Financial Summary

CUNY Financial Summary						
	2013	2014	2015	Preliminary Plan		*Difference
<i>Dollars in Thousands</i>	Actual	Actual	Adopted	2015	2016	2015 – 2016
Budget by Program Area						
Community Colleges	\$822,353	\$875,097	\$893,072	\$923,689	\$872,056	(\$21,015)
Hunter Campus Schools	16,021	16,760	16,059	16,059	16,061	2
Senior Colleges	N/A	N/A	\$35,000	\$35,000	\$35,000	0
TOTAL	\$838,710	\$891,857	\$944,131	\$974,749	\$923,118	(\$21,013)
Funding						
City Funds			\$654,718	\$657,128	\$642,662	(\$12,056)
Other Categorical			14,041	14,214	3,185	(10,856)
State			259,746	261,746	261,746	2,000
Federal – Other			0	649	0	0
Intra-City			15,626	41,011	15,524	(101)
TOTAL	\$838,710	\$891,857	\$944,131	\$974,749	\$923,118	(\$21,013)
Positions						
Full-Time Salaried – Pedagogical	1,850	1,905	1,725	1,905	1,853	128
Full-Time Salaried – Non-Pedagogical	3,598	3,849	3,339	4,162	4,157	818
Full-Time Positions – Uniform	2	0	0	0	0	
TOTAL	5,450	5,754	5,064	6,067	6,010	946

**The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

CUNY's budget is divided into three program areas: Community Colleges, Hunter Campus Schools and Senior Colleges. Because Senior Colleges consistently account for \$35 million of CUNY's budget and include no new needs or other adjustments, their corresponding program area will not otherwise be discussed in this brief. As illustrated above, the \$21 million reduction in CUNY's Fiscal 2016 Preliminary Budget falls under Community Colleges. Hunter Campus Schools are projected to see a minimal increase in spending of \$2,000. More detailed discussions of the Community College and Hunter Campus Schools budgets begin on page 7.

Together, all three program areas are funded with a combination of City tax-levy funds and other resources. While the Fiscal 2016 Preliminary Budget reflects a reduction of \$21 million in funding, the University's budget and funding level will essentially remain flat. Most of the year to year difference is due to the fact that the Fiscal 2016 Budget does not include funds designated by the City Council for initiatives.

As the chart also demonstrates, overall headcount for CUNY is projected to increase by 946 positions. This represents a technical adjustment that aligns budgeted headcount more closely with CUNY's actual headcount.

Revenue

City University of New York Revenue Budget Overview

CUNY Revenue Summary				
<i>Dollars in Thousands</i>				
Revenue Source	2015	Preliminary Plan		*Difference
	Adopted	2015	2016	2015-2016
Charges for Services	\$375,411	\$375,411	\$375,411	\$0
Miscellaneous	185	185	185	0
Federal Grants – Categorical	0	22	0	0
State Grants – Categorical	259,746	261,746	261,746	2
Non-Governmental Grants	13,702	13,702	2,500	(11,202)
Intra-City Revenue	15,626	41,011	15,524	(102)
TOTAL	\$649,044	\$651,066	\$639,842	(\$9,202)

At the present time, CUNY plans to collect \$639.8 million across revenue sources in Fiscal 2016. More than half of this revenue would derive from Charges for Services, consisting almost entirely of tuition payments. In accordance with the State's 2011 legislation allowing public university systems to implement five-year incremental tuition increase plans,² the CUNY Board of Trustees revised the University's annual tuition schedule for full-time resident students to increase by \$300 annually.³ At the CUNY community colleges, for a full-time student registered as a State resident, this would translate to an annual tuition rate of \$4,800 in Fiscal 2016. This would match the pattern of increases implemented over the past four fiscal years. The increase should be confirmed at the adoption of the Fiscal 2015-2016 State Budget. The New York City Office of Management and Budget ("OMB") has not yet recognized the scheduled tuition increase in the City's Financial Plan. Based on the \$300 tuition increase imposed last year, CUNY expects tuition revenue to rise by approximately \$24 million next year.⁴ The Fiscal 2016 should therefore be approximately \$399.6 million.

It is important to note, Fiscal 2016 would represent the final year of the State's five-year incremental tuition increase plan for public community colleges and universities.

