Budget and Planning Committee
Agenda for Monday, October 5, 2015
3:00 – 5:00 pm
9.64 New Building

1. Approval of Minutes for May 19, 2015. Proposed minutes are attached with related Powerpoint.
2. Budget Presentation and Discussion. President Travis and SVP Pignatello will provide a budget update and analysis, and the BPC will consider the recommendation (attached) from the planning subcommittees for addressing the deficit in the financial plan for FY2016. See attached recommendation for cuts and new revenue from the Planning Subcommittees.
1. Approval of Minutes for May 19, 2015. Minutes were approved as proposed.

2. Budget Presentation and Discussion. President Travis explained that the Chairperson of Law, Police Science and Criminal Justice Administration has been replaced. An interim chair has been appointed and there will be a search for an external candidate. The President started by briefly introducing the budget situation. Rob Pignatello explained how circumstances out of our control have contributed to the deficit. CUNY’s budget was reduced by $51 million, and in turn 3% was cut from each CUNY college’s budget; this resulted in a $2.9 million loss to the John Jay budget. Further, additional funds are being held from the budget for a possible collective bargaining agreement. The College has been engaged in discussions with the University about the deficit. CUNY understands that our trajectory to a senior college has impacted our revenues and that we cannot cut our way out of the financial situation. The University has provided the college assistance by reducing our revenue target for FY 2015. This resulted in a surplus of $1.9 million that we were able to roll into FY 2016. Before CUNY assistance we were facing a $4.8 million deficit and now it has been reduced to $2.6 million. Rob then went over the planning subcommittee recommendations to balance the budget for FY 2016 and briefly spoke about some possibilities for FY 2017. Financial aids funds from the compact have been allocated to reduce the deficit. He also explained that there will be an increase in revenue because of expanded summer and winter offerings. The President encouraged everyone to think more about summer and winter as a way to obtain more revenue; there is still room for improvement. For FY 2017, Rob explained that by expanding John Jay Online and increasing international student admissions these areas will bring increased revenue. Other ways to balance the budget include stricter vacancy control, lagging hires, and reducing adjunct costs. Other areas to save money include not over-spending in temp services, reducing OTPS, and using non-tax levy offsets. If we employed all of these measures the college would be left with over a $700,000 surplus. Ned brought up the Strategic Investment Initiative. Rob added that if the College is successful in receiving funds from the initiative that fewer cuts would be necessary. Rob also explained how some of the numbers in FY 2017 are placeholders and they need to be revisited. The President went on to explain other options to create revenue and offset the deficit for the future. There was a motion to approve the proposed Financial Plan for FY 2016. This motion was seconded and passed.

3. Enrollment Report. Bob Troy explained that numbers for the total headcount of the college are on target even without College Now. He also explained how total FTEs are up 68 but noted the number of freshman is below target. However, new transfer students and new justice academy students
were above the target. The College also hit the targets for continuing graduate and undergraduate students. Karen Kaplowitz asked about the transfer admission policy. Bob explained that all admissions standards need to be looked at. The President observed that the theme is to move forward. For example, he is now looking into a systematic marketing campaign for John Jay that is high impact but low cost. This is the time to break out and be distinctive.

