

College Council Meeting
March 3, 2016

Present: President Christian, Mr. Abt, Dr. Venables, Mr. Basch, Mr. Law (phone), Dr. Anderson (faculty representative), Ms. Reynoso (Student Association president), Mr. Dunefsky (alumni representative), Interim Provost Deen, Vice Presidents Eaton, Rooney, Wright, and Marks.
Guests: Dr. Kris Backhaus, Dean, School of Business.

The meeting was called to order at 3:03 p.m. The Council approved the minutes of the November 20, 2016, meeting.

Chairman's Report: Mr. Abt opened the meeting with a welcome to Alan Dunefsky, who was recently chosen to serve as alumni representative on the College Council. In 2005, Alan joined the Office of Development and Alumni Relations, but he has been a long-time member of the SUNY New Paltz campus community dating back to the late 1960s.

Mr. Abt then introduced Dr. Kris Backhaus who provided an update and goals for the School of Business.

Dr. Kris Backhaus: See attached PowerPoint slides. Dean Backhaus began her presentation with the School of Business's (hereafter, School) mission, to educate students to be ethical professionals and leaders, who can meet the demands of a changing global business environment. The dean envisions the School as the business resource hub of the Hudson Valley, helping to carry out SUNY New Paltz's vision of linking the regional community with the College, and better engaging students and faculty in the process.

Dean Backhaus noted that in 2013 the School received the Association to Advance Collegiate Schools of Business (AACSB) accreditation, and that only 5% of business schools worldwide have this accreditation. Mr. Abt asked if the School did not have AACSB before 2013. The dean confirmed we did not. The accreditation was earned, in part, due to its creation of a Business Advisory Council (BAC). The BAC advises the dean and faculty on issues related to the needs of employers, links the School to important trends in business, and assists finding students internships and other applied-learning opportunities. This year, two BAC members were selected for the School's hall of fame, and the group consists of 29 members who serve 3-year renewable terms.

Dean Backhaus said that since 2009 the School's enrollment has consistently trended upward. The largest major is accounting, followed by finance, marketing, management, general business, and international business. About 57% of the School's students come in as freshman, and 43% as transfers. In the School's master's program, there are about 100 MBA students, including pre-MBA's and those on the public accountancy track. The School also has a 4+1 program that allows undergraduate business students to pursue an MBA right away and finish both programs in five years. The MBA program operates as a hybrid online model as well.

The dean also described the School's strategic initiatives, which include updating the undergraduate core curriculum and majors; expanding international programs and study abroad trips; increasing engagement in the business community; fostering faculty development; and increasing fundraising. The new curriculum includes a major in Business Analytics, centered around big data and data analytics. The School will also add two new tracks within the management major that focus on entrepreneurship and sustainability, and a track within the marketing major focused on food retail management.

Mr. Abt asked the dean to explain further about where incoming transfer students in the School originate. Dean Backhaus said many are coming out of local community colleges with associate degrees either completed or close to completed. Mr. Abt asked how the dean would compare the quality of first-year versus transfer students. She replied that the students are roughly the same.

Mr. Basch asked if the School had any interdisciplinary programs. Dean Backhaus said that an arts management program was in the works, probably as a minor, in conjunction with the School of Fine and Performing Arts. She also said that the business analytics program will have cross-over with mathematics and computer science.

Ms. Reynoso asked if any of the classes from the new programs satisfy general education (GE) requirements. The dean replied that she hasn't looked to see how they may fit GE's, but that she would find out.

President's Report: President Christian began with an update on the College's retention and graduation rates. Our latest first-year retention rates are very strong at 88.9%, down marginally from last year's 89.5%. Our first-to-third year rate of 83.5% is the highest ever. The latest four-year graduation rate is 55.2%, up from last year and our second-highest rate ever.

The College appointed Dr. Lorin Arnold as the new provost and vice president for academic affairs. Dr. Arnold is currently dean of the College of Communication and Creative Arts at Rowan University in Glassboro, N.J., and we're excited that she will join us on July 1.

New York State Lieutenant Governor Cathy Hochul came to campus in January to announce a new initiative to expand high-speed broadband internet access. The president said he had an opportunity to speak with her at some length about some of our "points of pride" and some of our challenges (including enrollment pressures in some fields, space and facilities constraints). She spoke with faculty and staff in the Hudson Valley Advanced Manufacturing Center (HVAMC) about our 3D printing initiative, and in The Benjamin Center, about some of their research and outreach.

President Christian shared that New Paltz was again named to Kiplinger's Personal Finance ranking of "*100 Best Values in Public Colleges*," based on measures of outstanding academics and affordability. New Paltz also was included in the top 200 institutions in Kiplinger's "*Best College Values of 2016*," a ranking that includes 300 public and private universities and private liberal arts colleges drawn from a starting group of 1,200 institutions. More recently, *The Business Journals* has ranked SUNY New Paltz among America's 75 best public colleges and universities in the most recent installment of its annual list. The list is derived from a study by

Business First, publisher of *The Business Journals*, which analyzed 477 U.S. four-year public institutions using data from the National Center for Education Statistics and the U.S. Census Bureau's American Community Survey.

The College continues its efforts to support the continued strength and development of the Black Studies Department after unprecedented departure of several faculty through retirement and resignation. The president noted that we've created a new website to share news and updates, hired a new visiting assistant professor, and have a tenure track search underway. The website highlights the Department's history and contributions at New Paltz; draws together in a single site various news and communications dating back to the fall.

The president said that the College has also created a webpage (accessible from the homepage) titled "[Diversity, Equity, and Inclusion](#)," to communicate our ongoing commitment to building a diverse, equitable and inclusive learning community, and to highlight programs and resources that support the success of all students and employees. Plans are in development to hire a Chief Diversity Officer, considering internal promotion hire to speed up appointment, and position this person to contribute to development of our plan for diversity and inclusion. And last month, we held a town hall at which members of our community spoke about experiences of inclusion and exclusion on our campus. This was a valuable start to what must be an ongoing conversation in our community, likely to become a regular role for the diversity advisory committee.

SUNY awarded New Paltz \$290,000 in competitive recurring funds to expand our EOP program by 100 students, a nearly 20% increase. That funding will provide student stipends, add a new advisor position, and address salary equity issues for current EOP advisors.

The College paid careful attention to what the Governor outlined in his State-of-the-State and executive budget. The president noted the following items relevant for New Paltz: renewal of NY-SUNY 2020 Predictable Tuition and Maintenance of Effort; \$55M NY-SUNY 2020 Challenge grant program; the \$18M Investment & Performance Fund; continuation of the \$4.4 M of new EOP funding; base funding projections.

The Women's Basketball Team won the SUNY Athletic Conference (SUNYAC) Championship, for the second time in the program's history.

The president ended his report with news that Shana Circe '02 '08g was hired as the College's Director of Alumni Relations after a competitive national search. Shana is charged with strategically engaging alumni, securing commitments to provide professional expertise and volunteer service. As Director, she oversees the Alumni Council and directs the planning for class reunions, special events to recognize outstanding alumni, and events nation-wide.

SUNY Performance Improvement Plan: President Christian explained that each SUNY campus was required to submit a Performance Improvement Plan (PIP) that spells out specific criteria for improving performance relative to SUNY-wide goals, and that identifies particular measures and metrics for measuring campus performance. The president said that it was a rewarding process for New Paltz since it aligned so well with our strategic plan.

The attached Word document provides an outline of select metrics and goals for the College's PIP.

Mr. Abt asked how SUNY appeals to the state legislature for more funds. The president replied that colleges and universities share their most compelling messages with legislators, such as items focused on student success and economic impacts that members may find interesting and willing to support. The president added that it would be wrong to think of the PIP as just a vehicle for seeking more funding from the legislature. The document reinforces our goals and responsibilities as a public university within the state system.

Dr. Venables said that there should be a parallel plan to achieve the goals of the PIP. The president said that the College's Strategic Planning Council helps articulate and develop an action plan for reaching such goals.

Mr. Basch said that there is no question the College needs more on-campus space. Our success keeps snowballing, but physical space remains a challenge. The president concurred, noting a non-residential space deficit of more than 300,000 square feet.

Budget Update: See attached PowerPoint slides. President Christian, sharing Vice President Halstead's report in her absence, said that tuition "actual" amounts are reflective of collections to date, not revenue. The College exceeded the fall revenue target, but fell short for spring. The net impact looks like an overall shortage of \$150,000.

Personal Service savings are on target for about \$1 million, but that will be mitigated by a shortfall in Temporary Service (e.g., course availability spending, etc.) of about \$750,000. As a result, the College anticipates \$250,000 going into reserves from personnel savings.