CUNY's next-largest source of revenue is New York State: For Fiscal 2016, the City anticipates that the University would receive \$261.7 million in State Categorical Grants, representing a \$2 million increase from Fiscal 2015. Important areas of State funding include the following:

- **Base aid to community colleges.** The State is responsible for providing a predetermined level of aid to each community college based upon the likely number of students to enroll in the coming fiscal year. With the implementation of tuition increase plans by public university systems and community colleges, the State agreed to increase its contributions to schools via per-student base aid. Student enrollment projections are calculated based on weighted enrollment averages from

² NY-SUNY 2020 Challenge Grant Program Act of 2011, NY Stat. § 355.2 (Albany, NY: 2011).

³ Board of Trustees, "Revised Tuition Schedule Effective Fall 2011," City University of New York (New York: 2011). Please note that the \$300 annual increase applies only to community college and undergraduate students: a higher rate of increase applies to full-time resident students of CUNY graduate programs.

⁴ CUNY Office of Budget and Finance (New York: 2015).

the previous three fiscal years. For Fiscal 2016, the Governor has proposed holding the base aid rate for community colleges flat at \$2,497; however, this would fail to meet the State's obligation to match tuition increases with increased base aid. Further, due to a projected decrease in the number of enrolled full-time and full-time equivalent ("FTE") students across its community colleges, CUNY anticipates a reduction in total base aid received of \$2.1 million (please refer to Appendix B on page 15 for a full display of CUNY's enrollment trends over the past three fiscal years).

- **State ASAP funding.** CUNY's Accelerated Studies in Associate Programs ("ASAP") offer expanded services to students initiated in Fiscal 2008 that have grown to serve 4,238 students across six of the City's community colleges and at Medgar Evers College. The State Executive Budget for Fiscal 2016 has eliminated the \$1.7 million previously allocated to support ASAP in Fiscal 2015. This follows the same adoption pattern as Fiscal 2015, in which the State Executive Budget also excluded ASAP funding. The \$1.7 million for ASAP was ultimately included in the State Adopted Budget. In Fiscal 2015, the total budget for ASAP is \$15.6 million; CUNY hopes to expand services in City Fiscal 2016 by \$6.7, increasing the total budget to \$22.3 million.
- **Childcare funding.** The State Budget proposes a cut of \$500,000 to CUNY childcare programs across the five community college campuses that currently offer these services. The University has indicated that such a cut would result in the loss of 212 slots for children of CUNY students, affecting all five programs.⁵

Council Initiatives

The Fiscal 2015 Budget has \$17.9 million provided by the City Council to support various initiatives, including \$11 million to establish the City Council Merit-Based Scholarship and \$2.7 million to restore funding to CUNY Prep, which otherwise faced closure. The Fiscal 2016 Preliminary Budget does not include funding for Council initiatives. As mentioned previously, the fact that Council initiative funding is not included in CUNY's Fiscal 2016 Preliminary Budget explains a large part of the \$21 million difference between the Fiscal 2015 and 2016 Budgets.

⁵ *Ibid.*

FY 2015 Council Changes at Adoption	
<i>Dollars in Thousands</i>	
Council Restorations	Amount
Center for Puerto Rican Studies	\$970
City Council Merit-Based Scholarships	10,915
City Council Merit-Based Scholarships – FIT	185
Creative Arts Team	200
CUNY Advanced Certificate Program	50
CUNY Prep	2,700
Dominican Studies Institute	970
Murphy Institute Center for Worker Education	100
NYC Food Policy Center at Hunter College	200
Results-Based Accountability for Council Initiatives	500
Subtotal	\$16,790
Local Initiatives	\$1,071
TOTAL	\$17,861

