

**Budget and Planning Subcommittees
Meeting Agenda
May 8, 2018
3:00-4:30pm – Room 610 HH**

1. Approval of minutes for 4/10/2018
2. Move to BMW – Update (Anthony Bracco)
3. Incentives/Differential Tuition
4. Budget-OTPS
5. Space Utilization

**Joint Meeting: SPS-FPS
Minutes
May 8, 2018**

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

1. **Approval of Minutes from April 10, 2018.** The minutes were approved as proposed.
2. **Move to BMW-Update.** Anthony B. gave an update on the move to the 10th floor of the BMW. He explained that the move started last week and a large portion of the eastern half of the floor will be occupied by Friday. He added that the big move from 54th Street to the BMW is tentatively scheduled for May 24 and we are scheduled to be vacated from 54th Street by May 31. Steve T. added that we are allocating all possible resources to the move so it can happen in time. This was followed by a brief discussion on furniture reserves in North Hall.
3. **Incentives/Differential Tuition.** Steve T. wanted to assure the committee that the incentives and differential tuition will be funded for FY 2018. This was accomplished by using funds from sources other than tax levy to cover the cost of the incentives and differential tuition.
4. **Budget-OTPS.** Steve T. spoke about the FY 2019 Budget, and how we have an expected deficit of \$7,640,051. Mark F. then spoke in more detail about the budget. He first talked about the changes in the budget from FY 2018 to FY 2019. He explained that the total change to revenue is \$676,088, which is mainly due to the tuition increase. However, this is offset by our expenses that have a total change of \$7,259,549. Items that account for this increase include the restoration of 17 faculty lines, filling administrative vacancies and new hires, and restoring OTPS to FY 2018 levels. Angela C. asked if all the faculty positions have been hired. It was explained that 14 of the faculty have accepted offers, and they are working on the 15th hire. Jim C. asked about the 34 staff replacements. Mark F. explained that these are replacements for staff who left in 2018. Steve T. added that these positions need to be evaluated before they can be advertised. Anne L. asked if there is a timeline for this review so that the Vice Presidents can plan for these hires. Steve T. said that they will start reviewing these positions over the next couple of weeks for the approval of the financial plan in September. Lynette C. asked for clarification; she wanted to know if they would have to wait to hire until fall. Steve T. said potentially. Ned B. said that we need to constrain employment to deal with the deficit, and that we are trying to function with more employees than our revenue supports. Ned B. gave out a handout from the CUNY Third-Quarter Financial Report. One side of the handout included a table on staff per 1000 FTE by major purpose for Spring 2018 by college and included the senior college average. Ned B. felt we could use this handout as a guide to see what our savings would be if we were to bring our staffing level down to 85% of the senior college average in each category. Karen K. asked if there was anything to report from the meeting the President had with Matt Sapienza. Steve T. said that there is nothing official to report but that we are going to have to make reductions. Mark F. then talked about the FY 2019 budget assumptions for our revenue and expenses. He also gave more detail about additional expenses required to support 1,900 freshmen and that the additional funds needed would be \$173,964. Anne L. added that these funds do not include the faculty costs and this is just the services budget. Mark F. then spoke about restoring the OTPS to FY 2018 levels and other changes to OTPS for FY 2019. Opportunities to close the gap were then discussed including the possibility

of reducing the number of adjuncts due to the 17 new faculty lines, reducing the OTPS allocations by 10% and reducing the number of class sections. The four areas of OTPS were explained by Mark F. and he said that they are currently looking at the spending in each of the OTPS categories to see where cuts can be made. However, even if the efforts are made to close the gap; we are still facing a \$6,595,251 deficit. Ned B. inquired about faculty retirements and asked if they are included in the budget. Mark F. said they are not included. Anne L. added that she believes that there will be 3 retirements, but she is still waiting for paperwork. Raj S. said that he doesn't believe the retirements would account for any large savings. Ned B. talked in more detail about the exercise he proposed, which would look at our staff per FTE by major purpose. He said we can look at the number of people we have per major purpose, the number of people per major purpose we would have if we met the CUNY Senior College Average, and number of people per purpose we would have if we made a proportional cut to the CUNY Senior College Average. He further explained that this exercise would give us a CUNY benchmark to work with. Ned B. said that he is open to other ideas. He also clarified that he is not talking about firing but to have a target that we try to land at through hiring. Angela C. said that she also believes it would be helpful to look at our investment vs. our return. Anne L. also said it is important to look at if we are rightsizing our college population. For example, looking at the enrollments of the different populations within the college.

