

New York City College of Technology  
The City University of New York  
300 Jay Street, Brooklyn, NY 11201-2983

Date: October 19, 2021  
To: Members of the Budget Committee, College Council Standing Committee  
From: Renata Budny, Chair  
Re: Budget Committee Meeting

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The Budget Committee will meet on Tuesday, October 19, 2021, at 12:45 PM

Zoom Link: <https://us02web.zoom.us/j/81160484495?pwd=VjVVdEhrVWlHeUx4b1pxTkc2dXQyQT09>  
or Phone # 1 646 558 8656 US (New York)

Meeting ID: **811 6048 4495**

Passcode: **2021**

### AGENDA

1. Call to order
2. Vote to approve minutes from 4/6/2021, and 9/14/2021 Budget Committee meetings
3. Chair's Report
4. VP Miguel Cairol's Report
5. Discussion
6. Good and Welfare
7. Adjournment

### Upcoming Meetings:

2021-2022 Standing Committee Meetings 11/23, 2/1, 3/8, 4/5, 4/12 (if needed)

2021-2022 College Council General Meetings 10/5, 11/9, 12/14, 2/22, 3/29, 5/3, 5/10 (if needed)

5/17/2022 College Council Organizational Meeting

# NEW YORK CITY COLLEGE OF TECHNOLOGY THE CITY UNIVERSITY OF NEWYORK

The Budget Committee of College Council Minutes of April 6, 2021 Meeting

Present: M. F. Cairol (Vice President for Administration and Finance), Renata Budny (Chair), Rosa Abreu (Secretary), Hon Teo, Yu Wang, Abigail Thomas, Robert Leston, Anthony Sena

Absent: Douglas Davis, Concetta Mannella

Meeting called to order by the Chair Renata Budny

A quorum was achieved with (7) out of (9) voting members present. The official meeting began at 1:00 pm.

Meeting minutes for March 2, 2021 were approved by the committee.

Chair report from the University Senate meeting:

## **Budget**

20% was withheld last year from the state. The state did not have a budget until now.  
The governor has not approved the budget for 2020-2021.

The stimulus packages: CUNY received \$455 million: \$118 million for students and \$337 million will be used for institutional needs.

The state budget to closed tap gap - CUNY is behind \$78 million this year. Normally tuition is \$6800 and TAP only pays \$5,161

Legislature put on the table \$35 million to support no tuition increase until September.

The University will release monies on month-to-month basis until July.

Governor signed an early retirement incentive for faculty, staff and state employees.

There is no approved budget.

## **CUNY**

The legislative added \$4 million for mental health for CUNY employees this is pending on governor's approval.

## **Current State of CityTech**

We are down \$4.2 million due to tuition

## **FTEs**

Are they going to allow to hire new faculty? CUNY will be hiring HEOs and replacing full professors with assistant professors.  
This year we are doing to have a gap of \$9-8Million for full-time faculty, we are going to need help from the state.

## **Recruitment**

Reopening task force moving target, schools are opening

Meeting adjourned at 2:00 pm

Respectfully submitted by Rosa Abreu

Future Standing Committee Meeting: September 14, 2021

College Council meetings: 10/5

# New York City College of Technology

## The City University of New York

The Budget Committee of College Council

Minutes of  
the Meeting of September 14, 2021

Present: Renata Budny, Alexis Chaconis, Concetta Mennella, German Kolmakov, Anthony Sena, Nadia Benakli, Yu Wang, Matthew Ahrens and Saida Barry  
Phillip Anzalone, College Council, Chair, NYCCT  
Miguel Cairol, Vice President of Administration and Finance, NYCCT

### **Call to order made by Phillip Anzalone, Chair of College Council**

A quorum was achieved with 9 of 9 voting members present. The official meeting began at 12:45pm.

Prof. Phillip Anzalone opened the meeting and held elections for the Committee Chair and Secretary positions. Prof. Concetta Mennella nominated Prof. Renata Budny for the Chair position. With no objections nor extensions to the vote, Prof. Budny was reelected as Budget Committee Chair.

Prof. Phillip Anzalone proceeded to hold the election for secretary. SGA representative Matthew Ahrens self-nominated himself. With no objections nor extensions to the vote Matthew Ahrens was elected for Secretary of Budget Committee.

At 12:50 pm Prof. Phillip Anzalone disconnected from the meeting.

At 12:52 pm Miguel Cairol, VP of Administration and Finance joined the meeting to report on NYCCT financial standing.

Main budget developments included new allocations for unfunded fringe benefits and reduction in revenue targets due to lower enrollment.

Enrollment is down at NYCCT approximately 9.8% compared to 10% last semester. University paid for student's tuition owed for the past four semesters in hopes to increase enrollment.

NYCCT encountered 47 retirees and more are expected by the end of fall semester. Not many of retiring full-time employees were replaced. New adjuncts are being hired.

Capital funding projects are moving forward including the front entrance of the Namm building, the new bathrooms in Vorhees building, and miscellaneous items in Academic Building. Renovations of Pearl building are on the way so rental offices can move to main facilities and free up rental space.

CUNY Central Office did not release full federal funding. Financial plans need to be approved first as well as tuition for fall semester (including late registration) needs to be collected, before funds are appropriated.

NYCCT Tech Fee funds are down due to lower enrollment. Part of Tech Fee funds is held by CUNY Central for general software and hardware purchases, licenses and maintenance. Tech Fee funds are spent directly on students.

Itemized budget allocation handouts will be emailed to Committee members by VP Cairol.

Meeting adjourned at 1:55 PM

Respectfully submitted by Matthew Ahrens



Senior Vice Chancellor and Chief Financial Officer

205 East 42<sup>nd</sup> Street, 18<sup>th</sup> Floor  
New York, NY 10017  
Phone: 646-664-3014

June 9, 2021

TO: College Presidents/Deans

FROM: Senior Vice Chancellor Matthew Sapienza *MS*

SUBJECT: **Fiscal Year 2022 Initial Operating Budget Allocation**

Enclosed are the initial operating budget allocations for Fiscal Year 2022, which were approved by the Board of Trustees' Fiscal Affairs Committee on June 7, 2021. They will be considered by the full Board at its meeting on June 28<sup>th</sup>. Please note that the community college allocations are based on the City Executive Proposal and may change depending on the outcome of the City Adopted Budget.

The following provides an overview of the University's financial condition, and contains specific details regarding the FY2022 budget and campus allocations, federal stimulus funding and tuition and fee targets. Allocation tables are also attached to this memorandum. The appendix includes descriptions of the University's budget and tuition and fee collection target methodologies.

### **Senior Colleges**

The FY2022 State Enacted budget for CUNY's senior colleges, system administration and shared services units totals \$2.7 billion. The enacted budget restored the University's FY2021 reduction of \$26.2 million, and therefore, these funds have been added back to the college budgets. Fringe benefit increases were not funded in State Enacted budget. FY2021 savings will be rolled over to help offset part of this shortfall; the remainder will be funded by the colleges and system office budgets based on each unit's personal service costs.

