



## **Budget and Planning Subcommittees**

### **Meeting Agenda**

**June 11, 2020**

**3:00-4:30pm – Zoom (details are in the calendar invite)**

1. Approval of the minutes from 5/27/20 meeting (attached)
2. Karol to discuss current budget decisions on CAs, Adjuncts, and NTAs
3. Discussion of "Budget Decisions Timeline" and the FPS/SPS work
4. Quick breakdown of the elements of college budget and non-tax levy monies
5. Yi to discuss reassigned time and substitutes v. adjuncts

**Joint SPS-FPS  
Minutes  
June 11, 2020**

**Present:** Karol Mason, Yi Li, Allison Pease, Steven Titan, Ajisa Dervisevic, Karen Kaplowitz, Ned Benton, Raj Singh, Andrew Sidman, Brian Cortijo, Dyanna Pooley, Kinya Chandler, Saaif Alam, Shu-Yuan (Demi) Cheng, Amber Rivero, Andrew Berezahnsky, Cat Alves, Erica King-Toler, Jay Gates, Monika Son, Rhojay Brown, Ric Anzaldua, Roger Szajngarten, Tayvhon Pierce, Genevieve LaForge, Janet Winter, Paul Narkunas, David Munns, Heath Grant, Warren Eller, Alena Ryjov (*Recorder*)

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**1. Approval of Minutes from May 27, 2020:**

The minutes were approved unanimously.

**2. Discussion of current budget decisions on CAs, Adjuncts, and NTAs:**

Allison P. welcomed the attendees and informed everyone that she will be chairing the meeting without Mark F. due to his family circumstances. She said that Karol M. joined the meeting today to explain what is going on with the CAs, Adjuncts and NTAs. Karol M. started by saying that following the Chronicle of Higher Ed article, and with the hiring freeze already in place, she asked VPs to look at their divisions and think about how resources can be reallocated across different divisions, especially in situations where people are leaving, which would ultimately save us money. That process began well before we learned about the vacancy review process and 10% cuts. The CUNY is looking at how it manages its resources as a system now; the new CUNY's vacancies review process requires for any hiring that results in changes in compensation to go through the VRB (Vacancy Review Board). Any faculty letters submitted by April 21 were honored. Everything after that is still an ongoing process. As an example of resources reallocation, Karol provided the social media team consolidation under the Marketing and Development office. She said that once we have all the information, the plan would be submitted to the VRB. She underscored again that the work to evaluate and leverage our existing talent and realign the resources to save the cost has been in progress for several months now. In regards to CAs, Karol explained that CUNY asked us to provide the list of CAs who will not be re-appointed. Those lists also include positions that will be backfilled. No notices of non-reappointments have gone out yet and we won't non-reappoint anyone until we get a clear guidance from CUNY. As for adjuncts, CUNY gave us the deadline till June 30<sup>th</sup> to make decisions, but at this point we don't know the specifics of our budget situation. Allison opened up the floor for Q&A. Ned B. asked whether the 2 social media positions are being paid by the student association fees. Karol responded that they are tax-levy. Ned said he wants to understand where exactly the savings are, and Karol responded that the vacated social media position in Marketing will not be filled and the two positions will be moved under Marketing, and the savings would be included in the package for the VRB. Ned asked his second question regarding an increase in positions as reflected in Q3 report, specifically 29, and said that this number seems very high compared to other senior colleges, considering that we were already under hiring freeze. Steven T. explained that 11 of those were PSD officers hired to replace part-timers, and some of the others were advisers for the LEAP program. Ned asked if these positions went through the approval process. Karol said that not through the VRB process, but Mark would be able to provide more details; however, we were mindful of the budget to stay neutral or positive throughout the process and they did go through Raj and Mark with respect to their impact on budget. Raj clarified that PSD positions were in the works long before but the recruits had to go through the Academy, and the reason we hired them was because the cost of full-timers is less than paying overtime to part-timers. Ned questioned the rationale for hiring these positions and said that any department can claim the same reasons but if we are in hiring freeze, all positions should stay as vacancies. Karol said that this question should be clarified when Mark returns, but this particular

hiring resulted in savings for the College. Allison took Ned's point to illustrate that the work of this committee is in aligning our financial decisions with our strategic framework. Saaif A. asked if we know how many CAs will be there in the Fall, and Karol answered no. Ned commented on the Excellence Fees shown on Q3 report as not being expended in a way they were meant to, and proposed that SPS meets with Graduate Studies to discuss how these fees can be applied as intended. Karol said that it is indeed important to spend these fees as intended because we can be penalized for not doing so. We are working with the University on finding ways to make it happen. Yi Li and Steven T. joined to explain the reasons why they weren't spent as planned. Karol reiterated that we are working with the CUNY on this right now with more information to follow, and she left the meeting.

