

Budget and Planning Committee Meeting
Minutes
August 26, 2013

Attendees: Jama Adams, Daniel Baez, Seth Baumrin, Ned Benton, Jane Bowers, Lynette Cook-Francis, Silvia Dapia, MaryAnn DiMaggio, Jay Hamilton, Shareef Hassan, Jonathan Jacobs, Karen Kaplowitz, Patricia Ketterer, Thomas Kucharski, Nilsa Lam, James Llana, Bonnie Nelson, Allison Pease, Lisandro Pérez, Robert Pignatello, Carina Quintian, Richard Saulnier, Michael Scaduto, Peter Shenkin, Staci Strobl, Nancy Velazquez-Torres, Roberto Visani

1. **Approval of Minutes for July 31, 2013.** Minutes were approved as proposed.

2. **Consideration of Recommendations for FY2014 Financial Plan.** Rob began by telling the committee that a Financial Plan will be due to the University on August 30. On August 12, the SPS/FPS came to a consensus and agreed to present the BPC with recommendations. In this meeting we will build context and develop recommendations for the President. We will be making very hefty reductions in spending, and the actions we make may be very consequential. Rob explained the specifics of our plans for accruals and reductions. (Document attached)

There will be a 10% reduction and 5% reduction in OTPS and College Assistant funds, respectively. We will be replacing faculty who leave, and we will be hiring for 14 tenure-track positions to start in fall 2014. We are expecting stable enrollment for FY2016. We are planning for a \$2 million dollar deficit this year. We have a \$1.2 million surplus from last year.

Pat then discussed the investments John Jay is making in CUNY First, which is a major priority. Our college is in the fourth wave of schools moving to the CUNY First system. John Jay needs to be especially careful with the transition because other schools have seen a drop in enrollment while making the move to CUNY First. John Jay has taken measures to ensure this doesn't happen by communicating with the colleges who didn't lose enrollment during this process. Jama asked why there is a drop. Pat answered that the drop is attributed to students just not being able to register because of system issues. We will be hiring students to work part-time to help other students with any CUNY First related issues. With CUNY First many of the things we were once able to do online will no longer be possible. There will be a 2 – 3 week "lights out" period where we will not have use of SIMS or CUNY First. During this time all data will need to be entered in the system manually. Jama and Bonnie expressed concern about the lack of communication regarding these issues. Lynette also said that a message should appear on our website to inform the students that certain parts of the site may not be working because of the transition to CUNY First.

Also part of the budget proposal are recommendations regarding a recruitment initiatives and an International Student Advisor. The International Student Advisor would eventually be funded through the Student Association fee. Our space challenges will be addressed using money from Auxiliary Services to hire a consultant. Jane also made sure to let the committee know that no changes are going to occur in RF in relation to Faculty Workload Mitigation and Faculty Accruals. Jane requested that "RF" be removed from the chart.

Bonnie inquired about the \$60,000 allocated to the Department of Student Affairs. Karen explained that Lynette requested that position as she has no administrative support. Karen then went on to explain the process in which recommendations were considered. Karen told the committee that the VPs were asked to submit a list of proposals; from that list the VPs had to choose which were their biggest priorities.

A motion was made to approve the recommendations the SPS/FPS brought to the table. (Document attached) The motion was seconded and a discussion followed.

Ned presented a document which consisted of suggestions for amendments to the recommendations. This document is based on input from the faculty subcommittee members.

(Document attached)

The first suggestion made was to include hard numbers in reference to the College Assistant reductions. Pat told the committee that she would send out information to clarify the College Assistant cuts. Both Tom and Bonnie explained

to the committee how badly College Assistant cuts are affecting their departments. For Tom, the cut is affecting how much administrative support he is able to get. He is currently without a full-time administrative assistant and is only permitted to hire a CA for ten hours a week. Bonnie told the committee that the Library has been using money from the book budget to hire more CAs, but now that budget is also being cut.

Jane added that many departments were staffed using CAs, so the cuts will hit them very hard. Pat said that John Jay was never living within the CA allocation, which is what prompted the conversions of CAs working full-time hours.

CA spending is so high because John Jay does not have sufficient full-time coverage. Karen agreed with the original suggestion of including the 5% and dollar amount in the recommendations so we can see the impact.

Another suggestion made was to include the exemptions proposed. A suggestion was also made about the usage of net revenue from the winter term. Rob asked Ned what he considers to be "net revenue." Ned said that a "net revenue" is anything more than what was originally expected.

Tom endorsed the document Ned presented. He also said that enrollment is always a moving target. We may not meet our target or accrue anything. While all the positions are important, there is no support for some departments. Tom suggested holding off on hires until we see what the situation is. Rob agreed that there is an uncertainty around enrollment, but some hires are critically important. We are expecting some more accruals, but we will need to wait until October for our fall numbers to come in.

Ned made a motion for the adoption of the 4 faculty requests (see attached documents), and the addition of the recommendation to hold back on hiring, and spending on new investments when possible, pending fall enrollment numbers. The committee agreed that the SPS/FPS would be the ones to review these items.

The motion was seconded.

A vote was taken with 20 members voting in favor of the adoption of these requests, and one member abstaining. There were no members who voted "no". Richard reminded the committee that some investments such as the Enrollment initiatives cannot be held off until October. John Jay is already late as is. Furthermore, CUNY First costs are already starting to come in.

Another motion was made to adopt the recommendations as amended. The motion was seconded, and a vote was taken.

There were 22 votes for "yes", 0 "no", and 0 abstentions. Jim will write up recommendations as amended and send to President.

Rob told the committee that we must look for ways to raise revenue so we can avoid a repeat situation. It will be more difficult to continue making the same cuts next year, so we should make plans to increase our revenue.

Lisandro asked Rob what happens to the money the college makes from film shoots. Rob informed him that that money goes into the Aux Corp budget. Those numbers will be shown on the year-end report.

Rob ended the meeting by thanking everyone for their work throughout the year.

