

SUNY New Paltz Council Meeting October 4, 2023

Voting Members Present: Mr. Basch, Mr. Bettez, Dr. Venables, Mr. Law, Mr. Uchitelle, Ms. Noble, Ms. Blunt (Student Association president), Dr. Scott-Childress (non-voting faculty representative) and Ms. Padmore-Bacchus (non-voting alumni representative).

Campus Administration Present: President Wheeler; Provost McClure (remote); Vice Presidents Halstead, Marks, Pacheco Dunn and Wright; Interim Vice President Turk.

Interim Chairman's Report:

- Mr. Basch called the meeting to order at 3:05 p.m.
- Mr. Basch introduced and welcomed new Council members, Provost McClure, Ms. Blunt and Ms. Padmore-Bacchus.
- Mr. Basch asked all Council members to introduce themselves.
- Mr. Basch proposed approving the minutes from the May 10, 2023, meeting. Ms. Noble moved on the motion and Mr. Uchitelle seconded. The minutes were approved unanimously.

President's Report:

- President Wheeler spoke about the phenomenal work being done in Enrollment Management. He recognized Interim Vice President Turk for supporting/guiding the Accelerate, Complete and Engage (ACE) program application that SUNY approved for \$935,000 in one-time funds.
- The president said Student Affairs is being awarded several hundred thousand dollars in funding for work in behavioral health content.
- President Wheeler said Interim Vice President Turk and her team have other funding opportunities in the pipeline, including \$150,000 in transfer pathways funds. These are important recruitment and retention mechanisms for the University.
- The president said the University set an enrollment target of 1,395 students and yielded 1,195. We're looking at and examining critically how we set targets and how we yield. The president noted that the University met our expected dollars for the fall from student enrollment, graduate programs and retention efforts. However, this doesn't transfer to future dollars.
- The president mentioned the Agriculture Technology Workforce Readiness Summit that was held on campus last month. The University was awarded \$100,000 funding for an agriculture technology component. The president commended the team in the School of Science & Engineering for their work on this.
- President Wheeler spoke about the Science of Reading Fundamentals (SoRF) Microcredential. SoRF is an evidence-based approach to improving reading literacy in the K-12 school environment. The University received \$6.37 million in private funds to invest in both an endowed professorship and to expand literacy program in the School of Education. Mr. Basch asked if the program is fully online. The president said the program itself is online and asynchronistic. However, in the design there are touch points where students will have live sessions with leaders in the content areas.

- The president spoke about a series of recent and upcoming meetings and events.
 - Move in Day was Aug. 25. It was a wonderful day and families seemed to enjoy it.
 - Parent Weekend was last weekend and parents were laudatory of the experience.
 - President Wheeler visited Washington DC for SUNY Day last month. That event resulted in SUNY's liaison for federal relations meeting on campus the following week.
 - The introduction of the Ottaway professor and international journalist, Amanda Sperber, was last night and she will provide a lecture on November 2. She is an international journalist.
 - Alumni Reunion is October 20-22.
 - Tomorrow, the University will host Barbara Allen on campus for a talk. She is the sixth-generation descendant of Sojourner Truth.
 - The president will be the guest speaker at the Ulster Regional Chamber of Commerce monthly breakfast meeting in November.
- President Wheeler said the University gained traction in the U.S. News & World Report rankings.
- The president thanked Ms. Blunt and the RHSA president. The two presidents and their e-board members are doing a phenomenal job leading these student organizations.
- Mr. Law asked for more information about the ACE program. Interim Vice President Turk said ACE is a replication of a CUNY program that is highly successful. It provides academic support, intentional advising, academic coaching, financial gap funding, textbook and transportation support. The program is meant to break down barriers to successful completion. Mr. Law asked how students are selected for the program. The interim vice president said they have to be Pell-eligible and non-EOP to participate.
- President Wheeler said the idea is to demonstrate in the first three years why this program is effective so that it may be sustained longer term. Mr. Law asked if the ultimate goal is to have students graduate in four years. Interim Vice President Turk said yes and that the University has to demonstrate increased graduation and retention rates for program students. Ms. Padmore-Bacchus asked about the program timeline. The interim vice president said it is a three-year timeline from program inception until funding runs out. The University will be starting with transfer and first-year students and hopefully build the program. Ms. Padmore-Bacchus asked about program capacity. The interim vice president said there will be 150 total students with 100 first-year and 50 transfer.

