



Budget and Planning Committee

Meeting Agenda

April 1, 2021

10:00-11:30am – Zoom

(details are in the calendar invite)

1. Approval of Minutes for February 9, 2021 meeting (attached)
2. Review and Adoption of the FY2021 Financial Plan (attached)

Budget and Planning Committee Meeting
Minutes
April 1, 2021

Attendees: Karol Mason, Cat Alves, Ned Benton, Franklyn Bernabe, Benjamin Bierman, Dara Byrne, Anthony Chambers, Anthony Carpi, Shu-Yuan (Demi) Cheng, Brian Cortijo, Warren Eller, Mark Flower, Oswald Fraser, Robert Garot, Jay Gates, Katie Gentile, Karen Kaplowitz, Brian Kerr, Jeffrey Kroessler, Brian Lawton, Yi Li, Robin Merle, José Luis Morín, Elsa-Sofia Morote, Peter Moskos, Allison Pease, Tayvhon Pierce, Amber Rivero, Doug Salane, Alisse Waterston, Daryl Wout, and Alison Orlando (recorder)

Guests: Hungde Chan, Ingrid Cabanilla, Kinya Chandler, Ajisa Dervisevic, Rulisa Galloway-Perry, Hera Javaid, John Paul Narkunas, Alena Ryjov, Roger Szajngarten, and Janet Winter

1. Approval of Minutes for February 9, 2021. The minutes were approved as proposed.
2. Review and adoption of the FY 2021 Financial Plan. Karol M. started by giving an overview of the current financial situation. She explained that there are three federal stimulus packages (CARES, CRRSAA, and ARPA) that were adopted by the U.S. Congress. Each of these packages gives funding to higher education, and John Jay will receive allocations from them. Karol M. said that CUNY has not released the bulk of the CARES funding to the college, but the Department of Education has recently expanded their guidance on how these funds can be used. She explained that the expanded guidance has benefited the college and our budget. She then spoke briefly about the CRRSAA funds and ARPA funds. Karol M. then talked about how the college will use these federal funds for faculty hiring and supporting student success. She ended by explaining that we need to use these funds strategically to benefit the long-term health of the institution. Mark F. moved on to speak about the CARES funding in more detail. He first went over the document that provides the expanded guidance on CARES. He explained that the document helps to clarify that the college can use the CARES funds to cover lost revenue and to help cover our obligation to EHS housing; this has significantly benefited our budget for FY 2021. He also went over the college's CARES Funding Plan in more detail to explain how the college plans to use the rest of the funds. Mark F. moved on to speak about the FY 2021 Financial Plan. He said that the CUNY Board of Trustees adopted a financial plan at their last meeting and has set our revenue target at \$98,746,000. He added that we have a total budget allocation of \$119,628,386, which includes a \$1,814,066 CARES lost revenue allocation and \$2,983,259 in CARES financial aid grants to students. The college also has a total of \$122,822,824 in expenditures, which leaves the college with a true operating deficit of \$2,194,437. However, we will end the year with a positive balance of \$745,158 once the college's CUTRA balance of \$2,552,612 and FY 2020 CARES reimbursement of \$386,984 are applied. Mark F. then shared with the committee the actual financial plan document that will be sent to CUNY. He explained that the FPS passed a resolution to present this plan to the BPC and to adopt our financial plan for FY 2021. There was a motion to adopt the FY 2021 financial plan. It was seconded. The motion was approved unanimously.
3. Resolution on Strategic Budget Planning for Post-Pandemic Period. Ned B. explained that this is an informational item and addresses planning for the future financial years. He said that Middle States expects for the college's financial and budgeting process to be aligned with their mission and goals, to be evidence based, and to clearly align with the institution's strategic plans and objectives. He added that this calls for the college to have a deliberate decision-making framework to allocate resources and to have a financial planning process with a focus on personnel services expenditures

as these expenditures make-up a majority of the budget. He then shared a set of seven recommendations passed by the Faculty Senate that guide the college on how to analyze and approve our financial plan with the goal of having a transparent, evidence based and integrated planning process through employment targets. Karol M. said that we now have the opportunity to align our resources with our values to support our students and faculty. She added that she is excited to work together to figure out how to use this money wisely to address our systemic issues. Karol M. ended the meeting by thanking everyone for helping us work through our budget situation.

