

Budget and Planning Committee Meeting
Minutes
July 31, 2013

Attendees: Seth Baumrin, Ned Benton, Jane Bowers, David Brotherton, Anthony Carpi, Kim Chandler, Lynette Cook- Francis, MaryAnn DiMaggio, Maki Haberfeld, Jay Hamilton, Jonathan Jacobs, Karen Kaplowitz, Patricia Ketterer, Lawrence Kobilinsky, Nilsa Lam, James Llana, Bonnie Nelson, Allison Pease, Robert Pignatello, Carina Quintian, Richard Saulnier, Michael Scaduto, Peter Shenkin, Staci Strobl, Roberto Visani

1. **Approval of Minutes for April 17, 2013.** Minutes were approved as proposed.

2. **Budget Update.** This discussion was led by Rob who told the committee that the Financial Plan will be due on August 30. The BPC will meet one more time before the deadline to discuss which recommendations will be proposed. Thus far the feedback from the SPS/FPS meetings has been very constructive. Discussions centered on how to handle our shortfalls. Though we initially thought we would have a surplus of \$1.8 million, that figure evaporated. As of the July 9 ESM, the college had an extra \$1.2 million dollars to carry over into this fiscal year. However, if we do not take any action we will be looking at a \$2.1 million dollar deficit for the current year. The 5% cut in College Assistants, replacements for faculty who leave, as well as the 14 to 15 searches for new faculty members have already been built into the budget. Many non-instructional positions have been delayed pending approval by the President. Thirty-eight others will be delayed through the fiscal year, which will have the greatest single impact on our budget. Rob then discussed the recommendations that could erase the deficit. (attached—“Recommendations to Balance FY2014 Financial Plan”) If we are able to achieve these things we can eliminate the deficit, but we cannot expect to use the compact money for new investments. The budget is based on the assumption that we will meet our enrollment targets. We must think about how we will increase revenue. There needs to be a balance between what we spend and what we take in. We have to look at what we can realistically do. Ned expressed some concern about the RF formula that was used in Rob’s document. Rob told him that it was just a place holder. Jane also added that the new distribution model was introduced at the BPC several months ago. The new model is intended to incentivize grant writers and bring in more money. The more money we take out of RF, the less we have for start-up funds, travel, etc. Ned handed out a document which detailed the recommendations the faculty are proposing. (attached—“BPC Faculty Document - July 31, 2013”). He told the committee that the faculty members were in agreement that the college needs to make sure that we have the money before we spend the money. It was also suggested that we give a faculty member reassigned time to work on developing winter and summer programs. Jane asked Ned if he had any faculty members in mind. Ned does not have a specific person in mind, but thinks it should be someone who has a head for curriculum and marketing. Bonnie said that a 10% decrease in OTPS would hurt the library. She also inquired about the large increase in the ECP budget, but someone explained that the increase was more apparent than real. David B. also inquired about the projected \$3 million deficit in FY 2015. Rob said that the budget for 2015 needs to be refashioned. The numbers do not reflect the money we will be

getting from the compact. The year 2015 also shows an increase in enrollment which is not shown in the chart. Rob then said that the VP requests will need to be discussed and need presidential support. Rob shared a chart that indicated how much money John Jay gets back from the tuition increase. Because John Jay has a higher number of students who rely on TAP, John Jay only sees about 67% of the tuition increase – much less than most of the other CUNYs. The University is aware of the inequity and is sympathetic to the college.

- 3. Enrollment Update.** Richard informed the committee that things are looking good. So far we are hitting all of our targets and getting slightly higher numbers for FTEs and transfers. We will stay open as long as we possibly can for transfers with a cut-off date at the end of the first week in August. With a drop of 50 students, the graduate numbers are not as good as the other numbers. We need to think about enrollment numbers in relation to revenue. In-state students pay the maximum tuition as long as they have at least twelve credits. It is out-of-state students who are more profitable because they pay per credit.

Rob asked Richard how he felt about the spring numbers. Spring enrollment tends to be unpredictable because only some % of fall students return in the spring. It's easier to predict fall numbers; we generally estimate about 1900 freshman entering in the fall, but in the spring the number of entering freshman is closer to 200. Spring is usually when we get transfer students. Our transfer student numbers are still conservative, but we are working on building them. It is also hard for us to predict the number of students we will get from the Justice Academy, but we are expecting an enrollment figure of 500 – 600 students.

Rob then asked if we are doing enough to ensure we meet our target numbers, and if there are things we should be investing in. Richard said that if we want to grow enrollment in a declining pool we have to spend money. Numbers for spring are doable but grad numbers are important. He is confident in the transfer estimates but money needs to be invested in marketing and distance learning.

David expressed disappointment in the outreach to international students. Richard told him that recruiting in international markets is difficult. Domestically we are able to visit all over, and we recruit undergrads all the way to DC and even close to Canada. For our grads we've gone to California, Florida, Texas, Pennsylvania, etc. But it is not as easy to do recruiting abroad.

Jane then mentioned the need for us to identify money for scholarship funds. She told the committee that Hunter College provides their Macaulay Honors Students with a dorm room. We need to do the same and invest in them. We need to create incentives. Karen inquired about scholarships for students. Michael said that the scholarships are for continuing students. Each year Aux. Services gives \$200,000 for scholarships, but they are not for new students. Karen asked about the students in the Justice Academy. There are 7,000 students in the JA; if we get ten percent of them, where do the other ninety percent go? Richard said that the 7,000 students account for everyone who has 0 – 60 credits. He also added that the rules have changed on transferring from a community college. Where you once needed a C, now you just need to pass. He also agreed to see where the other students are going if not John Jay.

- 4. Discussions of Financial Plan Recommendations for FY2014.** Ned suggested the committee go through the list of positions and weigh them against other initiatives. He also mentioned revisiting the positions that have been approved by the President. Jim asked to hear feedback from people who are not on the subcommittees. Maki asked why we are in our current position. Why are we not doing more? There is urgency for online programs. Jane said that it would be academically irresponsible to let anyone teach an online course without training, and

that takes time. Rob also said that the growth of online programs should match faculty availability and level of interest. Richard added that online programs increase enrollment. Bonnie suggested that we fill custodian positions.

Peter asked what the repercussions would be if CUNY First does not go smoothly. Richard said that the college could lose up to 1500 – 2000 in headcount. CUNY First asks you to start enrollment late. We currently have two teams managing the transition – a technical team, and an administrative team. We need to adapt to CUNY First for better success, rather than try to bend it to our ways.

The committee will meet again before August 30th.