

**Report to the Baruch College Faculty
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Vice President for Administration and Finance
Fall 2016**

FINANCE

In order to ensure timely reimbursements for approved travel expenses, please submit expense reports as soon as possible. For more information on travel, including Guidelines and References, please go to www.baruch.cuny.edu/adminfin/NewYorkStateTravelInformation.htm. Individuals with travel cards should reconcile their transactions and have their supervisors approve them as soon as possible.

The college has met the 2016 inventory target. We thank those who have assisted and cooperated with this annual requirement.

Through the Controller's Office, we are transitioning to a new accounting software. We use this software for the accounting and reporting of non-tax levy funds. Historically we have used FundWare and are in the process of converting to Blackbaud's Financial Edge NXT. The new system is cloud based and offers the flexibility to access real time data from any device with an internet connection. In addition, we have found the reports are to be more flexible, intuitive and easier to read. Data migration between the two systems should be completed in October and we will run parallel systems for a month or more.

Please have state funded requisitions entered into CUNYfirst as soon as practicable.

We are working on updating the college's Expenditure Guidelines in order to make them more comprehensive and user friendly. We are incorporating links to relevant information as well as including some additional data.

HUMAN RESOURCES

Office of Human Resources Mission and Function

In support of Baruch College's strategic goal to "Establish Effective College-wide Coordination and Collaboration", the Office of Human Resources (OHR) is committed to fostering transparent engagements with various internal and external constituencies in the furtherance of becoming the "Employer of Choice" for faculty and staff. To accomplish this objective, OHR strives to improve our processes with continued focus on the experience and level of satisfaction of our clients throughout the employment continuum from applicant to retiree. **OUR VISION** is the delivery of Human Resources programs and services engineered with the needs of our applicants, faculty, staff and department heads in mind towards the shared vision of Baruch as a friendlier, more transparent and more inviting place to study and work.

Operations

- ❖ OHR operational performance measures/matrix to monitor volume indicators relative to the implementation and leveraging of workflow enhancements, i.e. paperless and/or reduced paper based process, increased automation, process restructuring, etc..

Volume Indicators	CY14 Actual	CY15 Actual	YTD CY* 2016
Total Transactions	20,052	16,428	13,824
# of New Hire Entries**	2,033	2,405	2,353
# of Term Entries	1,992	1,882	2,470
# of Retirements	28	31	27
# of Leaves of Absence	258	237	234
# of ePAFs Processed	4,477	5,378	4,127
# of Postings – Faculty	11	22	16
# of Postings – Non-Faculty	37	68	51

* September 30, 2016

** Appointments, Hires and Rehires

Overall OHR has experienced an 8.3% decrease in the number of CUNYfirst HCM entries over the past 2 years. This decrease is largely due to the utilization of CUNYfirst HCM's Mass Reappointment functionality initially deployed in August, 2015 for the Adjunct population and expanded to include the College Assistant population in August, 2016 after their successful integration into the ePAF System in July, 2015.

- ❖ OHR Systems and Forms Automation

Through continued collaborative engagement between OHR, the Office of Budget and Planning and BCTC, progress has again been made in the shared objective to maximize the leveraging of existing CUNYfirst HCM functionality systems while minimizing the campus' reliance on paper-based processes. Towards this objective, significant advancement has been made in the areas:

- ePAF System – Electronic Personnel Action Form System – used to create Mass Reappointment export file to update CUNYfirst HCM Adjunct and College Assistant Appointments records resulting in reduced duplicate entry.
- TAM –successfully introduced expanded Search Committee functionality in CUNYfirst HCM -TAM (Talent Acquisition and Management) for academic and non-academic recruitment; providing on-line access to Search Chair and Committee to view and download applicant resumes, cover letters, research papers, publications, etc. in real time and via remote utilizing VPN.
- CUNYfirst Manager Self Service/Position Management – in conjunction with the Office of Budget and BCTC, the paper based RAF process has been replaced with the successful roll out Manager Self Service (MSS) Position Management workflow functionality within HCM. MSS allows managers to initiate position actions, i.e. request new position, request position modifications, change direct report relationships within CUNYfirst which are then electronically routed for appropriate approval(s). During this phase, Department Heads and Business Managers completed the following activities:
 - o Reviewed, reapproved and updated CUNYfirst Role Access
 - o Reviewed Reports To (Departmental Hierarchy) structures

- o Utilize HCM delivered Positions Management Workflow

Having successfully introduced this workflow, the next phase of MSS Implementation will focus on determining operational and work process automation opportunities associated with the utilization of other transaction based actions.

