



Financial Planning Subcommittee

Meeting Agenda

July 13, 2021

4:00-5:00pm – Zoom

(details are in the calendar invite)

1. Approval of Minutes for March 31, 2021 meeting (attached)
2. Review of FY2022 Budget Allocations from CUNY
3. Initial OPTS Allocation Distribution
4. Draft FY2022 Budget including 2-year CRRSAA /ARPA Plan

**FPS
Minutes
July 13, 2021**

Attendees: Mark Flower (FPS Chair), Yi Li, Ned Benton, Karen Kaplowitz, Jay Gates, Brian Cortijo, Kim Chandler, Geert Dhondt, Andrew Berezhansky, Alison Orlando, Allison Pease, Ajisa Dervisevic, Roger Szajngarten, Rulisa Galloway-Perry, Janet Winter, Tyrell Farrulla, Alena Ryjov (*Recorder*)

Mark F. started the meeting by welcoming the new Student Government Treasurer Tyrell Farrulla and explaining the work of the FPS. He also thanked Ned for providing questions and presentation for the meeting.

Mark started the meeting by reviewing the year end budget for 2020-2021. He noted a major change which is an increased allocation (higher than projected) but also a change in revenue target. Total expenditures ended up being \$1M less than projected (\$121,249,999), with total year-end balance being \$6,428,205 in Cutra funds. He added that the VRB process helped a lot and we should consider continuing with this practice. Mark then presented a 3-Year plan spreadsheet where he separated \$20.5M in CRRSAA funds into a separate column to see if this would put us in a structural deficit. The breakdown showed that without the CRRSAA fund the college would indeed be in a structural deficit situation (\$11M in the first year). With the CRRSAA funds, we end up with \$12.8M in Cutra. Second and third year also showed deficit without the CRRSAA help. Mark noted that under this scenario, \$2M in planned administrative hiring looks problematic and needs to be revised. Ned said that the fourth year would actually be the year that would tell us how we are doing when we use up the help money. Kim said she is concerned with TAP money affecting our target revenue. Allison asked to clarify why with TAP money we still show a deficit in 2024. Mark explained that 2% increase in collective bargaining each year affects this number. Karen asked if CUNY will allow us to have a large Cutra balance, when in the past they wouldn't allow for a balance of over \$2-3M out of concern it would be lost to the state. Ned said that the current political landscape doesn't present it as concerning as in the past. Mark said that he has been concerned with the position replacement for some time. He encourages people, before hiring to replace a vacated position, to look at the strategic plan and see if there are areas of a more pressing need. He announced a formation of a new committee to review position replacements which will help with the strategic plan goals and position control. Brian C. suggested to review and understand the actual role and responsibilities of a vacated position rather than going by a paper job description. He said that often people do a lot of work outside of their job descriptions, and losing one person may result in the need to hire 2 people, which doesn't translate in savings. Roger asked if there are any tech projects that can help with enrollment which be funded with a one-time infusion of funds. Mark asked Allison to describe her initiative. Allison talked about her office's plan to use a one-time allocation to create a robust online learning presence. The initiative aims to provide 100-120 high-quality high-demand online courses which require instructional support, design, promotion, etc. to be in place. Brian C. asked if we should plan for sustainable online support on administrative side, ie blackboard, etc. Ned agreed.

Mark then talked about \$24M student debt and how CRRSAA/ARPA funds allocated for student success will be applied to lift student holds. Mark said that the funds will be distributed directly to students, not to the college. Allison suggested that book vouchers and MTA cards may be a qualifying factor for the funds; they have been a proven entity to retain students. The committee agreed. Mark also said that approx. 30% of the JJ community is expected to be unvaccinated upon return to campus. The COVID testing responsibility falls on campus, and so does the funding of this effort. Mark said that \$1M was allocated for the testing but he cannot predict if this will be sufficient or what the actual cost would be. Mark also said that \$500K was allocated

for faculty development and should help the college to meet the goal of aligning strategic priorities and budget. The discussion will be continued at the 7/22 FPS meeting.

FPS Meeting 7/13/2021

Agenda

- Review of FY2021 Budget Results
- Draft 3 year Budget Plan
- Draft CRRSAA / ARPA Plan
- Things to consider in Budget / CRRSAA / ARPA Plans

FY2021 Budget Results

	FY2021 Original Plan	FY2021 Final
<u>BUDGET ALLOCATION AND REVENUE</u>		
CUNY Revenue Target	\$96,598,000	\$98,746,347
Avg Enrollment ((Fall + Spring)/2)	12,399	12,340
Base Allocation	\$103,126,656	\$106,901,000
Base Allocation:		
Lump Sum Allocations	\$2,082,625	\$1,648,979
<u>Initial Tax-Levy Allocation</u>	<u>\$105,209,281</u>	<u>\$108,549,979</u>
Additional Allocations	\$3,000,000	\$5,288,628
NYC Budget Initiatives (NYPD Exec Leadership & DOC CEEDS)	\$400,000	\$631,279
Current Year Gross Tuition Revenue above CUNY Target	\$2,867,504	\$2,708,111
TOTAL BUDGET ALLOCATION	\$111,476,785	\$117,177,997
<u>Personnel Services (PS) :</u>	\$90,249,167	\$89,855,689
Faculty	\$42,154,221	\$42,450,236
Administrative Staff	\$43,176,057	\$42,459,387
ECP	\$4,918,888	\$4,946,066
Adjuncts:	\$20,329,203	\$20,684,041
Temp Services:	\$5,204,244	\$4,595,269
TOTAL PS	\$115,782,614	\$115,134,999
TOTAL OTPS	\$6,418,372	\$6,115,000
TOTAL FINANCIAL PLAN EXPENDITURES	\$122,200,986	\$121,249,999
Operational YEAREND BALANCE	(\$10,724,201)	(\$4,072,002)
Prior Yearend Balance	\$2,552,612	\$3,057,000
CARES Allocation (Estimated Additional Funding)		\$5,406,000
CRRSAA Allocation		\$2,037,207
Total Yearend Balance	(\$8,171,589)	\$6,428,205

