

Planning Meeting

April 2016

Fiscal Year 2016 Mid-Year and Fiscal Year 2017 Planning Discussion



Message from the Chancellor

The state budget agreed to last night by Governor Cuomo, Speaker Heastie and Leader Flanagan provided a modest increase to CUNY's operating budget. We are pleased that \$485 million of CUNY's state budget that at one point seemed at risk was restored. Investments in critical maintenance for CUNY's facilities and base aid for community colleges were increased, which is positive. The parties did not agree on either an extension of the predictable tuition policy, which the CUNY Board of Trustees supported, or funding in lieu of tuition. While some additional operating funding was provided for specific programs, the loss of tuition revenue or its equivalent will impact CUNY's ability to make needed investments in its faculty and staff at a time of record enrollment and increasing graduation rates.

Most significantly, of course, no funding was provided for settlement of CUNY's labor contracts, which are all at least six years out of date. And while we are concerned that the parties did not agree on funding at this time, we are encouraged by the statement of State Director of the Budget Mujica in the Governor's press conference last night that the state would address the funding issue once the contracts are settled. We are hopeful we can reach a fair settlement soon and that the state and city will provide funding to resolve these long outstanding contracts.

We are grateful for the state's continued investment in The City University of New York, so essential to the opportunity and success of our more than 500,000 students and to the economy of the city and state of New York. Many challenging decisions lie ahead, but we have been gratified by the outpouring of support for CUNY from so many New Yorkers who recognize its critical contributions to the state's future.



2016 – 2017 STATE ENACTED BUDGET

Senior College Summary

Senior College Funding by Source (\$ millions)

| | FY2016 Adopted | FY2017 State Enacted | \$ Change | % Change |
|------------------------------|-------------------|-------------------------|---------------|-------------|
| State Aid | \$1,217.2 | \$1,238.5 | \$21.3 | 1.8% |
| City Support | \$32.3 | \$32.3 | \$0.0 | 0.0% |
| Tuition & Other Revenue | \$1,086.4 | \$1,086.4 | \$0.0 | 0.0% |
| Total Senior Colleges | \$2,335.9 | \$2,357.2 | \$21.3 | 0.9% |

- The FY2017 state enacted budget for the senior colleges totals \$2.36 billion, an increase of \$21.3 million, or 0.9%, over the current year.
- The enacted budget does not include the executive proposal to shift 30%, \$485 million, of senior college operating expenses and debt service costs to New York City. These funds will be fully covered by the State. \$240 million recommended in the executive budget for anticipated collective bargaining costs is not included.
- The enacted budget keeps tuition rates flat at FY2016 levels. The budget requires that CUNY and SUNY continue the TAP tuition credit and provide waivers for the difference between TAP and tuition, which costs CUNY \$49 million annually.
- The senior college increase of \$21.3 million includes: \$16.6 million for fringe benefit cost increases. \$4.7 million for SEEK.
- The enacted budget does not provide funding for any other mandatory needs, including energy, building rental and incremental salary cost increases.
- \$12 million provided in FY2016 is repurposed to be distributed according to a plan approved by the Board of Trustees.
- Maintenance of effort language requiring the state to provide funds not less than the amount provided in the previous year will expire on July 1, 2016.

Community College Summary

The FY2017 state enacted budget provides \$251.8 million for the community colleges, an increase of \$17.6 million from the FY2016 level.

- Per FTE student base aid increases by \$100 to \$2,697. This increase generates \$8.3 million. Enrollment increases generate an additional \$9.3 million.
- ASAP and childcare funding are restored to FY2016 levels.
- An additional \$225,000 is provided for College Discovery.
- An additional \$500,000 is provided for a community schools grant. The goal of the grant is to bring healthcare to campuses, assist students with transportation, provide additional resources for child/elder care, and augment existing academic and career development supports in order to improve retention and graduation rates.
- \$750,000 for One Stop Job Centers is not continued

Community College Funding by Source (\$ millions)

| | FY2016 Adopted | FY2017 State Enacted | Change from base \$ | Change from base % |
|---------------------------------|-------------------|-------------------------|---------------------------|--------------------------|
| State Aid | \$234.2 | \$251.8 | \$17.6 | 7.5% |
| City Support | \$289.4 | \$289.4 | \$0.0 | 0.0% |
| Tuition & Other Revenue | \$386.3 | \$386.3 | \$0.0 | 0.0% |
| Total Community Colleges | \$909.9 | \$927.5 | \$17.6 | 1.9% |

Financial Aid

The state enacted budget does not propose any changes to the Tuition Assistance Program (TAP)

The enacted budget does not include the DREAM Act which would allow undocumented students to apply for state tuition assistance.

