Linking Planning, Budgeting and Assessment
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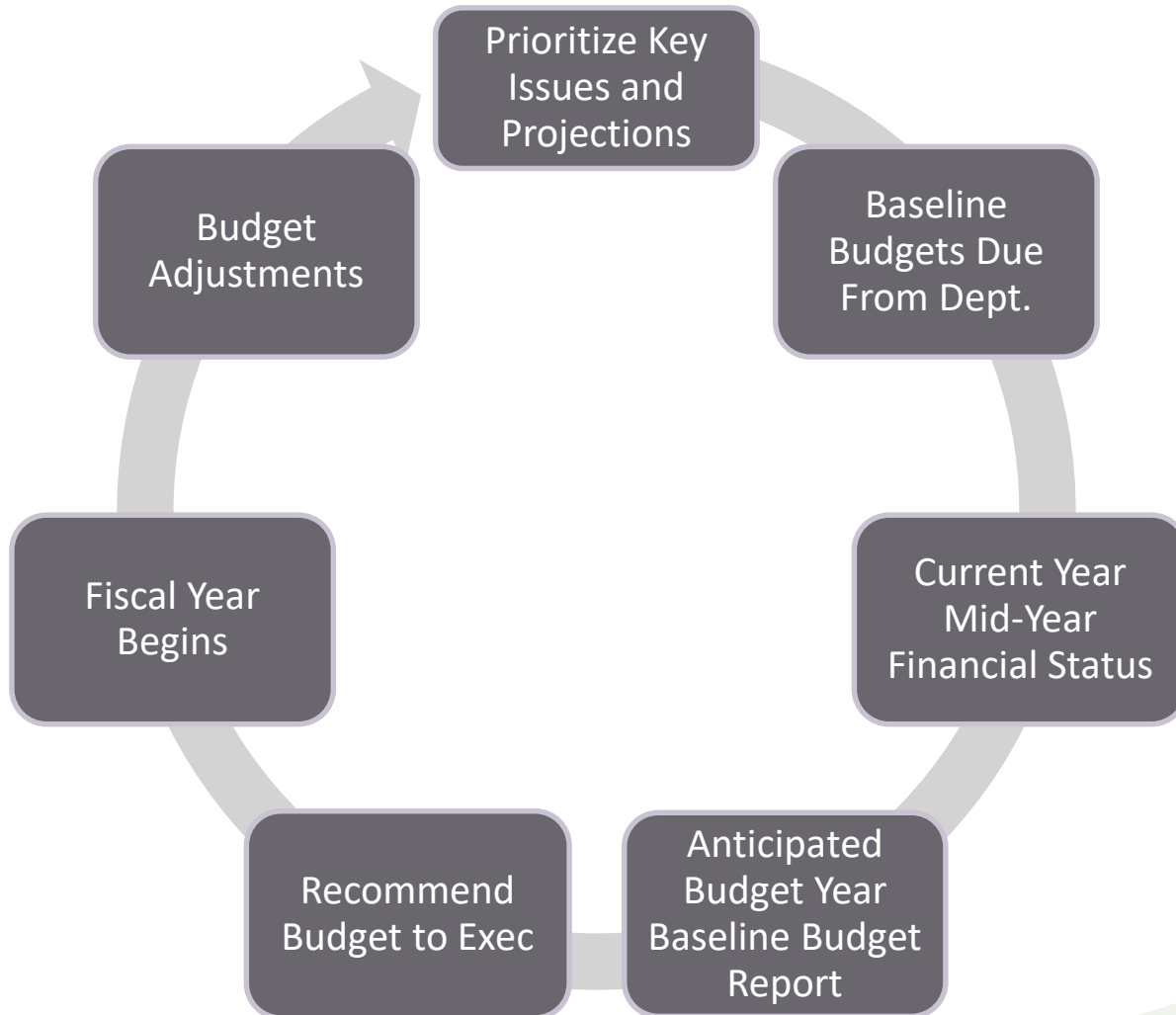# University 2017-2018 Budget Request

Discussion

Budget Process and Linking to Strategies

- Funding allocation to Colleges based on University priorities

- Allocation within College based on funding availability and College priorities

- PMP, Middle States and College Goals and Priorities guide plan

- Goal to increase strategic planning, communication, transparency and evidence of these linkages

- Leverage what is already done - Various mandated and best practice assessment tools available – Central Office and oversights require periodic assessments

- Goals to document annual assessment methodologies and cycle

- Demonstrate that they are used for continuous improvement

Planning Process

Circular cycle diagram:

Prioritize Key Issues and Projections → Baseline Budgets Due From Dept. → Current Year Mid-Year Financial Status → Anticipated Budget Year Baseline Budget Report → Recommend Budget to Exec → Fiscal Year Begins → Budget Adjustments → (back to Prioritize Key Issues and Projections)
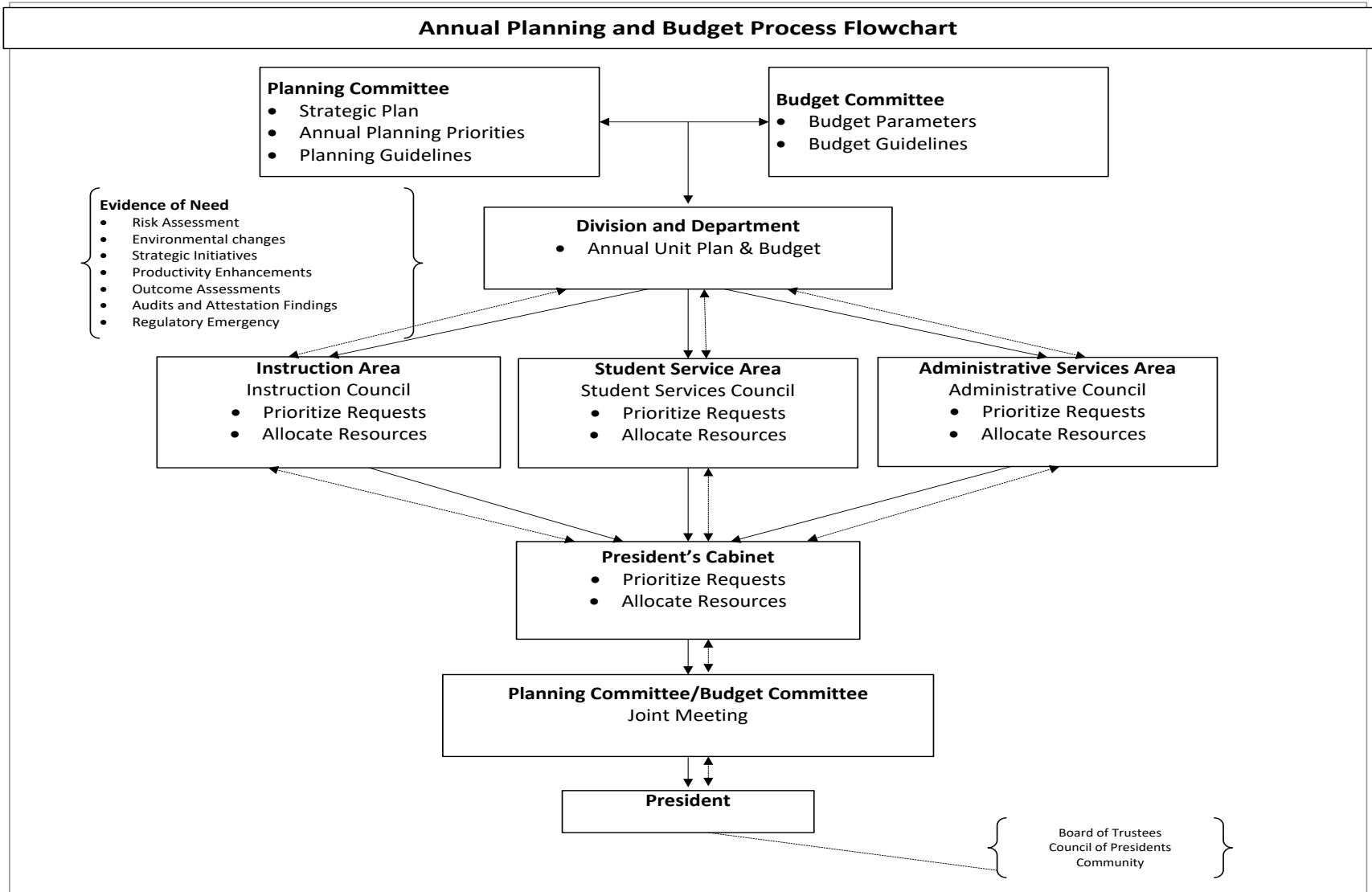
FINE TUNING THE BUDGET PLANNING CYCLE