Three Budget Outlook Option 1: Full-time Faculty Plan (\$2M Steady State)

BUDGET ALLOCATION AND REVENUE	Year End	FY2022			Projected			FY2024	Notes
	FY2021	Tax Levy Only	CRRSAA & ARPA Funds	Total Budget	Tax Levy Only	CRRSAA & ARPA Funds	Total Budget	FY2024	
CUNY Revenue Target	\$98,746,347	\$100,990,808		\$100,990,808	\$100,990,808		\$100,990,808	\$100,990,808	Assumes no tuition Increase or FTE growth
Avg Enrollment ((Fall + Spring)/2)	12,340	12,151		12,151	12,148		12,148	12,144	
Base Allocation:	\$106,901,000	\$108,722,000		108,722,000	\$108,722,000		108,722,000	\$108,722,000	
Addl Resources for Collective Bargaining									
Lump Sum Allocations	\$1,648,979	\$1,606,768		\$1,606,768	\$1,565,628		\$1,565,628	\$1,525,541	
<u>Initial Tax-Levy Allocation</u>	<u>\$108,549,979</u>	<u>\$110,328,768</u>	-	<u>\$110,328,768</u>	<u>\$110,287,628</u>	-	<u>\$110,287,628</u>	<u>\$110,247,541</u>	
Additional Allocations	\$5,288,628	\$3,000,000		\$3,000,000	\$3,000,000		\$3,000,000	\$3,000,000	
NYC Budget Initiatives (NYPD Exec Leadership & DOC CEEDS)	\$631,279	\$686,000		\$686,000					
CRRSAA & ARPA			\$20,411,457	\$20,411,457		\$15,633,900	\$15,633,900		
TAP Increase		\$2,579,000		\$2,579,000	\$5,600,000		\$5,600,000	\$8,600,000	
Current Year Gross Tuition Revenue above CUNY Target	\$2,708,111	(\$1,279,795)		(\$1,279,795)	\$3,103,016		\$3,103,016	\$3,103,016	Increase in FTE Worth based upon higher Grad Enrollments
TOTAL BUDGET ALLOCATION	\$117,177,997	\$115,313,973	\$20,411,457	\$135,725,430	\$121,990,643	\$15,633,900	\$137,624,543	\$124,950,557	
<u>Personnel Services (PS) :</u>	\$89,855,689	\$92,659,530	\$4,518,170	\$97,177,700	\$94,281,072	\$3,564,179	\$97,845,251	\$97,875,945	
Faculty									Assumes 2% salary increase each year and \$2M permanent increase to full-time faculty in 2024
Administrative Staff	\$42,450,236	\$43,421,930	\$2,000,000	\$45,421,930	\$44,181,814	\$2,000,000	\$46,181,814	\$46,989,995	
ECP	\$42,459,387	\$44,180,613	\$2,518,170	\$46,698,783	\$44,953,774	\$1,564,179	\$46,517,953	\$45,740,465	Assumes 2% salary increase each year
2% Labor Reserve and Adjustments	\$4,946,066	\$5,056,987		\$5,056,987	\$5,145,484		\$5,145,484	\$5,145,484	
Adjuncts:	\$20,684,041	\$22,184,471		\$22,184,471	\$23,541,836		\$23,541,836	\$24,899,201	
Temp Services:	\$4,595,269	\$6,000,000		\$6,000,000	\$6,700,000		\$6,700,000	\$6,700,000	
TOTAL PS	\$115,134,999	\$120,844,001	\$4,518,170	\$125,362,171	\$124,522,908	\$3,564,179	\$128,087,087	\$129,475,146	
TOTAL OTPS	\$6,115,000	\$6,200,000	\$3,014,491	\$9,214,491	\$7,700,000	\$471,299	\$8,171,299	\$7,854,000	Restores OPTS back to prepandemic levels in 2023 and a 2% increase in FY2024
TOTAL FINANCIAL PLAN EXPENDITURES	\$121,249,999	\$127,044,001	\$7,532,661	\$134,576,662	\$132,222,908	\$4,035,478	\$136,258,386	\$137,329,146	
Operational YEAREND BALANCE	(\$4,072,002)	(\$11,730,028)	\$12,878,796	\$1,148,768	(\$10,232,265)	\$11,598,422	\$1,366,157	(\$12,378,589)	
CARES Allocation (Estimated Additional Funding)	\$5,406,000								
Prior Yearend Balance	\$3,057,000	\$6,428,205		\$6,428,205	\$7,576,973		\$7,576,973	\$8,943,130	
CRRSAA Allocation	\$2,037,207								
Total Yearend Balance	\$6,428,205	(\$5,301,823)	\$12,878,796	\$7,576,973	(\$2,655,292)	\$11,598,422	\$8,943,130	(\$3,435,459)	

Three Year Budget Outlook (Option 2 Ramped Full-time Faculty Hiring Plan)

