

BOROUGH OF MANHATTAN COMMUNITY COLLEGE  
The City University of New York

**COLLEGE COUNCIL**

**Minutes**

**September 26, 2018**

Everyone attended except:

Fatema Amrin  
Wenjun Bian  
Warren Benfield  
James Blake  
Odaine Chambers  
Erik Freas  
Jennifer Garay  
Sunil Gupta  
Joyce Harte  
Joel Hernandez  
Maxine Hunter  
Sekou Koulibaly

Jun Liang  
Liany Marcial  
Kaddy Momoh  
Phillis Niles  
Neili Popal  
Arvis Sinani  
Rebecca Smart  
Ali Syed  
Daniel Torres  
Ching-Song Don Wei  
Cynthia Wiseman

- I. Interim President Karrin Wilks called the meeting to order at 2:05 pm.
  
- II. APPROVAL OF MINUTES:
  - A. The May 25, 2018 College Council Meeting minutes were unanimously approved.
  - B. The May 25, 2018 College Council Organizational Meeting Minutes were unanimously approved.
  
- III. STANDING COMMITTEE REPORTS
  - A. The Budget Committee presented a report. (See Appendix)
  - B. The Campus Facilities and Security Committee presented an update
    1. The swimming pool is open for use.
    2. Renovations to the Murray Street Building:
      - a. 30 new classrooms will be ready by January. 20 are on the third floor, and 10 are on the second floor. They will be connected by a staircase.
      - b. Turnstiles will be installed at the entrance.
      - c. Every other classroom will be provided with either chalkboards or whiteboards.
    3. 199 Chambers Street
      - a. South Staff Bathroom line is about to open.

- b. North Staff Bathroom will be done next.
- c. South General Bathrooms should be completed by June.

4. Discussion and Questions

- a. There was a question about developing better signage for handicapped elevators. Vice President Scott Anderson will look into it.
- b. Fiterman needs more printers.
- c. There was a question of providing free menstrual products in all building.
- d. There was a question about providing a lactation room in the Murray Street building. Fiterman Hall already has one.

V. OLD BUSINESS: None

VI. NEW BUSINESS: Interim President Karrin Wilks presented an update on Designing for Success and Guided Pathways. (See Appendix.)

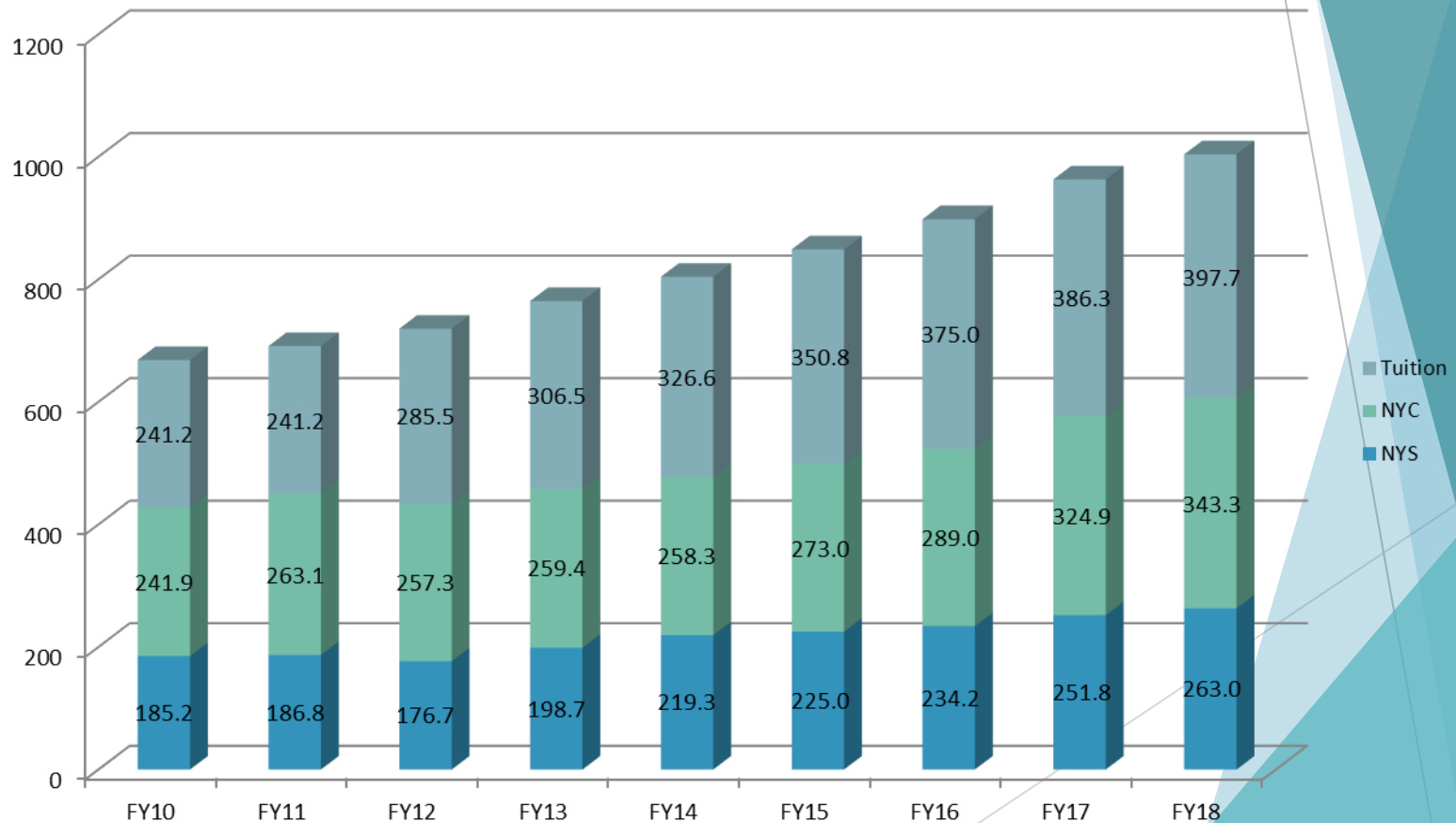
VII. Interim President Wilks adjourned the meeting at 3:45 pm.