- **Center for Puerto Rican Studies.** The Council provided a restoration of \$470,000 and an enhancement of \$500,000 to the Center, which was created to archive, preserve and research Puerto Rican culture. The Center is located at Hunter College in Manhattan.
- **City Council Merit-Based Scholarships.** The City Council in Fiscal 2015 provided funding to establish the City Council Merit-Based Scholarship Initiative, offering \$800 scholarships to every New York City high school graduate entering either a college in the CUNY system or at the Fashion Institute of Technology (“FIT”) as a full-time, first-time college student with a grade point average (“GPA”) of 3.0 or higher (Note: FIT is funded through the Department of Education’s budget, rather than through CUNY’s). Designed to resemble the former Peter F. Vallone Scholarship Program, funds are distributed on a semester basis and are contingent upon students maintaining a B average or higher for each semester beyond their first year. In Fiscal 2015, the scholarship was available to members of the incoming first-year class and was earned by approximately 11,700 students. For Fiscal 2016, CUNY and FIT hope to extend the scholarship to both incoming first-year and second-year students who have maintained eligible GPAs from the Spring 2015 academic semester, at an estimated cost of \$17 million.
- **Creative Arts Team.** The Council provided \$200,000 to support the Team’s mission of challenging at-risk youth with participatory drama workshops and residencies that foster important learning skills and positive social development.
- **CUNY Advanced Certificate Program.** The Council provided \$50,000 to contribute to the costs of providing additional, targeted classroom and lab instruction for CUNY students studying computer science and related fields to prepare them to join the City’s technology workforce.
- **CUNY Prep.** The Council allocated \$2.7 million to ensure the continued operation of CUNY Prep, a high school equivalency and college preparatory program in the Bronx serving students ages 16-18 who have left traditional high schools.

- **Dominican Studies Institute.** The Council designated a \$470,000 restoration and a \$500,000 enhancement to the CUNY Dominican Studies Institute, which was created to archive, preserve and research Dominican culture. The Institute is located at City College in Manhattan.
- **Murphy Institute Center for Worker Education.** The Council restored \$100,000 to the Center for Worker Education, which provides continuing education for working adults, as well as training and education for members of New York City unions.
- **NYC Food Policy Center at Hunter College.** The Council allocated \$200,000 to the NYC Food Policy Center, which works to aid New York City Communities, residents, government agencies and institutions to develop, implement and evaluate social policies that improve the City's food environment and reduce food-related health, social, environmental and economic problems.
- **Results-Based Accountability for Council Initiatives.** The Council has provided \$500,000 for the School of Public Affairs at Baruch College to develop an evaluation of organizations and agencies receiving City Council initiative support, using a results-based accountability model.
- **Black Male Initiative.** Funding for the Black Male Initiative was baselined in CUNY's budget in Fiscal 2014. For Fiscal 2016, the Black Male Initiative will continue to receive \$2.5 million, supporting 32 programs for students of underrepresented populations across the University system and at 19 community, senior and graduate campuses.

Contract Budget

CUNY Fiscal 2016 Preliminary Contract Budget				
Category	Fiscal 2015 Adopted	Number of Contracts	Fiscal 2016 Preliminary	Number of Contracts
Cleaning Services	\$832	4	\$832	4
Contractual Services – General	1,141	3	1,141	3
Data Processing Equipment Maintenance	392	13	392	13
Day Care of Children	805	6	805	6
Maintenance and Operation of Infrastructure	268	3	268	3
Maintenance and Repairs – General	1,598	10	1,598	10
Maintenance and Repairs – Motor Vehicle Equipment	30	2	30	2
Office Equipment Maintenance	684	11	684	11
Printing Services	502	7	502	7
Professional Services – Computer Services	85	1	85	1
Professional Services – Engineering and Architectural Services	0	1	0	1
Security Services	2,036	6	2,036	6
Telecommunications Maintenance	69	4	69	4
Temporary Services	22	1	22	1
Training Program for City Employees	1,210	2	1,210	2
Fiscal 2016 Preliminary Contract Budget	\$9,674	74	\$9,674	74

The City's Contract Budget totals \$12.4 billion in Fiscal 2016, with an increase of \$438 million or 3.7 percent when compared to the Fiscal 2015 Adopted Budget of \$12 billion. For CUNY, the contract budget for Fiscal 2016 will remain steady at \$9.7 million. Nearly all of the University's contracts support Community Colleges; no CUNY contracts involve the implementation of direct services to students.

Program Areas

CUNY's budget includes five units of appropriation ("U/A"). Funding for community colleges is outlined in U/A 001, which covers community colleges' Other Than Personal Services, and U/A 002, which covers their Personal Services. Likewise, the Hunter Campus Schools have two units of appropriation: U/A 003 outlines Other Than Personal Services, and U/A 004 outlines Personal Services. U/A 012 refers to CUNY's senior colleges.

Community Colleges

This program area funds the instructional and support services at the seven community colleges in the CUNY system:

- Borough of Manhattan Community College;
- Bronx Community College;
- Guttman Community College;
- Hostos Community College;
- Kingsborough Community College;
- LaGuardia Community College; and
- Queensborough Community College.

