

**SUNY New Paltz Council Meeting  
September 16, 2024**

Voting Members Present: Mr. Basch, Mr. Bettez, Dr. Venables, Ms. Noble (remote), Mr. Morell (Student Association [SA] President) and Ms. Padmore-Bacchus (remote; non-voting alumni representative).

Campus Administration Present: President Wheeler; Provost McClure; Vice Presidents Halstead, Pacheco Dunn, Marks, Turk and Wright; Interim Vice President Lieblich. Guest: Scott Cline, Assistant Vice President for Facilities Management.

Interim Chairman's Report:

- Mr. Basch called the meeting to order at 3:03 p.m. and acknowledged three students who attended the meeting.
- Mr. Basch introduced SA President Morell, a senior majoring in finance from New Windsor, New York.
- Mr. Basch proposed approving the minutes from the May 2, 2024, meeting. Dr. Venables moved on the motion and Mr. Morell seconded. The minutes were approved unanimously.
- Mr. Basch introduced Scott Cline, assistant vice president for facilities management, who joined campus after an Air Force career focused on facilities management work.
- Mr. Basch asked all Council members to introduce themselves.

President's Report:

- President Wheeler highlighted national news coverage of the University's anthropology/archeology efforts to uncover a century-old cemetery of those who were enslaved. The work speaks to the University's two pillars, the rigor and strength of our academic offerings to our students and the value added to the citizens of New York. The president shared that Vice President Wright noted that this coverage was picked up by more than 300 media sources and reached six continents.
- The president said that the academic year has started off strong thanks, in part, to Vice President Turk and her team who focused on recruitment and retention.
- The president thanked Interim Vice President Lieblich and her team in residence life, as increased enrollment has brought some challenges around increased housing needs.
- President Wheeler noted that the University's academic portfolio continues to shape and form. He said we're getting closer to having an application ready to apply to reopen the University's nursing program. We hope to have this submitted by February of next year, so we can seek state approval.
- The president spoke about the University's Venture Hub under the School of Business dean that engages in important, community level work.
- The president said Vice President Pacheco Dunn and her team in Human Resources, Diversity & Inclusion are staying busy, as the University on-boarded 37 new faculty members. This is the largest cohort of colleagues in more than a decade, if not longer. He added that this speaks to our ability as a campus community to manage resources.

- President Wheeler said that if you look around campus you will see Facilities work occurring in nearly every corner for maintenance and quality improvements.
- Dr. Venables asked if new faculty are replacing those who retired. The president said some are in replacement lines while others are in departments that needed new faculty lines. He added that faculty lines are tied to mission (i.e., where do we need faculty and how will they be used to best help us achieve institutional mission).
- President Wheeler said Vice President Marks is doing a phenomenal job leading foundation and development work. Last year, the University had the single-largest non-tuition-based gifts in its history of \$11.3 million. A significant portion was seeded by the Ibis Group to launch the Science of Reading Fundamentals (SORF) microcredential.
- The president shared that the University is offering SORF to the entire teaching cadre of the state of Maryland (27,500 licenses). He added that this culminates in many ways with the Office of Communication & Marketing that takes this great news and packages and channels it in a way that makes sense for audiences.
- President Wheeler said the University is working with the campus community to help address issues of culture, climate and engagement. These include free speech and expression, protection of Title IX and Title VI, among others. The president said this work is always ongoing. Incrementally, the University is always moving in a direction that makes sure this institution thrives well into the future.
- Mr. Basch said the horizon and goal is infinite for SUNY New Paltz and it keeps going in the right direction.

#### Budget Update:

- See attached PowerPoint slides.
- