

Budget and Planning Committee
Agenda – December 16, 2014
4:00 pm – 5:30 pm
Rm. 610 – Haaren

1. Approval of Minutes for September 10, 2014. Proposed minutes are attached.
2. Report from BPC Chair. President Travis will discuss follow-up to his State of the College address.
3. Budget Report. SVP Pignatello and AVP Ketterer will provide a budget report. See attachment.

Budget and Planning Committee Meeting
Proposed Minutes
December 16, 2014

Attendees: Jeremy Travis, Valerie Allen, Ned Benton, Jane Bowers, Kim Chandler, James Cauthen, Lynette Cook-Francis, Angela Crossman, Silvia Dapia, Janice Dunham, Mark Flower, Maria Haberfeld, Jay Hamilton, Nikki Hancock – Nicholson, Shereef Hassan, Jonathan Jacobs, Karen Kaplowitz, Allison Kavey, Patricia Ketterer, Thomas Kucharski, James Llana, Anne Lopes, Bonnie Nelson, Allison Pease, Robert Pignatello, Douglas Salane, Michael Scaduto, Francis Sheehan, Larry Sullivan, Robert Troy, Nancy Velazquez-Torres, Mariani Mewengkang (Recorder)

1. Approval of Minutes from September 10, 2014. Minutes were approved as proposed.

2. Budget Report. Rob Pignatello gave an update on the current state of John Jay's budget. While we initially anticipated a surplus of \$137 thousand we are now facing a deficit of \$1.4 million. Some factors that contributed to this deficit include the implementation of CUNYFirst, enrollment numbers, and collection rates. Though we have been able to exercise remarkable discipline and have been able to operate despite having fewer faculty and staff, we need to look for ways to overcome our deficit. We also need to take into consideration that the Compact is coming to an end, and that John Jay will be expected to absorb any costs from the Collective Bargaining Agreement.
Bob Troy provided the committee a brief summary of the enrollment numbers for the fall. John Jay hit the target for headcount but we are down in FTE. Our continuing students number is also good, but they are not all full-time. The winter numbers are also looking good so far. Work is being done for the summer sessions. John Jay will offer 5-week sessions so students can take multiple sessions, and we will try to maximize the courses we offer. An increase in summer enrollment would greatly help the College. Work is also being done to grow the graduate programs. A question was raised about the collection rates at the college. Bob responded that we do not have the collection rates at the moment, and revenue numbers are still messy. He also said we currently have 1,723 students who still owe John Jay money for the fall. A discussion was had about the budget situation. Rob informed the committee that the University is aware of John Jay's problem, but thus far has not made any commitments to the College. John Jay needs to do something more drastic to address the budget issue. We need to think about the changes that need to be made in the upcoming years and look more aggressively at our payroll at every level.
Rob added that John Jay needs to invest in things that will generate revenue. A majority of our budget is spent on people and labor.
Ned Benton suggested that John Jay make Fiscal Impact Statements. The statement would highlight the costs of any decision, project, or program.
Jane Bowers said we need to come up with a plan for saving money or a reallocation plan to determine what can or cannot be replaced, and what is essential. Our current model of using vacancies for savings is too ad hoc. We also still need to invest in our graduate program and online initiatives.
The committee agreed that there needs to be an operational approach to fixing the issues. The committee discussed the possibility of following Lehman and using an outside facilitator or consultant to help the College with this.

Angela Crossman also suggested that the Chairs get more information regarding their budget. They should have better information so they can make informed decisions, especially with regard to the adjuncts and the adjunct budget.

The idea of "Instant Enrollment" was also briefly discussed. It was mentioned that departments also need to be held accountable for enrollment. They should be working together with VP Troy to increase enrollment in their departments.

Bonnie Nelson inquired as to why the College is expected to absorb the costs of the Collective Bargaining Agreement. This would cause a significant cut to our budget. The College should make this a political issue and make it known that it is not right to pass these costs on to the College.

3. Report from BPC Chair. President Travis spoke to the committee about the budget situation and plans to address it. John Jay is facing some serious challenges. We need to find ways to close the gap. President Travis told the committee he is preparing to meet with CUNY to discuss these problems and ask for their assistance, because it looks like we will not be able to continue without help from the University.

President Travis also said that we would need to wait until after John Jay's Budget Retreat to have a better picture of how things really are. The Budget Retreat will also serve as preparation for the President's meeting with the University. We will need to meet the University with a full understanding of our budget situation and projections, and a goal for a way out. If we go into the meeting prepared we are likely to get a better response from CUNY. Shereef Hassan mentioned bringing faculty and/or students to the meeting so that it shows different parts of the College is involved and concerned about the budget situation.

There was again talk of ways to increase enrollment numbers. Anne Lopes mentioned having a full-time program for graduate students. It was also asked if market research has been done to see what programs people may want, not just students at John Jay but the larger community as well so that we can possibly tap into that market. Bob told the committee that incredible things are coming up for the summer such as a plan to have certificate programs available.

President Travis then discussed the State of the College Address. In the spring we will begin to look at our Charter, organizational structure, and overall way we use committees. As there are some overlaps, changes may happen. Rick Schaffer, SVC and General Counsel to the University, will put together other organizational charts so we can compare them with ours. Rob's office will also create a compendium of committees. The Charter process will be open and there will be campus-wide discussions on governance. We need to brainstorm ideas and work as a whole on the Charter revisions. There will be a meeting sometime in January to discuss these ideas.