Utility costs looked good relative to budgeted amounts, and all other spending is on track for this point of the fiscal year.

Wrap-Up: Mr. Abt reminded the Council that the next meeting is Monday, April 18 at 3 p.m. The meeting adjourned at 4:22 p.m.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Richard Winters", with a stylized flourish at the end.

Richard Winters
Community & Government Relations Associate



THE SCHOOL — OF — BUSINESS



The School of Business

www.newpaltz.edu/schoolofbusiness

Mission Statement

We educate our students to be ethical professionals and leaders, who can meet the demands of a changing global business environment.

...we are committed to the continuous advancement of our School, and we aspire to be the business resource hub of the Mid-Hudson Valley region.



AACSB



- Accredited by The Association to Advance Collegiate Schools of Business in 2013
- Only 5% of business schools worldwide have this accreditation

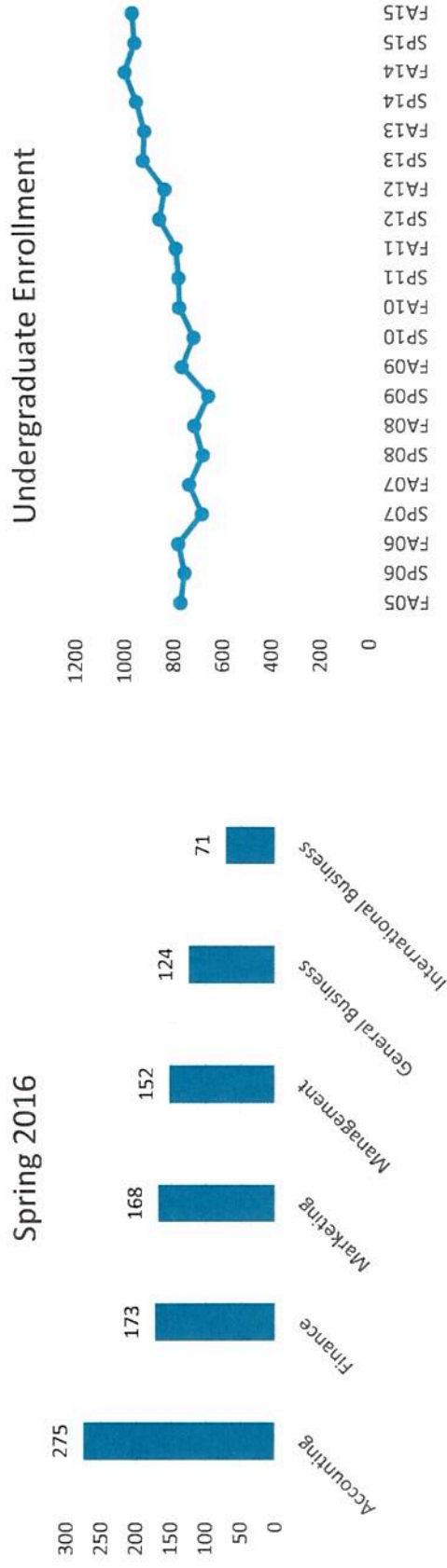


Business Advisory Council

- Advises school on issues related to needs of employers
- Links us to important trends in business
- Assists in finding students internships and employment opportunities

