

Center for Nonprofit Strategy and Management

Marxe School of Public and International Affairs, Baruch College, CUNY

Annual report, AY 2025-2026

1. Note

CUNY policy requires that the Center for Nonprofit Strategy and Management's (CNSM) Leadership Fellows New York (LFNY) program, which trains nonprofit professionals, report separately because the sponsored program must be administered through the CUNY Research Foundation (CUNY RF). The most recent LFNY budget is provided as an appendix.

2. Purpose of this document

The purpose of this document is to comply with the memo dated 08 APR 2021 from José Luis Cruz, Executive Vice Chancellor & University Provost with the subject "Implementation of the Amended Board of Trustees Policy 1.09 (Guidelines for Centers, Institutes, Consortia and Special Programs)."

3. The mission of the center

The Center for Nonprofit Strategy and Management (CNSM) was established in 2007 to support current and future nonprofit professionals through research, education, and public engagement. Housed within the Austin W. Marxe School of Public and International Affairs at Baruch College, City University of New York, CNSM is Baruch's hub for activities serving the nonprofit and international NGO communities.

Center programming is designed to benefit the Baruch College academic community, New York City area nonprofit and NGO practitioners, and more broadly, the field of nonprofit and NGO management, leadership, and strategy.

The Center organizes and executes public events for nonprofit sector stakeholders. It is also a hub for discussing and coordinating research, teaching, and administrative activities among Baruch College faculty active in the nonprofit studies field.

4. The college president's attestation of the continuing value of the center in enriching and supporting the core mission of the college or the University

- Baruch College President David Wu attested to the recertification of CNSM on July 7, 2023 and the CUNY Board of Trustees recertified CNSM for five years on June 24, 2024.

5. The director's statement of the center's current progress toward meeting the goals stated in the strategic plan

The Center continues to execute successfully against the six strategic goals listed in its 2022 strategic plan. The Center's audience continues to expand (1). The Lane family endowment continues to grow (2). The Center's narrowed focus on zero and low-cost events continues to minimize operational costs (3). Students and faculty remain core constituents for Center activities, with increasing engagement nationally (4). The Center retains its director-agnostic model to reduce dependency on any specific individual as director (5). The Center continues to support the Marx School's outstanding reputation as a leader in the nonprofit studies field as evidenced by the School's high national ranking (6).

6. The center's staffing plan, with which the participating college presidents formally concur, and a report regarding the status of directors, given their term limits

George Mitchell is the Center's third director. He has served in that role since 2021. Don Waisanen became the PI for the Center's LFNY program in 2025 and is supported by two assistants.

7. A description of current and projected activities

Public events for AY 25-26 are listed below. LFNY activities are described separately in the appendix. Projected activities for AY 26-27 will include public events and social activities similar to the prior year.

CNSM's [website](#) contains a list of [past and upcoming events](#). CNSM also maintains a [video recording archive](#) featuring videos for many of its events. Anyone can [join CNSM's email list](#) to be notified of upcoming public events, all of which are free to attend. All CNSM's public events, including its in-person events, are livestreamed for accessibility.

- The End of the Age of NGOs? October 27, 2025
- Third Sector Challenges and Responses: Perspectives from Ukraine, the Philippines, and Peru; November 13, 2025
- "Tax Policy Toward Arts Nonprofits: Democracy or Plutocracy?" March 9, 2026
- "The Say/Do Gap in Nonprofit Advocacy: Understanding Why Nonprofits Do More than They Say." May 7, 2026
- "Nonprofit Leadership Team Effectiveness: The Overlooked Factors." May 13, 2026.
- Other events (cross-promotional partnerships)
 - HR for Nonprofits: Balancing Performance and Compliance; 29 SEP 2025 (NYCON)
 - Joining a Nonprofit Board; 21 OCT 2025 (BoardStrong)
 - Rules for the Road for Nonprofit Leaders 06 NOV 2025 (Kean)

- Memorial for Michael Seltzer; 12 NOV 2025 (MSPIA)
- Fast Forward: Policy & Legal Implications for the Future State of the Philanthropic Sector; 19 NOV 2025 (IU)
- Reforming Social Services in NYC: A Symposium; 11 DEC 2025 (Samuels)
- “Meeting Challenges with a Focus on Mission.” February 24, 2026 (BBB)
- ”Pivoting with Purpose: Planning Tools for Trying Times.” March 25, 2026 (BBB)
- “The Evolving Relationship between Nonprofits, Government: Past, Present, and Future.” March 24, 2026. (Urban Institute)

8. Other relevant news

- The Marx School approved a Master of Science and an Advanced Certificate in Nonprofit Management and Leadership with input from CNSM affiliates.
- The center director won the Frederick S. Lane Teaching and Research Award for his proposal, “Nonprofit Revenue Models.”