5. **Space Utilization.** Raj S. explained that the plan was that after the Events Handbook was released was to re-engage after a period of eight to ten months. He suggested that the Events Handbook Committee should look at the comments and recommendations from the Strategic Planning Subcommittee and other constituencies in the fall. Ned B. said that the Strategic Planning Subcommittee is the policy committee on space and should be involved in this process. Fatime U. said that the purpose of the Events Handbook Committee is to facilitate the spacing of events and it is not involved on the policy side, which is the Strategic Planning Subcommittees role. Anne L. suggested to have both committees collaborate together instead of having separate groups. Raj S. also suggested that we could bring the Events Handbook Committee findings back to the Strategic Planning Subcommittee for review. Steve T. said this is a process that would need to occur annually or semiannually. Ned B. asked if Steve T. would commit to having the Provost be consulted for any questions about fees for academic events between now and the fall meeting. Steve T. said yes. Jim C. suggested that the Events Handbook Committee should have a charge.

CUNY Review of FY2019 Budget for
John Jay College of Criminal Justice

SPS/FPF

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

5/8/2018



Follow up to last SPS/FPS Meeting Incentive and OTPS Funding

Expenses

Pending Incentives	\$158,727
Pending OTPS to restore to 80% of original allocation including DT	\$92,320
Expenses required for move from Annex	\$300,000
Total Expenses	\$551,047

Funding

Available Funds	\$94,428
Depository Acc.	\$193,507
RF (President)	\$104,501
Aux. Corporation	\$200,000
Total Funding	\$592,436

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	11,529	42	
Base Allocation:	\$94,980,600	\$97,621,600	\$2,641,000	
Add Resources for Collective Bargaining	\$3,117,200	\$3,117,200	\$0	Increased tuition rate at \$200 per FTE
Lump Sum Allocations	\$2,180,618	\$2,180,618	\$0	
Initial Tax-Levy Allocation (See Allocation Letter)	\$100,278,418	\$107,919,418	\$7,641,000	
Additional Allocations	\$3,105,427	\$3,105,427	\$0	
NYC Budget Initiatives	\$4,878,431	\$2,821,658	(\$2,056,773)	Loss of DOC North Hall Revenue after 12/1/18
Current Year Gross Tuition Revenue above CUNY Target	\$2,505,763	\$2,597,624	\$91,861	Actual Tuition increase not realized due to increase in TAP Gap
TOTAL BASE BUDGET ALLOCATION	\$110,768,039	\$111,444,127	\$676,088	
TOTAL BUDGET ALLOCATION				
	\$110,768,039	\$111,444,127	\$676,088	
Personnel Services (PS) :				
Faculty	\$83,551,072	\$87,986,152	\$4,435,080	
Administrative Staff	\$40,071,058	\$42,489,355	\$2,418,296	Increase in faculty Headcount (17)
ECP	\$38,820,506	\$40,856,882	\$2,036,377	Current approved vacancies and recent hires + \$173K to support 1900 Freshman, 15 new positions, 34 replacements
Adjuncts:	\$4,659,508	\$4,639,915	(\$19,593)	
Teaching Adjuncts / CLTs	\$16,159,318	\$16,245,718	\$86,400	
CETs	\$15,906,680	\$15,993,080	\$86,400	Course Coverage for Freshman Seminar (24 additional sections)
Temp Services:	\$252,638	\$252,638	\$0	
College Assistants	\$5,657,884	\$5,657,884	\$0	
Non-Teaching Adjuncts	\$4,989,987	\$4,989,987	\$0	
	\$667,897	\$667,897	\$0	
TOTAL PS	\$105,368,273	\$109,889,753	\$4,521,480	
TOTAL OTPS	\$6,731,061	\$9,469,130	\$2,738,069	Restoration to FY18 levels plus new requirements
TOTAL FINANCIAL PLAN EXPENDITURES				
	\$112,099,334	\$119,358,883	\$7,259,549	
Operational Year End Balance	(\$1,331,295)	(\$7,914,756)	(\$6,583,461)	
Prior Year end Balance	\$1,606,000	\$274,705	\$0	
Total Year end Balance	\$274,705	(\$7,640,051)	(\$6,583,461)	