John Jay College
DRAFT FY 2013 Financial Plan Update 7/9/13 DRAFT

	<u>FY 2012 Year</u> <u>End Final Actual</u>	<u>Orig Fin Plan</u>	<u>FY 2013 1st</u> <u>Quarter</u>	<u>Preliminary Mid</u> <u>Year</u>	<u>June 4 ESM</u>	<u>July 9 ESM</u>	<u>FY 2014</u>	<u>FY 2015</u>
BUDGET ALLOCATION AND REVENUE								
CUNY Revenue Target	\$76,442,000		\$80,168,000	\$80,040,000	\$79,917,000	\$79,917,000	\$82,867,000	\$82,867,000
Actual Enrollment / FY12-15 Projection	11,172	11,453	11,553	11,438	11,378	11,378	11,631	11,907
Base Allocation:	\$75,849,141	\$86,197,011	\$86,197,011	\$86,197,011	\$86,197,011	\$86,197,011	\$89,552,436	\$89,552,436
Lump Sum Allocations	\$2,140,435	\$2,138,764	\$2,138,764	\$2,151,885	\$2,141,885	\$2,141,885	\$2,138,764	\$2,138,764
Additional Allocations	\$10,110,491	\$1,658,326	\$1,815,261	\$3,690,537	\$3,670,350	\$3,758,394	\$1,033,902	\$1,033,902
Current Year Gross Tuition Revenue above CUNY Target	\$137,900	\$2,651,417	\$1,509,239	\$22,491	(\$22,745)	\$75,000	\$1,738,042	\$3,631,693
TTL BASE BUDGET ALLOCATION	\$88,237,967	\$92,645,518	\$91,660,276	\$92,061,925	\$91,986,502	\$92,172,291	\$94,463,144	\$96,356,795
Prior Year Cutra Balance	\$3,720,433	\$3,502,958	\$2,684,800	\$2,684,800	\$2,684,800	\$2,684,800	\$1,206,261	\$0
Lease Revenue								
TTL ADDITIONAL REVENUES	\$3,720,433	\$3,502,958	\$2,684,800	\$2,684,800	\$2,684,800	\$2,684,800	\$1,206,261	\$0
TOTAL BUDGET ALLOCATION	\$91,958,400	\$96,148,476	\$94,345,076	\$94,746,725	\$94,671,302	\$94,857,091	\$95,669,405	\$96,356,795
EXPENDITURES								
Personnel Services (PS) :	\$60,875,700	\$68,196,915	\$67,514,573	\$67,610,481	\$66,935,656	\$66,823,192	\$71,808,595	\$73,957,730
Faculty	\$32,564,207	\$35,280,151	\$34,818,217	\$34,892,199	\$34,585,952	\$34,482,410	\$35,356,527	\$36,491,527
Administrative Staff	\$25,563,686	\$29,775,827	\$29,651,651	\$29,837,561	\$29,364,484	\$29,373,071	\$32,999,258	\$33,883,393
ECP	\$2,747,807	\$3,140,937	\$3,044,705	\$2,880,721	\$2,985,220	\$2,967,711	\$3,452,809	\$3,582,809
Adjuncts:	\$13,132,644	\$12,612,234	\$12,342,234	\$12,317,595	\$12,313,635	\$12,182,720	\$12,572,720	\$12,572,720
Teaching Adjuncts / CLTs	\$12,555,208	\$12,285,056	\$12,015,056	\$12,053,712	\$11,982,202	\$11,885,011	\$12,275,011	\$12,275,011
CETs	\$577,435	\$327,178	\$327,178	\$263,883	\$331,433	\$297,709	\$297,709	\$297,709
Temp Services:	\$8,739,643	\$5,968,003	\$5,968,003	\$6,468,003	\$6,794,146	\$6,932,851	\$5,648,192	\$5,648,192
College Assistants	\$6,520,427	\$4,963,788	\$4,963,788	\$5,463,788	\$5,780,586	\$5,899,237	\$4,681,106	\$4,681,106
Laborer Retroactive Collective Bargaining	\$1,115,000							
Non-Teaching Adjuncts	\$1,104,215	\$1,004,215	\$1,004,215	\$1,004,215	\$1,013,560	\$1,033,615	\$967,086	\$967,086
TTL PS	\$82,747,986	\$86,777,152	\$85,824,811	\$86,396,080	\$86,043,437	\$85,938,764	\$90,029,507	\$92,178,642
OTPS	\$6,778,272	\$7,821,897	\$7,521,807	\$8,752,338	\$8,021,170	\$7,712,066	\$7,738,150	\$7,738,150
ETI Transfer to Tech Fee & Science Direct Cost/savings	(\$252,659)	(\$252,659)	(\$252,659)	(\$252,659)	(\$252,659)			
TTL OTPS	\$6,525,613	\$7,569,238	\$7,269,148	\$8,499,679	\$7,768,511	\$7,712,066	\$7,738,150	\$7,738,150
TTL FINANCIAL PLAN EXPENDITURES	\$89,273,600	\$94,346,390	\$93,093,959	\$94,895,759	\$93,811,948	\$93,650,830	\$97,767,657	\$99,916,792
YEAR END BALANCE	\$2,684,800	\$1,802,086	\$1,251,117	(\$149,034)	\$859,354	\$1,206,261	(\$2,098,252)	(\$3,559,997)

Allocation reflects net allocated compact of 2.6 million for FY 13 only. As per UBO, does not reflect out year increases.

FY13 Enrollment and Revenue FTE worth based on Fall Actual and Spring Form A

FY13 Revenue Target and Tuition increased. No tuition increase for out years

FY 14 and FY 15 enrollment based on Enrollment Mgt Table 2 estimate of 4/15/13

EXPENDITURE ASSUMPTIONS

FY15 Includes \$1,135,000 for 14 new Faculty hires (at an annual salary of \$81,000).

FY13-15 PS Projections include staff on 6/13/13 payroll, assumes remaining 71 pending vacancies will be filled by year end 2014.

FY 2014 Expenditures reflect hiring faculty up to FY 13 Planned annual salary of \$36,948,000.

FY13 Adjunct Projection based on Fall 2013 and Spring Actual. Includes \$470k in RF reimbursements and \$270k prior year reimbursement.

FY13 Temp Services Expenditures revised to reflect current spending patterns.

FY13 OTPS Projections reflect one time increase of 989k for Science equipment, includes Target Allocation Reductions.

