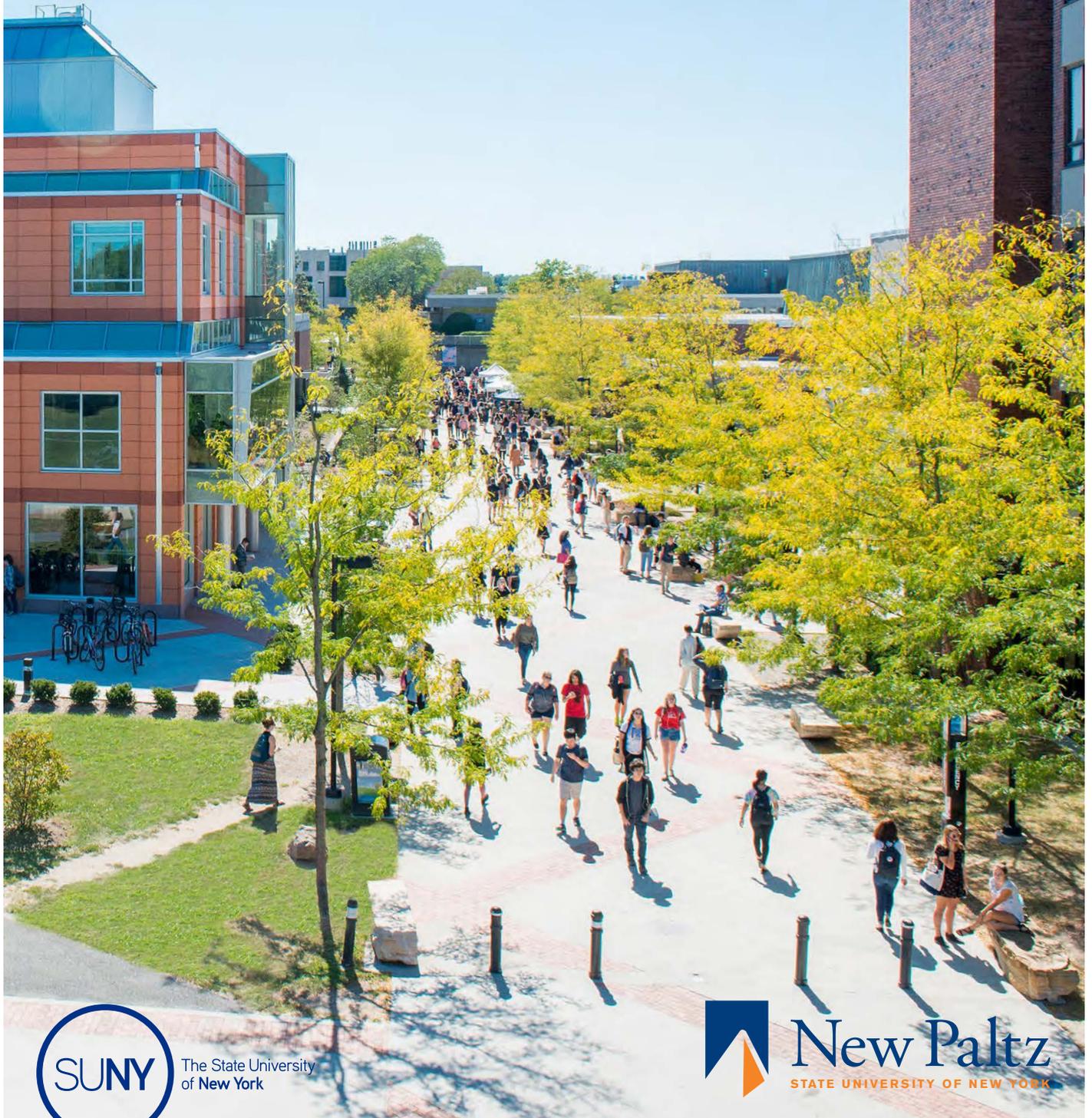


STATE UNIVERSITY OF NEW YORK AT NEW PALTZ

2021 PRESIDENTIAL SEARCH

Position Prospectus





Mission

In the proud tradition of SUNY, the State University of New York at New Paltz is committed to providing high-quality, affordable education to students from all social and economic backgrounds. We are a faculty and campus community dedicated to the construction of a vibrant intellectual/creative public forum that reflects and celebrates the diversity of our society and encourages and supports active participation in scholarly and artistic activity. SUNY New Paltz is an active contributor to the schools, community institutions and economic/cultural life of our region. We are selective in admitting students who show promise of thriving in a learning environment which is challenging, student-centered, and personalized. Our goal is for students to gain knowledge, skills, and confidence to contribute as productive members of their communities and professions and active citizens in a democratic nation and a global society.

We are the only residential public comprehensive (bachelor's and master's level) university in the mid-Hudson region. We offer undergraduate and graduate programs in the liberal arts and sciences, fine and performing arts, education, business, and science and engineering. Our location in the scenic Hudson Valley midway between the State Capital of Albany and metropolitan New York City provides unique opportunities for enriching our academic programs. We have a diverse faculty of distinguished scholars and artists who collaborate across the disciplines and professional areas to inspire our students to a love of learning, a meaningful engagement with the life of the mind, and an involvement in public service.

History

In 1828, the New Paltz Classical School opened its doors on North Front Street, the direct ancestor of the State University of New York at New Paltz. It offered Greek and Latin along with reading, writing, and arithmetic. In 1833, it was reorganized into an academy on Huguenot Street and then the banks of the Walkill River. The academy educated local children until a serious fire in 1884 compelled it to rebuild.

A Normal School

Rather than simply rebuilding, the school shifted its mission, becoming a state normal school that trained teachers for New York State public schools. Even then, New Paltz was innovative; a course of study was available to students interested in subjects beyond teacher training.

