

**Budget and Planning Committee
Meeting Agenda
May 13, 2014 – Room 630 Haaren
2:30 pm to 4:00 pm**

1. Approval of Minutes for February 24, 2014. Proposed minutes are attached with related mid-year budget document.
2. Budget Update and Discussion. (25 minutes) See attachment, FY2014 May 13 Budget.
3. Space Planning Update. (10 minutes)
4. Planning Report on Graduate Studies and Related Areas. (55 minutes) Dean/AP Anne Lopes will present plans and expectations. Discussion will follow.

Budget and Planning Committee Meeting
Minutes
May 13, 2014

Attendees: Valerie Allen, Daniel Baez, Ned Benton, Jane Bowers, Anthony Carpi, James Cauthen, Lynette Cook-Francis, Janice Dunham, Mark Flower, Maria Haberfeld, Jay Hamilton, Jonathan Jacobs, Karen Kaplowitz, Patricia Ketterer, Lawrence Kobilinsky, James Llana, Anne Lopes, Bonnie Nelson, Allison Pease, Robert Pignatello, Carina Quintian, Michael Scaduto, Peter Shenkin, Pres. Jeremy Travis, Robert Troy, Davidson Umeh, Nancy Velazquez- Torres, Roberto Visani

1. Approval of Minutes for February 24, 2014. Minutes were approved as proposed.

2. Budget Update and Discussions. Since the last BPC meeting a budget has been passed. An allocation for CUNY should be given at the end of the month. This will be the penultimate year CUNY will receive a Compact. Though we have not yet received a Compact budget we have adopted a working assumption that it will be 75% of last year's Compact. The SPS/FPS group and the Executive Staff have been having regular meetings to discuss the ways to address the budget. Next year's deficit will be closer to \$2 million because we have not included the Compact budget in our plan. Some searches have been initiated and will be executed during the year. We plan on doing searches for 14 full-time faculty. We should rethink some of the searches we have planned, and will even need to reexamine some of the authorized searches. If we can hold off on those hires we can accrue another \$567,000. Even with cuts to OTPS, to College Assistants, and no new hires, the college has a deficit of over \$500,000. We will need to look at other sources of funding. These numbers are based on the assumption that enrollment will remain flat, so we should continue to look for things within our control that will allow us to free up money.
A question was raised regarding the Adjunct Budget, and why the numbers went down but back up again. It was asked if the change is due to the fact that we are not filling full-time lines. Pat responded by saying that the budget plan developed for FY2015 had no forecasting for the Adjunct Budget.
Another concern was raised about the retirees we will not be able to replace. It was asked if class sizes should be increased to offset the reduction of full-time faculty members.
President Travis added to this discussion and said that John Jay is in this situation because of an enrollment drop. It has caused issues this year, and will cause issues going forward. The implementation of CUNYFirst will also affect our enrollment numbers. We should expect the numbers for spring, summer, and fall to be lower. However, the budgets will still be in flux until the arrival of the new Chancellor.

3. Planning Report on Graduate Studies and Related Areas. Dean Anne Lopes gave a presentation on her plans. (to be forwarded) In her plan Dean Lopes summarizes her visions, goals, objectives, and strategies. She also presented her budget request in order to make these initiatives possible.

4. Space Planning Update. John Jay has allocated \$125,000 from the Aux Corp. budget to hire a Space Consultant. A consultant has been chosen, but no announcement has been made yet. The plan is to have the preliminary stages of this process complete within six months. The consulting firm will work with the SPS group, chairs, and others to piece together the information they need. We will need to look at how space is currently being utilized, what spaces can be repurposed, classroom utilization rates, growth of departments over the next few years, etc. As John Jay is set to lose North Hall soon, we need to think about how we can acquire more space.
The Faculty Senate has also been lobbying to CUNY for more space. The Senate had a meeting recently where Vice Chancellor Iris Weinshall and four of her colleagues attended. A presentation was made about John Jay's space needs, and it seemed that the Vice Chancellor has agreed to help John Jay look for more space.