The maximum Pell Grant award will increase by \$140, to \$5,915, for the 2016-17 academic year.

The Perkins Loan program, which had been scheduled to close, was extended for another two years.

Funding will remain level for the Federal Work Study program.

"Ability-to-benefit" (ATB) students enrolled in career pathway programs are once again eligible for the maximum Pell Grant award.

University-wide Funding by Source (\$ millions)

| | FY2016 Adopted | FY2017 State Executive | Change from base \$ | Change from base % |
|--|-------------------|------------------------------|---------------------------|--------------------------|
| Senior Colleges | | | | |
| State Aid | \$1,217.2 | \$1,238.5 | \$21.3 | 1.8% |
| City Support | \$32.3 | \$32.3 | \$0.0 | 0.0% |
| Tuition & Other Revenue | \$1,086.4 | \$1,086.4 | \$0.0 | 0.0% |
| Total Senior Colleges¹ | \$2,335.9 | \$2,357.2 | \$21.3 | 0.9% |
| Community Colleges | | | | |
| State Aid | \$234.2 | \$251.8 | \$17.6 | 7.5% |
| City Support | \$289.4 | \$289.4 | \$0.0 | 0.0% |
| Tuition & Other Revenue | \$386.3 | \$386.3 | \$0.0 | 0.0% |
| Total Community Colleges | \$909.9 | \$927.5 | \$17.6 | 1.9% |
| University-wide | | | | |
| State Aid | \$1,451.4 | \$1,490.4 | \$38.9 | 2.7% |
| City Support | \$321.6 | \$321.6 | \$0.0 | 0.0% |
| Tuition & Other Revenue | \$1,472.7 | \$1,472.7 | \$0.0 | 0.0% |
| Total University | \$3,245.8 | \$3,284.7 | \$38.9 | 1.2% |

¹ Excludes Income Fund Reimbursables

Overall Impact



The FY2016-17 State Enacted Budget recommends \$296.6 million in new appropriations/funding

Grant appropriation available to all CUNY colleges and schools; and \$37 million for operating expenses incurred by the capital construction program of the University. The budget also re-appropriates \$2.5 billion for the senior and community colleges, for a total of \$2.85 billion available in appropriations for CUNY in FY2016-17.

Capital Budget



Details of the appropriations for CUNY include:

- \$143 million for critical maintenance at senior colleges;
- \$61.6 million for critical maintenance projects at the community colleges, to match funding received from the City;
- The fourth-year appropriation of \$55 million for the CUNY 2020 Challenge Grant (competitive awards based on economic impact, advancement of academic goals, innovation and collaboration.) This funding is appropriated under the New York State Urban Development Corporation budget;
- \$37 million appropriated for operating expenses incurred by The Dormitory Authority of the State of New York (DASNY) and the City University Construction Fund (CUCF) while overseeing construction activities for CUNY's facilities; includes \$21 million for DASNY and \$16 million for CUCF;
- \$2.5 billion in re-appropriations consisting of :
 - billion re-appropriated for senior colleges;
 - *\$350 million re-appropriated for community colleges and Medgar Evers College.*

Fiscal Year 2017

College Specific
Impact

BRONX COMMUNITY COLLEGE

- The base allocation per student will increase by \$100 to \$2.697 (If we put it into this year's perspective it would be an additional \$805,200 (Current FTE of 8,052 x \$100)
- ASAP funding was restored. (We received \$1.150,121 in FY16)
- Childcare Funding was restored – We received \$164,532 from the State in FY15)
- College Discovery was increased for the University (We actually lost some of our prior year allocation (\$75,000) because they had overfunded us last year)
- An Additional \$500,000 was provided for the Community School Grant (We already received an award from this program)

Capital Funding

- The match of funding for projects funded by the City was awarded



Economic Forecast

Consensus Economic and Revenue Forecast Report as required by Section 23 of the State Finance Law Issued March 1, 2016

- Outlook for the economy and revenues have weakened and uncertainty has increased
- Energy price volatility is both a positive and negative risk
- Project National labor market will continue to grow but at a slower pace as the economy reaches full employment
- Easing job growth in 2016 is expected to be accompanied by slower income growth
- Anticipate the Federal Reserve will continue to raise short-term interest rate targets