- **January – Chancellor's Budget Request issued for upcoming FY**
- **December - January: Current** Templates to Colleges/ Divisions.
- **February:** Enrollment/productivity data to Colleges (including data over time and data enabling comparisons among departments)
- **January- March:** Divisions engage in their own process for planning
- **Late March:** College/Division level documents due electronically to Budget Office (*simplify forms to OTPS and new requests*)
- **Late March:** Provost prioritizes academic unit plans
- **April:** President, Provost, and Vice Presidents prioritize institutional plans
- **July – August**: UBO issues initial allocations
- **October – November:** Finalize annual financial plan/Present to College

Budget Decision Process

- Budget documents are submitted to the Vice Presidents/Provost for review and discussion

- VPs/Provost approve all budget documents for their respective departments

- Budget Office and Vice President for Finance and Administration review and approve

- Review and discussion by the Executive Team

- President has final approval

Annual Planning Process

Annual Planning and Budget Process Flowchart

Planning Committee
- Strategic Plan
- Annual Planning Priorities
- Planning Guidelines

Budget Committee
- Budget Parameters
- Budget Guidelines

Evidence of Need
- Risk Assessment
- Environmental changes
- Strategic Initiatives
- Productivity Enhancements
- Outcome Assessments
- Audits and Attestation Findings
- Regulatory Emergency

Division and Department
- Annual Unit Plan & Budget

Instruction Area
Instruction Council
- Prioritize Requests
- Allocate Resources

Student Service Area
Student Services Council
- Prioritize Requests
- Allocate Resources

Administrative Services Area
Administrative Council
- Prioritize Requests
- Allocate Resources

President's Cabinet
- Prioritize Requests
- Allocate Resources

Planning Committee/Budget Committee
Joint Meeting

President

Board of Trustees
Council of Presidents
Community

Improvements Underway

- Move from allocation planning to management/strategic planning and build more resiliency into the process
- Move to **4 year** strategies aligned to University Master and College strategic plans
- Synchronize **all-budget cycles** and issue all-funds plan and actual
- Link to master plan, middle-states, COSO and Commodity Codes
- Strengthening the position control and vacancy control process
- Implement asset replacement cycle as funding becomes available
- Ongoing headcount control replacing zero base budgeting
- Budget request focused on OTPS and new initiatives **(new form)**
- More collaborative approval process – division based
- Formalize Planning Summit in April/May
- Presentation cycle on financial topics – scheduling
- Update Campus Fee Schedule and Generate New Revenue Sources

University and BCC Budget

2017-2018
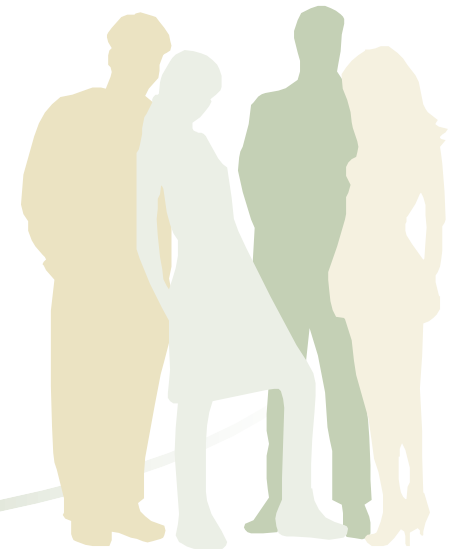
CUNY Master Plan – 2016-2020

- Expand Its Portals of Opportunity and Access
- Raise Success Rates
- Set the Standard for Academic Quality in the Urban University
- Operate Efficiently in the Service of Its Academic Mission

2017-2018 University Request Book

- Per FTE student base aid remains flat at $2,697.

- Base aid should increase due to enrollment increases and Excelsior Scholarships.

- Excelsior Scholarship – free to on-track students with family income less than $100,000 in the current year and up to $125,000 by FY2020. The program is estimated to cost $163 million annually when fully phased in.

- DREAM Act provides Tuition Assistance Program and other State financial assistance programs to undocumented students.

- **FY2018 legislative funding is reduced by $3.6 million and includes the elimination of ASAP support and a decrease in funding for child care centers and College Discovery**

- The executive budget includes a provision to reduce aid to community colleges if receipts from the federal government are less than the amounts assumed in the 2017-2018 financial plan.

CU NY The City University of New York

Other Initiatives

- CUNY affiliated nonprofit organization and foundation to provide <u>ten percent</u> of its prior year revenue to CUNY to fund tuition assistance initiatives.

- The state executive budget proposes to expand the oversight of the State <u>Inspector General</u> to include the nonprofit organizations and foundations affiliated with CUNY. The affiliates manage resources which are used on behalf of the University and therefore will be subject to review and required to adopt financial control policies.