The State Enacted budget increased the maximum Tuition Assistance Program (TAP) award by \$500, which will help close the "TAP Gap" at the senior colleges by about \$23 million. The State also provided additional funding of \$5.6 million for SEEK and \$150,000 for CUNY LEADs, and new funding of \$1 million for student mental health services. These funds will be part of the academic lump sum allocations and provided at a later date.

### **Community Colleges**

The City Executive budget for the community colleges and city funded system administration and shared services units totals \$1.1 billion. It includes funding for mandatory cost increases including collective

bargaining and fringes. However, it also includes a \$67.3 million reduction which is \$21 million higher than the FY2021 City efficiency target. Adjustments for these funding decreases will be applied to the colleges. We will continue to advocate for relief on this proposed reduction in the City's Adopted Budget.

The New York State Enacted Budget increased per FTE base funding and also imposed a cap on enrollment related base aid funding decreases. The result is an additional \$3.6 million in community college funding above the FY2021 level. These funds are added to college budgets.

### **Federal Stimulus Funds**

The FY2022 budget adopted by the Board Fiscal Committee includes federal stimulus funding from the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) and the American Rescue Plan Act (ARPA). These funds will cover student debt, college revenue losses, allow investment for reopening, student mental health services, the development of online programs and faculty professional development, and fund other eligible expenses related to the pandemic. Colleges will be asked to include a stimulus spending plan as part of their multiyear financial plan submission.

### **Future Outlook and Planning**

The University's Third Quarter Financial Report provided a view of the future financial conditions of the colleges after the one-time federal stimulus funding is fully utilized. The University must continue to prepare for estimated future funding levels and correct structural deficits. This preparation began with the implementation of a University wide hiring freeze, which will continue. Each of our colleges and the System Office must focus on changing business practices and evaluating all functional activities to achieve efficiency savings.

### **Updated Tuition and Fee Collection Targets**

In order to continue the alignment between the revenue targets and enrollment, the FY2022 tuition and fee targets are recalculated using actual billed revenue from FY2021. The targets are included in the allocation documents. A full description of the calculation methodology may be found in the appendix. Changes to targets are budget neutral; corresponding base budget adjustments are included in the allocation. Senior college targets do not include an adjustment for the increase in the maximum TAP award; however, the change in TAP awards will lead to cash collections increases that will be available to the colleges for current year expenditures.

In a change from the practice of prior years, targets will be updated at FY2022 mid-year to reflect FY2022 enrollment/billed revenue levels. Corresponding budget adjustments will be made as well. Colleges whose enrollment has grown will see target and budget increases. Colleges with declines in enrollment will see target and budget decreases.

## **College Financial Plans**

Colleges are required to submit balanced multi-year financial plans that provide detailed revenue and expense projections, as well as hiring plans. College financial plans must be developed in consultation with campus elected student and faculty leaders. Expenditures and revenue collections will be monitored closely throughout the year. Details will follow under separate cover.

Thank you for your attention to this memorandum and the enclosed materials. If you have any questions, please let me know. Also, please know that the staff of the University Budget Office and I are available to work with you and your staff throughout the year.

cc: Chancellor Felix Matos-Rodriguez

Executive Vice Chancellor and Chief Operating Officer Hector Batista

Interim Executive Vice Chancellor and University Provost Daniel Lemons

Cabinet

Deputy Chief Financial Officer Christina Chiappa

University Executive Budget Director Catherine Abata

Vice Presidents/Deans of Finance and Administration

Chief Academic Officers

Chief Student Affairs Officers

University Faculty Senate Chair Martin J. Burke

University Student Senate Chair Juvanie Piquant

College Business Managers

College Budget Directors

University Budget Office Staff

## **Appendix**

### **Budget Methodologies**

#### *Senior Colleges*

The University uses an incremental budgeting methodology for the senior colleges, system administration and shared services. Each unit has a base budget that gets rolled forward each year. Adjustments are made for changes in University funding levels, changes in tuition revenue, and for college specific items.

#### *Community Colleges*

Two methodologies are used for community college budgets: incremental budgeting and a zero-based model. The community college allocation model determines funding needs for instruction, academic and student support, institutional support, administrative services and facilities maintenance. Instructional funding is based on FTEs by academic discipline and a standard student faculty ratio for each discipline. Academic and student support, institutional support and administrative services are based on student FTEs. Facility maintenance needs are based on campus size.

An incremental methodology component was incorporated upon the implementation of the predictable tuition policy in FY2012 so that tuition increases would remain at the colleges at which they were collected and not be redistributed through the model. College base budgets include revenue from the tuition increases, city collective bargaining funding and college specific items.



**City University of New York**  
**FY2022 Initial Budget Allocation**  
**Senior Colleges**  
**Budget Summary (\$000)**

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<b>FY2021 Base Budget</b>	<b>1,456,153</b>
Unfunded Fringes Adjustment	(29,330)
State Aid Adjustment	26,297
Revenue Target Adjustment	19,236
<b>Total Base Budget Adjustments</b>	<b>16,203</b>
<b>FY2022 Base Budget</b>	<b>1,472,356</b>
<b>Initial Tax-Levy Allocation</b>	<b>1,472,356</b>
Building Rentals	40,461
Energy	49,243
Fringes	606,719
SEEK / Financial Aid	31,314
<b>Total Projected Allocations Outside Operating Budget</b>	<b>727,737</b>
<b>Total Projected Tax-Levy Operating Budget</b>	<b>2,200,092</b>

**Senior Colleges****Tuition and Fee Collection Target (\$000)**

	<b>FY2021 Revenue Target</b>	<b>Target Adjustment</b>	<b>FY2022 Tuition &amp; Fees Collection Target</b>
Baruch College	149,643	3,084	152,727
Brooklyn College	112,691	2,035	114,726
City College	102,669	3,505	106,175
Hunter College	167,021	3,284	170,305
John Jay College	98,746	2,244	100,991
Lehman College	85,928	2,160	88,088
Medgar Evers College	28,943	(1,310)	27,633
NYC College of Technology	80,520	(2,950)	77,569
Queens College	120,588	4,456	125,044
College of Staten Island	77,190	20	77,210
York College	39,369	93	39,462
Graduate Center	3,821	492	4,312
CUNY School of Law	9,507	328	9,836
School of Journalism	2,556	(267)	2,289
School of Professional Studies	20,111	1,253	21,364
School of Public Health	7,662	809	8,471
School of Labor and Urban Studies	1,596	(0)	1,596
<b>Total</b>	<b>1,108,561</b>	<b>19,236</b>	<b>1,127,797</b>

