

**The City College of New York**

**PMP Report and Goals for 2019/20**

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**From Vince Boudreau**

**To: Felix Matos Rodriguez, CINY Chancellor**

2018/19 was a year at CCNY when we continued to establish what I believe is the appropriate apparatus to advance our agenda—meaning that we were still in the midst of setting up the processes and structures that we'll need to succeed. We are beginning to see the fruits of that work, and are in position to set some more aggressive outcome goals for the upcoming year. Our biggest challenge remains stabilizing the college's budget, but we have established some clear strategies for acquiring new income streams, and for developing a cleaner budget process.

In this report, I'll begin with a review of the goals we set last year and a report on how we did against those goals. I'll then move to a discussion of the goals I'm setting for the college for the upcoming year.

**Goal #1: Middle States/Strategic Plan**

In 2018/19, we needed to write and publish a strategic plan for the college, and prepare for a Middle States Commission follow up visit that would move us from warning status to compliant. At the core of this was the requirement that we draft and ratify a strategic plan, and that we figure out a planning process that allowed us to balance what we need to accomplish against our resources.

We responded with an effort that saw a ratified strategic plan by the end of the fall 2018 semester, and the mobilization of that plan, in conjunction with our fact finding task force and our OKR management strategy (to be discussed in more detail, below) into an effort to chart the college's future. We received our visit in April and soon after learned that the team reported our status as in compliance.

On June 28<sup>th</sup> we received official word that we are now in compliance with Middle States accreditation requirements.

**Goal #2: Elevate Fundraising to hit a 15 million dollar target; generate 8 million dollars in new monies to reduce our deficit.**

We made active progress against our development/fundraising goal, but did not hit our monetary targets. Last year, our fundraising yielded slightly more than 17 million dollars, 7 million of which was accounted for in 2 large gifts; this was about 5 million dollars more than the goal we set. This year, we will close our books at somewhere between 10.5 and 11.5 in new monies, which is off the goal we set by between 3.5 and 4.5 million dollars. Additionally, the discovery, via an audit, of a 9 million dollar bookkeeping mistake made in 2009 reduced the investment earnings at our disposal to virtually nothing.

The key reasons for our slowed pace both involved the foundation merger—but the completion of that merger is also a key reason for optimism going forward. While most of the main agreements that accomplished the merger took place in the previous year, 2018/19 was the year when the AG required the materials for its legal review. This was an overwhelming process, and the effort to produce

documentation almost totally occupied our development office. Moreover, we encountered some substantial late-inning resistance from the independent foundation—making the final steps of this process more onerous and depriving us, until late May, of the donor lists at their disposal. We were therefore unable to run a full annual fund campaign, and many donors to the campaign we did run donated to the City College Fund (CCF: the third party organization).

In late May, we submitted all our materials to the AG and had then to await their approval. On June 27, we finally received word from the AG that we will have received that approval. On or around July 8<sup>th</sup>, we will receive from them final documents to sign, and the foundations will be finally and legally merged by July 15<sup>th</sup>. Even before that point, we now have ownership of all lists and are cleaning and combining them, as well as setting up what will be the first real all donor annual fund campaign for next year. Our strategic plan for development sets fundraising goals to commence with the official merger of our foundations—that merger being judged to be crucial to attaining strong fundraising results. We are now set to tackle those goals, beginning in this new fiscal year.

In the meantime, we all but completed the first phase of our strategic development plan, which called for the organization of a flawless stewardship and accounting operation before we moved to build a fund raising capacity. (As background: we discovered that the greatest drag on our operation was the misappropriation of funds, poor communication with donors, and bad financial management. We resolved to fix that end of the operation before building out a fundraising capacity). We know that the introduction of CCF donor files into our system will require another year of cleaning up flawed donor records and mollifying donors who have been poorly treated—a process we undertook with the college's 21<sup>st</sup> Century Foundation from late 2016 through to the middle of 2018). But we are now in position to begin thinking about augmenting our 1 campus fundraiser with more gift officers.

All of which means that we did not meet fundraising goals both because of the additional burdens the foundation merger placed on our development office, and the small number of people (1 person) involved in fundraising. In light of these conditions, the roughly 11 million dollars that we raised is disappointing but understandable. Nevertheless, the combination of new unrestricted monies coming into the college via the annual fund and the discovery, via our audits, of forgotten unrestricted accounts made almost 4 million dollars in unrestricted funds newly available to the college.

Development remains a key element of our strategy going forward, and I'll have more to say about our work in this field in the goals setting section of this letter.

**Goal #3: To adequately address the needs of our student services program, we need to invest in departments and offices that have lost great numbers of their staff.**

We were able to make limited investments in this area. To close our budget gap, we extended last year's hiring freeze into another year, with a few very limited exceptions. Most of these occurred in the area of student support, particularly in advising and financial aid.

Rather, we attempted to address our student success goals in other ways. We began the process of cross training our enrollment management personnel in the fall semester and established our single-stop desk for the spring registration cycle. This is an initial effort at a larger process that will involve more comprehensive cross training and the renovation of new space tailor made for single stop operations. This reorganization plan has steadily gained enthusiastic adherents in the admissions,

registrar, bursar and financial aid offices, and has sharply reduced lines during peak student activity time.

