



Minutes

Higher Education Officers Council

November 21, 2014

3:00 P.M

New Building, Student Dining Hall East End

Call to Order & Adoption of Agenda: The meeting was called to order by President Sandrine Dikambi at 3:05 PM. A motion was made and seconded to adopt the day's agenda. Motion carried.

Members Present: A list of members present appears at the bottom of these minutes.

Approval of Minutes: A motion was made and seconded to approve the minutes of October 8. During discussion, Inez Brown suggested the format of the attendance list be changed to something that makes less of a sharp distinction between members and other HEOs, since we want to make sure all HEOs feel welcome. In future minutes, the terms HEO Members and Other HEOs will be used. Motion carried.

Announcements & Reports:

Holiday Party: Nancy Marshall, Chair of Quality of Life Committee, and Kevin Nesbitt, Chair of Membership Committee, are working together to plan the HEO Council Holiday Party, which will be Friday, December 12 at 4:00 PM in the Moot Court.

All reports were tabled to leave time for the presentation and discussion of HEO staffing and college budget issues with SVP Pignatello and AVP Pat Ketterer.

Discussion of Financial Plan & HEO Staffing Issues:

Senior Vice President for Finance and Administration Robert Pignatello and Assistant Vice President Pat Ketterer joined us at the invitation of HEO Council President and Vice President Sandrine Dikambi and Nikki Hancock-Nicholson, who met with them earlier this fall to convey some HEO concerns and request information about budget and staffing.

SVP Pignatello greeted the HEO Council by noting that he was a HEO at John Jay 20 years ago, and he wishes there had been a HEO Council back then. He noted the important role of HEOs on campus and the high level of dedication HEOs demonstrate. He said he was thankful for the opportunity to

address the HEOs today, because the college is facing significant financial difficulties, and it is important that the college community understand what they are and the choices the college is facing. A significant amount of the college's current financial difficulty is attributable to the decision to drop AS programs and become a senior college. We have never fully recovered from the drop in enrollment this caused, and start-up problems associated with the transition to CUNYfirst have contributed to a further drop in enrollment this year. Fewer students mean less revenue to operate the college, which in turn means we have had to put in place some vacancy controls.

SVP Pignatello acknowledged that the college's hardships have often been the HEOs hardships: In recent years, there have been no merit increases for HEOs, our ranks are thinning due to the hiring pause, and we have been without a contract for four years. He acknowledged that HEOs work a lot of hours and should be paid for them. He went over recent and current HEO staffing levels. More than 60 College Assistants have been converted to full time positions in the past several years, most of them HEOs. (See attached document with full data). There are currently 35 HEO vacancies. SVP Pignatello acknowledged that when a position is held vacant, the workload for everybody else goes up.

John Jay went into the current fiscal year with no carried surplus. Usually, we like to end the year with a budget surplus that can be carried into the following year as a cushion. This year, we don't have one, and enrollment has dropped again. In addition, Albany has indicated that it will provide no funds to cover any salary increases for PSC members, so if CUNY agrees to salary increases for us, that money will have to be carved out of the college's existing operating budget. If we assume a 2% increase in salaries for PSC members, that would be \$1.8 million from within the college's budget. SVP Pignatello believes Albany may provide money to cover just the retro pay, since we have been without a contract since 2010.

The college is planning to eliminate conditional admits, and it will be difficult to replace those students with regular admits, as the market for good students is very competitive.

SVP Pignatello reiterated some points from President Travis' State of the College Speech about where we will look for new revenue: International students, graduate students, online programs, winter/summer enrollment, etc.

A question was asked about the hiring pause and how exceptions are made. SVP Pignatello responded that most of the exceptions are for positions related to health and safety, such as peace officers. When cuts are made, the college tries to target administrative units and spare units that provide direct services to students.

Last year, the CUNY Compact funds were used to hire 14 new faculty members. There are about 20 full time faculty vacancies that will be left vacant. A question was posed about how the recent faculty workload reductions can have been implemented given the college's financial situation, and why there is no similar workload reduction for HEOs. SVP Pignatello declined to respond and referred all questions about faculty workload reduction to Provost Jane Bowers. It was noted that this is a serious morale issue for HEOs, and SVP Pignatello responded that if he were a HEO, he would feel the same way. AVP Ketterer indicated that the workload reduction was funded in part through the faculty vacancies already mentioned.