With Graduate Programs at the Center:

Strategic Initiatives—Planning for Program Development

September 2013 - May 2014

PURPOSE

- 1. Contexts**

- 2. Planning**

Vision, Goals, Objectives and Strategies

- 3. Program Development Example**

- 4. Budget Request**

1. Contexts

Summary of Selected Key Factors

Graduate

- Committed faculty
- Few programs---Mission-based
- Lack of a distinct graduate faculty
- Academic standards and policies
- Brand/college name recognition
- Mostly part time; retention and graduation rates
- No marketing materials
- No plans for program development in place
- Institutional support
- Insufficient governance structure to support growth in graduate programming

Contexts

Summary of Selected Key Factors

John Jay Online

- Planning and development policy in place
- Programming commitments
- Leadership and some (mostly pt) staff

International

- Planning committee
- Nominal relationships to rest of college
- SIO not in place

Professional

- Nominal relationships to rest of college
- Broad potential for growth
- Director not in place

1. Planning

Staffing and Resources

- Graduate program directors
- Engaged, individual faculty members
- College priority areas; SPG support
- Associate Dean—Graduate Studies, Feb 2014
- Director of Strategic Academic Initiatives—
Associate Provost, January 2014
- Director of Professional Studies—Professional
Studies, June 2014

Planning

Working Vision for Graduate Studies

John Jay is the *college of choice* for traditional-age and professional graduate students in

- Public Service (Criminal Justice, Public Administration, etc.)--Criminal Justice, Public Administration
- Security Studies, broadly defined, and
- Social Justice and Human Rights

Our vibrant programs prepare students to lead and serve throughout the world, propelled by a critical understanding of justice.

Planning

Key Questions

- What are our current programs' strengths?
- In what areas of expertise are our faculty concentrated?
- What are the markets' needs?
- What should we develop?
- How should we do it?

Planning

Twin Focus

Strengthen existing programs

Update academic standards and policies

Increase Faculty involvement and student engagement

Assess outcomes from recruitment/marketing,
retention, graduation

Improve relationships w/college departments

Identify and utilize existing resources

Develop new programs

Use a best practice development model that
boosts synergies among all reporting areas

Year 1: Goals

Objectives

Strategies

Establish leadership team

- Hire directors
- Introduce new faculty to graduate governance

- Develop and implement recruitment plan
- Institute Committee for New Graduate Program planning
- Institute an ad hoc CGS Policy Review Committee
- Establish consistent practices that correspond to policies across programs

Improve standards and update policies

- Review policies
- Institute consistent practices

- Analyze current program growth capacities
- Identify faculty specialization areas related to viable program development

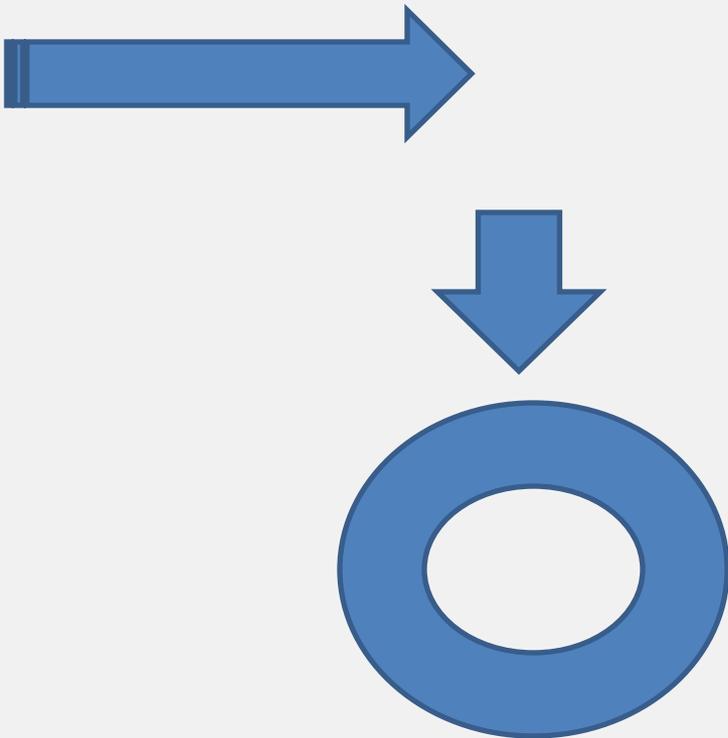
Institutionalize a program development model to support revenue generation based on best practices

