



Budget and Planning Subcommittees

Meeting Agenda

February 24, 2020

1:40-3:00pm – Room 610 HH

- 1) Approval of minutes from the 9/11/2019 and 11/19/2019 meetings (attached)
- 2) Budget Plan FY2020
- 3) Strategic Planning/Transparent Budget Model

**Joint SPS-FPS
Minutes
February 24, 2020**

Present: Yi Li (*SPS Chair*), Steven Titan (*FPS Chair*), Allison Pease, Mark Flower, Ned Benton, Karen Kaplowitz, Erica King-Toler, Angela Crossman, Warren Eller, Jose Luis Morin, Musarrat lamia, Adam Fane, Ric Anzaldua, Dyanna Pooley, Raj Singh, Ajisa Dervisevic, Alena Ryjov (*Recorder*)

1. **Approval of Minutes from September 11, 2019 and November 19, 2019.** The minutes were approved with 1 abstention.
2. **FY 2020 Budget Plan Update** Steven T. started the meeting by asking Mark F. to walk everyone through the spreadsheet containing updated numbers for the FY 2020 Budget. Mark F. reported that we are now projected to have no deficit. He said that this was due to a combination of factors, including CUNY helping us with additional funds, possible unused OTPS allocations, and hiring freeze efforts. CUNY gave us \$483K for fringe costs, \$1M one-time additional allocation, and a \$1M CUNY loan. \$1.4 M in hiring freeze would have been more effective if not for the retro pay expected in Spring which people are currently waiting for and thus delaying their separation. He noted, however, that if we continue with our discipline, we should be able to break even. He responded to Angela C. question re: purchase reqs that they need to be submitted by April. He responded to a question from Musarrat L. re: lump sum, explaining that all funds first go to CUNY and then get distributed to colleges. Ned B. said that it would make sense if we did a year-long hiring freeze instead of half a year. Ned then said he asked Matt Sapienza regarding the return of Tap Gap money to the campuses that need it, and Matt agreed that it makes sense. \$89M is an overall tap gap in CUNY. Warren E. mentioned the situation with a shortage of FT faculty in his department and reliance on adjuncts, and that we need to continue talking about it. Erica K-T. asked regarding our efforts on sustainability and plans to continue with savings. Steve T. responded that we are continuing our energy saving efforts and if the weather remains mild, we should meet our targets. Angela C. asked how the energy savings work. Mark F. explained that we are incentivized, e.g. last year CUNY gave us \$1M out of \$3M we saved. Ned B. noted that four campuses that received CUNY loans are expected to do salary initiatives to repay the loans. Mark F. said another update will be provided at the end of the quarter.
3. **Strategic Planning/Transparent Budget Model** Mark presented a calendar on how to make budget more transparent. Mark provided the committee with some history on how the college used to do budget. He re-envisioned the process and proposed a zero-base budget. Ned B. asked if we can consider a zero-increase budget, except for mandatory cost, as part of our budget. Warren E. talked about zero-base budget in relation to his department, and said it needs to be used strategically. Mark F. said that the two biggest variable expenses are CAs and adjuncts, and we need to do a better job controlling CA and adjunct costs. Yi Li said the committee should look into analyzing FTE per adjunct. Efficiency of adjuncts is a way to understand the cost of adjuncts. Ned B. said that the issue with adjunct cost management is in part the Registrar's office and in part in controls we lost. Years back we had a clear idea of sections and clear idea of a need of adjuncts and cost. We need to schedule 2-3 years out to project cost. The problem now is that we don't, and we end up with half-full classes. Yi Li said that this needs to be discussed. Angela C. said that some support that would help the chairs to plan forward is needed, and it would help students with planning, too. Ned agreed that a campus that faces a loss of classrooms needs to do this. Mark F. said that based on CUNY first report, on the 1st day of school there were sections with no faculty assigned, and asked to explain. Ned responded that it is usually the

case of a new person who hasn't gotten through the system yet. Angela C. also explained various ways how this could happen. Raj S. suggested contacting HR to either pay or not pay the person if the information is known. Allison P. suggested that scheduling should be a strategic goal with a 5-yr implementation; she wants to see more managerial control of the process. Ned B. said that the approval of the strategic plan by the FPS/SPS should be included in Mark's budget plan. Yi Li said that this committee needs to at least examine the budget plan for strategic priorities annually. Ned proposed to edit Mark's calendar to have a separate page regarding implementation of budget. Warren E. would like to see a sheet of actual expenditures and investments vs. returns. Allison P. asked about space planning, and Raj said he'll give an update at the next meeting. Next space committee is being scheduled.

