

---

## **VIII. Revenue Sources: Fund Raising**

**Because fund raising at CUNY is conducted independently by each campus, fund raising results are as varied as the colleges themselves, with many of the older, senior colleges generating the most substantial results.**

### **Key Findings**

- While some of the colleges have maintained successful fund raising efforts, others have undertaken little activity in this area. The majority of colleges are generating less annual funding than peer institutions.
- For example, CUNY secured \$15 million in private contract, gift, and grant revenue in FY97, yet 60% was raised by three of the senior colleges. In total, this activity represents less than 1% of total university revenue.
- While the endowment of the university totals approximately \$207 million, almost 80% is concentrated at five senior colleges. At the bottom of the rankings, six colleges each have less than \$500,000 in endowed assets.

*While many colleges have made efforts to bring in development staff over the past two years, the university must do much more to increase revenue in this area. This will be critical for the university to supplement declining government funding with sources beyond tuition revenue and public contracts.*

**Many campuses have used private fund raising to supplement revenues. However, complete and detailed data on the role of private fund raising is limited.**

- CUNY's accounting system tracks all private contracts, grants, and gifts under one revenue category. As a result it is not possible to readily distinguish between funds that are secured to directly support CUNY programs (e.g., a contract with Citibank to do workforce training) and funds that fall under the standard definitions of institutional support (e.g., an individual gift in support of scholarships). This makes it difficult to analyze the types of activities being funded, as well as the various sources of funds.
- An increasing proportion of fund raising activity takes place at independent, campus-based foundations. Little data have been collected on their activities; in fact, only in the past year has one year of audited financial statements from these foundations been consolidated centrally.
- Given these constraints, PwC used four separate data sources to provide an overview of CUNY's fund raising activity:
  1. Private contract, grant and gift revenues (FY97)
  2. Audited financial statements of campus-based foundations (FY97)
  3. Trusts & gifts and endowment funds managed by Central Administration (FY92 and FY97)
  4. Campus responses to a short survey on alumni associations conducted by Central Administration for PwC

**CUNY secured \$15 million in private gift, grant, and contract revenue in FY97, constituting 1% of total university revenue; sixty percent is concentrated within three senior campuses—City, Hunter and the Graduate School (see Table 12).**

*Table 12*

**Private Contracts, Grants and Gift Revenue (FY97)**

<i>School</i>	<i>Revenues (000s)</i>	<i>Percent of Total</i>
<i>Senior</i>		
Baruch	195	1%
Brooklyn	109	1%
City	4,100	28%
Hunter	2,278	15%
Lehman	-	-
Queens	143	1%
York	145	1%
Graduate	2,589	17%
<b>Total</b>	<b>9,559</b>	<b>64%</b>
<i>Hybrid</i>		
John Jay	652	4%
Medgar Evers	913	6%
NYC Tech	846	6%
Staten Island	205	1%
<b>Total</b>	<b>2,616</b>	<b>18%</b>
<i>Community</i>		
BMCC	800	5%
Bronx	604	4%
Hostos	162	1%
Kingsborough	22	.1%
LaGuardia	1,031	7%
Queensborough	51	.3%
<b>Total</b>	<b>2,670</b>	<b>18%</b>

Source: CUNY

- As noted, these data do not include revenues collected by campus-based foundations, but do include private contracts for services performed. As such, they do not provide an exact accounting of university fund raising in FY97.
- However, they still serve to provide an overall picture of the limited role of private funding at CUNY, as well as the concentration of that limited funding at a few senior colleges.

**While most of CUNY's senior peers raise less than 4% of revenues through private funds, CUNY's proportion is still significantly below average.**

- CUNY's senior peers range from 1 to 4% of revenues from private sources; the majority have 2% or greater, more than double the proportion at CUNY (see Table 13 and Appendix D).
- The community colleges compare much better to peers, indicating successful efforts to raise supplemental grant and contract revenue (see Table 14).