4. **Strategic Investment Initiative.** Jane Bowers explained that the College will be submitting three proposals that work on hitting all the themes of the initiative. The hope is that these proposals will offset expenses at John Jay. The three proposals include John Jay Online, Virtual Passports, and the Weekend College. Allison Pease asked if there is a way to prioritize our proposals. Jane said no, and the President also explained that they wouldn’t want to disadvantage a proposal by favoring one over another.
<table>
<thead>
<tr>
<th>Current FY 16 Projected Deficit</th>
<th>FY 2016</th>
<th>FY 2017</th>
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<tbody>
<tr>
<td>Carry over from FY 2016</td>
<td>$</td>
<td>$772.7</td>
</tr>
<tr>
<td>John Jay Initiatives</td>
<td>$3,382.0</td>
<td>$5,870.3</td>
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<tr>
<td>Financial Aid Funds have been</td>
<td></td>
<td></td>
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<tr>
<td>allocated to the College; not</td>
<td></td>
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<tr>
<td>required to use for student</td>
<td></td>
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<tr>
<td>aid (50% allocated)</td>
<td>$282.0</td>
<td>$564.0</td>
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<tr>
<td>Revenue Estimates</td>
<td></td>
<td></td>
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<tr>
<td>Expand summer and winter</td>
<td>$300.0</td>
<td>$600.0</td>
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<tr>
<td>offerings (Winter 2015/Summer</td>
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<td></td>
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<td>2016)</td>
<td></td>
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<tr>
<td>Expand John Jay On-line</td>
<td>$300.0</td>
<td>$300.0</td>
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<td>(increase in net revenue)</td>
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<tr>
<td>Increase International Student</td>
<td>$268.9</td>
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<tr>
<td>Admissions (annual rate = $560</td>
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<td>per credit x 24 cr= $13,440 x</td>
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<td>20)</td>
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<tr>
<td>Expenditure Projections</td>
<td></td>
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<tr>
<td>Full time</td>
<td>$700.0</td>
<td>$1,155.0</td>
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<tr>
<td>*Stricter vacancy control</td>
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<tr>
<td>Delay average replacement time</td>
<td>$700.0</td>
<td>$700.0</td>
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<td>of new resignations from 3</td>
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<td>months to 5 months</td>
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<tr>
<td>Non-reappointment of Faculty</td>
<td>$255.0</td>
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<td>Subs (17 subs @ net savings of</td>
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<td>15k)</td>
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<td>Faculty Attrition (replace</td>
<td>$302.5</td>
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<td>with Adjuncts, estimate 5</td>
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<tr>
<td>separations)</td>
<td></td>
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<tr>
<td>Adjunct</td>
<td></td>
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<tr>
<td>Target 5% reduction in</td>
<td>$325.0</td>
<td>$649.96</td>
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<tr>
<td>Teaching adjuncts (yield 2.5%</td>
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<tr>
<td>savings in Current FY spring</td>
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<td>only) by reviewing policies</td>
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<td>and practices related to class</td>
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<td>size, class scheduling &amp;</td>
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<td>release time</td>
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<tr>
<td>Temp Svcs</td>
<td>$300.0</td>
<td>$300.0</td>
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<tr>
<td>Reduce FY 2016 NTA Allocations</td>
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<td>to FY 2015 spending level &amp;</td>
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<td>eliminate overspending in CA's</td>
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<tr>
<td>OTPS</td>
<td>$325.0</td>
<td>$325.0</td>
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<tr>
<td>Reduce FY 2016 OTPS Allocations</td>
<td></td>
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<tr>
<td>by 5% across the board</td>
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<tr>
<td>Non tax levy offsets</td>
<td></td>
<td></td>
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<tr>
<td>Research Foundation Staff</td>
<td>$200.0</td>
<td>$200.0</td>
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<tr>
<td>Offsets (built into model)</td>
<td></td>
<td></td>
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<tr>
<td>Auxiliary Services Corp</td>
<td>$100.0</td>
<td>$100.0</td>
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<tr>
<td>Offsets</td>
<td></td>
<td></td>
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<tr>
<td>SAA</td>
<td>$75.0</td>
<td>$75.0</td>
</tr>
<tr>
<td>JJC Foundation</td>
<td>$75.0</td>
<td>$75.0</td>
</tr>
<tr>
<td>Year End Balance</td>
<td>$772.7</td>
<td>($1,865.47)</td>
</tr>
</tbody>
</table>

* Not feasible to freeze all approved vacancies as offers have been made
Will need larger CUTRA Balance carryover into FY 17 and/or increased revenue to close next year deficit
FY 2016 Financial Plan Assumptions

Revenue/Allocation Assumptions
Enrollment revenue estimate assumes actual Fall 2015 enrollment and Spring estimate based on July enrollment mgt estimates
Tuition revenue increase setaside of $2.90646M
According to CUNY Financial plan document, FY15 deficit is rolled into FY16
SEEK reflects FY16 allocation

