
XIII. Expenditures: Academic Support and Administration

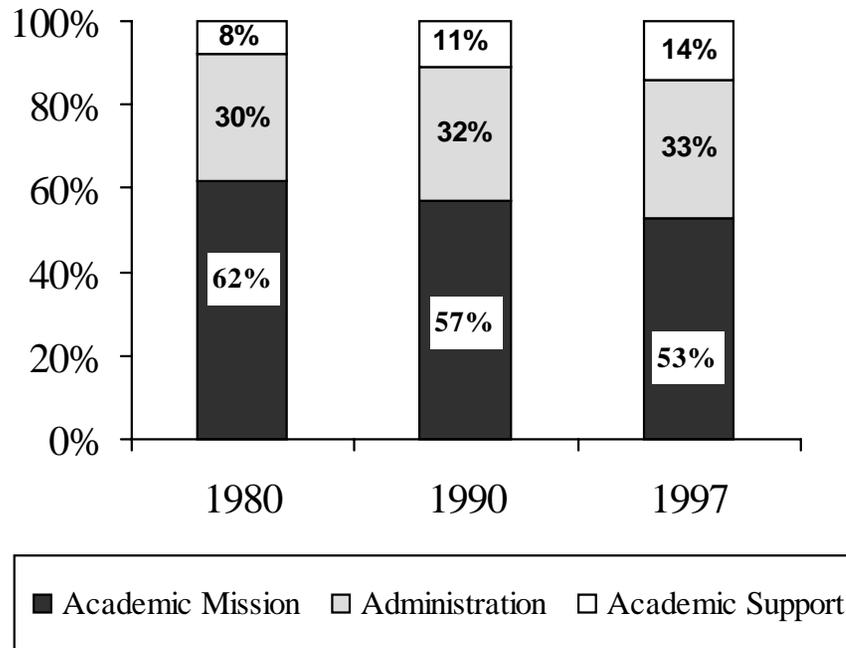
In relation to peer institutions, the senior colleges place a greater emphasis on academic mission, a lower emphasis on academic support, and variable emphasis on administration. The community colleges place a greater emphasis on administration, a lower emphasis on academic support, and varied emphasis on academic mission as compared to peers.

Key Findings

- CUNY has shifted resources toward academic support and administration since 1980.
- Yet both the senior and community colleges dedicate a lesser proportion of their resources to academic support than do their peers. This may be due in part to the handling of enrollment management expenditures by Central Administration rather than the individual colleges.
- CUNY's community colleges consistently dedicate a higher proportion of their resources to administration than do their peers, while CUNY senior college administrative expenditures vary considerably college to college.
- In relation to their peers, CUNY's community colleges vary on funding support for academic mission and allocate greater proportions for administration; the reverse is true for CUNY's senior colleges, which allocate greater proportions to academic mission and vary on funding for administration.

As CUNY's spending on academic mission declined between 1980 and 1997, the university shifted resources into academic support and administration (see Figure 49).

Figure 49
Change in Academic Support and Administration as a Percentage of Total Expenditures 1980, 1990, 1997



- Together, academic support and administration have grown from 38% to 47% of CUNY expenditures.
- Most of this growth has been in academic support, which has grown from 8% to 14%.

Source: CUNY

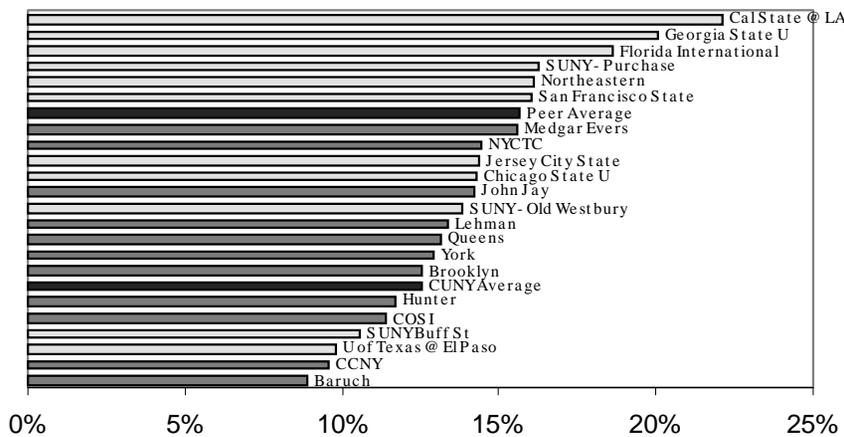
* These percentages include central administration, whose costs have been categorized into the categories corresponding to academic mission, academic support and administration.