In addition to associate degree programs, these institutions provide adult literacy, continuing education, pre-college remediation and State-funded categorical programs.

Table: Community Colleges Financial Summary

<i>Dollars in Thousands</i>	2013	2014	2015	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2015	2016	2015 - 2016
Spending						
Personal Services						
Full-Time Salaried – Non-Ped.	\$79,608	\$82,276	\$80,976	\$85,517	\$76,132	(\$4,845)
Full-Time Salaried – Pedagogical	263,915	279,732	317,049	344,981	317,559	509
Additional Personal Services	263,053	267,925	267,163	222,252	265,784	(1,378)
Subtotal	\$606,577	\$629,933	\$670,784	\$654,957	\$661,681	(\$9,103)
Other Than Personal Services						
Supplies and Materials	\$18,475	\$16,605	\$59,175	\$32,183	\$56,734	(\$2,440)
Fixed and Misc. Charges	37,513	39,888	38,189	37,595	38,189	0
Property and Equipment	21,351	25,281	9,807	16,167	9,807	0
Other Services and Charges	122,805	142,277	105,464	153,530	95,991	(9,472)
Contractual Services	15,632	21,113	9,653	29,257	9,653	0
Subtotal	\$215,777	\$245,164	\$222,288	\$268,733	\$210,375	(\$11,913)
TOTAL	\$822,353	\$875,097	\$893,072	\$923,689	\$872,056	(\$21,015)

<i>Dollars in Thousands</i>	2013	2014	2015	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2015	2016	2015 - 2016
Funding						
City Funds			\$640,469	\$642,879	\$628,411	(\$12,058)
Other Categorical			14,031	14,204	3,175	(10,856)
State			222,946	224,946	224,946	2,000
Federal - Other			0	649	0	0
Intra-City			15,626	41,011	15,524	(101)
TOTAL	\$822,353	\$875,097	\$893,072	\$923,689	\$872,056	(\$21,013)
Positions						
Full-Time Positions – Non-Ped	1,836	1,881	1,644	1,824	1,772	128
Full-Time Positions – Pedagogical	3,454	3,700	3,199	4,022	4,017	818
Full-Time Positions – Uniform	2	0	0	0	0	0
TOTAL	5,292	5,581	4,843	5,846	5,789	946

*The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.

The Fiscal 2016 Preliminary Budget includes \$872 million for community colleges, representing a decrease of \$9.1 million in Personal Services and \$11.9 million in Other Than Personal Services from the Fiscal 2015 Adopted Budget of \$893.1 million. However, the total figure adopted for Fiscal 2015 includes funding provided by the City Council to support initiatives. Thus, the funding change does not reflect a drop in the City's base support for CUNY.

As highlighted by Mayor de Blasio in his presentation of the Fiscal 2016 Preliminary Budget, funds for community colleges include \$29 million to support programs tied to Science, Technology, Engineering and Mathematics ("STEM") education and services. This follows a five-year plan adopted in Fiscal 2015 that will incrementally increase support for STEM, with community colleges receiving \$50.9 million by Fiscal 2017 and Fiscal 2018. This year's allocation represents an increase of \$10 million from Fiscal 2015 and will expand the following programs and services targeting students pursuing degrees in STEM-related programs:

Fiscal 2016 STEM Expansion

Fiscal 2016 Expansion of STEM Funding	
<i>Dollars in Thousands</i>	
Program or Service	Funding Amount
Expansion of ASAP and creation of a new program for STEM students	\$14,102
STEM Research Fellowships	1,325
STEM Cooperative Education Program	125
Summer Tuition	\$6,600
Academic Advisement	\$7,052
Total	\$29,203

New needs included in the Fiscal 2016 Preliminary Budget for Community Colleges comprise the following:

- **Fatherhood Academy.** CUNY's Fatherhood Academy provides services to fathers aged 18-24 who are interested in improving their employment and educational prospects. The Fiscal 2016 Preliminary Budget includes an additional \$1.07 million in funding for Fiscal 2015 and the outyears.

