

Budget and Planning Subcommittees
Meeting Agenda
September 2, 2020
2:00-3:30pm – Zoom (details are below and in the calendar invite)

1. Approval of Minutes for the July 20th meeting (*to be sent separately*)
2. Vision for FPS and SPS as separate and united entities
3. Vote on JJO incentive funding (*see attached*)
4. Update on enrollment and budget situation
5. Further initiatives based on 5 working groups of summer (sort into FPS or SPS work)

**Joint SPS-FPS
Minutes
September 2, 2020**

Present: Mark Flower (*Chair*), Allison Pease (*Designated Co-Chair*), Saaif Alam, Ric Anzaldua, Ned Benton, Andrew Berezhansky, Kinya Chandler, Shu-Yuan (Demi) Cheng, Brian Cortijo, Warren Eller, Jay Gates, Karen Kaplowitz, Erica King-Toler, Yi Li, Dyanna Pooley, Jessica Rosario, Andrew Sidman, Monika Son, and Alison Orlando (*Recorder*)

Guests: Hungde Chan, Ajisa Dervisevic, Rulisa Galloway-Perry, John Paul Narkunas, Alena Ryjov, Roger Szajngarten, and Janet Winter

- 1 Approval of minutes from July 20, 2020.** The minutes were approved as proposed.
- 2 Vision for FPS and SPS as separate and united entities.** Allison P. started by speaking about the vision for the FPS and SPS for the fall 2020 semester. She talked about the role of each of the subcommittees. The SPS is intended to help guide strategic planning, assessment, and oversee the execution of the strategic plan, while, the FPS exists to approve the budget and to consider financial and budgeting issues. Allison P. explained that the two subcommittees have been meeting together due to the current budget situation and the rollout of the strategic plan with the common goal of aligning the strategic plan with budgeting priorities. She said the two subcommittees are now at the point where they will meet separately throughout the fall semester with one more joint meeting at the end of the semester.
- 3 Vote on JJO incentive funding.** Allison P. stated that at the last SPS-FPS meeting, the committee members asked to see how the JJO incentive funding has been spent in the past. She referenced the expenditure ledgers & budget files that account for the spending of the incentive funds over for the past two fiscal years. Allison P. proposed that the JJO incentive funding has served its purpose to incentivize the start-up of JJO programming, and that the funding should be sunset. She then opened the floor up for comments. Warren E. asked if the funding would go back to the general ledger or to the Department of Online Education and Support (DOES). Allison P. said she is proposing for the funding to be put back into the general ledger. Saaif A. asked what academic year the vote would be effective for. Allison P. said that this is a decision that the committee would have to make when they vote. Ned B. felt that we cannot cut funding from a particular source without knowing what the programs need and if we can get them the funding they require. Warren E. added that it is much more efficient for the funding to be available locally at the program level compared to having the funding at the higher levels. Brian C. felt that the incentive was created to get the online graduate program's rolling, and that this has been accomplished. He added that ending the incentive would allow the funding to be put into the general operating pool to fund items that we otherwise cannot fund. Mark F. talked about reexamining how the college distributes OTPS funds, and how freeing up the incentive funds would aid this process. Kim C. added that she believes that we need to think strategically about the entire college, and not what benefits certain programs and populations. Paul N. inquired about the proposal and was concerned about the lack of concrete wording and language for the committee to vote on. Allison P. said that she didn't feel it was appropriate to create the language herself and the motion provided by a member of the committee would provide the language. Yi L. said he is in strong support of the summer/winter incentive where he can plot a direct line between the impact of the incentive to revenue generation. However, he has not seen clear evidence that growing degree programs would help the overall financial situation of the college, and not having a clear picture on this is holding him back to recommend action on the JJO incentive funding. Allison P. said she is not seeing any movement for a motion, and she will understand this as that the committee wants to continue with the JJO incentive funding.
- 4 Update on enrollment and budget situation.** Mark F. then briefly went over the budget and enrollment situation. He said for the FY 2020 budget our revenue above target is about