	Year End	FY2022			Projected			FY2024	Notes
	FY2021	Tax Levy Only	CRRSAA & ARPA Funds	Total Budget	Tax Levy Only	CRRSAA & ARPA Funds	Total Budget	FY2024	
BUDGET ALLOCATION AND REVENUE									
CUNY Revenue Target	\$98,746,347	\$100,990,808		\$100,990,808	\$100,990,808		\$100,990,808	\$100,990,808	Assumes no tuition Increase or FTE growth
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Base Allocation:	\$106,901,000	\$108,722,000		108,722,000	\$108,722,000		108,722,000	\$108,722,000	
Addl Resources for Collective Bargaining									
Lump Sum Allocations	\$1,648,979	\$1,606,768		\$1,606,768	\$1,565,628		\$1,565,628	\$1,525,541	
<u>Initial Tax-Levy Allocation</u>	<u>\$108,549,979</u>	<u>\$110,328,768</u>		<u>\$110,328,768</u>	<u>\$110,287,628</u>		<u>\$110,287,628</u>	<u>\$110,247,541</u>	
Additional Allocations	\$5,288,628	\$3,000,000		\$3,000,000	\$3,000,000		\$3,000,000	\$3,000,000	
NYC Budget Initiatives (NYPD Exec Leadership & DOC CEEDS)	\$631,279	\$686,000		\$686,000					
CRRSAA & ARPA			\$20,411,457	\$20,411,457		\$15,633,900	\$15,633,900		
TAP Increase		\$2,579,000		\$2,579,000	\$5,600,000		\$5,600,000	\$8,600,000	
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TOTAL BUDGET ALLOCATION	\$117,177,997	\$115,313,973	\$20,411,457	\$135,725,430	\$121,990,643	\$15,633,900	\$137,624,543	\$124,950,557	
<u>Personnel Services (PS) :</u>	\$89,855,689	\$92,659,530	\$3,518,170	\$96,177,700	\$94,281,072	\$4,564,179	\$98,845,251	\$98,893,445	
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Administrative Staff	\$42,450,236	\$43,421,930	\$1,000,000	\$44,421,930	\$44,181,814	\$3,000,000	\$47,181,814	\$48,007,495	
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2% Labor Reserve and Adjustments	\$4,946,066	\$5,056,987		\$5,056,987	\$5,145,484		\$5,145,484	\$5,145,484	
Adjuncts:	\$20,684,041	\$22,184,471		\$22,184,471	\$23,541,836		\$23,541,836	\$24,899,201	
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CRRSAA / ARPA 2 Year Plan DRAFT 6/23/2021

Category of Expense/Reimbursement	FY2022					FY2023						
	Tax Levy Operating Budget	Tax Levy Operating Budget (Health & Wellness)	IFR (Senior) or City Non Misc. Income (Community) Budget*	Tuition and Fees Account (Tuition, Continuing Ed charges, Student Activity Fees, Dorm, etc.)	NTL	FY2022 Total Budget	Tax Levy Operating Budget	Tax Levy Operating Budget (Health & Wellness)	IFR (Senior) or City Non Misc. Income (Community) Budget*	Tuition and Fees Account (Tuition, Continuing Ed charges, Student Activity Fees, Dorm, etc.)	NTL	FY2023 Total Budget
1. Providing additional emergency financial aid grants to students/ REVENUE LOSS	-	-	-	8,947,000	-	8,947,000	-	-	-	8,000,000	-	8,000,000
1a. Emergency financial aid grants to students (discharge of Student Debt)				8,947,000		8,947,000						8,000,000
3.Covering the cost of providing additional technology hardware to students, such as laptops or tablets, or covering the added cost of technology fees.	350,000	-	-	-	-	350,000	350,000	-	-	-	-	350,000
3a. Laptops, Chromebook, tablets or similar provide to students						-						-
3b. Laptops, Chromebook, tablets or similar provide to faculty	175,000					175,000	175,000					175,000
3c. Laptops, Chromebook, tablets or similar provide to staff	175,000					175,000	175,000					175,000
4.Providing or subsidizing the costs of high-speed internet to students of faculty to transition to an online environment	520,000	-	-	-	-	520,000	20,000	-	-	-	-	20,000
4a. Hotspots or similar for students	20,000					20,000	20,000					20,000
4d. Campus upgrades/additional costs of WIFI	500,000					500,000						-
7.Costs related to operating additional class sections to enable social distancing, such as those for hiring more instructors and increasing campus hours of operations.	2,000,000	-	-	-	-	2,000,000	2,000,000	-	-	-	-	2,000,000
7a. PS costs of hiring additional instructors or paying additional PS costs as a result of additional class sections	2,000,000					2,000,000	2,000,000					2,000,000
8.Campus safety and operations	1,490,000	-	-	-	-	1,490,000	23,000	-	-	-	-	23,000
8k. Covid Testing	1,000,000					1,000,000						-
8l. Purchase of HVAC UVC (ultraviolet Lighting system)	250,000					250,000	23,000					23,000
8l. Classroom and Office HEPA filtration systems	240,000					240,000						-
10. Purchasing faculty and staff training in online instruction; or paying additional funds to staff who are providing training in addition to their regular job responsibilities.	23,800	-	-	-	-	23,800	-	-	-	-	-	-
10e. Faculty Professional Development	23,800					23,800						-
12. Lost Revenue (add Rows as needed)	1,161,500	-	204,831	-	5,445,833	6,812,165	580,750	-	-	-	4,114,971	4,695,721
12a. Lost tuition revenue	1,161,500					1,161,500	580,750					580,750
12d. Lost adult and continuing education revenue			204,831			204,831			-	102,416		102,416
12e. Lost dorm charges revenue					1,959,447	1,959,447				1,959,447		1,959,447
12f. Lost food service/commissions revenue					387,230	387,230				193,615		193,615
12g. Lost other operating revenues (Aux Corps)					3,099,156	3,099,156				1,859,494		1,859,494
13. Health and Wellness (related to amount allocated only)	-	277,778	-	-	-	277,778	-	-	-	-	-	-
13e. Other costs related to health and wellness initiative		277,778				277,778						-
*** 14. Other Uses of (a)(1) Institutional Portion funds. (add rows are needed)	4,624,408	-	-	-	-	4,624,408	2,604,291	-	-	-	-	2,604,291
14a. Costs for computer system upgrades that are reasonably related to 'significant changes to the deliver of instruction due to coronavirus'. This would not include for example, previously planned upgrades to computer systems.	500,000					500,000						-
14.d. Student Success Support (Foundation)	777,150					777,150	388,575					388,575
14e. Online Program Development	1,009,491					1,009,491	933,299					933,299
14f. Undergraduate Summer Retention Initiative	1,150,000					1,150,000						-
14g. Undergraduate Academic Recovery	532,237					532,237	614,886					614,886
14g. Graduate Student Recovery Programs	655,530					655,530	667,531					667,531
15. 10% Administrative Charges	1,016,971		20,483			1,037,454	557,804					557,804
Sub Total of All Categories for Funding Source	11,186,679	277,778	225,315	8,947,000	5,445,833	26,082,605	6,135,845	-	-	8,000,000	4,114,971	18,250,816
Total Remaining Balance						19,748,871						1,498,055

