

**Budget and Planning Subcommittees
Meeting Agenda
March 11, 2019
3:00-4:30pm – Room 610 HH**

- 1) Approval of minutes from the last meeting (attached)
- 2) Review of current budget situation
- 3) OPTS options and recommendations to consider
- 4) Discussion of FY2020 Budget

**Joint Meeting: SPS-FPS
Minutes
March 11, 2019**

Present: Yi Li (*SPS Chair*), Steve Titan (*FPS Chair*), Ric Anzaldua, Ned Benton, Avi Bornstein, Kinya Chandler, Brian Cortijio, Angela Crossman, Ajisa Dervisevic, Mark Flower, Jay Gates, Karen Kaplowitz, Erez Lenchner, Dyanna Pooley, Alena Ryjov, Doug Salane, Raj Singh, and Alison Orlando (*Recorder*)

1. **Approval of Minutes from February 14, 2019.** The minutes were approved as proposed.
2. **Review of Current Budget Situation.** Steve T. started by explaining that he and Mark F. had a meeting with CUNY today. He said that although no commitments were made by CUNY, he believes that they have a real understanding of our budget situation. He said that it will be challenging but we will end with a positive number for FY 2019.
3. **OTPS Options and Recommendations to Consider.** Mark F. went over the handout labeled "FY 2019 CUNYfirst OTPS Allocations." He explained that originally in the FY 2019 budget we planned for \$9,981,960 in OTPS. However, CUNY is withholding a portion of these funds due to our budget situation and the college still needs an estimated \$1,406,344 to be able to fulfill our outstanding OTPS obligations. Mark F. gave two recommendations to help fill this gap. The first recommendation is that any OTPS funds available in CUNYfirst that has not been encumbered by April 1 will be reallocated to be used towards the \$1,406,344 gap. The second recommendation is to liquidate purchase orders with an outstanding balance that were created prior to December 31, 2018. Mark F. asked if anyone had any thoughts or suggestions on these recommendations. Brian C. asked how departments will manage if they need OTPS funds to pay for essential services. Mark F. said one option is to roll over the expenses into next year. He also added that he will work with departments in these circumstances. Brian C. noted that he wanted the committee to be aware of the situation regarding term withdrawals. He explained that CUNY has taken over the process, and charged full tuition for all students who term withdrew. However, in some cases the students may not owe full tuition and this will have to be adjusted. He spoke about the implications this may have on John Jay financially, and is working to see the amount of students and dollars this will impact.
4. **Discussion of FY 2020 Budget.** Mark F. spoke about the handout labeled "FY 2020 Financial Plan Draft" and the budget for FY 2020. He first talked about our allocations and revenue. He said that our base allocation is increasing to \$105,564,530 due to the tuition increase and the assumption that we are receiving the additional allocation of \$2,000,000 that CUNY gave us in FY 2019. He also mentioned that CEEDS revenue has been lowered in the budget to more accurately reflect program enrollment, and that the extension of the North Hall Contact is not included in the budget. These factors including others leave the college with a total budget allocation of \$116,262,393. Mark F. also explained that our total revenue above the CUNY target is dropping, and every tuition increase hurts our ability to hit our revenue target due to the TAP gap. Mark F. then spoke about our expenditures including personnel services. This led to a discussion on faculty workload including the teaching load reduction agreement and the effect it will have on the budget. There was also a discussion on the possible PSC contract settlement and how it may result in an increase in adjunct costs, which could also affect the budget. Raj S. added that there may be other financial costs in the PSC contract settlement but that are unknown until the settlement occurs. Mark F. ended by explaining that all together we have \$122,384,030 in expenditures, and a year-end deficit of \$6,121,638 prior to the 2% labor reserve; when the labor reserve is included we have a total deficit of \$11,266,456. Karen K. asked about the fundraising efforts at the college. Mark F. referenced the document labeled "John Jay Total Revenue Analysis." Steve T. that we are matching our fundraising plan and if you include the Robin Hood Foundation we are above our target. Ned B. asked if there are

donations that have not been earmarked for specific uses and that go to our operating costs. Mark F. said that many of donations are earmarked for scholarships but there are those that do supplement tax levy funding. Avi B. asked about an evaluation of PS costs. Steve T. said that we are either at or below the CUNY headcount and that we are not overspending in that area. Kim C. said that perhaps we need to look at the budget in a different way to address our financial situation.