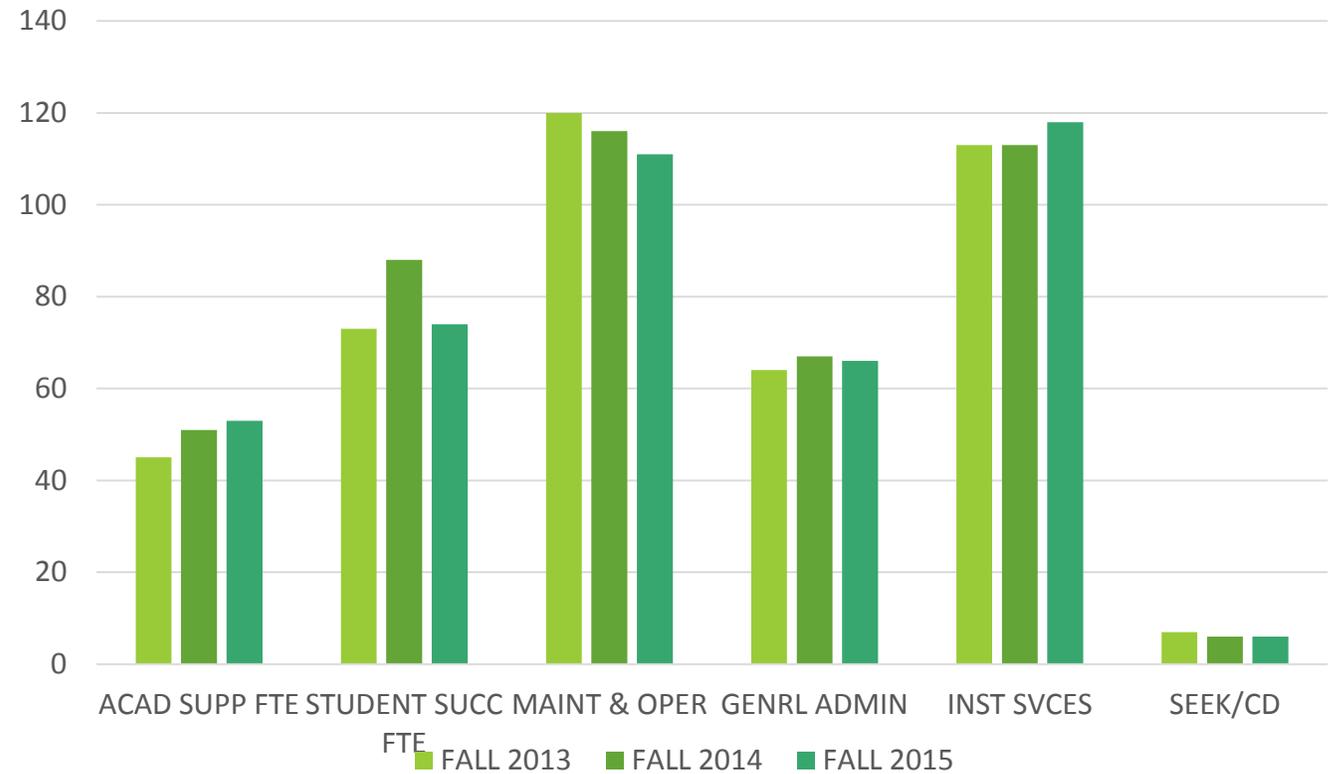
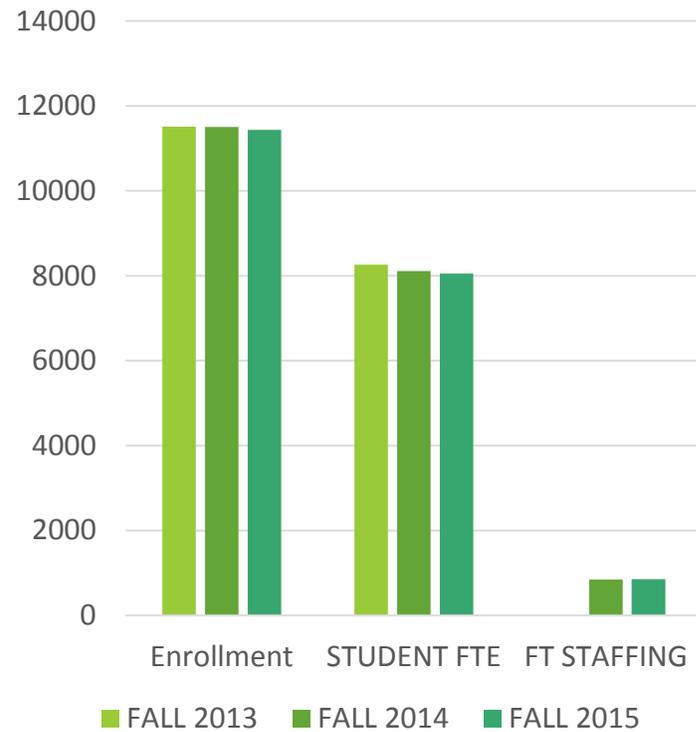
NYC Economic Forecast