- ❖ OHR Communications: OHR Webpage updated last fall, has been well-received and has met the objective of creating a scalable venue for OHR's evolving communications blueprint, recently expanded to include campus flat screens. In the coming months, OHR will concentrate its efforts on developing the Employee Recognition webpages featuring:
 - Employee of the Month
 - Making Baruch Better Moments – webpage dedicated to faculty and staff recognition of each other acts of kindness and appreciation

Benefits Administration

- ❖ On October 13, 2016 OHR will host its 3rd Annual Health and Wellness Fair – with over thirty-five (35) vendors scheduled to attend representing the full spectrum of health & welfare, financial advisement, wellness and discount programs onsite for this important event. Free health care screenings and onsite podiatry and dentistry evaluations, financial and retirement counseling, discounted NY Sports Club, Weight Watchers and B.J. Wholesalers memberships, H & R Block, T-Mobile, Sprint, Barclay, etc. group discounts and product giveaways, vendor raffles and more will be featured at this event.
- ❖ NYC Weight Watchers Program successfully launched on June 1, 2016 – CUNY in collaboration with the New York City, Work Well Program embarked on its campaign to improve the health of our employees by paying 50% of the Weight Watchers meetings and Online Plus program.
- ❖ Continued Vendor Relationship Engagements
 - NYS Deferred Compensation Program previously had little to no on-campus presence; however, the relationship has been established to the point where faculty and staff now have access to representatives on-campus on either a monthly or quarterly basis.
 - TIAA-CREF – the on-line participant enrollment process into TIAA's ORP Plan is running optimally with zero premium default reporting.
- ❖ Launch of CUNY's Retirement Plan Changes – in support of CUNY's January 2017 transition to TIAA- CREF as its single vendor for Tax Deferred Annuity Services, the Benefits Unit is engaged in the coordination and communication of on-campus events, seminars, and information desk services to assist staff and employees in their retirement planning.
- ❖ Benefits and Retirement Seminars – As part of OHR's on-going commitment to provide information and educational resources to our faculty and staff, we have expanded the number and frequency of on-campus seminars on such topics as Social Security and

Medicare Benefit Changes, CUNY retirement programs, debt and credit issues, College savings plans etc. in coordination with NYCERS, TIAA-CREF, NY State Deferred Compensation, DC 37 Legal Services and the Teamsters Union.

- ❖ Benefits Audits – continued auditing of benefit plans and related payroll deductions and employer/employee contributions.

Labor/Employee Relations and Training & Development

OHR 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 including:

- ❖ CUNY Central's Training Division (PDLM) and the Citywide Training DACS Program: 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. There has been a steady increase in staff participation in PDLM and DACS offered training programs going from a low of two (2) participants in 2012 to twenty-six (26) participants YTD in 2016.
- ❖ Deer Oaks EAP Program: OHR continues to vet and leverage the benefits offered by CUNY's Employee Assistance and Work Life Program provider, Deer Oaks, coordinating five (5) on-campus seminars as well as a hosting over 20 webinars on various wellness and work/life balance topics.
- ❖ Successfully facilitated the Deer Oaks / CUNY Supervisor Excellence Webinar Series featuring quarterly training programs specifically tailored towards providing learning opportunities to assist supervisors in developing their communication skills.
- ❖ Workplace Violence Prevention On-Line and Classroom Training Sessions –OHR continues to support and raise awareness of the NYS Mandated 100% compliance requirement by promoting opportunities for on-line WPVPT training including increased awareness of Active Shooter training and safety tips. In furthering our ability to both meet the 100% compliance as well as to provide training on this important topic for employee populations with limited access and/or PC capabilities as well as “ESL”, OHR will continue its' practice of offering classroom Workplace Violence Prevention training sessions which included CUNY's updated Active Shooter /WVP PowerPoint to Building and Grounds, Campus Public Safety and other staff as needed.

