

## **Minutes of the Council of HEOs**

### **April 19, 2009**

#### **Opening:**

The fourth general meeting of the Council of HEOs for the academic year 2009-2010 was convened by President Carina Quintian at 12:05PM in room 630T.

#### **Members Present:**

A list of members present is attached.

#### **Approval of Minutes:**

None.

#### **Announcements:**

None.

#### **New Business:**

President Travis first addressed the discrimination accusations made public regarding hiring practices at John Jay College. The College has settled with the involving party and agreed with the Justice Department to provide training for all Human Resources staff. The President and Human Resources will work closely with the Justice Department regarding the accusations and also ensure the hiring process at HR is meets state and federal regulations.

Regarding the budget situation at the College, President Travis indicates that compared to other agencies, CUNY is doing a lot better. There may be tuition increase to offset the reduction. To manage the budget, the College has reduced substitute faculty lines and replacing them with adjuncts, held 33 administrative vacancies in order to “bank” the money, and cut back on the College Assistant budget. Currently, the University Budget Office (UBO) and John Jay have to iron out details about revenue projection and how much money John Jay should get for the increase of enrollment. The College hopes to prevail in the negotiation in order to retain more money. Because of these various budget strategies, the College projects a savings to carry to the next year (carry-over). The Executive Staff are also asked to predict enrollment for the upcoming semester so that we have a clear picture of the revenue. As of meeting time, the projection is a plateau but not a decline.

On May 14, President Travis will present to CUNY about the financial plan at John Jay. Three emphases will be made

- 1) John Jay is historically underfunded.
- 2) Our good track of budget monitoring
- 3) Budget revenue projection – our view and CUNY’s view

Other strategies to increase revenue are to increase summer and winter enrollment and explore distance learning.

Dean Gray and Pat Ketterer will co-chair a College Assistants Task Force to study the College Assistant usage at John Jay.

In response to where the monies for the discrimination lawsuit will come from, President Travis indicates that it will come from the College's budget.

In response to the question regarding space issue, President Travis pointed out that it will be brought to the attention of CUNY.

In response to the process of reorganization, President Travis explains that one possibility is to consolidate administrative support of academic departments.

In response to budget reduction leading to service reduction, President Travis indicates that the new student government is aware of the budget situation and has looked into increasing student activities fee. President Travis will also keep students abreast of the budget situation at the College.

In response to how the College Assistant budget will be managed, President Travis clarifies that directors will be notified of how much College Assistant budget needs to be reduced. It is up to the individual directors of how they should proceed. The College is also looking at full time conversions.

In response to tuition increase, President Travis points out that CUNY is considering a 2% increase which equates to \$90/year for full-time undergraduate students. The Board of Trustee approved it and may also consider annual increases according to the Higher Education Pricing Index (HEPI). The College is also looking at differential tuition by program especially in the Master's level and introducing more online programs and classes. Dean Lopes is also asked to explore creating more certificate programs.

**Agenda for Next Meeting:**

None.

**Adjournment:**

A motion to adjourn the meeting was made by Carina Quintian at 1:05PM and second by Nilsa Lam. The next Council of HEOs meeting is the HEO Meet and Greet on June 18, 2010.

Minutes submitted by: Nilsa Lam

HEO Meeting Attendees

April 19, 2010

	<b>Last Name</b>	<b>First Name</b>
1	Alexis	Gwen
2	Arismendi	Malleidulid
3	Baerga	Christine
4	Brown	Inez
5	Carrington	Janice
6	Cedeno	Helen
7	Chainani	Shailendra
8	Chandler	Kinya
9	Conway	Sharice
10	Crespo-Lopez	Sylvia
11	Czechowicz	Christina
12	Davis	Christopher
13	Devine	William
14	Dikambi	Sandra
15	Dodenhoff	Peter
16	Dolan	Daniel
17	Doney	Michele
18	Douglas	Rima
19	Duro	Anila
20	Givens	Christine
21	Greenfield	Jessica Lynn
22	Griffith	Nadia
23	Hauss	Gail
24	Holness	Vielka
25	Jasmin	Stephanie
26	Johnson	Herbert
27	Jordan	Makeda
28	Karp	Emily
29	Lam	Nilsa
30	Laudando	Christopher
31	Lee	Eileen
32	Leon	Ynes
33	Lilly	Marva
34	Marrero	Marisol
35	Marshall	Nancy
36	Marte	Kathy
37	McKiever	Shavonne
38	McMahon	Caroline
39	Mitchell	Linda
40	Moreno	Virginia
41	O'Donnell	Irene
42	Officer	Danielle
43	Palleja	Sandra