# FY2018 and FY2019 Financial Highlights

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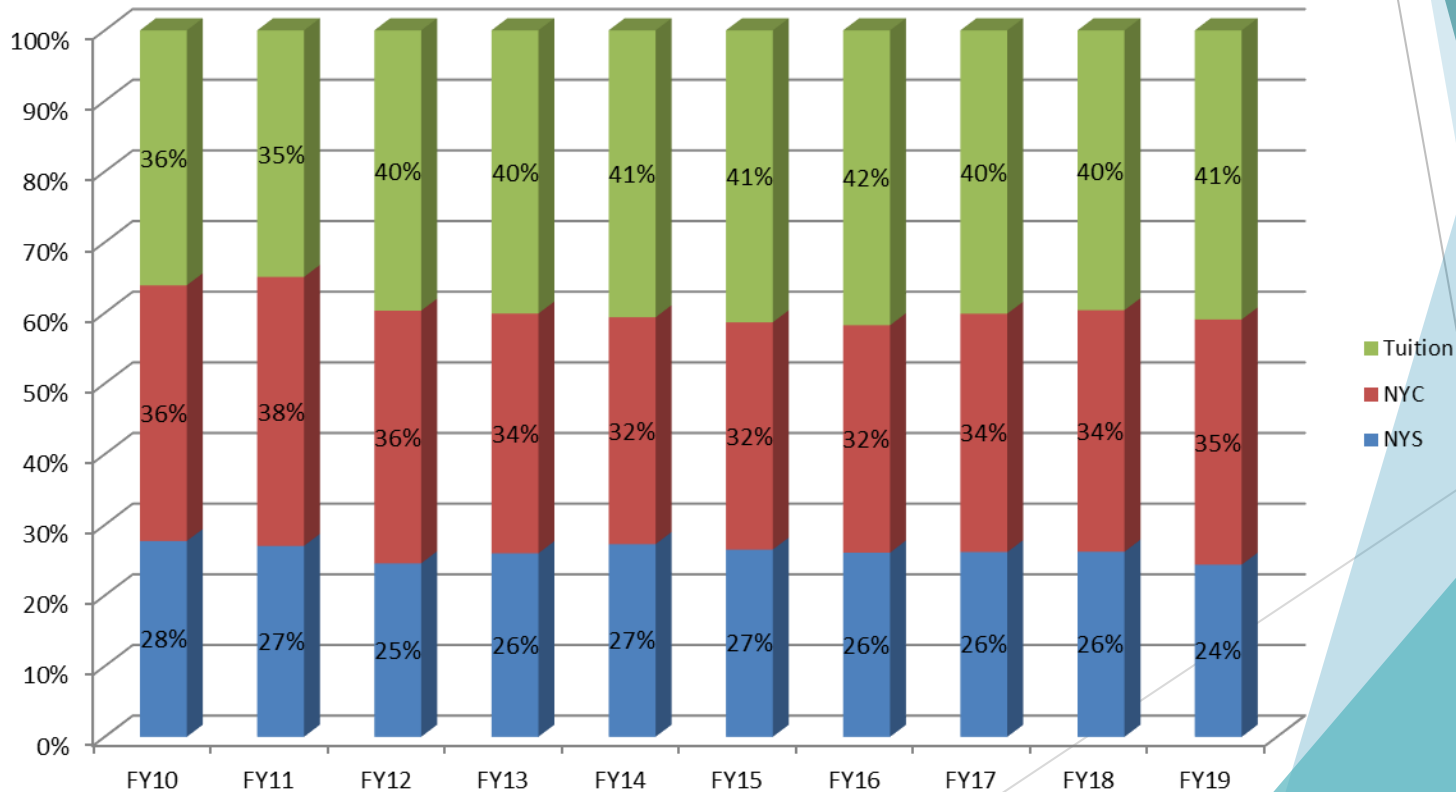
- ▶ All expenses and mandatory costs for Community Colleges were fully funded in FY18 and will continue to be funded in FY19. The NYS aid per FTE increased by \$100 in FY17, by \$50 in FY18 and by an additional \$100 in FY19. NYC support increase in FY18 was mainly for the expansion of ASAP. In FY19 NYC support increase provides additional funding for ASAP, CUNY Math Start, the CUNY Tutor Corps.

### Community College Funding by Source (\$Mil)



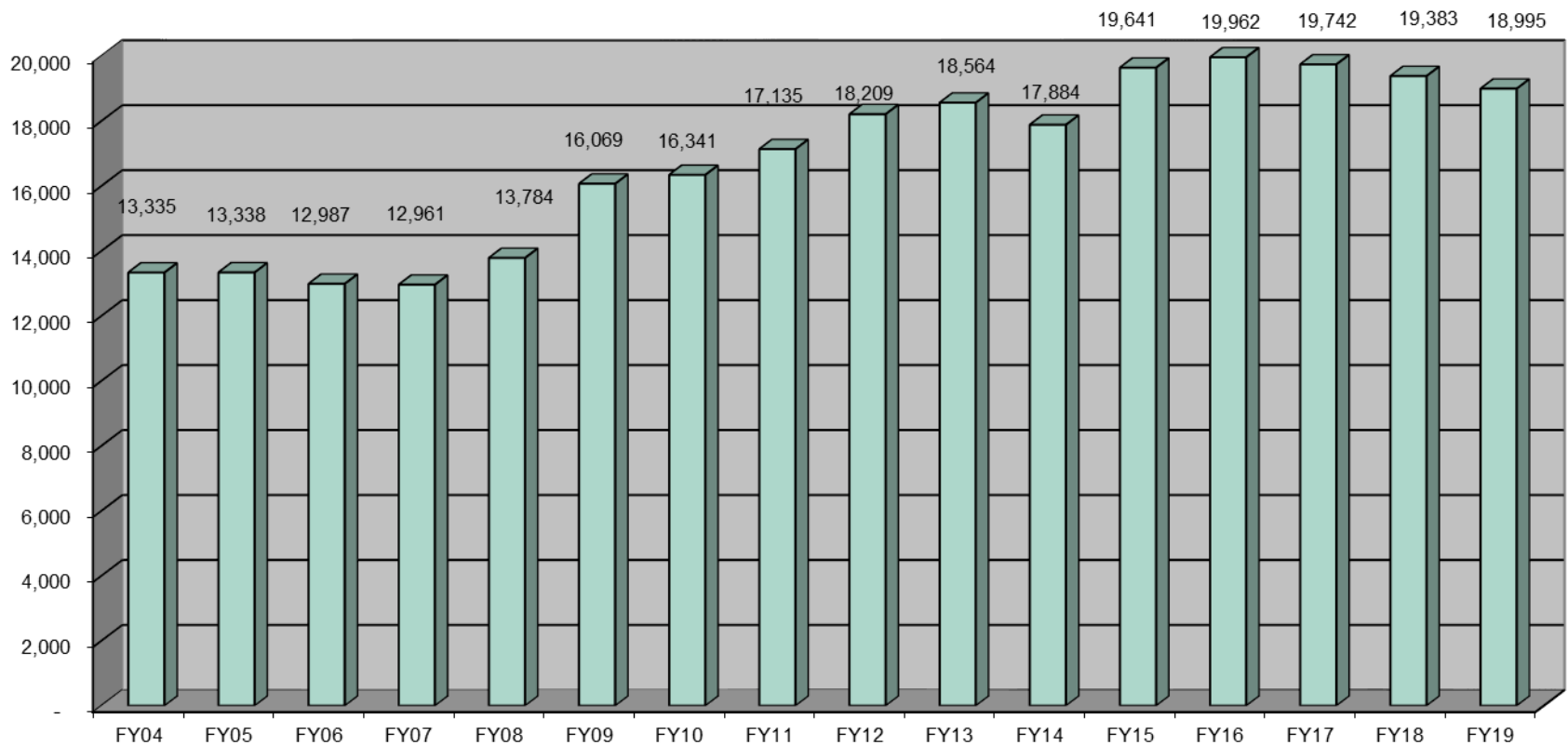
- ▶ The ratios of Tuition and NYC in total resources provided to Community colleges increased by 1% in FY 18-19, resulting in 2% reduction in NYS ratio.

