

Budget and Planning Committee Meeting
Minutes
December 18, 2023

Attendees:

Karol Mason (Chair), Ajisa Dervisevic, Allison Pease, Alison Orlando, Andrew Sidman, Angela Crossman, Anthony Carpi, Anthony Chambers, Cat Alves, Claudia Calirman, Christopher Shults, Daniel Oresanya, Daniel Matos, Debra Hairston, Ed Snajdr, Ellen Sexton, Erez Lenchner, Erica Bond, Erica King-Toler, Gail Garfield, Glenn Corbett, Gin Allcock, Heath Grant, Helen Keier, Janet Winter, Jean Mills, John Gutierrez, Justin Barden, Kate Gribbin, Kate Szur, Katherine Killoran, Ketura Parker, Kinya Chandler, Karen Kaplowitz, Maki Haberfeld, Mark Flower, Maxwell Mak, Melpomeni Kuremeno, Michael Brownstein, Ned Benton, Oswald Fraser, Raymond Patton, Ric Anzaldúa, Roger Szajngarten, Robert Till, Rulisa Galloway-Perry, Sajma Jahic, Shakia Brown, Shu-Yuan Cheng, Shweta Jain, Stephen Russell, Sumaya Villanueva, Tamari Tevdoradze, Tony Balkissoon, Vicente Lecuna, Virginia Gardner, Wynne Ferdinand, and Alena Ryjov (recorder).

1. Approval of minutes for October 23, 2023 meeting: The minutes were approved unanimously as proposed.
2. Financial Plan Discussion: Karol M. started the meeting and outlined the purpose and agenda of the meeting. She said that our budget proposal and CUNY's view of our budget, specifically the cuts and expenditures that we are proposing, do not align. John Jay is now one of nine colleges characterized as a "college of concern". It means that we met the following criteria: 5% structural deficit, no sufficient reserves, and enrollment is not on track to meet our revenue needs. A 22% increase CUNY-wide is needed to solve the enrollment problem, and that's not going to happen. For FY2024 alone, the projected combined system-wide deficit is projected to be \$250M. We were informed that the way CUNY calculates our savings target is based on reducing a tax-levy budget. Our proposed savings target came out of sources other than tax-levy. As a result of this difference in approach, CUNY is now requiring us to cut \$10M in tax-levy from our budget for this fiscal year. Karol said that this is virtually impossible to do this in the second half of the fiscal year, but we'll do our best and will have conversations with CUNY to see how we can achieve that. We'll have to go into an austerity mode to cut even \$5M, and that means cutting the adjunct budget, and having a hiring freeze. Karol then answered some questions related to hiring, workload, open searches, and structural deficit pointing out to the continuous disinvestment into public education by the State.
Mark started his presentation and shared a list of 9 colleges of concern, and CUNY's plan to address deficit. The list will expand to 14 colleges if there's no support from the State for collective bargaining agreement. He then went over the college's plan to produce additional savings. These include lowering administrative staff costs by implementing hiring freeze and freeze on anticipated separations for FY2024, saving \$1.8M, and further reducing the number of Spring 24 sections taught by adjuncts, saving \$378K. In conclusion, Mark presented the proposed revised budget to the committee for their review and feedback. The discussion followed, where members exchanged some ideas. Ned said he wasn't clear on how we'll be able to do section management and adjunct hiring

reductions to achieve these goals. Karol responded that we'll have to apply a combination of things, but the key would be a predictability in our course schedule in a multi-year outlook, and it will take a lot of discipline on part of the chairs. She also said that the departments need to make sure their full-time faculty teach full loads. Karol also introduced Christopher Shults, the new VP for Institutional Effectiveness, and said that he will be helping us with data analysis and strategy. Christopher said that he thinks that the college has put together a good plan balancing the CUNY demands and the college's priorities. He noted however that with the structural deficit you can't enroll or cut your way out, the structure itself needs to be corrected. He also suggested that the college should focus on increasing the transfer numbers, and mentioned that his office is already working on predictive modeling for student credit loads. Karol provided a background on the trends for enrollment of freshmen vs. transfers and how the numbers were affected by Covid. Ned said that he supports moving the number of freshmen up to 2300. Karol clarified that the increase in the freshmen number will cause the increase in the cost of services to support them because we need to make sure they receive the freshman experience we promise to provide. At the same time, we need to make sure we support the transfer students with all the available resources and guarantee their experience at John Jay is also successful. Allison provided her thoughts on the course schedule and freshmen numbers. She said that her office has already been doing work on streamlining the schedule and additional changes should not be a difficult lift following the developed approach. In regards to the increase in freshmen numbers, she said that in order to provide additional students with freshmen experience, we'll need to hire additional advisors and she wasn't sure whether CUNY will allow us to do that at this point. Karol said that if we cannot provide freshmen with experience and support they need, we would not enroll additional students, but she will make sure that CUNY is aware of that. Andrew spoke about the scheduling, the improvements that have already been made to date and efforts to develop predictive scheduling model for a multi-year outlook. Kim reminded everyone that different things happen on different schedules so when we make cuts we need to be mindful of those activities and make timely decisions. Karol reminded the committee again that the most important thing would be asking the State for additional funding; we cannot get out of this problem unless we get an infusion of funds from the state that's recurring and permanent and addresses the disinvestment in CUNY over the last decade.

A motion was made to approve the proposed budget. The motion was seconded and approved unanimously. Karol closed the meeting by thanking Mark and Ajisa for doing the hard work, Andrew and chairs for executing these decisions, and the committee members for collaborative work and making the tough decisions. Karen seconded Karol in extending her appreciation for everyone's work.