FY21 PRELIMINARY BUDGET PLANNING

Updated Joint Budget Presentation 5/1/2020
Revenue target for FY 20: $84,371,000

Collections as of 3/31: $82,104,103 (4/2 update)

Revenue Projection: $87,071,053 (included overcollections of $2.7 million - we were on target to get there until COVID19 hit)

Optimistic overcollection: $1 million+

Additional potential savings: $1 million+

Potential Year End Balance: $10.3-11.3 million
FY 21 PRELIMINARY BUDGET PLANNING – A LOOK BACK

Fall 2017 Enrollment 14,787
Fall 2018 Enrollment 15,147
Fall 2019 Enrollment 15,539

Fall 2017 full & part time employees 1,611
Fall 2019 full & part time employees* 2,225 (Hourly staff 310)

Ten Year Enrollment at Lehman College 2005-2014

<table>
<thead>
<tr>
<th>LEVEL / SEMESTER</th>
<th>F'05</th>
<th>F'06</th>
<th>F'07</th>
<th>F'08</th>
<th>F'09</th>
<th>F'10</th>
<th>F'11</th>
<th>F'12</th>
<th>F'13</th>
<th>F'14</th>
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<tbody>
<tr>
<td>Undergraduate</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>N</td>
<td>N</td>
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<tr>
<td>Graduate</td>
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<tr>
<td>TOTAL</td>
<td>10615</td>
<td>10814</td>
<td>10922</td>
<td>11860</td>
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<td>12115</td>
<td>12287</td>
<td>11862</td>
<td>12085</td>
<td>12398</td>
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From IR Fact Book 2015
FY 21 PRELIMINARY BUDGET PLANNING

Notes:

• Does not include a tuition increase Fall 20 - if tuition increase was approved, it will add about $1 million to our budget. Tuition increase is usually about $2m, but as the tuition increases so does the TAP gap.

• Does not include funding from CUNY to cover the collective bargaining increase, professional hours or step increases.

• Does not include University Wide Initiatives

<table>
<thead>
<tr>
<th>Item</th>
<th>8% State Reduction</th>
<th>10% State Reduction</th>
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<tbody>
<tr>
<td>Base Budget</td>
<td>$ 97,185.0</td>
<td>$ 97,185.0</td>
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<tr>
<td>Collective Bargaining</td>
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<tr>
<td>Base Adjustment items</td>
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<td>CUNY CAP</td>
<td>3.8</td>
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<td>LSAMP</td>
<td>240.0</td>
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<td>Energy Savings Funds</td>
<td>1,047.7</td>
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<td>Revenue Target Adjustments</td>
<td>5,073.7</td>
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<tr>
<td>Campus Maintenance Program</td>
<td>(160.0)</td>
<td>(160.0)</td>
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<td>Faculty Workload Reduction</td>
<td>180.0</td>
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<td>Tuition Revenue reserve</td>
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<tr>
<td>Tuition Revenue Increase</td>
<td>2,298.0</td>
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<tr>
<td><strong>FY2021 Base Budget</strong></td>
<td><strong>$ 105,868.1</strong></td>
<td><strong>$ 105,868.1</strong></td>
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<tr>
<td>State/CUNY Reduction</td>
<td>(8,469.5)</td>
<td>(10,586.8)</td>
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<td>10% State/CUNY Reduction</td>
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<td><strong>Revised FY2021 Base Budget</strong></td>
<td><strong>$ 97,398.7</strong></td>
<td><strong>$ 95,281.3</strong></td>
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### FY 21 Preliminary Budget Planning – Expenses

<table>
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<tr>
<th></th>
<th>Early Forecast</th>
<th>Adjuncts</th>
<th>Teaching</th>
<th>Prof. HRS</th>
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<td>FY2020</td>
<td>FY2021</td>
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<tr>
<td>PSR</td>
<td>83,950</td>
<td>84,229</td>
<td>279</td>
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<tr>
<td>Adjunct</td>
<td>18,259</td>
<td>19,072</td>
<td>813</td>
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<td>Temp</td>
<td>4,512</td>
<td>5,176</td>
<td>664</td>
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<td>OTPS</td>
<td>7,951</td>
<td>7,426</td>
<td>(525)</td>
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<td>Total</td>
<td>114,672</td>
<td>115,903</td>
<td>1,231</td>
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#### Adjuncts assumptions:
- Used FY2020 instructional hours for Summer/Fall/Spring and winter to estimated teaching hours and prof. hours for FY2021;
- No new dollars included for new courses;
- Prof. hours for the new fiscal year is estimated to increase by over $3 million; used a $83 hourly rate to estimate the prof. hours amount.