**City University of New York  
FY2022 Initial Budget Allocation  
Senior Colleges  
Budget Summary (\$000)**

	FY2021 Base Budget	Unfunded Fringes Adjustment	State Aid Adjustment	Revenue Target Adjustment	FY2022 Base Budget	Initial Tax-Levy Allocation	Projected Allocations Outside Operating Budget	Total Projected Tax-Levy Operating Budget	Estimated Additional Resources due to TAP Award Increase
Baruch College	145,675	(2,852)	2,494	3,084	148,401	148,401	66,697	215,098	2,217
Brooklyn College	133,233	(2,724)	2,456	2,035	135,000	135,000	63,305	198,305	2,338
City College	160,400	(3,232)	2,980	3,505	163,653	163,653	80,840	244,494	2,211
Hunter College	183,086	(3,520)	3,190	3,284	186,040	186,040	84,231	270,272	2,717
John Jay College	106,901	(2,320)	1,897	2,244	108,722	108,722	59,849	168,571	2,579
Lehman College	105,986	(2,105)	1,889	2,160	107,930	107,930	49,558	157,488	1,986
Medgar Evers College	46,477	(1,072)	951	(1,310)	45,046	45,046	26,357	71,403	861
NYC College of Technology	90,159	(2,128)	1,752	(2,950)	86,832	86,832	54,673	141,505	2,309
Queens College	132,203	(2,693)	2,420	4,456	136,386	136,386	67,292	203,678	2,209
College of Staten Island	92,996	(2,018)	1,706	20	92,703	92,703	49,282	141,985	1,684
York College	51,953	(1,190)	992	93	51,849	51,849	28,227	80,076	1,100
Graduate Center	131,150	(2,068)	2,359	492	131,932	131,932	54,004	185,937	-
CUNY School of Law	21,977	(412)	375	328	22,269	22,269	13,108	35,376	-
School of Journalism	8,470	(158)	160	(267)	8,206	8,206	6,656	14,861	-
School of Professional Studies	24,088	(447)	349	1,253	25,244	25,244	12,791	38,034	87
School of Public Health	14,859	(265)	210	809	15,612	15,612	8,250	23,863	-
School of Labor and Urban Studies	6,540	(126)	116	(0)	6,529	6,529	2,617	9,146	-
<b>College Total</b>	<b>1,456,153</b>	<b>(29,330)</b>	<b>26,297</b>	<b>19,236</b>	<b>1,472,356</b>	<b>1,472,356</b>	<b>727,737</b>	<b>2,200,092</b>	<b>22,299</b>

**City University of New York**  
**FY2022 Initial Budget Allocation**  
**Senior Colleges**  
**Projected Allocations Outside College Operating Budgets (\$000)**

	<b>Building Rentals</b>	<b>Energy</b>	<b>Fringes</b>	<b>SEEK / Financial Aid</b>	<b>Total</b>
Baruch College	2,293	3,531	59,273	1,600	<b>66,697</b>
Brooklyn College	-	5,923	56,008	1,374	<b>63,305</b>
City College	2,640	10,546	66,193	1,461	<b>80,840</b>
Hunter College	5,544	5,583	72,117	987	<b>84,231</b>
John Jay College	6,328	2,883	48,906	1,731	<b>59,849</b>
Lehman College	978	3,276	43,605	1,699	<b>49,558</b>
Medgar Evers College	459	1,226	22,026	2,645	<b>26,357</b>
NYC College of Technology	3,620	3,722	43,616	3,715	<b>54,673</b>
Queens College	5,300	4,710	55,631	1,651	<b>67,292</b>
College of Staten Island	-	3,587	41,735	3,960	<b>49,282</b>
York College	-	2,460	24,566	1,201	<b>28,227</b>
Graduate Center	-	1,657	43,097	9,250	<b>54,004</b>
CUNY School of Law	4,396	-	8,681	31	<b>13,108</b>
School of Journalism	3,136	-	3,517	3	<b>6,656</b>
School of Professional Studies	3,358	140	9,288	5	<b>12,791</b>
School of Public Health	2,408	-	5,842	-	<b>8,250</b>
School of Labor and Urban Studies	-	-	2,617	-	<b>2,617</b>
<b>College Total</b>	<b>40,461</b>	<b>49,243</b>	<b>606,719</b>	<b>31,314</b>	<b>727,737</b>

Figures are preliminary

City University of New York  
CRSAA and ARPA Plan

	CRSAA			ARPA			Student			Faculty			Other FY2022 & FY2023 Eligible	
	Institutional Allocations	CRSAA MSI Grants	Total CRSAA	Institutional Aid	Total Stimulus	FY2021 Commitments	Support and Retention	Reopening	FY2022 Revenue Loss	FY2022 Mental Health Services	Online Program Development	Professional Development	Uses	
Beruch College	20,215,350	102,336	20,317,686	25,061,431	45,379,317	-	5,833,000	1,516,000	588,900	277,778	601,300	198,500	36,353,839	
Brooklyn College	22,392,540	111,860	22,504,400	27,409,137	49,913,537	-	5,114,000	1,523,000	2,720,100	277,778	534,900	227,100	39,516,659	
City College	19,401,665	1,802,527	21,204,192	23,795,543	44,999,735	3,433,219	8,469,000	1,522,000	3,974,000	277,778	461,700	181,400	26,680,658	
Hunter College	24,053,647	2,269,756	26,323,403	29,511,049	55,834,452	-	7,345,000	1,945,000	-	277,778	710,400	230,500	45,325,774	
John Jay College	19,975,839	1,835,308	21,811,147	24,020,329	45,831,476	2,037,207	8,947,000	1,240,000	1,161,500	277,778	478,100	23,800	31,666,091	
Lehman College	19,220,371	1,626,011	20,846,382	22,656,968	43,503,350	-	6,406,000	1,118,000	1,389,500	277,778	412,800	105,800	33,793,472	
Medgar Evers College	10,060,945	732,313	10,793,858	11,972,212	22,766,070	3,638,725	4,578,000	407,000	4,718,200	277,778	156,500	75,100	8,914,767	
NYC College of Technology	22,755,402	1,739,532	24,494,934	26,946,216	51,441,150	9,140,603	10,419,000	1,105,000	8,337,700	277,778	433,400	358,100	21,369,569	
Queens College	21,122,780	1,388,151	22,510,931	25,963,078	37,576,315	-	12,647,000	1,635,000	1,624,000	277,778	588,800	512,900	31,790,531	
College of Staten Island	16,267,968	1,501,576	17,769,544	19,806,771	24,560,267	8,069,856	3,518,000	1,061,000	1,500,500	277,778	406,400	163,700	22,579,081	
York College	10,404,642	1,708,720	12,113,362	12,246,905	24,560,267	6,034,218	3,202,000	600,000	3,796,800	277,778	217,800	130,800	10,100,871	
Graduate Center	779,052	165,890	944,942	1,358,463	2,303,405	944,942	208,000	410,000	411,500			42,500	286,463	
CUNY School of Law	154,398	-	154,398	208,725	363,123	-	37,000	100,000	-			26,700	199,423	
Newmark School of Journalism	51,296	10,922	62,219	42,380	104,598	62,219	18,000	21,000	-			-	-	
School of Professional Studies	337,099	71,782	408,881	278,501	687,382	259,268	379,000	52,000	-			-	-	
School of Public Health	240,142	51,137	291,279	198,398	489,677	-	311,000	60,000	-			-	-	
School of Labor	82,302	17,526	99,828	67,996	167,824	-	118,000	21,000	-			-	-	
BMCC	42,008,078	3,087,966	45,096,044	48,165,903	93,261,947	7,651,726	14,442,000	1,523,000	29,585,200	277,778	894,100	182,000	38,706,143	
Bronx CC	16,826,494	1,127,892	17,954,386	18,932,122	36,886,508	3,483,902	6,035,000	702,000	14,788,100	277,778	312,100	303,700	10,983,928	
Guttman CC	1,617,602	116,650	1,734,252	1,951,256	3,685,508	-	416,000	87,000	2,234,600	277,778	50,900	86,500	532,730	
Hostos CC	12,403,978	833,650	13,237,628	14,007,954	27,245,582	7,299,440	2,998,000	455,000	10,223,500	277,778	213,600	491,400	5,286,864	
Kingsborough CC	17,079,481	1,575,992	18,655,473	19,428,389	36,507,870	11,437,076	4,945,000	889,000	15,369,900	277,778	458,300	267,700	2,863,116	
Laguardia CC	21,278,721	1,345,359	22,624,080	24,391,139	47,245,852	9,821,281	10,744,000	1,184,000	18,992,500	277,778	621,600	312,300	5,352,393	
Queensborough CC	18,041,043	1,345,359	19,386,402	20,832,916	40,219,318	2,552,626	7,871,000	825,000	14,673,600	277,778	449,300	79,500	13,510,514	
Colleges Total	336,770,836	23,823,655	360,594,491	399,253,781	759,846,272	75,846,309	125,000,000	20,001,000	136,040,100	5,000,000	6,000,000	4,000,000	385,960,365	

