

**Report to the Baruch College Faculty
Submitted by Katharine T. Cobb
Vice President for Administration and Finance
Fall 2013**

FINANCE

In July 2013 the CUNYfirst Procurement System was implemented. This includes both Purchasing and Accounts Payable. As a reminder, if you wish to procure goods or services on behalf of the college, and you are authorized to do so, please begin the process by submitting a requisition through the CUNYfirst e-procurement system.

The Bursar's Office staff is working on the implementation of CUNYfirst Student Records. This includes working with Baruch and CUNY colleagues. They attended CRP sessions in preparation for the conversion. The Bursar staff has begun the process of readying the system for the conversion including extensive data validation.

We are in the final stages of the annual re-inventory. Property Manager, Yamiley Joseph is following up with departments that have equipment not yet inventoried. We request that faculty who have college equipment off campus and have not replied to Yamiley Joseph's request to submit the bar code information please do so as soon as possible. This is critical to the successful completion of this task. We appreciate your cooperation with this.

We continue to work with FEMA and the insurance consultants on reimbursements related to damages and expenses related to Hurricane Sandy and the Library and Technology Center water main break.

Staff attended training in Change Management, Service Excellence and Business Intelligence.

HUMAN RESOURCES

Operations

OHR Phone System Re-engineering

Successfully completed Phase I of the OHR Phone System re-networking project which included creating business unit "phone trees" by assigning OHR staff access to phone lines (extensions) based on their operational role; thereby reducing the number of calls going to voicemail. In Phase II of this project, expanded messaging options will be added to the "phone tree" to assist customers in navigating available services, i.e. CCA, Employee Discount Programs, Special Events,(press 2 for CCA (EAP/Work-life Assistance).

Front Desk Reception Re-engineering

In our continued efforts to improve upon our faculty and staff OHR experience, the skill-set deployed at the Front Desk has been re-engineered based on an analysis of the types of questions, issues and concerns presented by our walk-in traffic. The Receptionist role is more comprehensive and better equipped to address a variety of issues, such as Personal Data Changes, Direct Deposit, W-4,

basic benefit and payroll inquiries. Part of this re-engineering will include a “face lift”/makeover of the Front Desk itself to allow for more efficient, private and professional environment.

Benefits

Appointment of Human Resources and Benefits Manager

Successfully completed the search for a Human Resources and Benefits Manager, which resulted in the appointment of Ermelinda Hysolli. The objective is to form a Benefits Unit fully equipped to handle the day-to-day demands of the Baruch community, improve customer service, mitigate and eventually eliminate benefit errors, improve compliance with the monthly reporting demands set forth by the University Benefits Office (UBO) and more.

Faculty Onboarding Handbook

The first Faculty On-Boarding Handbook was created and provided to all new faculty. We plan an On-Boarding Handbook will be created for all classifications in the future.

New Employee Orientation

Implemented a yearly calendar for bi-monthly New Hire Orientation, for all newly appointed, promoted and transferred staff to both welcome new staff as well provide information with regards to policy compliance, i.e. Workplace Violence Prevention, Acceptable Use, etc. and available employer and voluntary benefits options. At present the orientation captures non-instructional and classified staff with faculty members attending when available. Currently, the majority of our faculty members are scheduled for a one-on-one session either prior to or shortly after their appointment date.

Benefits Event Calendar

Implemented a yearly calendar of campus visit dates’ for our Tax-Deferred Retirement Planning vendor: TIAA-CREF and MetLife. As part of the Benefits Initiative, we hope to implement a yearly calendar of campus visit dates’ for all of our vendors, including DC-37 union. Our objective is to make the information more accessible to the Baruch College community.

Baruch Employee Discount Program

As part of the OHR’s Benefit and Morale initiatives, we anticipate partnering with area businesses to offer discount services ranging from Gym Memberships, Parking Garages, Office Supplies, Pet Grooming, etc.

Adjunct Faculty Benefits Enrollment

The Benefits division of the Office of Human Resources continues to enroll Adjunct Faculty into Health Benefits and is awaiting the resolution of on-going negotiations between CUNY and PSC-CUNY.

CUNY Work/Life Program – Campus Re-launch

The Office of Human Resources has partnered with Corporate Counseling Associates (CCA) to reintroduce this valuable free benefit to our campus. The CUNY Work/Life Program provides a voluntary, free and confidential benefit for employees and their family members. As our employer Work/Life provider, Corporate Counseling Associates (CCA) is here to help, providing counseling referrals to a wide variety of services to support and assist employees including adult care, child care services, emotional well-being and other matters that may impact work life balance. Information will be communicated on the OHR website and new hire orientations.

