

**Financial Planning Subcommittee  
Meeting Agenda  
July 27, 2021  
12:00-1:00pm – Zoom  
(details are in the calendar invite)**

1. Approval of Minutes for July 22, 2021 meetings (attached)
2. Draft 4-Year Budget Plan

**FPS  
Minutes  
July 27, 2021**

**Attendees:** Mark Flower (FPS Chair), Yi Li, Ned Benton, Karen Kaplowitz, Jay Gates, Andrew Sidman, Brian Cortijo, Kim Chandler, Andrew Berezansky, Allison Pease, Ajisa Dervisevic, Rulisa Galloway-Perry, Tyrell Farrulla, Alison Orlando, Alena Ryjov (*Recorder*)

---

1. **Approval of Minutes from July 22, 2021 meetings:** the minutes were approved unanimously.
  
2. **Draft 4-Year Budget Plan:** Mark started the meeting by asking Ajisa to provide an update on the meeting with CUNY. Ajisa said that during the meeting two budget scenarios were discussed: one based on historical data and one without the increase. She said that CUNY wants us to use the plan without the increase, they don't foresee any tuition increases. Mark said that the budget presented today won't include any tuition increases. Mark said that the meeting with Yi on faculty hiring didn't take place as previously planned, so he passed the word to Yi to share his perspective. Yi started off by asking if CUNY said anything about the target change. Ajisa said that CUNY promised the target and base allocations would stay the same. Yi said that as far as our enrollment, CUNY complimented the plan and how we calculated the enrollment and presented the numbers. He said he met with his staff to discuss faculty hiring. Currently the plan meets instructional and strategic needs. The immediate plan is to work with the chairs and departments to replace the sublines for instructional needs. He said that the instructional coverage and FT faculty to student ratio, especially for large majors, are benchmarks required for accreditation. He also said it is important to add FT faculty to support the recently adopted anti-racist curriculum and justice research and analytics initiatives as part of our strategic plan. We will be achieving this goal through a combination of \$2M base budget and attrition salary savings. He said that communication asking for proposals will go out to the chairs soon. He said he hopes CUNY won't increase the tuition target. Ned said that he would like to renew the proposal, the 1-2-3 plan, where the college gets \$1M of Covid money in the first year, \$2M of Covid money in the second, and \$3M in the third year when the TAP gap money kicks in. Yi said he likes this plan, but hiring of FT faculty is a long-term ongoing commitment different from sublines and he is concerned about the budget projections. Mark shared the budget excel where he added the money Ned proposed, and he noted that the change is not significant to our base operating budget. Kim said that she loves the opportunity to discuss adding FT faculty but looking at the budget deficit in FY24, by adding \$1M to this year, these hires only make sense as sublines. The CRRSSA and ARPPA money are only temporary and we can only hire substitutes. Covering the immediate instructional needs with subs is important but it will be disruptive; we need to be thinking about long-term planning in hiring FT faculty who should be hired with Tap gap money and attrition, not one-time funds. Ned said we have to see how many FT conversions we can do. He doesn't see the financial resiliency risk in doing the 1-2-3 plan and explained his position. Kim reiterated that we have to hire with long-term strategy in mind; hire of FT tenure track faculty differs from substitute hiring. She also added that we need space for all

those people we plan to hire and it's a lot of searches to pull off. We need to have a conversation with chairs about their long-term needs and vision. We need to make sure the TAP gap money comes through, and in year three, we need to be ready to hire the right people as quickly as possible. Yi said we need to be as aggressive and bold in our plan as possible so that CUNY understands our need, and he will support Karol's and Mark's vision. Jay G. said that he supports Kim on this as he is concerned about the situation when the TAP gap money doesn't come through. Ned said that he still advocates for 1-2-3 plan, and we can talk about it and adjust it along the way. He said we can't be planning faculty hiring based on the number of rooms we have. We want the aggressive plan. Kim said that she would appreciate a holistic approach to hiring faculty with temporary money. We really need to think about what the entire college and college support looks like so we don't find ourselves in 2 years cutting ourselves out of \$3M. Andrew S. said that he doesn't think we should be adding a large number of FT faculty until we have enrollment numbers to sustain this, especially with projections we currently have. Mark said that the purpose of the upcoming BPC is to approve the FY 2022 budget. We will still have an opportunity to look at 2023 and 2024 budget. For today he proposed that the committee focus on 2022 budget, include \$1M to hire subs for the spring semester, and continue the planning process using the FPS. Ned said that he wants to look at the revenue in more detail to have a clear idea where we are before proposing the plan to the BPC. Mark said that he will send the back-up data on the revenue to the group. Karen asked Allison about the % of FT faculty teaching last semester; she said that she supports Ned's position. Every time we had an opportunity to invest in faculty, we hesitated and tried to play it safe. This is a great opportunity. JJ ranks lowest in CUNY in FT teaching sections. We should plan aggressively, and think along the way. Andrew B. agreed with Ned and Karen. He said that we should be taking bold initiatives and steps. Rulisa asked if internally we can get faculty teach more in the classrooms. Ned responded that there are workload rules, and the faculty follows them, and we should be more concerned with issues relating to CUNY or legislature. He said that he would support an initiative where all savings stay on the side of staff and that he understands the issue about staff workload that Brian C. always raises. Ned said that he is meeting with EVC Batista to discuss this.

Mark asked if everyone is comfortable to make a recommendation to the BPC about the FY2022 plan and inclusion of \$1M. Ned said yes. Mark said that he'll send the information on the revenue and Kim and Yi will send their hiring assumptions. The motion was made to advance the FY2022 plan to the BPC. The motion was seconded and approved unanimously.