# The Faculty Gap: Comparison of SUNY and CUNY Senior College Faculty/Student Ratios

Approved by the University Faculty Senate, May 2019 – Updated as of September 2021

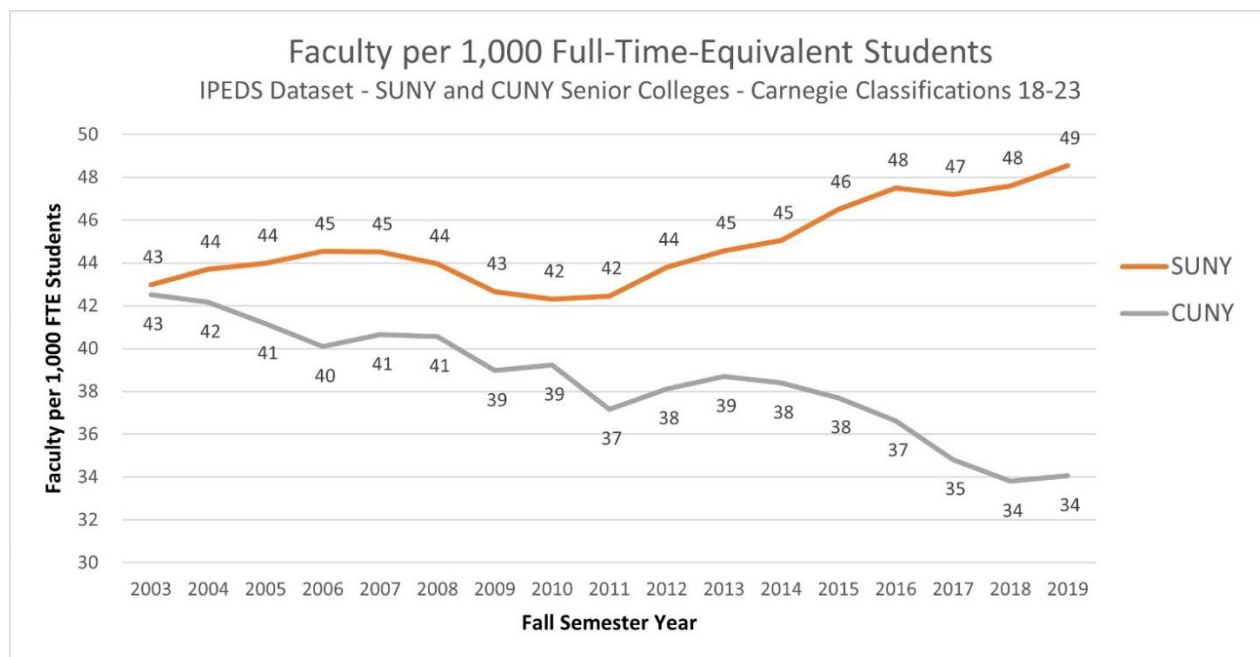
*Note: This study is a work product of faculty members of the University Faculty Senate (UFS) Budget Committee. Professor Ned Benton, as Chair, is the primary author. It is not an official report of the University. The study will be periodically updated based on new information. See Appendix Four for a history of updates.*

Faculty interaction and engagement with students is one of the most important predictors of student success. (Kezar, 2014) The availability of sufficient numbers of full-time faculty members is a prerequisite to such interactions. Full-time faculty are more available for individualized assistance outside of classroom and have the time and professional obligation for greater student engagement in academic and career mentoring and involvement in research and scholarships.

New York State maintains two public university systems, the State University of New York and the City University of New York. This study compares the ratios of full-time faculty to full-time equivalent students for non-specialized baccalaureate and master's degree (senior) colleges.<sup>1</sup> In this study we refer to them using the CUNY term "senior colleges." Specialized campuses such as the SUNY University Centers and CUNY's Graduate Center were excluded, but had they been included the comparative differences would have been even greater.

## The Faculty Gap

One would expect little difference in the availability of full-time faculty in senior colleges in the two state-funded systems, because all campuses have similar missions, comparable tuitions,<sup>2</sup> and are subject to the same accreditation and state curricular and program registration regulations. However, the following chart summarizes growing differences over time, starting in 2003 when there was virtually no difference, to 2019 when the difference had widened markedly.



<sup>1</sup> This report concerns campuses offering baccalaureate and master's degrees, Carnegie classifications 18-23. The dataset is derived from the Integrated Postsecondary Education Data System (IPEDS.)

<sup>2</sup> SUNY and CUNY full-time undergraduate tuitions for the colleges in this study are virtually identical. Furthermore, between 2003-04 and 2018-19, SUNY full-time undergraduate tuition increased from \$4,375 to \$6,870 (57%) while CUNY tuition increased more rapidly from \$4,000 to \$6,730 (68%). Tuition rates do not explain differences in access to full-time faculty.

Over the 17 years, SUNY senior college enrollment increased 7% (92,583 to 98,616) and full-time faculty increased 16% (3,970 to 4,595). At the same time CUNY senior college enrollment increased 33% (101,299 to 135,006) while full-time faculty increased 9% (4,264 to 4,649). SUNY's faculty positions grew almost twice as fast as enrollment, while CUNY's enrollments grew three times faster than CUNY's faculty positions.