Budget Change Summary

	Difference FY		Reason for Change
	2018-19	2019-20	
FY2019 Projected Starting Cutra Balance		\$274,705	
Changes to Revenue			
Base Allocation:	\$2,641,000		Increased tuition rate at \$200 per FTE
NYC Budget Initiatives	(\$2,056,773)		Loss of DOC North Hall Revenue after 12/1/18
Current Year Gross Tuition Revenue above CUNY Target	\$91,861		Actual Tuition increase not realized due to increase in TAP Gap
Total Change to Revenue		\$676,088	
Changes to Expenses			
Faculty	\$2,418,296		Increase in faculty Headcount (17)
Administrative Staff	\$2,036,377		Current approved vacancies and recent hires + \$173K to support 1900 Freshman, 15 new positions, 34 replacements
ECP	(\$19,593)		
Teaching Adjuncts / CLTs	\$86,400		Course Coverage for Freshman Seminar (24 additional sections)
TOTAL OTPS	\$2,738,069		Restoration to FY18 levels plus new requirements
Total Change to Expenses		\$7,259,549	
Change to Prior Year end Balance (Cutra)		(\$1,331,295)	
FY2019 Projected Year End Balance		(\$7,640,051)	

FY2019 Budget Assumptions

- Revenue
 - CUNY Base Allocation is increased by \$2.7M reflecting a tuition increase of \$200 per FTE
 - Note: the revenue target increased by \$2.7M
 - Enrollment Projections
 - Fall: 11,792 FTE including 1,900 first time Freshman
 - Spring: 11,326 Assume 96.5% Retention Fall to Spring (Actual rate in FY18)
 - DOC North Hall Contract Ends 12/1/18. This is a reduction in revenue of \$2.1M as compared to FY18.

FY2019 Budget Assumptions

- Expenses
 - PS (Faculty)
 - 17 New additional full-time faculty appointments, bringing total faculty staffing to 429
 - Using and average salary of \$94K, this has a \$1.6M increase to budget
 - 24 Additional Adjunct Sections for complete coverage of Freshman Experience \$86K
 - \$220,000 for Faculty promotions
 - PS (Administration)
 - 36 approved new Administrative positions FY19 cost - \$1.517KM (8 new positions & 28 replacements)
 - 13 headcount not on payroll as of 3/29/18 FY19 Cost - \$569K (7 new positions, 6 replacements)
 - Additional costs to support 1,900 Freshman \$174K
 - Presidential Priorities: Chief of Staff (ECP)
 - \$220,000 for reclassifications and step increases
 - No merit increases budgeted
 - Assumes \$1.1M in accrual savings when replacing separated employees
 - OTPS
 - All OTPS funds restored to FY18 planned levels
 - Additional Funding has been added for DoIT, Accessibility Services, UWI, etc.

Additional Expenses Required to Support 1,900 Freshman

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	12,750	50,271	58,843
PT Recruitment/data specialist	-	-	25,000
Peer Success Coaching	114,000	104,932	148,007
PT Success Coach coordinator	25,000	25,000	25,000
PT Peer program administrator	-	-	25,000
Part-time Advisors	176,000	167,686	190,423
Math tutoring	66,500	66,379	75,379
PT MSRC Supervisor	25,000	25,000	25,000
Writing tutoring	79,375	81,709	92,788
PT WC Supervisor	25,000	-	25,000
ePortfolio support	22,500	18,000	22,500
PT ePortfolio Supervisor	25,000	25,000	25,000
Total cost	571,125	563,977	737,941
Additional funds needed			\$ 173,964