### Ratios of NYS, NYC and Tuition funds in total Community College resources



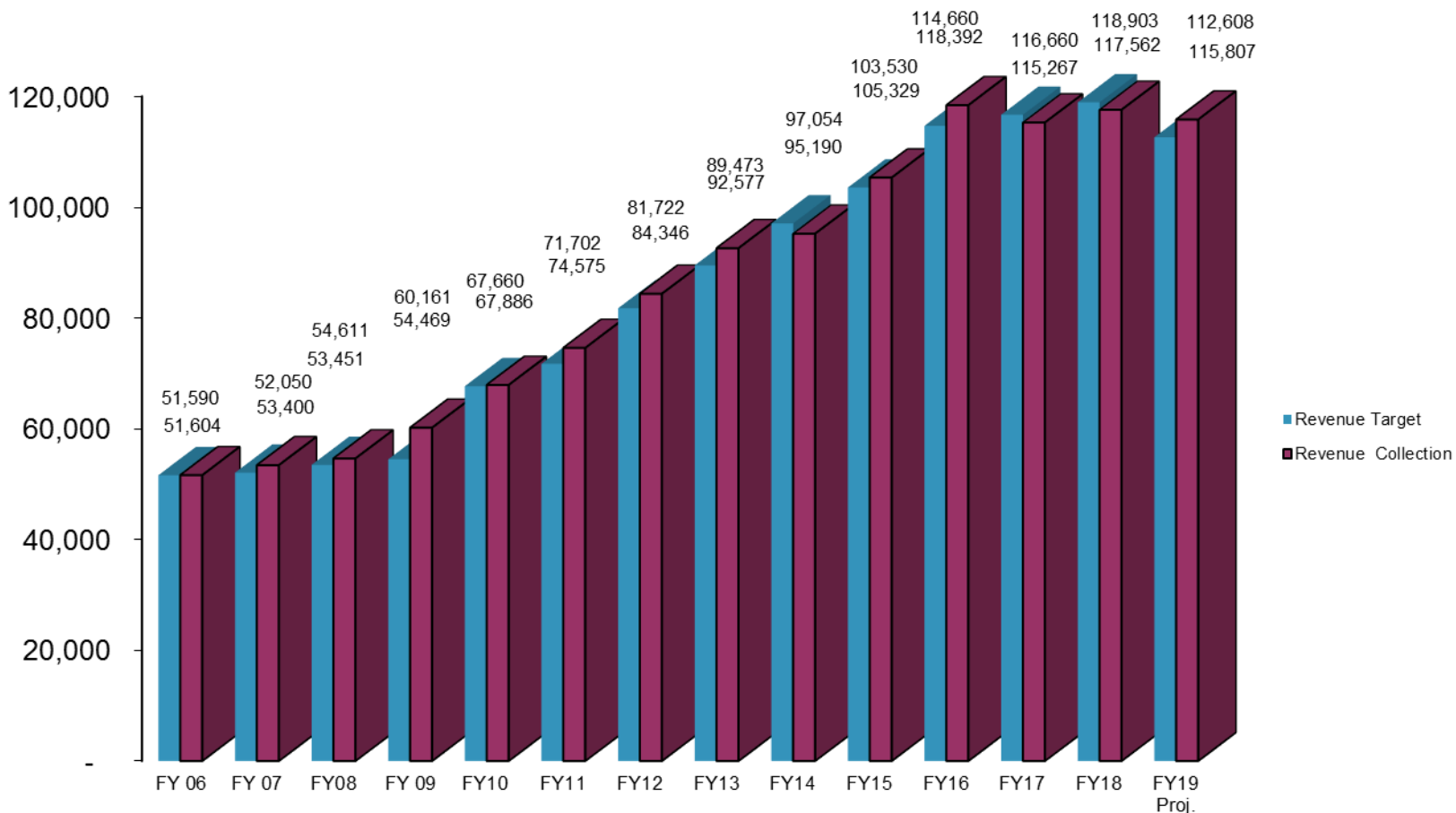
- ▶ Due to improvements in US economy, and demographic factors enrollment in community colleges and BMCC experiences a slight decline in the last three years after the extended period of growth. This trend most likely will continue in the next few years.