Yet another fire destroyed the school in April 1906, and once again it was rebuilt, this time at a new location on a ten-acre hillside plot a mile away. The new building, dedicated in January 1909, still stands as “Old Main.” In 1932, the Lawrence H. van den Berg School of Practice, named for the last Normal School principal and the first New Paltz college president (1923–43) opened. For 50 years, it served as a locus for teacher training and the education of local school children.

Joining SUNY

The Normal School became an official college with a four-year curriculum in 1938: the State Teachers College at New Paltz. The first bachelor’s degrees were awarded to the 112 members of the Class of 1942, and in 1947 the school began offering graduate

studies in education. In 1948, New Paltz became one of the original campuses to join the newly established State University of New York System.

Under SUNY’s umbrella, New Paltz continued to thrive and innovate. Art education was introduced in 1952. New Paltz, along with Fredonia, in 1960 became the first four-year schools in the system to award the Bachelor of Arts degree. Reflecting this change, the following year the name was changed to State University of New York College of Liberal Arts and Science at New Paltz.

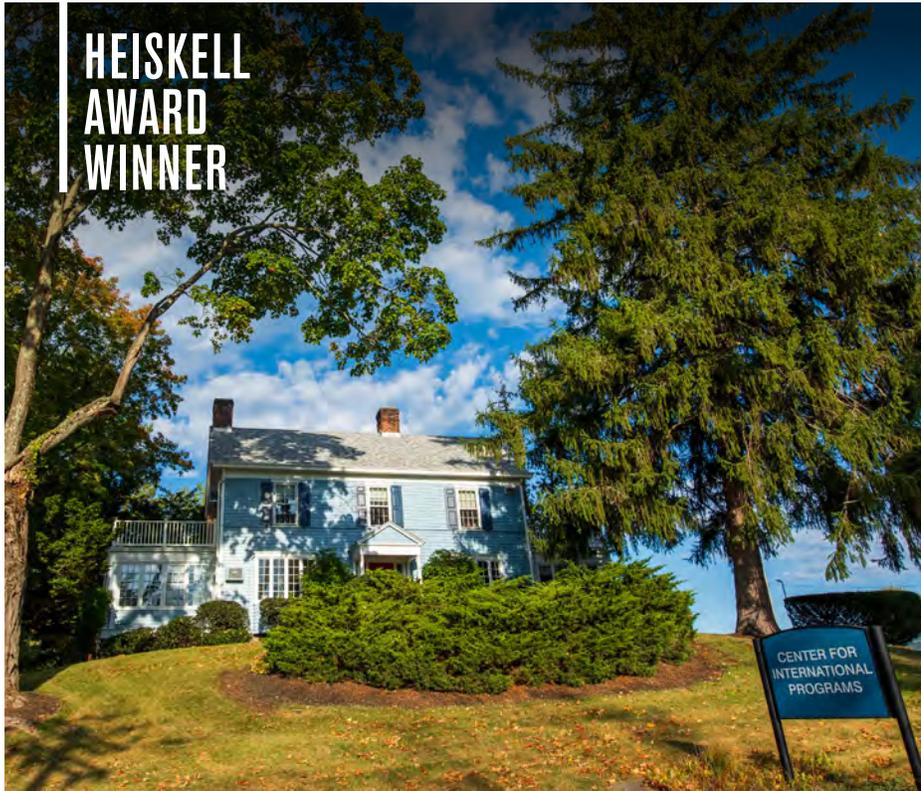
Curricular Change to Meet Societal Change

As society changed, the curriculum at SUNY New Paltz changed to meet new needs of New Yorkers. Survey courses in African and Asian cultures were introduced. In 1968, a program in Black Studies was established, one of the first in the nation. Alice Chandler (president from 1980–1996) added professional degree programs in journalism, engineering, business, and nursing. In 1994, the school was renamed once again, as the State University of New York at New Paltz.

Like other SUNYs, New Paltz experienced significant physical expansion during the 1960s and 1970s, with several new buildings constructed to form a modern university campus on 216 acres.



1 The Normal School on the Walkill River 2 Ruins of the Normal School on Walkill 3 Old Main (foreground) and van den Berg Hall buildings



New Paltz has always embraced international education. In 1901, the college welcomed 50 female students from Cuba. Today, the school has a robust and award-winning study-abroad program that offers students the opportunity to study in 120 countries. In 2015, the college received the Heiskell Award from the Institute for International Education, recognizing its success programming to create study-abroad opportunities for economically disadvantaged and historically underrepresented students.

SUNY New Paltz

Today, the State University of New York at New Paltz includes the College of Liberal Arts & Sciences, the School of Business, the School of Science & Engineering, the School of Fine & Performing Arts, the School of Education, Graduate, Professional and Interdisciplinary Studies, and Continuing and Online Education.

Largely as an outgrowth of a forward-looking, 5-year (2008–2013) SUNY capital plan, the physical campus has improved dramatically in the 21st century, including the construction of new residence halls (2001, 2004, and 2015) and major renovation of existing residence halls; the opening of the Athletic & Wellness Center (2006); renovation of the Student Union Building, including the addition of a now-iconic pyramidal glass “Atrium” (2010); renovation of Old Main (2012), the Sojourner Truth Library (2016) and renovation and repurposing of Wooster Hall (2016); construction of a new science building (2017) and construction of the Engineering Innovation Hub (2019). These changes represent the most significant investment in infrastructure to support the college’s educational mission since the Governor Nelson Rockefeller era in the 1960s and 70s.