OTPS Restoration and Specific Increases and Changes

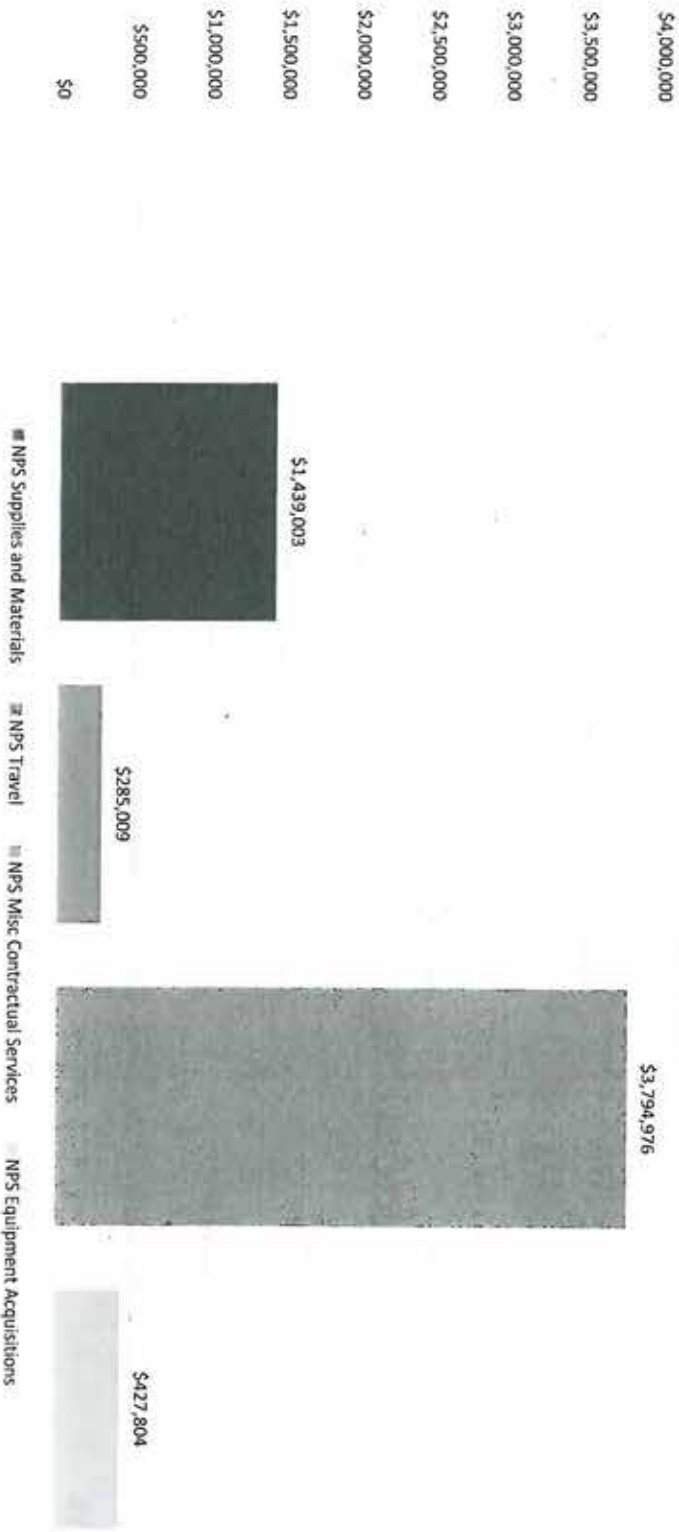
Restoration to FY18 OPTS Allocations	\$1,357,269
New OTPS Support	
UWI including new EAB requirement	\$865,000
Registrar for Record Digitization	\$80,000
Print shop (New Copiers)	\$55,000
Accessibility Services	\$100,000
DoIT	\$300,000
Marketing Equipment	\$54,000
Development Annual Fund	\$76,800
Other Changes	
T & T Card umbrella Reduction	(\$50,000)
President Allocation Reduction	(\$100,000)
Total Change	\$2,738,069

Opportunities to Close the Gap to Consider

- 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
- Other areas to consider
 - Academic Affairs to review the opportunity to reduce the number of class sections