*Table 13*

Institution	Dollar Amount	Percentage of Revenue from Private Gifts, Grants and Contracts	Rank
SUNY - Purchase	\$4,057,379	6.8%	1
Georgia State U	\$9,869,743	3.9%	2
<b>GSUC</b>	<b>\$2,589,000</b>	<b>3.6%</b>	<b>3</b>
<b>CCNY</b>	<b>\$4,100,000</b>	<b>3.3%</b>	<b>4</b>
U of Texas @ El Paso	\$4,749,446	3.1%	5
Florida International	\$6,365,690	2.6%	6
SUNY Buff St	\$3,684,740	2.5%	7
SUNY - Old Westbury	\$962,665	2.2%	8
<b>Medgar Evers</b>	<b>\$913,000</b>	<b>2.0%</b>	<b>9</b>
San Francisco State	\$4,726,077	1.8%	10
<b>Hunter</b>	<b>\$2,278,000</b>	<b>1.7%</b>	<b>11</b>
Northeastern	\$864,119	1.1%	12
<b>NYCTC</b>	<b>\$846,000</b>	<b>1.0%</b>	<b>13</b>
Chicago State U	\$583,511	0.8%	14
<b>John Jay</b>	<b>\$652,000</b>	<b>0.8%</b>	<b>15</b>
<b>York</b>	<b>\$145,000</b>	<b>0.3%</b>	<b>16</b>
<b>COSI</b>	<b>\$205,000</b>	<b>0.3%</b>	<b>17</b>
<b>Baruch</b>	<b>\$195,000</b>	<b>0.2%</b>	<b>18</b>
<b>Queens</b>	<b>\$143,000</b>	<b>0.1%</b>	<b>19</b>
<b>Brooklyn</b>	<b>\$109,000</b>	<b>0.1%</b>	<b>20</b>
California State @ LA	\$0	0.0%	21
Jersey City State	\$0	0.0%	22
<b>Lehman</b>	<b>\$0</b>	<b>0.0%</b>	<b>23</b>

Source: CUNY

*Table 14*

Institution	Dollar Amount	Private Gifts, Grants and Contracts	Rank
CC Central Seattle	\$1,533,043	3.8%	1
CC of Denver	\$854,705	2.6%	2
Miami-Dade CC	\$4,650,337	1.9%	3
<b>LGCC</b>	<b>\$1,031,000</b>	<b>1.1%</b>	<b>4</b>
<b>BRONX</b>	<b>\$604,000</b>	<b>0.9%</b>	<b>5</b>
CC of Philadelphia	\$771,791	0.9%	6
<b>BMCC</b>	<b>\$800,000</b>	<b>0.8%</b>	<b>7</b>
Wayne County CC	\$254,841	0.7%	8
<b>HOSTOS</b>	<b>\$162,000</b>	<b>0.3%</b>	<b>9</b>
Delgado CC	\$141,143	0.3%	10
Essex County CC	\$97,971	0.2%	11
<b>QBCC</b>	<b>\$51,000</b>	<b>0.1%</b>	<b>12</b>
<b>KBCC</b>	<b>\$22,000</b>	<b>0.0%</b>	<b>13</b>
San Antonio College	\$5,818	0.0%	14
LA City College	\$0	0.0%	15
CC of Chicago	\$0	0.0%	16

**In addition to private revenues, analysis of each college's asset base demonstrates the significant resources available at a few of the campuses, and the very limited endowments at the remainder of the CUNY colleges (see Table 15).**