Towards the objective of increasing our utilization of this service, the Office of Human Resources has facilitated a presentation of services provided by CCA for the Business Managers and Campus Senior Staff standing meetings.

OHR 1st Annual Wellness Fair

The OHR Benefits Unit is looking forward to hosting its 1st annual Wellness Fair. This is one of the ways to alert the Baruch College community on a broader platform of the various benefits available to our staff and their family members.

Benefits Administration Lunch and Learn Sessions

In light of the educational needs of our campus, the Benefits Unit of the OHR will be implementing multiple Lunch & Learn sessions on the following topics and more:

- **Leave of Absences**
 - What is a leave of absence?
 - Who is eligible for a leave of absence?
 - What are the types of Leaves of absence, etc.?
- **Workers Compensation**
 - What is Workers Compensation?
 - Who is eligible for Workers Compensation?
 - How do I report an incident?
 - What is the role of my supervisor, etc.?
- **Retirement**
 - What is the retirement process for my classification?
 - What is Travia? Am I eligible for Travia?
 - What is the next step now that I have filed for retirement, etc.?

First Annual Faculty On-Boarding Survey

The first annual Baruch College Office Human Resources Faculty On-Boarding Survey was held this fall with the objective of pinpointing issues of concern and possible areas of improvement from the perspective of newly appointed faculty. Future surveys will focus on each of the points of access, i.e. Benefits, Front Desk, Labor Relations, Training and Development, Payroll, etc. where employees have interaction with Human Resources staff and services.

HEO Series Reappointment Cycle

In support of the fall reappointment cycle, the Office of Human Resources will once again conduct individual departmental sessions to assist Department Heads in using the CUNY Evaluation Memorandum-HEO Series tool. Last spring marked the first campus wide experience using this evaluation tool which is comprised of four (4) sections; Core Competencies, Goals and Objectives, Professional Development Plan and Overall Performance Rating with 100% compliance.

Training and Development

The Training and Development function in the Office of Human Resources continues to assist in strengthening the professional development of all who work at Baruch by offering relevant training programs and facilitating participation in other training resources for faculty and staff.

In addition to compliance and policy required training programs such as Domestic and Workplace Violence, during the spring semester a series of training programs geared towards assisting our Front Line Facilities Managers and Public Safety Staff in navigating the complexities presented by a diverse workforce and student population was conducted. The five (5) day workshop on Best Practice Supervision With-in A Diverse Workforce was well received by sixteen (16) staff members who attended.

The second training program, Building Cultural Competency for Security Officers, was offered through the Citywide Training Program and was met with such enthusiasm that we've decided to bring this program on campus for our Public Safety to attend as part of their core training.

Recruitment

We on boarded 59 faculty members this Fall semester; posted and filled 49 HEO series vacancies and 43 classified staff vacancies from Spring 2013 through Fall 2013.

Human Resources Management Systems

CUNYfirst: Human Capital Management (HCM)

The Office of Human Resources has been utilizing the CUNYfirst HCM on a daily basis. The transition to CUNYfirst has continued to experience unexpected challenges. Currently, CUNY has been testing the security components of the Talent Acquisition Management (TAM) module across all campuses. Testing has been ongoing with CUNY and the campuses will report the results so that campuses can utilize the TAM module to its full capability.

With the upcoming CUNYfirst outbound Payroll Interface (2015), we are still engaged in parallel testing and data clean-up efforts with the Central Office Team and seeing a marked improvement in the accuracy of our shared data. As we entered into the fifth year of the CUNYfirst implementation, we remain committed to leveraging this technology towards the continued automation of our workflows. Manager self-service will be rolled out soon campus wide with the addition of self service capability for all employees.

E-PAF

OHR is working with Budget and Planning and BCTC to implement an e-PAF system for all part-time staff. BCTC is currently working on resolving existing production issues as well as enhancing/expanding functionality.

Payroll

The payroll office was centralized back in February 2013. All payroll entries excluding the time entry for College Assistants are now being processed in Central Office. Our unit remains handling service increments, time and leave, employee inquiries, auditing, Glacier appointments for Non-Resident Aliens, etc. Fillable timesheets for hourly employees were introduced to the Baruch College Community back in April 2013. College Assistants, Non- Teaching Adjuncts and Continuing Education Instructors use the timesheets. The Time and Leave processes for Buildings and Grounds (i.e. Custodial) and Public

Safety (i.e. Campus Peace Officers) were transferred to the compensation unit back in July 2013. Since then we have been overseeing their time and leave balances. The Non-Instructional Biweekly Timesheet was introduced to the college beginning of October 2013. Training sessions were provided to affected titles. Ad-Hoc Sessions will be conducted as needed in the Office of Human Resources Conference Room. The Office of Human Resources is listening carefully to the concerns of those affected. In fact, we will make suggestions to CUNY regarding the new timesheet based on feedback from the Baruch Q&A sessions.