The Atrium



1 The newly constructed Science Hall was built to LEED Silver Certification standards for sustainable design and construction from the U.S. Green Building Council **2** Athletics turf field with a beautiful backdrop view of the Gunks **3** The newly constructed Engineering Innovation Hub has earned LEED Gold certification from the U.S. Green Buildings Council **4** Vibrant colored campus trees along the route to the residence halls

THE NATION'S **FIRST** MAKERBOT INNOVATION CENTER



Additive Manufacturing and 3D Printing

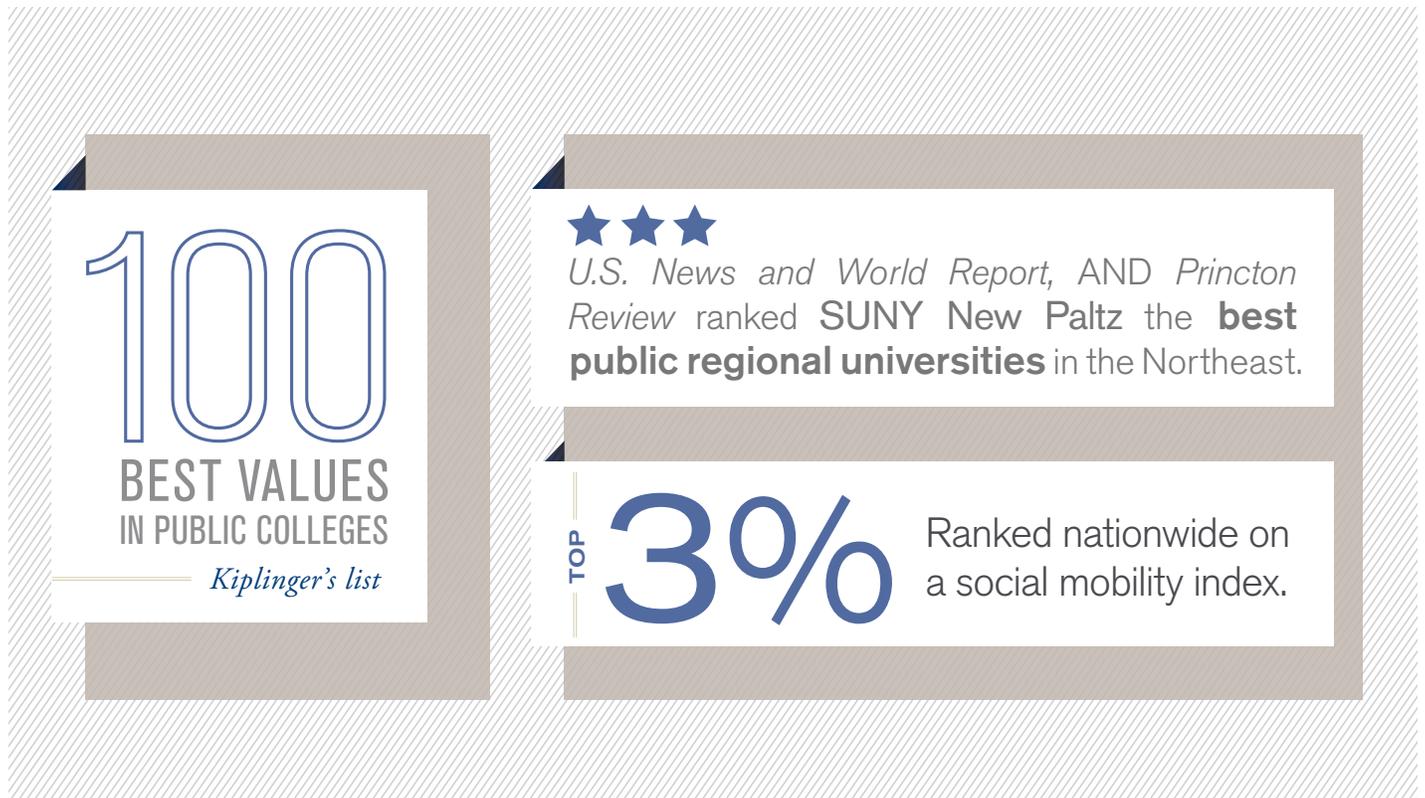
Since launching the Hudson Valley Additive Manufacturing Center in spring 2013, the college's groundbreaking 3D printing initiative has integrated the college's strengths in engineering, computer science, technology, and the arts. New Paltz has added state-of-the-art 3D printing equipment, created a certificate program in digital design and fabrication, forged public-private partnerships with industry leaders, garnered over \$12 million in state and private funding, and promoted collaboration among students, faculty and regional businesses on 3D design projects. In partnership with MakerBot, the leading manufacturer of desktop 3D printers, the college opened the nation's first MakerBot Innovation Center in 2014.

In June 2016, SUNY New Paltz was the first institution of higher education to be designated a Stratasys-MakerBot Additive Research & Teaching or SMART lab by Stratasys, the largest 3D printer company in the world. At that time, the College also announced the launch of a new, 18-credit **minor in digital design and fabrication**—the result of a unique partnership between the Schools of Fine & Performing Arts and Science & Engineering to prepare a new generation of students to conceptualize and design for 21st century manufacturing. A new Master of Arts degree in digital design & fabrication received approval in 2021.

Advancing Social Mobility

Over time, the curricular mission of the school has broadened from the nearly single-track of the Normal School to more than 150 programs in seven units. All students experience a liberal arts core curriculum coupled with a major in the liberal arts, the arts, the sciences, business, engineering, teaching or other pre-professional offering. All students receiving certification in education must have a liberal arts, arts or sciences major. In 2021, the college added a fully online completion degree, a Bachelor of Science Degree in General Studies, to reach a new audience in the region and New York State. The college has regularly appeared on *Kiplinger's* list of "100 Best Values in Public Colleges," and continues to climb in *U.S. News and World Report* and *Princeton Review* rankings for the best public regional universities in the Northeast. We rank in the top 3% nationwide on a social mobility index that measures a schools' ability to help students – especially those from disadvantaged backgrounds – climb the socioeconomic ladder.