- As a measure to control tuition costs, the executive budget bill would limit annual tuition and fee increases to either $500 or the three-year average of the Higher Education Price Index (HEPI), whichever is greater. Starting in FY 2019, colleges and universities that exceed the tuition and fee increase threshold would disqualify newly enrolled students from receiving a Tuition Assistance Program (TAP) award.

- The executive budget states that if CUNY property is sold during FY2018, up to $60 million of sales proceeds may be used to support senior college expenses already accrued or to accrue during the year. These sales proceeds will reduce the state's net operating expense liability.

BCC PROJECT	Est.	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	State share	City share	Total
Campus Utility Upgrades 5	$65,000 C	$36,000					$28,500	$7,500	$36,000
Nichols Hall Infrastructure Upgrade	$8,600 DC	$8,600					$4,300	$4,300	$8,600
Campuswide Fire Alarm Replacement	$28,850 DC	$8,500 C	$6,000 C	$6,000 C	$5,350		$12,925	$12,925	$25,850
Window and Door Replacement	$18,570		DC $6,000 C	$12,570			$9,285	$9,285	$18,570
Campuswide Roofing	$24,931 DC	$6,000 C	$5,000 C	$4,000 C	$4,431		$9,716	$9,716	$19,431
Campus Utility Upgrades 6	$25,000	C	$25,000				$12,500	$12,500	$25,000
Instructional Buildings Infrastructure Upgrades	$12,224		DC $12,224				$6,112	$6,112	$12,224
Carl Polowczyk Hall Renovation	$12,595			DC $12,595			$6,298	$6,298	$12,595
Technology Infrastructure Modernization	$9,197			DC $9,197			$4,599	$4,599	$9,197
Accessibility Upgrades	$21,981			DC $1,724 C	$10,000 C	$10,257	$10,991	$10,991	$21,981
Community Hall Renovation	$9,850				DC $9,850		$4,925	$4,925	$9,850
Campus-wide Site Rehabilitation	$9,144				DC $5,000 C	$4,144	$4,572	$4,572	$9,144
Subtotal		$59,100	$54,224	$46,086	$34,631	$14,401	$114,721	$93,721	$208,442

Budget By Division

Personnel	Academic Affairs	Student Success	Advance, Comm. & Ext Relations	Administration & Finance	President's Division	Total BCC
Full-time	33,977,921	5,771,872	2,034,538	15,957,095	5,742,779	63,484,205
Teaching Adjuncts	8,599,428	10,000	0	0	405,000	9,014,428
Temporary Services	3,064,860	1,284,960	92,549	914,413	415,120	5,771,902
All Other PS	917,083	100,000	5,000	1,696,000	131,164	2,849,247
Total PS	46,559,292	7,166,832	2,132,087	18,567,508	6,694,063	81,119,782

