

**Report to the Baruch College Faculty
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FINANCE

The CUNYfirst Travel and Expense Module is now up and running. Authorized travel expenses, reimbursed with tax-levy funds, will be processed through CUNYfirst. While the documentation is scanned into the system, the college remains required to have the original hard copy. Please send the signed CUNYfirst expense report and the original documentation to the Accounts Payable Office so we can complete processing your reimbursement.

As part of a CUNY initiative, we are now using Proftech, a MWBE, for college office supplies. Office supplies should be now ordered from Proftech instead of Staples.

As you may know, CUNYfirst Campus solutions, including Student Financials is live. We have had a number of challenges relating to the system and implementation that have not yet been resolved. We are working with CUNY Central to resolve multiple billing issues and the handling of special program. We are hoping to have these issues resolved for the next academic year.

We are now using the CUNYfirst Asset Management Module for the college re-inventory. We are approaching the December 31, 2014 annual re-inventory deadline. Property Manager, Yamiley Joseph is following up with departments that have equipment not yet inventoried. If you have off campus, college owned equipment and you have not responded to the Property Manager's request for barcode information, please do so as soon as possible. We appreciate your cooperation with this effort.

Also please note, Baruch College employees are prohibited from using the college facilities and the college address for the mailing and receipt of personal mail.

HUMAN RESOURCES

Operations

Established OHR Operational Performance Measures/Matrix

The objectives are to track analysis and report annually on identified trends with supplemental recommendations.

Performance Measure

1. Percentage of on-boarded faculty paid on first Fall Payroll
2. Percentage of on-boarded faculty completing Benefits Orientation Prior to Start Date
3. Percentage of on-boarded faculty completing OHR On-Boarding Survey
4. Average customer satisfaction rating on OHR On-Boarding Survey
5. Customer Satisfaction with Faculty Benefits: Percentage who found Benefits One-on-One Session helpful
6. Percentage of Adjuncts paid on first Fall Payroll
7. Percentage of Classified Staff with current evaluations

8. Percentage of 13.3 (b) Status HEOs with current evaluations
9. Percentage of employees completing Annual Workplace Violence
10. Training
11. Customer Satisfaction with training: Percentage who found training helpful to work assignment
12. Customer Satisfaction with New Employee Orientation: Percentage who found NHO helpful
13. Percentage of disciplinary charges upheld
14. Percentage of disciplinary charges modified
15. Percentage of disciplinary charges overturned
16. Percentage of Chancellor's Report Errors
17. # of Employee Complaints
18. Faculty Turnover Rate – Tenured
19. HEO Turnover Rate – Non-Tenured
20. Average number of days to fill a vacant HEO position
21. # of OHR Webpage Hits
22. # of New Hires
23. # of Separations

Monitor Volume Indicators and Customer Point of Contact Response time

Volume Indicators	FY14 Actual	FY15 Q1 –Q2	FY15 Q1 –Q2	FY15 Q1 –Q2	FY15 Q1 –Q2	FY14- FY15 Change
CUNYfirst Transactions	20,052					
# of New Hire Entries	1,761					
# of Term Entries	1,361					
# of ePAFs Processed	4,031					
# of TAM Postings						

OHR Issues Log

OHR Issues Log has been expanded to include a Risk Assessment Assignment based on interval frequency, employee impact, budgetary impact, regulatory compliance and Strategic Plan alignment.

OHR Systems and Forms Automation

One of the Office of Human Resources' most significant challenges is presented by the overall lack of systems specifically in the areas of Time and Attendance, Position Management, Faculty Recruitment Management, Benefits Administration, Leave Administration and Performance Management. Currently these areas are, for the most part, managed utilizing a variety of spreadsheets and access databases to support paper based processes. However, we have continued to make inroads in this area:

ePAF System – the electronic Personnel Action Form System was upgraded to include all Part-Time Faculty and Staff, External Funding Source Approval, and the inclusion of IEP. Future system enhancements will include; delivered end-user report tools and the inclusion of CAPs.

RAF - Form Design, Content, Format conversion (fillable PDF, drop down menus, electronic signature compatible), Business Unit Access/Tracking – the Recruitment Authorization Form has been re-engineered in both its' layout and content to allow for:

- Decision Support – Justification Section must be completed prior to submission and will assist in the assessment of requested staff modification to insure alignment with strategic initiatives
- Middle States Reporting – provides supporting documentation

- Increased data accuracy using drop down menus
- Improved tracking and recordkeeping – each Business Unit has been provided access to a Shared File Folder which is used to record all RAFs from submission to approval/ denial phase.