Breakdown of CRRSAA / ARPA Spending

FY2022		FY2023	
Tax Levy Totals	\$20,411,457	Tax Levy Totals	\$15,633,900
Tuition and Fees	\$10,700,325	Tuition and Fees	\$8,961,813
Lost Revenue	\$1,161,500	Lost Revenue	\$580,750
Admin Overhead	\$1,016,971	Admin Overhead	\$557,804
TBD		TBD	\$1,498,055
PS Expenses (Faculty)	\$2,000,000	PS Expenses (Faculty)	\$2,000,000
PS Expenses (Admin, & NTA)	\$2,518,170	PS Expenses (Admin, & NTA)	\$1,564,179
OTPS	\$3,014,491	OTPS	\$471,299
Total	\$20,411,457	Total	\$15,633,900
Net Restricted	\$7,532,661	Net Restricted	\$4,035,478
Net Unrestricted	\$12,878,796	Net Unrestricted	\$11,598,422
Non-Tax Levy Total	5,671,148	Non-Tax Levy Total	4,114,971
Grand Total	\$26,082,605	Grand Total	\$19,748,871

CRRSAA / APRA Plan Points to Consider

- Continuation of Debt Discharge in Year 2? Will the students ability to have the student portion applied to their account lower this number?
- How should the 5% of the student portion be used?
- Faculty hiring plan; rate of hiring; sustainability
- Cost of Testing
- Faculty Development needs, is \$500K enough?
- Use of Lost Revenue in Aux Corps
- The future of Mental Health Funding
- Student Success Programs and the long term future
- Online Program development funding and long term future

City University of New York
CRRSAA and ARPA Plan

	CRRSAA		ARPA			FY2021 Commitments	Student Support and		FY2022 Revenue Loss	FY2022 Mental Health Services	Online Program Development	Faculty Professional Development	Other FY2022 & FY2023 Eligible Uses
	Institutional Allocations	CRRSAA MSI Grants	Total CRRSAA	Institutional Aid	Total Stimulus		Retention	Reopening					
Baruch College	20,215,350	102,536	20,317,886	25,061,431	45,379,317	-	5,833,000	1,516,000	598,900	277,778	601,300	198,500	36,353,839
Brooklyn College	22,392,540	111,860	22,504,400	27,409,137	49,913,537	-	5,114,000	1,523,000	2,720,100	277,778	534,900	227,100	39,516,659
City College	19,401,665	1,802,527	21,204,192	23,795,543	44,999,735	3,433,219	8,469,000	1,522,000	3,974,000	277,778	461,700	181,400	26,680,638
Hunter College	24,053,647	2,269,756	26,323,403	29,511,049	55,834,452	-	7,345,000	1,945,000	-	277,778	710,400	230,500	45,325,774
John Jay College	19,975,839	1,835,308	21,811,147	24,020,329	45,831,476	2,037,207	8,947,000	1,240,000	1,161,500	277,778	478,100	23,800	31,666,091
Lehman College	19,220,371	1,626,011	20,846,382	22,656,968	43,503,350	-	6,406,000	1,118,000	1,389,500	277,778	412,800	105,800	33,793,472
Medgar Evers College	10,060,945	732,913	10,793,858	11,972,212	22,766,070	3,638,725	4,578,000	407,000	4,718,200	277,778	156,500	75,100	8,914,767
NYC College of Technology	22,755,402	1,739,532	24,494,934	26,946,216	51,441,150	9,140,603	10,419,000	1,105,000	8,337,700	277,778	433,400	358,100	21,369,569
Queens College	21,122,780	1,988,151	23,110,931	25,963,078	49,074,009	-	12,647,000	1,635,000	1,624,000	277,778	586,800	512,900	31,790,531
College of Staten Island	16,267,968	1,501,576	17,769,544	19,806,771	37,576,315	8,069,856	3,518,000	1,061,000	1,500,500	277,778	406,400	163,700	22,579,081
York College	10,404,642	1,708,720	12,113,362	12,246,905	24,360,267	6,034,218	3,202,000	600,000	3,796,800	277,778	217,800	130,800	10,100,871
Graduate Center	779,052	165,890	944,942	1,358,463	2,303,405	944,942	208,000	410,000	411,500	-	-	42,500	286,463
CUNY School of Law	154,398	-	154,398	208,725	363,123	-	37,000	100,000	-	-	-	26,700	199,423
Newmark School of Journalism	51,296	10,922	62,219	42,380	104,598	62,219	18,000	21,000	-	-	-	-	-
School of Professional Studies	337,099	71,782	408,881	278,501	687,382	259,268	379,000	52,000	-	-	-	-	-
School of Public Health	240,142	51,137	291,279	198,398	489,677	-	311,000	60,000	-	-	-	-	118,677
School of Labor	82,302	17,526	99,828	67,996	167,824	-	118,000	21,000	-	-	-	-	28,824
BMCC	42,008,078	3,087,966	45,096,044	48,165,903	93,261,947	7,651,726	14,442,000	1,523,000	29,585,200	277,778	894,100	182,000	38,706,143
Bronx CC	16,826,494	1,127,892	17,954,386	18,932,122	36,886,508	3,483,902	6,035,000	702,000	14,788,100	277,778	312,100	303,700	10,983,928
Guttman CC	1,617,602	116,650	1,734,252	1,951,256	3,685,508	-	416,000	87,000	2,234,600	277,778	50,900	86,500	532,730
Hostos CC	12,403,978	833,650	13,237,628	14,007,954	27,245,582	7,299,440	2,998,000	455,000	10,223,500	277,778	213,600	491,400	5,286,864
Kingsborough CC	17,079,481	-	17,079,481	19,428,389	36,507,870	11,437,076	4,945,000	889,000	15,369,900	277,778	458,300	267,700	2,863,116
LaGuardia CC	21,278,721	1,575,992	22,854,713	24,391,139	47,245,852	9,821,281	10,744,000	1,184,000	18,932,500	277,778	621,600	312,300	5,352,393
Queensborough CC	18,041,043	1,345,359	19,386,402	20,832,916	40,219,318	2,532,626	7,871,000	825,000	14,673,600	277,778	449,300	79,500	13,510,514
Colleges Total	336,770,836	23,823,655	360,594,491	399,253,781	759,848,272	75,846,309	125,000,000	20,001,000	136,040,100	5,000,000	8,000,000	4,000,000	385,960,365