9. A current and projected budget including individual project budgets, a tax-levy budget showing expenditures of these funds, a chart indicating the sources of staff and faculty salaries, and a plan that specifies how the center will aim to sustain its activities and operations.

AY 25-26

Funding source	Expenses	
Marx School	Director	
TL allocation	administrative	
	reassigned	
	time	
	\$13,000.00	\$13,000.00
	\$13,000.00	\$13,000.00

AY 26-27

Funding source	Expenses	
CNSM BCF	Director	
	administrative	
	reassigned	
	time	
	\$7,100.00	\$14,200.00
CNSM CUNY		
RF		
	\$7,100.00	
	\$14,200.00	\$14,200.00

CNSM receives annual earnings from a BCF account as well as recoveries from the LFNY program (by agreement with CUNY RF and the Marx School's Dean's office).

Thank you,

George Mitchell
Director, Center for Nonprofit Strategy and Management

10. Appendix (LFNY 2025-2026 budget; LFNY 2026-2027 budget)

RFCUNY Grant Budget & Expense Report As Of

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Grant: Grant: GR-00011001 DoWaisanen PP BA NY COMMUNITY TRUST FELLOWSHIP CORE (7A031-00 10)

As Of Period: 2027 - 03 Sep

Budget Created Moment & Amendment From Date: 01/01/2026 12:00:00.000 AM

Budget Created Moment & Amendment To Date: 09/23/2026 05:55:28.527 PM

Obligation Transaction From Date: 07/01/2026

Obligation Transaction To Date: 06/30/2027

Spend Category	Budget as of	Budget (A)	Commitments		Obligations		Actual			Budget Remaining (A-C-E-F)	Budget Used %
		Award-To-Date	Created (B)	Posted (C)	Created (D)	Posted (E)	Monthly	Year-To-Date	Award-To-Date (F)	Award-To-Date	
Salaries & Wages	178,360.00	178,360.00	0.00	0.00	0.00	0.00	0.00	0.00	178,341.44	18.56	99.99%
5401 Co-Project Director	83,720.00	83,720.00	0.00	0.00	0.00	0.00	0.00	0.00	83,702.84	17.16	99.98%
5410 Research Staff	94,640.00	94,640.00	0.00	0.00	0.00	0.00	0.00	0.00	94,638.60	1.40	100.00%
5423 Summer Salaries	52,086.00	52,086.00	0.00	0.00	0.00	0.00	0.00	0.00	51,365.67	720.33	98.62%
5800 Release Time	22,279.00	22,279.00	0.00	0.00	0.00	0.00	0.00	0.00	7,100.00	15,179.00	31.87%
Non-Payroll Labor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%
Subtotal Salaries	252,725.00	252,725.00	0.00	0.00	0.00	0.00	0.00	0.00	236,807.11	15,917.89	93.70%
Fringe Benefits	87,263.00	87,263.00	0.00	0.00	0.00	0.00	0.00	42.81	80,080.25	7,182.75	91.77%
5920 - F/B Expense Full Time @ 35.0%	62,426.00	62,426.00	0.00	0.00	0.00	0.00	0.00	0.00	62,419.46	6.54	99.99%
5950 - F/B Expense Released Time @ 51.40%	11,005.83	11,005.83	0.00	0.00	0.00	0.00	0.00	0.00	3,649.40	7,356.43	33.16%
5955 - F/B Expense Summer Salary @ 25.05%	12,761.07	12,761.07	0.00	0.00	0.00	0.00	0.00	0.00	12,584.59	176.48	98.62%
5999 - MTA Payroll Tax	1,070.10	1,070.10	0.00	0.00	0.00	0.00	0.00	42.81	1,426.80	(356.70)	133.33%
(Blank)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%
Non-Payroll Fringe	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%
Subtotal Fringe	87,263.00	87,263.00	0.00	0.00	0.00	0.00	0.00	42.81	80,080.25	7,182.75	91.77%
Total Payroll & Fringe Benefits Costs	339,988.00	339,988.00	0.00	0.00	0.00	0.00	0.00	42.81	316,887.36	23,100.64	93.21%
OTPS	105,936.10	105,936.10	0.00	0.00	0.00	0.00	0.00	0.00	129,820.91	(23,884.81)	122.55%
6200 - Office Supplies General	337.00	337.00	0.00	0.00	0.00	0.00	0.00	0.00	406.46	(69.46)	120.61%
6210 - Instructional Supplies	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	38.65	(38.65)	0.00%
6260 - Food Supplies	30,000.00	30,000.00	0.00	0.00	0.00	0.00	0.00	0.00	28,001.30	1,998.70	93.34%
7000 - Consulting Services	86,031.35	86,031.35	0.00	0.00	0.00	0.00	0.00	0.00	100,289.76	(14,258.41)	116.57%
7010 - Other Independent Contractors	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7,000.00	(7,000.00)	0.00%
7300 - Memberships	1,020.00	1,020.00	0.00	0.00	0.00	0.00	0.00	0.00	629.88	390.12	61.75%
8040 - Publishing	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(6,545.14)	6,545.14	0.00%
8900 - Budget Adjustments/Transfers	(11,452.25)	(11,452.25)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	(11,452.25)	0.00%
Total OTPS	105,936.10	105,936.10	0.00	0.00	0.00	0.00	0.00	0.00	129,820.91	(23,884.81)	122.55%