\$600,000 higher than originally anticipated and the college ended with a year-end balance of \$901,509. He said for FY 2021 CUNY has not presented a budget to the Board of Trustees and it is anticipated that this will not happen until the meeting in October. This is due to the fact that CUNY is awaiting feedback from the federal government to see if there are any additional Covid-19 incentive funds that will be released. Mark F. explained that for now CUNY is piecemealing allocations to the college and that we have PS expenses covered through September and OTPS allocated through this year. He added that he will be releasing allocations of \$500 to the academic departments so they have some funds to start the year with. Mark F. then moved on to talk about enrollment and referenced a chart from enrollment management that compares Fall 2019 to Fall 2020. He pointed out that our enrollment target was lower in Fall 2020 because we lowered our freshmen enrollment goal. He added that unfortunately we did not hit our goal for freshman, but we exceeded our targets in transfer and graduate students. Overall, we increased our total FTE's over last year, which will help increase our revenue above target when finalizing the budget. Mark F. opened the floor to questions. Rodger S. asked where the transfer students are coming from. Allison P. said that we don't have the exact details but as a pattern the majority come from the community colleges within CUNY

- 5 **Further initiatives based on 5 working groups of summer.** Allison P. summarized the work accomplished by each of the working groups and explained that they will continue their work within the subcommittees. She said that Group A tasked to "integrate planning and assessment with financial decisions" has completed their work for this year. She explained that Group B who is working to "create a rubric for evaluating alignment/effectiveness/financial sustainability of academic programs," Group C who is tasked to "identify administrative efficiencies that restructure the organization to support student success and at the same time reduce costs," and Group E who is looking to "find alternative revenue streams for the college" will be continuing their work in the FPS. She added that Group D who is tasked with "multi-year planning of course/program delivery" will continue their work in the SPS. Ned B. asked if we can receive information about the ongoing decisions that are being made in the vacancy review and authorization process. Mark F. said yes, and he will share the VRB submission that was approved along with the savings associated with the request.

Enrollment Tracking: Fall 2020

FA20 Snapshot Date: 31-AUG-2020

FA19 Snapshot Date: 02-SEP-2019

Class Level	Degree Stat	Admission Category	F19 Snapshot	F20 Snapshot	F20 Targets	F19 Census	F20 Target Accomplished	Difference F19-F20
Undergraduate	Degree	First-time Freshmen	2,038	1,703	1,800	2,056	95%	- 335
		Non-SEEK	1,815	1,481	1,575	1,833	94%	- 334
		SEEK	223	222	225	223	99%	- 1
		New Transfers	2,005	2,002	1,918	1,993	104%	- 3
		Non-SEEK	1,967	1,959	1,860	1,949	105%	- 8
		SEEK	38	43	58	44	74%	5
		Undergraduate Readmits	643	617	622	629	99%	- 26
	Continuing Degree Students	8,629	8,990	8,713	8,603	103%	361	
	Nondegree	High School Students	172	185	482	509	38%	13
		Senior Citizens*	51	12			-	- 39
Permits-in*		173	81			-	- 92	
Other Nondegree Students		51	43			-	- 8	
Graduate	Degree	New Graduate	627	676	625	619	108%	49
		Graduate Readmits	88	67	83	90	81%	- 21
		Continuing Degree Students	1,255	1,243	1,285	1,267	97%	- 12
	Nondegree	Permits-in*	15	11			-	- 4
		Other Nondegree Students	1	94	139	158	68%	93
Total Undergraduate Headcount			13,538	13,540	13,535	13,746	100%	2
Total Graduate Headcount			1,971	2,080	2,132	2,134	98%	109
Total College Headcount			15,509	15,620	15,667	15,880	100%	111
Total Undergraduate FTE			11,535	11,612	11,221	11,474	103%	76
Total Graduate FTE			1,306	1,299	1,258	1,297	103%	- 8
Total FTE			12,842	12,911	12,479	12,771	103%	69

*Permit-in students and senior auditors are reported, but are not included in the total headcounts.

**Data are as per CBIL on the run date.