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FY2022											FY2023				
Category of Expense/Reimbursement	Tax Levy Operating Budget	Tax Levy Operating Budget (Health & Wellness)	IFR (Senior) or City Non Misc. Income (Community) Budget*	Tuition and Fees Account (Tuition, Continuing Ed)	NFL	FY2022 Total Budget	Tax Levy Operating Budget	Tax Levy Operating Budget (Health & Wellness)	IFR (Senior) or City Non Misc. Income (Community)	Tuition and Fees Account (Tuition, Continuing Ed)	NFL	FY2023 Total Budget			
1. Providing additional emergency financial aid grants to students/ REVENUE LOSS				8,947,000		8,947,000									
1a. Emergency financial aid grants to students (discharge of Student Debt)				8,947,000		8,947,000						8,947,000			
2. Providing reimbursements for tuition, housing, room and board, or other fee refunds.															
3. Covering the cost of providing additional technology hardware to students, such as laptops or tablets, or covering the added cost of technology fees.	350,000					350,000	350,000					350,000			
3a. Laptops, Chromebook, tablets or similar provided to students	175,000					175,000	175,000					175,000			
3b. Laptops, Chromebook, tablets or similar provided to faculty	175,000					175,000	175,000					175,000			
3c. Laptops, Chromebook, tablets or similar provided to staff															
4. Providing or subsidizing the costs of high-speed internet to students of faculty to transition to an online environment.	520,000					520,000	20,000					20,000			
4a. Hotspots or similar for students	20,000					20,000	20,000					20,000			
4d. Campus upgrades/additional costs of WiFi	500,000					500,000									
5. Subsidizing off-campus housing costs due to dormitory closures or decisions to limit housing to one student per room.															
6. Subsidizing food services to reduce density in eating facilities, to provide pre-packaged meals, or to add hours to food service operations to accommodate social distancing.															
7. Costs related to operating additional class sections to enable social distancing, such as those for hiring more instructors and increasing campus hours of operations.	2,000,000					2,000,000	2,000,000					2,000,000			
7a. PS costs of hiring additional instructors or paying additional PS costs as a result of additional class sections	2,000,000					2,000,000	2,000,000					2,000,000			
8. Campus safety and operations	1,490,000					1,490,000						23,000			
8k. Covid Testing	1,000,000					1,000,000									
8l. Purchase of HVAC UV-C (Ultraviolet Lighting system)	250,000					250,000						23,000			
8i. Classroom and Office HEPA filtration systems	240,000					240,000									
9. Purchasing, leasing, or renting additional instructional equipment and supplies (such as laboratory equipment or computers) to reduce the number of students sharing equipment or supplies during a single class period and to provide time for disinfection between uses.															
10. Purchasing faculty and staff training in online instruction; or paying additional funds to staff who are providing training in addition to their regular job responsibilities.	23,800					23,800									
10e. Faculty Professional Development	23,800					23,800									
11. Purchasing, leasing, or renting additional equipment or software to enable distance learning, or upgrading campus Wi-Fi access or extending open networks to parking lots or public spaces, etc.															
12. Lost Revenue (add rows as needed)	1,161,500		204,831		5,445,833	6,812,165	580,750				4,114,971	4,695,721			
12a. Lost tuition revenue	1,161,500					1,161,500	580,750					580,750			
12b. Lost adult and continuing education revenue			204,831			204,831					102,416	102,416			
12c. Lost dorm charges revenue					1,959,447	1,959,447					1,959,447	1,959,447			
12f. Lost food service/commissions revenue					387,230	387,230					193,615	193,615			
12g. Lost other operating revenues (Aux Corps)					3,099,156	3,099,156					1,859,494	1,859,494			
13. Health and Wellness (related to amount allocated only)		277,778				277,778									
13c. Other costs related to health and wellness initiative		277,778				277,778									
*** 14. Other Uses of (a)(1) Institutional Portion funds, (add rows as needed)	4,624,408					4,624,408	2,604,291					2,604,291			
14a. Costs for computer system upgrades that are reasonably related to significant changes to the delivery of instruction due to coronavirus. This would not include for example, previously planned upgrades to computer systems.	500,000					500,000									
14.d. Student Success Support (Foundation)	777,150					777,150	388,575					388,575			
14e. Online Program Development	1,009,491					1,009,491	933,299					933,299			
14f. Undergraduate Summer Retention Initiative	1,150,000					1,150,000									
14g. Undergraduate Academic Recovery	532,237					532,237						614,886			
14h. Graduate Student Recovery Programs	655,530					655,530						667,531			
15. 10% Administrative Charges	1,016,971		20,483			1,037,454						557,804			
Sub Total of All Categories for Funding Source	11,186,679		277,778		225,315	8,947,000	5,445,833				26,082,605	6,135,845			