From its inception as the Classical School, SUNY New Paltz has established a reputation for excellence and creativity to serve the educational needs of the Hudson Valley and other regions of New York State, a tradition that continues to this day.





Newly constructed Wooster Hall

The Institution

The State University of New York at New Paltz, a highly selective, public comprehensive college, enrolls about 7,800 students (6,800 undergraduate and 950 graduates) and has been recently ranked 6th (2010 *US News & World Report*) among the best public regional universities and 31st among public and private regional universities in the North.

The College offers a broad range of undergraduate and graduate programs in a student-centered and personalized environment. Degrees are offered in the liberal arts and sciences, the fine and performing arts, business, engineering and teacher education. At its educational core is the ever-present belief in the value of a liberal arts education.

The College's home is the historic village of New Paltz, nestled in

the foothills of the Shawangunk Mountains and with a view to the nearby Catskills. It is today a vibrant and engaged community, with a deep commitment to sustainability. A highly recognized school system and several excellent restaurants are notable.

Beyond the Village is the truly beautiful Hudson Valley known for its many outdoor and recreational activities. Yet, less than ninety minutes away from this bucolic setting is Manhattan with its unending cultural and cosmopolitan activities.

Beyond the enhanced quality of life afforded in New Paltz, ready access to the Capitol (Albany) and New York City provides enhanced educational opportunities for students through clinical experiences, internships and access to bountiful artistic, historic and international resources.



Nearby Minnewaska State Park



**“THE GEM
OF THE
SUNY SYSTEM”**

– Former N.Y.S. Senator John Bonacic

Qualities of Distinction

All higher education institutions have much in common, but the uncommon institution of higher learning has qualities that define its distinctiveness. At SUNY New Paltz, distinction can largely be defined through the following characteristics:

Intellectual Vitality

New Paltz is a vibrant educational community where inquiry and intellectual discourse are central. The unusual breadth of academic interests is bolstered by highly selective admissions standards, rigorous scholarship, a commendable record of having more students studying abroad and more international students on campus than any other SUNY college, and a reputation as one of the gems among SUNY's 64 campuses.

Diversity, Equity and Inclusion

As a public institution of higher education, SUNY New Paltz is committed to providing high-quality educational experiences and opportunities for academic success for all students. Our commitments include remediating past and current inequities while establishing and maintaining practices and values of inclusion of all groups and individuals, particularly those who have been disadvantaged and excluded.

The College aims to forever change the way access and opportunity are provided to underserved groups and to create a community built on the values of inclusion, diversity, and equity, while fostering a community grounded in social justice, civility, and respect. The College is committed to providing a range of opportunities for its

community to learn about how individual contributions to diversity and inclusion strengthen the learning and working environment for all. After George Floyd's death in 2020, campus leadership pledged to become an actively anti-racist institution of higher education. See our commitments and progress at this [link](#).

New Paltz takes immense pride in a highly commendable record of diversity in its student body, with nearly 40% of its entering first-year class from traditionally underrepresented populations. The fastest-growing segment of the student population is Latinx, with 25% of the incoming first-year class from this demographic. The percentage of Black students is currently 8%. This commitment to diversity is reflected in faculty and

staff recruitment with advances having been recorded annually. In 2020, for example, the proportion of full-time faculty who are women approached 53%.

Of greater note is the remarkable record of student retention and graduation rates at New Paltz that significantly exceed those of both public and private institutions. Six-year graduation rates for students of color equal or exceed those of majority students. Among Latinx and Black students, New Paltz's graduation rates are 16 to 34% higher than national averages for these ethnic groups.

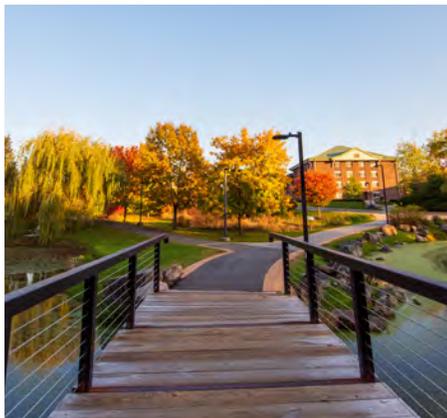
The campus has established and refined a Diversity, Equity and Inclusion Council, and more recently expanded those efforts to include working groups in each of the academic schools. The Black

Lives Matter at School initiative is significantly faculty driven, with administrative support. Our University Police Department has codified its commitment to be an anti-racist law-enforcement organization, and our recently established UPD Advisory Committee is working to sustain positive community relations and support our commitment to community-oriented policing. The College is proud to have one of the oldest Black Studies Departments in the country.

Black students and other students of color at New Paltz were for many years marginalized and offended by being asked to live, sleep, and eat in buildings named for the original Huguenot settlers of New Paltz, all of whom enslaved Africans. In 2017, we undertook an endeavor



that resulted in the removal and replacement of those building names. That was a symbolic but significant change, focused not on erasing history but on historical reconciliation. Our process was a remarkable example of a community coming together, listening respectfully to different viewpoints, and ultimately acting in the interests of creating a more inclusive campus environment. The College will dedicate a Contemplative Space next spring as part of that reconciliation. This spot looks onto the renamed Peregrine Quad and will be a place for campus community members and visitors to reflect and learn about the indigenous peoples, enslaved Africans and European immigrants who shaped the New Paltz community.



Five years ago, the campus initiated a new human resources organizational structure –expanding the role of human resources in building an inclusive environment. This structure has integrated human resources, diversity, affirmative action, Title IX, and employee professional development. These functions support and develop the people who form the culture of our organization. Our Chief

Diversity Officer is a member of the President’s Cabinet, reflecting New Paltz’s recognition that these issues impact virtually every decision and action across the College.