Compensation/HRIS

- ❖ Audited PSC increments for faculty and HEO series staff.
- ❖ Conducted one-on-one and group training on HEO and White Collar timesheet management, tracking and submission.

- ❖ In coordination with CUNY OHRM and Finance Department, assisted in the IRS Non-Resident Alien Compliance Audit
- ❖ Participated in CUNY eTime and Leave system User Acceptance Testing.
- ❖ Conducted audits of classified staff salary steps, increments and anniversary dates.
- ❖ Reviewed longevities and service increments for white and blue collar represented staff.
- ❖ CUNYfirst Data Scrubbing: in preparation for upcoming implementations of the CUNYfirst HCM/PayServ interface and new CUNY electronic time and attendance system currently slated to go-live in 2017.

OFFICE of PLANNING & BUDGET

FY17 Budget Update

For the second year in a row the University has reduced base budget allocations for all Senior Colleges. Despite this loss of University support, Baruch is implementing no reduction to the FY17 Tax-Levy base operating budgets for the three schools and student service and administrative divisions. This is not the case for the other CUNY campuses who are now having to implement significant and painful reduction programs.

Through multi-year financial planning -- including strategic use of year-end balances, no release of full-time staff vacancy savings and significant energy cost savings -- Baruch has been able to absorb all but \$1.2M of the University's \$3.8M reduction in base tax-levy support in FY16 and FY17 without impacting base operating budgets. This ability to maintain steady resources is a tremendous administrative accomplishment with significant benefits to staff and students. Our ability to maintain consistent base budget levels has insulated the Baruch community from service reductions and allowed us to continue to focus on our important on-going mission to deliver a high-value, quality education.

The final close numbers for FY16 indicate that the College will meet its annual tuition revenue target for the first time in a couple of years. A two percentage point recovery in Baruch's collection rate has allowed us to meet the target. Baruch's annual average has returned to 98 percent after a couple years of inflated registration data related to the CUNYfirst transition that dropped our collection rate to 96 percent of billed revenue. With more accurate billed revenues and corresponding higher collection rates, Baruch expects to close FY16 with a balance of approximately \$5M. This balance is being used to support the FY17 operating budget and one of the reasons we are able to avoid a budget cut.

In other good news, the current year cost of the PSC contract settlement will be fully covered in FY17. With two years of accumulated revenue generated from the last tuition rate change, the University now holds \$10M to support Baruch's current year contract implementation costs. New York State is assumed to be providing the resources to cover the costs of retroactive payments.

Even with this careful fiscal planning and management the college has and will continue to face difficult financial challenges. While FY17 budgets are not reduced, the schools and other divisions are self-funding the cost of mandatory annual staff salary increases, which total approximately half a million dollars college-wide. The Finance and Administrative Division is self-funding the cost of the recently settled skilled-trades contracts, leaving less available for maintenance and new projects. When the University finalizes its other allocations, programs that receive “CUNY Lump Sum” or other dedicated funding streams may find that they also have to absorb cost increases or budget reductions. Most disappointing, however, is the cumulative impact of the past two years of University cuts to Baruch’s overall tax-levy base budget. These reductions have resulted in a real and permanent annual loss of \$6.3M in base budget resources -- \$3.8M in FY16 and an additional \$2.5M in FY17. Without these cuts, Baruch could have continued to improve more programs, more quickly and taken on a number of important new initiatives.

