

FY 2011-12 Multi-Year Financial Plan

Summary of Planning Process and Funding

The FY 2011-12 Revised Financial Plan as submitted to and approved by the University reflects the outcomes of the planning process which occurred in the spring and summer of 2011.

Early Planning

- The Strategic Planning and Financial Planning subcommittees of the Budget Planning Committee met jointly to ensure budget priorities are aligned with strategic goals and Master Plan
- January 2011- began process of reviewing revenues and expenditures
- April 2011 Consultation with combined FPS/SPS on a broad outline of FY12 Budget Initiatives, as developed by VPs and Budget Office and as an outcome of the ESM Budget Retreat.
- Draft financial targets were presented in a broad outline, and organized in the following categories:
 - Expense Reductions
 - Revenue Enhancements
 - Related Initiatives

New York State Budget /University Allocations

- Although the NYS Budget adoption deadline is April 1; the budget was not adopted until June 2011 and the University released the allocations to the colleges in August
- Meetings of FPS/SPS throughout September/ ESM discussions.
- Student Consultation
- Presentation to BPC
- A balanced 3 year plan was submitted to the University in early October

Key Elements of the Plan

1. CUNY Adjustments to Base Allocation

- Base Reduction for FY 2011 Mid Year Reduction and 1.25% Encumbrance – **(\$3.2 million)**
- Base increase for FY 2011 Collective Bargaining and Mandatory Needs - **\$1.2 million**
- Base Reduction in Lump Sum Funding (College Now, SEEK, CUE) - **(\$117k)**
- FY 2012 Base Budget Reduction
 - FY 2012 State Budget Reduction (**\$965.7k**)
 - Budget Working Group Reductions (printing, supplies, furniture) – **(\$369.7k)**

2. Tuition Increase

- \$300 per year for next 5 years – CUNY adopted plan which provides opportunity for long range planning and multi-year budgeting and investment in strategic areas such as faculty, critical operations, revenue generation, master plan initiatives

3. Major New Base Budget Allocations for CUNY Compact Investment Program and New Building Operations

A. FY 2012 Compact Program

- Funded from a portion of the Fall tuition increase
- Goal is to replenish full time faculty, strengthen student support services, support CUNYfirst implementation. Enable colleges to fund priority programs and provide additional financial assistance to students to offset tuition increase.
- Includes self- funding components involving philanthropy and productivity targets
- Categories and allocations determined by CUNY

Total Allocation		\$1,199k
Full time Faculty (7 Positions)	\$392k	
Student Support Services	\$109k	
CUNYfirst	\$75k	
College Priorities	\$502k	
Financial Aid	\$121k	
Revenue Components		
Philanthropy	(\$350.3k)	
Productivity Efficiency	(\$314.0k)	
Tuition Waivers	(\$121.0k)	
Net Compact Funding		\$413.7k

B. New Building Funding

	Pos.	Start-up	Recurring
FY12 Approved Funding		\$ 1,000,000	\$ 5,746,600
Facilities	46	\$ 309,485	\$3,470,225
DoIT	5	\$260,000	\$ 473,442
Public Safety	36	\$226,201	\$ 1,228,665
Campus Office Services	3	\$ 20,000	\$ 90,000
Science	8	\$250,000	\$ 395,000

Note: Request does not include supplemental request for start- up Science Lab equipment and supplies (\$2.5 million) . Request will be made for FY 2013

Other Financial Plan Investments

Year Round College – Director of Summer/Winter Programs, OTPS and Support - \$184k
 New Building/Branding/Website/AV Equipment (One time costs) - \$255k
 Baseline Budget Adjustment for Furniture and vehicles - \$ 80k
 College Assistant Conversions - \$100k

Other Funded Investments

MPA Differential Tuition – Career Advisor for MPA students – 65k, OTPS 350k
 Course Fees for Art and Science - \$34k (to be implemented in Spring 2012)

4. FY 2013-FY 2014 Preliminary Financial Plan Adjustments

As the planning process evolves, assumptions for the out-years of the plan are updated. These adjustments include:

Revised Enrollment for FY 2013 and 2014

- Enrollment Projections increased to reflect Justice Academy transfers and ROI from marketing and recruitment plans:
 - Increase in FY 2013 = 265 (2.3%)
 - Increase in FY 2014 (above FY 2013) = 392 (3.4 %)

Updated Hiring Plan FY 2013 – 2014

- FY 2013 Expenditures reflect the addition of 6 new tenure track faculty hires, the continuation of the 7 lecturer lines and 9 additional substitute faculty hires to teach increased enrollment
- FY 2014 Expenditures reflect continued funding for 6 Tenure Track faculty, 7 Lecturers, 9 substitute faculty to teach 2013 enrollment and 14 substitute faculty to teach FY 2014 increased enrollment
- Full time position attrition to be replaced or another higher priority vacancy may be filled

Use of Other Funds

- Continued funding of start up, travel , doctoral student tuition and adjunct reimbursements with Research Foundation funds.
- Use of Auxiliary Funds to reimburse Theatre Operations, Space Rental costs
- Plan does not include any new Compact Investments but future support is likely.