Recommendations to Balance FY 2014 Financial Plan

Projected FY 14 Deficit - ESM 7/9/13	(\$2,098,252)
Eliminate Proposed Tech Fee Transfers/ offset with OTPS	\$106,000
Fund Director of Continuing Ed from IFR	\$75,000
Defer all 38 Admin Vacancies with 12/1 start date to FY2015	\$1,192,193
10% OTPS Reduction	\$735,715
Re evaluate RF distribution model/ center support	\$200,000
Philanthropy Offset	\$150,000
Reduce Compact Fringe	\$200,000
Subtotal	\$2,658,908
Planned Investments/Exemptions to the Pause	(\$600,000)
Leverage SAA Fund	\$100,000
Revised FY 2014 Year End Balance	\$60,656

John Jay College
FY2014 Financial Plan

Recommendations to Budget Planning Committee August 26, 2013

FY 2014 Financial Plan Process						
DRAFT VP Recommendations for Funding						
		F/T Costs	P/T Costs	PS Costs	OTPS	TTL PS/OTPS
CUNYfirst	Student Employment (DoIT)		\$28,000	\$28,000		\$28,000
	Student Employment (Enroll Mgt)		\$30,000	\$30,000		\$30,000
	F/T & P/T Personnel (Bursar/Enrollment Doit)	\$130,000	\$88,000	\$218,000		\$218,000
				\$0	\$50,000	\$50,000
Total CUNYfirst		\$130,000	\$146,000	\$276,000	\$50,000	\$326,000
SPG Recruitment				\$0	\$131,560	\$131,560
International Student Advisor		\$65,000		\$65,000		\$65,000
Distance Learning	Course Development Administration		\$50,000	\$50,000		\$50,000
Student Affairs		\$60,000		\$60,000		\$60,000
Veterans Support			\$20,000	\$20,000	\$30,000	\$50,000
Total Other Recommendations			\$125,000	\$70,000	\$195,000	\$176,560
	TTL	\$275,000	\$178,000	\$453,000	\$226,560	\$682,560
Other Funds						
Space Planning Consultant	Aux Corp				\$125,000	\$125,000
Faculty Workload Mitigation	R/F Faculty Accruals		\$125,000		\$125,000	\$125,000

John Jay College
DRAFT FY 2013 Financial Plan Update 7/9/13 DRAFT
Budget Planning Committee August 26, 2013

BUDGET ALLOCATION AND REVENUE	FY 2012 Year End Final Actual	Orig Fin Plan	FY 2013 1st Quarter	Preliminary Mid Year	June 4 ESM	July 9 ESM	FY 2014	FY 2015
CUNY Revenue Target	\$76,442,000		\$80,168,000	\$80,040,000	\$79,917,000	\$79,917,000	\$82,867,000	\$82,867,000
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EXPENDITURES								
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<i>Faculty</i>	\$32,564,207	\$35,280,151	\$34,818,217	\$34,892,199	\$34,585,952	\$34,482,410	\$35,356,527	\$35,356,527
<i>Administrative Staff</i>	\$25,563,686	\$29,775,827	\$29,651,651	\$29,837,561	\$29,364,484	\$29,373,071	\$31,621,505	\$32,235,200
<i>ECP</i>	\$2,747,807	\$3,140,937	\$3,044,705	\$2,880,721	\$2,985,220	\$2,967,711	\$3,452,809	\$3,582,809
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<i>CETs</i>	\$577,435	\$327,178	\$327,178	\$263,883	\$331,433	\$297,709	\$297,709	\$297,709
Temp Services:	\$8,739,643	\$5,968,003	\$5,968,003	\$6,468,003	\$6,794,146	\$6,932,851	\$5,776,192	\$5,776,192
<i>College Assistants</i>	\$6,520,427	\$4,963,788	\$4,963,788	\$5,463,788	\$5,780,586	\$5,899,237	\$4,809,106	\$4,809,106
<i>Laborer Retroactive Collective Bargaining</i>	\$1,115,000							
<i>Non-Teaching Adjuncts</i>	\$1,104,215	\$1,004,215	\$1,004,215	\$1,004,215	\$1,013,560	\$1,033,615	\$967,086	\$967,086
TTL PS	\$82,747,986	\$86,777,152	\$85,824,811	\$86,396,080	\$86,043,437	\$85,938,764	\$88,779,754	\$89,523,449
OTPS	\$6,778,272	\$7,821,897	\$7,521,807	\$8,752,338	\$8,021,170	\$7,712,066	\$7,028,995	\$7,028,995
ETI Transfer to Tech Fee & Science Direct Cost/savings	(\$252,659)	(\$252,659)	(\$252,659)	(\$252,659)	(\$252,659)	(\$252,659)		
TTL OTPS	\$6,525,613	\$7,569,238	\$7,269,148	\$8,499,679	\$7,768,511	\$7,459,407	\$7,028,995	\$7,028,995
TTL FINANCIAL PLAN EXPENDITURES	\$89,273,600	\$94,346,390	\$93,093,959	\$94,895,759	\$93,811,948	\$93,650,830	\$95,808,749	\$96,552,444
Offsets								
YEAR END BALANCE	\$2,684,800	\$1,802,086	\$1,251,117	(\$149,034)	\$859,354	\$1,206,261	\$60,656	\$4,351