We also set out to accomplish a number of goals in the student success area, as part of our management plan. We set out to reduce DegreeWorks exceptions by 40%, and reduced them by 32%; we planned to deploy and train students to use the FACTS tool with a goal of reducing visit to the financial aid office to check the aid eligibility of classes by 20%, and reduced them by 23%.

Other student success goals were rooted in our strategic plan. A key strategy in that plan was to increase student connection to the college by mainstreaming efforts at engaged scholarship and service learning. This year, back by a multi-million dollar endowment from the Moxie Foundation, we launched the Campus Engagement Network, or CEN. The CEN begins as a group of 45 faculty who this year underwent training in pedagogies of engaged scholarship such as service learning and community based participatory research. Those who complete that training were eligible for course development and production grants, and we allocated 17 of these in the early months of this semester. The CEN then becomes a governance and training body, reporting to the provost. Members organize trainings, set annual thematic goals, and allocate endowment earnings to support new engaged classes. We begin offering these classes in the fall, and will also train a new cohort of teachers in the engaged scholarship pedagogy.

#### **Goal #4: Restructuring our Research Operation:**

We made significant progress toward this goal. Having eliminated the position of associate provost for research, we organized the College-wide Research Committee (CRC) composed of faculty representatives from every division and school, all college deans, and our foundation head. The CRC is led by a faculty director. The purpose was several fold: to expand the number of faculty engaged in research and particularly to promote large scale cross disciplinary research proposals; to help the deans direct and mobilize research activity in their fields, and to make sure that we had a vibrant post-research communication strategy, so that we were informing the public of the social and scientific impact of our research.

These moves generated some significant gains—or at least happened alongside those gains:

- In January, the college's Carnegie Classification was raised from MA-granting regional college to PhD-granting research active institution.
- We are currently in production of our first annual research report, due to be published and disseminated in September.
- We have increased by 32% over the last two years average media coverage of CCNY research activity.
- We held our first open labs "Day of Science" event in early April, designed to bring alumni, donor and foundation attention to our laboratory work (3 million dollar donors, one program officer and 23 alumni attended that event).

The CRC is currently developing policies to change the way we distribute IDC, which has too often been used as a presidential slush fund or budget hedge. We want to set clear policies by which the monies will be used to incentivize our top researchers and help establish newer faculty who are just getting started in their research careers.

**Goal #5: Stabilizing the medical school budget.**

We have not made significant progress against this goal. A CUNY and college level lobbying effort generated support among local elected officials and Congressman Espaillat is planning to hold an August 8 breakfast meeting for elected state officials to generate support for the medical school. We had a very successful City Council hearing on medical education, and committee chair Barron has pledged support for the endeavor. But to secure the funds originally anticipated in the plans for the medical school (an 11.2 million dollar annual contribution from the state—which is similar to but less than the support the state gives to SUNY schools—will require that we somehow get this onto the executive budget. At the same time, as a goal for this year, we are looking to cut the proposed budget of the medical school by reducing some of the items that had originally been deemed essential, but look superfluous or extraneous. Mapping out exactly when and by how much the current funding for the school will fall short—we currently project an operating deficit to begin in 2021 and grow thereafter—is an early priority for the school.

We have also begun to develop a fund raising strategy for the school. They recently hired a fund raiser dedicated to the medical school, and we are setting up a series of donor cultivation and information events.

**Additional goals/accomplishments from 2018/19 not specified in last year's PMP letter:**

**OKR Management System:** Over the summer of 2018, we began rolling out a new management system, centered on the “objectives and key results (OKRs)” model that provided a public, transparent, and evaluated basis for our work, including planning and generating synergy and focus among the college’s different units. Central to the new management system is the idea that one must identify, focus on, and commit to the most strategic goals, and harness the energy of the organization to meet those goals. Organization-wide OKRs (objectives and key results markers of progress towards those objectives) will attract specific attention in planning and in the allocation of resources. In planning, we focus on strategy inherent in the approach (identify and concentrate on goals that will enable you to make downstream gains) and also on aligning key goals across the different functional units and organizational levels of the college.

In this first year, we set and disseminated OKRs across the college, and also tracked progress against these goals. Nevertheless, this is a very new way of approaching our work, something we introduced fairly late (the planning cycle should begin in April or May), and something we needed to teach across the college. For this reason, our main goal was to disseminate and refine our methodology in this area. Having done that, we are currently (and at an appropriate time in the annual calendar) evaluating last year’s accomplishments and setting OKRs for next year. This has been a real culture shift for the college, but one that has already produced gains and should continue to do so.

**Change the Public Profile of the College:** In the early years of my work as president, the bulk of the challenge centered around remediating the mistrust and resentment on this campus. This past year, we turned our attention to repositioning the college publically, to begin to rebuild a broader public awareness of the legacy and the intellectual resources of the college. We have begun, and will continue to undertake, efforts to make sure people understand the connection between our legacy and ongoing work. We changed the profile and strategy behind our communications work, developed and populated an “experts list” for media, set up a training program to help faculty speak to public audiences and

begun to develop several events each year designed to bring the public onto the campus (the day of science in April, the Year of Film event in June).