Though CUNY has shifted resources toward academic support, at both the senior and the community colleges, CUNY is dedicating a significantly lower portion of its resources to academic support than its peer institutions (see Figures 50 and 51).

- A low proportion of funds dedicated to academic support may be due in part to CUNY's centralization of Admissions and Financial Aid functions (see Appendices D & E).
- Yet given the large number of CUNY initiatives designed to support students with special needs (e.g., tutoring, counseling etc.) CUNY's lower proportions of academic support as compared to peers merit further study.

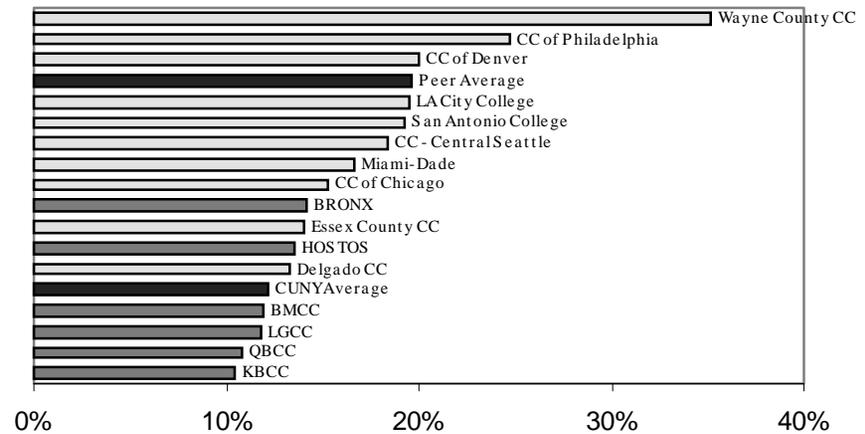
**Figure 50
Senior Colleges**

Proportion for Academic Support



**Figure 51
Community Colleges**

Proportion for Academic Support



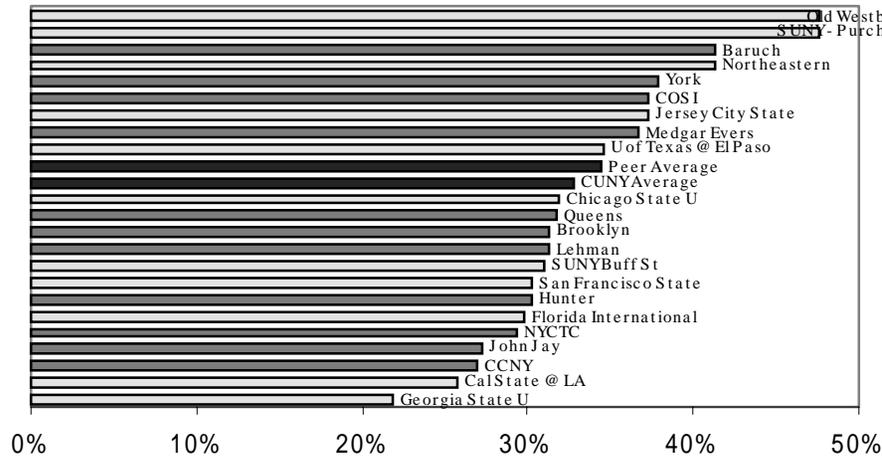
Source: IPEDS 1997 Data

While the community colleges consistently expend a greater proportion of their resources on administration than peers, the situation in the senior colleges is much more variable —from 25% at City College to 42% at Baruch (see Figures 52 and 53).