Expenditures
PS Costs based on 9/3 payroll and includes one time ROA's for JJC On-line & International Recruitment
PS costs assume $300k reduction in Overtime
Projected costs are based upon actual hires not yet on payroll as of 9/3/15 and estimated hire dates of 47 approved vacancies
PS projections assume annual accrual savings of $1.1M based upon time personnel leave payroll and replacements are hired.
FY 16- FY 19 assume additional salary increment cost of $500k per year to be self funded.
FY 17 assumes additional 2% collective bargaining increase to be self funded (cost = approx $1.5 m per year) 0% inc in FY 18 & FY 19
Assumes baselined FY 15 RF salary offsets of $100k, & Aux Corps salary offsets of $100k
Projection includes the $2.90646M mandated projected Collective Bargaining increase as determined by CUNY
Assumes reduction in overtime expenses from FY15 actuals to total allocation of $522K
FY 2016 OTPS allocations= FY 15 allocations adjusted for increase in University wide Initiatives and centralized payments
## Total Headcount and FTE

<table>
<thead>
<tr>
<th></th>
<th>Fall 2015</th>
<th>FA15 Target</th>
<th>Difference</th>
<th>(% Away from Target)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Headcount</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Undergraduate</td>
<td>12,792</td>
<td>12,968</td>
<td>-176</td>
<td>(-1.4%)</td>
</tr>
<tr>
<td>Total Graduate</td>
<td>1,737</td>
<td>1,780</td>
<td>-43</td>
<td>(-2.4%)</td>
</tr>
<tr>
<td>Total College</td>
<td>14,529</td>
<td>14,748</td>
<td>-219</td>
<td>(-1.5%)</td>
</tr>
<tr>
<td>Total College Without College Now</td>
<td>14,373</td>
<td>14,348</td>
<td>25</td>
<td>(0.2%)</td>
</tr>
<tr>
<td><strong>Total FTE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Undergraduate</td>
<td>10,522</td>
<td>10,445</td>
<td>77</td>
<td>(0.7%)</td>
</tr>
<tr>
<td>Total Graduate</td>
<td>1,066</td>
<td>1,075</td>
<td>-9</td>
<td>(-0.8%)</td>
</tr>
<tr>
<td>Total College</td>
<td>11,588</td>
<td>11,520</td>
<td>68</td>
<td>(0.6%)</td>
</tr>
</tbody>
</table>

*College Now enrollment is still in progress, and about 250 more College Now students are expected based on average numbers from previous years.*

## New Students and Continuing Students

<table>
<thead>
<tr>
<th></th>
<th>Fall 2015</th>
<th>FA15 Target</th>
<th>Difference</th>
<th>(% Away from Target)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Headcount</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Freshmen</td>
<td>1,491</td>
<td>1,594</td>
<td>-103</td>
<td>(-6.5%)</td>
</tr>
<tr>
<td>New Transfer</td>
<td>1,769</td>
<td>1,600</td>
<td>169</td>
<td>(10.6%)</td>
</tr>
<tr>
<td>New Justice Academy</td>
<td>602*</td>
<td>500</td>
<td>102</td>
<td>(20.4%)</td>
</tr>
<tr>
<td>New Degree Graduate</td>
<td>468</td>
<td>561</td>
<td>-93</td>
<td>(-16.6%)</td>
</tr>
<tr>
<td>New Non-degree Graduate</td>
<td>79</td>
<td>66</td>
<td>13</td>
<td>(19.7%)</td>
</tr>
<tr>
<td>Continuing Undergraduate</td>
<td>8,825</td>
<td>8,713</td>
<td>112</td>
<td>(1.3%)</td>
</tr>
<tr>
<td>Continuing Graduate</td>
<td>1,112</td>
<td>1,087</td>
<td>25</td>
<td>(2.3%)</td>
</tr>
</tbody>
</table>

*Number based on SASP tracking.*
September 22, 2015

Dear Members of the Board of Trustees:

On behalf of Chairperson Schmidt and myself, I enclose for your consideration a resolution for action at the October 1, 2015 Board of Trustees meeting to approve the methodology for allocating funds to the CUNY colleges under the CUNY Strategic Investment Initiative. The resolution provides for a competitive process to accelerate progress toward major goals shared by the University and the State of New York as specified in Governor Cuomo’s “Opportunity Agenda” for CUNY and SUNY. The funds total $20 million—$12 million allocated to the senior colleges in the 2016 Executive State Budget, $6 million supplemented by CUNY for community college initiatives, and an additional $2 million from grants and other sources to be allocated flexibly across both sectors of the University.

