

**Report to the Baruch College Faculty
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Vice President for Administration and Finance
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FY 09 Budget

The all funds budget of Baruch College for the FY09, which began on July 1, 2008 is in excess of \$167 million. The tax-levy portion of our budget is almost \$93 million or just over 55% of our total funding. We are also fortunate to receive over \$17 million of additional support from the Baruch College Fund. These additional funds will greatly assist us in continuing to improve and support our campus.

This summer, actions were taken by Governor Paterson and the NYS Legislature in the face of deteriorating economic conditions and declining state revenues. The implemented savings plan decreased the CUNY senior college base by approximately \$68 million. The reduction in base budget for Baruch was approximately \$4 million or 4.75% of our tax levy operating budget.

The required expenditure reductions have been applied to each campus division in a prorated manner to accommodate the overall budget reductions.

In order to address this issue, we have explored various cost savings and revenue generating opportunities. Based on historic data, the campus will likely generate about \$2 million in reduced expenditures for the normal ebb and flow of employee turnover, departures and retirements. All vacancy savings in the current fiscal year will contribute to each division's portion of the required savings.

In early August, to insure vacancy savings, CUNY implemented a "Temporary Pause in Personnel Actions" which suspended the processing of all personnel actions. Full time faculty and staff members providing direct service to students were exempted from this suspension. Recently, we have been allowed to fill a few vacant staff positions and are waiting for further guidance from CUNY as to the next steps in this process.

In addition to reducing expenditures we are looking for ways of increasing revenue. The Provost and Deans have begun discussing the possibility of increasing courses offered during the winter and summer session.

The CUNY Compact for FY09 is being deferred to FY10. The revenue target associated with the FY09 Compact was rescinded. Any additional tuition revenue over collections that are generated in the current year will be retained by the campus and can be used to offset the planned reductions or held in reserve (within the 2% limitation).

Campus Operations, Planning and Construction

Campus Master Plan

The Master Plan will provide guidance and information which will assist with the planning of changes and additions to campus spaces for the next ten years.

Since my last report, FX Fowle, our consultant and the Master Plan Executive Committee (Committee membership includes representatives from the CUNY Office of Facilities Planning, Construction and Management and Baruch's President, Provost, VP for

Administration and Finance, VP for Student Development and the AVP for Campus Operations) completed the final draft Master Plan for submission to the CUNY Board of Trustees in November.

The process included gathering information on enrollments, space utilization, program growth, etc. and consultation with various campus constituents. Recently, open meetings for both faculty and students were held to discuss the draft plan and obtain additional feedback. The Master Plan Document is available at:

<http://10.1.2.103/docs/mp080912.pdf>

Construction and other Projects

After receiving \$40 million of capital funding last Spring for the Field Bldg. at 17 Lex, we are nearing the end of negotiations to contract with an Architectural/Design firm to begin the design for Phase I. The anticipated start of design is expected to be 12/1/08. The Baruch High School is scheduled to move out of the building at the close the current school year giving us swing space as we complete the renovations in a phased manner over the next few years.

Looking Good Program

The focus has been on enhancing the entrances, lobbies and common areas of our buildings. Accomplishments include: installation of digital signs in each of the lobbies of our buildings; gum removal from all sidewalks around our buildings; painting the first two exterior floors of the Field Bldg. at 17 Lex; repair, painting and plantings for the potted trees in the south campus; adding a variety of colors to the white walls throughout the VC and the Informations/Technology building; and replacement of flags and banners in the north and south campus.

Newman Vertical Campus Canopy

The design is completed and CUNY is currently negotiating a contract with the fabricators and installers. Construction is expected to begin the summer of '09 and be completed by the time school starts later that summer. The canopy will protect our faculty/staff/students entering the 24th street entrance from falling ice during the rare events when ice forms on the outside of the NVC.

Exterior Campus Lighting Project

The design is complete and we will be bidding the project this Fall. Project completion should be this winter.

Escalator/Elevator Repairs

A new firm has been hired for the north campus elevator/escalator maintenance. Under the new contract, Baruch will have technicians on site from 7:00 AM till 11:00 PM (M-F) who will be able to quickly attend to emergencies. In addition, this firm has already begun repair work on our escalators and elevators, and we expect the repairs will continue for another month. We ask for your patience as we make these repairs.

Campus Facilities Projects

- Designed, carpeted and furnished seven net new private offices for Faculty or Administration by converting conference rooms, eliminating cubicles or re-utilizing other designated spaces.

