



Minutes of the Higher Education Officers' Council Thursday, October 17, 2013

Call to Order: The first general meeting of the HEO Council for Academic Year 2013-2014 was called to order by President Carina Quintian at 3:05 PM in room 630T.

Members Present: A list of members present appears at the end of this document.

Welcome: Ms. Quintian welcomed the HEOs to the first general meeting of the year. This is our first time in a new time slot. Due to budgetary concerns, we cannot afford to provide lunch at meetings this year, so we are experimenting with more minimal refreshments and an afternoon meeting time. Ms. Quintian asked how HEOs felt about this new meeting time. No one expressed a strong opinion either way, although it was noted that HEOs who cannot attend afternoon meetings would by definition not be present to voice that concern.

Adoption of Agenda: A motion to adopt the day's agenda was made and seconded. Motion carried

Approval of Minutes: A motion to approve the minutes of April 19 was made and seconded. Motion carried.

Announcements & Reports:

Special Election: Inez Brown announced that a special election will be held to replace Nilsa Lam as Vice President, since she is no longer with John Jay College. Nominations will be accepted through Friday, October 25. Ballots will be distributed as soon as nominations close and will be due back Friday, November 1.

Commencement Focus Group: Rosann Santos-Elliott announced that the November 22 HEO Council meeting will be used for a commencement focus group to gather feedback from HEOs on past commencements and input for the future of commencement at John Jay. Ms. Santos-Elliott emphasized the importance of gathering input from HEOs in addition to faculty and students.

CUNYfirst Overview: We are already using the HR and budget pieces. In the spring we will add the enrollment management piece for class scheduling, student registration, student records, and financial aid. A special meeting of the HEO Council will be held November 7 in which Vice President for Enrollment Management Richard Saulnier and Chief Information Officer Joseph Laub will give an overview of the CUNYfirst implementation scheduled to take place in the spring.

Budget Report: In Michael Scaduto's absence, Kinya Chandler gave the budget report. We will end the year with a positive balance. We still talk about a deficit based on our projections, but in practice we will be in the black, mostly because we are saving money by not filling vacant positions except in very rare cases and by further cutting back on part time staff (other than adjunct instructors, who cannot be cut because they are needed to teach classes). It was noted that this strategy for cost savings does not work if people hire College Assistants to do the work of vacant HEO positions. Any cash infusions we may receive will go directly toward hiring full time faculty.

Various budget “tricks” that are used at John Jay to try to squeeze more out of the budget will need to be discontinued for the college’s fiscal health. One example would be waiting to hire someone until the last fiscal quarter so only quarter of their salary has to fit within that year’s budget without regard to future years.

We need a certain FTE (approximately 11,000 FTE) to make our revenue targets, and changes in our program mix and recruitment practices have led us to fall short in recent years. We will need to take a more nuanced approach to getting and keeping the students we need to make our FTE target each year. The college’s Strategic Positioning Group (SPG) is working on how to get the precise mix of students we want, including international, distance learning students, and veterans.

Katherine Killoran added that since the annual budget is based on targets, when we fall short, we don’t know that until after the fall semester is well underway. In addition, since we normally see a drop-off in enrollment numbers from fall to spring, even if we are in good fiscal shape in the fall, that can change in the spring semester. Increasing enrollment in winter and summer will help make up for that.

Highlights of extra spending for this year:

- \$56,000 in additional CA hours in aid of the CUNYfirst implementation. \$28,000 each in funding for additional CA hours will go to DoIT and Enrollment Management.
- \$125,000 for a space planning consultant to help the college work on its space issues.
- \$125,000 for faculty workload mitigation. Full time faculty currently teach 7 courses per year (a “4-3 load”), or they buy themselves out of part of their teaching obligation with grant money, or they can receive a reduced load for a limited amount of time while they are working on tenure. The full time faculty are currently requesting a permanent reduction in teaching to a 3-3 load, similar to what faculty at the other CUNY senior colleges have. The Provost is working with faculty leaders on a workload mitigation plan.