RFCUNY Grant Budget & Expense Report As
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Spend Category	Budget as of	Budget (A)	Commitments		Obligations		Actual			Budget Remaining (A-C-E-F)	Budget Used %
		Award-To-Date	Created (B)	Posted (C)	Created (D)	Posted (E)	Monthly	Year-To-Date	Award-To-Date (F)	Award-To-Date	
Total Direct Cost	445,924.10	445,924.10	0.00	0.00	0.00	0.00	0.00	42.81	446,708.27	(784.17)	100.18%
F&A Cost	45,455.00	45,455.00	0.00	0.00	0.00	0.00	0.00	4.28	44,670.83	784.17	98.27%
9000 - Facilities & Administrative Costs	45,455.00	45,455.00	0.00	0.00	0.00	0.00	0.00	4.28	44,670.83	784.17	98.27%
Total F&A Cost	45,455.00	45,455.00	0.00	0.00	0.00	0.00	0.00	4.28	44,670.83	784.17	98.27%
Grand Total	491,379.10	491,379.10	0.00	0.00	0.00	0.00	0.00	47.09	491,379.10	0.00	100.00%

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Grant: Grant: GR-00017130 DoWaisanen NY CommunityTrust Fellowship Core (7A031-0011)

As Of Period: 2027 - 03 Sep

Budget Created Moment & Amendment From Date: 01/01/2026 12:00:00.000 AM

Budget Created Moment & Amendment To Date: 09/23/2026 05:57:31.802 PM

Obligation Transaction From Date: 07/01/2026

Obligation Transaction To Date: 06/30/2027

Spend Category	Budget as of	Budget (A)	Commitments		Obligations		Actual			Budget Remaining (A-C-E-F)	Budget Used %
		Award-To-Date	Created (B)	Posted (C)	Created (D)	Posted (E)	Monthly	Year-To-Date	Award-To-Date (F)	Award-To-Date	
Salaries & Wages	188,334.00	188,334.00	0.00	0.00	(7,243.62)	106,046.60	7,243.64	36,218.19	81,853.14	434.26	99.77%
5401 Co-Project Director	87,069.00	87,069.00	0.00	0.00	(3,348.81)	49,026.58	3,348.82	16,744.08	37,841.63	200.79	99.77%
5410 Research Staff	101,265.00	101,265.00	0.00	0.00	(3,894.81)	57,020.02	3,894.82	19,474.11	44,011.51	233.47	99.77%
5423 Summer Salaries	55,796.00	55,796.00	0.00	0.00	0.00	(43,163.33)	8,632.65	53,163.33	61,796.00	37,163.33	33.39%
5800 Release Time	22,279.00	22,279.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	22,279.00	0.00%
Non-Payroll Labor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%
Subtotal Salaries	266,409.00	266,409.00	0.00	0.00	(7,243.62)	62,883.27	15,876.29	89,381.52	143,649.14	59,876.59	77.52%
Fringe Benefits	93,531.00	93,531.00	0.00	0.00	(2,600.45)	27,258.17	4,762.61	26,275.12	44,861.09	21,411.74	77.11%
5920 - F/B Expense Full Time @ 35.0%	65,917.00	65,917.00	0.00	0.00	(2,535.26)	37,116.21	2,535.28	12,676.37	28,648.61	152.18	99.77%
5950 - F/B Expense Released Time @ 51.40%	11,451.00	11,451.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	11,451.00	0.00%
5955 - F/B Expense Summer Salary @ 25.05%	14,477.00	14,477.00	0.00	0.00	0.00	(10,812.42)	2,162.50	13,317.42	15,479.90	9,809.52	32.24%