Labor Relations

OHR continues its' practice of offering an open door policy to all employees and supervisors. As of the Fall 2013 semester, OHR has worked closely with the Facilities Department to address long standing issues with regards to shift postings and internal transfer process. Additionally, OHR will be working with the General Counsel to offer a training series on Performance Improvement Planning and Managing in a Unionized Environment.

BUDGET

For the second year in a row, Baruch is operating with significant new on-going resources. Through this year's Compact program, the University is again returning the annual tuition revenue increase to colleges, providing Baruch with approximately \$5 million in new base budget spending authority. In addition to the new resources provided by the annual tuition increase, the University's multi-year commitment to invest \$7.8M in Baruch should grow to almost \$7M this fiscal year and will be fully realized in FY15. This initiative is now providing \$1.5M for direct student services, almost \$4.0M for new Zicklin faculty positions and \$1.5M for full-time faculty research and support. The Graduate Academic Excellence Fees are projected to be \$4M in this third year of implementation, and Baruch expects to end the prior year with a CUTRA balance between \$2M and \$3M.

The University's energy savings investment program is also working out well for the College. In FY13, Baruch faculty, staff and students spent \$426K less on actual energy costs than our baseline energy funding from CUNY. As promised, we were allowed to keep those savings. This new opportunity to generate resources while helping the environment will continue in FY14. The Vice President for Administration and Finance continues to actively work with the College's Sustainability Task Force to maintain and grow our savings.

FY14's Compact and Investment Program resources will again bring significant and visible positive change to our campus. The Weissman School, School of Public Affairs and the Zicklin School of Business are together hiring 19 new full-time faculty. In addition to these Compact Program hires, the Zicklin School has hired another 27 new full-time faculty with the Investment Program Funds from the University. Combined with the 3 hires made in FY13, this completes Baruch's tremendous push to hire 30 business faculty in just two years. With the \$1.5M in full-time faculty support provided by the University, the Zicklin School will be able to foster on-going research, graduate student support and related activities that enhance the work and educational experience for our entire community.

Baruch continues to strengthen the academic supports it provides to students and faculty. Following last year's expansion of the Writing Center, Student Academic Counseling Center, and Schwartz Communications Institute, the College is funneling resources into the new Center for Teaching and Learning, a key Strategic Plan initiative. This Center will take the lead in developing online and hybrid courses that will allow us to reach a new audience and provide additional convenience for our busy students.

We also continue to advance our global education efforts in a number of ways. Our initiative to recruit new full-time international students has paid off this year with a net increase of 100 students in the fall term. By sharing their different experiences and perspectives these international students enrich the

educational and social lives of the entire college community. In FY14, Baruch is providing more global education opportunities for our domestic students as well, increasing staff in the study abroad program of the Weissman Center for International Business.

To improve the quality of our student services and keep Baruch accessible to all who qualify, the College is enacting a number of initiatives. Almost \$1M of our FY14 Compact funding is providing financial aid in the form of tuition waivers, textbook loans, work-study opportunities, the veteran's emergency assistance program and scholarships. Funding is being provided for the implementation of CUNYfirst Campus Solutions, customer service training, and the undergraduate admissions office. In addition, we are devoting \$96K of our Compact funding to "Executives on Campus," a mentoring program that matches students with current and retired business executives who provide them with career advice and guidance.

As we all know, Baruch's urban setting provides students, faculty and staff with incredible opportunities and a rich range of experiences, but it also presents us with space and vertical transportation challenges. This year over \$1M of our Compact funding is being used to radically change the daily experience of our students and staff. To ensure the smooth operation and continued enhancement of our wonderful new 25th Street Plaza, we are hiring 4 new security guards, funding landscaping services to maintain the plantings and providing other amenities. A new elevator maintenance contract is addressing the deferred maintenance left by the prior provider and giving the College two on-site mechanics to help us ensure that the elevators are operating. To improve overall functioning of our facilities, Baruch is funding deferred general maintenance and repair across the campus and moving forward on a plan to install flush-o-meters and touchless faucets in vertical campus student bathrooms. In addition to helping us keep the bathrooms cleaner, these fixtures will reduce water consumption, helping us become a "green campus" as required by the Strategic Plan.