*Table 15*  
**CUNY FY 97 Endowment\***

Fund Raising Assets	Total Assets	Percent of Total Assets
Baruch	\$59,713,257	28.8%
City	\$36,825,824	17.8%
Hunter	\$29,171,741	14.1%
Brooklyn	\$23,212,759	11.2%
Queens	\$14,531,419	7.0%
Lehman	\$11,641,735	5.6%
Graduate Center	\$11,113,026	5.4%
NYC Tech	\$9,338,125	4.5%
Staten Island	\$2,640,945	1.3%
LaGuardia	\$1,916,126	.9%
Law School	\$1,391,130	.7%
Central Admin	\$1,335,000	.6%
Queensborough	\$1,214,143	.6%
BMCC	\$1,038,860	.5%
John Jay	\$547,815	.3%
Bronx	\$521,642	.3%
Kingsborough	\$508,591	.2%
York	\$407,774	.2%
Hostos	\$188,000	.1%
Medgar Evers	-	0%
<b>Total</b>	<b>\$207,257,912</b>	<b>100.0%</b>

- In FY97, CUNY's endowment totaled \$207 million; 79% was concentrated in the five wealthiest schools, which are also the five oldest schools within CUNY, all founded before 1938.
- These assets include funds held and managed by campus foundations, as well as funds managed by the central administration.

Source: CUNY

\* In addition to these three funds, 12 campuses have alumni associations. However, most of these associations have insignificant asset bases and are focused on providing activities for alumni rather than fund raising for the colleges. The total assets of these associations is under \$1 million; 77% of these funds are at Baruch and Hunter, whose associations hold roughly \$202,000 and \$480,000 respectively.

**Colleges are increasingly using their independent campus foundations as the primary vehicle for fund raising; currently these foundations manage \$117 million—or 57%—of the total endowment funds (see Table 16).**

**Table 16  
CUNY Endowment — by Major Source**

	Campus Foundation	Central Trusts and Gifts	Central Endowment	Total Assets
Baruch	\$ 34,523,257	\$ 23,733,000	\$ 1,457,000	\$ 59,713,257
City	\$ 15,159,824	\$ 6,378,000	\$ 15,288,000	\$ 36,825,824
Hunter	\$ 13,611,741	\$ 7,475,000	\$ 8,085,000	\$ 29,171,741
Brooklyn	\$ 20,942,759	\$ 1,728,000	\$ 542,000	\$ 23,212,759
Queens	\$ 13,864,419	\$ 291,000	\$ 376,000	\$ 14,531,419
Lehman	\$ 8,463,735	\$ 2,601,000	\$ 577,000	\$ 11,641,735
Graduate	\$ 3,526,026	\$ 1,392,000	\$ 6,195,000	\$ 11,113,026
NYCTC	\$ 480,125	\$ 483,000	\$ 8,375,000	\$ 9,338,125
CSI	\$ 1,097,945	\$ 775,000	\$ 768,000	\$ 2,640,945
LaGuardia	\$ 1,409,126	\$ 400,000	\$ 107,000	\$ 1,916,126
Law School	\$ 1,391,130	\$ -	\$ -	\$ 1,391,130
Central Admin.	\$ -	\$ 877,000	\$ 458,000	\$ 1,335,000
Queensborough	\$ 1,031,143	\$ 174,000	\$ 9,000	\$ 1,214,143
BMCC	\$ 1,034,860	\$ 4,000	\$ -	\$ 1,038,860
John Jay	\$ 296,815	\$ 234,000	\$ 17,000	\$ 547,815
Bronx	\$ 240,642	\$ 134,000	\$ 147,000	\$ 521,642
Kingsborough	\$ 461,591	\$ 47,000	\$ -	\$ 508,591
York	\$ 68,774	\$ 339,000	\$ -	\$ 407,774
Hostos		\$ 93,000	\$ 95,000	\$ 188,000
Evers		\$ -	\$ -	\$ -
<b>CUNY</b>	<b>\$ 117,603,912</b>	<b>\$ 47,158,000</b>	<b>\$ 42,496,000</b>	<b>\$ 207,257,912</b>

Source: CUNY

- Campus Foundations are separately incorporated entities located and monitored on campus. Central Administration has little relationship with these organizations and has just begun to gather information on their activities over the past year.
- Most campuses have at least one development staff member; many of these offices have been founded over the past two years as CUNY has begun to look for other methods of generating revenues.
- Both Central Trusts & Gifts and Central Endowment are held and managed by Central Administration, but use of the funds is at the campus' discretion. In accordance with CUNY policy, all funds that are not specifically designated for the campus foundation must be placed into one of the central funds.