FY2021 Financial Plan
John Jay College
Table I - Tuition Revenue
(Figures in \$000)

	FY2020	FY2021	I/(D) [\$]	I/(D) [%]	Comments
Fall FTE Enrollment	12,770	12,849	79	1%	
Spring FTE Enrollment	11,922	11,832	(90)	-1%	
Fall / Spring Average	12,346	12,341	(6)	0%	
Cash Collected Through January 2021	-	64,062	64,062		
Remaining Fall Cash		1,500			
Remaining Spring Cash		30,300			
Remaining Summer Cash		2,667			
Remaining Prior Year Collections Cash		600			
Cash Adjustments		2,983			
Total Actual/Projected Cash Collection	99,811	102,112	2,301	2%	
Revenue Target	96,598	98,746	2,148	2%	
Collection O/(U) Revenue Target	3,213	3,366	153	5%	

CARES Funding applied to student account balances (\$1.1M MSI funds & \$1.8M Other Eligible Expenses)

	FY2020	YTD	REMAINING	TOTAL FY2021	I/(D) [\$]	I/(D) [%]	Comments
Remaining PS Regular Projection			33,608	33,608			
PS Regular - Doctoral Faculty allocation offset			(1,764)	(1,764)			
Total PS Regular	90,361	57,683	31,843	89,526	(835)	-1%	
Adjuncts	19,857	12,257	8,759	21,016	1,159	6%	
Temporary Service	6,695	2,939	1,548	4,486	(2,208)	-33%	
Deferred Collective Bargaining Increases			1,300	1,300			Projected Deferred Collective Bargaining Increases for FT \$,1071,760 and PT \$220,433, Temps \$8,030
OTPS¹	6,242	2,660	2,835	5,495	(747)	-12%	CARES reimbursement included
Total Tax-Levy Expenditures	123,154	75,538	46,285	121,823	(1,331)	-1%	
3012-IFR (main)	2,919	1,403	1,914	3,317	398	14%	
3019-Technology Fee	2,852	1,821	2,284	4,106	1,254	44%	
4001-ACE	129	36	68	104	(25)	-20%	
Total IFR Expenditures (SC only)	5,900	3,260	4,267	7,527	1,626	28%	

Notes

YTD PS expenses include the 02/11/21 Payroll for SCs and the 02/19/21 Payroll for CCs

YTD OTPS expenses as of 03/09/2021

¹ OTPS should include amounts covered by federal stimulus funds

	FY2021 Budget Status MID-YEAR	FY2021 Budget Status 03.08.2021	FY2021 Q3 Budget Status 03.30.2021	Notes
BUDGET ALLOCATION AND REVENUE				
CUNY Revenue Target	\$91,633,549	\$98,746,000	\$98,746,000	
Avg Enrollment ((Fall + Spring)/2)	12,340	12,340	12,340	
Base Allocation	\$94,811,193	\$107,041,350	\$106,900,812	Adjusted per CUNY
Lump Sum Allocations	\$956,349	\$1,453,525	\$1,453,525	
Initial Tax-Levy Allocation	\$95,767,542	\$108,494,875	\$108,354,337	
Additional Allocations	\$6,351,888	\$4,927,673	\$4,932,589	
NYC Budget Initiatives (NYPD Exec Leadership & DOC CEEDS)	\$1,161,854	\$1,161,854	\$1,161,854	
\$1M CUNY Loan(part of CUNY Plan to reduce JJC Deficit)				
CARES reimbursements for tuition, housing, room and board, or other fee refunds.	15,227.20			
CARES LOST Revenue Allocation (Spring)			\$1,814,066	New Allowable CARES category
CARES Financial aid grants to students	3,006,700.00	\$3,006,700	\$2,983,259	
Current Year Gross Tuition Revenue above CUNY Target	\$4,208,785	\$376,268	\$382,281	(MSI funds for Fall + \$1.8M CARES for Spring)
TOTAL BUDGET ALLOCATION	\$110,511,996	\$117,967,370	\$119,628,386	
Personnel Services (PS):	\$90,040,608	\$90,679,631	\$90,597,930	
Faculty	\$42,618,603	\$43,167,342	\$43,045,678	
Administrative Staff	\$42,461,444	\$42,637,074	\$42,595,376	Includes reinstated PSC Collective Bargaining increases and CARES \$338K
ECP	\$4,960,561	\$4,875,215	\$4,956,876	
CARES Reimbursement				
Adjuncts:	\$21,942,967	\$21,942,967	\$21,236,074	
Teaching Adjuncts / CLTs	\$21,942,967	\$21,942,967	\$21,236,074	
Temp Services:	\$4,781,593	\$4,781,593	\$4,494,266	
College Assistants	\$4,064,585	\$4,064,585	\$3,841,811	
Non-Teaching Adjuncts	\$717,008	\$717,008	\$652,456	
TOTAL PS	\$116,765,168	\$117,404,191	\$116,328,271	
TOTAL OTPS	\$5,493,791	\$5,493,791	\$5,494,553	Incl. FY21 CARES \$316K
TOTAL FINANCIAL PLAN EXPENDITURES	\$122,258,958	\$122,897,982	\$121,822,824	
Operational YEAREND BALANCE	(\$11,746,962)	(\$4,930,612)	(\$2,194,437)	
Prior Yearend Balance	\$2,552,612	\$2,992,000	\$2,552,612	
FY 20 CARES Reimbursement	1,792,059		386,984	3.26.21 CUNY Deposit Schedule
Total Yearend Balance	(\$7,402,292)	(\$1,938,612)	\$745,158	