John Jay College
FY 2012 Financial Plan Projection and FY 2013-14 Estimate

	<u>FY 2012 FIN PLAN SUBMISSION</u>	<u>FY 2013</u>	<u>FY 2014</u>
<u>BUDGET ALLOCATION AND REVENUE</u>			
CUNY Revenue Target	\$76,442,000	\$76,442,000	\$76,442,000
Actual Enrollment / FY10-11 Projection	11,182	11,447	11,839
Base Allocation	\$75,848,752	\$75,848,752	\$75,848,752
Lump Sum Allocations	\$2,947,507	\$2,947,507	\$2,947,507
Additional Allocations	\$9,203,212	\$9,203,212	\$9,203,212
Current Year Gross Tuition Revenue above CUNY Target	\$412,090	\$2,113,563	\$4,618,968
TOTAL BASE BUDGET ALLOCATION	\$88,411,560	\$90,113,033	\$92,618,439
Prior Year Contra Balance	\$3,524,234	\$0	\$0
Lease Revenue	\$380,570	\$0	\$0
TOTAL ADDITIONAL REVENUES	\$3,904,804	\$2,110,183	\$297,756
TOTAL BUDGET ALLOCATION	\$92,316,364	\$92,223,217	\$92,916,194
<u>EXPENDITURES</u>			
Personnel Services (PS)	\$64,797,212	\$66,474,887	\$66,931,139
<i>Faculty</i>	\$33,735,422	\$35,025,892	\$35,707,467
<i>Administrative Staff</i>	\$28,203,330	\$28,565,111	\$28,339,788
<i>ECP</i>	\$2,858,461	\$2,883,884	\$2,883,884
Adjuncts	\$11,538,066	\$11,579,672	\$11,743,938
<i>Teaching Adjuncts / CLTs</i>	\$11,289,378	\$11,325,983	\$11,325,983
<i>CETs</i>	\$248,688	\$253,688	\$253,688
Temp Services	\$6,573,504	\$6,573,504	\$6,573,504
<i>College Assistants</i>	\$5,472,930	\$5,472,930	\$5,472,930
<i>Non-Teaching Adjuncts</i>	\$1,100,573	\$1,100,573	\$1,100,573
TOTAL PS:	\$82,908,782	\$84,628,062	\$85,248,581
OTPS	\$7,624,476	\$7,624,476	\$7,624,476
ETI Transfer to Tech Fee & Science Direct Cost	(\$327,077)	(\$327,077)	(\$327,077)
TOTAL OTPS :	\$7,297,399	\$7,297,399	\$7,297,399
TOTAL FINANCIAL PLAN EXPENDITURES	\$90,206,181	\$91,925,461	\$92,545,980
YEAR-END BALANCE	\$2,110,183	\$297,756	\$370,214

Notes:

REVENUE / ALLOCATION ASSUMPTIONS

FY 11 Allocation revised to reflect UBO determination not to remove mid year 736k reduction

FY12-14 draft Enrollment assumptions as per Enrollment Management (9/27/11)

FY12-14 Lump Sum assumptions includes FY11 one-time \$800,000 supplemental allocation 2% lump sum reductions

FY12-14 Allocation assumptions based upon Revised Senior College Initial Allocation and include New Building Funds

EXPENDITURE ASSUMPTIONS

FY12-14 PS Projections include New Building Hires in addition to proposed hiring plan assumptions as presented at 9/6/11 Budget ESM and

FY12-14 Adjunct Projection include proposed savings and proposed new investments as presented at 9/6/11 Budget ESM and 9/13/11 FPS

FY12-14 Temp Services Projection include proposed new investments as presented at 9/6/11 Budget ESM and 9/13/11 FPS

FY12-14 OTPS Projections include New Building expenditures in addition to proposed investments as presented at 9/6/11 Budget ESM and

FY12 - 14 OTPS includes \$350k for MPA program investment