Bronx Community College-CUNY
FY 2017 Budget by Division

	Personnel	Academic Affairs	Student Success	Advance, Comm. & Ext Relations	Administration & Finance	President's Division	Total BCC	FY 2016 Yr-End Budget	FY 2017 vs FY 2016
80033/34	Full-time	33,977,921	5,771,872	2,034,538	15,957,095	5,742,779	63,484,205	59,055,259	4,428,946
80029	Teaching Adjuncts	8,599,428	10,000	0	0	405,000	9,014,428	10,063,343	-1,048,915
80003	Temporary Services	3,064,860	1,284,960	92,549	914,413	415,120	5,771,902	5,007,380 *	764,522
80035-60	All Other PS	917,083	100,000	5,000	1,696,000	131,164	2,849,247	2,997,886 *	-148,639
	Total PS	**46,559,292**	**7,166,832**	**2,132,087**	**18,567,508**	**6,694,063**	**81,119,782**	**77,123,868**	**3,995,914**
	OTPS								
80061	Supplies and Materials	612,678	86,359	9,700	1,630,848	61,600	2,401,185	2,401,552	-367
80062	Automotive Supplies	0	0	0	15,000	0	15,000	16,241	-1,241
80063	Motor Vehicle Fuel	0	0	0	63,000	0	63,000	35,000	28,000
80064	Medical, Surgical & Lab Supplies	145,200	0	0	5,500	5,000	155,700	305,086	-149,386
80065	Fuel Oil	0	0	0	63,000	0	63,000	152,000	-89,000
80066	Postage	0	0	0	79,000	20,000	99,000	85,097	13,903
80067	Data Processing Supplies	0	0	0	0	0	0	97,611	-97,611
80068	Equipment General	50,200	5,500	20,952	530,489	6,500	613,641	1,084,757	-471,116
80069	Telecommunications Equip	0	0	0	0	0	0	127,144	-127,144
80070	Motor Vehicles	0	0	0	4,000	0	4,000	4,000	0
80071	Medical, Surgical & Lab Equip	17,000	0	0	0	5,000	22,000	39,296	-17,296
80072	Office Furniture	37,600	20,400	1,400	225,191	4,600	289,191	276,083	13,108
80073	Office Equipment	41,909	2,900	2,400	22,500	0	69,709	315,795	-246,086
80074	Security Equipment	15,000	2,000	0	140,578	0	157,578	64,565	93,013
80075	Purch Data Processing Equip	114,400	2,000	0	188,120	0	304,520	160,926	143,594
80076	Books - Other	303,471	25,291	544	0	200	329,506	260,001	69,505
80077	Library Books	148,279	0	0	0	0	148,279	162,116	-13,837
80078	Other Services & Charges	118,776	365,946	0	620,260	8,945	1,113,927	980,185	133,742
80079	Telephone & Other Comm	0	0	0	140,270	0	140,270	150,783	-10,513
80080	Off Svc Membership/Dues/Fees	55,171	12,440	14,474	7,685	62,255	152,025	109,894	42,131
80081	Maint and Repair-Motor Vehicle	0	0	0	5,000	0	5,000	4,619	381
80082	Rental Misc Equipment	0	0	0	34,660	0	34,660	77,423	-42,763
80085	Advertising	9,000	4,500	562,299	0	19,580	595,379	184,094	411,285
80087	Non-Overnight Trvl Exp	11,000	1,600	2,427	0	2,500	17,527	19,593	-2,066
80088	Overnight Trvl Exp	150,889	19,100	27,305	350	24,000	221,644	238,430 *	-16,786
80089	Higher Ed Student Assistance	419,439	370,500	0	0	0	789,939	367,000	422,939
80091	Financial Assistant College Student	542,079	342,000	0	0	0	884,079	829,883	54,196
80092	Other Expenditures	0	0	0	0	0	0	0	0
80093	Contractual Services	41,339	500	4,999	336,647	5,000	388,485	148,358	240,127
80094	Telecommunications Maint	0	0	0	0	0	0	100	-100
80095	Maint and Repair Motor Vehicle	9,300	0	0	5,000	0	14,300	854	13,446
80096	Maintenance General	46,500	2,060	0	1,321,500	0	1,370,060	1,350,747	19,313
80097	Office Equipment Maint	3,142	0	0	46,500	5,400	55,042	399,700 *	-344,658
80098	Data Processing Equipment Maint	0	6,600	0	448,618	0	455,218	118,150	337,068
80099	Printing/Copying	0	22,500	21,500	155,000	50,000	249,000	130,339	118,661
80102	Cleaning Services							1,317	-1,317
80104	Transportation Expenditures	0	0	0	19,068	0	19,068	65,724	-46,656
80105	Day Care of Children	0	178,975	0	0	0	178,975	178,975	0
80106	Training	20,000	7,950	0	146,759	17,000	191,709	130,636	61,073
80107	Maint Oper of Infrastructure	0	0	0	1,200	150,000	151,200	128,391	22,809
80111	Prof Serv Computer Services	3,933	0	0	188,063	9,000	200,996	89,925	111,071
80113	Fixed Charges Genl-Insurance							16,098	-16,098
80116	Miscellaneous Awards		3,000					10,083	-10,083
	Total PS	**2,916,305**	**1,482,121**	**669,200**	**6,592,606**	**306,580**	**11,963,812**	**11,318,571**	**645,241**
	Total Expenses	**49,475,597**	**8,648,953**	**2,801,287**	**25,160,114**	**7,000,643**	**93,083,594**	**88,442,439**	**4,641,155**

*The FY 2017 Budget was adjusted to include Allocation #9.

**Note $2.7 million of the increase from the prior year is attributable to ASAP expansion and will be funded by CUNY.

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.

❑ **Actual Funds are made available incrementally and require we meet productivity and fundraising targets**

❑ 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.

CUNY 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

Headcount by Division and Title Series

| Category / Title	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014	Fall 2015	Fall 2016
Academic Affairs	390	380	389	410	433	451	462
Teaching Faculty	294	285	285	294	308	315	312
ECP	4	6	7	5	4	4	5
HEO Series	31	30	36	42	47	54	67
CLT Series	26	26	27	27	27	27	27
Civil Service	35	33	34	42	47	51	51
Administration & Finance	249	240	261	274	273	270	287
ECP	4	4	4	3	4	5	5
HEO Series	28	26	28	27	28	25	31
220 Series	53	53	54	53	51	49	54
Civil Service	128	121	126	132	132	126	129
Campus Safety	36	36	49	59	58	65	68
Office of the President/ Continuing Ed	23	23	20	24	26	19	20
ECP	4	5	5	4	5	3	3
HEO Series	10	10	8	13	14	10	11
Civil Service	9	8	7	7	7	6	6
Student Development	78	77	73	79	89	76	81
Teaching Faculty	13	14	11	12	11	8	6
ECP	3	3	3	3	3	2	2
HEO Series	39	37	39	44	52	43	46
CLT Series							1
Civil Service	23	23	20	20	23	23	26
Strategic Initiatives	15	14	15	23	24	27	25
ECP	2	2	1	2	4	4	3
HEO Series	10	9	11	16	15	17	16
Civil Service	3	3	3	5	5	6	6
Grand Total	755	734	758	810	845	843	875

Staffing Trends

ENROLLMENT
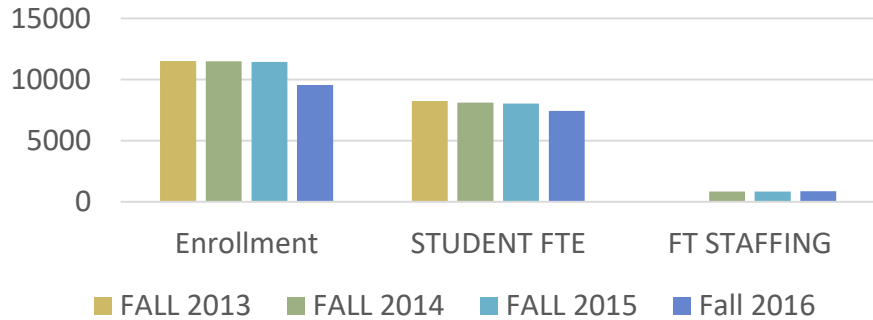
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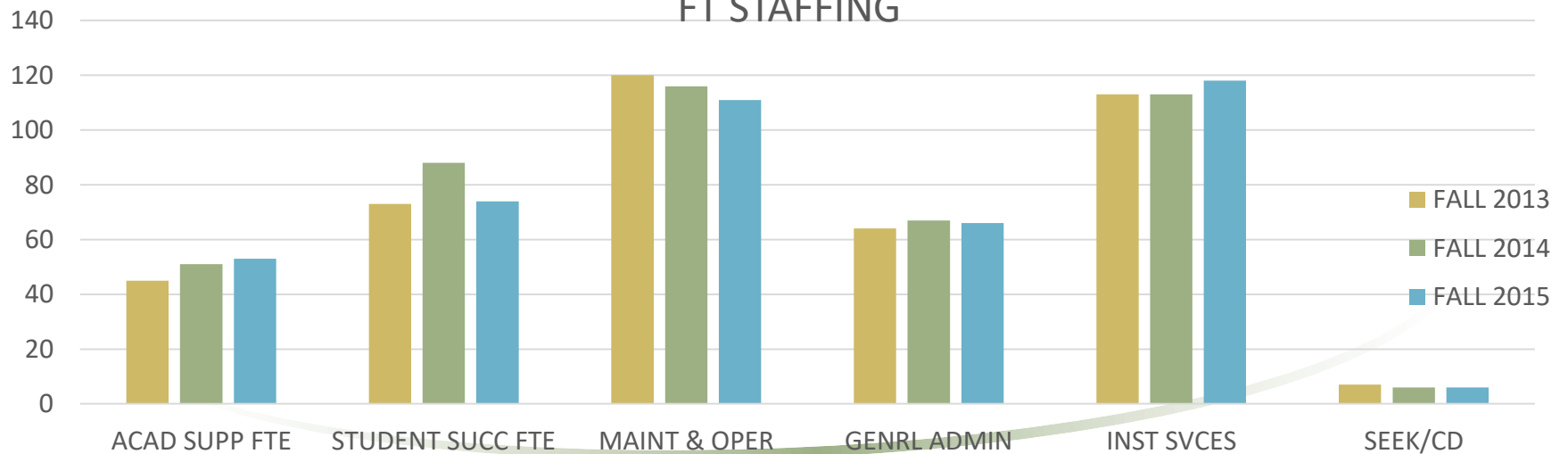
Economic Forecast