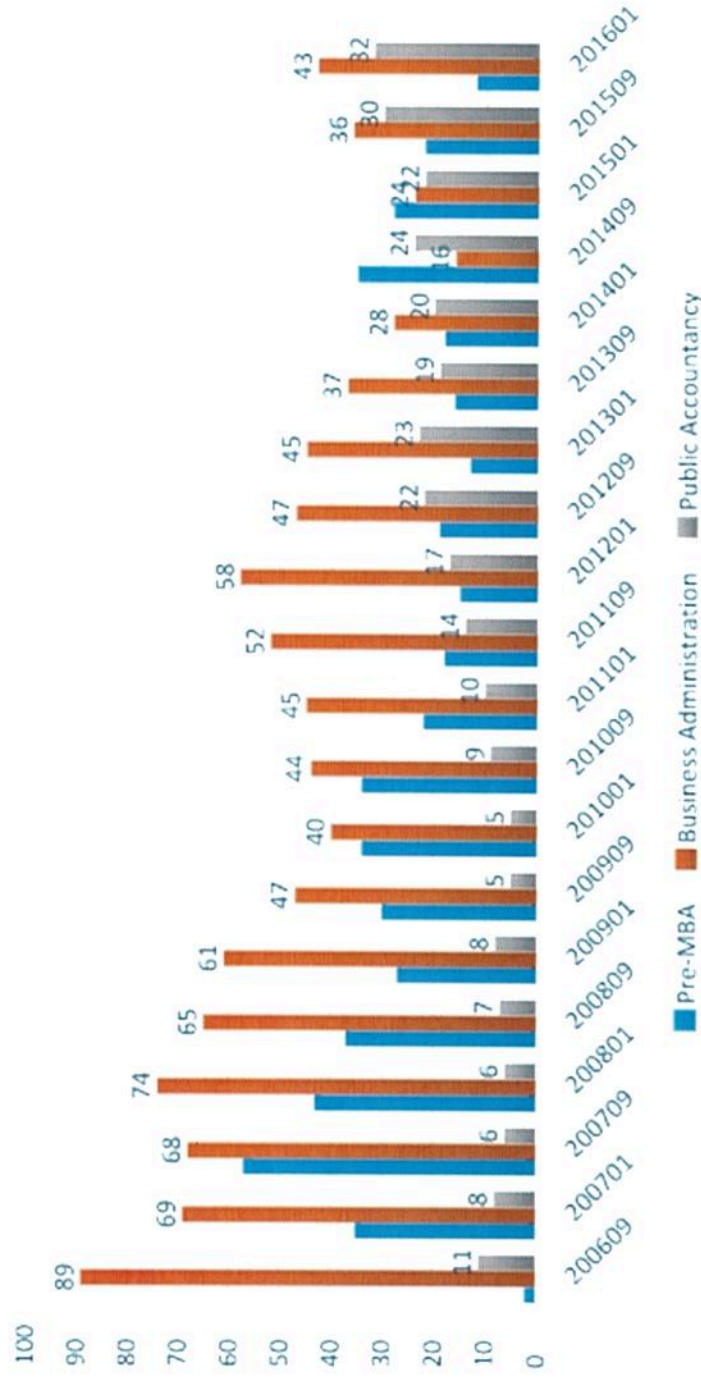


Enrollment Figures: Undergraduate



Enrollment Figures: MBA

MBA Enrollment

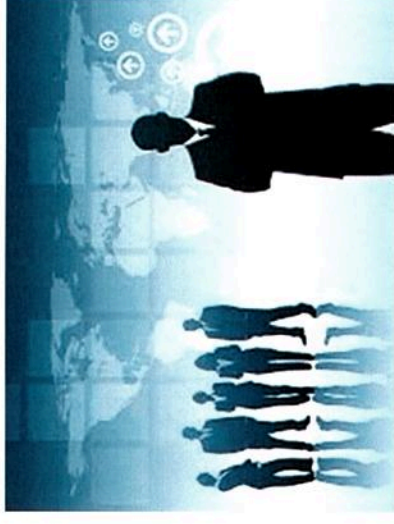


2015-2016 Strategic Initiatives

- Update undergraduate core curriculum and majors
- Expand international programs and study trips
- Increase engagement in the business community
- Foster faculty development
- Increase fundraising

The Business Institute

- Fosters links between business community and SUNY New Paltz
- CPA Exam Review course
- Executive education



Student Competitions



- National Grocers Association Case Competition
- Debate Program
- Investment Competition
- Business Plan Contest
- AMA Chapter Plan Competition
- Business Analytics Competition



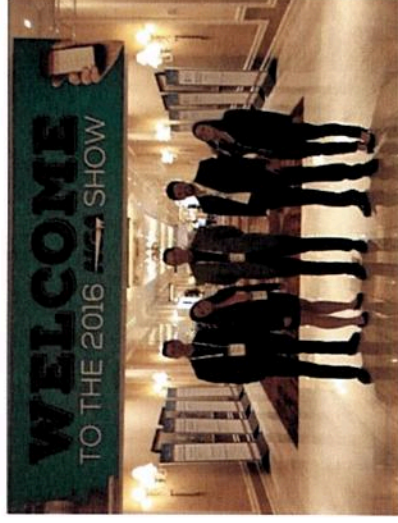
Bloomberg Terminal

- Newest addition to Pasternak Trading Room
- State of the art financial analysis tool