John Jay Total Revenue Analysis

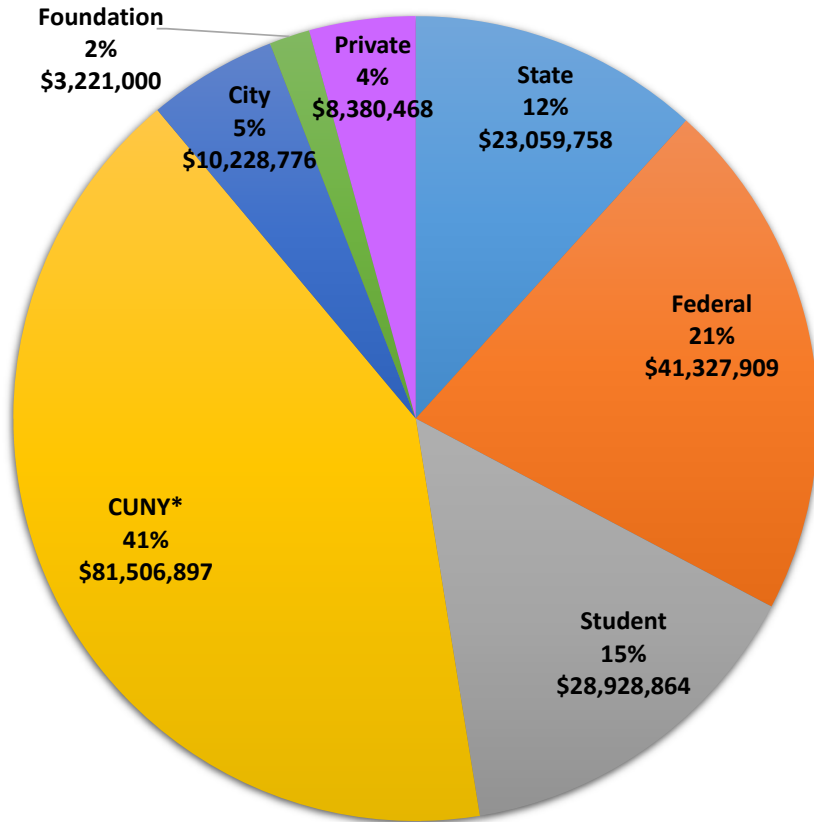
**Vice President Steven Titan
Office of Finance and Administration**