The City's unemployment rate fell to 5.4 percent in February 2016, down from 6.3 percent a year ago. The City's labor force participation rate remains a concern at 61.2 percent as of December 2015, 1.8 percentage points below the U.S. rate

Compared to OMB, the Council's Finance Division projects substantially stronger employment growth through the forecast period, but with weaker wage growth. The Council Finance Division expects private employment to expand by 2.3 percent in 2016 and gradually slow to 1.6 percent by 2020. The average private sector wage is expected to grow by only 2.4 percent in 2016, rising to 3 percent by 2020. As mentioned before, Wall Street wages will be a drag on overall wage growth.

ACTUAL ENROLLMENT AND STAFFING

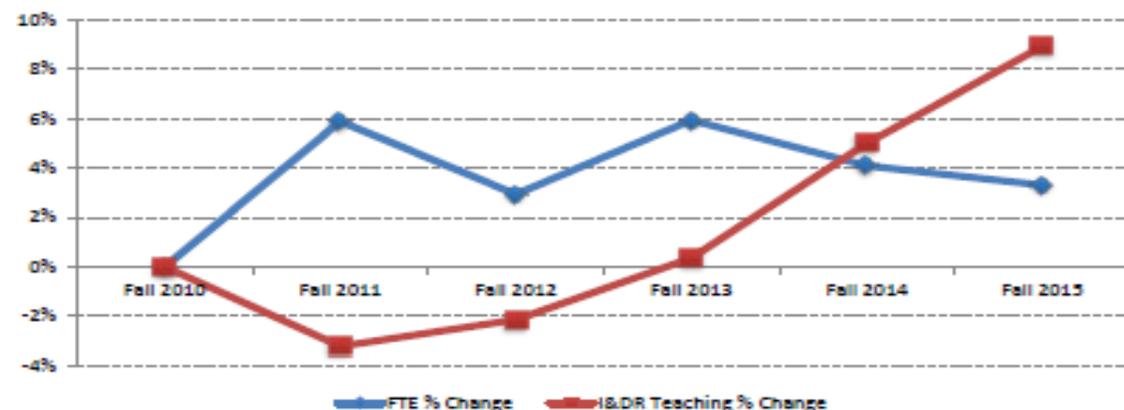
ENROLLMENT



| Comparison of Expenditures to Resources (\$000) | FY2015 | FY2016 | \$ Change | % Change |
|---|----------------|----------------|--------------|-------------|
| Resources | | | | |
| Campus based Allocation | 77,182 | 80,203 | 3,021 | 3.9% |
| Pending Allocation | - | 728 | 728 | 0.0% |
| Centrally Administered Resources | 32,734 | 34,310 | 1,576 | 4.8% |
| Technology Fee | 1,585 | 1,914 | 330 | 20.8% |
| Total Budget | 111,500 | 117,155 | 5,325 | 4.8% |
| Allocated Revenue Target | | 44,820 | | |
| Macaulay Waiver | | - | | |
| Other Adjustments | | - | | |
| Adjusted Revenue Target | 40,812 | 44,820 | 4,008 | 9.8% |
| Revenue Collected/Projected | 43,032 | 43,984 | 952 | 2.2% |
| Collection Above/(Below) Target | 2,220 | (835) | (3,055) | -137.6% |
| Total Resources | 113,721 | 116,320 | 2,599 | 2.3% |
| Expenditures | | | | |
| PS Regular | 57,553 | 57,815 | 263 | 0.5% |
| Adjuncts | 9,070 | 8,587 | (483) | -5.3% |
| Temporary Service | 4,360 | 4,876 | 516 | 11.8% |
| Total PS | 70,983 | 71,278 | 296 | 0.4% |
| OTPS | 6,549 | 8,193 | 1,644 | 25.1% |
| Campus Based Expenditures | 77,532 | 79,471 | 1,940 | 2.5% |
| Centrally Administered Expenditures | 32,734 | 34,310 | 1,576 | 4.8% |
| Technology Fee | 1,585 | 1,914 | 330 | 20.8% |
| Total Expenditures | 111,850 | 115,696 | 3,845 | 3.4% |
| (Over)/Under Expenditure | 1,870 | 624 | (1,246) | -66.6% |
| Prior Year CUTRA & Reserves | - | 1,870 | 1,870 | 0.0% |
| Year-End Balance | 1,870 | 2,494 | 624 | 33.4% |

