BUDGET BASICS

• CUNY Fiscal Year July 1 – June 30

• Fiscal Year identified by June 30 year
  – i.e. current July 1, 2020– June 30, 2021 is FY21

• QC collaborative budget process to begin January of leading year (i.e. January 2021 for FY22 Budget)

• Student Fees
  – Student Technology Fee
  – Student Services Corporation
  – Shuttle Bus
  – College Association (student clubs)
BUDGET BASICS

• Budgeted Categories of Expense
  – Personal Services (PS)
    • Full-time personnel
    • Adjuncts
    • Temporary Services
  – OTPS
    • ‘Other Than PS’
    • Equipment
    • Supplies
    • Contracts
TYPES OF FUNDS

• Tax Levy (TL)
  – Primary Funding Vehicle for College Operations

• Income Fund Reimbursable (IFR)
  – Self-supporting Funds

• Non-Tax Levy (NTL)
  – Affiliated Organizations (SSC, AEC, QCA...)

• Research Foundation (RF)
  – Research Grants (NIH, NSF...)

• Queens College Foundation (QCF)
  – Gifts, Donations

• Residential – Summit (QSR)
  – On Campus Housing

• Capital Projects
  – Educational Facilities Construction/Maintenance; State, City Funds
TAX LEVY BUDGET

• The primary funding vehicle for college operations

• Funds derive from tuition paid by students coupled with governmental support

• FY 2020 Tax Levy Budget for Queens College totals ~$145m (FY20 not significantly affected by COVID)
  – Excludes CUNY-Paid fringe on TL employees, utilities, capital monies (~$72m)

• Activity regulated by NYS and CUNY guidelines
TAX LEVY BUDGET

CUNY Senior Colleges Funding Sources

- State Aid/TAP: 61%
- Undergraduate Students: 16%
- Graduate Students: 7%
- Scholarships and Waivers: 7%
- Federal: 7%
- City Support: 2%
# Tax Levy Budget Condition - FY 2020

**FYE PROJECTED**

September 30, 2020

<table>
<thead>
<tr>
<th>$ 000s</th>
<th>FYE 2019 FINAL</th>
<th>FY 2020 Budget</th>
<th>CUNY FYE Projection</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RESOURCES:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tax Levy Allocation</td>
<td>138,133</td>
<td>140,410</td>
<td>146,672</td>
</tr>
<tr>
<td>Revenue Target</td>
<td>118,980</td>
<td>122,374</td>
<td>122,374</td>
</tr>
<tr>
<td>Revenue Collections</td>
<td>119,854</td>
<td>123,227</td>
<td>120,528</td>
</tr>
<tr>
<td>Revenue Condition</td>
<td>874</td>
<td>853</td>
<td>(1,846)</td>
</tr>
<tr>
<td>Prior Year CUTRA</td>
<td>4,733</td>
<td>5,240</td>
<td>2,951</td>
</tr>
<tr>
<td><strong>TOTAL RESOURCES</strong></td>
<td>143,740</td>
<td>146,503</td>
<td>147,777</td>
</tr>
<tr>
<td>Labor Reserve</td>
<td>-</td>
<td>(8,051)</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL NET RESOURCES</strong></td>
<td>143,740</td>
<td>138,452</td>
<td>147,777</td>
</tr>
</tbody>
</table>

| **EXPENSE:** | | | |
| PS Regular and Exec. | 104,930 | 105,353 | 111,615 |
| Adjuncts | 18,070 | 17,220 | 20,162 |
| Temporary Service | 8,392 | 7,417 | 8,436 |
| **Total Personal Service** | 131,392 | 129,990 | 140,213 |
| UWI | 1,306 | 1,904 | |
| Academic Excellence | 147 | 270 | |
| QC OTPS | 5,655 | 5,160 | |
| **Total OTPS** | 7,108 | 7,334 | 6,195 |
| **TOTAL EXPENSE** | 138,500 | 137,324 | 146,408 |
| **CONDITION:** | | | |
| | 5,240 | 1,128 | 1,369 |
| DUE FROM TAP: | | | 285 |
| QC PROJECTED CONDITION: | | | 1,654 |
TAX LEVY OTPS REDUCTIONS