- **Green City Force.** Part of the Mayor’s Action Plan for Neighborhood Safety, the Green City Force program provides job training at 15 sites for 50 NYCHA residents aged 18-24 who have either graduated from high school or hold a General Educational Development (“GED”) or Test Assessing Secondary Completion (“TASC”) certificate but are considered disconnected from their communities. An annual allocation of \$500,000 is scheduled to transfer from CUNY to the Mayor’s Office of Criminal Justice (“MOCJ”).
- **McKinsey Program.** In Fiscal 2015, CUNY received \$187,000 to support a one-time comprehensive review and operational assessment of the New York City Department of Corrections (“DOC”). This review is not scheduled to continue into Fiscal 2016.
- **Solar Cities.** CUNY’s NYSmart project aims to ensure funding for the NYC Solar programs that support large-scale solar energy market growth in NYC and engage CUNY faculty, staff and students. Funding is budgeted to increase on an incremental basis from Fiscal 2015 into the outyears, from \$319,000 to \$344,000 by Fiscal 2019.

Indicators from the Preliminary Mayor’s Management Report (“PMMR”), presented in the table below, show growth in the number of full-time faculty employed across CUNY community colleges during the previous three fiscal years, with more significant growth between Fiscal 2013 and Fiscal 2014. Overall student enrollment increased in the last fiscal year; however, the number of first-time freshmen decreased. Together, these numbers would seem to correlate with the slight rise in student retention rates.

For a complete list of performance indicators for CUNY community colleges, please refer to Appendix B (page 15).

Community Colleges – Key Statistics⁶

Key Statistics	Actual		
	FY12	FY13	FY14
Full-time faculty	1,824	1,891	2,011
Enrollment	97,712	96,500	97,751
Enrollment of first-time freshmen in CUNY community colleges	19,362	18,434	17,742
Annual tuition (full-time, New York State resident)	\$3,600	\$3,900	\$4,200
Percent of students receiving federal financial aid (PELL grants)	63.1%	56.9%	56.9%
One-year (fall-to-fall) retention rate of full-time first-year freshmen enrolled in associate degree programs	67.1%	66.6%	67.1%
Six-year graduation rate – CUNY associate degree students	29.4%	30.1%	30.7%

⁶ Mayor’s Office of Operations, *Mayor’s Management Report: Preliminary 2015* (New York, 2015), 196.

Hunter Campus Schools

Funding budgeted in these units of appropriation supports academic services to students in grades pre-K through 12 attending the comprehensive school for gifted children on the campus of Hunter College. These schools are operated and supported independently of the New York City Department of Education.

Table: Hunter Campus Schools Financial Summary

<i>Dollars in Thousands</i>	2013	2014	2015	Preliminary Plan		*Difference
	Actual	Actual	Adopted	2015	2016	2015 - 2016
Spending						
Personal Services						
Full-Time Salaried – Non-Ped.	\$867	\$1,051	\$1,190	\$1,190	\$1,190	0
Full-Time Salaried – Pedagogical	10,058	9,955	8,100	8,100	8,100	0
Unsalariated	709	725	2,541	2,541	2,541	0
Additional Gross Pay	773	786	558	558	558	0
Overtime – Civilian	36	41	50	50	50	0
Fringe Benefits	3,815	3,861	2,927	2,927	2,927	0
Subtotal	\$15,485	\$15,663	\$14,808	\$14,808	\$14,808	\$0
Other Than Personal Services						
Supplies and Materials	\$481	\$543	\$942	\$861	\$944	\$2
Property and Equipment	0	10	6	9	6	0
Other Services and Charges	351	521	284	303	284	0
Contractual Services	39	52	20	80	20	0
Subtotal	\$871	\$1,126	\$1,252	\$1,252	\$1,254	\$2
TOTAL	\$16,356	\$16,760	\$16,059	\$16,059	\$16,061	\$2
Funding						
City Funds			\$14,249	\$14,249	\$14,251	\$2
Other Categorical			10	10	10	0
State			1,800	1,800	1,800	0
TOTAL	\$16,356	\$16,760	\$16,059	\$16,059	\$16,061	\$2
Positions						
Full-Time Positions – Non-Ped.	16	24	81	81	81	0
Full-Time Positions – Pedagogical	144	149	140	140	140	0
TOTAL	160	173	221	221	221	0

**The difference of Fiscal 2015 Adopted Budget compared to Fiscal 2016 Preliminary Budget.*

Capital Program

Capital Budget Summary

The Fiscal 2016 Preliminary Capital Commitment Plan includes \$409.3 million in Fiscal 2015-2018 for the City University of New York (including City and Non-City funds). This represents approximately 0.9 percent of the City's total \$44.7 billion February Plan for Fiscal 2015-2018. The University's Preliminary Commitment Plan for Fiscal 2015-2018 includes no variation from the \$409.3 million scheduled in the Adopted Capital Commitment Plan.