FEBRUARY data-actual billed as of end of february
98,746,000
TARGET

2020-2021	FTE	FTE WORTH BILLED	% COLLECT	PROJECTED REVENUE	Revenue Over Target
Fall 2020	12848	3812.35	\$48,981,038	93.20%	\$45,650,327
Spring 2021	0.920922	11832	3857.12	\$45,637,405	88.00%
Winter 2021			\$2,213,924	90.00%	\$1,992,531
Summer 2020				\$5,880,847	
Summer 2021				\$2,667,596	
Prior Year				\$2,770,050	
univ collection					
Total				\$99,122,268	\$376,268
Annual FTE	12340				
Estimate Revenue Over/Under Target					\$376,268

Category of Expense/Reimbursement	Tax Levy Operating Budget	Tax Levy Operating Budget (Health & Wellness)	FR (Senior) or City New Mfg. Income (Community) Budget?	Tuition and Fees Account (Plagues, Continuing Ed)	2020 Fall Scholarship/Revenue Loss	2021 Spring Revenue Loss	NIL	CUVY Centralized Purchase/Fringe	Total Budget	FY 2020 Submission	FY2021 1st Q Submission	FY2021 2nd Q Submission	FY2021 3rd Q Submission	FY2021 4th Q Submission	TOTAL Submissions
1. Providing additional emergency financial aid grants to students/ REVENUE LOSS	-	-	-	-	1,829,795	1,814,066	-	-	4,797,295	-	-	-	-	-	-
1a. Emergency financial aid grants to students	-	-	-	-	1,829,795	1,814,066	-	-	2,983,229	-	-	-	-	-	-
1a. Revenue Loss	-	-	-	-	-	-	-	-	1,814,066	-	-	-	-	-	-
2. Providing reimbursements for tuition, housing, room and board, or other fee ref	-	-	-	-	1,594,131	1,814,066	-	-	1,594,131	1,170,969	15,208	-	-	-	1,194,111
2a. Refunds of tuition	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2b. Refunds of material and transportation fees	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2c. Refunds of adult and continuing education charges	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
2d. Refunds of student activity fees	-	-	-	-	426,887	426,887	-	-	426,887	426,887	-	-	-	-	426,887
2e. Refunds of dorm fees	-	-	-	-	767,242	767,242	-	-	767,242	767,242	15,208	-	-	-	767,242
2f. Refunds of other fees charged (please be specific and add other rows as needed)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3. Covering the cost of providing additional technology hardware to students, such as laptop or tablet, or covering the added cost of technology fees.	399,195	-	100,000	-	-	-	-	392,454.43	490,400	479,200	59,495	80,290	-	-	612,627
3a. Laptops, Chromebook, tablet or similar provide to student	78,793	-	100,000	-	-	-	-	381,969.82	480,163	380,200	-	-	-	-	380,204
3b. Laptops, Chromebook, tablets or similar provide to faculty	-	-	-	-	-	-	-	-	-	-	7,518	-	-	-	7,518
3c. Laptops, Chromebook, tablet or similar provide to staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3d. Other hardware costs or additional licenses	7,539	-	-	-	-	-	-	-	7,539	1,996	-	-	-	-	9,321
3e. Additional PS costs related to the distribution of hardware to students, faculty and staff	311,864	-	-	-	-	-	-	81,084.62	392,949	87,001	51,817	82,956	-	-	221,773
4. Providing or subsidizing the costs of high-speed internet to students of faculty for transition to an online environment	-	-	-	-	-	-	-	53,037.60	126,738	-	9,586	18,435	-	-	28,011
4a. Hotspot or similar for students	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4b. Hotspot or similar for faculty	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4c. Hotspot or similar for staff	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
4d. Campus upgrade/additional costs of Wi-Fi	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5. Subsidizing off-campus housing costs due to dormitory closures or decisions to limit housing to one student per room	-	-	-	-	-	835,527	-	835,527	-	-	-	-	-	-	-
5a. Subsidizing housing costs to reduce housing density	-	-	-	-	-	835,527	-	835,527	-	-	-	-	-	-	-
5b. Paying for hotel or other off-campus housing for students who need to be isolated	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5c. Paying travel expenses for students who need to leave campus early due to coronavirus infection or campus interruptions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6. Subsidizing food services to reduce density in eating facilities, to provide pre-packaged meals, or to add hours to food service operations to accommodate social distancing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7. Costs related to operating additional class sections to enable social distancing, such as those for hiring more instructors and increasing campus hours of operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7a. PS costs of hiring additional instructors or paying additional PS costs as a result of additional class sections	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7b. PS costs related to expanding hours of campus operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7c. OPS costs related to expanding hours of campus operations	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8. Campus safety and operations	884,018	-	5,000	-	-	-	-	88,944.15	473,962	527,430	98,804	97,197	-	-	463,271