Total Remaining Balance

19,748,871

1,498,055

CRSSAA and ARPA Plan

\$45,831,476

19,748,871

FY2022	
Tax Levy Totals	\$20,411,457
Tuition and Fees	\$10,700,325
Lost Revenue	\$1,161,500
Admin Overhead	\$2,016,971
TBD	
PS Expenses (Faculty)	\$2,000,000
PS Expenses (Admin. & NTA)	\$2,518,170
OTPS	\$3,014,491
Total	\$20,411,457
Net Restricted	\$7,532,661
Net Unrestricted	\$12,878,796
Non-Tax Levy Total	5,671,148
Grand Total	\$26,082,605

FY2023	
Tax Levy Totals	\$15,633,900
Tuition and Fees	\$8,961,813
Lost Revenue	\$580,750
Admin Overhead	\$557,804
TBD	\$1,498,055
PS Expenses (Faculty)	\$2,000,000
PS Expenses (Admin. & NTA)	\$1,564,179
OTPS	\$471,299
Total	\$15,633,900
Net Restricted	\$4,035,478
Net Unrestricted	\$11,598,422
Non-Tax Levy Total	4,114,971
Grand Total	\$19,748,871

Summary Professional Studies Income - 2017 - 2020

	2020	2019	2018	2017
IFR Receipts	\$ 236,821.33	\$ 391,275.17	\$ 394,773.40	\$ 566,090.26
RF Receipts	\$ 153,689.84	\$ 130,540.23	\$ 149,720.74	\$ 153,627.87
IFR & RF Total	\$ 390,511.17	\$ 521,815.40	\$ 544,494.14	\$ 719,718.13

2020 Loss of Income

vs. Average	\$ (204,831.39)
vs. Minimum	\$ (131,304.23)

	FY17	FY18	FY19	3 Yr Average	FY20	FY20 Lost Revenue	FY21 Projected Year End	Anticipated Revenue Loss for FY21	Lost Revenue Already Claimed	Total FY21 Anticipated Lost Revenue
Commissions	\$560,958	\$582,746	\$723,339	\$622,348	\$692,047	(\$69,699)	\$344,022	\$278,326		\$278,326
Royalties	\$131,422	\$153,746	\$155,864	\$147,011	\$147,102	(\$91)	\$38,106	\$108,905		\$108,905
Theater Rental	\$1,289,304	\$1,525,275	\$1,471,915	\$1,428,831	\$1,180,730	\$248,101	\$12,211	\$1,416,620		\$1,416,620
Rental Other Facilities	\$1,629,641	\$1,965,879	\$1,490,629	\$1,695,383	\$1,167,173	\$528,210	\$100,294	\$1,595,089		\$1,595,089
Housing	\$2,940,925	\$2,866,544	\$3,797,146	\$3,201,538	\$3,067,004	\$134,534	\$407,565	\$2,793,973	\$834,527	\$1,959,447
Other Theater	\$5,518	\$929	\$3,902	\$3,450	\$8,440	(\$4,990)	\$0	\$3,450		\$3,450
Other Facilities	\$71,342	\$71,884	\$85,858	\$76,361	\$71,951	\$4,410	\$0	\$76,361		\$76,361
Career Center	\$0	\$65,296	\$48,853	\$38,050	\$32,558	\$5,492	\$30,414	\$7,636		\$7,636
Total	\$6,629,110	\$7,232,299	\$7,777,506	\$7,212,972	\$6,367,005	\$845,967	\$932,612	\$6,280,360		\$5,445,833
Doanted Services	\$363,708	\$454,423	\$489,860	\$409,066	\$520,761					
Grand Total	\$6,992,818	\$7,686,722	\$8,267,366	\$7,622,037	\$6,887,766					