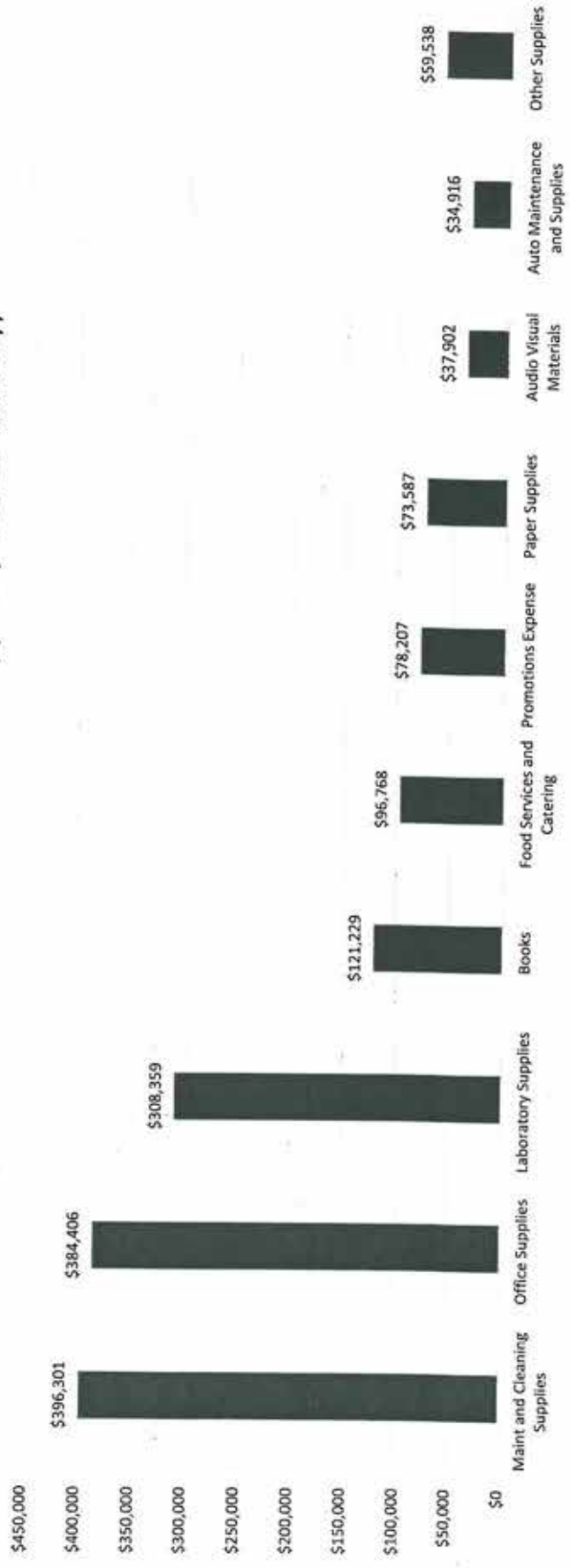
OTPS

FY2018 OTPS Expenses YTD



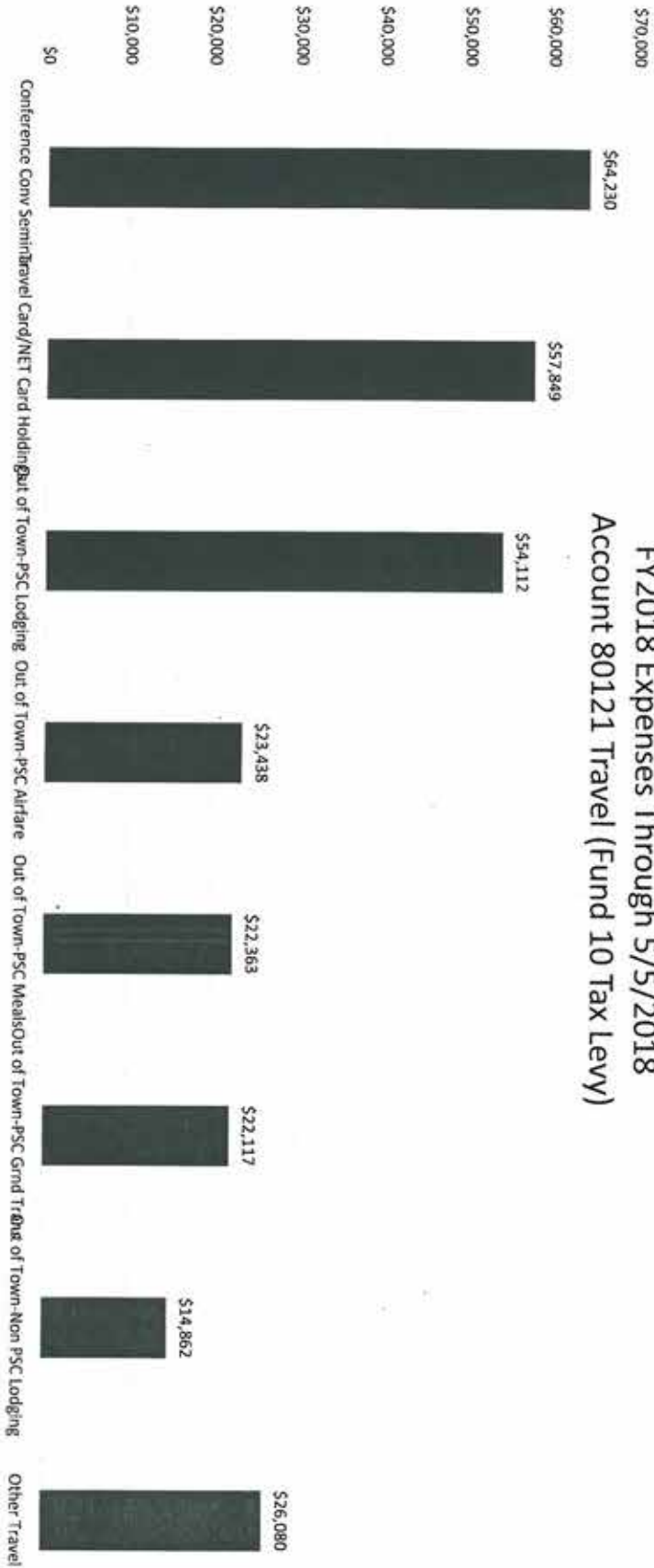
OTPS Analysis

FY2018 Expenses Through 5/5/2018
Expense Code 80120 Materials and Supplies (Fund 10 Tax Levy)



