

**Budget and Planning Subcommittees
Meeting Agenda
April 10, 2018
3:30-5:00pm – Room 610 HH**

1. Approval of minutes for 3/15/2018 (attached)
2. Budget Update
3. Space:
 - Move from 54th street to BMW
 - Development of Master Plan for Space Planning

**Joint Meeting: SPS – FPS
Minutes
April 10, 2018**

Present: Anne Lopes (*SPS Chair*), Steven Titan (*FPS Chair*) Ric Anzaldua, Ned Benton, Anthony Bracco, Jim Cauthen, Kinya Chandler, Lynette Cook-Francis, Angela Crossman, Naomi Davies, Sandrine Dikambi, Mark Flower, Maki Haberfeld, Jay Hamilton, Karen Kaplowitz, Erez Lenchner, Alena Ryjov, Raj Singh, Doug Salane, Fatime Uruci, and Alison Orlando (*Recorder*)

1. **Approval of Minutes from March 15, 2018.** The minutes were approved as proposed.
2. **Budget Update.** Angela C. addressed the committee before the start of the budget presentation. She explained that she came from a meeting of the Council of Chairs and they are dismayed about the current budget situation. They feel that there has to be a new way to manage our money, and that this is not acceptable to be our system. They are also upset about the incentives not being allocated, which they feel is demoralizing to the faculty. They also feel that we need to work on fixing and adjusting the system so that we can manage money in a way people can count on. Ned B. added that he just came from the Graduate Studies Committee meeting and that they wanted him to convey how upset they are about the incentive situation. They believe these funds are important to mission critical related activities and the effects of not allocating the incentives will be devastating. He explained that the Graduate Studies Committee wants to consider a study of admissions to see how we can balance who we can admit with the resources available. He also inquired about the excellence fee supplanting programs funding from other sources. Mark F. explained that the sources of funding are separated out, and that the excellence fee and differential tuition have no impact on the departmental OTPS budget. Mark F. further explained that the only control CUNY has over our budget is OTPS, and when they saw our projected deficit they reduced our OTPS allocation by \$1,000,000; this came from all departments across the board.
Steve T. then started the budget presentation. He first explained the strategic initiatives for FY 2019, which includes the restoration of 17 full-time faculty lines. Karen K. inquired if these lines are being added to the headcount. Anne L. said that they are added to the headcount but are not increasing over our historical lines. Ned B. asked if these new lines reflect retirements and separations. Mark F. said that this assumes the retirements will be replaced. Ned B. asked about the number of retirements. Anne L. said she will ask at the next PAC meeting but there are no hard numbers. She further explained that she is waiting to hear as people usually file around April and May. Karen K. says that she knows the administration is understaffed but the administrative headcount keeps going up. Steve T. said that he realizes that this is an increasing trend. Karen K. added that this needs to be looked at and that there have been circumstances in the past where hiring was not authorized until it went through this committee. Steve T. explained that we are having a hiring pause. Jim C. said that the optics are not good; the administrative headcount is increasing, while, the departments are having budgetary problems. He added that it seems that the academic side is being penalized compared to other areas of the college. Anne L. said that the administrative headcount may include a lot of grant funded positions and it would be helpful to see the funding source for these positions. Steve T. went back to presentation. He explained that the two other strategic priorities for FY 2019 are providing support so that all freshmen will be able to take the freshmen seminar, and there will also be an investment in development. He then went over the FY 2019 budget in more detail, and spoke about the budget assumptions for FY 2019. Ned B. asked if the incentives are in the budget for FY 2019. Mark F. said yes. Steve T. then went over the PS expenses