### BMCC Enrollment (FTEs)



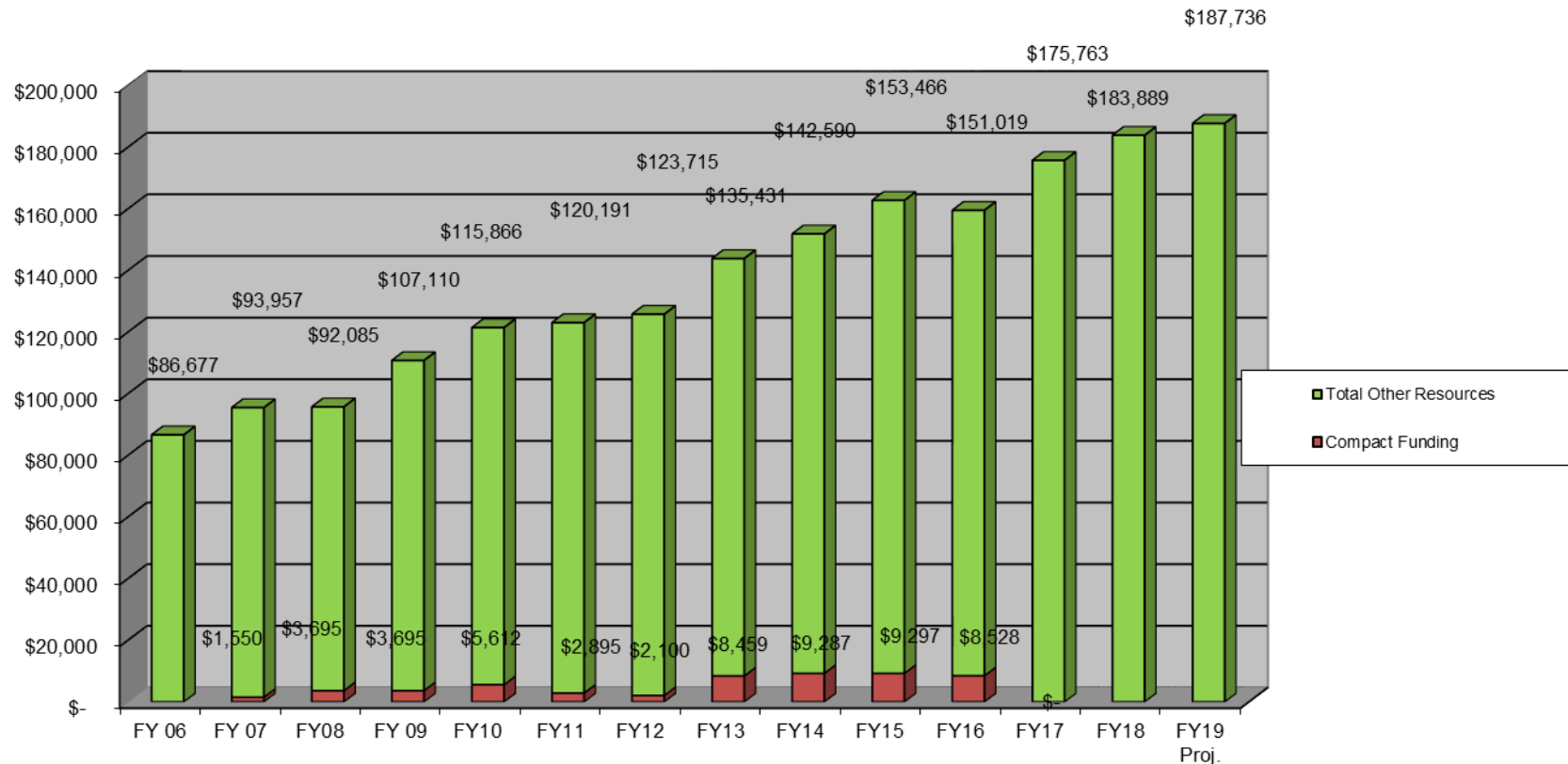
- ▶ BMCC’s tuition revenue collections, one of the major sources of funding, followed an upward trend for a long period with over \$3Mil drop in FY17 that resulted in missing the revenue target.
- ▶ The University had frozen the tuition revenue targets for the last 3 fiscal years at the level of \$109,660K for BMCC. However, BMCC’s revenue target was adjusted upward by \$2 Mil to align the target with actual collections. In addition, it was adjusted by \$5Mil, \$5 Mil and \$6.5Mil respectively in FY16, FY17 and FY18. These funds were directed to the capital budget.
- ▶ Tuition revenue collected up to the amount of the revenue target must be turned over to the University. The College uses revenue collections above the target to supplement its operating budget.

**Tuition Revenue: Target vs. Collection (\$000)**



- ▶ In response to college requests for budget simplification and greater flexibility, starting from the fiscal year 17-18, the initial includes funding for items that have historically been allocated throughout the year, such as sabbaticals, adjunct extra hour, untenured faculty release time, as well as some others. This change allowed for a larger portion of the divisional and departmental budgets to be allocated from the beginning of the FY.

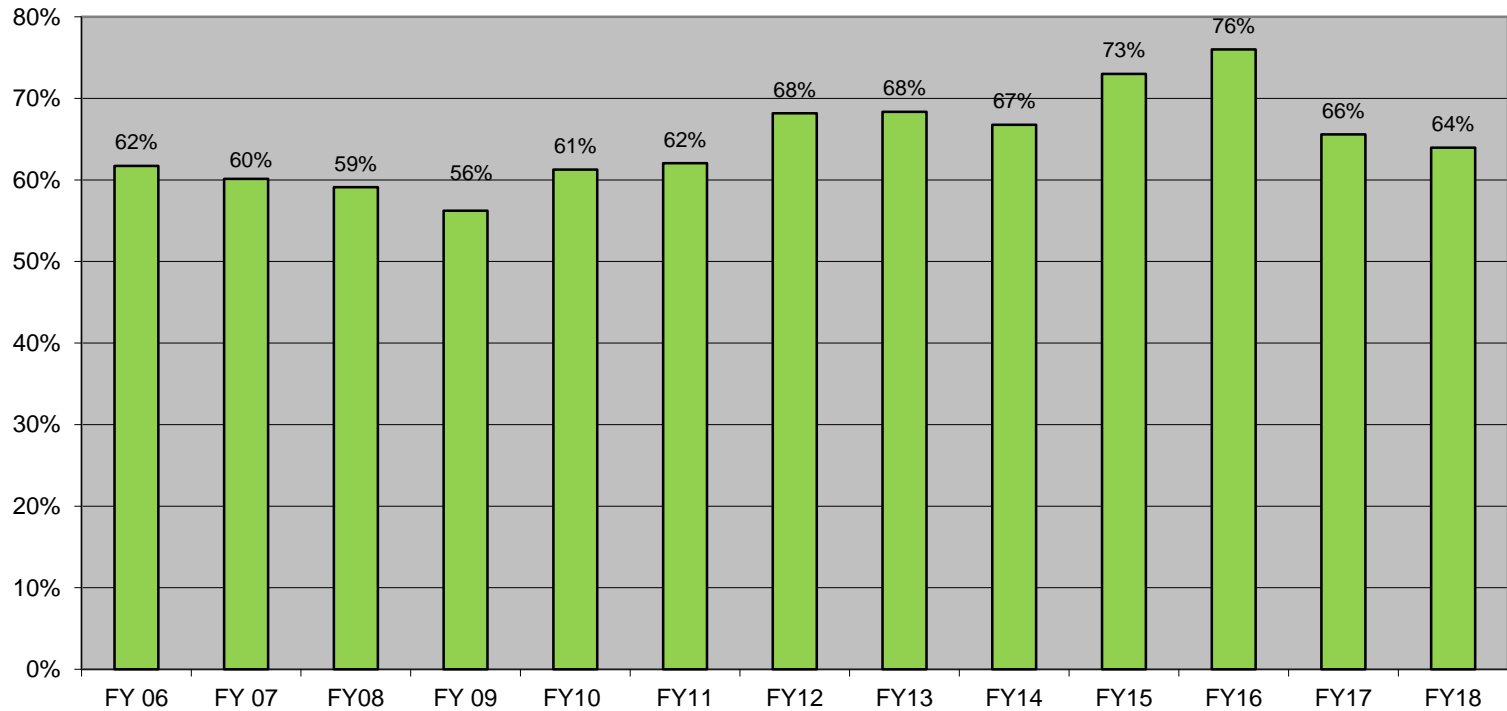
## Total Financial Resources (\$000)





▶ Percentage of tuition revenue in total BMCC's resources was reduced to 66% in FY17, mainly due to funds provided for contractual salary increases and remains at even lower level of 64% in FY18 as a result of increases in NYS and NYC support.