Additional recommendations from the BPC subcommittees:

- More funding for full time faculty to decrease the college’s reliance on adjunct instructors
- Save additional funds by allowing 40 full time vacancies to remain open
- No new positions or special projects

Old Business: None

New Business:

HEO Timesheets: PSC Delegate Janet Winter gave a brief presentation on HEO Timesheets and answered questions. Campuses that do not already have some other form of electronic timekeeping are being asked to use an official paper timesheet, a copy of which has been circulated. HEOs are complaining that the new timesheet is onerous, intrusive, inaccurate, inflexible, and does not fit with the reality of people’s working lives, and that there has not been enough training and guidance available on campuses where the paper timesheet has been introduced. While campuses that already had an electronic system in place are not being asked to use the paper timesheet, within the next 18 months all HEOs will be required to switch to a new system which will be an electronic analog of the new paper timesheet and will interface with CUNYfirst. Therefore, HEOs on every campus should be concerned. In addition, this is a change to the terms and conditions of our work, which means they should have negotiated this with the PSC up front and not implemented this new system

unilaterally. The Union has filed a complaint with the Public Employment Relations Board and is launching a campaign including a petition drive.

Currently, HEOs at John Jay are assumed to be working their regular hours and only use ADI to document time they take off from work, such as annual leave or sick leave. It is not clear whether John Jay HEOs will be asked to use ADI any differently from the way we are using it now. We have asked the PSC and Kevin Hauss and nobody seems to know for sure. We can ask for clarification at the next Labor-Management meeting, but to do so comes with the risk that if the administration contacts the university to get the answer, that may attract unwanted attention to the fact that we're only recording time off right now. By show of hands, the HEOs present indicated overwhelmingly that they would like the clarification anyway. Ms. Winter will ask for it at the next Labor-Management meeting.

Adjournment: The meeting was adjourned at 4:10 PM.

Respectfully submitted by Michele Doney, HEO Council Secretary.

Members Present:

Autenrieth, Stephanie
Baerga, Christine
Brown, Inez
Carrington, Janice
Chandler, Kinya
Cox, Niasha
Coyle, Maureen
DiBua, Estefania
Doney, Michele
Germana, Rachelle
Hernandez, Jennifer
Killoran, Katherine
Macaluso, Rosalie
Marshall, Nancy
O'Donnell, Irene
Philip, Alana
Quintian, Carina
Santos-Elliott, Rosann
Simpkins, Will
Taveras, Rita
Tilghman, Brandon
Williams, Rabiyyah
Winter, Janet