Allocation reflects net allocated compact of 2.6 million for FY 14 only. As per UBO, does not reflect out year increases or compact allocation
 FY13 Enrollment and Revenue FTE worth based on Fall Actual and Spring Form A
 FY13 Revenue Target and Tuition increased. No tuition increase for out years
 FY 14 and FY 15 enrollment based on Enrollment Mgt Table 2 estimate of 4/15/13

EXPENDITURE ASSUMPTIONS

FY13-15 PS Projections include staff on 6/13/13 payroll, assumes 40 pending vacancies will be filled by year end 2014 and 36 remaining will not be filled
 FY 2014 Expenditures reflect hiring faculty up to FY 13 Planned annual salary of \$36,948,000. FY 2015 does not include any additional faculty hires
 FY13 Adjunct Projection based on Fall 2013 and Spring Actual. Includes \$470k in RF reimbursements and \$270k prior year reimbursement.
 FY13 Temp Services Expenditures revised to reflect current spending patterns and include 5% reduction for FY 14 and FY 15
 FY13 OTPS Projections reflect one time increase of 989k for Science equipment, includes 10 %Reduction in FY 2014 and FY 2015.

Recommendation for FY2014 Financial Plan – August 26, 2013

Strategic and Financial Planning Subcommittees of the Budget and Planning Committee

The planning subcommittees met jointly on nine occasions since February, 2013, to discuss the financial plan and develop recommendations. On July 31 the subcommittees met with the full BPC to consult on the recommendations before a final subcommittee discussion on August 12. From the beginning it was clear this would be an extremely challenging year, and the recommendations reflect that reality. The minutes (those that have been approved) for all the meetings are available on the Planning and Budgeting website at <http://www.jjay.cuny.edu/6076.php>

In the course of the spring meetings, we heard from all the Vice Presidents about their spending priorities, which totaled more than \$3 million. Even before hearing those reports it became apparent that there would be a significant deficit in FY2013 and, consequently, in FY2014 and beyond unless strong measures were taken. As a result, the College cut back on spending in order to end FY2013 with about a \$1.2 million surplus. We instituted a pause on all administrative vacancies in May, 2013, with the exception of health and safety related positions. The President must approve requests for exemptions from the pause. We also instituted a freeze on non-essential purchases in the last quarter of FY 2013. Still, even with Compact funding there was a budget deficit projected of about \$2 million for FY2014, without any new spending, let alone the \$3.2 million put forward by the Vice Presidents.

