

**Joint Meeting: SPS – FPS
Minutes
June 27, 2013**

Present: James Llana (*SPS Chair*), Robert Pignatello (*FPS Chair*), Ricardo Anzaldua, Ned Benton, Jane Bowers, Kinya Chandler, MaryAnn Di Maggio, Jay Hamilton, Karen Kaplowitz, Patricia Ketterer, Virginia Moreno, Mariani Mewengkang (*Recorder*)

1. **Approval of Minutes from June 5, 2013.** Minutes were approved as proposed.

2. **Budget Report and Discussion.** As of today, June 27, instructions for the Financial Plan and its due date have not been announced. Rob told the committee that he has met with the Associate Vice Chancellor to discuss the state of John Jay's budget. The AVC sees that John Jay is facing a deficit. They discussed the ways that the University might be able to help us. One area where they may be able to offer assistance is with the tuition waiver. Because John Jay has a higher rate of Pell eligible students than most other CUNY colleges, we receive 67% of the tuition increase, while the CUNY average is 76%. Because CUNY hasn't made a commitment to fix this, we cannot operate on the assumption that they will help us, but we would like to know if they can or can't before our financial plan is due. We have two years left to the tuition increase as part of our deal with the state. The University will present a report as to how the increased tuition is affecting the college.
Rob also announced that the President has agreed to a 5% reduction in the OTPS and College Assistant budget. This cut will be the same across the board. However, each department can decide how they want the 5% cut to be divided between their OTPS and CAs.
The VPs need to exercise better management of the College Assistants. They should think about how many CAs they really need, and for how many hours. We've gotten into a habit of using the CAs as backfill, but we should be more purposeful and not allocate all of the CA funds. Instead we should save some of those funds for a "rainy day."
As we stand there should be a \$900,000 surplus at the end of the year. This is a major improvement compared to where we were at mid-year; the cuts and changes made since January have allowed us to return to a surplus. We will, however, face a great deficit next year.
Pat said that the college is facing a \$2 million dollar deficit for 2014. Lagging vacancies will not solve this problem unless we defer these positions for two years. What the college should do is fix our hiring plans so that it aligns with our budget. Jane said that it needs to be conveyed that if we do not hire for "x" position, then we will not be doing "x" initiatives. Ned questioned if it would just be possible to do "x" in a different way. To that Pat responded that we will need to look at how we provide our resources and services within the college. Rob agreed and said that we should look at what services can be shared. The other CUNY institutions have been working with consultants to discuss this issue. The AVC is also making this a top priority.
Though we are lagging positions, we can do some things to help our numbers for the next years. The investments we make should focus on initiatives that will help generate revenue for the college. These things include recruitment, continuing education, distance learning, etc.
Karen asked if we should charge an "Excellence Fee" for certain programs offered. It was decided that the discussion of an "Excellence Fee" would take place at the next meeting. The discussion then moved to allocations in the Tech Fee and Tax Levy budget.
Kim said that we should look for ways to generate money without spending money. It is important to understand that the reductions made are not just about money, but about the ways they affect our programs too. Jane added that we will need to invest in order to gain, but this is something that will take time. Revenue generation is something that needs to be worked on for many years.

Jim said that the college needs to have a fundamental realignment between expenditures and programs. We keep moving from crisis to crisis. We commit ourselves to paying for things before we see the revenue. We need to decide too on a target level of enrollment and structure the college based on that level, both in terms of numbers and the types of students we recruit. As these are long term issues, serious discussions should be had in the fall on how to fix these problems.

Pat suggested the college create a new model. After a year the new model should be evaluated to determine whether or not it is working. She also asked if the college should absorb the costs for the staff and faculty who run the centers.

Jane responded and said that the faculty-led centers are the only ones that are supported by CUNY. Kim said that we should have a discussion with Anthony Carpi. The new model for distribution of indirect charges is aimed at putting more money into the PI, and less money into the college. Ned asked if people were taking into consideration the costs of space. Jane told him that CUNY is no longer allowing cost sharing. We will not be allowed to write grants that charge for space.

Ned then suggested we look through the list of administrative vacancies and see if we can lag 30 positions rather than 20. He also asked if we were comfortable with the risk and payoff we are investing in the Distance Learning program. He would like us to think about what we hope to achieve, what enrollment numbers we hope for, and whether or not it will draw more students. Jane said that John Jay has already made investments in Distance Learning. It would not be wise to forego the next steps since we have already made major commitments to the program.

Ned inquired about what the return on investment would be and how soon the college would see the results of these investments. He was informed that revenue does not come into fruition until three years.

Pat asked if there is a revenue plan for Distance Learning. Jane told Pat that the Lead Recruiter position will fall under Feng Wang's unit because Richard and Stephanie's shop does not have an online initiatives expert. To this Ned suggested that Feng be used to promote all of our online programs. He also asked if this position can also be used to do recruiting for our winter and summer courses.

Jane also said that maybe we could look into providing admissions counseling for the online programs, but for now the focus should be on hiring a recruiter, and the programs we have in the pipeline, and the hybrid courses.

The committee then moved on to discuss the next series of requests. Administrative support is being requested in a few of our academic departments. Positions are also being requested for the CUNY First and Degree Works initiatives.

To these requests it was suggested that departments who are housed next to each other share an Administrative Assistant. Ned then suggested having a member of our current IT staff attend training sessions for CUNY First rather than hiring new people.

Kim asked if Kevin Hauss has looked at this list to see if certain functions can be supported in a different way. The answer to this was no, but Rob said he would ask the VPs to look into this concept as well.

The committee decided that the full BPC should be engaged in these discussions. We will ratify the proposed expenditures at the next meeting, before presenting the recommendations to the BPC. But two things we will need to invest in absolutely are enrollment and recruitment.

The committee also asked to have these discussions take place with a level of discretion.

3. **Update on Space Consultant.** Rob told the committee that we will be engaging with the space consultants soon. Work needs to be done on the scope of this project, and the University has agreed to help us. A draft will be shown to the SPS/FPS group at one of our upcoming meetings. We are bidding with five firms, and hope to begin engaging with them in the fall semester. But so far the global space issues, as well as the issues regarding Westport are looking good.