### **3. Quick Breakdown of the Elements of College Budget and Non-Tax Levy Monies**

Allison asked Ajisa to walk the team through her presentation "Overview of the College Budget". Ajisa went over various college's funding sources and projected year-end numbers. Ned asked if we have any update on the situation with the dormitory because the outlook is catastrophic. Steven T. said that CUNY and our Legal Office are working with EHS on different options. Ned then asked that he noticed that Foundation's investment income was cut in half and asked for an explanation. Steven T. explained that the Foundation was doing well before the COVID situation, but now nobody knows what it will look like. Erica K. asked how our revenue will be affected by a change in food/cafeteria vendor. Steven T. said that we don't know yet; we are in Phase I for implementation but we don't even know when this phase will launch. Karen K. asked if Student Association number includes the salaries of all our coaches. Cat A. said that it does.

### **4. Discussion of "Budget Decisions Timeline" and the FPS/SPS work**

Allison put the Budget Planning Calendar on the screen and explained that it was developed by her, Kim and Mark to inform the community and executive leadership as to decisions deadlines, as well as setting the path for the committee's future work. Kim explained that after the last meeting, it was clear that a clarification was needed in terms of ongoing processes, decisions and future plans. This document shows how these decisions and our assumptions in various areas, like enrollment, retention, collection rates, vacancies, allocations, federal and state aid, etc impact our budget. Allison noted that, for example, right now our collection rates are at the lowest point and it's worrisome. Kim went through the list of considerations and assumptions and noted that a lack of clarity in any of these categories affects our ability to make decisions about what we can or cannot do. Ned asked about a parallel entity to the VRB on our campus and if we have it or planning to have one. Kim said that we only got the CUNY guidance a few days ago and still reviewing it, but that we had an approval process in place before the VRB, so we need to find out from CUNY what the requirements are for our campus to align with the new process. Ned asked a question about an effect on Modality in relation to class sizes and a plan for in-person vs. remote learning. Kim said that it is not our decision and we should wait for CUNY guidance. Yi said that he plans to charge his Fall Reopening committee with looking at the course and class schedule for the fall to minimize the disruption as much as possible, but it is expected that we'll be encouraged to conduct learning online. Paul N. asked about the CARES money, and how the College's portion is to be distributed. Kim said we don't have a say in how the funds are being distributed or how much we'll get but we are working hard to determine how to access those funds. Ned added that the CUNY's application is waiting for an answer; CUNY doesn't have a clear idea how much it may be. The discussion on the college's distance learning policy followed. Kim reminded everyone that we are still in the state of responding to an emergency and it's not prudent to make long-term decisions under these circumstances, but that we should focus on continuing the work of the committee and develop short-term (summer), mid-term (year-end), and long-term plans (integrating of assessment and strategic planning). Kim continued going through the table and talked about the Short Range Budgetary Decisions section, followed by Mid and Long Range categories and deadlines for decisions. She explained CAs, NTAs and reassigned time decisions and rationale. David Munn said