Budget Update:

- See attached PowerPoint slides.
- Vice President Halstead discussed the fiscal landscape, including the following topics:
 - Federal (high probability for recession next spring, 70% chance);
 - State (projections for revenue are down; stimulus has run out);
 - SUNY (UUP contract completed; '24/'25 state budget call letter – agency funding remains flat, additional transformational funding [one-time] not likely, some university-wide programs may be reduced/eliminated);
 - New Paltz (collective bargaining impacts + \$2.5 million in personnel costs for '23/'24; current reserve levels vs. anticipated structural deficit results and

additional oversight of campus budget activity by SUNY System – need a stabilization plan.);

- By SUNY's methods, the campus will be out of cash in all funds within five years.
- The vice president said that at the beginning of last year, the University anticipated using \$10.4 million of reserves if no actions were taken to mitigate costs. By the end of the year, the University exceeded revenue and underspent expenditure projections (significant savings in personnel costs). As a result, the actual deficit/use of reserves was \$5.7 million.
- In the spring, the vice president reported that SUNY received \$163 million from the state, some recurring and other one-time funding. The University received \$935,000 in one-time ACE funding the president described, as well as additional ongoing funding of \$2.2 million. The campus also has the ability to receive a multitude of smaller awards, if awarded (e.g., graduate student fee mitigation, food insecurity support, mental health support, etc.).
- Ms. Noble asked if the ongoing funding opportunities Vice President Halstead described are approved one at a time or collectively. The vice president said it is her understanding that they are approved individually.
- Mr. Basch asked if the funding streams help with the deficit. Vice President Halstead said only to the extent that they would help retain students.
- Mr. Bettez said the state asked SUNY System to keep its budgets flat. He wanted to know if the state indicated whether they would keep their funding to SUNY flat. The vice president said yes, all agencies were asked to keep flat budgets for next year.
- As noted earlier by Vice President Halstead, President Wheeler said the University received \$2.2 million in additional state funding. But the \$2.5 million increase for UUP salary increases is only for the first year. The contract that was negotiated this year will cost the University \$14 million over the cycle of the agreement. There is no additional funds anticipated to help fill the \$14 million gap.
- Ms. Noble asked how often the contract is negotiated. President Wheeler and Vice President Halstead said about every five years.
- Vice President Halstead said looking at budget-to-budget (last year to this year) projections, revenues are increased by about \$4.5 million; expenditures are increased by about \$2.7 million, accounting for an increased vacancy target; and the University could potentially use \$8.5 million of reserves this year.
- The University is 25% through the current fiscal year. At this stage, the vice president said the University achieved its target for fall tuition and fees and state support is in line with what was received at this point last year. On expenditures, personal service is in line with the current year's timeline.
- While a quarter through the year, the vice president said the University is 20% expended toward annual expenses.
- Vice President Halstead shifted to speaking about the University's stabilization plan. She said the plan will focus on key areas that include:
 - Home in on the data; other revenue streams; recruitment and retention of students and faculty and staff; and efficiencies.
- The vice president described details around each of these four areas and Council members posed questions.

- The vice president said the plan increases FTE students to about 6,600-6,700 and that we need to increase all revenue streams. Dr. Venables asked if any thought was given to increasing tuition. The vice president said tuition increases are outside the campus's control and set by the SUNY Board of Trustees. The vice president added that undergraduate resident tuition rates have not increased in the past three or four years. There were marginal increases on the graduate and non-resident side this year, but most of our students are undergraduate resident students.
- Mr. Bettez asked if there is a way to increase transfer students in the middle of the academic year given enrollment declines. Interim Vice President Turk said that some students graduate after the fall semester, which accounts for some of the enrollment drops. Additionally, she said that Enrollment Management has been working hard to increase transfer enrollment that has remained flat in the spring semester.
- Ms. Noble asked if the stabilization plan is prescribed by the state or if the campus came up with the details. Vice President Halstead said that it is both.
- President Wheeler said that when we look at last year's enrollment pipeline, he indicated that we missed our yield of seated students by 200. He added we accepted 9,000 students out of more than 16,000 applications and that something is happening between acceptances and enrollment.
- The president said this is why investments in Enrollment Management and Student Affairs are critical. Massaging the pipeline and treating student applicants and their families with the highest degree of engagement increases the likelihood of a person applying and actually attending the University.
- Mr. Bettez asked if the University could tell accepted first-year students who decline to attend that they could attend as transfers. Interim Vice President Turk said that we could do so.
- Ms. Blunt said the number of programs are a reason students enroll at the University. Interim Vice President Turk agreed and added that the University is an intimate school and not huge, yet, has a breadth of programs.
- Mr. Uchitelle asked if the variety of programs at the University impact faculty vacancies. President Wheeler said when we talk about vacancies, the majority of those vacancies are not in the faculty ranks.
- President Wheeler said today's conversation is what he wants the Council to do. He wants the group to be a sounding board to him and to think critically about issues and serve as a resource.
- Mr. Law asked if the stabilization plan had a device for determining retirement and loss of staff. He wanted to know if yearly projections could be done on this. Vice President Pacheco Dunn said as an industry, education is no different from other places that have seen markets shifts for those returning to work and the pipelines that are feeding workforce in different areas. The University has access to information in terms of anticipated retirement rates across the state and SUNY.
- Vice President Wright said word of mouth is more powerful than any marketing we can do. We will continue to do marketing but word of mouth is significant.
- Ms. Padmore-Bacchus said the University should do a five-year scan to look at what initiatives work well and who we want to attend the University. She spoke about her focus as a data person.

Wrap-Up:

- Mr. Basch thanked the Council.
- Mr. Basch asked for a motion to adjourn the meeting. Mr. Law moved on the motion and Ms. Noble seconded. The meeting was adjourned at 4:39 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Richard Winters", with a stylized, flowing script.