SUNY New Paltz is recognized as being an especially accepting and supportive environment for LGBTQ+ students and employees. We were one of the first to have an LGBTQ coordinator and a similarly themed living learning community. These steps were informed by a campus climate survey initiated by faculty on 2012.

In spring 2021, Asian and Pacific Islander students reached out to campus leadership to begin an ongoing dialogue with faculty, administrative and student leaders about the experiences and concerns of these students as well as the need to examine the curriculum and how it does and doesn’t represent AAPI experiences and viewpoints.



Contemplative Space rendering

... a symbolic but significant change, focused not on erasing history but on historical reconciliation.

Renaming of the Hasbrouck Complex buildings



1 Pride Walk gathering 2 APISA pumpkin picking trip

METAL/JEWELRY PROGRAM RANKED NO. 1 IN THE NATION

– U.S. NEWS & WORLD REPORT



The Arts

Ulster County (home of New Paltz) has a higher proportion of artists in its citizenry than any other state locale save Manhattan and Brooklyn. Not surprisingly, the arts are strongly positioned on the campus with about 12% of student majors. Several art programs are nationally recognized. The College's Master of Fine Arts program was ranked in the top 100 Best Graduate Schools by *U.S. News & World Report*, which also ranked the Metal/Jewelry program No. 1 in the nation. The creative arts are highly valued by the campus and community. Noteworthy is the integral presence of The Samuel Dorsky Museum of Art, which opened in 2001, and is one of the largest museums in SUNY, with more than 9,000 square feet of exhibition space in six galleries. The Dorsky's permanent collection comprises more than 5,000 works of American Art (with emphasis

on the Hudson Valley and Catskill Regions), 19th, 20th and 21st century photography, metals, and a "world collection" of art and artifacts dating back to ancient times and representing diverse cultures. Through its collections, exhibitions, and public programs, the Dorsky supports and enriches the college's academic programs, presents a broad range of world art for study and enjoyment, and serves as a center for Hudson Valley arts and culture.

Sustainability

The New Paltz community is strongly committed to sustainability. The College signed the American College & University Presidents' Climate Commitment in 2008 and established a sustainability committee in 2010. In 2012, New Paltz developed its first Campus Sustainability Plan. The Office of Campus Sustainability was established in 2013. Inspired by

the United Nations Global Goals for Sustainable Development, the Office's mission is to partner with students, faculty, staff, and regional partners to co-create a socially, economically, and environmentally sustainable community, campus, and region. New Paltz infuses sustainability throughout our institution, including curriculum and research, student and community engagement, operations, planning & administration. In 2017, our Foundation Board took the decisive action to remove endowment funds from direct investment in fossil fuels.

The campus has exceeded SUNY standards for LEED certification on many of our capital projects, added pollinator fields and more diverse flora and bird habitats, and reduced our carbon footprint to be more sustainable. The College has been designated as a Tree Campus USA and a Bee Campus USA.



Pollinator Friendly Meadow

Collaboration, Consultation and Common Purpose

The College has a deep and abiding commitment to a campus culture that prizes a sense of common purpose and the processes that sustain it. That sense of common purpose facilitates collaboration across departmental and collegiate lines and reinforces the intellectual and creative vitality present on campus. Decision-making flows from open communication and consultation, though it is clearly recognized that consensus cannot always be attained. Consultation is expected, collaboration is the norm, and community highly valued.



1 Hugo the mascot and incoming students at Convocation 2 Students studying in Wooster Hall



2



4



3

1 The Atrium, part of the renovated Student Union, is the *place to be* on campus 2 Spring is approaching at Mohonk Walk with a great view of the Gunks 3 Downtown New Paltz is known for its walkable streets, funky shops, casual eateries and fine dining. It was ranked at #3 on Buzzfeed "Best Small Towns in America" list. 4 Students have a variety of on-campus dining options, including Element 93 in Wooster Hall



2019 production of "for colored girls who have considered suicide/when the rainbow is enuf"

Academic Programs

College of Liberal Arts & Sciences
 School of Business
 School of Education
 School of Fine & Performing Arts
 School of Science & Engineering
 Graduate, Professional and
 Interdisciplinary Studies
 Continuing and Online Education

Majors

Accounting
 Adolescence Education
 Anthropology
 Art Education: See *Visual Arts Education*
 Art History
 Asian Studies
 Astronomy
 Biochemistry
 Biology
 Black Studies
 Business Analytics
 Ceramics

Chemistry
 Communication Disorders
 Communication Studies
 Computer Engineering
 Computer Science
 Digital Media Production
 Digital Media Programming &
 Management
 Early Childhood &
 Childhood Education
 Early Childhood Studies
(non-certification program)
 Economics
 Electrical Engineering
 English
 Entrepreneurship - **NEW**
 Environmental Geochemical
 Science
 Environmental Studies - **NEW**
 Finance
 French
 General Business
 Geography

Geology
 Graphic Design
 History
 International Business
 International Relations
 Journalism
 Latin American & Caribbean Studies
 Management
 Marketing
 Mathematics
 Mechanical Engineering
 Metal
 Music
 Painting
 Philosophy
 Photography
 Physics
 Political Science
 Printmaking
 Psychology
 Sculpture
 Sociology
 Spanish

Theatre Arts
Visual Arts
Visual Arts Education
Women's, Gender, and
Sexuality Studies

Interdisciplinary

Asian Studies
Environmental Geochemical Science
Environmental Studies
International Relations
Latin American & Caribbean Studies
Women's, Gender & Sexuality Studies