that it would be helpful if all this information was submitted ahead of time. He said it appears we are not given any time to make decisions but are rushed into making them. Also, he added, the chairs have already cut 10% of the sections and students were told to go somewhere else. Kim said that, yes, there were requests to which we had to respond quickly, but other processes are given more time and we need to make sure all involved parties are in coordination on pulling the information together. The purpose of this chart is to give the committee an overview and heads up about those decisions so everyone is timely prepared. Ned said that earlier he circulated a report on the Efficiency, and he believes that when allocations come out, they would be distributed based on efficiencies we undertook, and we need to know how these efficiencies affect us. He also added that, while this committee doesn't deal with individual names, it should be made aware of the consequences of the decisions we made, like VRB or CAs, for transparency sake. Kim said that she agrees, but she also added that the discussions we are having about non-reappointments are not budget discussions; they primarily deal with meeting the contractual and HR dates for non-reappointments that are required; it's a natural process, there are no net savings here at this point. However, at some point this conversation will turn into a budget discussion, and at that point it will be brought to this committee for consideration. Ned agreed, and reminded that this committee also votes on the budget proposal that goes to the President. Karen suggested that the State Budget Director cut scheduled for June 30<sup>th</sup> be added to the schedule; Allison said it's already there. Andrew S. asked how flexible this timeline is, providing examples of sabbaticals and reassigned time to illustrate as to why it's challenging for instructional staff to meet these deadlines without having a full picture. Kim explained that administrative cuts happen throughout the year, while faculty processes and deadlines run on a different schedule and are tied to an academic cycle. She said it would be ideal to plan a year ahead but we don't have a full financial picture, and under the circumstances, we are going to take a leap of faith. Our work now is to evaluate the items on the schedule so when the time comes in the fall to submit the budget plan, we've already done the work; it's a call to generate these discussions with people now so these decisions don't come as a surprise. Yi Li updated the committee on the FT faculty hiring. Andrew S. asked that the committee is given updates as decisions are made. The committee decided to include a narrative at the top of the schedule.

##### **5. Discuss Reassigned Time and Substitutes v. Adjuncts**

The committee ran out of time and Allison asked for this topic to be rolled over to the next meeting. Andrew S. asked to see how much the college spends on sabbaticals, etc. in advance of the meeting. Allison said that the info re: reassigned time, substitutes, sabbaticals caps and incentive funding will be sent in advance. She asked the committee to continue thinking about these items in light of what's doable or not, to generate discussions without making any final decisions. Karen asked Steve T. if he heard any discussion at CUNY regarding sabbaticals. Steven T. said that he hadn't heard anything. Ned said that there are discussions about sabbaticals at the Budget Committee and it makes sense to do them because the college benefits from sabbaticals. Kim explained that since the allocation process was changed by CUNY some time ago, we need to be careful in assessing if and how much money we save through sabbaticals against allocations. She also said that CUNY is looking for creative ways to preserve people's employment vs. just making cuts by letting people go, like reducing hours, etc. The college also has to be creative in thinking about these variations. Allison concluded the meeting by saying she'll send the materials and agenda well in advance.

# OVERVIEW OF THE COLLEGE BUDGET

**June 11, 2020**



# Funding Sources

## Operating Budget - Tax Levy Sources:

- State/CUNY Allocation

## Other Revenue Sources:

- IFR (Income Fund Reimbursable)
- Student Technology Fee
- Student Activities
- Auxiliary Services Corporation
- John Jay Foundation