New Concentrations

- Entrepreneurship
- Sustainability
- Food Retail Management



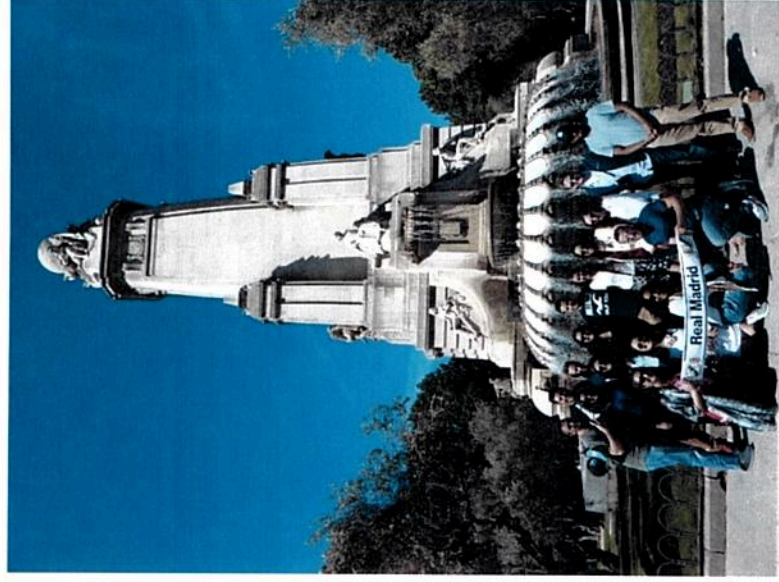


Business Analytics

- New major to prepare students for careers in Big Data and Data Analytics



International Opportunities



The School of Business



Student Internships

- New York City - Bank of China, CBS Sports, Citigroup, Ernst & Young, Goldman Sachs, HSBC, NBC Universal, New York Times, PricewaterhouseCoopers, SONY BMG Entertainment
- Local and Regional Employers – Alfandre Architecture, Central Hudson Gas & Electric Corporation, Enterprise, Hudson Valley CPAs, IBM Corporation, Merrill Lynch, Sodexo, Target, TD Bank, Ulster Savings Bank