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

Campus Overview

Campus Size	55.5 Acres
# Buildings	30
Square Footage	1.202,341
Pedestrian /Pathways (LF)	1620
Concrete Sidewalks (SF)	45,491
Landscaped Areas (SF)	433,402
# of Classrooms - Total	115
# of Classrooms - Smart	133
# of Computer Labs	50
# of Computers	3606
# of Computers – Student Space	1556
# of Laptops – Student Loaners	465
# of Computers – Faculty/Staff	1244
# of Students - FTE	7996
# of Employees - FTE	875

Tax Levy Ledgers

College Operations

- The Tax Levy Budget provides funding for college operations based various models that take student body, faculty and campus facilities into account.
- A three-year weighted enrollment average is used to the allocation to fund the following functions: Instruction, Instructional Support, Library, Student Services, General Administration and General Institutional Services.

Student Technology Fee

- The Student Tech Fee STF is a fee assessed to each student each semester for technology support and enhancements for students.
- The spending plan is approved each year by the Technology Fee committee which includes administrators, faculty and students.

Bronx Education Opportunity Center

- The EOC represents State allocation to support the administration of the NYC-based Education Opportunity Center.

Early Childhood Center

- State allocation to provide complete childcare services to the students enrolled at the College.

Adult and Continuing Education

- ACE is non-credit educational, business and professional programs for adults, families and the community. Self-sustaining, costs are offset by course fees.

Related Entities

| Bronx Community College Association	Bronx Community College Auxiliary Enterprises Corporation	General Account/ Indirect Cost Recovery	Bronx Community College Foundation	Early Childhood Center
• The Association is a nonprofit entity created for the principle purpose of developing and cultivating educational, social, cultural, and recreational activities among BCC students. The revenue is derived primarily from Student Activity Fees levied by CUNY and collected by the College on the Association's behalf.	• The Auxiliary is a nonprofit entity created for the principle purpose of developing and cultivating educational, social, cultural, and recreational activities among BCC students. The revenue is derived from bookstore, cafeteria, and parking, and EOC administrative funds.	• Created to receive, hold and disburse funds that are owned/provided by 3rd parties that are associated with BCC. These include, project funds, academic departments funds collected, trust funds for tuition payment, vendor refunds, facility income, etc.	• The Bronx Community College Foundation is a nonprofit entity incorporated for the purpose of providing support for student scholarships, faculty research, program development, community education and cultural enrichment, and the Hall of Fame for Great Americans. The major sources of revenue are contributions from alumni, corporations and foundations	• Created to provide childcare services for the children of BCC students, the Early Childhood Center receives funding from NYC, NYS and the federal government. Additionally, it receives funds earmarked from the BCC Association and from the fees charged to parents. It is combined with the BCC Association for reporting purposes.

University Wide Initiatives UWI Allocation

UWI Category	$
Academic	232,734
Administrative	91,134
Direct Circuit Charges	
Network	137,009
Other	127,102
Security	89,676
Library - STEM Resources	42,735
Library - Resources OTS	12,508
Auto	40,242
Hobsons Admission	8,912
	782,052

- Academic
- Administrative
- Direct Circuit Charges
- Network
- Other
- Security
- Library - STEM Resources
- Library - Resources OTS
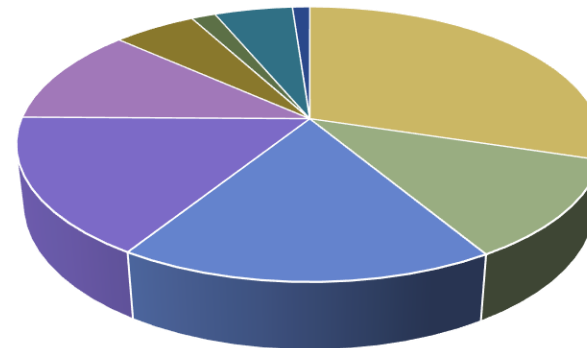
UWI Program Items for the Colleges

Academic	$
Blackboard	63,343
Dell Microsoft	63,804
HPC Support - CSI	9,570
IBM SPSS	24,269
iParadigms	11,786
Maplesoft	2,362
MathWork	8,277
ProQuest - Ref/Works	6,290
SHI - Adobe Creative Cloud	38,024
SHI - Learning Object	4,222
Texthelp Browsealoud	788

Administrative	$
Access Data	93
CollegeNet	7,906
Gartner	14,670
Gartner through 8/31	1,489
IBM	12,654
Oracle - 1693096	44,310
Oracle - 2231542 Stellent	5,232
Oracle -2563279 Peoplesoft	
Proquest - Bowker	2,751
SHI- Axway Secure Transport (Tumbleweed)	2,028