# FY2020 Q3 Budget Status

	FY 2020 Original Plan	FY2020 3rd Q Status Update 5/5/2020	Comments
<b><u>BUDGET ALLOCATION AND REVENUE</u></b>			
CUNY Revenue Target	\$96,598,000	\$96,598,000	
Avg Enrollment ((Fall + Spring)/2)	12,119	12,269	
Base Allocation			
Base Allocation:	\$106,316,000	\$106,316,140	
Lump Sum Allocations	\$2,292,276	\$2,119,193	
<u>Initial Tax-Levy Allocation</u>	\$108,608,276	\$108,435,333	
Additional Allocations	\$3,610,507	\$8,598,462	FY2019 Labor Reserve 1,827,827 Additional Funding for Collective Bargaining \$1,692,686 DC37 retro prior to 2019 \$304,982 Return of 50% Collective Bargaining Fringe \$483,007
NYC Budget Initiatives (NYPD Exec Leadership & DOC CEEDS)	\$1,639,359	\$1,540,487	DOC Cadet Program (CEEDS) Amunt reduced by \$99K.
NYC DOC Academy Rental of North Hall	\$0		
\$1M Additional Allocation (part of CUNY Plan to reduce JJC Deficit)		\$1,000,000	
\$1M CUNY Loan(part of CUNY Plan to reduce JJC Deficit)		\$1,000,000	
Current Year Gross Tuition Revenue above CUNY Target	\$1,574,522	\$2,145,678	
<b>TOTAL BUDGET ALLOCATION</b>	<b>\$115,432,664</b>	<b>\$122,719,960</b>	
<u>Personnel Services (PS) :</u>	\$90,628,950	\$89,846,006	
Faculty	\$41,670,661	\$42,309,417	
Administrative Staff	\$40,489,519	\$42,673,619	
ECP	\$4,655,769	\$4,862,970	
2% Labor Reserve and Adjustments	\$3,813,000		
Adjuncts:	\$19,143,327	\$19,856,317	
Teaching Adjuncts / CLTs	\$19,143,327	\$19,856,317	
Temp Services:	\$5,788,882	\$6,799,464	
College Assistants	\$5,032,052	\$5,799,718	
Non-Teaching Adjuncts	\$756,830	\$999,746	
<b>TOTAL PS</b>	<b>\$115,561,159</b>	<b>\$116,501,786</b>	
<b>TOTAL OTPS</b>	<b>\$8,599,732</b>	<b>\$6,600,000</b>	
<b>TOTAL FINANCIAL PLAN EXPENDITURES</b>	<b>\$124,160,892</b>	<b>\$123,101,786</b>	
<b>Operational YEAREND BALANCE</b>	<b>(\$8,728,228)</b>	<b>(\$381,826)</b>	
Prior Yearend Balance	\$212,094	\$1,126,394	
<b>Total Yearend Balance</b>	<b>(\$8,516,134)</b>	<b>\$744,568</b>	

# INCOME FUND REIMBURSABLE (IFR)

**Definition:** Programs including adult and continuing education, income from publications, use of buildings by outside organizations, contract courses, material and transportation fees, speech and hearing centers and technology fee. Except for the technology fee, the state charges a 14% surcharge for overhead costs and CUNY charges a 5.9% surcharge.

Account Name	Account #	Beginning Balance	FY2020 Revenue Collected	FY2020 Total Revenue	FY2020 Expenses	Adjusted Balance
Criminal Justice Training (ACE)	42101	\$ (51,272)	\$ 55,085	\$ 3,813	\$ 87,598	\$ (83,785)
APPLE Corps	42775	\$ 1,506,864	\$ 2,919,434	\$ 4,426,298	\$ 2,169,093	\$ 2,257,205
Saturday Literacy	43101	\$ (51)	\$ -	\$ (51)	\$ -	\$ (51)
BMI:Prisoner Reentry Institute	44815	\$ 239	\$ 80,000	\$ 80,239	\$ 67	\$ 80,172
BMI: Enrollment	44816	\$ 4,435	\$ -	\$ 4,435	\$ 8,253	\$ (3,818)
BMI: Success	44817	\$ 19,823	\$ 73,860	\$ 93,683	\$ 36,557	\$ 57,126
BMI: Ron Brown Pre-Law	44819	\$ 70,676	\$ 95,000	\$ 165,676	\$ 111,207	\$ 54,469
Center for Private Security & Safety (ACE)	44821	\$ (31,321)	\$ -	\$ (31,321)	\$ -	\$ (31,321)
Fire Science Training (ACE)	46101	\$ 280,853	\$ 111,727	\$ 392,580	\$ 50,602	\$ 341,978
Criminal Justice Ethics	48102	\$ 88,268	\$ 23,185	\$ 111,452	\$ 15,656	\$ 95,796
Graduate Studies (ACE)	48115	\$ 3,558	\$ -	\$ 3,558	\$ -	\$ 3,558
Art Fees	48500	\$ 10,517	\$ 10,015	\$ 20,532	\$ 5,523	\$ 15,009
Science Fees	48501	\$ 51,871	\$ 121,063	\$ 172,934	\$ 21,946	\$ 150,988
		\$ 1,954,459	\$ 3,489,368	\$ 5,443,828	\$ 2,506,502	\$ 2,937,325
					ACE	\$ 230,430
					Regular IFR	\$ 2,706,895
						\$ 2,937,325



# Student Technology Fee

**Purpose:** Support technology improvements for students. Spending plan is approved each year by the Technology Fee committee which includes administrators, faculty and students.