Job Placements

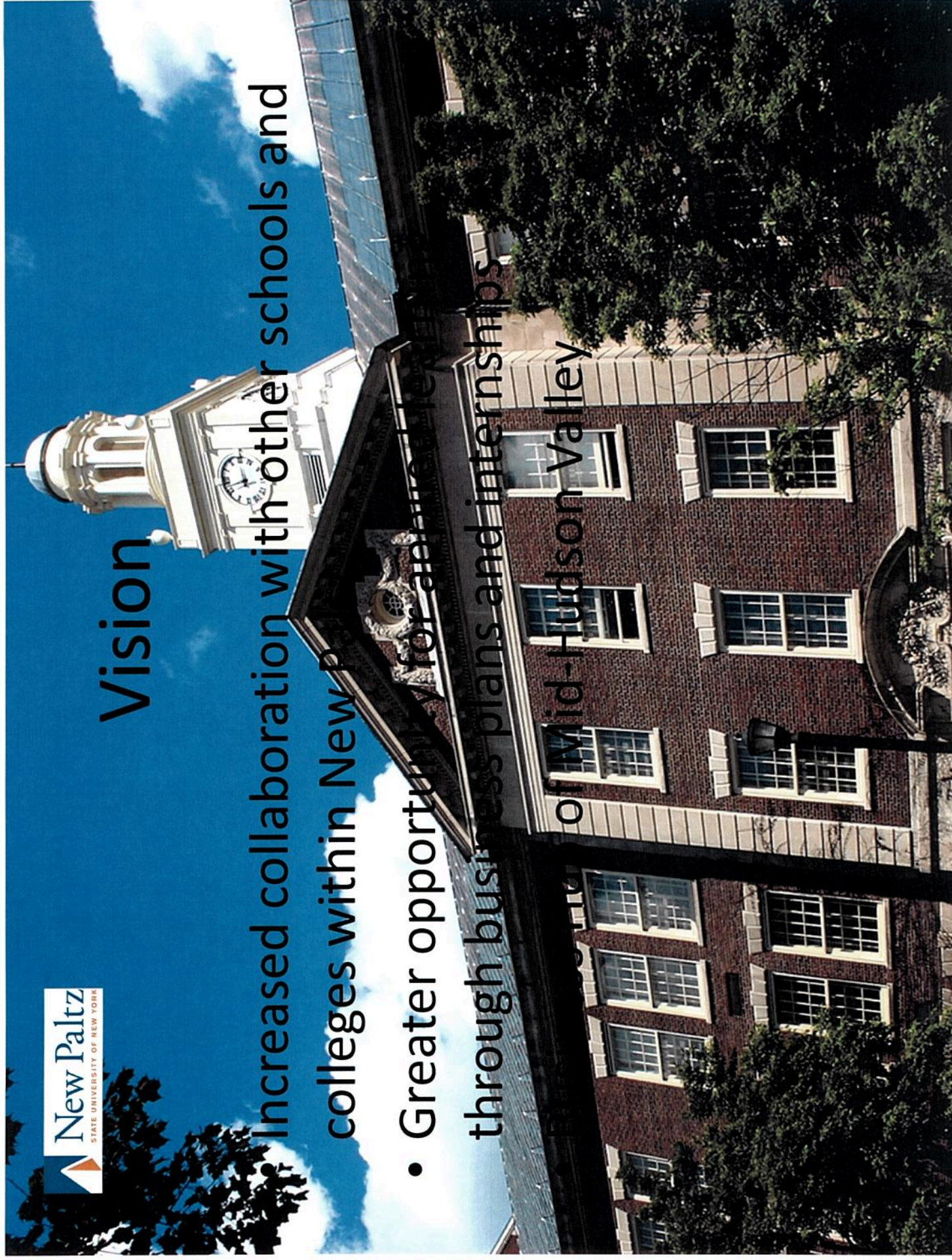
KPMG	IBM
Deloitte	Sodexo
Ernst & Young	ETSY
Hudson Valley CPA	Central Hudson
Citrin Cooperman	Hudson Valley Federal
Gettry Marcus CPA PC	Credit Union
Doctors Without Borders	Electric Boat
(MSF)	M&T Bank
Fitch Ratings	Buzzfeed
Vanacore, DeBenedictus,	IPG Mediabrands
DiGiovanni, & Weddell	LeverPoint Management
CPA	



Vision

- Increased collaboration with other schools and colleges within New Paltz
- Greater opportunity for applied learning through business plans and internships

of Mid-Hudson Valley



Outline of Metrics and Goals for SUNY New Paltz Performance Improvement Plan

3. Diversity

Metrics and Improvement Goals:

- Develop diversity and inclusion plan (fall 2015-spring 2016).
- Chief Diversity Officer
- Form Inclusion and Campus Culture Committee
- Recruit diverse students, faculty, and staff (ongoing).
- Grow EOP by 100 students over 4 years
- Metric: increase percentage of incoming class from historically underrepresented groups.
- Metric: increase new faculty and staff from historically underrepresented groups.
- Metric: increase number of veteran and military students.
- Metric: Upward trend in 2018 and 2021 on Student Opinion Survey scores on questions “acts of prejudice based on race (2015 score 3.7), sexual orientation (2015 score 3.9), or gender identity (2015 score 3.8) are rare.”

4. Capacity

What programs have capacity for further growth?

- New B.S. in Mechanical Engineering
- Digital Humanities
- Public Relations
- Digital Media
- Communication Disorders
- **RESOURCE NEEDS!!**

2.2 Completion

5. Completions

Metrics and Improvement Goals:

- More use of analytics to inform advising, choice of major
- Develop new, flexible majors
- Continue gains in first-year retention, with a “stretch” goal of 93% by 2020.
- Increase second-year retention by about 1% annually to 85% by 2020, for the overall student body and for EOP students.
- Increase number of bachelor’s degrees awarded, beginning in 2019.
- Increase number of dual-degree bachelors and masters recipients, beginning in 2020.

7. Graduation Rates

Metrics and Improvement Goals:

- Improved four-year graduation rate, from the current 55% to 62% by 2020.
- Improved six-year graduation rate, from 73% to 79%, approaching best in sector.
- Improved six-year graduation rate for EOP students by 1% annually, to 70% by 2020.
- Improved 2- and 3-year transfer graduation rates, from 39% to 45% and 70% to 76%.

