

Budget and Planning Committee
Meeting Agenda – December 16, 2015
4:00 – 5:00 pm
Room NB 1.108

1. Approval of Minutes for October 5, 2015. Proposed minutes are attached.
2. Report from President Travis.
3. Strategic Plan Update. Jim Llana will provide brief update on recommendations for implementation of Strategic Plan.

Budget and Planning Committee
Meeting Minutes – December 16, 2015

Present: J. Travis (by phone), R. Pignatello, K. Kaplowitz, N. Benton, J. Cauthen, J. Hamilton, A. Crossman, A. Pease, N. Hancock-Nichols, J. Dunham, N. Velasquez-Torres, M. Scaduto, M. Rohdin, A. Kavey, C. Stone, J. Jacobs, L. Kobilinsky, P. Ketterer, M. Flower, R. Troy, J. Bowers, R. Singh, B. Nelson, J. Llana (recorder)

Report from President Travis. The meeting began with the report from President Travis, by phone. His comments are summarized as follows: We are in a good place though not where we would like to be, due to the effects of recent budget cuts. With help from CUNY we have balanced the budget for FY2016 but only barely. Going forward, we have asked CUNY to treat us on an exceptional basis. Our persuasive argument is that our current trajectory has been undertaken with active encouragement from CUNY and that we are struggling financially while the community colleges have benefitted from our trajectory. The message has been well-received by CUNY, and we have not just asked for money. Instead, we have made specific proposals, including a request that CUNY fund our direct expenses related to the CUNY Justice Academy, a large program with CUNY-wide benefits. We advanced two revenue enhancing strategies: 1) an Excellence Fee for the Justice Academy and 2) Senior College tuition for Justice Academy students. At our most recent meeting with CUNY we put forward new ideas, including a request that the University continue to adjust our revenue target downward to follow enrollment. This year such a move saved us \$1.9 million. There seemed to be support for this idea, but we'll have to see how it turns out. The other new idea is to share revenue that the Justice Academy has brought to the community colleges. This idea is still very much alive, while the Excellence Fee and the Senior College Tuition proposals seem to be dead or nearly so. The bottom line from the last meeting with CUNY was a commitment from Allan Dobrin to plug our deficit for the next two years.

The University itself will be in a much better position if the Governor's budget includes a maintenance of effort provision at the full level of required costs. A tuition increase would also help enormously.

The Mayor's budget may have some spending plans that could help us somewhat. We're talking with the Department of Corrections to lease them classroom space for hundreds of thousands of dollars. As you know we're invested in several special programs that can enable us to help ourselves: winter/summer enrollment, online programming, and international student recruitment. We had a very successful Open House with many out-of-state students present and lots of interest in the dorm. Maybe we can beat our conservative enrollment projections. All in all, we have some hope for improvement in the fall.

Rob reported on his follow-up meeting with Matt Sapienza, who reaffirmed the commitment we got from CUNY for budget support over the next two years. There is a lot of uncertainty about the University's financial position at the moment, but the commitment is there to help us. We will not have to resort to extraordinary cuts, as we have done in the recent past. The CUNY response at this point to the Excellence Fee for the Justice Academy is "luke warm," but perhaps a modest fee is not out of the question. We would like to enlist CUNY to help the City see the Justice Academy as a four-year program worthy of support. The next meeting with Sapienza's office is about scrubbing our deficit numbers. The situation overall is fluid and complicated, but there is reason for optimism.

Getting back to the last meeting with CUNY, the President described the observation we made that as Justice Academy students move to John Jay that they for the most part enter a Department with an extremely high student/faculty ratio; as a result they cannot get the

attention they deserve in the CJ B.S. program from full-time faculty. We want CUNY to focus on the support we need for full-time faculty in Law and Police Science, as a way of enhancing the student experience.

The time is not right yet, but we will raise again the argument for equity in the allocation of funds to campuses across CUNY.

Jane focused on the student/faculty ratio in LPS and reported that we asked CUNY for 22 new faculty lines over the next five years. With the current numbers, faculty cannot provide the level of advising to students that is possible in other departments, so we asked CUNY for dedicated advisors.

Karen noted that it would be instructive to compare the student/faculty ratio in criminal justice in the community colleges with the same metric at John Jay.

The President continued by saying that we will be asking for funds beyond those required to close the budget gap, which will have implications for the way the University allocates dollars to all campuses. We have to help CUNY make the case for a shift in allocation. We currently have a “tightened hiring pause” but no hiring freeze. We will continue to review each vacancy, but our basic stance is to continue making investments where and when we can. We cannot survive with the budget model we have now.

Rob noted that our preliminary analysis tells us we’re at the bottom in per capita allocations along with Queens College. If we had even the average allocation, it would mean another \$13 or \$14 million for us annually.

The President turned to space as an issue. We have faculty and Research Centers that bring in funding but quite often generate new requirements for offices. Rob and Jane will do an updated analysis of personnel who require a desk so we understand our needs. Some time ago we met with VC Judith Bergtraum who held out a glimmer of hope that the city might help with leasing space, given all the work we do for the city. This is a long shot, but we have to pursue every opportunity.

Approval of Minutes. Minutes for October 5, 2015 were approved as presented.

Strategic Planning Update. Jim Llana reported that committees invited to propose recommendations for implementing the Strategic Plan had completed their work. The recommendations have gone to the BPC planning subcommittees, and they will come to the full BPC for review before going to the President.