**Source of Revenue:** Technology fee assessed per student

John Jay College  
FY2020 Technology Fee  
5/21/2020

	FY20 Approved Plan (May 2019)	FY20 Revised Projection (5/21/20)	FY20 Actuals (5/21/20)	FY20 Variance
<b>Balance Forward</b>	\$ 2,130,699	\$ 2,188,297	\$ 2,188,297	\$ -
<b>New Revenue</b>	\$ 3,369,445	\$ 3,369,445	\$ 3,366,324	\$ (3,121)
<b>Total Available Revenue</b>	\$ 5,500,144	\$ 5,557,742	\$ 5,554,622	\$ (3,121)
<b>Expenses</b>	\$ 3,860,187	\$ 3,860,187	\$ 3,132,750	\$ 727,438
FT Staff	\$ 417,866	\$ 417,866	\$ 372,242	\$ 45,624
FT Fringes:	\$ 213,111	\$ 213,111	\$ 189,843	\$ 23,268
<b>FT Total:</b>	\$ 630,977	\$ 630,977	\$ 562,085	\$ 68,892
PT Staff	\$ 1,006,749	\$ 1,006,749	\$ 577,153	\$ 429,596
PT Fringes:	\$ 130,877	\$ 130,877	\$ 75,030	\$ 55,847
<b>PT Total:</b>	\$ 1,137,626	\$ 1,137,626	\$ 652,183	\$ 485,443
<b>OTPS:</b>	\$ 2,091,584	\$ 2,091,584	\$ 1,918,482	\$ 173,102
<b>Balance</b>	\$ 1,639,957	\$ 1,697,555	\$ 2,421,872	\$ 724,317

\*Source: Statewide Financial System Ledger Inquiry 5/22/2020

# Student Activities Association

**Purpose:** Developing and cultivating educational, social, cultural and recreational activities among students

**Source of Revenue:** Student Activities fees assessed per student.

Student Activities Association, Inc.	
Preliminary results	
Opening Fund Balance	1,576,957
<u>Revenue</u>	
*Student Activities Fees	2,469,233
Student Activities Fees (prior year collections)	104,560
ID Card	-
Royalty Income	-
Promotional Revenue	40,963
*Other Income	39,118
Total Revenues	2,653,874
Total Revenue Available for Spending	4,230,831
<u>Expenditures</u>	
Student Clubs/ Organizations	249,983
Athletics/ Recreation	586,880
Student Government	234,533
College Programs and Activities	861,997
Child Care	169,186
Management and General	645,951
Total Expenditures	2,748,529
*Surplus	1,482,302

# Auxiliary Services Corporation

- **Purpose:** Created to support educational, social, cultural and recreational activities among students, faculty and staff.
- **Source of Revenue:** Vendor Contracts for bookstore, cafeteria, cell towers, space rentals, Theatre and other auxiliary services.

Auxiliary Services Corporation, Inc.				
	Opening Balance	FY20 Projected Revenue	FY20 Projected Expenditures	Projected Year End Balance
General Auxiliary	349,664	1,440,415	1,679,605	110,474
Athletics	495,392	297,653	404,872	388,173
Theater	606,350	1,154,597	1,312,306	448,641
Center for Career and Professional Development	24,682	35,383	35,729	24,336
<b>Total</b>	<b>1,476,088</b>	<b>2,928,048</b>	<b>3,432,512</b>	<b>971,624</b>