8a. Disinfection and cleaning of campus facilities	4,000	-	-	-	-	-	-	-	4,000	1,320	-	-	-	-	3,320
8b. Disinfection and cleaning of dorms	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8c. Purchase of personal protective equipment (PPE)	35,542	-	-	-	-	-	-	-	35,542	25,937	8,185	2,041	-	-	36,167
8d. Purchase of cleaning supplies	130,000	-	5,000	-	-	-	-	-	135,000	84,513	58,443	27,740	-	-	132,618
8e. Adding personnel to increase the frequency of cleaning	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8f. Reconfiguration of facilities to promote social distancing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8g. Purchase of exchange or similar health related software	-	-	-	-	-	-	-	29,180.41	29,180	-	4,853	7,235	-	-	12,159
8h. Purchase of thermometers and similar items	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8i. Cost of adding personnel or paying personnel extra to take temperatures (if needed)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8j. Additional OT for Public Safety Officers	214,476	-	-	-	-	-	-	55,763.74	270,240	353,696	30,264	5,117	-	-	288,987
9. Purchasing, leasing or renting additional instructional equipment and supplies (such as laboratory equipment or computers) to reduce the number of students sharing equipment or supplies during a single class period and to provide time for disinfection between users	-	-	-	-	-	-	-	-	-	-	10,490	-	-	-	10,490
9a. Rental or leasing of additional instructional equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
9b. Purchase of additional instructional equipment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
9c. Purchase of additional computers to be used in campus	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
9d. Purchase of additional instructional supplies	-	-	-	-	-	-	-	-	-	-	10,490	-	-	-	10,490
10. Purchasing faculty and staff training in online instruction, or paying additional funds to staff who are providing training in addition to their regular job responsibilities	-	-	-	-	-	-	-	19,066	19,066	-	19,066	-	-	-	19,066
10a. Payments to CUVY employees to attend training (e.g., depends to faculty)	-	-	-	-	-	-	-	19,066	19,066	-	19,066	-	-	-	19,066
10b. Adding staff or paying staff extra to provide online training	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
10c. Cost of hiring 3rd party to provide training	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11. Purchasing, leasing, or renting additional equipment or software to enable distance learning, or upgrading campus Wi-Fi access or extending open networks to parking lots or public spaces, etc.	99,319	-	71,000	-	-	-	-	33,975.88	204,294	93,790	22,856	25,028	-	-	141,674
11a. Purchase of additional instructional software to enable distance learning	87,913	-	-	-	-	-	-	27,087.07	100,000	78,871	5,219	2,421	-	-	82,514
11b. Purchase of additional non-instructional software to enable distance learning/office work	11,406	-	-	-	-	-	-	-	11,406	-	6,586	8,430	-	-	11,406
11c. Upgrading or extending Wi-Fi access	-	-	-	-	-	-	-	21,888.81	92,889	14,915	15,053	17,287	-	-	47,254
11d. Incremental costs associated with online video capabilities, such as Zoom	-	-	71,000	-	-	-	-	-	-	-	-	-	-	-	-
11e. Other new or additional OPS costs related to supporting the hardware and software required to move to distance education	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11f. Other new or additional PS costs relating to supporting the hardware and software required to move to distance education/home work	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PS 12. Other (Use of full Instructional Period funds, full new are needed)	4,000	242,252	-	-	-	-	-	35,527	281,778	4,000	-	-	-	-	4,000
12a. Costs for computer system upgrades that are reasonably related to "significant changes to the delivery of instruction due to coronavirus". This would not include for example, previously planned upgrades to computer systems.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
12b. Other / Training programs	4,000	-	-	-	-	-	-	-	4,000	4,000	-	-	-	-	4,000
Health and Wellness Salary & Fringe	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Health and Wellness OPS	-	199,089	-	-	-	-	-	25,881.54	224,970	-	-	-	-	-	-
Total FY 2020 Expenditures/Refunds or Credits Issued	959,232	-	175,000.00	3,029,336	1,153,434	1,814,066	835,527	689,009.40	8,515,499	5,075,969	300,538	159,448	-	-	2,475,490
TL = HW	-	-	1,201,483.67	-	-	-	-	-	-	-	-	-	-	-	-