Minors

Adolescence Education - *NEW*
Ancient World Studies
Anthropology
Applied Mathematics
Art History
Art Studio
Asian Studies
Astronomy
Biology
Black Studies
Business
Business Analytics
Chemistry
Communication Studies
Computer Science
Creative Writing
Deaf Studies

Digital Design & Fabrication
Disaster Studies
Economics
Electrical/Computer Engineering
English
Environmental Geochemical Science
Environmental Studies
Evolutionary Studies
Film & Video Studies
French
Geography
Geology
German
History
Industrial & Organizational
Psychology
International Relations
Italian Studies
Jewish Studies
Journalism
Latin American & Caribbean
Studies
Law & Politics
Linguistics
Mathematics
Medieval and Early Modern Studies
Music
Native American Studies
Philosophy
Physics
Political Science

Psychology
Religious Studies
Social Justice Educational
Studies - *NEW*
Sociology
Spanish
Theatre Arts
Urban Planning
Women's, Gender, and
Sexuality Studies

Interdisciplinary

Ancient World Studies
Asian Studies
Deaf Studies
Digital Design & Fabrication
Disaster Studies
Environmental Geochemical Science
Environmental Studies
Evolutionary Studies
Film & Video Studies
International Relations
Italian Studies
Jewish Studies
Latin American & Caribbean Studies
Law & Politics
Linguistics
Medieval and Early Modern Studies
Native American Studies
Religious Studies
Women's, Gender & Sexuality Studies



Other Academic Offices and Programs

New Paltz has strong programs to support the success of all students, including the Center for Student Success, which provides peer-based academic support programs aimed at timely degree completion and was one of 12 programs nationwide to participate in The Excellence in Academic Advising initiative; the AC² for underrepresented students in STEM fields; the Educational Opportunity Program, which provides academic and financial support to New York State residents with a high school diploma or its equivalent, and who do not meet general admission criteria, but have the academic potential to earn a college degree; and the Scholar's Mentorship Program, a multicultural program, founded by the Black Studies Department, that addresses the

educational disparities of the historically underrepresented students of SUNY New Paltz. This program develops a community of scholars and leaders who celebrate academic achievement, while becoming culturally competent, to develop an inclusive campus.

The College also has a strong Honors Program that provides an enhanced intellectual experience through small seminars in a climate conducive to dialogue among highly motivated students and faculty. The program offers a diverse multidisciplinary analytical environment that nurtures independent thinking, creativity, respect and social responsibility.

The School of Business is home to the Hudson Valley Venture Hub, which supports the region's entrepreneurial community.



Faculty, Staff and Collective Bargaining

The Faculty

There are 344 full- and 323 part-time faculty at New Paltz. Teaching faculty are very connected to their students and are actively engaged in research and creative activity. They are represented by a union, the United University Professions (UUP). Faculty governance is through the Faculty Senate and is led by a Faculty Executive Committee.

The Staff

Excluding faculty, there are 568 full-time and 103 part-time staff working on campus. The staff are represented by the following unions on campus: United University

Professions (UUP), Civil Service Employees Association (CSEA), Public Employees Federation (PEF), the Police Benevolent Association of New York State (PBA), the New York Correctional Officers and Police Benevolent Association (NYSCOPBA) and the Graduate Student Employees Union (GSEU). The campus also employs contract staff through its auxiliary corporation that include workers for Sodexo and Follett. The Research Foundation of SUNY also employs staff on campus to support faculty research and creative activity through sponsored dollars.

1 Students at the AC² Senior Day 2 Students at the Scholar's Mentorship Program Awards ceremony 3 The EOP staff in their newly renovated office space

Students and Student Life

Athletics

The mission of the New Paltz Department of Athletics, Wellness & Recreation within the Division of Student Affairs is to sponsor a broad-based athletic, wellness and recreation program that provides transformational, educational and athletic opportunities for students to grow, to develop and to support the mission of the College by complementing and enhancing its diversity and quality of life. The department's programs strive for athletic excellence, competitive and recreational opportunities and overall wellness for the student body and college community. The school participates in NCAA Division III athletics and is a member of the SUNY Athletic Conference (SUNYAC) as well as the United Volleyball Conference and the National Collegiate Equestrian Association. Student athletes at New Paltz excel in competition and in the classroom, consistently achieving academic honors at or above their non-athletic peers.

Men's Sports

Baseball Soccer
Basketball Swimming
Cross Country Volleyball
Lacrosse

Women's Sports

Basketball Soccer
Cross Country Softball
Equestrian Swimming
Field Hockey Tennis
Lacrosse Volleyball

Student Association

The New Paltz Student Association (SA) is the official student government that represents and advocates for students and oversees all of the Student Association-recognized student organizations. The Student Association is responsible for the distribution of the student activity fee. The SA provides educational and social activities for the entire campus community. The SA also sponsors campus wide social events, such as dances, carnivals and concerts. In addition, the SA sponsors many trips and provides students with the opportunity to participate in numerous conferences throughout the country.

Residence Hall Student Association

The Residence Hall Student Association (RHSA) is a student-run organization that exists to foster community among resident students. RHSA is run by an eight-member Executive Board, which is responsible for all aspects of the organization. RHSA seeks to promote a healthy and enjoyable on-campus residence experience.



1 Women's Field Hockey, SUNYAC champions
2 The Athletic & Wellness Center 3 Men's Basketball team



College Council, New Paltz Foundation and Alumni Association

College Council

SUNY College Councils are established, described and governed by the provisions of Article 8, Section 356 of the New York State Education Law. Each state-operated campus has such a Council. Each Council consists of 10 members, nine appointed by the Governor, and one elected by and from the students on the campus. The Governor designates one member as Chair. Council members appointed by the Governor serve for a term of seven years. Councils also shall invite a representative of the faculty and a representative of the alumni to attend regular meetings of the Council. Consistent with the statutory responsibilities of such bodies, they shall develop and foster strong relationships between their institutions and local communities and promote campus and SUNY interests.