Network and Security	$
Annese - Cisco Maintenance	62,789
Level 3	9,132
Lightower	8,797
Lightower CSI	3,835
Nysernet	37,678
Paetec - 111 8th Ave.	8,613
Paetec - 32 A of A	6,164
IVCI	
Netcom Learning Allocation (Training)	7,990
STI Tax Levy Contribution	119,112
AMR - Anue	1,951
Dell - EnPoint Core Security	1,182
Dell –Enter Training Solution	4,755
Dyntek - McAfee	29,598
FireEye	18,771
Nexus Consortium	4,086
SHI- Identity Finder	538
SHI - BeyondTrust	2,225
SHI - Proofpoint	23,920
Vandis - SourceFire	2,650

UWI Program cont.

Other	$
Auto Insurance	40,242
Hobson's Admissions Software	8,912
EAB Student Success Collaborative (SSC)	

Library	$
STEM Resources	
IEEE	2,632
Nature	3,732
Wiley	11,534
Elsevier	19,787
Springer	5,050
Total STEM	42,735
Other Library Resources	
Ebsco LGBT Database	2,878
Ex Libris Primo (yr 3)	4,176
AMA: JAMA	
Emarketer	1,000
Art Stor	
NYTimes	2,586
Proquest Ethnic Newswatch	1,868
Econlit	
Philosophers Index	
Total Other Library	12,508
Library Total By College	55,243

CUNY and BCC PMP

➤ 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

❖ ***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.***

Goals Area	Goal #	Goal Objective
BUILD A COMMUNITY OF EXCELLENCE	1.1	Foster continuous improvement with use of analysis and evidence driving all academic, student support and administrative decisions (analytically-driven decisions)
	1.2	Promote mentoring and professional development at all levels of the College to support the learning and and development of all members of the campus community. (mentoring and professional development)
	1.3	Foster a culture of collaboration, integration & alignment of curriculum, student support & administrative processes (collaboration, integration, alignment).
EMPOWER STUDENTS TO SUCCEED	2.1	Promote student engagement, cultural competency and knowledge of college expectations and community standards.
	2.2	Assure a cohesive academic experience (from pre-college - post-graduation) including clear pathways,organized experiences, and consistent communications with clear oversignt and accountabilities in place.
	2.3	Provide efficient, accessible, user-friendly, and integrated student services and support structures that address the holistic needs and well-being of every BCC student.
DEEPEN STUDENT LEARNING	3.1	Promote and reinforce active teaching and learning for application among all faculty members.
	3.2	Promote integrated faculty development.
	3.3	Promote and encourage excellent teaching and scholarship (including scholarship of teaching) in promotion and tenure processes.
DEVELOP WORLD CITIZENS	4.1	Develop sustainable and mutually beneficial partnerships with local and global communities.
	4.2	Engage the College (including faculty, staff, students) and community partners as active civic participants and leaders in local and global initiatives.
	4.3	Expand and develop purposeful campus life experiences for students to promote leadership, personal development, civic engagement, cultural immersion and cultural competency.
CULTIVATE A 21ST CENTURY CURRICULUM	5.1	Review, evaluate, update and develop programs to maintain currency and congruence with the College's mission.
	5.2	Strengthen program outcomes by maintaining formal linkages with four-year colleges and industry.
	5.3	Promote mastery of a strong general education in all programs (through the implementation and assessment of the CUNY Pathways core curriculum).
ENHANCE THE CAMPUS ENVIRONMENT	6.1	Develop and implement strategically focused enhancements to the infrastructre and accessibility of the campus facilities.
	6.2	Optimize use of campus space and resources to support existing and emerging needs and opportunities.
	6.3	Invest in and use technology to enhance learning, access information and increase productivity.
	6.4	Protect the security and integrity of the campus infrastructure and environment.
	6.5	Preserve and conserve landmark Campus.
PROMOTE A REPUTATION FOR EXCELLENCE	7.1	Build and promote a brand around a learning-centered culture.
	7.2	Promote pride in BCC.
	7.3	Engage faculty, staff, students, alumni and supporters in telling their BCC success stories.
	7.4	Illustrate BCC as a premier institution with branding messages and media sources.

Guiding BCC Principles From Summit

- Support excellence and positive campus morale

- Foster communication, collaboration and positive change

- Implement good practices and continuous improvement

- Focus on Customer and Student Service

- Link budget decisions to the University's Strategic Plan

- Identify and implement efficiencies