required to support 1,900 freshmen including the additional freshmen seminars. Fatime U. inquired about the columns not being filled in on this slide. Mark F. explained that the slide only shows the total cost of \$173,964. Ned B. asked to see a breakdown of the costs, and Anne L. said that she can show this. Steve T. then spoke about increases and changes to the FY 2019 Budget including the UWI costs, the cost of Record Digitization for the Registrar, and the DoIT project. He also explained that OTPS will be restored to FY18 allocations. Steve T. moved on to explain opportunities to close the gap. Some of the items he spoke about included the freezing of administrative hires, extending the DOC North Hall Contract, and controlling adjunct costs. Anne L. explained that they can control adjunct costs by tightening the sections offered, and there are sections that ran with 2 or 3 people. She needs to talk to the chairs and schedulers to see what is happening and why. Ned B. said that he is concerned about a one dimensional look at the adjunct budget and that there are other factors to consider. Anne L. explained that another factor is the settlement agreement and that she will look at this with Kim C. Steve T. then talked about other opportunities to close the gap including revising enrollment projections, reducing the CA positions by 10%, reducing the OTPS budget by 10% and reducing the adjuncts required due to the new hires. Kim C. noted that there needs to be recognition that when lines are lost; there needs to be someone who does the work. In some cases, this falls to college assistants and part-timers. There was a discussion about the new faculty hires and subs. Mark F. explained that the new hires are in addition to the subs we already have. Mark F. then said that if we do all of these efforts to close the gap we will still have a \$2,238,200 deficit. Steve T. said that he is open to suggestions on ways to solve the deficit. There was a discussion about looking at offsetting the deficit with other revenue streams. Ned B. then said that there is a value in looking at our operations and the assumptions we have made. Anne L. said that teaching and learning are the core activates at the college and it would be hard to find optimization in that area as they are underfunded. This lead to a discussion about the summer session and incentives. Anne L. said that the incentives were very successful for summer and winter. Lynette C. said that we are up in summer applications and she is concerned about the effect of not paying the incentives this year will have. Jim C. said that it is a value judgement where our saving should be; our core mission is academics and we should build out from there. He added that academics need to be protected and we need to serve the students. Jim C. asked how this will play out with CUNY. Steve T. said that he and the President will reach out to CUNY and start talking with Matt Sapienza.

3. **Space.** Steve T. gave an update on the relocation to the BMW from 54th street. Steve T. said that the college was able to secure some seats on the 11th floor of the BMW along with the space on the 10th floor. This will allow for there be enough space to accommodate the move from 54th Street in May, and to create a research suite on the 6th floor. Ned B. asked about the new master plan, and if we have an agreement from the University that we can do one. Raj S. said they are speaking with Meghan Moore-Wilk about this. Ned B. asked if SPS could have the most recent space metrics. Raj S. said he could send them along with the University metrics. Ned B. also said that we need to organize to do strategic planning. Anne L. said that she will get the SPS together and start work on this.

SPS/FPS

Opportunities to Reduce FY19 Expenditures

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

4/10/2018

**JOHN
JAY**
COLLEGE
OF
CRIMINAL
JUSTICE

**CU
NY**
The City
University
of
New York

FY19 Strategic Initiatives

- Full time Faculty - Continue the restoration of lost full-time faculty lines
- Insure all 1,900 all freshmen will have the experience with advisement
- Development

Proposed FY2019 Budget

	4/5/18 Revised FY18 Projection	Proposed FY 2019	Difference FY 2018-19	Reason for Change
BUDGET ALLOCATION AND REVENUE				
CUNY Revenue Target	\$88,236,000	\$90,938,481	\$2,702,481	
Avg Enrollment ((Fall + Spring)/2)	11,487	11,368	(117)	
Base Allocation	\$94,380,600	\$97,621,600	\$2,641,000	Lower Planned Spring FY19 than actual in FY18
Adel Resources for Collective Bargaining	\$3,117,200	\$3,117,200	\$0	Increased tuition rate at \$200 per FTE
Jump Sum Allocations	\$2,180,618	\$2,180,618	\$0	
Initial Tax-Less Allocation (See Allocation Letter)	\$100,278,418	\$102,919,418	\$2,641,000	
Additional Allocations	\$1,105,427	\$1,105,427	\$0	
NYC Budget Initiatives	\$4,878,431	\$3,321,658	(\$1,556,773)	Loss of \$2.2M in DOC North Hall funding offset by \$700K increase in DDCCEEDS from FY18
Current Year Gross Tuition Revenue above CUNY Target	\$2,505,763	\$941,234	(\$1,564,529)	Actual Tuition increase not realized due to increase in TAP Gap
TOTAL BASE BUDGET ALLOCATION	\$110,768,039	\$110,287,737	(\$480,302)	
TOTAL BUDGET ALLOCATION	\$110,768,039	\$110,287,737	(\$480,302)	
Personnel Services (PS) :	\$83,551,072	\$87,890,477	\$4,339,406	
Faculty	\$40,071,058	\$42,071,322	\$2,000,263	Increase in Faculty Headcount (17)
Administrative Staff	\$38,820,506	\$41,161,308	\$2,340,802	Current approved vacancies + \$174K to support 1900 Freshman
CCP	\$4,659,508	\$4,657,848	(\$1,660)	
Adjuncts	\$16,159,318	\$16,159,318	\$0	
Teaching Adjuncts / CLTs	\$15,906,680	\$15,906,680	\$0	
CETs	\$252,638	\$252,638	\$0	
Term Sources	\$5,657,884	\$5,657,884	\$0	
College Assistants	\$4,989,987	\$4,989,987	\$0	
Non-Teaching Adjuncts	\$667,897	\$667,897	\$0	
TOTAL PS	\$105,368,273	\$109,707,679	\$4,339,406	
TOTAL OTPS	\$6,731,061	\$8,953,000	\$2,221,939	Restoration to FY18 levels plus new requirements
TOTAL FINANCIAL PLAN EXPENDITURES	\$112,099,334	\$118,660,679	\$6,561,345	
Operational YEAR END BALANCE	(\$1,331,295)	(\$8,372,942)	(\$7,041,647)	
Prior Year End Balance	\$1,606,000	\$274,705	(\$1,331,295)	
Total Year end Balance	\$274,705	(\$8,098,237)	(\$8,372,942)	