- Oversaw the scoping/design/signage of 10 classroom/study room or areas for Donor Naming Dedications.
- Reconfigured 11 office suites or cubicle areas for better efficiencies and utilizations of space. Some reconfigurations included new furniture, carpeting and paint, while others reutilized existing furniture.
- Continued to add color to public spaces in the Newman Vertical Campus, such as the 14th Floor Multipurpose and Breakout rooms.
- Oversaw the repair of over one hundred task chairs under warranty in the Newman Vertical Campus.
- Freshened 18 existing study rooms in the Newman Library with painting, cleaning and installations of whiteboards.
- Created 25 individual study pods in the former microfiche area of the Newman Library utilizing the existing carrels.
- Created two new group study rooms in the Newman Library by converting former copier rooms. Copy machines moved to underutilized areas.
- Created one net new computer lab in the Newman Library.
- Replaced an additional 14,000 square feet of carpeting and/or floor tile in areas not associated with renovation or construction. Two primary areas are Baruch Performing Arts Center Theater Lobbies and the Undergraduate Student Club Rooms.
- Initiated projects with CUNY Central to upgrade Mason Hall lighting and sound systems; provide a cooling tower access, atrium fan upgrade, and Subotnick Center Air Conditioning upgrade in the Information & Technology Building.

Human Resources

Training and Development

One of the major objectives of the College's Strategic Plan is strengthening the professional development of all who work at Baruch. Our Training and Development Specialist continues to assist in achieving this objective by offering relevant learning opportunities for faculty and staff that have been well received.

Summer Learning Opportunities

Two training programs were offered over the summer, "Meetings that Matter" and "Preventing Workplace Violence." "Meeting that Matter" was attended by faculty and staff from across the College (including faculty from the School of Public Affairs, the Newman Library, and the Weissman School of Arts and Sciences). "Preventing Workplace Violence," a mandatory program for all faculty and staff, has reached over 700 in total attendance (including the College's executive management) and has been described as "thought-provoking." The class will be offered again this semester and all faculty and staff who have yet to attend are encouraged to do so. In another program offered during the summer, the Office of Human Resources collaborated with Continuing and Professional Studies to offer ESL classes to Baruch College's Custodial Division. Participants in the program were very enthusiastic about this learning opportunity and gave positive feedback regarding their experience in the program.

Domestic Violence Prevention

Our Training Specialist was appointed by President Waldron as the Domestic Violence Liaison for the College in compliance with the Governor's Executive Order #19. A committee has been formed to create awareness and provide education regarding intimate partner violence in the workplace. The Training Specialist will be developing a training program for faculty and staff to address this growing area of concern.

New Website for Baruch Faculty: Teaching Blog

The Office of the Provost and the Office of Human Resources have collaborated to launch a new faculty development website, the *Baruch College Teaching Blog*. The goal of the site is for faculty members to share and react to techniques and best practices for effective teaching across disciplines. The Baruch academic community now has a vehicle for interacting on a regular basis online in addition to face-to-face faculty development events.

The Teaching Blog can be found at:

<http://blsciblogs.baruch.cuny.edu/teachingblog/>

There is no need to subscribe in order to read and comment on blog posts. Members of the Baruch College community are also welcome to write a post for the blog as guest contributors.

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ePAF

The Office of Human Resources launched a pilot of the ePAF project for part time instructional staff on August 18, 2008 as one of our process improvement initiatives. The goal of the system is to improve workflow, quality control, cost efficiency and ultimately timely payroll processing.

The ePAF system for part time instructional staff will be available to all departments for the Spring 2009 semester. We anticipate the roll out of the ePAF system for full time and classified part time staff in the near future.

CUNY FIRST

The campus functional liaisons continue to make substantial time commitments to insure the success of this very important project. The General Ledger module went live late this summer and we look forward to the implementation of the remainder of the CUNY FIRST modules. Additional information on the progress of CUNY FIRST at Baruch is available at: <http://www.baruch.cuny.edu/cunyfirst/index.html>

**All-Funds Expenditure Summary
Cross-Year Comparison FY 2007-2009
As of September 2008**



FUND	ACTUALS FY 2007	UNAUDITED ACTUALS FY 2008	PRELIMINARY BUDGET FY 2009
Public Tax-Levy Allocation			
Tax-Levy Allocation	\$ 91,793,000	\$ 95,677,200	\$ 94,367,400
Additional Revenue Over-collections	1,030,200	2,425,800	2,800,800
Sub-Total: Public Tax-Levy Allocation	92,823,200	98,103,000	97,168,200
CUTRA Reserve	-	2,862,700	474,000
Income Fund Reimbursable			
Continuing & Professional Studies	3,635,749	4,096,266	4,666,618
Student Technology Fee	1,939,614	2,045,730	2,654,730
Sub-total: Income Fund Reimbursable	5,575,363	6,141,996	7,321,348
Designated Funds			
Executive Education	2,546,073	3,076,115	3,684,831
Other (1)	4,197,105	5,302,153	4,762,372
Sub-total: Designated Funds	6,743,178	8,378,268	8,447,203
Philanthropic Funds			
Baruch College Fund	14,075,427	15,324,277	17,542,300
Bernard M. Baruch Endowment (2) (3)	1,795,550	1,316,135	1,469,300
Sub-total: Philanthropic Funds	15,870,977	16,640,412	19,011,600
Other Affiliated Organizations			
Auxiliary Enterprises Corp.	770,237	830,939	829,170
Bernard Baruch College Association (4)	2,658,136	2,260,495	2,227,464
Early Learning Center	492,650	565,414	594,027
Research Foundation (5)	3,739,810	3,842,418	4,100,000
Sub-total: Other Affiliated Organizations	7,660,833	7,499,266	7,750,661
Graduate School and University Centers	1,914,488	1,923,481	1,836,481
CUNY Centrally-Funded Expenses (6)	37,000,000	40,700,000	42,700,000
Total: All-Funds Revenue & Expenditure Summary	\$ 167,588,039	\$ 182,249,123	\$ 184,709,493