March 7, 2019



Revenue Breakdown by Funded Source

Total Revenue by Major Funding Source



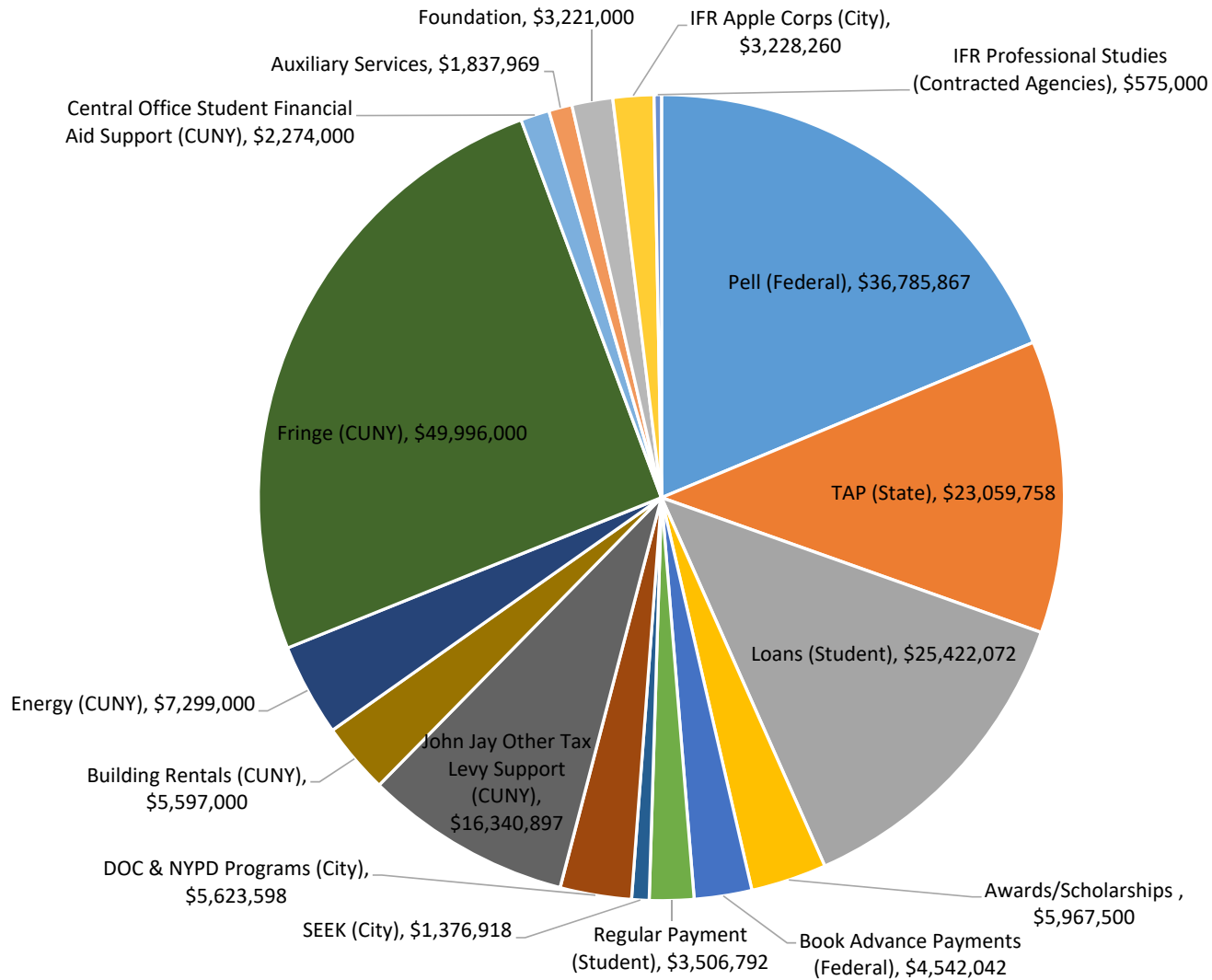
	Revenue	Revenue per FTE (11,925)
State	\$23,059,758	\$ 1,934
Federal	\$41,327,909	\$ 3,466
Student	\$28,928,864	\$ 2,426
CUNY*	\$81,506,897	\$ 6,835
City	\$10,228,776	\$ 858
Foundation	\$3,221,000	\$ 270
Other	\$8,380,468	\$ 703
Subtotal	\$196,653,672	\$ 16,491
Inkind Support of DASNY Owned Property	\$25,000,000	\$ 2,096
Total	\$221,653,672	\$ 18,587

CUNY*: John Jay does not have the ability to identify unique funding sources of CUNY funds

All Funds Revenue

	<u>TOTAL REVENUE</u>	
State		
TAP	\$23,059,758	
		\$23,059,758
Federal		
Pell	\$36,785,867	
Book Advance Payments	\$4,542,042	
		\$41,327,909
Student		
Loans	\$25,422,072	
Regular Payment	\$3,506,792	
		\$28,928,864
CUNY*		
Building Rentals	\$5,597,000	
Energy	\$7,299,000	
Central Office Student Financial Aid Support	\$2,274,000	
Fringe	\$49,996,000	
John Jay Other Tax Levy Support	\$16,340,897	
		\$81,506,897
City		
SEEK	\$1,376,918	
DOC & NYPD Programs	\$5,623,598	
IFR (Income Fund Reimbursable) Apple Corps	\$3,228,260	
		\$10,228,776
Foundation	\$3,221,000	\$3,221,000
Other		
Awards/Scholarships	\$5,967,500	
Auxiliary Services	\$1,837,969	
IFR (Income Fund reimbursables) Professional Studies (Contracted Agencies)	\$575,000	
		\$8,380,468
		\$196,653,672