TAM Faculty Recruitment and Reference Service System – all Faculty Searches will be conducted using the CUNYfirst Talent Acquisition and Management (TAM) module allowing for:

- Consistent capture of applicant self- identification data as required for mandated Affirmative Action Plan (AAP) and CUNY Diversity reporting
- Increased data availability in support of Diversity analytics
- Regulatory Agency Compliant
- Compliance with CUNY mandated use of TAM
- Electronic submission and tracking of Faculty References
- Consistent Search Protocols

OHR Webpage Redesign

In partnership with the Office of Communication, Marketing, Media and Public Relations, OHR is preparing to launch its' redesigned webpage. The redesigned webpage has been constructed with the primary goal of improving the search experience for our Faculty and Staff to allow for a more intuitive search of both the OHR Forms and Policy Directories. Additional enhancements such as OHR Business Unit Information, Event Calendars, Key Form Search Options, and Staff Recognition page are included in the redesign.

Benefits Administration

OHR 1st Annual Health and Financial Wellness Fair

The OHR Benefits Unit is scheduled to host the first Annual Health and Financial Wellness Fair, October 27, 2014. The objective of the fair is to provide information to Faculty and Staff on the variety of free and significantly reduced services and products available to themselves as well as their family members to assist them in the sometimes difficult challenge of balancing work/life.

A full spectrum of health, welfare, financial, wellness and discount program vendors and representatives will be onsite for this important event:

Emblem Health, Empire, Aetna, PSC CUNY Welfare Fund, DC 37 Health and Security Fund, TRS, TIAA CREF, Halliday Financial, MetLife, NYS Deferred Compensation, NYSUT, McGraw Hill, MCU, BJs, Sprint, Zip car, Weight Watchers, NY Sports Club, Corporate Offers, NYS Domestic Violence Awareness Team, Barclays Special Offers and more.

Free health care screenings, product giveaways and vendor raffles are featured as well.

Adjunct Health Insurance Enrollment

Of the 98 Baruch College Adjuncts enrolled in the discontinued PSC's Health Plan, 80 (81.6%) were successfully enrolled in the new City Plan. Enrollment in the new plan is not automatic; therefore, Adjuncts were required to enroll in the new plan to maintain their benefits.

Faculty Onboarding Fall 2014

Conducted 33 individual benefits one-on-one the on-boarding 92% were conducted prior to the first day of employment utilizing updated Faculty On-Boarding Handbook.

Benefit Enrollment Form Conversion

To improve our Faculty and Staff enrollment experience, all Health and Welfare, Retirement and Annuity Election forms have been converted to fillable PDF format.

Benefit Communications

To increase/expand OHR's campus presence, HR News is now a featured segment in the This Week @ Baruch OCMM published e-news communication. Faculty and Staff now have a source for receiving information on upcoming Benefits Events, Enrollment Deadlines, CCA Work/Life Seminars, Annuity Program On-Campus Consultations, Discount Programs, etc.

Labor Relations and Training & Development

Supervisory Training Series

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. Now with the addition of the Labor Relations/Training Associate, we are now able to move forward with this important initiative and are scheduled to offer our first series of Supervisory Training – Managing In-An Unionized Environment (Classified Staff) in early November. This training series is being provided in collaboration with CUNY Central Offices' Classified Labor Relations Division and has been designed to address the challenges and concerns raised by Supervisors and Department Heads when engaging classified staff direct reports.

A similar training program will be offered for Managerial Staff with PSC-HEO Series direct reports.

CUNY Central's Training Division and the Citywide Training DACS Program

In addition to compliance and policy required training programs such as Domestic and Workplace Violence, during the fall semester OHR continued its' campaign to increase Faculty and Staff awareness of the broad ranging training courses offered by CUNY Central's Training Division and the Citywide Training Programs offered from DACS with the release of the Fall Semester Course Catalog and Enrollment materials.

Management CBT – Performance Management Lunch and Learn

In response to issues and concerns expressed by the Management Cross Boarders Team (CBT) members regarding the use of the recently mandated CUNY HEO Series – Criteria Based Evaluation tool, OHR is scheduled to provide a Lunch and Learn In-Service on Performance Management in December.

Corporate Counseling Associates (CCA) Training and Coaching Engagements

OHR continues to leverage the benefits offered by CUNY's contract with CCA and has assisted several Department Heads in their goal of providing customized training and/or coaching services for their Baruch staff.