QC OTPS EXPENDITURE BY FISCAL YEAR


- 25,000,000
- 20,000,000
- 15,000,000
- 10,000,000
- 5,000,000
- 0
STUDENT FEES

• Athletics and Recreation
  – $820k collected from Fees; $5.3m total budget

• College Association
  – $680k collected from Fees; $1.6m total budget

• Student Services Corporation
  – $2.7m collected from Fees; $3.6m total budget

• Student Technology Fee
  – $4.2m collected from Fees; $4.2m total budget
Queens College Foundation

Total Net Assets: $84,991,904

- **Without Restrictions**: $20,797,032 (24%)
- **Restricted**: $15,200,473 (18%)
- **Endowments**: $48,994,399 (58%)

Note: ‘Without Restrictions’ Funds fund operating costs and scholarships
RESIDENTIAL SUMMIT

• Revenue for 510-bed Residential Operation is primarily funded by fees paid by students living at Summit
  – ~$7 million/year in bed revenue
• Expense supports building, residential safety, staffing, and programming
• Cost of Summit Building
  – Debt Service of per year $4.1m/year
• Challenges with reduced occupancy due to COVID
CAPITAL PROJECTS

• ~$95m in various state bonded projects in progress
• ~$20m in NYC Resolution A (‘Reso A’ grants from City Council/Borough Presidents) projects in progress
• ~$2m in various NYS Facilities Grants (CCAP/SAM)
• ~$5-6m in annual critical maintenance capital fund
• ~$390m in Deferred Maintenance currently
CAPITAL PROJECTS

- New Roof for Gym
- New Chiller Plant (1st Phase)
- New labs for Physics & Anthropology
- Boiler Plant Upgrades
- New Phone System
FISCAL CHALLENGES

• COVID-19
  – More than 60% of QC Budget from NYS
    • NYS Revenues Down Significantly
      • $14.5 billion projected revenue decline for FY 2021
      • $62 billion total loss as a result of COVID-19 now projected through FY 2024
    • CARES Act (Subsequent Slide)

• Maintenance of Effort/Labor Cost Increases

• Funding Designations
  – Cannot co-mingle funds
  – Must use funds only for designated purposes
    • RF, QCF, Student Fees, Summit, etc.
BUDGET CHALLENGES

COVID ACROSS THE U.S.

Estimated FY20 State Revenue Shortfall

Estimated FY21 State Revenue Shortfall

[Bar charts and line graphs showing revenue shortfalls for different states in FY20 and FY21, with dollar and percentage declines highlighted.]
FISCAL CHALLENGES

• Tax Levy Funds
  – Potential 15-20% Allocation Reduction
    • Correlates to NYS Revenue Deficits
    • $20+ million potential allocation reduction
  – Potential Reductions in Enrollment; returning students down
  – Lowered Student Collection Rate

• Athletics Funds
  – Summer Camps potential $2.5m revenue loss; $1m net
  – Facilities Rental and Use potential $1.2m revenue loss

• Residential Operations
  – Loss of Residential Occupancy/Revenue
    • CUNY guarantor on debt service
    • Partial CARES support
FISCAL CHALLENGES

• Federal CARES Act
  – $16.7 million in Funding to Queens College
    • $8.35 million Direct Students Aid
    • $8.35 million Institutional Aid
      – Provides limited and specific funding to reimburse/cover: Tuition & Fee Revenue Loss; Health and Wellness; Technology for Instruction
      – $4.1 million identified through June 30, 2020
      – Does not provide relief against NYS revenue losses, loss of CUNY allocation, most residential occupancy losses, or associated potential expense reductions, if necessary.

• Additional Federal Aid Packages??
BUDGET 101

• Your Part as a member of the QC Community
  – Understand Budgets and Budget Processes
    • Stay Informed
    • Queens College Financial Data page:
      – QC.edu -> VP for Finance and Administration -> Financial Data
        https://www.qc.cuny.edu/about/administration/FinanceAdmin/Pages/QCAEC.aspx
  – Understand the value of Queens College:
    • Approx 85% of QC students graduate debt free
    • Economic Impact Study
      – https://www.qc.cuny.edu/about/MajorReports/Pages/Economic_Impact_Analysis.aspx
  – Maintain dialogue with QC Budget and Finance
  – Serve as a Conduit to Faculty and Staff
BUDGET 101

Thank You
Chance for Dialogue

Discimus ut Serviamus: We learn so that we may serve.