The historical dataset is presented in Appendix One, and a more detailed 2-year dataset is presented in Appendix Two (Fall 2018) and Appendix Three (Fall 2019).

In 2019 there were significantly more (35% on average in Fall 2019) full-time faculty members in SUNY compared to CUNY, per 1,000 full-time equivalent students. Overall, CUNY employed 1% more faculty members compared to SUNY, but enrolled 37% more students than SUNY.<sup>3</sup>

<b>The Faculty Gap: SUNY and CUNY Faculty Per 1,000 Full-time Equivalent Students, Fall 2019</b>				
<b>System</b>	<b>Level</b>	<b>Faculty</b>	<b>Students</b>	<b>Faculty Per 1,000 Full-time Equivalent Students</b>
SUNY	Senior	4,595	98,616	46.6
CUNY	Senior	4,649	135,006	34.4

The difference in full-time faculty access for senior college students is important. For example, assuming a hypothetical campus of 10,000 full-time equivalent students, at the fall 2019 rates, a SUNY campus would have 466 full-time faculty members and a CUNY campus would have 344, a difference of 122 faculty members. Adding 122 faculty members to a 10,000 FTE CUNY campus could yield 732 additional course sections taught by full-time faculty members who are available on a full-time basis for student advising and mentoring, office-hour assistance with coursework, and engagement with students in research and student service activities.

Most SUNY senior college students already have the advantage of more faculty members per 1,000 full-time equivalent students, so CUNY (and several lower-staffed SUNY campuses) should be funded to catch up. Based on the fall 2018 and fall 2019 statistics, no CUNY campus reaches the SUNY average full-time faculty rate. But some CUNY campuses are critically short of faculty. For example, to match the SUNY fall 2019 average rate, CUNY's New York City College of technology would need 225 more faculty members, and CUNY's Baruch College would need 215 more faculty members.

Overall, to bring all of the CUNY senior college campuses up to the SUNY average of 46.6 faculty members per 1,000 full-time equivalent students would require 1,649 additional faculty members.

## **The Faculty Gap and Full-Time Faculty Access for Minority Students**

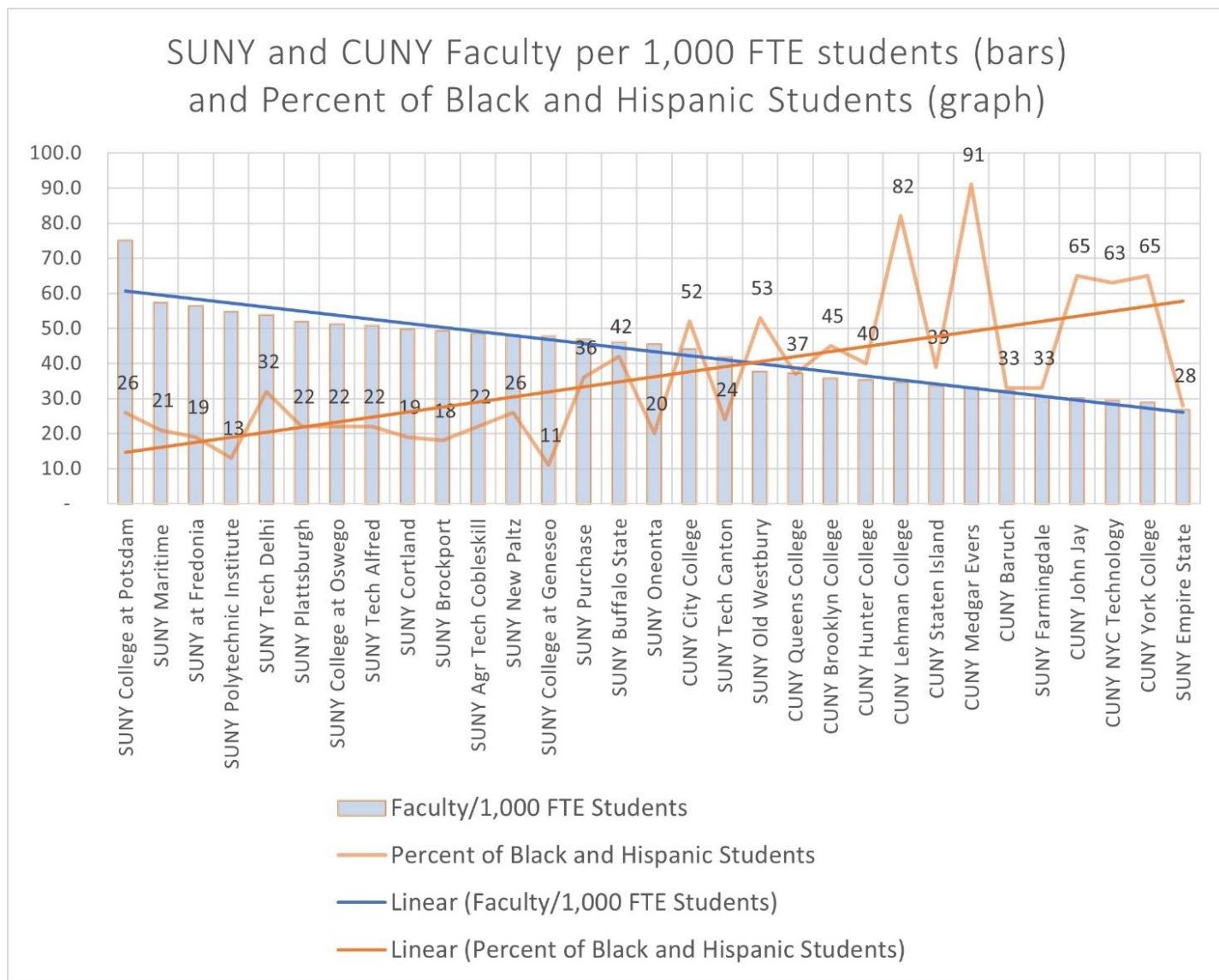
This study also compares faculty/student ratios based on the race/ethnicity of students. This analysis treats the SUNY and CUNY senior colleges (Carnegie Classifications 18-23) as a single state-funded set of campuses. It asks whether access to full-time faculty is equitable for minority-serving campuses.

- The bars represent the campus rates of faculty per thousand students, ordered based on the highest rates (such as SUNY Potsdam and SUNY Maritime) to the lowest rates (such as CUNY York and SUNY Empire State.) See Appendix Three for the Fall 2019 IPEDS dataset.
- The graph, which includes the numbers, presents the percent of Black and Hispanic students at each campus.

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<sup>3</sup> If the analysis had included the four SUNY University Centers and the CUNY Graduate Center and Law School, the comparative differences would be even greater. For example, CUNY's Fall 2017 rate would increase to 36, while SUNY's rate would increase to 56.

On the left side, campuses with the lowest percentages of Black and Hispanic students have the best ratios of faculty per thousand students. On the right side, campuses cluster with the highest percentages of Black and Hispanic students, with poor ratios of faculty per 1,000 students. Stated simply, in NY state's publicly funded senior colleges, white students have substantially greater opportunities for full-time faculty instruction, compared to Black and Hispanic students.