To address the FY2014 deficit and to create a very modest surplus for new investments, further actions were taken or are contemplated. They include the following:

Recommendations to Balance FY2014 Financial Plan

Eliminate Proposed Tech Fee Transfers/offset with OTPS		\$106,000
Fund Director of Continuing Education from IFR		75,000
Defer all 38 Administrative Vacancies with 12/1 Start date to FY2015		1,192,193
10% OTPS Reduction		735,715
Re-Evaluate Tax Levy Support for Centers		200,000
Philanthropy Offset		150,000
Reduce Compact Fringe		<u>200,000</u>
Savings/Revenue Offsets		\$2,658,908
Funds for new investments	About	\$600,000
Leverage Student Activity Association		(100,000)
End of year balance		60,000

The new spending proposals are very limited, and about half of the funds are earmarked for CUNYFirst, either for one-time transitional costs or full-time permanent positions:

Recommendations for New Spending in FY2014 Financial Plan

		F/T Costs	P/T Costs	PS Costs	OTPS	TTL PS/OTPS
CUNYfirst	Student Employment (DoIT)		\$28,000	\$28,000		\$28,000
	Student Employment (Enrollment Management)		\$30,000	\$30,000		\$30,000
	F/T & P/T Personnel (Bursar/Enrollment/DoIT)	\$130,000	\$88,000	\$218,000		\$218,000
				\$0	\$50,000	\$50,000
Total CUNYfirst		\$130,000	\$146,000	\$276,000	\$50,000	\$326,000
SPG Recruitment				\$0	\$131,560	\$131,560
International Student Advisor		\$65,000		\$65,000		\$65,000
Distance Learning	Course Development		\$50,000	\$50,000		\$50,000
Student Affairs	Administration	\$60,000		\$60,000		\$60,000
Veterans Support			\$20,000	\$20,000	\$30,000	\$50,000
Total Other Recommendations		\$125,000	\$70,000	\$195,000	\$176,560	\$356,560
	Total Tax Levy Spending	\$275,000	\$178,000	\$453,000	\$226,560	\$682,560
Other Funds						
Space Planning Consultant	Aux Corp				\$125,000	\$125,000
Faculty Workload Mitigation	R/F Faculty Accruals		\$125,000		\$125,000	\$125,000

Note: The savings do not balance the spending in the tables presented because the Budget Office is still cleaning up the numbers.

Further Recommendations

- The College will recruit and appoint 14 or 15 new full-time faculty for fall, 2014 with an overall salary limitation of \$1,134,000. (The funds for this will fall into the FY2015 Compact.)
- Forty non-faculty vacancies identified in the 7/25/2013 vacancy report should be filled including exemptions to the pause authorized by the President, Health and Safety exemptions and COA positions. The remaining 35 vacancies should be examined and either eliminated or deferred until July 1, 2014.
- Special funding for capital projects and equipment should be spent in a manner consistent with the funding requirements.
- Any net revenue from the winter term should be committed to hourly, overtime, and OTPS spending for the spring semester, rather than additional non-faculty hiring.

Facts and Circumstances:

- The College lists approximately \$4 million of unfilled non-faculty vacancies.
- In June 2013, the Middle States Commission requested a Progress Report, due April 1, 2015, documenting evidence of our having “sufficient numbers of appropriately prepared and qualified faculty. . .” and documenting “further implementation of an integrated strategic planning process linked to budgeting and resource allocation...”
- Filling vacancies late in the fiscal year is an unsound practice as it saves funds in the current year but results in increased costs the following year when the salary is annualized.
- The viability of the recommendations depends upon meeting current enrollment targets and achieving planned savings and revenue offsets. If any of these targets (enrollment, revenue, savings) are not met, further reductions will be necessary.
- New Investments will not be authorized until fall enrollment is known.
- The college continues to operate under a hiring pause for non- faculty positions.

1. Specifically reference the CA reductions – the amount of the cut relative to FY 2013
2. Move the Facts and Circumstances to the first section
3. Modify the statement about exemptions to the pause to provide for BPS advisory review of proposed exemptions.
4. Modify the 4th “Further Recommendation”
 - From: Any net revenue from the winter term should be committed to hourly, overtime, and OTPS spending for the spring semester, rather than additional non-faculty hiring.
 - To: Any new net revenue beyond that presented in the 8/26 projection should be allocated back to the divisions in proportion to their respective overall budgets. The funds should be committed to College Assistant, overtime, and OTPS spending for the spring semester, rather than additional non-faculty hiring. Within the Academic Affairs domain, the highest priority should be the restoration of departmental and library CA cuts, mitigation of faculty travel cuts, and mitigation of CUNYfirst impacts on academic department and program operations.