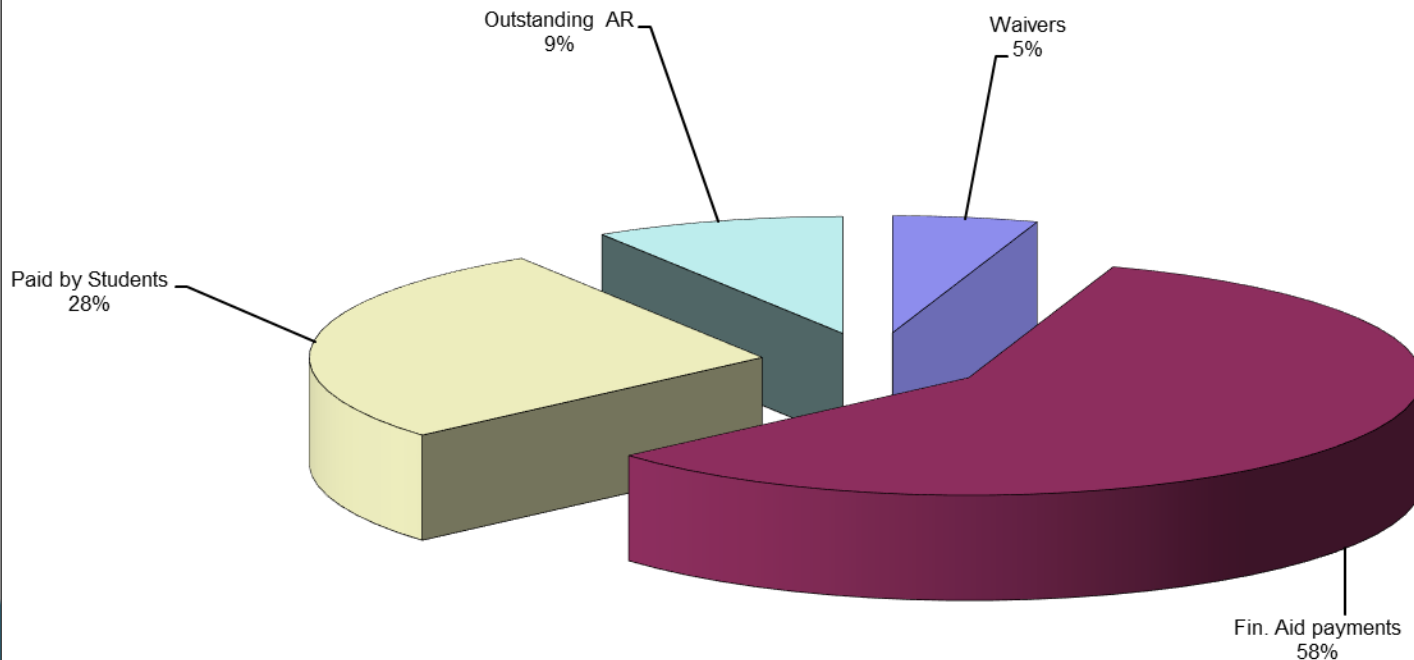
### Percent of Tuition Revenue in BMCC's Operating Budget



In FY 2018 only 28% of tuition revenue was actually paid by our students, which is the same as in FY17. Collection rate of tuition billed to students remains the same as well, at 76%.

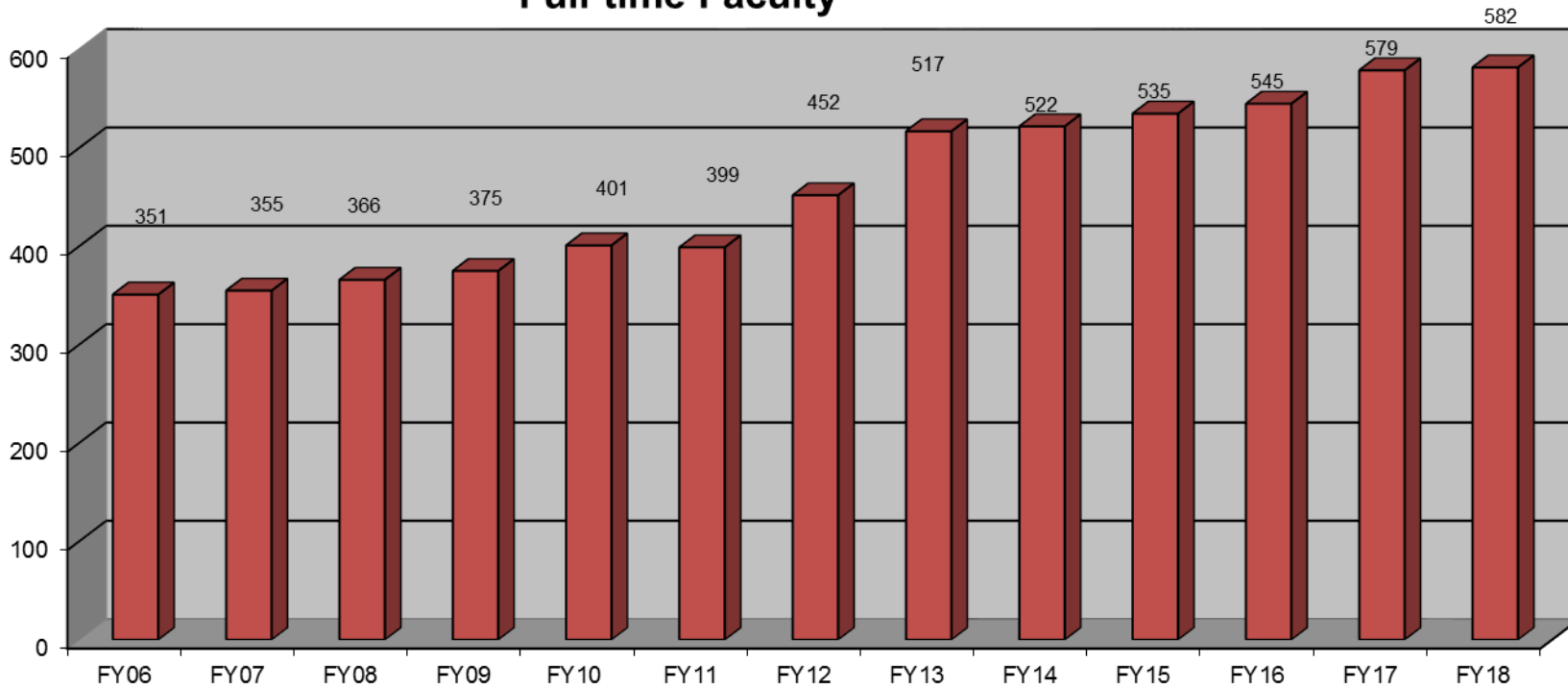
As part of Administrative Excellence Efficiencies program, University established the targets to increase tuition collections: in FY2018 by \$744K and in FY2019 \$82K. The amounts equivalent to the targets were added to the revenue targets in both years respectively.