0.82

CARES Allocation	58,813,439														
	TL	Health & Wellness	TOTAL TL	FY20	FY2021	FY2022	Total								
Providing additional emergency financial aid grants to students.	-	-	-	-	-	-	-								
Revenue Loss	-	-	-	-	-	-	-								
TL PS	526,340	199,089	725,429	227,250	338,179	160,000	725,429								
TL OPS	432,892.11	43,163	476,055	159,755	316,321	-	476,055								
TL Total	959,232	242,252	1,201,484	386,984	654,500	160,000	1,201,484								

Budget Breakdown	TOTAL	PS	OPS	TOTAL TL	FR OPS	NIL	CUVY OPS	CUVY Fringe	TOTAL	Health PS	Health OPS	Health Fringe	TOTAL PS & OPS
1a. 2020 Fall Scholarship	1,153,434	-	-	-	-	-	-	-	-	-	-	-	-
1b. Revenue Loss: 2021 Spring	1,814,066	-	-	-	-	-	-	-	-	-	-	-	-
2. Providing reimbursements for tuition, housing, room and board, or other fee ref	3,023,326	-	-	-	-	-	-	-	-	-	-	-	-
3. Subsidizing off-campus housing costs due to dormitory closures or decisions to limit housing to one student per room	835,527	-	-	-	-	-	-	-	-	-	-	-	-
Health & Wellness	277,778	199,089	43,163	242,252	-	171,000	9,445.00	25,881.54	277,778	199,089.77	53,807.86	25,881.54	277,778.37
IT Investments	1,211,640	313,864	259,350	573,214	-	-	389,883.30	83,084.62	1,211,640	313,863.30	818,731.41	41,044.62	1,211,640.99
Safety Operations	473,962	214,476	169,542	384,018	-	5,000	29,180.41	55,763.74	473,962	214,475.92	203,722.41	55,763.74	473,962.07
Professional Development/Training	23,066	-	4,000	4,000	-	-	10,066	-	23,066	-	23,066.00	-	23,066.00
TOTAL	8,813,448	725,429	476,055	1,201,484	176,000	-	446,375	162,739	1,596,448	725,429	1,098,338	162,739	1,986,496

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