A question was posed about where the money from all the filming on campus is going. SVP Pignatello indicated that the money goes into the Auxiliary Corporation budget, which is used to fund things like commencement and student scholarships. Currently it is being used to pay for a space consultant who is helping us optimize space utilization on campus. It is also where the HEO Council budget comes from. In the past, another major contributor to the Aux Corp budget was the bookstore, but we have lost some of that revenue because we make less from the new online bookstore. Last year, a total of \$320K in college costs were offset by the Aux Corp budget. This year, that number will be about \$400K. It was also noted that having film shoots on campus so frequently has resulted in valuable connections for students and for the college itself. For example, Law & Order SVU cast member Mariska Hargitay will be a featured speaker on campus this year. To thank the college community for their patience in dealing with frequent filming on campus, a screening of the movie Annie is being arranged on campus.

A question was posed as to what strategies will be used to fill budget holes and not make the deficit worse. SVP Pignatello responded that the college leadership will be attending a series of budget retreats to plan. Governance leaders will be included in these retreats. Some ideas include increasing revenues for the Aux Corp, making better use of tech fee revenue, bringing in more revenue via the Research Foundation, and growing revenue-generating programs as enumerated in the State of the College speech. SVP Pignatello further indicated that the college will need to think about what things we just cannot afford to do anymore but declined to provide specifics.

A question was posed regarding educational programs for non-students, such as training programs and other non-credit programs for members of the local community. SVP Pignatello agreed that we need to more of this but first we need to be able to provide more accessible space for it.

A question was posed regarding the decision to eliminate conditional admits now, when the college badly needs the revenue those students bring in. SVP Pignatello indicated that the timing of the phase-out must be done in a way that does not hurt enrollment. Competing enrollment, academic, and financial goals must be balanced.

SVP Pignatello and AVP Ketterer asked for suggestions from the HEOs. One suggestion is for the college to become more entrepreneurial and creative, e.g. by encouraging “small dollar” philanthropy such as naming the seats in the theater. Another suggestion was to be more digital, reduce paperwork, and automate and streamline processes to reduce workload and save on staffing costs. SVP Pignatello feels that CUNYfirst will help us do that once we get some of the functional issues resolved.

A question was posed about recent meetings with the university asking CUNY to pick up more of John Jay’s operational costs. SVP Pignatello feels positively about the chances of this happening. The new CUNY Chancellor, James Milliken, has already visited John Jay several times and President Travis is already building a very good relationship with him. He has made it clear to CUNY that we cannot continue to cannibalize our own resources.

President Dikambi thanked SVP Pignatello and AVP Ketterer for their time. SVP Pignatello indicated he was glad to have the opportunity to speak with us and share information, and that he would be happy to come back as often as he is invited to do so.

HEO Screening Committee:

The HEO Screening Committee will be meeting twice this year, once on December 11 and once in May. VP Springer can provide exact dates and deadlines to submit materials. HEOs interested in reclassification can apply through their supervisors or through the HEO Labor-Management Committee.

Adjournment: The meeting was adjourned at 4:10 PM.

Respectfully submitted by Michele Doney, HEO Council Recording Secretary.

HEO COUNCIL MEMBERS PRESENT

Alves, Catherine
Baerga, Christine
Broccoli, Elizabeth
Brown, Inez
Carrington, Janice
Crespo-Lopez, Sylvia
Dikambi, Sandrine
Dodenhoff, Peter
Doney, Michele
Hancock-Nicholson, Nikki
Jordan, Makeda
Lam, Nilsa
Leebens, John
Lorenzo, Jennifer
Marshall, Nancy
Nesbitt, Kevin
Onorato, Tiffany
Outlaw, Katherine
Pangburn, William
Scaduto, Michael
Taylor, Betty
Whitton, Johanna
Winter, Janet

OTHER HEOS PRESENT

Brown, Jeffrey
Chan, Fern
Chandler, Kinya
Czechowicz, Christina
Duro, Anila
Kotliar, Lindsey
Macaluso, Rosalie
Moreno, Virginia
Perez, Maribel
Purdie, Yvonne
Rene, Christina
Rohdin, Michael
Ryjov, Alena
Shafi, Rubina
Stone, Adam
Sukhan, Premwati
Suriel, Jovanny
Taveras, Rita
Wright, Chantelle
Young, Barbara