| Centrally Administered Funds (\$000) | FY2015 | FY2016 | \$ Change | % Change |
|---|---------------|---------------|--------------|-------------|
| Fringes Actual/Projected | 29,169 | 30,745 | 1,576 | 5.4% |
| Energy | 3,252 | 3,252 | - | 0.0% |
| Building Rentals | - | - | - | 0.0% |
| Financial Aid | 312 | 312 | - | 0.0% |
| Total Centrally Administered Funds | 32,734 | 34,310 | 1,576 | 4.8% |

Full Time Enrollment and I&DR Teaching change since FY2011



| Enrollment | Fall 2013 | Fall 2014 | Fall 2015 | 1 Yr \$ Change | 1 Yr% Change |
|------------------------|---------------|---------------|---------------|----------------|--------------|
| FTE Undergraduate | 8,257 | 8,113 | 8,052 | (61) | -0.8% |
| FTE Graduate | - | - | - | - | 0.0% |
| Total FTE | 8,257 | 8,113 | 8,052 | (61) | -0.8% |
| Total Headcount | 11,513 | 11,503 | 11,434 | (69) | -0.6% |

| Staffing | Fall 2013 | Fall 2014 | Fall 2015 | 1 Yr \$ Change | 1 Yr% Change |
|--------------------------------|------------|------------|------------|----------------|--------------|
| I&DR Teaching | 281 | 294 | 305 | 11 | 3.7% |
| I&DR Support | 82 | 104 | 113 | 9 | 8.7% |
| Academic Support | 45 | 51 | 53 | 2 | 3.9% |
| Student Services | 73 | 88 | 74 | (14) | -15.9% |
| Maintenance & Operations | 120 | 116 | 111 | (5) | -4.3% |
| General Administration | 64 | 67 | 66 | (1) | -1.5% |
| General Institutional Services | 113 | 113 | 118 | 5 | 4.4% |
| SEEK/CD | 7 | 6 | 6 | - | 0.0% |
| Other | 20 | 5 | 7 | 2 | 40.0% |
| Total Full-time | 805 | 844 | 853 | 9 | 1.1% |

| Other Metrics (\$) | FY2015 | FY2016 | 1 Yr \$ Change | 1 Yr% Change |
|--|--------|--------|----------------|--------------|
| Revenue per FTE ((Tuition+Tech Fee)/Total FTE) | 5,499 | 5,700 | 201 | 3.7% |
| Expenditures per FTE (Total Exp/Total FTE) | 13,787 | 14,369 | 582 | 4.2% |

Operating Budget Allocation Components

- ❑ Base Budget: initial allocation and appropriations
- ❑ Central Administration: Fringes, Energy, Building Rentals,
- ❑ Financial Aid
- ❑ University-Wide Programs: lump-sum allocations based on a formula

Budget Allocation Process:

- ❑ CUNY allocates to the college based on the “**Community College Allocation Model**”
- ❑ The model is zero based and is predicated on the “**Enrollment Model**” which is a 3-year weighted average.
- ❑ These models guide: teaching, instructional support, and base and FTE funding for library, student services, general administration, and general institutional services.
- ❑ Teaching needs are guided by the “**Instructional Staff Model**” which uses enrollment and student ratios by discipline.
- ❑ Allocations for plant maintenance and operations, continuing education, and student aid are driven by **college specific** criterion.
- ❑ Prior Year Compact Funding is added incrementally each year.

Allocation Funding

While the model determines 100% of the funding needs at the college, the actual allocation that the college receives is discounted because the overall appropriation is not sufficient to fund all priorities and 100% of the model.