A big part of this work has also centered on my work with the Greater Harlem Chamber of Commerce. In cooperation with them, we joined a community opioid addiction taskforce, a cybersecurity working group (both with the participation from the DA's office) and began to more deeply involve the college in public programming in the area.

**Staffing:** The College was in a hiring freeze for the second consecutive year last year, with the exception of a very few critical hires. We anticipate being in a similar situation next year, with the exception of positions that can be filled with philanthropic contributions. Nevertheless, it was important to fill top leadership positions that had been staffed by interim appointees since 2016 or earlier. We hired permanent deans in the Architecture and Colin Powell Schools. We hired a permanent provost, and created the position of AVP for Academic Momentum (with authority over advising, registrar, bursar, financial aid, and admissions). We eliminated the Chief Operating Officer position, expanding the portfolio of our VP of finance and our IT AVP to take on elements of the former COO's portfolio. These moves also contributed to the diversity of our leadership, replacing Caucasian men with an African American woman into a deanship, a Cuban Chinese man into ½ of the COO portfolio, and promoting an African American woman into the newly created AVP position for Academic momentum.

#### **Goals for next year:**

- 1) **The OKR management system** will be broadly used across the campus. All administrative units and many academic departments will be setting annual and quarterly goals, and assessing progress towards those goals on a quarterly basis. Annual OKRs for all division will be set by July 15<sup>th</sup>.
- 2) **The Development operation** will be merged at the start of this year, and that will mean a strategic and intensive annual fund campaign using, for the first time ever, and cleaned and integrated donor list. We will hire an assistant director of the foundation, which will be our second major gifts officer on campus, and also hire into the development office an additional finance manager and an additional scholarship fund manager. We are also hiring a person into that office who will work to build connections between industry and our researchers. All three positions are funded by philanthropic donations. Over the course of the year, as we merge the development operation, we will keep the two foundation funds separate, pending a forensic audit of the City College Fund (the external foundation in which we have some reason to fear lax record keeping and perhaps some mismanagement). The emphasis in this next year will be the development of effective annual fund and planned giving campaigns, which will free up the executive director and the new assistant to pursue major gifts. We are setting a goal of 15 million dollars in new pledges and gifts, and making 6 million in unrestricted assets available to the college (that is, in new money, investment earnings, and the identification of unrestricted existing funds).
- 3) **Repositioning the college:** We will continue to pursue a schedule of setting 6 "President's events" each year designed to drive donor, alumni and media attention to the college. These will include the second annual day of science, a series of climate change events, the launch of "The City Game" book on CCNY Basketball, and the collaborative exhibition with the Center for

Jewish History, about the role of City College in New York's Jewish community. We expect the experts list to be fully populated. We will publish and disseminate our first annual research report.

- 4) **Student Success:** We will complete the one-stop reorganization on campus. We will begin offering classes via the Moxie Initiative Campus Engagement strategy, because developing a more engaged curriculum was an important part of the student success goals laid out in our strategic plan. We will begin a project to consolidate and coordinate all the independent internship initiatives, to develop a central clearing house of intern preparation, educational activities to accompany internships, placement identification and agreements, and the financial support for student interns. We also hope to make some strategic hires in financial aid and advising, and will redirect the office of student affairs towards a greater involvement in academic student success (this had previously been a tangential element of their work).
- 5) **Graduate Education:** Having reorganized our apparatus for recruiting and retaining graduate students, we have set a goal of increasing graduate enrollment by 200 students.
- 6) **Adult and Continuing Education:** This past year, we worked to revamp the ACE program at CCNY, benefitting from the assistance of CUNY's Angie Kamath, but also bring in a sales team to help us with marketing programs to large companies. The biggest flaw we found with our existing operation, apart from its deep underperformance from a fiscal standpoint, was that it concentrated on tuition paying individuals. We have begun to expand our capacity to identify, recruit and provide educational services to larger firms on a contract basis, taking advantage of our inherent capacities in energy efficiency, cyber security, and data analysis. Our goals for the next year in this area is to secure three new contracts for adult and continuing education, and two grants that would allow individual students to take our classes at little or no cost in ways that still generate income for the college.
- 7) **Research:** Having reorganized the research operation last year and attained elevated status as a PhD granting research intensive campus, we seek to elevate the public profile of our campus. We want to raise the number of stories describing our research in the media by 20% over the course of this year (at this writing, our end of the year analytics are working to provide us a baseline). We want to increase our grant attainment by 10%. We will also hire a person to develop stronger relations between our research and industry, both to encourage investment and collaboration in ongoing research and to facilitate the licensing of emerging technologies originating in our labs and studios.

With Middle States accreditation and a strategic plan behind us, a new management system that has been learned and adopted across the college, and a formally and finally merged foundation apparatus, we are now in position to being using these structures to advance the goals of the college. I am looking forward to building on these operational advances to begin to meet some of our more ambitious goals in the new year.