**John Jay College
FY 2015 Financial Plan**

BUDGET ALLOCATION AND REVENUE	FY 2015 as of 7/22/14 Budget ESM	Revised Year End 10/15/14	FY 2015 Submitted Financial Plan	FY 2016 Submitted Financial Plan	FY 2017 Submitted Financial Plan	FY 2018 Financial Plan	FY 2019 Financial Plan
CUNY Revenue Target	\$85,702,000	\$82,203,254	\$85,702,000	\$85,702,000	\$85,702,000	\$85,702,000	\$85,702,000
Actual Enrollment / FY12-15 Projection	11,403	11,390	11,403	11,403	11,403	11,403	11,403
Base Allocation:	\$91,557,100	\$89,552,436	\$91,557,100	\$91,557,100	\$91,557,100	\$91,557,100	\$91,557,100
Lump Sum Allocations	\$2,243,128	\$2,467,949	\$2,530,302	\$2,530,302	\$2,530,302	\$2,530,302	\$2,530,302
Additional Allocations	\$1,995,560	\$3,807,315	\$2,293,834	\$5,456,834	\$5,456,834	\$5,456,834	\$5,456,834
Current Year Gross Tuition Revenue above CUNY Target	(\$583,070)	(\$425,400)	(\$583,070)	(\$583,070)	(\$583,070)	(\$583,070)	(\$583,070)
TTL BASE BUDGET ALLOCATION	\$95,213,006	\$95,402,300	\$95,798,166	\$98,961,166	\$98,961,166	\$98,961,166	\$98,961,166
Prior Year Cutra Balance	\$682,505	\$962,700	\$1,388,200	\$137,714	\$446,954	\$256,193	
TTL ADDITIONAL REVENUES	\$682,505	\$962,700	\$1,388,200	\$137,714	\$446,954	\$256,193	\$0
TOTAL BUDGET ALLOCATION	\$95,895,511	\$96,365,000	\$97,186,366	\$99,098,880	\$99,408,120	\$99,217,360	\$98,961,166
EXPENDITURES							
Personnel Services (PS):	\$71,784,615	\$69,599,968	\$71,306,032	\$72,909,306	\$73,409,306	\$73,909,306	\$74,409,306
Faculty	\$36,139,530	\$35,027,039	\$35,720,424	\$36,060,261	\$36,060,261	\$36,060,261	\$36,060,261
Administrative Staff	\$32,213,578	\$31,115,129	\$32,051,300	\$33,474,160	\$33,974,160	\$34,474,160	\$34,974,160
ECP	\$3,431,507	\$3,457,800	\$3,534,308	\$3,374,885	\$3,374,885	\$3,374,885	\$3,374,885
Adjuncts:	\$12,667,513	\$12,954,312	\$13,017,513	\$13,017,513	\$13,017,513	\$13,017,513	\$13,017,513
Teaching Adjuncts / CLTs	\$12,217,513	\$12,483,822	\$12,567,513	\$12,567,513	\$12,567,513	\$12,567,513	\$12,567,513
CETs	\$450,000	\$470,490	\$450,000	\$450,000	\$450,000	\$450,000	\$450,000
Temp Services:	\$5,968,161	\$6,024,480	\$6,088,509	\$6,088,509	\$6,088,509	\$6,088,509	\$6,088,509
College Assistants	\$4,832,954	\$5,343,442	\$4,968,302	\$4,968,302	\$4,968,302	\$4,968,302	\$4,968,302
Non-Teaching Adjuncts	\$1,135,207	\$681,038	\$1,120,207	\$1,120,207	\$1,120,207	\$1,120,207	\$1,120,207
TTL PS	\$90,420,289	\$88,578,760	\$90,412,055	\$92,015,329	\$92,515,329	\$93,015,329	\$93,515,329
OTPS	\$7,009,100	\$6,398,040	\$6,636,598	\$6,636,598	\$6,636,598	\$6,636,598	\$6,636,598
TTL OTPS	\$7,009,100	\$6,398,040	\$6,636,598	\$6,636,598	\$6,636,598	\$6,636,598	\$6,636,598
TTL FINANCIAL PLAN EXPENDITURES	\$97,429,389	\$94,976,800	\$97,048,652	\$98,651,927	\$99,151,927	\$99,651,927	\$100,151,927
YEAR END BALANCE	(\$1,533,878)	\$1,388,200	\$137,714	\$446,954	\$256,193	(\$434,567)	(\$1,190,760)