The majority of the University's capital projects span multiple fiscal years; therefore, it is common practice for CUNY, like many City agencies, to roll unspent capital funds into future fiscal years. In Fiscal 2014, CUNY committed \$14.3 million, or 0.7 percent, of its annual capital plan; so far, in Fiscal 2015, CUNY has committed \$24.7 million. Therefore, it is assumed that a significant portion of CUNY's Fiscal 2015 Capital Plan will be rolled into Fiscal 2016, thus increasing the size of the Fiscal 2016-2019 Capital Plan.

CUNY 2015-2018 Commitment Plan: Adopted and Preliminary Budget

Dollars in Thousands

	FY15	FY16	FY17	FY18	Total
Adopted Capital Plan	\$313,765	\$56,601	\$32,413	\$6,520	\$409,299
Preliminary Capital Plan	\$313,765	\$56,601	\$32,413	\$6,520	\$409,299
Change	0	0	0	0	0

The City University of New York operates in 314 buildings spanning 28.6 million square feet. Of these buildings, 271 are owned by the University, whereas 43 are leased from other entities. The seven community colleges use space in 103 of these buildings, 93 of which are owned and ten of which are leased by CUNY.

CUNY's capital plan goals include rehabilitating and upgrading existing facilities; renovating campus plants to increase efficiency; improving accessibility for students with physical disabilities; and strengthening fire protection, life safety and health facilities on the campuses. Major categories of construction include new school construction; energy conservation; federal, state and local mandates; data processing and other equipment; and miscellaneous reconstruction, electrical mechanical upgrades and HVAC system upgrades.

The City Council has consistently supported capital improvements to CUNY buildings and has contributed funds to many completed and ongoing projects. Completed projects that have received City Council support include North Hall and Library Building at Bronx Community College, Fiterman Hall at Borough of Manhattan Community College, and two instructional science labs at Guttman Community College. Ongoing projects funded by the City Council include a cafeteria and central kitchen facilities expansion at Queensborough Community College; renovations to the 500 Grand Concourse building at Hostos Community College; and critical maintenance projects such as roofing, fire alarm and HVAC upgrades at all CUNY community colleges.

Preliminary Ten-Year Strategy

CUNY Ten-Year Capital Strategy by Category Fiscal Years 2016-2025

FY2016-2025 Preliminary Ten-Year Capital Plan											
<i>Dollars in thousands</i>											
	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	Total
Data Processing and Other Equipment	\$3,280	\$0	\$0	\$0	\$0	\$0	\$69	\$0	\$0	\$0	\$3,349
Energy Conservation Projects	625	0	0	0	0	0	1,228	0	0	0	1,853
Athletic Fields, Gymnasiums, Etc.	1,580	0	0	0	0	0	0	0	0	0	1,580
Federal, State and Local Mandates	200	0	0	0	0	0	0	0	0	0	200
Electrical, Mechanical and HVAC	155	0	0	0	0	0	0	0	0	0	155
New School Construction	35,000	0	0	0	0	0	0	0	0	0	35,000
Miscellaneous Reconstruction	15,761	32,413	6,520	3,205	3,265	3,327	2,022	3,394	3,506	3,622	77,035
Security Systems	0	0	0	0	0	0	2	0	0	0	2
Total	\$56,601	\$32,413	\$6,520	\$3,205	\$3,265	\$3,327	\$3,321	\$3,394	\$3,506	\$3,622	\$119,174

The City's Ten-Year Capital Strategy 2016-2025 totals \$50.9 billion in all funds. For CUNY, the Preliminary Ten-Year Capital Strategy provides \$119 million in Fiscal 2016–2025 for capital construction and reconstruction projects, divided into seven categories of needs. However, this figure does not accurately reflect the probable needs of the University: namely, the total amount projected for the ten-year strategy represents only 29 percent of the current four-year commitment plan. Moreover, the projected annual commitment level over the ten-year strategy is not on pace with CUNY's commitment history, which has averaged between \$30-50 million each year, nor does the level of appropriations for Fiscal 2016 match a realistic commitment level when compared with previous years. Taken together, the Fiscal 2015 Commitment Plan and the Fiscal 2016-2025 Ten Year Capital Strategy likely capture a more realistic estimate of the total amount needed by the University over the next decade.