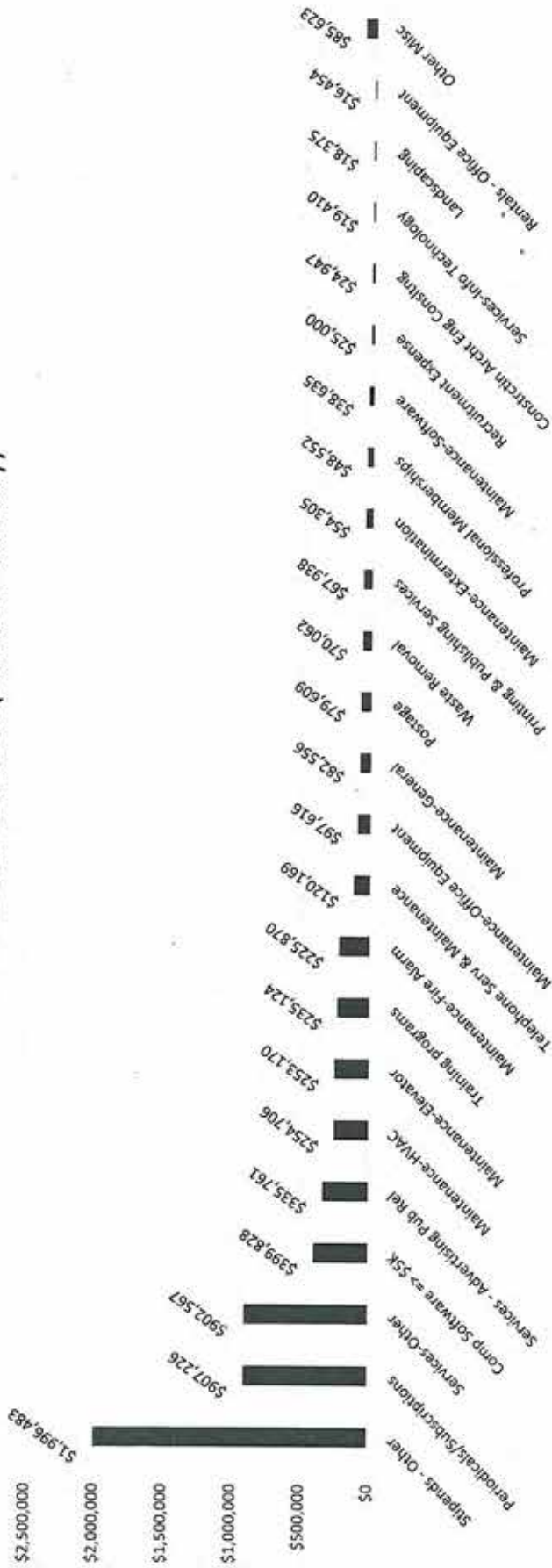
OTPS continued

FY2018 Expenses Through 5/5/2018
Account 80121 Travel (Fund 10 Tax Levy)