### 2018 Tuition Revenue



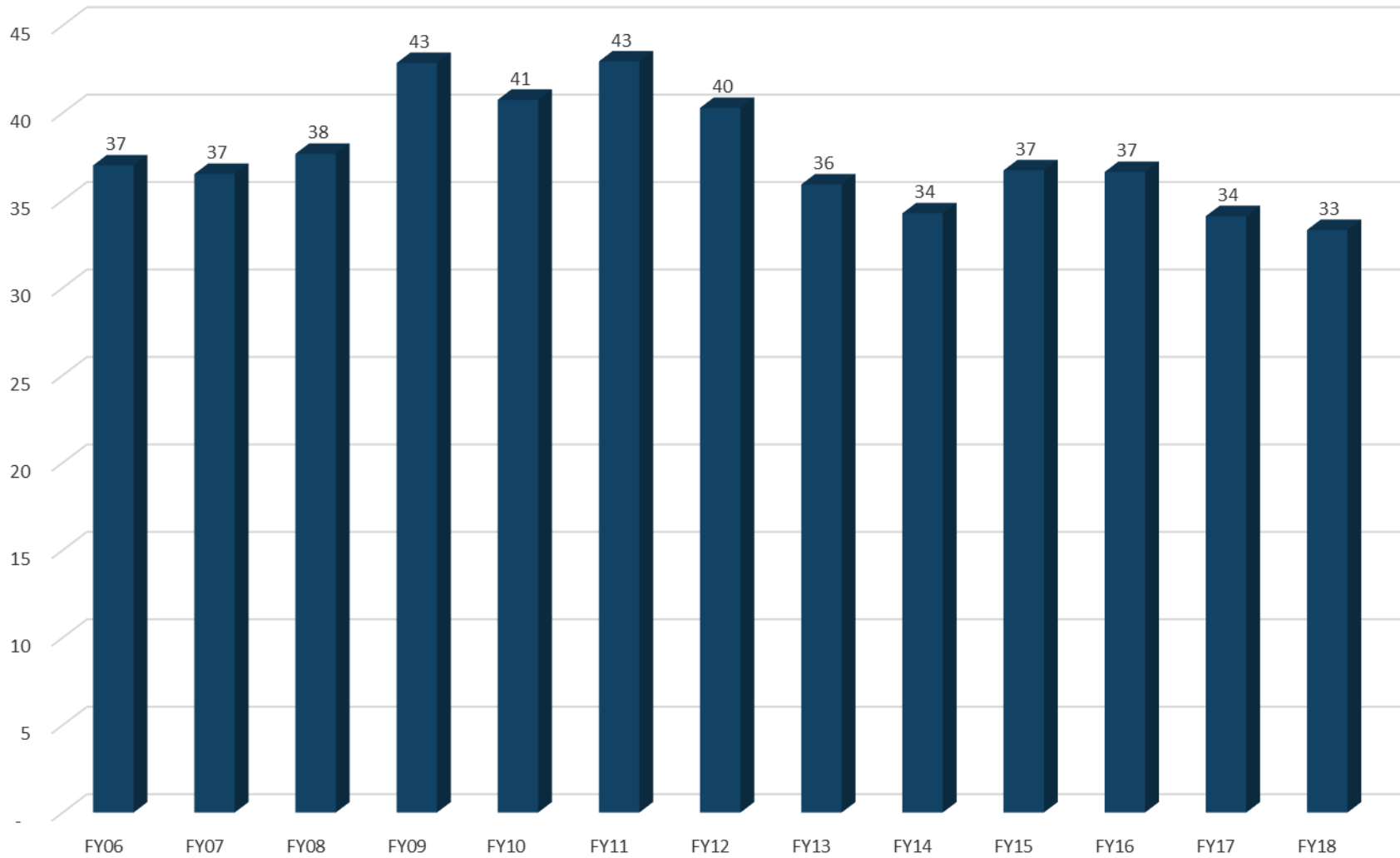
During several FYs when Compact funding was provided the college aggressively increased its full-time faculty by over 190 positions. Full-time faculty remains at this and slightly higher level for the last couple of years.