Preliminary Capital Plan Highlights

Critical maintenance of facilities to maintain state-of-good repair is an overarching priority for CUNY. The average building owned or operated by CUNY community colleges is at least 50 years old: as a result, maintenance projects such as roof replacements, electrical system upgrades and façade repair are of critical importance to their continued functionality. The following projects are of particular priority to CUNY's capital program:

- **199 Chambers Street Building at Borough of Manhattan Community College.** 199 Chambers Street requires a series of renovations, including an upgraded HVAC system, repairs to the façade and pedestrian walkways, and improvements to bathrooms to meet the standards of the Americans with Disabilities Act ("ADA"). Currently, the building houses approximately 60 bathrooms in need of renovation.
- **500 Grand Concourse Building at Hostos Community College.** B Building, at 500 Grand Concourse, is undergoing a phased renovation process that allows the majority of the building to remain open for use throughout the length of the project. Recent activities include the completion of renovation to the building's fifth floor, bathroom renovations throughout the building and a roof replacement. The fourth floor is

scheduled for renovation beginning Summer 2015, in addition to window replacement for the entire building.

- **Allied Health Science Building at Hostos Community College.** With completion anticipated for September 2010, the Allied Health and Sciences Building will address space deficits on campus and replace outdated facilities with state-of-the-art classrooms and science labs, supporting allied health programs in dental hygiene, radiological technology and nursing as well as its growing engineering and natural science programs. The total cost of the project is forecast at \$239 million, with \$9 million received to date.
- **Bronx Community College Maintenance Projects.** Currently in Phase 3 of a six-phase campus-wide maintenance project, CUNY is working to install piping, a mechanical vault, an ancillary electrical network and electrical conduit banks at Bronx Community College. The overall upgrade, projected to cost between \$150 and \$160 million, is currently funded through Phase 4, which is expected to last through the end of calendar year 2016. Phase 4, budgeted at \$13.5 million, will add similar upgrades to the eastern portion of the campus. Phases 5 and 6 of the maintenance plan are projected to cost \$40 million and \$25 million, respectively.
- **Cafeteria and Kitchen Facilities at Queensborough Community College.** An existing courtyard in the center of the Science Building will be enclosed with a transparent roof to offer an indoor cafeteria and open student space; a kitchen will be created using renovated space in the basement east wing of the building. The project is currently budgeted at \$10 million, including \$3.1 million provided by the City Council.
- **Façade at LaGuardia Community College.** The façade of the 100-year-old Shenker Hall at LaGuardia Community College is in the midst of replacement, now rendered critical to maintaining the integrity of the building as a whole. Using an imitation terra cotta product that will be more durable than the building's previous materials, the budget is projected to cost \$124 million. Currently, CUNY has \$62 million of the total amount required.
- **Ongoing Projects at Kingsborough Community College.** Kingsborough Community College is in the midst of a major overhaul addressing state of good repair issues. Among these is a campus-wide roof replacement project, currently projected to cost \$20 million and reach completion by August 2018; upgrades to façades where major structural elements have been compromised, at an estimated cost of \$6 million an completion date of June 2017; structural rehabilitation of the College's pool facilities, expected to cost \$4 million and reach completion by June 2017; and the renovation of a Student Conference Center for \$1.3 million, to be completed by October 2016.