Fiscal Year 2016 – Base and Additions

| | FY16 |
|-------------------------------|--------------|
| Base | \$18,816,303 |
| COMPACT | \$3,492,590 |
| COMPACT FRINGE | |
| PHILANTHROPY | (\$400,798) |
| EFFICIENCY TARGET | (\$239,070) |
| PERFORMANCE FUND RESERVE | (\$838,183) |
| CUNY LEADS | |
| PAYROLL CENTRALIZATION | |
| COLLEGE COMMITMENTS | |
| STEM ACADEMIC ADVISORS | |
| REVENUE TARGET ADJUSTMENTS | |
| LUMP SUM ALLOCATIONS | \$3,692,792 |
| Model Allocation | \$53,194,833 |
| FUND 11 | \$1,887,532 |
| | \$79,605,999 |

| | FUND 10 | FUND 11 |
|----------------------------|-------------|-------------|
| ACE | | \$308,000 |
| ASAP | \$1,150,121 | |
| CHILDCARE - CITY | \$212,000 | |
| CHILDCARE - STATE | | \$164,532 |
| STUDENT EMERGENCY FUND | \$10,000 | |
| COLLEGE FOCUS | \$4,585 | |
| COLLEGE NOW | \$351,822 | |
| COORDINATED UNDERGRAD ED | \$103,262 | |
| CUNY START | \$841,449 | |
| CUNY CAP | \$10,500 | |
| FUEL OIL | \$352,000 | |
| LANGUAGE IMMERSION | \$518,507 | |
| MOTOR VEHICLE FUEL | \$35,000 | |
| NURSING | \$18,000 | |
| STUDENTS WITH DISABILITIES | \$85,546 | |
| TECHNOLOGY FEE | | \$1,415,000 |
| MATCHING FUNDS | | |
| CROSSWALKS | | |
| | | |
| TOTAL | \$3,692,792 | \$1,887,532 |