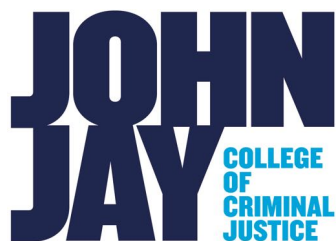
# John Jay Foundation

**Purpose:** Conducts fundraising activities to support educational, cultural and social activities of the college.

**Source of Revenue:** Donations from corporate and private donors including alumni.

	PRELIMINARY	Prior Year Audited Actual 2019	Budget 2020			
Revenue:						
	Contributions/Gifts	1,757,298	1,892,430			
	*Educating for Justice Gala 2020	807,403	300,000			
Total Contributions and Gifts		2,564,701	2,192,430			
	Other Revenue	156,812	660,000			
	Investment Income	891,634	436,000			
Total Revenue		3,613,147	3,288,430			
*Gala Postponed						
Expenditures:						
	Part Time Personnel	81,309	60,000			
	Scholarships	681,716	682,000			
	Student Emergency Hardships Grants	165,273	165,000			
	Honorarium & Stipends	82,358	55,000			
	Furniture and Equipment	6,192	6,192			
	Supplies	25,600	20,000			
	Events	270,930	272,500			
	Contractual Services	122,292	155,000			
	Consulting Services	72,667	125,000			
	Travel	44,634	80,000			
	Transfers to Research Foundation	284,020	10,000			
	Transfers to John Jay College Tax-Levy	218,105	350,000			
	Other Services	563,861	450,000			
TOTAL Expenditures		2,618,957	2,430,692			
Change in Net Assets		994,190	857,738			
Net assets beginning of year		14,379,469	15,373,660			
Net assets end of year		15,373,660	16,231,398			

Note Foundation has not adopted a financial plan for FY2020-21. Therefore, projected year-end is compared to the fiscal year 2020 Budget.



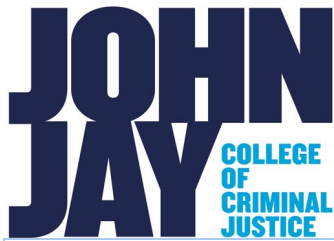
# Budget Planning Calendar

## Ongoing Considerations and Assumptions That Affect Budget

- Assumptions about enrollment and retention
- Strategic enrollment summer and winter
- Collection rates
- Modality
- Vacancy Review Board – strategic requests
- Allocation/Budget reductions mandated by university
- Impact on non-Tax-Levy funding (e.g. SAA, Aux Corp, RF, Tech Fee, JJC Foundation, Professional Studies)
- Likelihood of additional federal or state aid

## Short Term Budgetary Decisions (1-3 months)

ITEM	FPS/SPS RECOMMENDATION	ADMIN DECISION DATE	SOURCE OF MANDATE
Vacancy Review Board (pending requests)	N/A	Begins June 9	CUNY
College assistant & other PT admin reappointment/non-reappointments	N/A (will weigh in during FY21 budget development)	June 5/12 (summer) August 7 (fall)	CUNY
Adjunct reappointment/non-reappointment/Course Schedule	N/A (will weigh in during FY21 budget development)	June 30	CUNY/JJ
NTA roles and projects	N/A (will weigh in during FY21 budget development)	June 30 – Fall Review	JJ (in anticipation of CUNY)
Reassigned time	June 15	July 1	JJ – Academic Affairs
Substitutes v Adjuncts	June 30	July 10	JJ
Sabbatical caps	July 1	July 15	JJ
Incentive funding	July 1	July 15	JJ
Administrative Efficiencies	July 30	August 15	JJ



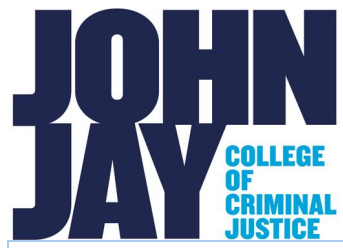
COVID-related safety expenses for physical presence phases	June-August	June--August	NYS, CUNY, JJ
COVID-related tech	June-August	June-August	JJ

### Medium Term Decisions (3-12 months)

ITEM	FPS/SPS RECOMMENDATION	ADMIN DECISION DATE	SOURCE OF MANDATE
Revenue generation opportunities	July 2020-June 2021	October + rolling	JJ
John Jay budget submission	September 30	October + rolling	JJ
COVID-related safety expenses for physical presence phases	September-June	September-June	NYS, CUNY, JJ
Adjunct reappointments/Course Schedule	September 30	September-October	CUNY, JJ
COVID-related tech	September-June	September-June	JJ

### Long Term Decisions, Aligning to Strategic Plan (1-3 years)

ITEM	DATE	
Integration of assessment, strategic plan, budget		
Alignment of academic and administrative programs with effectiveness & financial sustainability		
Administrative efficiencies and organizational structure		
Multi-year planning of program delivery		
Alternative revenue streams		



Space plan		