While the steady and planned tuition rate increases now provide Baruch with new resources to invest and grow, Baruch faces some future year financial risk. The College could lose all or part of this annual resource growth if it fails to maintain its base tuition revenue. Based on current fall enrollment data, Baruch is projected to fall short of its tuition revenue target by approximately \$1M. While the numbers of students enrolled has remained on the high end, the mix of students (Graduate and Undergraduates, Part- and Full-Time, Resident and Non-Resident) has shifted, leaving us with fewer tuition dollars than we should have given the tuition rate increase. The level of tuition revenue we contribute to the system in great part determines the value of the tax-levy budget we receive from New York State through the University, so it is vital that we maintain that revenue level. Over the next year, we will be working as an entire College to bring our base tuition revenue back to an amount that meets our CUNY Tuition Revenue Target and avoid future year budget reductions.

In FY14 the Baruch College Fund will continue to support the academic endeavors of the College with a budget of \$14.2 million.

CAMPUS OPERATIONS

Lisa Edwards joined the office as Assistant Vice President for Campus Facilities effective September 15th of this year. She has excellent qualifications for the position. After earning her architecture degree from City College, she worked in the private sector for code consulting firm, followed by a stint with an architectural firm. She then began her public sector career, holding positions at NYC Design and Construction, NYC Office of Management and Budget, and as a senior planner with CUNY Facilities Planning and Construction. She joined Baruch College Campus Facilities in 2006, until joining Medgar Evers College in 2010 as the Assistant Vice President for Campus Facilities.

We have a numerous state, city, and internal capital projects in varying stages of implementation from design to construction. Updates on those furthest along in development:

- **17 Lexington:** We have funding for Phase 1A of this project which covers two “make-ready projects” (relocation of Public Safety Office in lobby area and Data Center on 2nd floor) and Phase 1 A itself: the lobby upgrade, extensive infrastructure work to bring necessary electrical power to the building, and replacement of the 6 elevators in the building. We have almost completed the work to relocate the Data Center and the Public Safety Office. The Phase 1A project is out to bid. We expect work to begin in May, depending on a successful bidding process. We have already begun internal logistical planning for that aspect of the project. Once we have a contractor on-board further detail on a timeline and plans for handling the on-going building activities will be described. We have a dedicated website for the project and will keep it updated. Once Phase 1A begins, it is anticipated to take 30 months.
- **The 25th Street Plaza:** We have begun the process for design and construction of the permanent plaza which will be funded from donor funds and capital funding allocated by CUNY.
- **Elevator replacement (Administration building/2 in Vertical Campus):** This project will replace all three elevators in Administration building and 2 hydraulic elevators in the Vertical Campus. It will go out to bid this fall.
- **Data Center in ITB:** This project involves upgrade of data center, providing for new equipment and UPS and will “right-size” the footprint resulting in energy savings and recapture of space. CUNY is reviewing the bids for the project.
- **Fire Alarm system replacement in ITB building:** Project to replace non-functioning fire alarm system. Design has begun. The construction will be handled by the same company with a projected completion by summer 2014. Meanwhile, the college has a fully compliant safety plan in place for the interim that includes 24/7 fire watch, communication with occupants and evacuation drills. It should be noted that the fire suppression system is fully operational and there are independent functioning fire alarm systems for the data center and kitchen facilities in the building.
- **BPAC ADA Accessibility project:** Design complete and under review. Project is funded. Details on timeline will be provided when we have construction contract in place.
- **BCTC Computer Lab (6th floor of ITB):** This project involves upgrade of this heavily used student lab. It is in the design phase.
- **Library Master Plan:** This project involves creating a master plan for better space utilization in the library. We expect to begin working on this project within the next few months.

We have completed a number of internal initiatives. Below are updates on some of high-profile projects;

- **Elevators:** A new maintenance contract was signed with Slade, replacing ThyssenKrupp. Slade has completed a number of elevator repairs, resulting in considerable improvement in elevator service. Meanwhile the **Elevator Task Force** chaired by VP Administration & Finance and comprised of senior leadership from Public Safety, Campus Facilities, Finance and Procurement remains active. We continue to monitor service and develop strategies for continued service improvement. We welcome any ideas and observations.

- **Mason Hall:** An upgrade of Mason Hall was completed last spring involving replacement of worn carpeting, re-painting, replacement of torn stage curtain, and accommodations for wheelchairs. It was ready for Convocation and provided a greatly improved environment for that event.
- **Projects to accommodate new faculty and staff:** A Campus Facilities team, working with the designated contact person in Weisman, SPA and Sickling, completed a number of projects to accommodate new faculty and staff with some projects to be completed this fall.
- **Energy savings projects:** We are implementing LED lighting in the stairwells of the vertical campus and replacing radiator steam traps in 17 Lexington Avenue.
- **Bathrooms:** After a successful pilot in the third floor student bathrooms in the VC with touchless faucets and toilets that flush automatically, we intend to expand to other student bathrooms in the VC.
- **17 Lex classrooms:** We did a number of projects to improve classrooms in 17 Lex, including painting, repair of ceiling tiles and replacing window shades.