

State University of New York at New Paltz Summary of Ground Rules & Constraints

Ground Rules

1. A commitment to New Paltz's quality and reputation must drive our decisions; we must maintain our forward momentum.
2. We must be willing to do what is right for the long-term health of the institution, even if it necessitates some uncomfortable change.
3. The process by which decisions are made must be aligned with our mission, thoughtful and consistent.
4. We must focus on what is core to our mission – educating students - and look to cut/reduce peripheral activities.
5. Simple, across-the-board cuts are inconsistent with preserving quality; instead we must make choices and impose targeted cuts.
6. Given the magnitude of our budget cuts, it is highly unlikely that we can solve our problem just with attrition or reductions in non-personnel expenses (e.g., supplies, utilities, travel).
7. We will seek to consolidate efforts across unit lines to achieve efficiencies
8. We will seek opportunities to share staffing and services.
9. We will seek to leverage technology as much as possible.
10. Proposed actions must be assessed in terms of their impact on the state-appropriated operating budget (e.g., any new revenue source has to provide net relief, accounting for all costs, to that budget).
11. Communication (internal and external) is a critical component of this plan.

Constraints

1. We must comply with legal, policy and contractual obligations.
2. We must adhere to our schedule.
3. We must maintain and meet our enrollment targets; increasing undergraduate enrollment is not a viable strategy, but increasing graduate enrollments should be a priority.
4. We must maintain an appropriate level of reserves.
5. We must continue to make critical expenditures/investments (personnel and equipment) in line with our mission.
6. Must not let deadlines pass (sabbaticals, hires, term re-appointments, tenure).
7. One-time money used only for one-time expenses, which includes phase-out/teach-out and investment to jump-start program growth.
8. Bonded construction funds cannot be used for operational needs.