This pattern and practice of allocation of critical educational resources may not only be educationally and morally unacceptable. It may also be illegal. Federal law – Title VI of the Civil Rights Act of 1964 - prohibits discrimination in the operation of educational programs that receive federal funding, such as the Pell Grant funding that provides financial aid for many SUNY and CUNY students. A complaint could be filed with the Office for Civil Rights of the U.S Department of Education that NY state delivers comparatively lower faculty/student ratios for state-funded senior college campuses serving higher proportions of Black and Hispanic students. The complaint could lead to a compliance review or investigation and even legal action. NY state might try to defend the situation by arguing that the pattern and practice is unintentional. But what would be the point? Why would state officials seek to perpetuate a situation that they never intended, do not actually support, and know is wrong? The better response would be to explain what is being done to correct the problem.



## Explaining How This Developed

The Faculty Gap did not exist in 2003. It gradually and consistently developed in the past 17 years. The current situation is educationally and morally unacceptable, and there is no historical explanation or excuse that can justify it. However, an analysis of possible causative factors can inform decisions about how to proceed going forward.

**State Tuition Support Policies:** State tuition support policies are a contributing factor affecting funding for faculty positions with higher percentages of students qualifying for TAP based on income. For every tuition hike since 2011, SUNY and CUNY colleges have had to cover the difference between state TAP awards and the actual tuition price for these students. As of 2019, the gap resulted in a cumulative \$139 million shortfall in tuition revenue funding statewide (\$65 million for SUNY and \$74 million for CUNY). The cumulative shortfall is greater now.

Colleges with higher percentages of TAP students generate less revenue from a tuition increase than those colleges with fewer students qualifying for TAP. Because tuition is capped at the TAP award level for students who receive TAP, colleges with more TAP recipients realize less purchasing power from a tuition increase. Some campuses cover some of the loss of revenue by reducing the replacement rate for faculty members who retire or resign.

**SUNY Endowments and Related Entities:** There is no financial evidence that SUNY is funding substantial numbers of faculty members with non-tax-levy funds. There is no evidence that SUNY campuses have sufficient endowment revenues to fund such a large number of faculty lines.

In addition, there is no evidence that any new non-state funding sources for SUNY have evolved since 2003, when SUNY and CUNY faculty-student ratios were comparable.

Furthermore, a review of a sample of the most recent IRS 990 returns for the related entities (like auxiliary enterprise corporations and campus foundations) of several SUNY campuses did not reveal large operating subsidies for SUNY campuses, and the college support provided was practically all for scholarships. If the scholarships had generated additional enrollments they would have shown up in the FTEs.

**SUNY Student Fees:** SUNY Policy on Student Activity Fees (Document #3901) limits expenditure to enumerated student services and activities. There is no authority to fund faculty positions.

**Funding of Enrollment Increases:** In 2003, SUNY and CUNY both had sufficient funds from all sources to achieve a ratio of faculty per 1,000 FTE students of 43. Over the next 17 years, SUNY senior college enrollment increased 7% (92,583 to 98,616) and full-time faculty increased 16% (3,970 to 4,595). At the same time CUNY senior college enrollment increased 33% (101,299 to 135,006) while full-time faculty increased 9% (4,264 to 4,649). SUNY's faculty positions grew almost twice as fast as enrollment, while CUNY's enrollments grew three times faster than CUNY's faculty positions.

The emergence of the Faculty Gap over the next 17 years can be partially explained by the differences in enrollment growth rates. SUNY was better able to absorb a 7% increase in senior college enrollments, compared to CUNY which had to absorb a 33% increase in senior college enrollments. The primary source of additional enrollment funding was tuition, which does not cover the full cost of operations.

## Remedial Initiatives

New York State is the lead funding source for SUNY and CUNY, so executive and legislative initiatives by the state will be necessary to solve the Faculty Gap problem. The following are initiatives to consider.

**Full Funding for TAP:** A first step is for New York State to fully fund the Tuition Assistance Program. (TAP) The TAP gap primarily affects senior colleges, so eliminating the gap would remove some of the disparity between SUNY and CUNY at that level. Since TAP serves economically disadvantaged students, many of whom are minority students, eliminating the gap could also improve faculty-student ratios at minority-serving campuses. The funding legislation should prioritize or encourage expanding the number of faculty at the campuses involved.

**Targeted Additional Faculty Gap Funding:** A separate Faculty Gap funding initiative should seek to directly increase the number of professors at SUNY and CUNY campuses to meet a minimum target for faculty per 1,000 FTE students. Over a period of years, the target<sup>4</sup> should be increased so that the average coverage for SUNY and CUNY is comparable, as it was in 2003.

For example, a four-year target could be set at a minimum 50 faculty members per 1,000 FTE students: 35 in FY23, 40 in FY24, 45 in FY25 and 50 in FY26. In FY23, campuses like CUNY Baruch and SUNY Farmingdale would be budgeted for additional faculty positions to raise their metric to 35. Because the funding would be accompanied by funds to close the “TAP gap” the total funds needed could be partially offset by a share of the TAP Gap funds for the campuses involved.

SUNY and CUNY should continue to allocate faculty positions to their senior colleges based on policies that also address disparity between their senior colleges considering overall enrollments, levels of instruction, and with respect to race and ethnicity. Because the Faculty Gap allocations are also intended to remedy race and ethnicity related differences in faculty access, SUNY and CUNY should continue to implement recruiting, hiring and retention practices to achieve and retain a diverse faculty, including career opportunities for part-time faculty.

State budget authorities, and CUNY and SUNY leaders, should take steps to assure that this type of disparity in access to essential education resources does not recur in the future. Development and implementation of instructional staffing policies by SUNY and CUNY would also remedy disparities within their systems. It could also rationalize faculty staffing expectations and funding for the community colleges of both systems. In this way, campuses could allocate their faculty positions in ways designed to improve student learning, graduation and career success.

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<sup>4</sup> In the absence of any better state funding metric for faculty positions, the target metric should be the faculty lines per 1,000 FTE students metric. Unfortunately, there is no common State-funding standard or formula for authorizing and funding faculty positions in SUNY and CUNY. SUNY’s Policy Document 1003 titled “Faculty Utilization Guidelines (issued in 1991 in response to a Comptroller’s recommendation) delegates the topic to the campuses. Likewise, CUNY maintained for many decades an “Instructional Staffing Model” that defined ideal and comparative full-time and adjunct staffing for each campus. However, in the early 2000s it ceased to be used, around the time that the disparity in SUNY and CUNY faculty staffing started to develop. The instructional staffing model took into consideration levels of instruction and validated disciplinary differences in instructional modalities.