- Community colleges dedicate between 30% and 40% of total expenditures on administration, much more than the majority of their peers, which have administrative expenditures that are often under 30% (see Appendix E).
- Senior colleges have considerably greater variance in administrative expenditures, though there are no strong similarities between colleges which cluster at the high or the low ends of the range (see Appendix D).

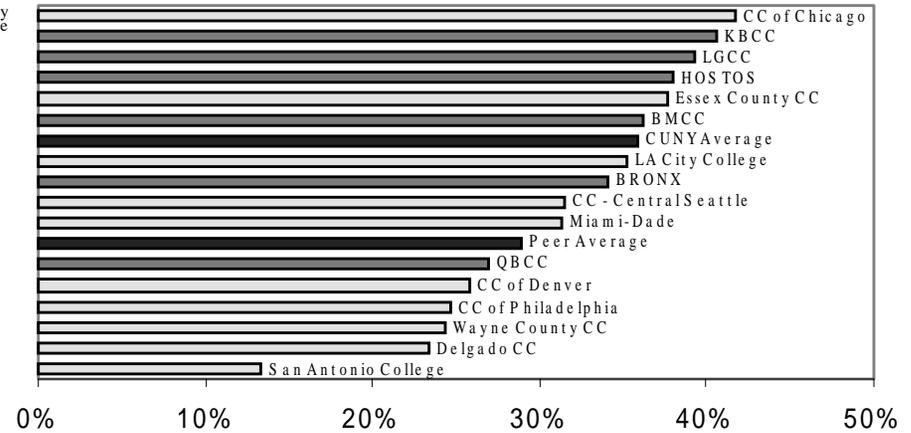
**Figure 52
Senior Colleges**

Proportion for Administration



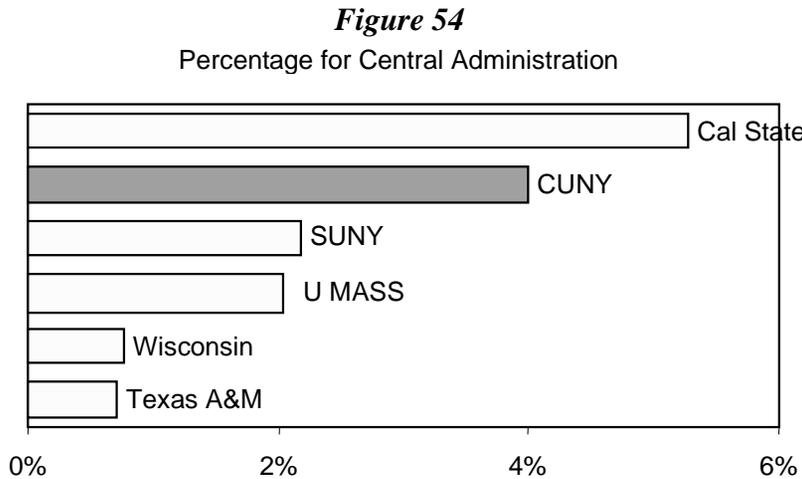
**Figure 53
Community Colleges**

Proportion for Administration



Source: IPEDS 1997 Data

Finally, while CUNY spends a larger portion of its total operating budget on Central Administration than peers (see Figure 54), it also has a number of additional functions embedded in its Central Administration spending, which may partially explain the difference between CUNY and system peers.



Source: IPEDS 1997 Data

- CUNY spends approximately 4% of its total operating budget on functions residing within Central Administration. While this portion is higher than the majority of its peers, it is highly dependent on the function carried out by central administration in the operations of its campuses. This level can vary widely between systems.
- CUNY's Central Administration expenditures include centrally-managed admissions and financial aid functions, as well as close to \$140 million associated with the Research Foundation. These embedded research expenditures were extracted from Central Administration's budget to make it more consistent with its peers.
- Given these anomalies, the funds dedicated to Central Administration may be appropriate. However, like its peers, the university would be well-served to continuously review administrative spending for cost saving opportunities.