Richard Winters
Deputy Chief of Staff and
Director of Community & Government Relations

SUNY New Paltz Council

October 4, 2023

Presented by:

Michele Halstead, Vice President for Administration & Finance

Fiscal Landscape

Federal

- Probability for recession high (Federal reserve bank forecast, updated September 10, 2023)

State

- Projections for state revenue are down (pandemic stimulus sunset, personal income tax revenues less than expected)

SUNY

- UUP contract completed
- 2024-2025 budget call letter – remain flat, additional transformational funding (one-time) not likely, some university-wide programs may be reduced/eliminated

New Paltz

- Collective bargaining impacts +\$2.5M in personal service costs 2023-2024
- Current reserve levels vs anticipated structural deficit resulted in additional oversight of campus budget activity by SUNY System Administration – need a stabilization plan

2023-2024 State Budget Outcomes: Implications for SUNY New Paltz

One-time Funding:

ACE & Transfer Pathways	\$ 935,000**
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Ongoing Funding:

Additional State Taxpayer Support:	\$2,216,296
Graduate Student Fee Mitigation:	\$ 24,000*
Food Insecurity Support:	\$ 49,100*
Mental Health Support:	\$ 248,900*
Support for Students with Disabilities:	\$ 292,200*
Support for Internship Opportunities:	<u>\$ 325,700*</u>
Total Ongoing Funding	<u>\$3,156,196</u>

*Waiting for approval of proposal

**Approved

**Budget-to-Budget
Last Year to This Year**

<u>REVENUE</u>	<u>22-23</u>	<u>23-24</u>	<u>Increase/Decrease</u>
Fall Tuition & Fees	\$ 23,648,221	\$ 24,510,214	\$ 861,994
Spring Tuition & Fees	\$ 22,356,409	\$ 22,885,935	\$ 529,527
Total Funds Generated by Campus Activities	\$ 46,004,629	\$ 47,396,150	\$ 1,391,521
State Support	\$ 15,994,300	\$ 19,151,600	\$ 3,157,300
Total Revenue	\$ 61,998,929	\$ 66,547,750	\$ 4,548,821
<u>EXPENDITURES</u>			
Personal Service	\$ 60,087,246	\$ 61,140,133	\$ 1,052,887
Temporary Service	\$ 5,423,417	\$ 5,602,376	\$ 178,959
Utilities	\$ 2,764,820	\$ 3,272,096	\$ 507,276
Supplies, Travel, Contracts & Equipment	\$ 4,162,428	\$ 5,100,533	\$ 938,105
Total Expenditures	\$ 72,437,911	\$ 75,115,138	\$ 2,677,227
Budgeted Deficit - to be covered by reserves	(10,438,982)	(8,567,388)	\$ 1,871,594

Personal Service vacancy target increased from \$800k to \$3M

FY 2023-2024 Status of Core Instructional Budget
September 30, 2022, compared to September 30, 2023
25% of Year Completed

REVENUE

	Last Fiscal Year 2022-2023			Current Fiscal Year 2023-2024		
	<u>Budget</u>	<u>Actual</u> <u>9/30/22</u>	<u>% to</u> <u>target</u>	<u>Budget</u>	<u>Actual</u> <u>9/30/23</u>	<u>% to</u> <u>target</u>
Fall Tuition & Fees	\$ 23,648,220	\$24,332,241	103%	\$ 24,510,214	\$24,633,487	101%
Spring Tuition & Fees	\$ 22,356,408	\$ -		\$ 22,885,935	\$ -	
Total Funds Generated by Campus Activities	\$ 46,004,629	\$24,332,241	53%	\$ 47,396,150	\$24,633,487	52%
State Support	\$ 15,994,300	\$ 2,910,609	18%	\$ 19,151,600	\$ 3,394,583	18%
Total Revenue	\$ 61,998,929	\$27,242,850	44%	\$ 66,547,750	\$28,028,070	42%

EXPENDITURES

	<u>Budget</u>	<u>Actual</u> <u>9/30/22</u>		<u>Budget</u>	<u>Actual</u> <u>9/30/23</u>	
Personal Service	\$ 60,087,246	\$14,201,396	24%	\$ 61,140,133	\$13,436,836	22%
Temporary Service	\$ 5,423,417	\$ 564,513	10%	\$ 5,602,376	\$ 645,453	12%
Utilities	\$ 2,764,820	\$ 632,335	23%	\$ 3,272,096	\$ 167,978	5%
Supplies, Travel, Contracts & Equipment	\$ 4,162,428	\$ 830,215	20%	\$ 5,100,533	\$ 547,373	11%
Total Expenditures	\$ 72,437,911	\$16,228,459	22%	\$ 75,115,138	\$14,797,639	20%

The Stabilization Plan

Home in on data

- What does it cost to educate a student
- How many more students do we need – strategic enrollment plan (SEP)

Other revenue streams

- we can't cut our way out, need to increase all revenue streams

Recruitment and Retention - Students AND Faculty/Staff

- SEP & Onboarding and advisement initiatives
- Comprehensive compensation portfolio development for fac/staff

Efficiencies

- Continue to identify and implement efficiencies within our university

Provide a quality education for our students!

Questions?