- Conduct assessment of capacity
- Identify key program areas
- Assess market needs
- Identify methods for maximizing resources and investments

- Institute faculty-led COPS model for program design
- Design plan based on synergies across areas

Planning

MODEL DIMENSIONS



Horizontal

Vertical

Integrative

Planning

MODEL DIMENSIONS



Horizontal

Graduate
Studies

Professional
Studies

John Jay
Online

International

Planning

MODEL DIMENSIONS

Vertical

Masters programs

Certificate programs (credit)

Training programs, incl. CLE

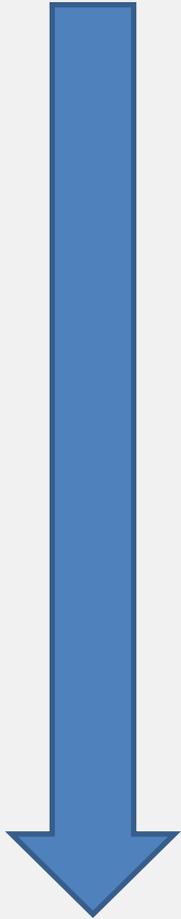
Certificate programs (non-credit)

Online Masters

Online Certificate

Online Training Programs

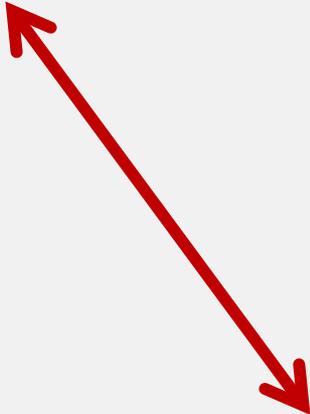
Public/Consumer Education



Planning

MODEL DIMENSIONS

Integrative Programming

- 
- 
1. Public Service--Criminal Justice, Public Administration
 2. Security Studies
 3. Social Justice and Human Rights

Planning

Model Attributes

- Maximizing resources across plans of study
- Shared courses in program clusters
- Cost sharing
- Integrated programs
- Some marketing cost sharing across programs
- Deep expertise and “thick” reputation for recruitment, resource and fundraising development

Planning

Principles and Process for Program Development

Analysis of markets

Faculty leaders/faculty teams

Communities of Practice engagement/involvement

Continuous assessment

Horizontal development---phased-in or simultaneous,
depending on funding

Vertical development---Simultaneous or phased-in,
depending on funding

Planning

- **Contracts** NYPD, Corrections, FDNY, TLC
- **Grants** CUNY 2020; NYS Legislature Homeland Security; Investigations/Security; Planned: CUNY workforce development, Police Leadership, Law Enforcement Leadership, Title III—Retention with SASP Jan 15
- **Opportunity Plans** Faculty project initiatives, international

3. Program Development Example

TOTAL REVENUE PROJECTION	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6
New Masters	\$ --	\$ --	\$ --	\$ --	\$ 203,181.	\$ 520,144.
New Certificates	\$ --	\$ --	\$ 75,998.96	\$ 232,486.	\$ 387,592.	\$ 479,825.
Updated Master's	\$ --	\$ --	\$ 50,795.40	\$ 91,939.	\$ 111,786.	\$ 127,862.
Updated Certificates	\$ --	\$ --	\$ 60,499.99	\$ 79,199.	\$ 79,199.	\$ 79,199.
Professional Development	\$ --	\$ 27,000.	\$ 90,000.00	\$ 135,000.	\$ 135,000.	\$ 135,000.
TOTAL REVENUE PROJECTION	\$ --	\$ 27,000.	\$ 277,294.34	\$ 538,625.	\$ 916,759.	\$ 1,342,032.

4. Budget Request 2014 -2015

Preliminary Goals and Objectives GS/PS

Stabilize graduate enrollments in all programs

Implement targeted marketing plan

Update touch plan based on assessment

Increase pace of new program development

Engage communities of practice

Update market research

Increase and coordinate proposal writing/outreach effort

Initiate CLE and additional professional development programming

Develop and implement plan

With Graduate Programs at the Center:

Thank you!

Academic Strategic Initiatives—
Planning for Program Development
September 2013-May 2014