Under the Initiative, the University will issue an RFP inviting each college to submit as many as three innovative proposals by October 16, 2015 for evaluation by a review team. CUNY will target evidence-based proposals that advance the State’s priority goals related to access, student success, academic momentum, degree completion, online education, academic technology, global education and practice, research, and workforce preparation. The colleges will be required to identify metrics by which their progress can be measured as part of the University’s long-standing Performance Management Process (PMP). Collaborations among the colleges and across sectors of the University are encouraged. I intend to forward my final decisions to the Executive Committee of Board for its final approval by the end of October. You will find the details of this process in the text of the resolution and in the RFP itself, which accompanies the resolution. Please let University Provost Vita Rabinowitz or me know if you have questions or comments. Thank you.

Sincerely,

[Signature]

James B. Milliken
CUNY Strategic Investment Initiative

Request for Proposals

2015-16
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Overview

The CUNY Strategic Investment Initiative is designed to target investments to accelerate progress toward major goals shared by the University and the State of New York as specified in Governor Cuomo’s “Opportunity Agenda” for CUNY and SUNY. Funding for the Initiative is $12 million allocated to the senior colleges in the 2016 Executive State Budget to improve performance in access, degree completion, academic programs and student services that support post-graduate success, research, and community engagement. CUNY will supplement this amount with $6 million for community college initiatives, and an additional $2 million from grants and other sources to be allocated flexibly across both University sectors for a total of $20 million.

The Strategic Investment Initiative represents an exciting opportunity to bring resources to support the many University and college priorities that align with the State’s. To this end, this RFP invites the colleges to submit innovative proposals to build on or scale up existing evidence-based initiatives, or to launch wholly new ones. All proposals are due by Friday, October 16, 2015 and will be evaluated by a review team comprised of representatives from the Central Office of Academic Affairs and the University Budget Office, which will make recommendations for funding to the Chancellor. The Chancellor will forward his final decisions to the CUNY Board of Trustees for their approval. The timeline for the RFP is as follows:

September 18  Draft RFP released
October  2    Final RFP released with board approval
October 16  Proposals due
October 23  Review completed, funded proposals selected
October 28  Refinement of proposals and budgets completed, funding recommendations finalized
October 30  Approval by BOT Executive Committee

During fiscal year 2016 the chancellery will convene a forum in which the colleges can communicate with one another and with the central office to share information about challenges and successes with their initiatives.

Guidelines for preparing submissions are provided below.
Funding Priorities

The University is prepared to fund initiatives that show promise for significantly advancing goals related to access, student success, academic momentum, degree completion, online education, academic technology, global education and practice, research, and workforce preparation. Some of these priority goals map directly to University PMP goals; others may be captured in college focus goals. Some are central to college’s strategic plans or related to the University’s emerging strategic framework. Appendix 1 presents examples of initiatives in each of these priority areas that colleges might consider pursuing. Colleges may select from among these examples or develop their own initiatives related to one or more priority areas, guided by the sample initiatives and metrics.

Criteria for Evaluation

The purpose of this RFP is to identify and fund the most promising initiatives during fiscal 2016. The goal is to accelerate or expand the implementation of existing programs or initiatives or launch new ones. Colleges should budget for the current academic year, with an eye to sustainability beyond that time frame. Colleges may submit up to three project proposals. Each proposal should stand on its own and should include its own budget. The maximum budget for any one single-college proposal will be $1 million. Proposals costing more than $1 million will be considered only for collaborative projects involving multiple colleges. We anticipate that most awards will be for projects with budgets less than $600,000.