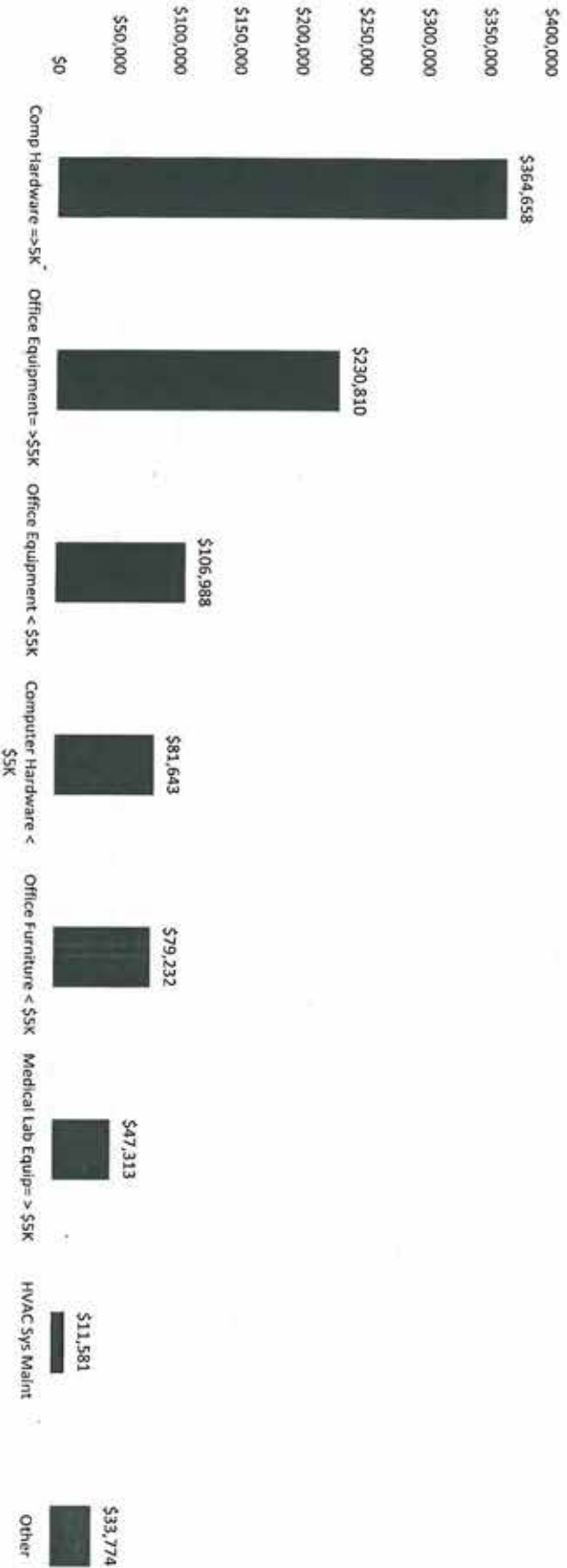
OTPS continued

FY2018 Expenses Through 5/5/2018 80122 Contractual Services (Fund 10 tax Levy)



OTPS continued

FY2018 Expenses Through 5/5/2018
Account 80123 Equipment (Fund 10 Tax Levy)



Closing the Gap (Summary)

Budget Reductions to Consider

Over Budget	(\$7,640,051)
Adjunct reduction due to increased faculty	\$244,800
Reduce some OTPS allocations by 10%	\$800,000
Gap Remaining to Close	(\$6,595,251)

The City University of New York
2017-2018 Third Quarter Financial Report

Staff per 1000 FTE by Major Purpose: Spring 2018

	I&DR Teaching	I&DR Support	Academic Support Staff	Student Services Staff	M&O Staff	General Admin	GIS	SEEK / CD	Other
Baruch College	32	9	2	12	9	6	11	1	-
Brooklyn College	36	12	4	10	9	6	11	0	-
City College	45	21	5	8	14	8	16	1	1
Hunter College	32	11	4	8	10	8	12	0	-
John Jay College	32	13	2	11	8	7	10	1	-
Lehman College	36	15	5	9	12	6	11	1	-
Medgar Evers College	32	17	8	11	14	14	14	2	-
NYC College of Technology	31	8	3	7	7	6	7	1	-
Queens College	36	9	3	7	9	5	7	0	1
College of Staten Island	33	15	2	9	10	6	7	1	-
York College	34	12	3	11	11	10	16	2	-
Graduate Center	110	22	40	13	1	16	31	-	17
CUNY School of Law	89	32	11	43	4	43	43	-	-
School of Journalism	80	-	8	32	-	40	104	-	-
School of Professional Studies	11	11	-	18	2	13	15	-	28
School of Public Health	140	6	15	26	6	67	35	-	-
Senior College Total	36	13	4	10	10	8	12	1	1
BMCC	29	8	3	8	7	4	8	0	0
Bronx CC	40	17	7	12	14	9	15	1	0
Guttman CC	48	5	5	38	3	29	19	-	-
Hostos CC	39	18	4	19	14	11	18	1	-
Kingsborough CC	33	12	4	10	11	7	11	1	-
LaGuardia CC	27	11	9	11	4	7	12	1	0
Queensborough CC	39	16	4	11	9	6	10	1	0
Community College Total	33	12	5	11	9	7	11	1	0
University Total	35	13	5	11	9	9	13	1	1

Source: Average Salary Report, FISM115 V&Z (Excludes IFR positions)
Senior College Staffing Spring 2018 as of 2/15/18 except for BKU, HTR, YRK, and Central which are from CUNYFirst as of 2/28/18, Prior Year(s) from last payroll in October of the
Community College Staffing Spring 2018 as of 2/23/18 except for HOS and GCC which are from CUNYFirst as of 2/28/18, Prior Year(s) from last payroll in October of that year

Note: Other Staff includes institutes such as Calandra Institute, Puerto Rico Institute, Sophie Davis and Suspense at the Senior Colleges; for Community Colleges i