44	Perez	Maribel
45	Phillips	Anthony
46	Pitcavage	Victoria
47	Pszenciczna	Katie
48	Quintian	Carina
49	Rambharose	Karen
50	Ramirez	Diane
51	Rubel	Janet
52	Rutherford	Sandra
53	Scaduto	Michael
54	Silva	Lucy
55	Sukhan	Premwati
56	Tatro	Kimberly
57	Torres	Doris
58	Trimboli	Dana
59	Vonlumm	Linda
60	Williams	Faye
61	Williams	Nikisha
62	Winter	Janet

## Questions for Dean Gray 4-9-10

1) In light of the process undertaken by the Budget Planning Committee:

A. Please explain the "Bucket Review Process". Who is reviewing personnel files with what criteria?

*The Budget Review exercise does not entail any review of personnel files. There are several steps in the Budget Review Exercise:*

*1) VP's are reviewing a list of positions and functions in each of their departments and evaluating their operations to see if there are any opportunities for improvements in efficiencies. In addition each position and program is being categorized into one of three categories (or buckets):*

*a. Essential to the Core Mission of the College;*

*b. Supports the Core Mission; or*

*c. Provides benefits but may not be directly related to the core mission*

*2) There was a "brainstorm session" on March 22 with the Budget and Planning Committee and many directors. (VP's invited their directors). The purpose of the brainstorm session was to generate ideas for revenue enhancements, efficiencies and things we could eliminate, reduce or stop doing. There were over 70 suggestions. In addition VP's have been asked to come up with any other ideas they have for savings and efficiencies in their areas.*

*3) The Budget office will analyze the suggested initiatives and estimate the cost savings or revenue of each suggestion.*

*4) The VP's/ESM will review the list for feasibility (i.e. governance/legal mandates and time needed to implement) and develop recommendations for initiatives that should be pursued*

*5) Recommendations will be discussed with the Budget Planning Committee and the Financial Planning Committee in late April.*

*6) Recommendations will be submitted to the President who will make the final decisions.*

B. Who decides a HEO's rank and salary are compatible or not compatible with their job description? *Human Resources, in consultation with University Classification, will be evaluating the positions that VP's identify and determining the appropriateness of assignments.*

C. What would be the consequence if the job description is not compatible with rank and salary? *An employee could potentially be assigned new duties, less duties or different duties that are aligned with their title. Reclassification upward/ Redline for future down title.*

D. In your opinion, will there be employees let go within the next two years because of budget constraints? *It is premature to offer an "opinion" on such a sensitive matter as there is no budget from Albany. Near future holds reassignments, separations not replaced for full timers. Part time budgets will be cut which could result in reduced hours and non reappointments.*

E. In your opinion, will there be an early retirement plan? *Uncertain as that decision is made on State level. Does involve upfront costs that state does not have money for at this time.*

2) For this year, there will be reclassification considered but no merit increases. How does this tie into the budget situation at the College? *HEO Screening Committee generally meets in March but still has not met this year. Why is the timeline not strictly adhered to and there were no announcements to the HEO members so they can have a conversation with their supervisor or consider self-nomination? The university has directed college's to not submit requests for merit steps. We will be meeting on reclassification actions. Reclassifications can be advanced with and*

without salary increases so we do have flexibility here. The HEO Committee was scheduled to meet in March but due to budget issues and some minor scheduling issues we will be meeting the first week of May. I am still confident this will not change the effective date of those approved actions which is normally July 1<sup>st</sup>. I met with HEO Council twice in the Fall Semester. At both meetings I mentioned the heo evaluation process which included the timetable which includes info on the heo committee meetings. At the second meeting right before evaluations I took the group thru the Employee Center to review the timetable. We also discussed the vehicle for self nomination.