8. Time to Degree

Metrics and Improvement Goals:

- Reduce current time-to-degree for first-time full-time students from 4.3 years (the comprehensive sector average) to 4.0 years (the sector target) by 2020.
- Reduce time-to-degree for transfer students from 2.7 years to 2.3 years by 2020.

2.3 Success

9. SUNY Advantage

Student Research.

Study Abroad.

Internships and Applied Learning.

Multicultural Experiences.

Living-Learning Communities.

Co-Curricular Transcript.

Metrics and Improvement Goals (resource-dependent!!).

- Increase participation by 4% annually through 2020.
- Increase student research presentations by 3% annually.
- Increase the percentage of New Paltz students studying abroad by 1% annually through 2020, to 27% total.

10. Financial Literacy

Metrics and Improvement Goals:

- Increase the percentage of undergraduates enrolled in Smart Track from 4% to 20%.
- Decrease the loan default rate from its current level of 2.8% to 2.0%.

- Increase the percentage of borrowers repaying their loans from 88% to 92%.

2.4 Inquiry

11. Total Sponsored Activity

Metrics and Improvement Goals:

- Better match faculty interests with funding opportunities, work with individual faculty to strengthen proposals.
- From 2015-16 to 2016-17, increase by 3% the number and dollar value of proposals submitted, with similar targets for increase annually to 2019-20.

13. Scholarship, Discovery and Innovation

Metrics and Improvement Goals:

- Sustain current levels of faculty scholarship, discovery, and creative work.
- Implement Digital Measures to better track outcomes.

2.5 Engagement

14. START-UP New York and beyond (businesses started / jobs created)

Metrics and Improvement goals:

- Add 5 or more new partners annually working with Hudson Valley Advanced Manufacturing Center.
- Grow by two per year the number of student interns placed at Hudson Valley Technology Development Center.

- Finalize one START-UP NY partnership by 2018.

15. Alumni / Philanthropic Support

Metrics and Improvement Goals:

- Increase number of organized alumni events and attendees.
- Increase alumni giving to 9% by 2020 (2015 actual 3%)
- Increase number of proposals for at least \$25,000 (2015 actual 24, 2017 target 70, 2020 target 100).
- Achieve success in three-year Major Gift Initiative.

16. Civic Engagement

Metrics and Improvement Goals:

- Maintain employee volunteerism
- Increase student volunteerism to 2020 target 7,000 volunteer hours.
- Increase frequency of student-reported involvement in community service,
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17. Economic Impact

Current: \$335 million in Hudson Valley, \$400 million statewide

Metrics and Improvement Goals:

- Continue analyses to showcase impacts.
- Seek and support research opportunities for the Benjamin Center to study economic impacts and economic welfare.

Section 3: Conclusion and Expected Impact on your Campus

Transformative outcomes will include:

- **higher enrollments;**
- **greater student access to high-impact learning practices;**
- **improved retention and graduation and related metrics;**
- **a more diverse, equitable, and inclusive campus environment;**
- **a more stable financial base; and**
- **enhanced institutional profile and broader constituent engagement.**

College Council

March 3, 2016



FY 15-16 Status of Core Instructional Budget

March 1, 2016

REVENUE

	<u>Budget</u>	<u>Actual</u>	<u>over/under</u>
Fall Tuition & Fees	\$ 26,305,800	\$ 26,285,109	\$ (20,691)
Spring Tuition & Fees	\$ 27,212,600	\$ 18,376,072	\$ (8,836,528)
Total Funds Generated by Campus Activities	\$ 53,518,400	\$ 44,661,181	\$ (8,857,219)
State Support	\$ 16,125,200	\$ 1,433,689	\$ (14,691,511)
Total Revenue	\$ 69,643,600	\$ 46,094,870	\$ (23,548,730)

EXPENDITURES

	<u>Initial Budget</u>	<u>Actual</u>	<u>Over/under</u>
Personal Service	\$ 54,739,617	\$ 34,498,632	\$ 20,240,985
Temporary Service	\$ 3,991,306	\$ 3,257,807	\$ 733,499
Utilities	\$ 2,684,100	\$ 1,177,877	\$ 1,506,223
Supplies, Travel, Contracts & Equipment	\$ 4,753,173	\$ 3,107,058	\$ 1,646,115
Tuition Scholarship	\$ 3,475,404	\$ 2,343,325	\$ 1,132,079
Total Expenditures	\$ 69,643,600	\$ 44,384,699	\$ 25,258,901