John Jay Total Revenue (All Funds) (\$196M)



FY2019 CUNYFIRST OTPS ALLOCATIONS

M OP	DIVISION	DEPARTMENT NAME	FAS Code	CUNY First Dept Code	MP	FY 2019 Original OTPS Planned Allocation	FY2109 Revised OTPS Plan	Actually Allocated in CUNYfirst	Expenses Thru 3-8-19	Encumbered & Pre- Envumbered	Currently Available in CUNYfirst	Funds to be added to Allocation once CUNY approves Plan
10	Academic Affairs	Anthropology	509	10015	100	4,134	4,134	4,134	2,785	-	1,349	
10	Academic Affairs	Art & Music	521	10022	100	8,272	8,272	8,272	4,614	1,840	1,818	
10	Academic Affairs	Communications & Theater Arts	825	10060	100	12,971	12,971	12,971	4,507	7,900	565	
10	Academic Affairs	Economics	620	10088	100	500	500	500	-	-	500	
10	Academic Affairs	English	650	10102	100	6,303	6,303	6,303	923	31	5,349	
10	Academic Affairs	Latin American & Latina/o Studies	784	10179	100	1,032	1,032	1,032	278	-	754	
10	Academic Affairs	Mathematics	725	10195	100	3,644	3,644	3,644	1,304	-	2,340	
10	Academic Affairs	Philosophy	760	10221	100	1,912	1,912	1,912	-	-	1,912	
10	Academic Affairs	Health & Physical Education	766	10222	100	1,487	1,487	1,487	-	-	1,487	
10	Academic Affairs	Science	659	10225	100	560,416	617,416	560,416	373,128	186,109	1,179	57,000
10	Academic Affairs	Law & Police Science & Criminal Justice AD	775	10234	100	30,836	22,090	22,090	733	5,998	15,359	
10	Academic Affairs	Psychology	785	10245	100	24,922	24,922	24,922	8,633	8,746	7,543	
10	Academic Affairs	Psychology (Excellence Fee-Program 10184)	785	10245	100	470	470	470	470	-	-	
10	Academic Affairs	Public Management	782	10249	100	41,864	48,596	48,596	24,468	12,705	11,423	
10	Academic Affairs	Sociology	822	10283	100	9,174	9,174	9,174	3,466	83	5,626	
10	Academic Affairs	Undergraduate Studies	241	10301	100	29,338	20,418	20,418	18,375	828	1,215	
10	Academic Affairs	UGS ACE-Accelerate, Complete and Engage (Sp Init- 101)	241	10301	100	396,666	396,666	396,666	14,744	243	381,680	
10	Academic Affairs	UGS OER-Open Educational Resources (Sp Init- 116)	241	10301	100	12,500	4,500	4,500				
10	Academic Affairs	Africana Studies	532	10314	100	5,014	5,014	5,014	784	-	4,230	
10	Academic Affairs	International Studies & Programs	697	10318	100	7,405	4,548	4,548	725	-	3,823	
10	Academic Affairs	PhD Program in Forensic Psychology	774	10360	100	3,972	3,972	3,972	3,750	-	222	
10	Academic Affairs	Graduate Differential Tuition	216	10382	100	88,749	88,749	88,749	16,356	1,928	70,465	
10	Academic Affairs	Academic Affairs	221	10387	100	21,354	21,316	21,316	16,630	-	4,686	
10	Academic Affairs	Math & Science Resource Center	107	60056	100	2,866	476	476	-	-	476	
10	Academic Affairs	Distance Education	828	65035	100	32,652	19,416	19,416	4,575	4,782	10,059	
10	Academic Affairs	Honors Program	686	65054	100	2,136	442	442	360	-	82	
81	Academic Affairs	SEEK	384	65100	301	62,342	73,501	73,501	27,648	14,475	31,378	
10	Academic Affairs	Faculty Senate	100	70038		0	-	-	-	-	-	
41	Academic Affairs	Library	455	70054	251	493,308	493,308	417,863	345,558	35,228	37,077	75,445
10	Academic Affairs	Academic Advisement	248	75001	100	998	186	186	41	-	144	
10	Academic Affairs	Counseling & Human Services - Academic	415	75023	100	1,468	1,468	1,468	-	-	1,468	
10	Academic Affairs	Tutoring	787	75082	100	1,286	1,883	1,883	1,029	372	482	
10	Academic Affairs	First Year Experience	227	75125	100	15,835	4,728	4,728	4,380	-	347	
10	Academic Affairs	NYC DOC Partnership Prog-CEEDS (Prog 10186)	---	75125	100	1,351,698	593,832	593,832	491,791	28,898	73,143	
10	Academic Affairs	Graduate Studies	230	80102	100	20,053	10,011	10,011	8,135	1,790	86	