- 3) With cuts in the CA budget in the near future, this translates to increase workload for HEOs, how does this review process affect HEOs and our workload? Has the Committee taken into consideration that all HEOs have additional workload? *One of the key components of the budget review exercise is to identify low priority programs or functions that could be eliminated or ceased. If a program or function is eliminated, staff performing those functions would be reassigned to higher priority programs and functions. Yes CA budgets will be cut, how much is uncertain at this moment. In terms of workload, as we move thru this together we need to keep lines of communication open. This should happen via your supervisor and my office.*
- 4) In an open division meeting, a Vice President acknowledged budgetary problems in the near future but indicated that layoffs are unlikely. Instead, staff would be reassigned to needed areas in order to stave off costs. Is this the plan adopted by all vice presidents at the College and how has the College strategically plan to avoid staff layoff? If this plan fails, would the College use the “first-hired- first-fired” method, offer early retirement, or a performance and evaluation based decision? *The goal is no layoffs. Many things can and will be done to preserve that goal (e.g. pause on OTPS). Staff reassignment is another option and yes it will be an across the college analysis. Another option is deferred hiring. The 100lb gorilla in the room is named retrenchment. There are university rules governing this process. These rules involve identifying retrenchment units and seniority. This would not be a college decision but rather a university decision. We are nowhere near this step.*
- 5) Can a HEO evaluation be considered valid if no job description has been given to the person who is in one of the HEO titles? *Everyone should have a base job description even if that is the vacancy notice you were hired under. These descriptions change over time and supervisors need to keep HR abreast of this. Need to speak to the specific instance.*
- 6) Can a HEO be supervised by another HEO of the same title or lower? *Generally not the norm but can happen thru reassignments and thru unique requirements of a department. Refer to Bylaws definition of HEO.*
- 7) Part of the CUNY-PSC agreement was that aHEOs with advanced degrees can receive a one-time \$1000 on top of their salary. How is this process being carried out and how should employees proceed with receiving that increase? What is John Jay’s procedure and criteria to determine if the advanced degree is in the employee’s field? *Explain the process: HR identified the effective universe and reached out to them to inform and solicit applicants. 1<sup>st</sup> of three outreaches was on March 9<sup>th</sup>. Again on March 18<sup>th</sup>. Again on March 26<sup>th</sup>. Applicant submits proof of advanced degree (notated transcript) and personal statement on how the advanced degree relates to current job duties. HR attempts to make determination by evaluating the degree against the job description and any justification letters. If determination is unfavorable employee is notified and*

the appeal process is outlined (Supervisor or Chair writes letter of justification and support and submits to HR. If still unfavorable final appeal is to the president). There are many unanswered questions regarding this policy and we are awaiting Central Office guidance on these questions.

- 8) What is the protocol when individual departments let their staff, in various levels (College Assistant, Gittleston, HEOs), go home early? There were some offices that allowed part of their staff to leave early for Good Friday when there was no specific instruction directly from Human Resources. What is the official practice? Unless HR provides specific notification regarding college closings the university calendar is followed. Good Friday not official holiday. Early departures need to be approved by supervisors and charged to annual leave/comp time. Hrly staff are not paid for hours not worked. Supervisors are expected to manage this via time card approvals. HR will send out reminder to managers on this.
- 9) It appears that some members who have requested an opportunity to review their personnel files have stated that their personnel files are not complete i.e. missing evaluations, etc. Can you explain what is happening? We have recently installed a new filing system in HR so files were in transition and temporary storage while shelving was ripped out. Be sure when asking to review your HR file you ask for both the personnel file and the administrative file. We were a little backlogged on filing especially the evaluations. All files should be complete and anyone who feels something is missing should let Christel and I know.