Compensation/HRIS

Full Time White Collar Bi-Weekly Timesheet Implementation Faculty

The Office of Human Resources Compensation and HRIS unit are developing a bi-weekly Timesheet for the White Collar Full-Time staff. The implementation of this time-sheet will address multiple issues:

- Inconsistent time capture method – the College Office Assistant and IT classifications are the only staff required to sign in and out at the Campus Public Safety Desks throughout the campus.
- Issue raised at All Hands on Deck Meeting by attending staff as being demoralizing, not being recognized as contributing professionals, motivation killer, etc..
- Protracted, error prone and inefficient method of recordkeeping
- Possible fraudulent time entry

- Does not require Department Head approval/verification

CUNYfirst Data Scrubbing

In preparation for upcoming implementation of the CUNYfirst HCM/PayServ Interface, OHR continues to perform extensive auditing of HCM data entry records, PAY Serv data mapping, table clean-up, and scenario script and query testing.

Campus Public Safety, Conference Center and Facilities Timekeeping

After successfully re-incorporating the Campus Public Safety, Conference Center and Facilities Time and Leave Management processes into OHR, we've determined, based on the results of on-going audits, that additional modifications and creation of skill trades specific timesheets are required to insure accurate recording premium pay and shift assignments.

CUNYfirst and Blackboard Access Support

Created and provided daily reporting of future dated Faculty and Adjuncts entered into CUNYfirst HCM System data extract, i.e. Employee ID#, Department, Job Data, etc. to Registrar Office to facilitate proving Blackboard access prior to employment effective date.

Recruitment

Adjunct On-boarding

Successfully on-boarded and processed 679 Fall Adjunct contracts with 97% paid on the first payroll date, September 18, 2014.

Fall Semester Faculty On-Boarding

Successfully on-boarded and processed newly appointed Faculty with 100% (of on-boarding faculty who submitted documentation within provided deadlines) paid on the first payroll date, September 4, 2014.

TAM Faculty Recruitment Launch

Successfully posted three faculty searches utilizing TAM and the external Reference Service.

BUDGET

FY15 Budget Update

The College continues to face significant tuition revenue challenges driven by the lower graduate program enrollment rates that started a couple of years ago but really took hold in FY14. Initial final close numbers indicate that the College fell short of its FY14 tuition revenue target by approximately \$4.0M. Baruch understood the seriousness of this shortfall during last year and, as you know, took steps to address it. Working together, Baruch managed last year by taking a series of one-time measures, deferring discretionary OTPS spending and new appointments in administrative lines. We also drew down on approximately \$700K of our reserves and hoped that the need for these measures would be temporary.

While we expect to rebuild some of our tuition revenue this year, Baruch is still projecting a shortfall of approximately \$3.0M. The persistence of our revenue gap has required us to make some more permanent changes to our base budget. An across the board reduction of \$870K and the

establishment of a \$300K reserve were implemented in late summer. At this time, the college is also holding back on the re-use of savings generated by full-time staff vacancies during the year.

As announced last spring, the provost is spearheading Baruch's effort to improve our tracking of graduate enrollments with an eye toward bolstering them. A series of graduate enrollment workshops is underway, bringing together the key people working to rebound from our losses and expand enrollment. Over the next two to three years, this effort should allow us to recover sufficiently to once again make and then exceed our tuition target.

While the current graduate enrollment decline has required the College to take a conservative approach to the FY15 base budget, the continuation of the tuition rate increase has generated new Compact resources upwards of \$6M. With these new funds, the College is implementing a series of new initiatives in line with Baruch's Strategic Plan goals. This year's Compact program includes the following:

- Creates four new full-time faculty lines to help reduce the student to full-time faculty ratio;
- Provides over \$1.6M in support of faculty research and travel;
- Provides additional support to the Center for Teaching and Learning, including establishment of full-time lines for a Director and an Associate Director as well as funding for part-time staff;
- Hires an additional staff member in the Office of Diversity and Compliance Initiatives and increases our advertising budget to help ensure we identify, hire and support more diverse faculty;
- Supports the creation of a fully separate division for all student life activities with our newly appointed AVP, Art King and increased funding for programming and administrative support;
- Provides additional funding to the Schwartz Communications Institute and Subotnick Financial Services Center;
- Provides for almost \$1M of financial aid to students;
- Includes \$400K in OTPS for the Library;
- funds the development of an "Executive Dashboard" using CUNYfirst data to help us better plan and quickly identify student headcount and revenue changes; and
- Supports a series of facilities projects, such as the Field Building at 17 Lexington and the 25th Street Plaza; and
- Provides funding for IT maintenance and improvement for students and faculty.