ALLOCATION ASSUMPTIONS

FY 15 Target = Target per allocation letter adjusted for waivers, FY 16 Target = FY 15

FY 15 & FY 16 based on Enrollment Management Projection 3/17/2014

FY15 Allocation per Allocation letter. FY 16 "Additional Allocations" include estimated COMPACT funding of !.7 million

EXPENDITURE ASSUMPTIONS

FY15 OTPS Allocations = Original FY14 allocations - ETI (\$337K) and underspending OTPS by \$500K

FY 15 Faculty expenditure projection includes the addition of 14 tenure track hires committed for Fall 2014, FY16 Faculty expenditures assumes no additional hires

FY14 Adjunct Projection reflect 350k for estimated release time for Adjunct Reimbursement from RF but actual release time will result in only \$146K in reimbursements

FY15-16 Temp Services Expenditures assumed will be within allocations as adjusted for financial plan changes, FY14 Temp Services based upon projections using 5/1/14 payroll

2014 OTPS reflects actual spend

FY16 & FY17 do not include Collective Bargaining Agreement expenses which the College is expected to absorb.

FY15, FY16 & FY17 do not include potential Energy Savings

John Jay College
FY 2015 Financial Plan Projection -Preliminary 1st Quarter Updated Fall Enrollment

BUDGET ALLOCATION AND REVENUE	Revised Year End 10/15/14	FY 2015 Submitted Financial Plan	FY 2015 Preliminary 1st QTR 11/3/2014	FY 2016 Projection	FY 2017 Projection	FY 2018 Projection	FY 2019 Projection
CUNY Revenue Target	\$82,203,254	\$85,702,000	\$85,702,000	\$85,702,000	\$85,702,000	\$85,702,000	\$85,702,000
Actual Enrollment / FY12-15 Projection	11,390	11,403	11,201	11,201	11,201	11,201	11,201
Original Projection		11,907		11,907			
Base Allocation:	\$89,552,436	\$91,557,100	\$91,557,100	\$91,557,100	\$91,557,100	\$91,557,100	\$91,557,100
Lump Sum Allocations	\$2,467,949	\$2,530,302	\$2,530,302	\$2,530,302	\$2,530,302	\$2,530,302	\$2,530,302
Additional Allocations	\$3,807,315	\$2,293,834	\$2,293,834	\$5,456,834	\$5,456,834	\$5,456,834	\$5,456,834
Current Year Gross Tuition Revenue above CUNY Target	(\$425,400)	(\$583,070)	(\$2,803,292)	(\$2,803,292)	(\$2,803,292)	(\$2,803,292)	(\$2,803,292)
TTL BASE BUDGET ALLOCATION	\$95,402,300	\$95,798,166	\$93,577,945	\$96,740,945	\$96,740,945	\$96,740,945	\$96,740,945
Prior Year Cutra Balance	\$962,700	\$1,388,200	\$1,388,200				
TTL ADDITIONAL REVENUES	\$962,700	\$1,388,200	\$1,388,200	\$0	\$0	\$0	\$0
TOTAL BUDGET ALLOCATION	\$96,365,000	\$97,186,366	\$94,966,145	\$96,740,945	\$96,740,945	\$96,740,945	\$96,740,945
EXPENDITURES							
Personnel Services (PS) :	\$69,599,968	\$71,306,032	\$71,306,032	\$74,367,493	\$74,867,493	\$75,367,493	\$75,867,493
Faculty	\$35,027,039	\$35,720,424	\$35,720,424	\$36,781,467	\$36,781,467	\$36,781,467	\$36,781,467
Administrative Staff	\$31,115,129	\$32,051,300	\$32,051,300	\$34,143,643	\$34,643,643	\$35,143,643	\$35,643,643
ECP	\$3,457,800	\$3,534,308	\$3,534,308	\$3,442,383	\$3,442,383	\$3,442,383	\$3,442,383
Adjuncts:	\$12,954,312	\$13,017,513	\$12,717,513	\$12,971,864	\$12,971,864	\$12,971,864	\$12,971,864
Teaching Adjuncts / CLTs	\$12,483,822	\$12,567,513	\$12,267,513	\$12,512,864	\$12,512,864	\$12,512,864	\$12,512,864
CETs	\$470,490	\$450,000	\$450,000	\$459,000	\$459,000	\$459,000	\$459,000
Temp Services:	\$6,024,480	\$6,088,509	\$6,088,509	\$6,210,279	\$6,210,279	\$6,210,279	\$6,210,279
College Assistants	\$5,343,442	\$4,968,302	\$4,968,302	\$5,067,668	\$5,067,668	\$5,067,668	\$5,067,668
Non-Teaching Adjuncts	\$681,038	\$1,120,207	\$1,120,207	\$1,142,611	\$1,142,611	\$1,142,611	\$1,142,611
TTL PS	\$88,578,760	\$90,412,055	\$90,112,055	\$93,549,635	\$94,049,635	\$94,549,635	\$95,049,635
OTPS	\$6,398,040	\$6,636,598	\$6,636,598	\$6,636,598	\$6,636,598	\$6,636,598	\$6,636,598
TTL OTPS	\$6,398,040	\$6,636,598	\$6,636,598	\$6,636,598	\$6,636,598	\$6,636,598	\$6,636,598
TTL FINANCIAL PLAN EXPENDITURES	\$94,976,800	\$97,048,652	\$96,748,652	\$100,186,233	\$100,686,233	\$101,186,233	\$101,686,233
YEAR END BALANCE	\$1,388,200	\$137,714	(\$1,782,508)	(\$3,445,289)	(\$3,945,289)	(\$4,445,289)	(\$4,945,289)