**Appendix One: Historical Dataset of Full-time Faculty per 1,000 FTE students, 2003-2017**  
**SUNY and CUNY Campuses with Carnegie Classifications 18-23 (Senior Colleges)**

Campus Name	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
CUNY Baruch	39.9	39.6	37.6	38.9	39.5	39.7	39.5	39.1	33.7	36.5	37.8	37.1	35.2	34.9	32.9	34.3	32.3
CUNY Brooklyn	46.5	46.6	46.0	44.2	44.3	43.0	44.0	41.7	42.5	43.7	42.9	43.3	40.3	40.5	37.7	36.3	35.8
CUNY City	59.7	61.2	58.7	53.6	49.5	49.2	46.3	49.3	47.2	48.3	51.3	51.6	50.6	48.5	46.0	40.9	44.2
CUNY Hunter	40.7	43.5	42.1	41.9	43.7	44.3	42.7	43.5	42.6	42.1	42.8	42.6	41.5	39.3	36.7	36.3	35.2
CUNY John Jay	30.8	30.0	28.8	31.1	33.2	34.7	34.9	31.4	31.9	32.4	33.3	33.6	34.0	33.5	32.4	31.5	30.1
CUNY Lehman	46.4	47.3	45.1	44.8	46.6	44.7	43.7	45.3	43.4	46.4	45.4	43.8	41.7	39.8	36.0	34.5	34.7
CUNY Medgar Evers	48.3	38.6	40.5	39.2	40.3	40.5	33.6	33.8	32.0	34.7	34.4	33.7	33.0	31.8	31.0	29.0	33.2
CUNY NYC	33.8	33.9	33.2	31.9	34.3	36.2	35.2	35.9	32.2	32.4	32.0	32.6	32.4	30.9	30.3	29.8	29.5
CUNY Queens	47.9	48.8	46.5	44.8	45.7	43.6	41.0	40.9	39.5	40.7	43.0	41.6	41.1	40.6	37.6	38.1	37.3
CUNY Staten Island	35.7	36.2	36.0	34.0	34.8	33.3	31.5	32.4	31.0	31.2	32.0	32.1	34.3	34.0	32.7	33.1	33.6
CUNY York	37.9	38.1	38.3	36.7	35.1	37.1	36.2	38.2	33.0	30.9	30.7	30.2	30.7	29.1	29.7	28.1	28.9
SUNY at Fredonia	49.8	48.9	48.2	49.4	50.7	48.3	46.6	45.5	46.1	48.0	49.4	50.4	53.4	57.4	55.7	54.9	56.5
SUNY at Purchase	34.5	40.9	41.9	39.9	37.5	35.5	38.8	39.9	42.1	42.4	41.1	43.3	45.1	44.3	43.8	44.2	46.9
SUNY Buffalo State	42.0	42.2	42.5	43.2	44.9	44.0	41.6	40.3	38.7	40.4	42.9	39.8	41.2	44.2	43.4	43.4	46.1
SUNY Brockport	44.4	43.4	42.3	46.6	48.9	49.0	48.2	47.5	47.1	46.3	45.7	45.6	45.5	45.3	44.3	46.8	49.3
SUNY Geneseo	46.6	46.1	46.7	46.2	46.1	46.1	44.8	43.2	43.2	45.4	45.8	45.5	45.1	45.8	46.1	46.8	47.7
SUNY Old Westbury	43.7	42.3	42.0	41.0	41.5	42.6	37.9	34.3	34.0	35.5	37.6	36.6	40.7	39.6	36.9	37.2	37.7
SUNY Oswego	44.3	43.6	42.2	42.6	40.8	41.6	41.4	41.2	40.7	43.6	44.1	45.3	47.4	47.9	50.2	49.7	51.8
SUNY Plattsburgh	45.6	46.8	46.2	47.0	46.9	48.8	46.4	47.2	45.5	46.8	48.1	50.7	52.4	52.8	49.7	49.7	51.8
SUNY Potsdam	56.9	58.9	60.9	61.2	63.7	65.7	63.3	60.2	57.7	61.9	66.9	63.9	62.8	69.2	72.5	70.6	75.1
SUNY A/T Cobleskill	44.8	44.6	45.2	44.0	42.3	39.8	38.3	40.5	40.0	40.9	42.3	40.2	43.6	46.5	46.4	48.9	48.5
SUNY at Alfred	45.5	44.7	49.3	51.6	52.7	51.0	47.2	45.7	52.4	51.9	50.1	48.2	49.0	46.9	47.0	47.6	50.8
SUNY at Canton	37.0	39.7	41.5	42.5	44.4	42.0	39.3	38.4	35.1	36.7	41.3	41.8	45.4	43.6	46.0	44.0	41.9
SUNY at Delhi	44.4	43.5	45.1	46.3	45.7	43.9	42.2	44.2	41.5	45.1	47.2	45.5	52.0	49.4	51.5	53.5	53.9
SUNY Cortland	41.5	42.1	44.3	46.6	47.0	46.1	42.7	39.8	41.4	43.2	43.7	44.4	45.1	45.9	48.0	50.4	49.8
SUNY Empire State	27.1	26.7	25.6	21.1	20.5	21.6	21.9	30.1	27.6	27.2	27.7	25.8	24.8	26.4	26.5	26.2	26.7
SUNY Farmingdale	37.4	34.1	31.0	37.3	37.5	35.2	35.8	35.6	32.9	30.9	29.3	29.1	28.9	28.0	28.6	28.6	30.5
SUNY Maritime	42.3	46.7	50.6	47.2	46.4	42.7	44.3	43.8	56.2	54.6	51.0	51.4	48.5	53.1	53.6	55.4	57.4
SUNY New Paltz	44.3	44.8	43.4	45.8	49.2	47.8	46.6	46.7	43.9	47.2	50.0	51.0	52.4	53.0	50.2	50.1	48.1
SUNY Oneonta	39.6	39.4	39.3	41.3	40.9	44.3	42.3	42.8	42.3	44.4	46.6	45.6	46.7	48.5	46.3	46.0	45.5
SUNY Polytech	48.3	54.5	51.5	50.1	42.9	43.2	43.5	39.8	40.6	43.4	40.6	56.8	60.0	62.4	57.6	58.1	54.8
CUNY Average	42.5	42.2	41.2	40.1	40.6	40.6	39.0	39.2	37.2	38.1	38.7	38.4	37.7	36.6	34.8	33.8	34.1
SUNY Average	43.0	43.7	44.0	44.5	44.5	44.0	42.7	42.3	42.5	43.8	44.6	45.1	46.5	47.5	47.2	47.6	48.5
Combined Average	42.8	43.2	43.0	43.0	43.1	42.8	41.4	41.2	40.6	41.8	42.5	42.7	43.4	43.7	42.8	42.7	43.4

## Appendix Two: Source Dataset, Fall 2018

This analysis presents the numbers of full-time faculty at SUNY and CUNY senior colleges, per thousand full-time equivalent students. The following definitions and sources apply.

- The information is derived from the Integrated Postsecondary Education Data System (IPEDS) which presents information submitted by each participating campus. The reporting academic year was 2016-2017.
- The campuses included, from both systems were those with Carnegie Classifications of 18-23

The dataset is presented in ascending order of faculty per thousand FTE students – Fac/FTEk in the last column.