John Jay College
FY 2013 Financial Plan Update 9/3/13

	<u>FY 2012 Year</u> <u>End Final Actual</u>	<u>Orig Fin Plan</u>	<u>July 9 ESM</u>	<u>September 3</u> <u>ESM</u>	<u>FY 2014</u>	<u>FY 2015</u>	<u>FY 2016</u>
BUDGET ALLOCATION AND REVENUE							
CUNY Revenue Target	\$76,442,000		\$79,917,000	\$79,917,000	\$82,867,000	\$82,867,000	\$82,867,000
Actual Enrollment / FY12-15 Projection	11,172	11,453	11,378	11,378	11,631	11,907	11,907
Base Allocation:	\$75,849,141	\$86,197,011	\$86,197,011	\$86,197,011	\$89,552,436	\$89,552,436	\$89,552,436
Lump Sum Allocations	\$2,140,435	\$2,138,764	\$2,141,885	\$2,141,885	\$2,138,764	\$2,138,764	\$2,138,764
Additional Allocations	\$10,110,491	\$1,658,326	\$3,758,394	\$3,758,394	\$1,590,404	\$1,590,404	\$1,590,404
Current Year Gross Tuition Revenue above CUNY Target	\$137,900	\$2,651,417	\$75,000	\$262,000	\$1,354,024	\$3,217,288	\$3,617,288
TTL BASE BUDGET ALLOCATION	\$88,237,967	\$92,645,518	\$92,172,291	\$92,359,291	\$94,635,628	\$96,498,892	\$96,898,892
Prior Year Cutra Balance	\$3,720,433	\$3,502,958	\$2,684,800	\$2,684,800	\$1,652,105	\$407,758	\$66,211
Lease Revenue							
TTL ADDITIONAL REVENUES	\$3,720,433	\$3,502,958	\$2,684,800	\$2,684,800	\$1,652,105	\$407,758	\$66,211
TOTAL BUDGET ALLOCATION	\$91,958,400	\$96,148,476	\$94,857,091	\$95,044,091	\$96,287,732	\$96,906,649	\$96,965,103
EXPENDITURES							
Personnel Services (PS):	\$60,875,700	\$68,196,915	\$66,823,192	\$66,701,641	\$70,186,006	\$71,146,469	\$71,146,469
<i>Faculty</i>	\$32,564,207	\$35,280,151	\$34,482,410	\$34,517,142	\$35,517,730	\$35,587,298	\$35,587,298
<i>Administrative Staff</i>	\$25,563,686	\$29,775,827	\$29,373,071	\$29,222,795	\$30,963,842	\$32,032,821	\$32,032,821
<i>ECP</i>	\$2,747,807	\$3,140,937	\$2,967,711	\$2,961,704	\$3,704,433	\$3,526,350	\$3,526,350
Adjuncts:	\$13,132,644	\$12,612,234	\$12,182,720	\$12,340,163	\$12,530,163	\$12,530,163	\$12,530,163
<i>Teaching Adjuncts / CLTs</i>	\$12,555,208	\$12,285,056	\$11,885,011	\$12,027,513	\$12,217,513	\$12,217,513	\$12,217,513
<i>CETs</i>	\$577,435	\$327,178	\$297,709	\$312,649	\$312,649	\$312,649	\$312,649
Temp Services:	\$8,739,643	\$5,968,003	\$6,932,852	\$6,964,392	\$6,006,369	\$6,006,369	\$6,006,369
<i>College Assistants</i>	\$6,520,427	\$4,963,788	\$5,899,237	\$5,926,249	\$4,968,226	\$4,968,226	\$4,968,226
<i>Laborer Retroactive Collective Bargaining</i>	\$1,115,000						
<i>Non-Teaching Adjuncts</i>	\$1,104,215	\$1,004,215	\$1,033,615	\$1,038,143	\$1,038,143	\$1,038,143	\$1,038,143
TTL PS	\$82,747,986	\$86,777,152	\$85,938,764	\$86,006,196	\$88,722,538	\$89,683,001	\$89,683,001
OTPS	\$6,778,272	\$7,821,897	\$7,712,066	\$7,385,790	\$7,157,437	\$7,157,437	\$7,157,437
ETI Transfer to Tech Fee & Science Direct Cost/savings	(\$252,659)	(\$252,659)					
TTL OTPS	\$6,525,613	\$7,569,238	\$7,712,066	\$7,385,790	\$7,157,437	\$7,157,437	\$7,157,437
TTL FINANCIAL PLAN EXPENDITURES	\$89,273,600	\$94,346,390	\$93,650,830	\$93,391,986	\$95,879,975	\$96,840,438	\$96,840,438
YEAR END BALANCE	\$2,684,800	\$1,802,086	\$1,206,261	\$1,652,105	\$407,758	\$66,211	\$124,665

Allocation reflects net allocated compact of 2.6 million for FY 13 only. As per UBO, does not reflect out year increases.

FY14 Revenue Target and Tuition increased. No tuition increase for out years

FY 14 and FY 15 enrollment based on Enrollment Mgt Table 2 estimate of 4/15/13. FY 16 = FY 15

FY 2016 assumes increase in summer revenue of 10% or \$300k to balance plan

EXPENDITURE ASSUMPTIONS

FY13-15 PS Projections include staff on 7/25/13 payroll, assumes approved hires will be filled as planned and remaining 36 pending vacancies will not be filled.

FY 2014 Expenditures reflect hiring 33 new faculty in Fall 2013

FY14 Adjunct Projection reflects 350k or actual release time for Adjunct Reimbursement from RF

FY14-16 Temp Services Expenditures assumed will be within allocations as adjusted for financial plan changes

FY13 OTPS Projections reflect one time increase of 989k for Science equipment, includes Target Allocation Reductions.

Recommendations for FY2014 Financial Plan from Budget and Planning Committee
Adopted August 26, 2013

The planning subcommittees met jointly on nine occasions since February, 2013, to discuss the financial plan and develop recommendations. On July 31 the subcommittees met with the full BPC to consult on the recommendations before a final subcommittee discussion on August 12. On August 26, 2013, the final subcommittee recommendations were presented to the BPC, which amended and then adopted them unanimously. Three sets of recommendations follow some observations about the budget situation.

