



Budgeting Principles in effect during emergency FY21 year

1. Board of Trustees approved Budgeting Principles are in effect.
2. Top priority is safety of community members.
3. Maintaining long term financial health of the institution without compromising access and affordability is also imperative.
4. Resource allocation may mean strategic investment in specific areas in order to achieve these priorities.
5. The core mission of the College is instruction, degree completion, and direct student support. Non-core activities consist of programs that enrich the student experience but are not essential to degree completion.

In addition, the following five principles have been established by CSPP to guide budget decisions:

1. Prioritize delivery of, and access to, instruction and progress toward degree as mission-central.

- **Maintain High Quality Instruction**
 - We will preserve quality of instruction- the elements that define a TCNJ experience- rigorous, personalized, engaged (full time instructors, low student: faculty ratio) for all students. We will do so in a way that is consistent with our values, including equity and inclusion.
 - Responsibility to our current students- this is who we are and why they chose us.
 - Important in protecting our reputation.
 - Maintain 4-year and 6-year graduation rates and improve the support necessary to achieve them.
 - Where possible, use enrollment management strategies to balance the class size and composition to adhere to these budgeting principles.
- **Quality of the academic community is also enhanced by community members**
 - Continue to recruit talented students who are engaged and intellectually curious.
 - Use scholarship money and financial aid to recruit and retain the range of students that contribute to the vitality and learning environment of the TCNJ campus.
 - Prioritize students with demonstrated financial need when considering additional scholarship allocations.
 - Adopt test-optional policy for SAT and reassign staff to better support admissions' now even more labor-intensive review of applications. Value engagement, resilience, and curiosity in applicants without SAT scores.

- Continue to support faculty as teacher-scholars.

2. Realize targeted cost savings of \$10 million

- Where possible, use strategic and prudent resource allocation, rather than across the board adjustments to realize savings.
- Reduce the cost of doing business through a hiring freeze and other cost-cutting measures in all divisions. The following examples are illustrative and not intended to be comprehensive:
 - In Academic Affairs, cost savings will entail raising course caps to MOA limits, minimizing faculty course releases for administrative tasks, cancelling under-enrolled courses and reassigning faculty to courses with high enrollment, limiting renewal of adjunct contracts for only those courses deemed critical to supporting the four-year graduation rate.
 - In Student Affairs, cost savings will involve a critical analysis of program and service offerings across the division. Some programs/services offerings such as LeaderShape may be withheld indefinitely while others may be discontinued entirely. Hours of operation for some facilities such as Brower Student Center, Recreation Center, Fitness Center, and Dining will be adjusted to provide savings but will not negatively impact high usage periods. Professional staff travel will be significantly reduced to essential travel ONLY for FY21. Unfilled positions may necessitate temporary reassignment of essential functions. Reduce College Enhancement Intern (CEI) program.
 - In other Administrative Areas:
 - General Counsel plans include reducing travel and consulting services expenses.
 - Facilities is reviewing all spending, planned or committed, for supplies and services to minimize expenses. This includes a number of service contracts, contract labor, and temporary staffing.
 - Enrollment Management will suspend contracts for supplemental employees, reduce the recruitment travel budget, may reassign essential functions, and reduce conference center expenses for events and open houses.
 - Information Technology and Campus Safety Division will renegotiate contracts where possible, defer training, delay equipment replacements in lower risk areas, and postpone projects that are not critical.
 - College Advancement will renegotiate constituent communication and online giving contracts, increasing the use of virtual alumni events (rather than location-based events), eliminating external consulting contracts, and reducing travel and professional development budgets.
 - Human Resources has renegotiated contracts to generate savings, and will make further reductions by reducing budget lines where possible in Professional Services, Advertising, Supplies, Travel, and replacement of Computer Equipment
 - The Division of Equity and Inclusion (DEI) plans to significantly limit travel for student leadership conferences and professional

development (exceptions may be granted where travel is required to maintain federal compliance, as well as leadership roles at the national level). Additionally, DEI will reduce the number of speakers and contractual services for related programs and events. Finally, the division will suspend the permanent filling of the Director of Diversity and Inclusion position next year.

- The division of the Treasurer will continue to renegotiate purchasing contracts to generate costs savings, limit travel and consulting expenses, analyze effectiveness of organizational structure and processes (holding vacant positions where practical) and restructure the college's debt portfolio to generate cash flow savings and enhance liquidity.
- Maintain employment levels and compensation where possible but apply reductions strategically and prudently rather than across the board.
- We will continue to meet our federal work study obligations.
- Maintain strategic investments, favoring investments that: a) generate revenue in the short term and/or b) preserve or enhance the education experience for students.

3. Carefully evaluate activities that fall beyond the core mission

- Assess value- revenue vs. intangible benefits (i.e. reputation).
- Invest in programs that are proven revenue generating enterprises.
- For programs that are not generating revenue, evaluate whether they meet criteria to be continued in the coming year.
- Assess the extent of the impact (numbers of people affected).

4. Budget cuts should be made in a transparent fashion

- CSPP should be consulted in the event of major budget cuts. CSPP will convene regular meetings (on a weekly basis) to consult with Cabinet on budget decisions during this emergency.
- The campus community should be notified about major budget cuts and provided with a clear rationale.

5. These budgeting principles should be shared with the campus community before any major cuts are made

Approved by the Committee on Strategic Planning Priorities, May 5, 2020.