5999 - MTA Payroll Tax	1,686.00	1,686.00	0.00	0.00	(65.19)	954.38	64.83	281.33	732.58	(0.96)	100.06%
Non-Payroll Fringe	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00%
Subtotal Fringe	93,531.00	93,531.00	0.00	0.00	(2,600.45)	27,258.17	4,762.61	26,275.12	44,861.09	21,411.74	77.11%
Total Payroll & Fringe Benefits Costs	359,940.00	359,940.00	0.00	0.00	(9,844.07)	90,141.44	20,638.90	115,656.64	188,510.23	81,288.33	77.42%
OTPS	252,762.25	252,762.25	0.00	0.00	0.00	(500.00)	1,181.32	74,838.20	82,091.37	171,170.88	32.28%
5423 Summer Salaries	55,796.00	55,796.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	55,796.00	0.00%
6200 - Office Supplies General	500.00	500.00	0.00	0.00	0.00	0.00	0.00	149.21	231.53	268.47	46.31%
6210 - Instructional Supplies	0.00	0.00	0.00	0.00	0.00	0.00	82.32	82.32	82.32	(82.32)	0.00%
6260 - Food Supplies	30,644.00	30,644.00	0.00	0.00	0.00	0.00	0.00	8,963.50	15,964.35	14,679.65	52.10%
6700 - Space Rental	8,000.00	8,000.00	0.00	0.00	0.00	0.00	0.00	4,000.00	4,000.00	4,000.00	50.00%
6800 - Printing and reproduction	1,600.00	1,600.00	0.00	0.00	0.00	0.00	0.00	84.97	84.97	1,515.03	5.31%
7000 - Consulting Services	135,500.00	135,500.00	0.00	0.00	0.00	(500.00)	0.00	59,998.20	59,998.20	76,001.80	43.91%

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Spend Category	Budget as of	Budget (A)	Commitments		Obligations		Actual			Budget Remaining (A-C-E-F)	Budget Used %
		Award-To-Date	Created (B)	Posted (C)	Created (D)	Posted (E)	Monthly	Year-To-Date	Award-To-Date (F)	Award-To-Date	
7300 - Memberships	1,573.25	1,573.25	0.00	0.00	0.00	0.00	0.00	255.00	425.00	1,148.25	27.01%
7401 - Cultural Activities & Special Events	19,149.00	19,149.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	19,149.00	0.00%
7920 - Non Cap. Furn, Fix & Equi <\$5000	0.00	0.00	0.00	0.00	0.00	0.00	499.00	705.00	705.00	(705.00)	0.00%
8200 - Advance - Travel	0.00	0.00	0.00	0.00	0.00	0.00	600.00	600.00	600.00	(600.00)	0.00%
Total OTPS	196,966.25	196,966.25	0.00	0.00	0.00	(500.00)	1,181.32	74,838.20	82,091.37	115,374.88	41.42%
Total Direct Cost	556,906.25	556,906.25	0.00	0.00	(9,844.07)	89,641.44	21,820.22	190,494.84	270,601.60	196,663.21	64.69%
F&A Cost	54,546.00	54,546.00	0.00	0.00	0.00	0.00	2,182.05	19,049.63	27,060.42	27,485.58	49.61%
9000 - Facilities & Administrative Costs	54,546.00	54,546.00	0.00	0.00	0.00	0.00	2,182.05	19,049.63	27,060.42	27,485.58	49.61%
Total F&A Cost	54,546.00	54,546.00	0.00	0.00	0.00	0.00	2,182.05	19,049.63	27,060.42	27,485.58	49.61%
Grand Total	611,452.25	611,452.25	0.00	0.00	(9,844.07)	89,641.44	24,002.27	209,544.47	297,662.02	224,148.79	63.34%