In FY15 the Baruch College Fund will continue to support the academic endeavors of the College with a budget of \$15.4 million, an increase of eight percent over FY14.

CAMPUS OPERATIONS

There are 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 Phase 1A:** The funding for Phase 1A was augmented this fiscal year by the State with an additional \$30 million. As the original project had to be rebid this gave an opportunity to add badly needed infrastructure items into the scope such as electrical, air conditioning, water supply and an emergency generator. The anticipated construction to start in 2015 and completed in 30 months. The project will transform the lobby and Lexington entrance; provide extensive infrastructure upgrades; replace the 6 elevators; reconstruct the original double height former library on the second floor as a student lounge; and construct a new base for the future bank of additional elevators. Once a contractor is on-board further details 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.

- **17 Lexington Pre-Phase 1A:** There are projects that are required to be done in advance of Phase 1A. The Data Center and Public Safety relocations are in the punch list phase. Construction started for swing space Science labs on the 10th floor which will result in three new Bio labs, two Physics labs and a relocated classroom for Spring 2015 classes.
- **The 25th Street Plaza:** Baruch is working with the Departments of Transportation and Design & Construction, and Mathews Nielson Landscape Architects to design and construct a permanent plaza which will be funded from donor funds and capital funding allocated by CUNY. The first plaza design workshop with the community was held at Baruch on March 4th and was well attended by Baruch students. Another public workshop is anticipated before the end of this calendar year.
- **Elevator replacement (Administration building/2 in Vertical Campus):** This project will replace all three elevators in Administration building and the 2 hydraulic elevators servicing Athletics and BPAC in the Vertical Campus. Knightbridge Construction is the contractor and phased construction started this past June and completion will be in April 2015. One refurbished elevator in the Admin and the refurbished BPAC elevator is anticipated to come on line imminently.
- **Fire Alarm system replacement in ITB building:** A contractor, Redhawk, has been retained to replace the non-functioning fire alarm system. 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.
- **Student Computer Lab (6th floor of ITB):** This heavily used student space is being upgraded by Donald Blair Architects as a flagship technology lab incorporating much needed collaborative spaces, centrally located Genius-like bar Help Desk, complete new furniture, finishes and printing area. This is funded through State and City, as well as, Student Tech fees will be utilized on the technology upgrades. The design is being finalized and anticipated to go out to bid soon with phased construction starting in 2015. This project involves upgrade of this heavily used student lab.
- **Library Master Plan:** As of this summer, the consultant AECOM, has been working on the master plan for re-imagining the use of the Library to reflect current portable technology and pedagogy, focusing on a quiet reading room, additional group study spaces, improved archive areas, improving overall acoustics, better space utilization and functionality in the library. Input from admin, faculty, staff and students will help to shape this vision. The master plan document is due June 2015.
- **Energy Controls on North Campus:** \$13 million has been funded to upgrade the physical plant and building maintenance system of the heating, ventilating and air conditioning of the Vertical Campus and IT building. This project will allow the systems to be highly energy efficient.

Internal Project Updates:

- **Energy savings projects:** Installed LED lighting in classrooms and corridors 17 Lex. All radiator steam traps in 17 Lexington Avenue were replaced. Installation of touchless faucets in Vertical Campus and the IT Buildings has commenced. Cooling tower repairs are on-going.
- **17 Lex classrooms, corridors and science labs:** Facilities has revamped 27 classrooms, 8 corridors and 7 science labs over the summer in this badly neglected building. The renovations included repairing of floors, walls and ceilings; painting; chair rails; replacing some white boards and window shades; LED lighting and new lens covers; and installed perpendicular restroom signs in the corridors. All classrooms received new faculty desks and chairs.
- **Student Lounge Spaces:** Two spaces on the 3rd floor were renovated to create a quiet study space and a lounge space in 17 Lexington. These two spaces are to replace the 10th floor lounge that is being converted into the Science swing space labs.

Designs have been started to convert the former Starbuck space on the second floor of the Vertical Campus into a student lounge/multi-purpose space. The initial opening is expected in Spring 2015.

- **Administration Building:** A test project of a computerized heating ventilation system on the 9th floor proved to be successful. This project has now been funded to expand to the rest of the building.