To close the previously reported FY18 projected budget deficit of **(\$477K)**, CUNY reduced our OTPS allocation by \$1M, and adjusted our revenue allocation by \$250K, resulting in a positive yearend balance.

FY2019 Budget Assumptions

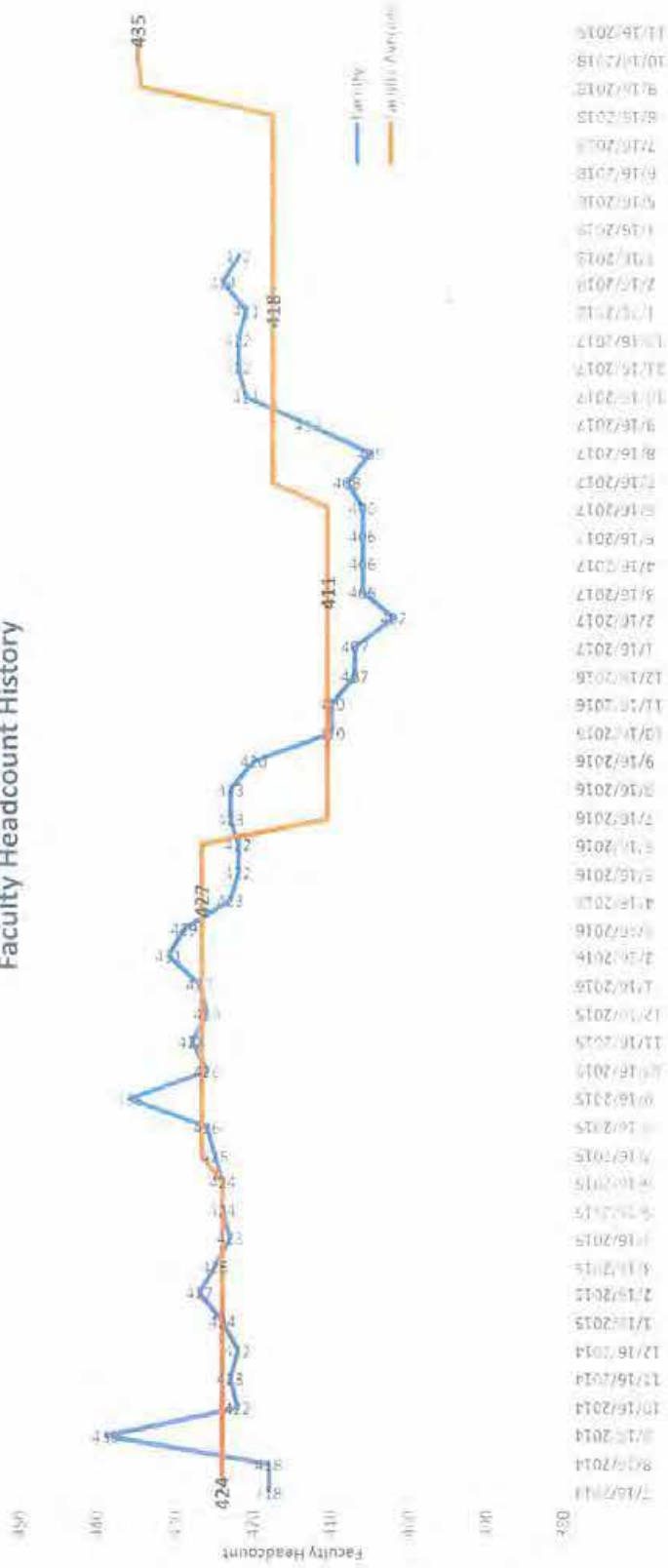
- Revenue
 - CUNY Base Allocation is increased by \$2.7M reflecting an tuition increase of \$200 per FTE
 - Note: the revenue target increase by \$2.7M also
 - Enrollment Projections
 - Fall: 11,792 FTE including 1,900 first time Freshman
 - Spring: 11,003
 - DOC North Hall Contract Ends 12/1/18. This is a reduction in revenue of \$2.297M as compared to FY18.
 - DOC CEEDS Programs budgeted at 75 Cadets, this is an increase of \$700K from FY18 revised OTPS allocation