**Full time Faculty**



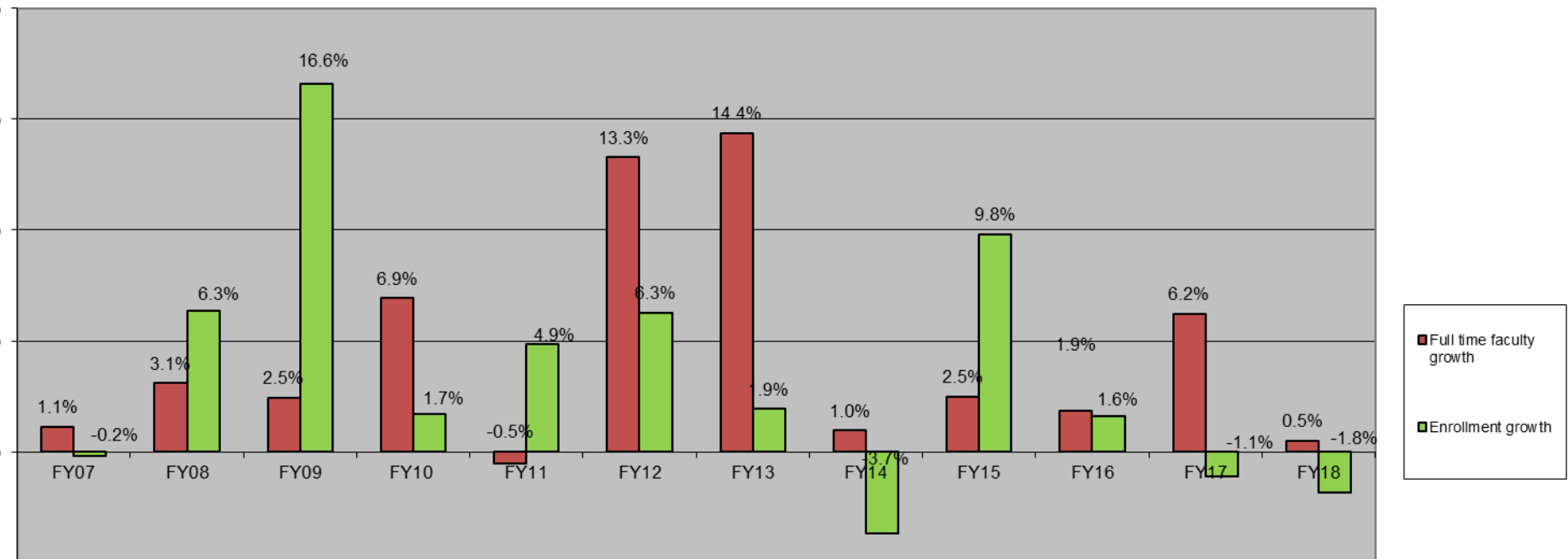
Number of student FTEs per Full-time faculty is at the lowest level in FY19.

Student FTEs per full-time faculty



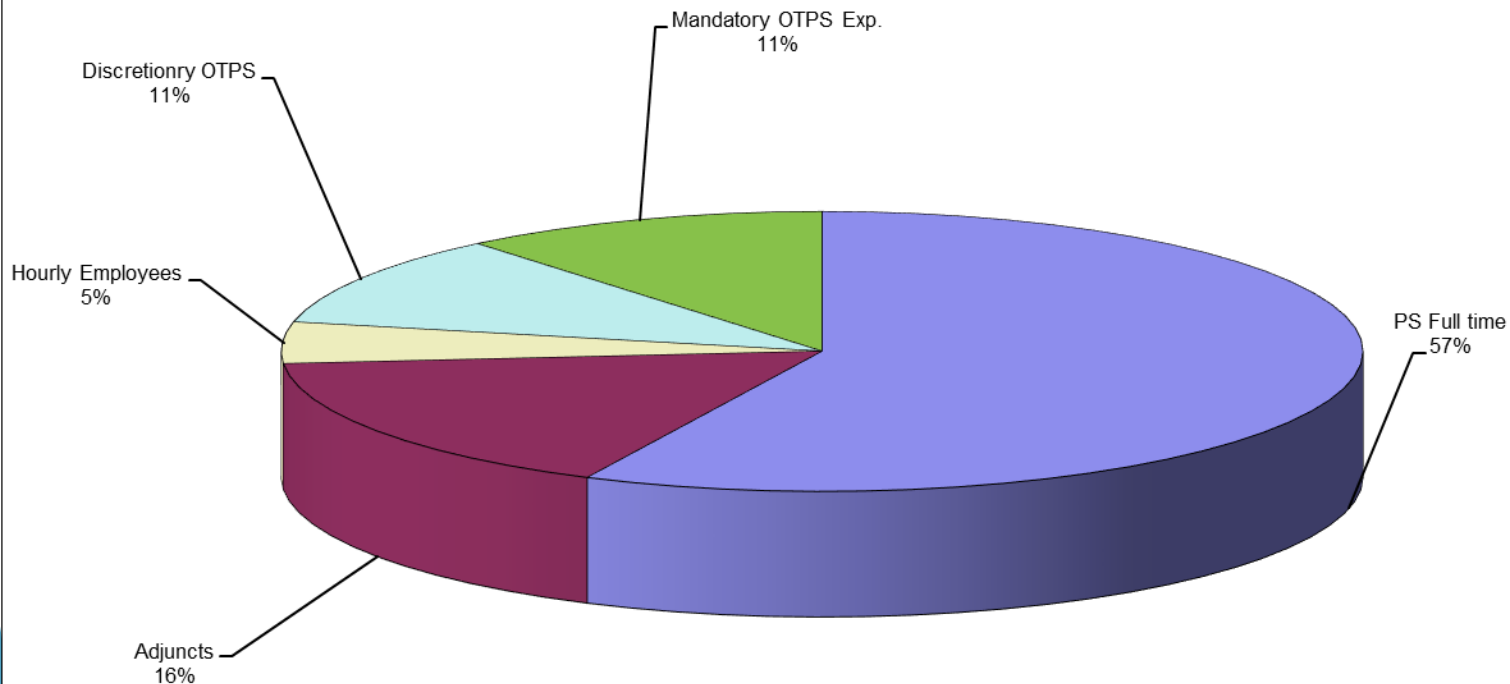
- ▶ Increase in Full Time faculty historically was not consistent with student enrollment trends. There were years when increase of full time faculty exceeded the enrollment increase, and years when full time faculty count increased and enrollment dropped.