Initiatives may include:

- Scaling up existing programs that have been assessed and show promising results;
- Piloting initiatives from other colleges inside or outside CUNY that have undergone rigorous assessment with promising results;
- Installing technology that enhances instruction and/or student support;
- Cross-college collaborations;
- Collaborations with partners outside the University;
- Curricular innovation/development of new academic programs, including online programs;

All proposals will be evaluated according to the following criteria:

Mandatory

- Directly advances a University or college priority and is aligned with the State’s goals.
• Local or national evidence supports the promise of the proposal.
• The college has the capacity to spend the allocated funds by June 30, 2016.
• The proposal builds in an evaluation/assessment framework and includes resources in its budget to carry out that evaluation.
• The proposal references the PMP and/or other metrics that can be used to measure progress toward, and achievement of, the goals of the initiative, even if these cannot be measured until after the funding period.

Desirable
The initiative is
• Innovative;
• Replicable or scalable within CUNY;
• Partly funded with matching or supplementary funds from the college and leverages existing resources;
• Collaborative, involving more than one CUNY institution.

Guidelines for Preparation of Responses to the RFP

Each response to the RFP should include the following:

1) A completed Institution cover sheet for the college (Appendix 2)

For each proposed project:

2) A completed Project cover sheet (Appendix 3)
3) A completed line item budget using the budget template (attached excel spreadsheet); one for each project
4) A brief narrative for each initiative (5 pp. max), following the structure outlined below:

- Brief executive summary
- Project description:
  - Goals: Briefly state the goals of the project a) during fiscal 2016, and b) beyond.
  - Outcomes: In greater detail: Which PMP goal(s) or University Priority area(s) does the initiative advance and how does it do so? What is the direct benefit for students or faculty?
  - Activities: What specific activities will be undertaken and who will be responsible for carrying out each planned activity? If possible, provide
evidence that the proposed activities have been effective at your institution or elsewhere.

- **Partners:** If applicable, identify institutional or organizational partners and explain respective roles and responsibilities.

- **Scalability/replicability:** If applicable, describe how the initiative can be scaled at the college and/or replicated elsewhere at CUNY.

- **Explanation of whether and how the college could sustain the project beyond FY 2016:** If, applicable, briefly describe the college’s plan to sustain the project beyond FY 2016.

- **Assessment plan and metrics:** How will progress toward the short-term and long-term goals be assessed? Which PMP and other metrics will the college adopt to measure the progress and impact of the initiative? How will the effectiveness of the initiative be determined?

- **Timetable:** Provide a timetable establishing milestones for the initiative.

- **Budget narrative:** Include a brief budget narrative explaining how the planned use of resources connects to the overall project goals, referencing the line item budget as appropriate. Note that this is one-time funding, and we assume that most proposals will not involve hiring of full-time staff. If your proposal does entail hiring full-time staff, explain how salaries will be supported in future years.

**Instructions for Submission of Responses to RFP**

Please submit the following materials in electronic form by October 16 to strategic.investment@cuny.edu:

- **Institution** cover sheet
- **Project** cover sheet (one for each project, up to 3)
- Proposal (in format specified above, no more than 5 pages excluding budget and cover sheet)
- Completed budget template (one for each project)

The Office of Academic Affairs is available to assist colleges in the preparation of proposals. Direct all inquiries about the RFP to Cheryl Littman, University Associate Dean for Institutional Effectiveness, (cheryl.littman@cuny.edu or 646-664-8031).
Appendix 1 – Funding Priorities and Example Initiatives

This section identifies possible initiatives aligned with the University’s priorities for which colleges may seek funding. The University priority areas appear in bold with related State funding priorities in parentheses. Underneath each University priority are suggested initiatives (the bulleted items). Colleges are encouraged to use the example initiatives – each with suggested metrics or ideas for presenting evidence of progress – as a guide for developing the focus for their proposed project(s).

As stated, proposed initiatives will be supported with one-time funding available during the current fiscal year. Examples of the types of expenditures that could be supported with these funds include faculty reassign time, summer salary, non-teaching adjuncts, tutors, college assistants, equipment purchases, minor renovations, and supplies and materials. Colleges are discouraged from proposing to hire full-time staff unless they can clearly demonstrate how the salaries could be supported in subsequent fiscal years.