Notes:

- (1) The \$1.1M increase in Designated Funds Other expenditures between FY07 and FY08 includes \$580K of new Zicklin School general program expenditures, \$260K of new Zicklin School International Program Expenditures and \$150K of new School of Public Affairs general program expenditures. These increased expenditures were funded with increases in current year related program revenues as well as planned spending of available cash. The FY09 Designated Funds Other budget may be adjusted upward if higher program fund revenues continue to be available.
- (2) Bernard M. Baruch Endowment spending in FY07 includes a one-time \$300K planned increase to spending on Graduate Assistantships & Doctoral Students as well as some prior year payments for student scholarships.
- (3) Bernard Baruch Endowment includes funds from the Wollman Fund (\$80,000), which is held by CUNY.
- (4) Bernard Baruch College Association FY07 actuals includes planned one-time expenditures of accumulated cash balances approved by the Board of Directors.
- (5) Research Foundation Expenditures exclude funds administered by the foundation from sources other than research granting institutions.
- (6) CUNY centrally funded estimated expenses include: fringes, utilities, and rent.

Baruch College Tax-Levy Budget
(in \$000s)

DRAFT
Including Target Adjustment
and Lump Sum Restoration

Revenues and Expenditures		FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	Unaudited FY 2008 Actual	Preliminary FY 2009 Plan	Yr-to-Yr Change
CUNY Allocations	(1)	81,109.0	83,697.1	91,793.0	95,677.2	94,367.4	(1,309.7)
CUNY Base & Lump Sum Allocations (Excl'd.Compact)		80,558.1	81,056.1	82,265.7	89,327.8	89,103.4	(224.4)
CUNY Compact Base Allocation	(2)	-	-	1,942.7	4,227.0	4,227.0	-
Additional Allocations		550.9	2,641.0	7,584.6	2,122.4	1,037.0	(1,085.4)
Tuition Surplus/(Deficit) Against Target		359.0	1,833.2	3,622.4	2,425.8	2,800.8	375.0
Actual / Projected Tuition	(3)	75,605.0	80,065.0	83,219.4	83,423.8	85,233.8	1,810.0
CUNY Revenue Target		75,246.0	78,231.8	79,597.0	80,998.0	82,433.0	1,435.0
REVENUE TOTAL		81,468.0	85,530.3	95,415.4	98,103.0	97,168.2	(934.7)
Expenditures							
Full-Time Regular (excluding Graduate Center Lines)	(4)	64,559.1	66,775.8	72,465.8	76,404.4	78,123.1	1,718.7
Adjuncts		7,970.1	8,682.7	9,187.2	9,059.0	8,557.6	(501.4)
Temporary Services	(5)	3,490.1	3,309.5	3,500.2	3,881.3	4,039.6	158.4
OTPS	(5)	6,532.7	6,835.5	7,670.0	8,758.3	6,779.0	(1,979.3)
EXPENDITURE TOTAL		82,552.0	85,603.5	92,823.2	98,103.0	97,499.3	(603.7)
Surplus / (Need)		(1,084.0)	(73.2)	2,592.2	0.0	(331.0)	
Beginning CUTRA Reserve		1,808.8	748.0	744.6	3,336.8	474.1	
One-Time Planned CUTRA Expenditures					2,862.7		
Ending Surplus/ (Deficit), or CUTRA Reserve		724.8	674.8	3,336.8	474.1	143.1	

- (1) The FY09 Initial Allocation requires Colleges to holdback 1.5% of their base allocations and all FY09 Compact growth provided in initial allocations until a determination has been made about the impact of the additional \$50.6M cut to CUNY's overall budget. One percent of Baruch's FY09 base allocation is approximately \$1.4M.
- (2) CUNY Compact Tax-Levy Allocation excludes Philanthropy, Restructuring and Fringe Benefits.
- (3) Projected Tuition for FY09 assumes that excess MBA tuition will increase \$910K and all other tuition will increase \$1.4M over FY08 actuals, however, \$500K will be held back from the College to cover one-third of estimated TAP disallowances for prior years.
- (4) FY09 Full-Time Staff Expenditures represent budget allocations to College divisions less naturally occurring vacancy savings estimated at \$2.1M, the cost of Full-Time lines funded by the Graduate Center (approx. \$1.9M), and planned additional vacancy savings of \$760K.
- (5) FY09 Temporary Services and OTPS expenditures represent budget allocations to College divisions less \$500K of expenditures that CUNY will journal to Baruch's IFR Overhead and other accounts before year end. These expenditure numbers also include planned savings of \$79K in Temporary Services and \$1.3M in OTPS, as well as \$300K of savings to be identified by divisions.