### Full Time Faculty vs. Student Enrollment growth



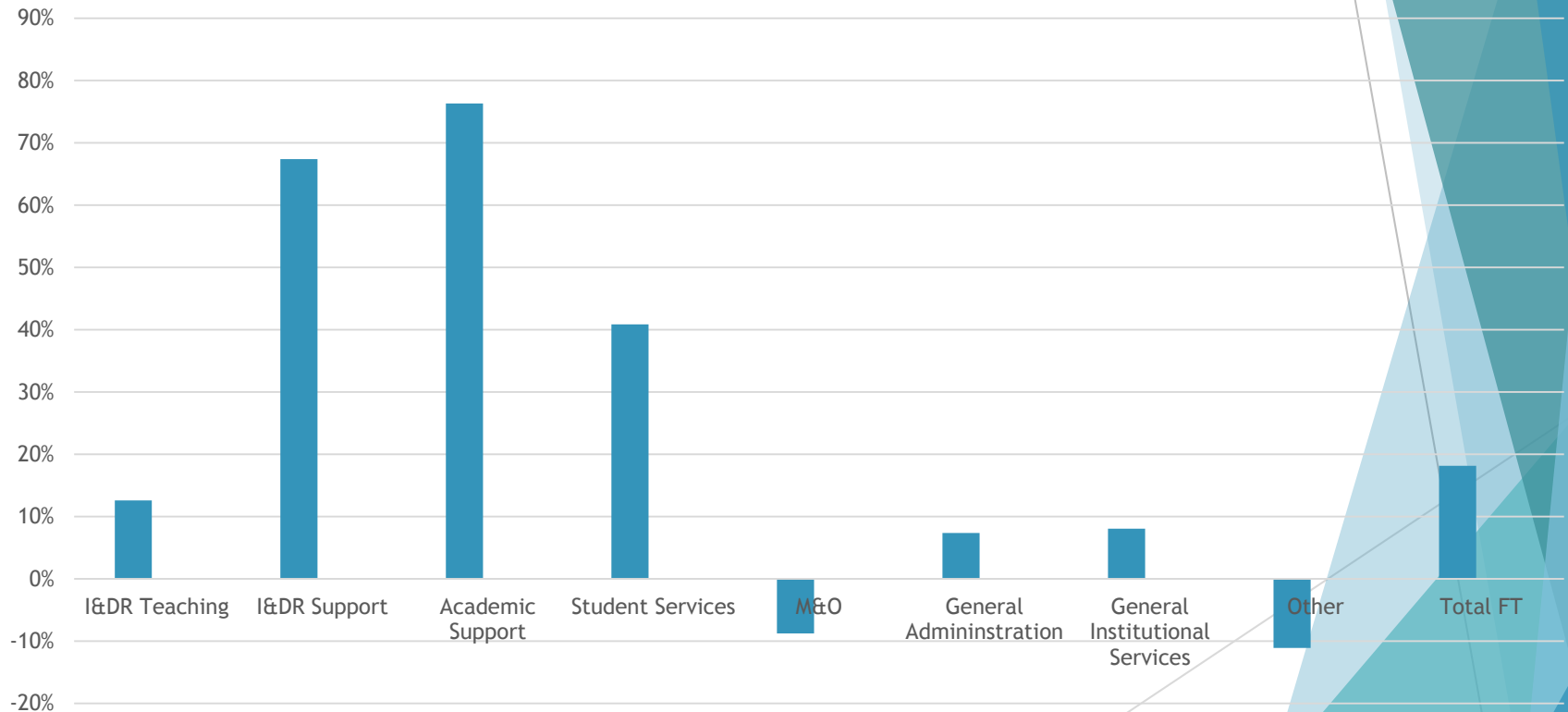
- ▶ Almost 80% of the college's budget is spent for personnel services expenses. The remaining 21% is split between mandatory recurring OTPS (other than personnel services) and discretionary OTPS expenses.

### 2018 Expenditures



Total number of full time employees increased by 209 or 18% over the last five years. This increase was mainly experienced in the areas of Academic and Student Support, where the headcount of full time employees grew up by 207, while in the area of administration the net increase was only 2 full time employees.

Changes in Full Time staffing from FY13 to FY18



<b>Categories of mandatory recurring expenses</b>	<b>FY2018</b>
<b>Rent</b>	11,732,540
<b>Cleaning Services</b>	1,316,818
<b>Engineering Services</b>	704,782
<b>Elevator/escalators repairs &amp; maintenance</b>	566,022
<b>Exterminating Service</b>	73,370
<b>Fire Alarm Maintenance</b>	207,802
<b>Security Services</b>	757,691
<b>HVAC maintenance</b>	180,401
<b>Copier maintenance</b>	118,631
<b>Armored car service</b>	3,578
<b>AMAG Site Support Agreement</b>	75,000
<b>Telephone</b>	204,840
<b>Technology contracts and software licenses</b>	2,055,775
<b>Total maintenance and services contracts</b>	19,544,669

- BMCC submits balanced financial plans, and we carefully monitor the tuition revenue and expenditures.



## MESSAGE FROM THE INTERIM PRESIDENT: DESIGNING FOR SUCCESS

Greetings to all. I hope the semester is off to a great start. I am pleased to provide an update on our strategic planning process. We are entering the fourth and penultimate year of our [2015-2020 Strategic Plan: Reaching Greater Levels](#). As such, a critical activity this year will be to organize and launch our planning process for the 2020-2025 strategic plan. Fundamental to this process will be the integration of multiple, related planning efforts including our participation in the American Association of Community College (AACC) Guided Pathways 2.0, CUNY Career Success, CUNY Academic Momentum, CUNY Strong Start to Finish, BMCC's Equity and Inclusion Initiative, and BMCC's Strategic Enrollment Management Plan.



Karrin E. Wilks

Our highest priority is to improve student success, not incrementally, but *dramatically*. We are starting our second year of Guided Pathways 2.0, which provides a framework, a national network, and dedicated time through which to integrate and coordinate all BMCC efforts to improve student success. Guided Pathways is a commitment to systemically transform the student experience for all students, designing for success at scale. Guided Pathways includes examining and redesigning as necessary every aspect of the student experience, from their first contact with the College to graduation to further education and career development. The overall goals are to improve teaching and learning, rates of college completion and transfer, and attainment of meaningful jobs that produce family-sustaining wages— and to achieve equity in these outcomes.

For the past year, our Guided Pathways efforts have focused primarily on the development of degree maps and math pathways for all majors, redesigning developmental education, expansion of early alert and supplemental instruction, and targeted professional development. To launch our Designing for Success work for 2018-2019, over 70 faculty and staff comprising the Design Team will meet on September 25 in five working groups: 1) **Designing Career Maps** (career development activities inside and outside the classroom by major), 2) **Implementing Career Communities** (majors clustered by labor market field), 3) **Redesigning Onboarding** (from student interest to enrollment), 4) **Designing First Year Success**, and 5) **Designing Pedagogy and Research for Student Success**. Working groups will solicit feedback from additional faculty and staff as well as students. At the same time, our Equity and Inclusion Task Force will continue its work, including conducting a listening tour to gather feedback about how to ensure a welcoming and inclusive environment for all members of our community.

Our Designing for Success work for 2018-2019 as outlined above is Phase I of our 2020-2025 strategic planning process, aimed at the key aspects of improving student success: teaching and learning, degree completion, equity, labor market outcomes, and institutional excellence. Over the next several months I will be engaged in dialogue with faculty, staff, and students about our Designing for Success work, about how we collectively create the conditions inside and outside the classroom in which all students can learn

and succeed. It is our moral imperative to realize our BMCC mission and the essential work of community colleges to advance equity, social justice, and economic mobility.

**I also invite the entire BMCC community to learn more about Designing for Success at our Community Forum scheduled from 1 to 2:30 p.m., Tuesday, October 16, in Theatre 2.**

I welcome your feedback and thank you for making BMCC a wonderful place to teach, work and learn.

A handwritten signature in black ink, appearing to read 'K.E. Wilks', with a period at the end.

Karrin E. Wilks, Ed.D.

Interim President

Borough of Manhattan Community College