ALLOCATION ASSUMPTIONS

FY 15 Target = Target per allocation letter adjusted for waivers, FY 16 Target = FY 15
 FY 15 & FY 16 based on 10/25/14 enrollment estimate for Fall 2014 and 1% lower collection rate
 FY15 Allocation per Allocation letter. FY 16 "Additional Allocations" include estimated COMPACT funding of 3.6 million

EXPENDITURE ASSUMPTIONS

FY15 OTPS Allocations = Original FY14 allocations - ETI (\$337K) and underspending OTPS by \$500K
 FY 15 Faculty expenditure projection includes the addition of 14 tenure track hires committed for Fall 2014, FY16-18 Faculty expenditures assumes no additional hires
 FY 15-FY 18 Admin Staff expenses includes increments of \$500k per year
 FY15 Adjunct Projection reflects addl allocation for Grad Asst workload reduction & savings from Fall enrollment Decrease
 FY15-16 Temp Services Expenditures assumed will be within allocations as adjusted for financial plan changes, FY14 Temp Services based upon projections using 5/1/14 payroll
 2014 OTPS reflects actual spend
 FY16 & FY17 expenditures assume 2% collective Bargaining costs
 FY15, FY16 & FY17 do not include potential Energy Savings

**JOHN JAY COLLEGE
FY 2015 FINANCIAL PLAN SUMMARY**

Revenue

Base Allocation	\$95,798,166
Prior Year Cutra Balance	\$1,388,200
TOTAL BUDGET ALLOCATION	\$97,186,366

Expenditures

Faculty	\$35,720,424
Administrative	\$35,585,608
Adjuncts	\$13,017,513
Temp Services	\$6,088,509
Total PS	\$90,412,054

OTPS	\$6,636,598
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TTL FINANCIAL PLAN EXPENDITURES	\$97,048,652
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Year End Balance	\$137,714
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Actions taken in FY15 to Balance the Budget

Unapproved Vacancies (35)	\$1,876,333
Faculty Positions Remain Vacant (20@\$79k ea.)	\$1,580,000
Planned reduction in OTPS Allocation	\$500,000
Reoccurring OTPS reductions from FY14	\$713,197
Reoccurring CA reductions from FY14	\$564,665
Planned Attrition	\$1,300,000
Soft Money Offsets	\$200,000
VP Reductions	\$751,931

FY 15 Total Cost Avoidance Savings	\$7,486,126
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Actions to be taken in FY16 to Balance the Budget