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10	Academic Affairs	Grad Studies - Psychology Excellence Fee (Prog 10184)	230	80102	100	56,492	56,492	56,492	28,603	1,411	26,478	
10	Academic Affairs	Grad Studies - Summer/Winter Incentive (Prog 10177)	230	80102	100	19,427	19,367	19,367	994	144	18,229	
10	Academic Affairs	Grad Studies - Online Incentives (Prog 10179)	230	80102	100	70,183	70,183	70,183	21,175	-	49,008	
10	Academic Affairs	Prof-NYPD Exec Masters Prog (Prog 10187)	236	80116	100	404,614	404,614	404,614	67,115	8,600	328,898	
10	Academic Affairs	Office of Advancement & Research	263	80170	355	25,000	25,000	25,000	24,182	-	818	
10	Academic Affairs	Prison 2 College Pipeline Program (Prog 10191)		80170	355	25,000	25,000	25,000	948	3,056	20,996	
63	Academic Affairs	Institutional Research	280	80185	350	3,550	1,802	1,802	799	44	959	
10	Academic Affairs	Provost's Office	372	80259	100	177,567	40	40	-	-	40	
10	Academic Affairs	Institutional Effectiveness	109	80403	100	1,174	218	218	-	41	177	
51	Enrollment Management	Admissions	135	75002	300	487,418	477,802	387,802	161,365	214,903	11,533	90,000
51	Enrollment Management	Enrollment Management	638	75028	300	8,098	8,098	8,098	6,814	794	490	
51	Enrollment Management	One -Stop Services	265	75029	300	13,928	13,928	13,928	7,046	-	6,882	
51	Enrollment Management	Financial Aid	387	75065	300	300	300	300	42	258	-	
51	Enrollment Management	Testing	402	75078	300	1,859	626	626	-	-	626	
51	Enrollment Management	Registrar	345	80268	300	114,479	28,829	28,829	24,291	4,533	5	
63	External Affairs	External Affairs	399	80146	355	3,326	620	620	97	-	522	
42	Finance & Administration	Art Gallery	160	65009	253	6,813	1,269	1,269	-	-	1,269	
62	Finance & Administration	Honors College	380	65053	355	39,632	39,632	39,632	23,841	12,835	2,956	
42	Finance & Administration	Audio Visual Services	163	80033	253	3,195	595	595	-	-	595	
61	Finance & Administration	Facilities	177	80040	400	1,643,520	1,643,520	938,979	424,897	334,777	179,305	704,541
62	Finance & Administration	Financial & Business Services	184	80045	355	24,220	34,647	34,647	8,297	5,016	21,334	
63	Finance & Administration	Central Receiving/Stockroom	341	80054	350	150,570	125,676	125,676	101,180	23,875	622	
	Finance & Administration	Pcard & T Card		80122		135,000	86,255	86,255	43,349	-	42,906	
62	Finance & Administration	Human Resources	305	80174	355	31,023	16,968	16,968	3,123	9,041	4,804	
63	Finance & Administration	Information Technology	212	80179	350	598,932	650,074	360,074	132,594	149,121	78,358	290,000
63	Finance & Administration	Mailroom/ Postage	289	80203	350	126,872	83,625	63,625	45,031	18,056	537	20,000
63	Finance & Administration	Printshop	296	80251	350	247,496	273,742	273,742	155,158	115,007	3,577	
63	Finance & Administration	Cost- Per- Copy Contract (Copiers)	321	80251	350	0	-	-	-	-	-	
63	Finance & Administration	Public Safety	348	80274	350	303,697	371,276	371,276	186,881	164,987	19,408	
61	Finance & Administration	Space Planning and Captial Projects	120	80277	400	69,948	15,654	15,654	4,266	7,269	4,120	
	Finance & Administration	University Wide Inittatives		80291		1,008,741	995,741	995,741	406,980	283,996	304,765	
62	Finance & Administration	VP Finance and Administration	374	80299	355	6,984	6,890	6,890	120	6,658	112	
62	Institutions Development	Institutional Advancement (Marketing Development)	376	80181	355	3,782	705	705	34	266	405	
62	Legal Counsel	Office of Legal Counsel	262	80199	355	4,170	2,902	2,902	1,200	196	1,507	
	Office of the President	Office of Compliance and Diversity	144	80009	355	4,013	748	748	170	-	578	