In the coming fiscal year Baruch plans to continue its policy of strategic advanced planning to bring our budget in line with our resources over time with minimal disruption to operations, but this long-term planning is now much more challenging. The greatest potential shortfall is on-going support for the full cost of the PSC contract. A doubling of annual funds generated from the last tuition rate increase is available only in FY17 when we have both the \$5M in on-going revenue as well as the FY16 revenue that remained unspent. At this time, only the annual \$5M of funding generated by the last tuition increase is on-going and available to support the higher salary costs in FY18 and out years. In addition, Baruch’s costs continue to increase even without program expansion or additional contract changes. Annual mandatory salary increases, price increases for goods and services, and other structural cost increases require a steady increase in resources.

Without renewal of the policy to modestly increase tuition rates each year, our FY18 closing balance is projected to be under half a million dollars. FY19 is projected to go negative. Absent a rate increase, the college could still close with a more positive FY18 balance if increased enrollments or shifts in enrollment patterns to non-resident or other higher paying students boost college tuition and fee revenue. Efforts to recover our Graduate Program numbers continue, and new programs are coming on line, but it is difficult to predict precisely when these efforts will translate into actual revenue increases. Moreover, even the most economically successful version of these changes will quickly reach its outside limit.

CUNYfirst Implementation Update

The Office of Planning and Budget continues to strategically leverage the CUNYfirst system for the benefit of the entire college. Electronic processing of approvals for full-time and part-time staff positions has eliminated the time-loss, confusion, and communication problems inherent in the previous paper-based procedures. We remain available to actively support department and division heads interested in using manager self-service to view and manage their positions. And we continue to make CUNYfirst budget and expense reports available to all departments, so that it is no longer necessary for them to go through the duplicative effort of tracking their OTPS activity off line. In FY17 the Office of

Planning and Budget is suggesting several actions that will streamline or eliminate other duplicative processes.

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 project was rebid out and the vetting process of the potential bidder is being done. After awarding the contract the construction is to take 30 months. The project will transform the lobby and Lexington entrance; provide extensive infrastructure upgrades; replace the six 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.
- **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. There is a related project as part of this bid which is to replace the aged water main underneath a large portion of the plaza. The construction is expected to go out to bid fall 2016. After awarding the contract the construction is expected to take 18 months.
- **Fire Alarm system replacement in ITB building:** The contractor has completed replacement of the fire alarm system and FDNY will complete their inspection in November. 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. The contract has been awarded for this project and it is scheduled to begin winter 2016. It is estimated to take nine months once the contract is awarded.
- **Library Master Plan:** 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 helped to shape this vision. Structural probes have been conducted to see if high density shelving can be accommodated. Once the results are known, the master plan document will be completed.
- **Energy Controls on North Campus:** \$14 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 make adjustments to temperature and alleviate hot/cold spots experienced in both buildings. Replacement of the cooling towers will

increase the energy efficiency. The project was started in December 2015, and the first phase of construction has begun with work in the ITB building. During a portion of the work, offices on the 7th and 8th floor will need to be relocated. The work will be done half a floor at a time with each half taking 2 weeks to complete and will occur late fall and early winter.. The entire project will be completed by spring 2018.

Internal Project Updates:

- **Energy savings projects:** Converted lighting to LED in 100% of Admin Bldg; 90% 17 Lex; 10% VC including 100% of the gyms and swimming pool area. For FY 16/17 the goal will be to reach 30% of lights to LED. Steam trap replacement is 100 % completed. As a result of these efforts, we achieved a 26% energy savings.
- **Restroom upgrades:** Installed touchless faucets; automatic soap dispensers; new TP dispenser; and high velocity hand dryers in restrooms in VC, IT and 17 Lex.
- **USG requests:** The 3rd floor Club and Student Government area was a successful test run for several projects requested by the USG: men's & women's Muslim footbath; installation of drinking fountain with capabilities of filling water bottles; high velocity hand dryers; and privacy urinal screens. The bottle drinking fountains, hand dryers and screens are in the process of expanding to the first through 5th floors, with additional expansion budget permitting.
- **17 Lex "make ready" projects;** In preparation for the capital project, the College has completed 25 separate projects with another 27 open projects to complete before construction begins.