3rd Quarter

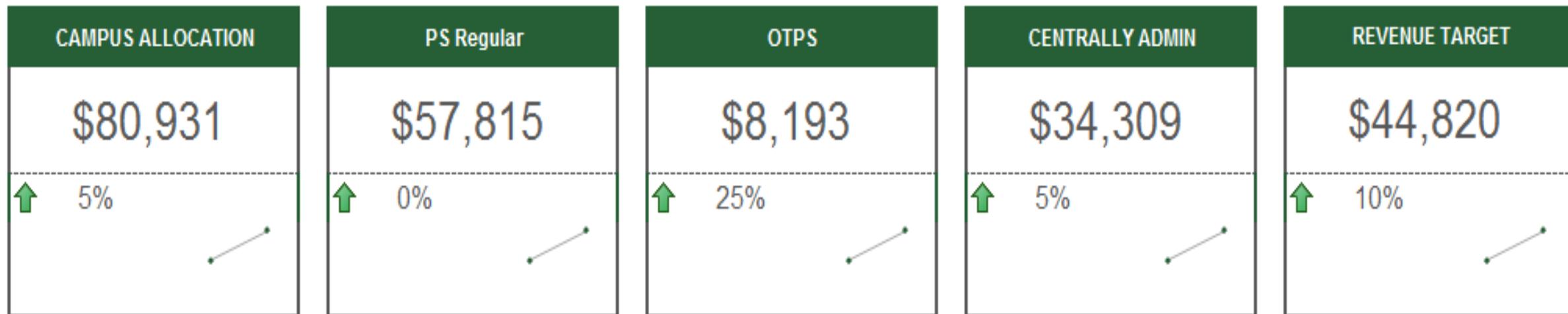
ANNUAL FINANCIAL PLAN

Bronx Community College

2016

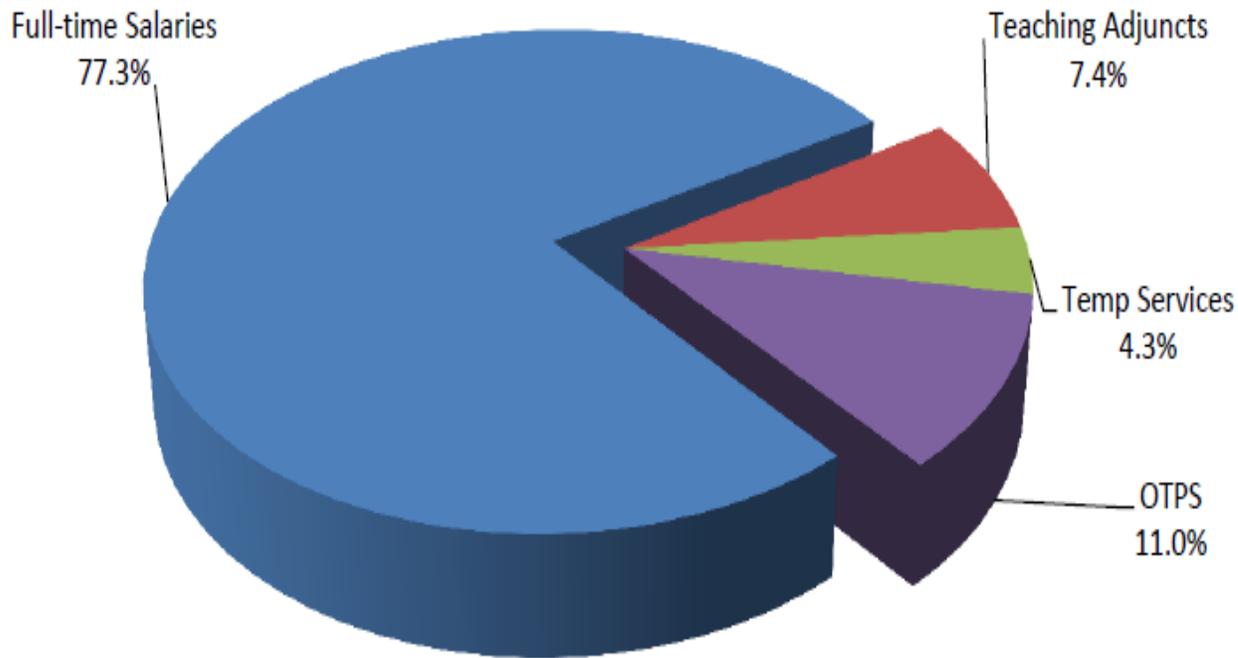
KEY METRICS

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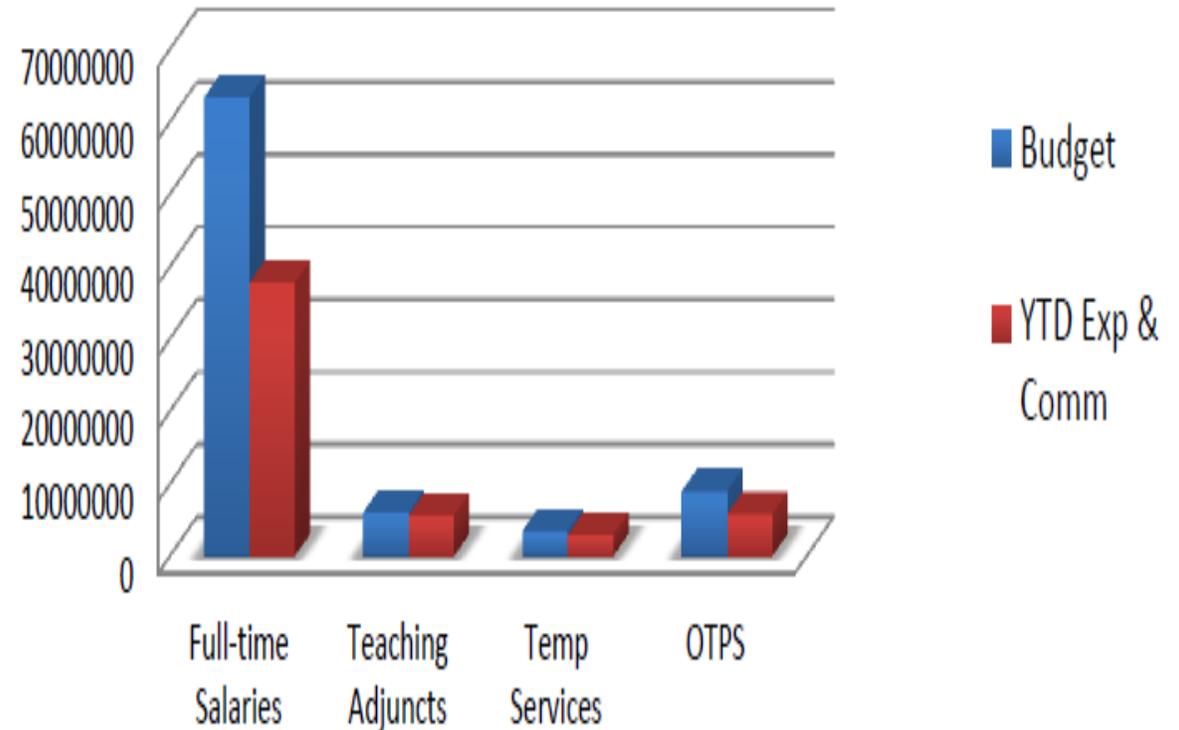


