

**Budget and Planning Committee Meeting**  
**Minutes**  
**September 19, 2023**

**Attendees:**

Karol Mason (Chair), Ajisa Dervisevic, Alison Orlando, Allison Pease, Andrew Sidman, Angela Crossman, Anthony Carpi, Anthony Chambers, Robert Garot, Cat Alves, Claudia Calirman, Danielle Officer, Daryl Wout, Ellen Sexton, Erez Lenchner, Erica Bond, Erica King-Toler, Glenn Corbett, Heath Grant, Helen Keier, Janet Winter, Janice Johnson-Dias, Jean Mills, John Gutierrez, Justin Barden, Karen Kaplowitz, Kate Szur, Ketura Parker, Kinya Chandler, Kira Poplowski, Maria Haberfeld, Mark Flower, Maxwell Mak, Michael Brownstein, Nancy Velazquez-Torres, Oswald Fraser, Joseph Maldonado, Raymond Patton, Robert Till, Roger Szajngarten, Rulisa Galloway-Perry, Shu-Yuan (Demi) Cheng, Shweta Jain, Stephen Russell, Susan Pickman, Susannah Crowder, Sumaya Villanueva, and Alena Ryjov (recorder).

1. Approval of minutes for July 20, 2023 meeting: The minutes were approved as proposed.
2. Budget Presentation: Karol M. started the meeting and explained that the BPC will now be meeting monthly due to current financial challenges, and she called for creative and innovative thinking and working together to increase our revenue. She emphasized an opportunity to lobby the State Legislature and asked the committee to think of the ideas to present to them on how to address our structural deficit and increase our funding. She then asked Mark F. to begin his budget presentation.

Mark started by providing a historical look-back and projected year-end balances through 2027. He noted that the projected balances don't include the collective bargaining for FY24 and beyond and the numbers may change. He proceeded to the Expense and Revenue History slide and a chart showing a relationship between the two and the structural deficit as a chronic outcome. He walked the committee through the revenue categories and provided a break-down of revenue sources and allocations. He explained how the revenue target is set by CUNY and how a historical look-back method works; he also explained a relationship and interdependence between allocation, target revenue and enrollment. He underscored again that enrollment plays a great role in our ability to generate revenue. The FTE history chart illustrated that we experienced a drop during the pandemic but we are slowly recovering. Although we are still losing transfer and graduate students and not replenishing them at the same rate, our positive enrollment projections are based on current uptick in enrollment in community colleges. John G. asked if our enrollment issues are comparable with other CUNY campuses. Karol said it varies from campus to campus, that Baruch and Hunter are doing better while community colleges are struggling. She added that our biggest problem is lack of transfer students. Mark proceeded to the Expense History and Projections slide, and provided a break-down of categories, including FT staff, ECPs, Adjunct costs, section analysis, temp services, OTPS, etc. On the OTPS, he noted that in FY22 and FY23 our biggest categories for expenditure were computer hardware, services, HVAC and elevators, and there's not much room to make any further cuts. He also added that CUNY hadn't released our \$7.8M in OTPS because our budget wasn't

approved; because it's not clear when this may happen, the departments that have OTPS funds should spend them. In conclusion, he showed that our projected deficit for next year is \$9.5M, and opened the floor for discussion by asking the committee for ideas on how to increase our revenue and reduce expenses to have a long-term stability. In response to the question "what happens if we don't balance the budget?" Karol answered that CUNY will not bail us out as it doesn't have a capacity to bail us out, the whole system is in a structural deficit. Only 6 out of 25 campuses had their budget plans approved. The questions and discussion focused on the topics of adjunct costs, staffing levels, Westport and North Hall plans, philanthropy, increasing collections, and enrollment. Allison P. said that we have the capacity to serve 2000 students. Kim C. reminded everyone of the "increased enrollment=increased revenue target" dependency. Karol added that the legislature's position is that we shouldn't expect to increase tuition. Andrew S. said that his team is working on improving scheduling. Karol said that we are working hard on raising funds to support students via philanthropy, however in these meetings we will be focusing on Tax-levy. She closed the meeting by saying that next month we will continue talking about ways to increase revenue.