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62	Office of the President	President's Office	317	80250	355	84,598	15,898	15,898	9,724	1,860	4,314	
63	Public Affairs	Marketing & Communications	324	80070	350	221,715	43,941	43,941	42,831	400	711	
63	Public Affairs	Website	122	80407	350	32,768	7,664	7,664	6,878	574	213	
51	Student Affairs	VP Student Affairs	381	10395	300	37,468	31,444	31,444	7,662	6,253	17,529	
51	Student Affairs	VP Student Affairs (CUNY Explorers Program 10190)	381	10395	300	23,879	23,879	23,879	3,054	17,236	3,589	
51	Student Affairs	Child Care	171	60021	300	236,050	236,050	116,692	-	-	116,692	119,358
51	Student Affairs	Women's Center	390	60081	300	10,731	9,457	9,457	2,103	446	6,908	
10	Student Affairs	College NOW	207	65017	100	14,961	14,597	14,597	4,432	9,262	903	
51	Student Affairs	Community Outreach & Service Learning	343	70021		291	-	-	-	-	-	
51	Student Affairs	Athletics	295	75012	300	0	-	-	-	-	-	
51	Student Affairs	Career Advisement & Placement	309	75018	300	21,774	19,043	19,043	12,409	-	6,634	
51	Student Affairs	Counseling	417	75022	300	2,129	11,221	11,221	128	10,522	571	
51	Student Affairs	Student Activities Office (CSIL)	338	75062	300	2,036	1,987	1,987	1,987	-	0	
10	Student Affairs	Office of Accessibility Services	437	75126	100	188,000	237,689	187,689	106,909	80,003	777	50,000
51	Student Affairs	Health Services	465	80172	300	26,961	9,508	9,508	2,477	7,019	12	
		Grand Total				9,981,960	8,652,575	7,246,231	3,461,374	1,810,414	1,969,943	1,406,344
							-	-			-	