Foundation

Founded in 1976, the SUNY New Paltz Foundation, Inc. is a separate 501(c)3 that works to enrich the quality of academic life at SUNY New Paltz by raising private contributions. Gifts to the Foundation—from alumni, parents, and friends of the College—enhance the teaching, learning, and discovery that takes place on campus. There is virtually no activity on campus that does not benefit from the gifts made to the Foundation and to the endowment, which is currently \$36 million. One hundred percent of donated funds are used for programs that benefit students.

New Paltz recently completed a successful seven-year comprehensive campaign, called ***Soaring Higher – The Campaign for SUNY New Paltz***, the first in the College's history. The campaign exceeded its original goal of \$23 million – raising a total of \$24.7 million in campaign support as of June 30, 2021, with more than \$10 million in scholarship support, \$11.1 million in program support, and \$3.5 million in unrestricted support for the Fund for New Paltz.

Looking ahead, the Foundation/ Office of Development & Alumni Relations has launched a two-year “bridge” campaign focused

on fundraising for scholarships as plans are developed for the next major comprehensive campaign. I look forward to being involved in this effort during the current year and passing it on to my successor as a work-in-progress. An Educational Opportunity Program scholarship initiative has launched; campaigns for the Scholar's Mentorship Program, Black Studies, and a wide range of departments and disciplines will also be developed.

Alumni Association

The purpose of the SUNY New Paltz Alumni Association is to support our 64,000 alumni of all

ages from across the U.S. and the world and to help them network with each other, engage in the life of the College and with our students. All students become members of the Alumni Association upon graduation. Membership is free. The 25-member Alumni Council is comprised of alumni, college administrators, and student representatives and provides structure and leadership to the Alumni Association. The Director of Alumni Relations oversees all aspects of the Council. The Council fosters events, programming, communication, networking, and alumni involvement with the College both on and off campus.



Alumni Reunion hike in the nearby Shawangunk Mountains



Opportunities and Challenges

The New Paltz presidency offers an outstanding opportunity to lead an institution with considerable momentum, internal cohesion, and a well-deserved reputation. As the chief executive officer of the college, the next President will lead the institution at a critical time and will have a profound impact on the future of New Paltz. The new President will provide strategic and operational direction and must also recognize and empower the talent of our faculty, staff, and students. New Paltz is well positioned for the future, and the President must be prepared to assess, understand, and lead New Paltz and be willing and able to face these opportunities and challenges moving forward:

1. Advocacy

The new President will need to be a strong advocate for public higher education, supporting the work of the leadership of the SUNY system in a major effort to restore economic prosperity statewide and financial vitality for the New Paltz campus and public higher education, in the midst of an ongoing pandemic. The President has strong standing to emphasize the importance of funding the education of New York residents, particularly through high-quality educational experiences that lead to meaningful lives and career opportunities.

The growing and deserved reputation of New Paltz affords, as well, a timely opportunity to enhance its national standing. Increased prominence will benefit the College's efforts to diversify its geographical influence, expand international and online programming, enhance

faculty and professional staff recruitment, and strengthen the demand for its graduates.

2. Building the Budget

State appropriations have remained flat since 2013. During the pandemic, the Board of Trustees has frozen tuition and labor costs negotiated at the state level are born by the campuses without additional funding. There is no immediate prospect for significant state funding increases for higher education. The setting of priorities and the managing of resources will be major challenges for the College and the President's leadership, and these tasks will be paramount. The president will guide in the exploration and creation of new revenue streams, which will be critical in the overall support of faculty, staff, and students. The President will need to be transparent and involve the New Paltz community, along with other stakeholders, in discussions and actions about revenue generation and expenditure reductions to right size the campus economy moving forward.

3. Enrollment and Retention

Tuition and fee revenues and growing this source of funding are most important for New Paltz. New Paltz recognizes that it is facing stiff competition from peer institutions and the new president will need to provide strong support in adopting a more strategic approach to enrollment and retention. The new president will need to be fully engaged with efforts to advance New Paltz

competitiveness for attracting and retaining students.

For more than 25 years, the College has repeatedly received more applications for first-year undergraduate admission than any other SUNY comprehensive campus, a sign of the campus's continued popularity, attractive location, diverse offerings and strong academic reputation. The campus boasts consistently strong four- and six-year retention and graduation rates.

... the next President will lead the institution at a critical time and will have a profound impact on the future of New Paltz.

The fall 2021 first-year class arrived in higher numbers than before the pandemic—an encouraging sign. Nonetheless, overall enrollment for fall 2021 is down 4.8% compared to last year, owing in large part to higher rates of non-returners and depressed transfer, international and graduate numbers. These patterns exist nationwide and are lingering impacts of the pandemic. We are heartened by the arrival of 100 new international students in fall 2021. These patterns underscore a renewed focus on undergraduate and graduate student recruitment (A new vice president for enrollment management has joined the campus in 2021 after the retirement of a longtime VP

in that role.) The heightened attention to recruitment and retention is especially critical in the face of ongoing declines in traditional-age students. To that end, the College recently announced new structures, reporting lines and investments in Academic Affairs and Enrollment Management to expand our student recruitment capabilities, increase tuition revenue and create capacity to develop new programs.

These changes will also streamline the reporting structure and workload of the Provost, long identified as a major challenge and noted in the Middle States report. This change will support the success of the next Provost, to be hired through a search led by the next President.

New strategies include focusing on application generation and yield efforts at both the undergraduate and graduate levels, and streamlining and enhancing the work already being done to retain at-risk students during the registration process. The new president will need to support and build on these efforts.