John Jay College

DRAFT FY 2010 Financial Plan Projection and FY 2011 - 2012 Estimates

	<u>FY 2009</u>	<u>FY 2010 Financial Plan</u>	<u>FY 2010 3rd Quarter Preliminary Projections 3/02/10</u>	<u>FY 2010 3rd Quarter Preliminary Projections 4/06/10</u>	<u>FY 2011</u>	<u>FY 2012</u>
<b>BUDGET ALLOCATION AND REVENUE</b>						
CUNY Revenue Target	\$59,093,000	\$68,798,000	\$68,798,000	\$68,798,000	\$68,798,000	\$68,798,000
Actual Enrollment / FY10-11 Projection <sup>1</sup>	10,999	11,543	11,677	11,677	11,627	11,728
Base Allocation	\$60,756,800	\$73,918,952	\$74,018,277	\$74,018,277	\$74,018,277	\$74,018,277
Lump Sum Allocations <sup>2</sup>	\$6,722,600	\$2,560,900	\$2,640,850	\$2,665,605	\$2,665,605	\$2,665,605
Additional Allocations	\$12,652,410	\$4,853,436	\$8,371,153	\$8,532,660	\$8,850,254	\$8,850,254
Current Year Gross Tuition Revenue above CUNY Target <sup>3</sup>	\$763,300	\$755,119	\$1,585,076	\$1,585,076	\$1,430,682	\$2,003,653
<b>TOTAL BASE BUDGET ALLOCATION</b>	<b>\$80,895,110</b>	<b>\$82,088,407</b>	<b>\$86,615,355</b>	<b>\$86,801,617</b>	<b>\$86,964,818</b>	<b>\$87,537,789</b>
Prior Year Cutra Balance	\$2,596,700	\$691,947	\$878,100	\$878,100	\$0	\$0
Lease Revenue	\$1,004,468	\$1,004,468	\$1,004,468	\$1,004,468	\$572,882	\$0
<b>TOTAL ADDITIONAL REVENUES</b>	<b>\$3,601,168</b>	<b>\$1,696,415</b>	<b>\$1,882,568</b>	<b>\$1,882,568</b>	<b>\$572,882</b>	<b>\$0</b>
<b>TOTAL BUDGET ALLOCATION</b>	<b>\$84,496,278</b>	<b>\$83,784,822</b>	<b>\$88,497,924</b>	<b>\$88,684,185</b>	<b>\$87,537,700</b>	<b>\$87,537,789</b>
<b>EXPENDITURES</b>						
Personnel Services (PS) <sup>4</sup>	\$57,409,708	\$59,885,608	\$61,369,362	\$61,459,137	\$62,742,996	\$64,592,672
Adjuncts <sup>5</sup>	\$10,624,534	\$9,989,534	\$11,732,028	\$12,104,717	\$12,104,717	\$12,104,717
Teaching Adjuncts / CLTs	\$10,371,685	\$9,871,685	\$11,582,531	\$11,955,799	\$11,955,799	\$11,955,799
CETs	\$252,850	\$117,850	\$149,497	\$148,917	\$148,917	\$148,917
Temp Services <sup>6</sup>	\$7,904,465	\$7,178,497	\$7,799,108	\$7,751,261	\$7,751,261	\$7,751,261
College Assistants	\$6,796,174	\$6,233,242	\$6,728,498	\$6,683,784	\$6,683,784	\$6,683,784
Non-Teaching Adjuncts	\$1,108,290	\$945,254	\$1,070,611	\$1,067,477	\$1,067,477	\$1,067,477
<b>TOTAL PS:</b>	<b>\$75,938,707</b>	<b>\$77,053,639</b>	<b>\$80,900,499</b>	<b>\$81,315,115</b>	<b>\$82,598,973</b>	<b>\$84,448,650</b>
<b>TOTAL OTPS <sup>7</sup>:</b>	<b>\$6,861,156</b>	<b>\$6,711,155</b>	<b>\$6,725,081</b>	<b>\$6,796,188</b>	<b>\$6,796,188</b>	<b>\$6,796,188</b>
<b>TOTAL FINANCIAL PLAN EXPENDITURES <sup>8</sup></b>	<b>\$82,799,863</b>	<b>\$83,764,795</b>	<b>\$87,625,580</b>	<b>\$88,111,303</b>	<b>\$89,395,162</b>	<b>\$91,244,838</b>
<b>YEAR-END BALANCE</b>	<b>\$1,696,415</b>	<b>\$20,027</b>	<b>\$872,344</b>	<b>\$572,882</b>	<b>(\$1,857,461)</b>	<b>(\$3,707,049)</b>
				<b>1.5% Reduction</b>	<b>(\$3,140,473)</b>	<b>(\$4,990,061)</b>
				<b>2% Reduction</b>	<b>(\$3,568,144)</b>	<b>(\$5,417,731)</b>

Notes

<sup>1</sup> FY11 and FY12 Enrollment Projection based on 12/02/09 enrollment data. Does not include add'l revenue and expenditures associated with increase of 100 FTE in Spring.

<sup>2</sup> Assumes additional ETI expenditures will be absorbed by Tech Fee

<sup>3</sup> FY2010 CUTRA assumes college will realize \$200,000 increase in Summer tuition above FY2009 actual.

<sup>4</sup> FY11 PS Projections assumes 32 tenure-track and 21 Fall only sub hires in FY11. FY12 assumes all faculty positions are converted to tenure-track positions.

<sup>5</sup> Adjunct projection based spending patterns.

<sup>6</sup> Temp Services Projections revised to reflect increased expenditures as projected in year-to-date payrolls. Academic Affairs and Student Development CA expenditures based March 11th Payroll projections.

<sup>7</sup> OTPS Estimate includes one-time unfunded tax levy and lease revenue expenditures.

<sup>8</sup> All FY11 and FY12 expense assumptions assume FY10 level of RF support.

# Overview of Proposed Expenditure Reduction Allocation Review Process FY 2009-2010 through FY 2011-2012

During the Spring 2010 semester, JJC will conduct a comprehensive review of its allocations, expenditures, and priorities for the next fiscal year and beyond. This is necessary due to several factors: it is anticipated that CUNY campuses will undergo another year of allocation reductions in FY 2011 with the possibility of even greater reductions in FY 2012; the College faces its own financial challenges with a projected multi-million deficit next year; and due to the College's continual transformation, existing resources and new ones must be steered toward high priorities. This exercise will involve developing and assessing a set of options in a very dynamic budget and economic environment.

Current expenses will be examined and placed into one of three categories: (1) expenditures that are necessary to carry out our core mission; (2) expenditures that, though not absolutely necessary, do support our core mission; and (3) expenditures that would serve some college or social good, but are not essential to carrying out our core mission.

There are a number of guiding principles that will underpin this process. They include:

- Everything is on the table;
- Protect staff to the extent possible;
- Minimize to the extent possible reductions that directly impact the instruction and direct student services or otherwise maintain core academic functions and capacity to serve students;
- Institutional Strategic priorities should guide decisions ;
- Safety should not be jeopardized;
- Focus on areas of investment and opportunities that can be achieved through strategic realignment of resources. Investments that leverage other funding sources should be encouraged/preserved;
- Preserve and enhance quality;
- Sustain and reinvigorate functions central to mission of the College;
- Eliminate redundancies and activities not essential to core mission;
  
- Transparency- process is open and inclusive. College community will be encouraged to share ideas on how to cut costs, operate more efficiently, increase revenue and improve institution effectiveness;

- Actions considered will be discussed with affected units and clearly communicated to College community;
- Assessment of Impact - What does the reduction mean to operations? How do the options we consider reflect strategic goals? Short and long term consequences should be identified;
- Strategic choices should be made as opposed to across the board actions. Vertical reductions can best preserve quality of academic programs and direct student services. Clear and explicit connections to college priorities must be included; and
- Personnel reductions or action options can take the form of- elimination of vacant positions, reorganization (transferring staff for existing areas to high priority areas), reduction of part time staff, increased use of revenue offsets.