#### Temp and OTPS assumptions:
- Used FY2020 base budget allocations;
- Estimated roll-over faculty startup at about $150k;
- Budget includes new faculty startup $200k, faculty travel $100k, incentives $200k (total $500k could be placed on hold);
- Budget does not include strategic or operational items approved during the 2020 fiscal year; this includes the Provost’s initiatives or the EM approvals (EM $533k and Provost’s $290k (chairs excellence, curriculum development, banners);
- Lump sums are included and expected to be added to our budget.

**NOTE:** The PSR (full time employees) takes into account the following:

- Active employees as of March 26th
- No additional new hires for this fiscal year and a hiring pause for FY2021 on all positions
- Estimated July and Jan increases at $1.050 million (could be understated)
- Added $500k for faculty commitments (offer letters already went out)
- Added PSC collective bargaining for November 15-about $1 million
- Lump Sums included in the budget
- Adjusted for GC allocation ($800) and NTL reimbursements ($900k)
Projected Spending FY21:

$115,903,000*

Does not includes $4.7m vacancies

Potential Budget Shortfall:

$15,720,300

Potential Budget FY21:

$100,182,700*

(with a 8% State reduction and flat enrollment)

Notes:
• Based upon a 8% State budget reduction of $8,469,500, flat enrollment
• Does not include a tuition increase for September 2020
• FREEZE $4,500,000 million in current vacancies (which includes critical health, safety, faculty and operational personnel).
• Does not include CUTRA – it’s one-time funding only, we need permanent funds to offset our operational costs
• Does not include a decrease in enrollment. The year we had the greatest drop in Enrollment, fall 2012, there was a 5% decrease. A 5% decrease in enrollment = $4-5 Million reduction.
• Does not include funding from CUNY to cover the collective bargaining increase, professional hours or step increases.
• Does not include financial impact of the CARES funding of $6,600,000
Projected Spending FY21:

$ 115,903,000*

Does not include $4.7m vacancies

Potential Budget Shortfall:

$ 20,220,300

Potential Budget FY21:

$ 95,682,700*

(with a 8% State reduction and 5% enrollment decline)

Notes:

• Based upon a 8% State budget reduction of $ 8,469,500, and a 5% enrollment decline of $ 4,500,000
• Does not include a tuition increase for September 2020
• FREEZE $ 4,500,000 million in current vacancies (which includes critical health, safety, faculty and operational personnel).
• Does not include CUTRA – it’s one-time funding only, we need permanent funds to offset our operational costs
• Includes a 5% decrease in enrollment estimated at $4,500,000. The year we had the greatest drop in Enrollment, fall 2012, there was a 5% decrease.
• Does not include funding from CUNY to cover the collective bargaining increase, professional hours or step increases.
• Does not include financial impact of the CARES funding of $ 6,600,000
Projected Spending FY21:  
$115,903,000*

Does not include $4.7m vacancies

Potential Budget Shortfall:  
$22,337,800

Potential Budget FY21:  
$93,565,300*

(with a 10% State reduction and 5% enrollment decline)

Notes:
• Based upon a 10% State budget reduction of $10,586,800, and a 5% enrollment decline of $4,500,000
• Does not include a tuition increase for September 2020
• FREEZE $4,500,000 million in current vacancies (which includes critical health, safety, faculty and operational personnel).
• Does not include CUTRA – it's one-time funding only, we need permanent funds to offset our operational costs
• Includes a 5% decrease in enrollment estimated at $4,500,000. The year we had the greatest drop in Enrollment, fall 2012, there was a 5% decrease.
• Does not include funding from CUNY to cover the collective bargaining increase, professional hours or step increases.
• Does not include financial impact of the CARES funding of $6,600,000
FY21 PRELIMINARY BUDGET PLANNING

What we shouldn’t do:

- Across the board cuts – which is an easy short-term fix with long term ramifications that does nothing to further Lehman

What should we do?

Suggestions