**Data limitations make it difficult to determine to what extent fund raising dollars are having a significant impact on campus priorities; however, it is clear that at many campuses they are providing supplemental support.**

- Table 17 estimates the funds that each campus foundation expended in support of either scholarships or programs on campus in FY97; this does not include funds held centrally.
- Alumni associations contribute an additional \$25,000 per year, the majority of which goes to scholarships and fellowships.

*Table 17*  
**Program Related Expenditures (FY97)**

	Scholarships	Programs	Total
Baruch	\$ 270,857	\$ 1,566,050	\$ 1,836,907
BMCC	\$ -	\$ -	\$ -
Bronx	\$ -	\$ 61,727	\$ 61,727
Brooklyn	\$ -	\$ 1,710,860	\$ 1,710,860
City	\$ -	\$ 1,474,858	\$ 1,474,858
Grad	\$ 891,643	\$ -	\$ 891,643
Hunter	\$ 521,250	\$ 3,390,895	\$ 3,912,145
John Jay	\$ -	\$ 11,087	\$ 11,087
Kingsborough	\$ 77,614	\$ -	\$ 77,614
LaGuardia	\$ 1,124,999	\$ 534,873	\$ 1,659,872
Law	\$ 26,388	\$ 78,360	\$ 104,748
Lehman	\$ 83,829	\$ 52,403	\$ 136,232
NYCTech	\$ 92,947	\$ -	\$ 92,947
Queens	\$ 715,937	\$ 2,419,059	\$ 3,134,996
Queensborough	\$ 23,516	\$ 464,278	\$ 487,794
Staten	\$ -	\$ 59,410	\$ 59,410
York	\$ 10,669	\$ 3,641	\$ 14,310
<b>Total</b>	<b>\$ 3,839,649</b>	<b>\$ 11,827,501</b>	<b>\$ 15,667,150</b>

Source: CUNY

**Finally, while limited trend data are available, evidence of growth in fund raising, especially in the younger community colleges, can be found by examining centrally-held funds (see Table 18).**

*Table 18*  
**Growth in Centrally-Held Funds (000s)**

	FY92	FY97	% Change
Baruch	\$ 20,746	\$ 25,190	21%
City	\$ 16,399	\$ 21,666	32%
Hunter	\$ 10,981	\$ 15,560	42%
NYCTech	\$ 6,199	\$ 8,858	43%
Graduate	\$ 5,308	\$ 7,587	43%
Lehman	\$ 698	\$ 3,176	355%
Brooklyn	\$ 1,384	\$ 2,268	64%
Staten Island	\$ -	\$ 1,543	
Central Admin.	\$ 1,016	\$ 1,335	31%
Queens	\$ 484	\$ 667	38%
LaGuardia	\$ 286	\$ 507	77%
York	\$ -	\$ 339	
Bronx	\$ 64	\$ 281	339%
John Jay	\$ -	\$ 251	
Hostos	\$ 67	\$ 188	181%
Queensborough	\$ 106	\$ 183	73%
Kingsborough	\$ 25	\$ 47	88%
BMCC	\$ 6	\$ 4	-33%
Law School	\$ -	\$ -	
Evers	\$ -	\$ -	
Total	\$ 63,769	\$ 89,650	41%

- On the whole colleges are putting less of their development dollars in central funds and more into the campus funds. However, there is still significant growth in these central assets.
- Three campuses have started central funds since 1992; anecdotal evidence also suggests that many colleges have launched their foundations within the past five to seven years, as the need for supplemental revenue increased.

Source: CUNY