The review will be designed to assess and prioritize expenditures in decision-making increments that encompass entire programs and associated positions. This is a departure from past practice, where budget management has focused on partial and across-the-board cuts and allocations made based on an historical basis and incrementally adjusted. Here budgets will be developed on the basis of analysis of the need for strategic investments in College priorities. However, current and anticipated fiscal conditions require substantial multi-year budget reductions that can only be achieved by cutting at the program scale. These ratings are intended only to identify positions for further review, and are not intended as a final determinant of the process. There are no plans for elimination of full-time active personnel.

Each position and program will be evaluated and classified by tier:

1. Positions /Programs/Units that are necessary to carry out our core mission;
2. Positions/Programs/Units that, though not absolutely necessary, do support our core mission; and
3. Positions/Programs/Units that would serve some college or social good, but are not essential to carrying out or core mission.

All positions and programs will then be classified according to the following additional attributes that are relevant to the strategic budget process:

- A. Self-funded: The salary and benefits are paid for out of non-tax-levy funds that are generated as a result of the function of the position involved.
- B. Title Adjustment or Reallocation Potential: The position or program is needed but may be re-allocated, assigned additional functions or reclassified.
- C. To be considered for Consolidation: The position or program might be consolidated with other positions into a new or existing more efficient unit.
- D. To be considered for Elimination: This position or program could be discontinued without significant impairment of the core mission.
- E. To be considered for Enhancing Efficiency: The unit might satisfactorily accomplish its objectives with reduced resources (for programs/Units only).

- F. Potential for Investment: An investment in this program would result in revenues or savings that would offset the amount of the investment

In addition there will be a major focus upon how revenues can be increased through new programs or initiatives that will allow for further preservation of priority programs, enhancement to such programs or new ones deemed strategically important.

The following is a summary of the proposed process that is designed to support the assessment and prioritization exercise and suggested target dates for completion of each phase. The participants in the process will include the President’s Executive Staff (ESM), the Budget and Planning Committee (BPC), the Financial Planning Subcommittee of the BPC (FPS) and Chairs, Directors and key personnel. Throughout this exercise, the Budget staff will analyze costs and revenues of suggested proposals with input from subject matter experts.

**Proposed Schedule of Activities and Timetable**

	<b>Activity</b>	<b>Description</b>	<b>Assigned to</b>	<b>Target Completion</b>
1	Identify Savings Goal	Develop Dollar Target for total savings/revenues from all proposals.	Budget Staff will calculate , BPC /FPS /ESM to recommend	Feb 5
2	Provide Preliminary Data to ESM	Distribute list of current active employees by dept for confirmation and return to Budget Office by 2/1	Budget Staff	Feb 5
3	Provide info to ESM	Distribute Budget Review Instructions and list of all active employees and vacancies by dept to VPs for Review.	Budget Staff	Feb 5
4	Kick-off Sessions	Advise College Community of the planned Budget Review Process. Convene BPC meeting.	Sr VP Finance/Admin	Feb 16
5	VP Review of Positions	ESM will classify all positions in their departments by tier and attributes and make recommendations for further review.	VP’s/ESM	March 12
6	VP Review of Programs	ESM will classify all programs in their departments by tier and attributes and make recommendations for further review. Develop investment opportunities that could strengthen programs or reduce costs/increase revenues long term.	VP’s/ESM	April 6,
7	Identify Revenue Enhancements and Management Initiatives	Brainstorm session(s) with BPC and key college personnel to elicit ideas for generating revenue, improving efficiency of programs, delivery of services and investment	BPC, members of Presidents cabinet, others tbd	March 22

		opportunities that will result in cost savings.		
8	Review of 3,4,5	Review classifications and suggestions for revenue and cost savings, add to list.	FPS	April 26
9	Develop Recommendations	Based on review of classifications, make recommendations and share with BPC.	ESM/FPS/BPC	April 29
10	Final Determination	Make final decisions and establish timeframe for implementation.	President/ESM	May 14
11	Notification	Notify affected parties, ensure appropriate steps are taken.	All	June 1
12	Implement	Incorporate changes in Financial Plan	All	July 1