Appendix A: Budget Actions in the November and the Preliminary Plans

<i>Dollars in Thousands</i>	FY 2015			FY 2016		
	City	Non-City	Total	City	Non-City	Total
CUNY Budget as of the Adopted 2015 Budget	\$654,718	\$289,413	\$944,131	\$634,464	\$278,114	\$912,578
New Needs						
McKinsey Program	\$187	\$0	\$187	\$0	\$0	\$0
Fatherhood Academy	1,074	0	1,074	1,074	0	1,074
Fringe	0	0	0	7,041	0	7,041
LaGuardia Community College Rent	279	0	279	279	0	279
Solar Cities	319	0	319	325	0	325
Subtotal New Needs	\$1,859	\$0	\$1,859	\$8,719	\$0	\$8,719
Other Adjustments						
Community College HIP Rate Adjustment	\$0	\$0	\$0	(\$3,948)	\$0	(\$3,948)
Community College Labor Savings Adjustment	(13)	0	(13)	(22)		(2)
Create New Technology Incubators	1,000	0	1,000	0	0	0
Green City Force	(500)	0	(500)	(500)	0	(500)
Labor Savings Adjustment	0	173	173	0	346	346
McKinsey MOU	0	627	627	0	0	0
Member Item Reallocation	64	0	64	0	0	0
Senior Care Savings	(292)	0	(292)	(325)	0	(325)
Solar Energy Award	0	22	22	0	0	0
State Aid Adjustment	0	2,000	2,000	0	2,000	2,000
Technical Adjustment	292	0	292	4,273	0	4,273
Combined Intra-City Adjustments	0	25,383	25,383	0	(4)	(4)
Subtotal Other Adjustments	\$551	\$28,205	\$28,756	(\$522)	\$2,342	\$1,824
Total All Changes	\$2,410	\$28,205	\$30,802	\$8,219	\$2,342	\$10,543
CUNY Budget as of the Preliminary 2016	\$657,128	\$317,620	\$974,749	\$642,662	\$280,455	\$923,118

Appendix B: Fiscal 2015 Mayor's Management Report Performance Measures

CUNY Performance Indicators	Actual			Target		4-Month Actual	
	FY12	FY13	FY14	FY15	FY16	FY14	FY15
†CUNY courses offered partly or totally online (%)	5.3	4.3	4.9	5.0	5.0	N/A	N/A
Instructional FTEs taught by full-time faculty – senior colleges (%)	44.6	42.3	41.8	*	*	N/A	N/A
Instructional FTEs taught by full-time faculty – community colleges (%)	49.5	44.8	50.8	*	*	N/A	N/A
Student/faculty ratio – Overall	17:1	17:1	17:0	*	*	N/A	N/A
Number of full-time faculty employed by CUNY community colleges	1,824	1,891	2,011	*	*	N/A	N/A
Students earning Grade C or better in Freshman Composition Courses (%)	84.8	84.7	85.0	*	*	N/A	N/A
Students earning Grade C or better in Math Gateway Courses (%)	67.1	67.2	69.2	*	*	N/A	N/A
†One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY associate degree programs	67.1	66.6	67.1	67.0	67.0	N/A	N/A
†One-year (fall-to-fall) retention rate of full-time first-time freshmen enrolled in CUNY baccalaureate degree programs	86.3	86.5	86.6	87.0	87.0	N/A	N/A
†Six-year system-wide graduation rate – CUNY associate degree students (%)	29.4	30.1	31.7	31.0	31.0	N/A	N/A
†Six-year system-wide graduation rate – CUNY baccalaureate students (%)	49.8	51.0	52.6	52.0	52.0	N/A	N/A
Students passing the National Council Licensure Examination for Registered Nurses (%)	81.6	86.9	74.8	*	*	N/A	N/A
†CUNY associate degree recipients who transfer to a CUNY baccalaureate program within one year (%)	51.3	52.3	51.5	*	*	N/A	N/A
CUNY associate degree recipients who continue their education or are working (%)	90.9	91.9	92.4	*	*	N/A	N/A
High school students participating in college preparation program (College Now)	28,678	28,530	28,415	*	*	N/A	N/A
Total headcount enrollment	272,178	269,114	269,897	*	*	N/A	N/A
Total FTE enrollment	202,452	200,036	199,958	*	*	N/A	N/A
Total headcount enrollment at CUNY community colleges	97,712	96,500	97,751	*	*	N/A	N/A
Enrollment of first-time freshmen in CUNY community colleges	19,362	18,434	17,742	*	*	N/A	N/A
Enrollment of first-time freshmen in CUNY community colleges who are recent graduates of NYC public high schools	13,457	11,682	10,493	*	*	N/A	N/A
Annual tuition at CUNY community colleges (full-time NYS resident)	\$3,900	\$4,200	\$4,500	*	*	N/A	N/A
Annual tuition at CUNY senior colleges (full-time NYS resident)	\$5,430	\$5,730	\$6,030	*	*	N/A	N/A
Expenditures per student (FTE) at CUNY community colleges	\$10,201	\$11,193	\$11,818	*	*	N/A	N/A
CUNY community college students receiving federal financial aid (PELL) (%)	63.1	N/A	56.5	*	*	N/A	N/A

†Critical indicator "N/A" – Not available in this report