BUDGET ALLOCATION AND REVENUE	FY2019 4th Qtr Projection 8/16/19	FY 2020 Adopted Plan	FY2020 Status Update 10/18/2019	FY2020 Status Update 12/11/2019	FY2020 Status Update 1/10/2020	1/10/2020 Notes
CUNY Revenue Target	\$92,266,000	\$96,598,000	\$96,598,000	\$96,598,000	\$96,598,000	
Avg Enrollment ((Fall + Spring)/2)	11,925	12,119	12,261	12,269	12,269	
Base Allocation						
Base Allocation:	\$100,845,530	\$106,316,000	\$106,316,000	\$106,316,000	\$106,316,140	
Lump Sum Allocations	\$2,297,805	\$2,307,848	\$2,298,520	\$2,081,664	\$2,081,664	
Initial Tax-Levy Allocation	\$103,143,335	\$108,623,848	\$108,614,520	\$108,397,664	\$108,397,804	
Additional Allocations	\$6,645,434	\$3,395,457	\$3,382,735	\$7,749,046	\$8,256,260	\$483,007 -50% Collective Bargaining Fringe Cost (part of CUNY Plan to reduce JJC Deficit)
NYC Budget Initiatives (NYPD Exec Leadership & DOC CEEDS)	\$2,571,742	\$1,639,359	\$1,639,359	\$1,639,359	\$1,639,359	
NYC DOC Academy Rental of North Hall	\$3,276,859	\$0	\$0			
\$1M Additional Allocation (part of CUNY Plan to reduce JJC Deficit)					\$1,000,000	\$1M (part of CUNY Plan to reduce JJC Deficit)
\$1M CUNY Loan(part of CUNY Plan to reduce JJC Deficit)					\$1,000,000	\$1M CUNY Loan(part of CUNY Plan to reduce JJC Deficit)
Current Year Gross Tuition Revenue above CUNY Target	\$2,323,235	\$1,574,522	\$2,599,095	\$2,644,000	\$2,799,096	
TOTAL BUDGET ALLOCATION	\$117,960,605	\$115,233,186	\$116,235,709	\$120,430,069	\$123,092,519	
Personnel Services (PS) :	\$86,641,708	\$90,628,950	\$90,628,950	\$90,899,731	\$89,697,232	
Faculty	\$40,604,262	\$41,670,661	\$41,670,661	\$40,544,305	\$40,054,803	
Administrative Staff	\$39,731,840	\$40,489,519	\$40,489,519	\$42,229,207	\$40,685,272	Hiring Freeze
ECP	\$4,477,606	\$4,655,769	\$4,655,769	\$4,687,949	\$4,918,888	
2% Labor Reserve and Adjustments	\$1,828,000	\$3,813,000	\$3,813,000	\$3,438,269	\$4,038,269	\$623K - January Increase \$3.415M - Collective Bargaining (FY19 and FY20 Labor Reserve FT Portion less YTD actual)
Adjuncts:	\$17,437,970	\$19,143,327	\$18,505,403	\$19,965,884	\$19,965,884	
Teaching Adjuncts / CLTs	\$17,437,970	\$19,143,327	\$18,505,403	\$19,965,884	\$19,965,884	
Temp Services:	\$6,009,460	\$5,788,882	\$6,346,994	\$7,095,469	\$6,964,537	
College Assistants	\$5,229,237	\$5,032,052				
Non-Teaching Adjuncts	\$780,223	\$756,830				
TOTAL PS	\$110,089,138	\$115,561,159	\$115,481,347	\$117,961,084	\$116,627,654	
TOTAL OTPS	\$7,701,040	\$8,599,732	7,673,290.06	7,673,290	\$7,590,000	
TOTAL FINANCIAL PLAN EXPENDITURES	\$117,790,178	\$124,160,892	\$123,154,637.29	\$125,634,374	\$124,217,654	
Operational YEAREND BALANCE	\$170,427	(\$8,927,706)	(\$6,918,928)	(\$5,204,304)	(\$1,125,135)	
Prior Yearend Balance	\$933,393	\$1,103,820	\$1,103,820	\$1,126,394	\$1,126,394	
Total Yearend Balance	\$1,103,820	(\$7,823,886)	(\$5,815,108)	(\$4,077,910)	\$1,259	

Budget Planning Calendar

	Budget Office	SPS
March	Budget Office presents midyear budget status of FY2020 and makes initial FY2021 budget projections	SPS makes request to VP's and Department Chairs for strategic priorities for FY2021
	Budget Office presents programmatic cost analysis of various programs	
April		VP's and Department Chairs make present requirements supporting Strategic Priorit
		FPS reviews requests and makes
	Budget Office takes priority list and analyzes budget impact	
May		SPS/FPS reviews budget impact, and mal to support priorities
June/July	CUNY Central releases FY2021 budget allocations and Budget Office reports on impact of proposed initial budget priorities	
August		SPS/FPS reviews budget impact, and i adjustments to support prioritie
September	Budget Office develops final proposed budget based upon recommendations of SPS/FPS	SPS/FPS reviews proposed budget and ma budget be pres
October	Budget Office Submits final approved budget to CUNY	

FPS	BPC
ation to SPS/FPS for resource ities	
recommendation of priorities	
akes recommendations for initial actions and balance budget	
makes recommendations for budget es based upon CUNY allocations	
akes adjustments and then recommends sented to BPC	BPC reviews and makes recommendations and then makes decision for final budget approval