Increase student academic success (academic success, completion, experiential learning)

- Develop or expand evidence-based first-year student success programs such as first-year seminars to strengthen academic skills (study strategies, research skills, mentoring, etc.)
  Retention rates; course pass rates
- Incorporate high-impact practices like experiential learning, pre-professional activities, and undergraduate research into courses and programs
  Professional and graduate school acceptance rates; internship and job placement rates
  Participation rates
- Reduce performance gaps for under-represented and under-prepared students
  Success rates (retention, GPA, graduation) for under-represented minority students and students with developmental needs compared with counterparts
- Develop evidenced-based specialized approaches for STEM students, including those with remedial needs
  Success and completion rates of STEM majors
- Develop or expand evidence-based alternative pathways in math for non-STEM majors
Percentage of students gaining skills proficiency; succeeding in credit-bearing math courses

Expand access to under-served populations (under-represented minorities, adult learners, international students, workforce participants) (access, academic success, completion)

- Expand summer immersion and intersession programming to improve basic skills
  Percentage of participants who become skills proficient
- Develop or expand alternative pathways in math remediation for non-stem majors
  Percentage of students needing math remediation who enroll in a credit-bearing math course; succeed in a credit-bearing math course

Improve academic momentum and degree completion (completion)

- Expand proven completion models like ASAP
  Number of additional students served by “ASAP-like” program (beyond expectations from current ASAP funding)
- Incentivize weekend, summer, and intersession course-taking to increase credit attainment
  Percentage of students who take a course in the summer or winter or on weekends
- Ensure that students register for a full course load
  Percentage of students registered for at least 15 credits (or credit hours) per semester
  Percentage of students who earn 30 credits per year
- Expand existing or implement new retention initiatives
  Semester and annual retention rates
- Improve transfer advisement and transcript evaluation to maximize meaningful transfer credits
  Percentage of transfer credits accepted toward the degree
- Develop or expand comprehensive degree completion programs like reverse transfer/en route associate degree completion
  Number of students awarded an associate degree after transfer to a baccalaureate program
  Percentage of eligible students earning an en route associate degree

Expand online education (access, completion)

- Develop or expand fully online courses for high-demand courses
  Number of high demand courses offered fully online
Percentage of student FTEs in high demand courses registered for the online version

• Develop or expand fully online degree programs in priority areas (e.g., teacher education programs, professional science master's programs, etc.)

Major milestones met in the program development and approval process, including the development and assessment of student learning outcomes

• Expand blended/hybrid course offerings

  Number of new courses offered in the hybrid mode (at least one face-to-face meeting replaced with online learning activities)
  Number of student FTEs enrolled in hybrid courses

Expanding the use of digital technology to improve instruction and academic support (academic success)

• Expand the use of technology to facilitate student engagement within and beyond the classroom

  Number of faculty employing instructional technology to improve student engagement (e.g., use of clickers, flipped classrooms, integration of lecture and online discussion, etc.)
  Percentage of courses employing regular use of academic technology to enhance student engagement

• Expand faculty use of early alert technology

  Percentage of courses for which early alert information is captured
  Percentage of off-track students receiving an early alert message
  Percentage of students receiving an early alert message who receive counseling or other student support services

• Expand the use of Degree Works for general education and major advisement

  Percentage of students using Degree Works for degree audit

• Expand student access to online tutoring for high demand courses with low success rates

  Milestones met in procurement and implementation of support (tutoring/online learning software
  Number of students accessing/using online tutoring/online learning software
  Pass rates in high demand courses for which tutoring/online learning software is available

Strengthening global perspective and practice (academic success, research, postgraduate success)

• Increase number, diversity and quality of study abroad programs
Number of new programs, program development in innovative formats (immersion, internships, exchanges, summer, winter, semester-long and short programs)

Milestones achieved in program development
Number of students participating in institution-sponsored study abroad or exchange programs

- Develop or expand initiatives to recruit and support international students
  Number of international students enrolled; course/program success rates for international students