Facts and Circumstances:

- The College lists approximately \$4 million of unfilled non-faculty vacancies.
- The College cut the College Assistant budget by 5% (\$246,000) for FY2014.
- In June 2013, the Middle States Commission requested a Progress Report, due April 1, 2015, documenting evidence of our having “sufficient numbers of appropriately prepared and qualified faculty. . .” and documenting “further implementation of an integrated strategic planning process linked to budgeting and resource allocation...”
- Filling vacancies late in the fiscal year is an unsound practice as it saves funds in the current year but results in increased costs the following year when the salary is annualized.
- The viability of the recommendations depends upon meeting current enrollment targets and achieving planned savings and revenue offsets. If any of these targets (enrollment, revenue, savings) are not met, further reductions will be necessary.
- New Investments will not be authorized until fall enrollment is known.
- The College continues to operate under a hiring pause for non- faculty positions.

To address the FY2014 deficit and to create a very modest surplus for new investments, the following actions were taken or are now recommended:

Recommendations to Balance FY2014 Financial Plan

Eliminate Proposed Tech Fee Transfers/offset with OTPS	\$106,000
Fund Director of Continuing Education from IFR	75,000
Defer all 38 Administrative Vacancies with 12/1 Start date to FY2015	1,192,193
10% OTPS Reduction	735,715
Re-Evaluate Tax Levy Support for Centers	200,000
Philanthropy Offset	150,000
Reduce Compact Fringe	<u>200,000</u>
 Savings/Revenue Offsets	 \$2,658,908

Funds for new investments	About \$600,000
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Leverage Student Activity Association
 End of year balance

(100,000)
 60,000

The new spending proposals are very limited, and about half of the funds are earmarked for CUNYFirst, either for one-time transitional costs or full-time permanent positions:

Recommendations for New Spending in FY2014 Financial Plan

		F/T Costs	P/T Costs	PS Costs	OTPS	TTL PS/OTPS
CUNYfirst	Student Employment (DoIT)		\$28,000	\$28,000		\$28,000
	Student Employment (Enroll Management)		\$30,000	\$30,000		\$30,000
	F/T & P/T Personnel (Bursar/Enrollment/DoIT)	\$130,000	\$88,000	\$218,000		\$218,000
				\$0	\$50,000	\$50,000
Total CUNYfirst		\$130,000	\$146,000	\$276,000	\$50,000	\$326,000
SPG Recruitment				\$0	\$131,560	\$131,560
International Student Advisor		\$65,000		\$65,000		\$65,000
Distance Learning	Course Development		\$50,000	\$50,000		\$50,000
Student Affairs	Administration	\$60,000		\$60,000		\$60,000
Veterans Support			\$20,000	\$20,000	\$30,000	\$50,000
Total Other Recommendations		\$125,000	\$70,000	\$195,000	\$176,560	\$356,560
	Total Tax Levy Spending	\$275,000	\$178,000	\$453,000	\$226,560	\$682,560
Other Funds						
Space Planning Consultant	Aux Corp				\$125,000	\$125,000
Faculty Workload Mitigation	Faculty Accruals		\$125,000		\$125,000	\$125,000

Note: The savings do not balance the spending in the tables presented because the Budget Office is still cleaning up the numbers.

Further Recommendations

- The College will recruit and appoint 14 or 15 new full-time faculty for fall, 2014 with an overall salary limitation of \$1,134,000. (The funds for this will fall into the FY2015 Compact.)
- Forty non-faculty vacancies identified in the 7/25/2013 vacancy report should be filled including exemptions to the pause authorized by the President, Health and Safety exemptions and COA positions. The remaining 35 vacancies should be examined and either eliminated or deferred until July 1, 2014.
- The planning subcommittees should review proposed exemptions to the pause.
- Special funding for capital projects and equipment should be spent in a manner consistent with the funding requirements.
- Any new net revenue beyond that presented in the August 26 projection should be allocated back to the divisions in proportion to their respective overall budgets. The funds should be committed to College Assistant, overtime, and OTPS spending for the spring semester, rather than additional non-faculty hiring. Within the Academic Affairs domain, highest priority should be the restoration of departmental and library CA cuts, mitigation of faculty travel cuts, and mitigation of CUNYfirst impacts on academic department and program operations.
- The College should hold off on new hiring and spending on new investments whenever possible, pending receipt of fall enrollment numbers and review by the planning subcommittees and BPC.