<b>Campus (2018)</b>	<b>FTE-All</b>	<b>FTE_Bl</b>	<b>FTE_Hisp</b>	<b>FTE_Whi</b>	<b>ST_Oth</b>	<b>FAC_TTL</b>	<b>Fac/FTEk</b>
CUNY Baruch	14,367	1,293	3,448	3,304	6,321	493	34.3
CUNY Brooklyn College	14,221	3,271	3,129	4,266	3,555	516	36.3
CUNY City College	12,939	1,941	4,787	2,070	4,140	529	40.9
CUNY Hunter College	17,905	1,970	5,192	5,192	5,551	650	36.3
CUNY John Jay	12,779	2,172	6,262	2,300	2,045	402	31.5
CUNY Lehman College	10,663	2,879	5,971	853	960	368	34.5
CUNY Medgar Evers	5,485	4,004	987	55	439	159	29.0
CUNY NYC Technology	13,471	3,907	4,580	1,347	3,637	401	29.8
CUNY Queens College	15,389	1,231	4,309	4,463	5,386	587	38.1
CUNY Staten Island	11,153	1,561	2,900	5,019	1,673	369	33.1
CUNY York College	6,627	2,518	1,657	331	2,121	186	28.1
SUNY Agr Tech Cobleskill	2,149	236	258	1,397	258	105	48.9
SUNY at Fredonia	4,539	363	454	3,268	454	249	54.9
SUNY Brockport	7,301	803	511	5,184	803	342	46.8
SUNY Buffalo State	8,243	2,555	989	3,957	742	358	43.4
SUNY College at Geneseo	5,497	165	440	4,178	715	257	46.8
SUNY College at Oswego	7,436	669	818	5,205	744	371	49.9
SUNY College at Potsdam	3,441	413	516	2,133	379	243	70.6
SUNY Cortland	6,565	394	788	4,858	525	331	50.4
SUNY Empire State	6,363	954	827	3,691	891	167	26.2
SUNY Farmingdale	8,624	862	1,897	4,657	1,207	247	28.6
SUNY Maritime	1,662	83	233	1,130	216	92	55.4
SUNY New Paltz	7,010	351	1,332	4,136	1,192	351	50.1
SUNY Old Westbury	4,619	1,247	1,201	1,386	785	172	37.2
SUNY Oneonta	6,245	312	874	4,684	375	287	46.0
SUNY Plattsburgh	5,352	482	589	3,532	749	266	49.7
SUNY Polytechnic Institute	2,477	124	198	1,759	396	144	58.1
SUNY Purchase	4,009	481	922	2,085	521	177	44.2
SUNY Tech Alfred	3,569	464	321	2,605	178	170	47.6
SUNY Tech Canton	2,933	440	323	1,906	264	129	44.0
SUNY Tech Delhi	2,806	449	421	1,684	253	150	53.5
<b>CUNY Average</b>							33.8
<b>SUNY Average</b>							47.6
<b>ALL Senior College</b>							42.7

### Appendix Three: Source Dataset, Fall 2019

This is the same dataset as in Appendix One, for Fall 2017, the latest year for which the information was available in IPDES.

The dataset is again presented in ascending order of faculty per thousand FTE students – Fac/FTEk in the last column.

Campus (2019)	FTE-All	FTE_Bl	FTE_Hisp	FTE_Whi	ST_Oth	FAC_TTL	Fac/FTEk
CUNY Baruch	15,054	1,355	3,613	3,312	6,774	486	32.3
CUNY Brooklyn College	14,090	3,100	3,241	4,086	3,663	504	35.8
CUNY City College	12,885	1,933	4,767	2,190	3,994	569	44.2
CUNY Hunter College	17,932	1,973	5,200	5,021	5,738	632	35.2
CUNY John Jay	13,274	2,257	6,372	2,389	2,257	400	30.1
CUNY Lehman College	10,959	2,959	6,027	767	1,205	380	34.7
CUNY Medgar Evers	4,796	3,645	719	96	336	159	33.2
CUNY NYC Technology	13,181	3,822	4,482	1,318	3,559	389	29.5
CUNY Queens College	15,638	1,407	4,379	4,222	5,630	583	37.3
CUNY Staten Island	10,688	1,389	2,779	4,810	1,710	359	33.6
CUNY York College	6,509	2,539	1,692	325	1,953	188	28.9
SUNY Agr Tech Cobleskill	2,164	238	238	1,493	195	105	48.5
SUNY at Fredonia	4,339	391	434	3,124	391	245	56.5
SUNY Brockport	6,923	762	485	4,846	831	341	49.3
SUNY Buffalo State	7,845	2,275	1,020	3,766	785	362	46.1
SUNY College at Geneseo	5,278	158	422	4,064	633	252	47.7
SUNY College at Oswego	7,239	724	869	4,995	652	371	51.3
SUNY College at Potsdam	3,237	388	453	2,104	291	243	75.1
SUNY Cortland	6,549	393	851	4,781	524	326	49.8
SUNY Empire State	6,182	927	804	3,462	989	165	26.7
SUNY Farmingdale	8,688	869	1,998	4,518	1,303	265	30.5
SUNY Maritime	1,602	80	256	1,057	208	92	57.4
SUNY New Paltz	7,154	429	1,431	4,292	1,002	344	48.1
SUNY Old Westbury	4,612	1,245	1,199	1,384	784	174	37.7
SUNY Oneonta	6,238	312	936	4,491	499	284	45.5
SUNY Plattsburgh	4,900	490	588	3,136	686	254	51.8
SUNY Polytechnic Institute	2,482	149	174	1,737	422	136	54.8
SUNY Purchase	3,947	474	947	2,013	513	185	46.9
SUNY Tech Alfred	3,602	468	324	2,629	180	183	50.8
SUNY Tech Canton	2,961	385	326	1,925	326	124	41.9
SUNY Tech Delhi	2,674	428	428	1,551	267	144	53.9
<b>CUNY Average</b>							34.1
<b>SUNY Average</b>							48.5
<b>ALL Senior College</b>							43.4

## **Appendix Four: History of Updates**

*This study is a work product of the faculty members of the University Faculty Senate (UFS) Budget Committee. It is not an official report of the University. The study will be periodically updated by the Committee based on new information.*

**May 26, 2019:** SUNY New Paltz was omitted from the original analysis and was added. SUNY statistics were updated but no findings materially changed.

**July 11, 2019:** Added a new Appendix Four called “Questions and Answers” that informally answers questions posed by readers. The new section says: *Following the approval by the University Faculty Senate on May 14, 2019, questions have been posed by readers of the statement. The following are answers to the questions. These answers have not been officially approved by the University Faculty Senate, but the explanations are consistent with the statement, providing additional explanations.*

**November 22, 2019:** Added the CUNY response and the UFS Response (Appendix Seven).

**September 2, 2021:** Updated to add Fall 2018 and Fall 2019.