FY2019 Budget Assumptions

- Expenses
 - PS (Faculty)
 - 17 New additional full-time faculty appointments, bringing total faculty staffing to 435
 - Using and average salary of \$94K, this has a \$1.6M increase to budget
 - PF (Administration)
 - 6 New Administrative hires already on payroll, incremental cost in FY19 - \$208K
 - 16 approved Administrative replacement to be hired, incremental cost in FY19 - \$563K
 - 17+ approved new Administrative positions FY19 cost - \$1.187M
 - Additional Staff to support 1,900 Freshman \$174K
- OTPS
 - All OTPS funds restored to FY18 planned levels
 - Additional Funding has been added for DoIT, Accessibility Services, UWI, etc.

Continued Restoration of Faculty Lines

Faculty Headcount History



Headcount based upon Faculty on payroll

Administrative Headcount

Administrative Headcount



Headcount based upon Staff on Payroll

Additional PS Expenses Required to Support 1,900 Freshman (Not including instructional costs)

UGS Non-SEEK Freshman Support Costs				
	2018 Proposed	2018 Actual	2019 Proposed	
Total Freshman Enrollment	1,700	1,850	1,900	
Non-SEEK Enrollment	1,475	1,625	1,675	
First Year Seminars	53	53	62	
FYS Faculty Development				
PT Recruitment/data specialist				
Peer Success Coaching				
PT Success Coach coordinator				
PT Peer program administrator				
Part-time Advisors				
Math tutoring				
PT MSRC Supervisor				
Writing tutoring				
PT WC Supervisor				
ePortfolio support				
PT ePortfolio Supervisor				
Total cost	571,125	563,977	737,941	
Additional funds needed			\$ 173,964	

OTPS Restoration and Specific Increases and Changes

Restoration to FY18 OPTS Allocations	\$1,524,000
New OTPS Support	
UWI	\$765,000
Registrar for Record Digitization	\$80,000
Print shop (New Copiers)	\$55,000
Accessibility Services	\$100,000
DoIT	\$200,000
Other Changes	
T & P Card Umbrella Reduction	(\$50,000)
President Allocation Reduction	(\$100,000)
DOC CEEDS Reduction	(\$352,000)
Total Change	\$2,222,000

Opportunities to Close the Gap to Consider

- Reduce CA positions by 10% - \$500K through the implementation of an approval process with HR and Budget
- Reduce number of Adjuncts required due to 17 new faculty hires
 - 17 faculty * 4 sections/faculty * \$3,600 adjunct cost/section = \$244,800
- Reduce most OTPS allocations by 10% - \$800K

Closing the Gap (Summary)

Budget Reductions to Consider	
Over Budget	(\$8,100,000)
Hiring Freeze	\$937,000
Extend DOC North Hall Contract	\$1,500,000
Optimized Class Scheduling	\$700,000
Revisit Enrollment Projections	\$1,180,000
CA Reduction	\$500,000
Adjust reduction due to increased faculty	\$244,800
Reduce some OTPS allocations by 10%	\$800,000
Gap Remaining to Close	(\$2,238,200)