- Expand campus programming and revise curricula to increase students’ global competencies
  Major milestones met in program development and curricular revision
  Success rates in achieving global competency learning outcomes (through relevant course or capstone projects, or other demonstration of learning)

Grow the research enterprise, including research relevant to the 21st century urban environment (research, experiential learning, community engagement)

- Facilitate research that is vital to the future of our city and cities everywhere (e.g., reducing income inequality, affordable housing, improved public health, sustainability, early childhood education, etc.) through support for research and collaboration
  Award total for research related to relevant areas of inquiry
  Number of new research awards related to relevant areas of inquiry

- Develop and strengthen interdisciplinary centers of inquiry and research in all areas, including those focused on solving urban challenges (transportation, housing, education, employment, income inequality, etc.)
  Number of new research collaborations

- Engage students in research
  Number of students engaged in faculty-led or course-based research projects overall, including in projects related to addressing current and future challenges of the urban environment

Improve workforce preparation and employer engagement (community engagement, academic success, experiential learning, post-graduate success)

- Create or expand internship programs and other experiential learning opportunities that expose students to the workplace
  Number of new internships or clinical spaces created
  Percentage of students participating in an institution-sponsored internship or externship programs
• Develop work-based degree program models like associate degree apprenticeship programs, co-op baccalaureate programs, and consider how to integrate work and classroom experience.
  
  Major milestones met in program development
  Number of students enrolled in such programs

• Develop applied degree programs (or certificates) in emerging or evolving industries (e.g., logistics and supply chain management; data analytics; web design and development)
  
  Major milestones met in the program development and approval process; eventually enrollment and completions in

• Restructure career service offices to offer sector-specific career advising, developing and leveraging relationships with key industries, and make better use of labor market data and social media to connect students with jobs
  
  Job placement and wage statistics

• Develop partnerships with NYC-area employers for internship and job recruitment
  
  Number of students placed in internships with partner employers
  Percentage of applicants receiving job offers from partner employers
Appendix 2 – Institution Cover Sheet

CUNY STRATEGIC INVESTMENT INITIATIVE
PROPOSAL FOR 2015-2016 FUNDING

INSTITUTION COVER PAGE
(Complete One)

Institution: _________________________________________________________

Contact Name: _________________________ Title: ________________________

Address: ___________________________________________________________

Phone: _______________ FAX: _____________ E-mail: ____________________

List of projects included in this application:

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Amount Requested</th>
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Total $ 

Institution Signature: ____________________________________________

(President or Chief Academic Officer) (Date)
Appendix 3 – Project Cover Sheet

CUNY STRATEGIC INVESTMENT INITIATIVE
PROPOSAL FOR 2015-2016 FUNDING

PROJECT COVER PAGE
(Complete One for Each Proposed Project)

Project Name: ______________________________________________________

Institution: _______________________________________________________

Address: ___________________________________________________________

Contact Name (1): _______________________Title: _______________________

Phone: ___________________ E-mail: _________________________________

Contact Name (2): _______________________Title: _______________________

Phone: ___________________ E-mail: _________________________________

Amount Requested: $__________________
CUNY Strategic Investment Initiative Budget

Institution Name: 

Project Name: 

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<tr>
<th>Line Item</th>
<th>Description</th>
<th># of Units</th>
<th>Unit Description</th>
<th>Unit Cost</th>
<th>PS/OTPS</th>
<th>Line Item Total</th>
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**Line Item -** Select a line item from the drop down menu. Click in the cell, and then click on the arrow to the right of the cell to get the drop down menu.

**Description -** Briefly describe the activity supported by the expenditure, the purpose of the activity, and any other necessary details.

**# of Units -** Input the number of units.

**Unit Description -** Specify the unit (e.g. number of labor hours, days, or weeks; headcount, lot, etc).

**Unit Cost -** Using the drop down menu, specify if the line item is a personal service (PS) expenditure or an other than personal service (OTPS) expenditure.

**PS/OTPS -** Calculated based on columns D-G. Total should equal units * unit cost.

**Line Item Total -** No data entry is necessary.