John Jay College

FY 2020 Financial Plan DRAFT

	FY2018 Final CUNY Reported Results	FY2019 FP	FY19 CUNY	FY2019 Mid Year Update 12/13/18	FY 2020 Plan DRAFT	FY 2020 Note
BUDGET ALLOCATION AND REVENUE						
CUNY Revenue Target	\$88,236,000	\$92,214,000	\$92,200,000	\$92,220,130	\$94,939,130	increased by \$2,719,000
Avg Enrollment ((Fall + Spring)/2)	11,487	0		11,925	11,925	No increase
Base Allocation						
Base Allocation:	\$94,980,600	\$100,845,530	\$100,845,530	\$100,845,530	\$105,564,530	FY19 Increase allocation of \$2M moved into base. Base also includes \$2.7M for tuition increase
Addl Resources for Collective Bargaining	\$3,117,200	\$0				
Lump Sum Allocations	\$2,180,618	\$2,153,138	\$3,925,470	\$3,925,470	\$2,282,679	
Initial Tax-Levy Allocation (See Allocation Letter)	\$100,278,418	\$102,998,668	\$104,771,000	\$104,771,000	\$107,847,209	
Additional Allocations	\$3,052,227	\$3,943,348	\$10,036,000	\$9,354,000	\$4,105,346	FY19 DOC CEEDS Reduced by \$657K
NYC Budget Initiatives (NYPD Exec Leadership & DOC CEEDS)	\$1,864,431	\$2,346,739			\$1,975,632	DOC CEEDS reduced to \$1.27M based upon actual program enrollment
NYS Retro & Ratification Bonus						
NYS Retro & Ratification Bonus						
Jan Apr Collective Bargaining Increase						
Labor Reserve Allocation						
Campus Based Allocation						
NYC DOC Academy Rental of North Hall	\$3,014,000	\$3,276,859			\$903,034	Current DOC contract Expires 11/30/19
Current Year Gross Tuition Revenue above CUNY Target	\$2,096,000	\$2,138,994	\$3,584,000	\$3,661,000	\$1,431,172	
TOTAL BASE BUDGET ALLOCATION	\$110,305,076	\$114,704,608	\$118,391,000	\$117,786,000	\$116,262,393	
Lease Revenue						
TOTAL ADDITIONAL REVENUES		\$0				
TOTAL BUDGET ALLOCATION	\$110,305,076	\$114,704,608	\$118,391,000	\$117,786,000	\$116,262,393	
Personnel Services (PS) :	\$83,385,910	\$87,706,126	\$85,790,000	\$85,458,000	\$88,284,855	
Faculty		\$42,494,748		\$40,935,684	\$41,716,154	
Administrative Staff		\$40,836,257		\$39,944,862	\$42,160,750	
ECP		\$4,375,121		\$4,577,454	\$4,407,951	
Adjuncts:	\$15,494,340	\$16,123,348	\$17,846,000	\$18,187,000	\$18,928,653	
Teaching Adjuncts / CLTs		\$16,123,348		\$18,187,000	\$18,928,653	4% Increase
CETs					\$0	
Temp Services:	\$5,342,870	\$6,243,104	\$6,186,000	\$6,186,000	\$6,425,205	
College Assistants		\$5,486,791		\$6,186,000	\$5,518,694	2% INcrease
Non-Teaching Adjuncts		\$756,313			\$906,511	2% INcrease
TOTAL PS	\$104,223,120	\$110,072,578	\$109,822,000	\$109,831,000	\$113,638,712	
TOTAL OTPS (See note below)	\$6,575,176	\$9,452,375	\$6,656,000	\$8,613,000	\$8,745,318	
TOTAL FINANCIAL PLAN EXPENDITURES	\$110,798,296	\$119,524,953	\$116,478,000	\$118,444,000	\$122,384,030	
Operational YEAREND BALANCE	(\$493,220)	(\$4,820,345)	\$1,913,000	(\$658,000)	(\$6,121,638)	
Prior Yearend Balance	\$1,576,000	\$1,082,780	\$933,000	\$933,393	\$0	
Total Year-End Balance w/o 2% Labor Reserve	\$1,082,780	(\$3,737,565)	\$2,846,000	\$275,393	(\$6,121,638)	
2% Labor Reserve		\$2,497,000	\$2,497,000	\$2,497,000	\$5,144,819	FY19 and FY20 Increase (2%)
TOTAL Year-End Balance w/2% Labor Reserve	\$1,082,780	(\$6,234,565)	\$349,000	(\$2,221,607)	(\$11,266,456)	