Unapproved Vacancies (35)	\$1,876,333
Faculty Positions Remain Vacant (20@\$79k ea.)	\$1,580,000
Planned reduction in OTPS Allocation	\$500,000
Reoccurring OTPS reductions from FY14	\$713,197
Reoccurring CA reductions from FY14	\$564,665
Planned Attrition	\$1,300,000
Soft Money Offsets	\$200,000
VP Reductions	\$751,931
Use of Compact funds with no additional planned expenditures	\$3,170,000
FY16 Total Cost Avoidance and Anticipated Allocations	\$10,656,126

**JOHN JAY COLLEGE
FY 2015 POST FINANCIAL PLAN DEVELOPMENTS**

FY 15 Year End Balance	\$137,714
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FY15 Potential Developments

Potential impact from a 1% drop in collection rate	(\$826,339)
Enrollment Below Plan (net teaching)	(\$1,094,171)

Potential FY 15 Year End Balance	(\$1,782,796)
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FY 2016 Year End Balance	\$446,954
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FY16 Potential Developments

Elimination of FY 2105 surplus	(\$137,714)
Carry Over from FY15 Potential Changes	(\$1,920,510)
Cost of anticipated Collective Bargaining settlement on current PS costs (2%)	(\$1,834,019)

Potential FY16 Year End Balance (Assumes FY15 is balanced)	(\$3,445,289)
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FY 2015

Explanation of Variances for Changes in Projections from the 7/22/14 FP to the Final FY15 FFP

Changes in Allocations:	Impact
Increase in Coordinated Undergraduate Education	\$191,270
Increase in CUNYCAP	\$4,500
Increase in Workforce Development	\$28,000
Increase in College NOW	\$39,136
Reduction in Fringe Costs	\$260,660
Increase in SEEK allocation	\$24,268
Other	\$37,326
Total Changes in Allocation	\$585,160

Changes in Cutra Balance	
Change in Cutra balance from	
- not meeting IFR Revenue Target	-\$81,880
- Increase in FY14 Energy Savings	\$722,310
Increase in Projected FY14 Year End Balance	\$65,265
Total Changes in Other Revenue	\$705,695

Total Changes in Revenue	\$1,290,855
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Changes in Faculty PS Expenditures	
Provost Reduction Plan Savings	-\$160,885
Decrease in projected cost of new Faculty Hires	-\$177,309
Increase in RF Summary Salaries	\$35,093
Increase in Department Chair Summer Salaries	\$18,328
Increase in Faculty reclassifications	\$75,000
Increase in Graduate Center Salary Offsets	-\$109,333
Increase in RF salary offsets	-\$100,000
Total Changes in PS Expenditures	-\$419,106

Changes In Administration PS Expenditures	
Enrollment Management PS Reduction Plan	-\$177,031
Finance & Administration PS Reduction Plan	-\$115,516
Legal Affairs PS Reduction Plan	-\$4,532
Student Affairs PS Reduction Plan	-\$82,463
Additional new approved positions added to vacancy list	\$217,264
Total Changes In Administration PS Expenditures	-\$162,278

Changes to ECP PS Expenditures	
Payout for unused vaction/sick time for recentl retired ECP	\$102,801
Total Changes to ECP PS Expenditures	\$102,801

Changes to Adjunct PS Expenditures	
CUNY mandated workload reduction for Doctoral Fellows	\$350,000
Total Changes to Adjunct PS Expenditures	\$350,000

Changes to Temp Services Expenditures	
VP Reduction Plan Enrollment Management	\$24,000
VP Reduction Plan Finance & Administration	-\$26,516
HR 2 new approved CA positions	\$40,000
Student Affairs 1 new approved CA position	\$10,000
CA Conversions	\$87,864
Changes to Non-teaching adjuncts	-\$15,000
Total Changes to Temp Services Expenditures	\$120,348

Changes in OTPS Expenditures	
OTPS allocation reduced by ETI planneeed expenditure reimbursement	-\$337,000
OTPS reduced by an additional \$200,000 for a total of \$500,000	-\$200,000
VP Reduction savings	-\$211,502
JJ Online Budget Transfer Adjustment Baselined	\$230,000
Permanent Budget Transfer Adjustments	\$146,000
Total Changes to OTPS Expenditures	-\$372,502

Total Changes to Year End Expenditures	-\$380,737
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Total Change to Year End Balance	\$1,671,592
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