FY16 – Current State

FY 2016 BCC Budget Distribution by Category



FY 2016 BCC Budget vs YTD Commitments



Preliminary Estimates

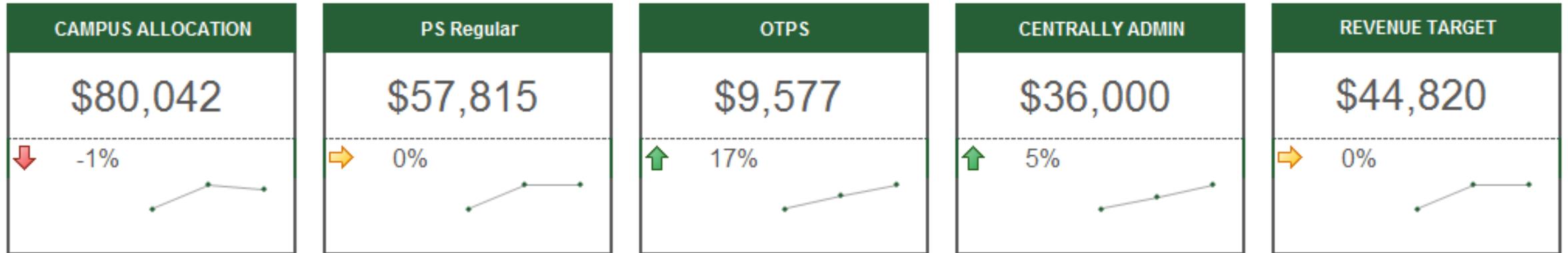
ANNUAL FINANCIAL PLAN

Bronx Community College

2017

KEY METRICS

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ALL METRICS

[Do not modify the information below. Click to enter Financial Data](#)

CAPITAL PROJECTS



Five-Year Capital Plan Request FY 2016-17 through FY 2020-21

| <u>Project</u> | <u>Funding Type</u> | <u>Five-Year Request Total (\$ 000s)</u> |
|---|---------------------|--|
| Campus-Wide Utility Upgrades Ph. 5 | bonded | \$44,000 |
| Student Success Center | bonded | \$21,000 |
| Campus-Wide Roofing | bonded | \$19,431 |
| Campus-Wide Fire Alarm Replacement | bonded | \$25,850 |
| Window and Door Replacement | bonded | \$18,570 |
| Campus-Wide Utility Upgrades Ph. 6 | bonded | \$25,000 |
| Carl Polowczyk Hall Renovation | bonded | \$12,571 |
| Accessibility Upgrades | bonded | \$21,981 |
| Community Hall Renovation | bonded | \$7,000 |
| Nichols Hall Renovation | bonded | \$20,675 |
| Technology Infrastructure Modernization | bonded | \$9,197 |
| Campus-Wide Site Rehabilitation | bonded | \$9,144 |
| Perimeter Retaining Walls | bonded | \$8,187 |
| Five-Year Request Total | | \$242,606 |

See attached handout

University Goals

- Increase opportunities for students to be taught by full-time faculty
- Increase faculty scholarship and research impact
- Ensure that students make timely progress toward degree completion
- Increase graduation rates
- Use financial resources efficiently and prioritize spending on direct student services
- Increase the proportion of full-time faculty from under-represented

BCC PMP Goals_{ys}

- ❖ *Prepare students for transfer to baccalaureate programs and the workforce*
- ❖ *Increase (or maintain high) pass rates on professional licensure exams*
- ❖ *Accreditation will be maintained/reaffirmed for the College and its Academic Programs*
- ❖ *Progress will be made towards bringing the First Year Seminar (FYS) to scale*
- ❖ *First semester success metrics will increase.*
- ❖ *The percentage of faculty completing early academic progress grade reports will increase.*