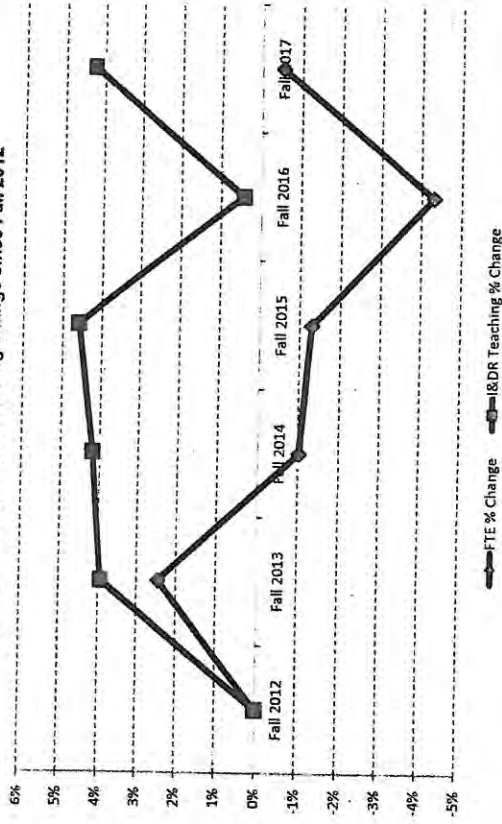
The City University of New York
2017-2018 Third Quarter Financial Report
John Jay College

Comparison of Expenditures to Resources (\$000)	FY2017	FY2018	\$ Change	% Change
Campus based Allocation	119,381	103,201	(16,180)	-13.6%
Pending Allocation	5,621	5,621	0.0%	0.0%
Centrally Administered Resources	57,237	62,722	5,486	9.6%
Technology Fee	2,722	3,416	694	25.5%
Total Budget	179,340	174,961	(4,379)	-2.4%
Allocated Revenue Target		88,557		
Macaulay Waiver		(321)		
Other Adjustments		208		
Adjusted Revenue Target	85,523	88,443	2,921	3.4%
Revenue Collected/Projected	84,163	90,949	6,786	8.1%
Collection Above/(Below) Target	(1,360)	2,506	3,866	-284.2%
Total Resources	177,980	177,466	(514)	-0.3%
Expenditures				
PS Regular	89,954	83,551	(6,403)	-7.1%
Adjuncts	16,869	16,159	(710)	-4.2%
Temporary Service	6,783	6,033	(750)	-11.1%
Total PS	113,606	105,743	(7,863)	-6.9%
OTPS	4,875	6,731	1,856	38.1%
Campus Based Expenditures	118,481	112,474	(6,007)	-5.1%
Centrally Administered Expenditures	57,237	62,722	5,486	9.6%
Technology Fee	2,722	3,416	694	25.5%
Total Expenditures	178,440	178,612	172	0.1%
(Over)/Under Expenditure	(460)	(1,146)	(686)	149.1%
Prior Year CUTRA & Reserves	2,066	1,576	(490)	-23.7%
Year-End Balance	1,606	430	(1,176)	-73.2%

Centrally Administered Funds (\$000)	FY2017	FY2018	\$ Change	% Change
Fringes Actual/Projected	40,955	46,243	5,288	12.9%
Energy	5,750	6,740	991	17.2%
Building Rentals	7,637	7,590	(46)	-0.6%
Financial Aid	1,551	2,148	598	38.5%
Centralized Purchasing	1,344		(1,344)	-100.0%
Total Centrally Administered Funds	57,237	62,722	5,486	9.6%

Prior year end balance may not tie to current year CUTRA due to IFR Cost recoveries adjustment
FY2018 Energy based on FY17 actuals and Financial Aid uses prior year actuals prorated based on current year budget
Staffing Spring 2018 as of 2/15/18 except for BKL, HTR, YRK, and Central which are from CUNYFirst as of 2/26/18. Prior Year(s) from last payroll in October of that year.
Macaulay Waiver are preliminary FY2017 estimates
FY2018 Centralized Purchasing included in College OTPS

FTE Enrollment and I&DR Teaching change since Fall 2012



Enrollment	Fall 2015	Fall 2016	Fall 2017	1 Yr # Change	1 Yr % Change
FTE Undergraduate	10,471	10,157	10,528	371	3.7%
FTE Graduate	1,127	1,096	1,161	75	6.9%
Total FTE	11,598	11,243	11,689	446	4.0%
Total Headcount	14,732	14,430	14,834	404	2.8%

Staffing	Fall 2015	Fall 2016	Spring 2018	1 Yr # Change	1 Yr % Change
I&DR Teaching	376	361	374	14	3.8%
I&DR Support	131	141	151	10	7.1%
Academic Support	21	22	23	1	4.5%
Student Services	124	122	133	11	9.0%
Maintenance & Operations	85	85	93	8	9.4%
General Administration	90	84	87	3	3.6%
General Institutional Services	113	113	122	9	8.0%
SEEK/CD	11	9	11	2	22.2%
Other					0.0%
Total Full-time	951	937	994	58	6.2%