4. Academic Leadership – Next Steps

The College currently has an interim provost who has agreed to stay on through the new president's first year to provide continuity until the new president can hire their own academic leader. The College has experienced high than usual turnover in this role during the past decade, which was preceded by a provost who

served for a decade and before that a provost who served for 16 years. The interim provost has begun the process to create an academic master plan for New Paltz in partnership with faculty governance, an action that was endorsed by our recent Middle States reaccreditation report and would be something the new provost will continue.

increase the representation of historically underrepresented faculty at SUNY, by providing professional development and salary support for a three-year period. Faculty are nominated to the program after being hired based on their credentials, through the same competitive national search process followed for all vacant faculty positions.

commitments to providing access and serving the educational needs of the Hudson Valley and New York State. Presidential leadership will be called upon to continue this momentum within fiscal constraints while honoring the College's mission and historic commitment to access and opportunity.



5. Diversity and Inclusiveness

It is expected that the next President continue to embrace the cultural difference of students, staff, and faculty from diverse backgrounds and demonstrate a commitment to maintaining a strong sense of community and inclusive excellence. This includes recruiting and retaining more diverse faculty, staff and administrators to better serve an increasingly diverse student population. The College is a highly successful participant in the SUNY-wide PRODiG Program (“Promoting Recruitment, Opportunity, Diversity, Inclusion and Growth”), which launched in 2019. The systemwide program aims to

PRODiG-supported faculty gain access to a network of colleagues across the state university system, as well as professional development opportunities offered through the SUNY Office of Diversity, Equity & Inclusion. The salary support provided by SUNY positions the College to reinvest funding to further develop campus-based inclusion, retention and advancement initiatives. To learn more, visit www.suny.edu/prodig

6. Managing Momentum

As the College community celebrates its enhanced profile as a university of choice and its visible recognition within the SUNY system and nationally, the leadership must be mindful of New Paltz's mission and historic

7. Advancing Philanthropic Giving

The next President of New Paltz needs to embrace philanthropy and advance a culture on and off campus so that everyone understands the importance of giving back. The President will work with the Office of Development and Alumni Relations on future campaigns and will be expected to engage with major donors. As mentioned earlier, the College recently completed a \$24.7 million dollar campaign and the next president will be expected to build on that success with a new campaign.



Desired Attributes

New Paltz's next president should possess a combination of personal qualities and professional qualifications and experiences that match the agenda of opportunities outlined in the previous section. The Search Committee seeks a strong leader who will work with the campus community to sustain the trajectory that has made New Paltz a college of choice for students, faculty, and staff, while simultaneously embracing the deeply held values that distinguish New Paltz as an intellectually vibrant, actively engaged and inclusive academic community.

Other attributes are likewise vitally important. The successful New Paltz president will be:

- 1 An individual of impeccable integrity and high ethical standards;
- 2 An able communicator, internally engaged with students, faculty and staff, and externally advocating for the College and for public higher education;
- 3 Proven success as a fund raiser, committed to being a leading participant in securing philanthropic support;
- 4 A person of intercultural competence and global perspective committed to sustaining New Paltz's outstanding success in attracting, supporting and graduating a diverse student population;
- 5 A person with successful track record in building and supporting institutional diversity and inclusion;

- 6 A decision-maker who recognizes that engaging with the college community, embracing shared governance, and exhibiting transparency in deliberations better ensures wise decisions and campus cohesion;
- 7 A transparent leader who listens, communicates and collaborates effectively with senior campus administration, all campus constituents, SUNY System administration, labor unions, and other SUNY institutions;
- 8 A visible and accessible leader with strong interpersonal skills who values the academic life, enjoys campus activities and interaction with students, and actively participates in the cultural and civic life of the local community; and
- 9 A person of good will, a leader with the “human touch,” a savant who knows the value of humility, perseverance, resilience, and entrepreneurship, and savors the rewards that flow from common endeavor.
- 10 Political acumen, and a willingness to engage with public and civic leadership at all levels;
- 11 Experience fostering successful town-gown relations and partnering with local and community leaders;
- 12 A visionary who will continue to adapt and evolve in the face of changes in higher education and the changing needs of the region and our students and support new program development and strategic investments in innovation.
- 13 Excellence in academic and administrative leadership at the level of president, provost, and/or other senior administrative position, with teaching and/or research experience.

► Applications

Interested candidates should submit only a cover letter and resume to **RPA Inc.** at sunynewpaltz@rpainc.org.

For a confidential discussion about this opportunity or to make a nomination, please email **Amanda O’Donnell**, Vice President and Senior Consultant, or **Dana John Cohick**, President, at the email address listed above. The first review of candidates will begin on November 30, 2021, and first round interviews will commence thereafter.





About the SUNY System

The State University of New York is the largest comprehensive system of higher education in the United States comprising four university centers, four academic health centers, five hospitals, four medical schools, two dental schools, a law school, the state's only college of optometry, 13 comprehensive colleges, seven technology colleges, 30 community colleges, statutory colleges, like at the Colleges of Agriculture & Life Sciences, Human Ecology, Industrial & Labor Relations, and Veterinary Medicine at Cornell University and SUNY's College of Environmental Science and Forestry, and manages one U.S. Department of Energy National Laboratory.

More than 95 percent of all New Yorkers live within 30 miles of any one of SUNY's 64 colleges and universities. In total, the SUNY System serves about 1.3 million students in credit-bearing courses and programs, continuing education, and community outreach programs. SUNY oversees nearly a quarter of academic research in New York. Research expenditures system-wide were more than \$1.1 billion in fiscal year 2021, including significant contributions from students and faculty. There are more than three million SUNY alumni worldwide, and one in three New Yorkers with a college degree is a SUNY alum. For more information about SUNY, visit: www.suny.edu.

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