<p>Priority 1: Develop Come Back campaign for fall 2020 stop outs</p> <p>Estimated Cost: \$150,000</p>	<p>Goal: Enroll 100 fall 2020 stop outs in 3-6 credit summer programming</p> <p>Students served: 100</p> <p>Intervention: Come Back campaign</p> <ul style="list-style-type: none"> <input type="checkbox"/> Students will enroll in 1 to 2 credit-bearing courses. <input type="checkbox"/> Stop outs receive targeted communications as early as February to come back and plan for summer and fall re-enrollment <input type="checkbox"/> The Come Back campaign includes additional academic and peer supports along with opportunities to participate in workshops on skills development, academic planning, and career exploration
<p>Priority 2: Prepare academically at-risk entering freshmen for the fall semester</p> <p>Estimated Cost: \$350,000</p>	<p>Goal: Engage SEEK and non-SEEK at-risk entering freshmen in online summer pre-matriculation programming</p> <p>Students served: 250 (125 SEEK, 125 non-SEEK)</p> <p>Intervention: Early Start for Entering Freshmen</p> <ul style="list-style-type: none"> <input type="checkbox"/> Students will enroll in a credit-bearing course. <input type="checkbox"/> Freshmen will have the advantage of a more immersive transition to college. <input type="checkbox"/> The courses include additional academic and peer supports to better prepare students for the rigors of the fall as well as readiness for learning in a distance environment. <input type="checkbox"/> Bridge experiences include workshops on skills development, academic planning, and career exploration
<p>Priority 3: Prepare academically at-risk entering transfers for the fall semester</p> <p>Estimated Cost: \$75,000</p>	<p>Goal: Engage new transfers in online summer pre-matriculation programming</p> <p>Students served: 50</p> <p>Intervention: July Early Start for Transfers</p> <ul style="list-style-type: none"> <input type="checkbox"/> Students will enroll in a credit-bearing course. <input type="checkbox"/> Transfers will have the advantage of a more immersive transition to college. <input type="checkbox"/> Courses include additional academic and peer supports to better prepare students for the rigors of the fall as well as readiness for learning in a distance environment. <input type="checkbox"/> Bridge experiences include workshops on skills development, academic planning, and career exploration
<p>Priority 4: Support acceleration of continuing students who are behind in credit standing or have low GPAs</p> <p>Estimated Cost: \$500,000</p>	<p>Goal: Enroll 600 continuing students who are in academic jeopardy in credit-bearing courses.</p> <p>Students served: 600</p> <p>Intervention: Summer Acceleration Program</p> <ul style="list-style-type: none"> <input type="checkbox"/> Students will enroll in a credit-bearing course relevant to their program of study. <input type="checkbox"/> Students will receive academic advisement and degree completion plans.
<p>Priority 5: Improve gateway Math and English pass rates with zero-cost academic recovery workshops</p> <p>Estimated Cost: \$10,000</p>	<p>Goal: Enroll freshmen in Academic Recovery workshops for English and Math.</p> <p>Students served: 60</p> <p>Intervention:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Students will enroll in a 30 hour workshop on the recommendation of their professor. <input type="checkbox"/> Students will receive academic advisement and workshops on skills development, academic planning, and career exploration
<p>Priority 6: Distance readiness for all entering freshmen and transfers</p> <p>Estimated Cost: \$45,000</p>	<p>Goal: Prepare non-SEEK/non-Early Start freshmen and transfers for online and distance learning at John Jay</p> <p>Students served: 1500 freshmen and 300 transfers</p> <p>Intervention: Online Academic Orientation Course for New Students</p> <ul style="list-style-type: none"> <input type="checkbox"/> UGS will design a mandatory 3-week zero credit academic orientation experience <input type="checkbox"/> Freshmen will receive Blackboard training along a series of workshops on skills development, academic planning and support, and career exploration. <input type="checkbox"/> All non-SEEK or Early Start freshmen will be registered in the course <input type="checkbox"/> Faculty from select majors or freshman programs will host meet and greets or webinars
<p>Priority 7: Engage continuing students during the summer break</p> <p>Estimated Cost: \$20,000</p>	<p>Goal: Develop ongoing outreach and community-building/learning opportunities for continuing students over the intercession.</p> <p>Students served: 13,000 (text campaign); 1000 (mini-courses)</p> <p>Intervention: Growth Mindset Touches for Continuing Students</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Re-enrollment Communication Group will develop a growth-mindset outreach campaign/plan for continuing students to regularly communicate about themes related to success, growth, and persistence. <input type="checkbox"/> UGS will collaborate with CSIL to launch a series of 3-week non-credit online mini courses led by students and staff <input type="checkbox"/> Students who lead mini-courses will receive training and support along with a \$500 stipend and experiential learning credit. <input type="checkbox"/> Honors and PLI will offer summer workshops and discussions for all students on how to prepare for applications for fellowships, law school, and graduate school <input type="checkbox"/> The Career Center will offer a series of workshops to equip students with strategies for finding internships and jobs this summer and fall.
<p>Overall Retention Impact: 3860 students</p> <p>Estimated CARES Funds: \$ 1,150,000.00</p>	<p>1000 students in credit-bearing courses; 2860 students in non-credit courses; Plus, all 13,000 undergraduates receiving summer text messages</p> <p>\$1.075M in credit-bearing retention programming; \$75,000 non-credit retention programming</p>

	FY22	FY23
Goal 1. CUNY undergraduate outreach	\$3,000	\$3,000
Goal 2. Support minority students pursuing GS	\$185,500	\$191,500
Goal 3. Academic Tutoring	\$204,550	\$210,550
Goal 4. Financial and Advisement support	\$93,600	\$93,600
Goal 5. Competencies Support for post-COVID economy	\$55,280	\$55,281
Goal 6. Career Dev. Support	\$113,600	\$113,600
Total	\$655,530	\$667,531

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BUDGET ALLOCATION AND REVENUE	Estimated	Projected						Notes
	FY2021	FY2022			FY2023			
	Tax Levy Only	CRRSAA & ARPA Funds	Total Budget	Tax Levy Only	CRRSAA & ARPA Funds	Total Budget		
CUNY Revenue Target	\$98,746,347	\$100,990,808	\$100,990,808	\$100,990,808	\$100,990,808	\$100,990,808	\$100,990,808	Assumes no tuition increase or FTE growth
Avg. Enrollment ((Fall + Spring)/2)	12,340	12,151	12,151	12,148		12,148	12,144	
Base Allocation:	\$106,901,000	\$108,722,000	108,722,000	\$108,722,000		108,722,000	\$108,722,000	
Add Resources for Collective Bargaining								
Lump Sum Allocations	\$1,648,989	\$1,606,768	\$1,606,768	\$1,565,628		\$1,565,628	\$1,525,541	
Initial Tax-Levy Allocation	\$108,549,989	\$110,328,768	\$110,328,768	\$110,287,628		\$110,287,628	\$110,247,541	
Additional Allocations	\$5,694,624	\$3,000,000	\$3,000,000	\$3,000,000		\$3,000,000	\$3,000,000	
NYC Budget Initiatives (NYPD Exec Leadership & DOC CEEDS)	\$974,583	\$686,000	\$686,000					
CARES Allocation	\$5,859,000							
CRRSAA & ARPA		\$20,411,457	\$20,411,457		\$15,633,900	\$15,633,900		
TAP Increase		\$2,579,000	\$2,579,000	\$3,430,070		\$3,430,070	\$4,561,993	
Current Year Gross Tuition Revenue above CUNY Target	\$2,286,213	(\$1,279,795)	(\$1,279,795)	\$3,103,016		\$3,103,016	\$3,103,016	Increase in FTE Worth based upon higher Grad Enrollments
TOTAL BUDGET ALLOCATION	\$123,364,409	\$115,313,973	\$20,411,457	\$135,725,430	\$119,820,713	\$15,633,900	\$135,454,613	\$120,912,550
Personnel Services (PS) :	\$90,716,956	\$92,659,530	\$4,518,170	\$97,177,700	\$94,281,072	\$3,564,179	\$97,845,251	\$97,875,945
Faculty	\$42,948,112	\$43,421,930	\$2,000,000	\$45,421,930	\$44,181,814	\$2,000,000	\$46,181,814	\$46,989,959
Administrative Staff	\$42,813,025	\$44,180,613	\$2,518,170	\$46,698,783	\$44,953,774	\$1,564,179	\$46,517,953	\$45,740,465
ECP	\$4,955,819	\$5,056,987		\$5,056,987	\$5,145,484		\$5,145,484	\$5,145,484
2% Labor Reserve and Adjustments								
Adjuncts:	\$21,236,074	\$22,184,471		\$22,184,471	\$23,541,836		\$23,541,836	\$24,899,201
Temp Services:	\$4,956,876	\$6,000,000		\$6,000,000	\$6,700,000		\$6,700,000	\$6,700,000
TOTAL PS	\$116,909,906	\$120,844,001	\$4,518,170	\$125,362,171	\$124,522,908	\$3,564,179	\$128,087,087	\$129,475,146
TOTAL OPTS	\$5,494,553	\$6,200,000	\$3,014,491	\$9,214,491	\$7,700,000	\$471,299	\$8,171,299	\$7,854,000
TOTAL FINANCIAL PLAN EXPENDITURES	\$122,404,459	\$127,044,001	\$7,532,661	\$134,576,662	\$132,222,908	\$4,035,478	\$136,258,386	\$137,329,146
Operational YEAREND BALANCE	\$959,950	(\$11,730,028)	\$12,878,796	\$1,148,768	(\$12,402,195)	\$11,598,422	(\$803,773)	(\$16,416,596)
Prior Yearend Balance	\$3,057,000	\$6,054,157		\$6,054,157	\$7,202,925		\$7,202,925	\$6,399,152
CRRSAA Allocation	\$2,037,207							
Total Yearend Balance	\$6,054,157	(\$5,675,871)	\$12,878,796	\$7,202,925	(\$5,199,270)	\$11,598,422	\$6,399,152	(\$10,017,444)

Restores OPTS back to prepandemic levels in 2023 and a 2% increase in FY2024

	FY17	FY18	FY19	3 Yr Average	FY20	FY20 Lost Revenue	FY21 Projected Year End	Anticipated Revenue Loss for FY21	Lost Revenue Already Claimed	Total FY21 Anticipated Lost Revenue
Commissions	\$560,958	\$582,746	\$723,339	\$622,348	\$692,047	(\$69,699)	\$344,022	\$278,326		\$278,326
Royalties	\$131,422	\$153,746	\$155,864	\$147,011	\$147,102	(\$91)	\$38,106	\$108,905		\$108,905
Theater Rental	\$1,289,304	\$1,525,275	\$1,471,915	\$1,428,831	\$1,180,730	\$248,101	\$12,211	\$1,416,620		\$1,416,620
Rental Other Facilities	\$1,629,641	\$1,965,879	\$1,490,629	\$1,695,383	\$1,167,173	\$528,210	\$100,294	\$1,595,089		\$1,595,089
Housing	\$2,940,925	\$2,866,544	\$3,797,146	\$3,201,538	\$3,067,004	\$134,534	\$407,565	\$2,793,973	\$834,527	\$1,959,447
Other Theater	\$5,518	\$929	\$3,902	\$3,450	\$8,440	(\$4,990)	\$0	\$3,450		\$3,450
Other Facilities	\$71,342	\$71,884	\$85,858	\$76,361	\$71,951	\$4,410	\$0	\$76,361		\$76,361
Career Center	\$0	\$65,296	\$48,853	\$38,050	\$32,558	\$5,492	\$30,414	\$7,636		\$7,636
Total	\$6,629,110	\$7,232,299	\$7,777,506	\$7,212,972	\$6,367,005	\$845,967	\$932,612	\$6,280,360		\$5,445,833
Doanted Services	\$363,708	\$454,423	\$489,860	\$488,384	\$520,761					
Grand Total	\$6,992,818	\$7,686,722	\$8,267,366	\$7,701,356	\$6,887,766					

EHS Original Contract amount	Payment made on 3/16/21	Balance Due
\$2,437,314	\$993,459	\$1,443,855

New Settlement		
\$1,827,986	\$993,459	\$834,527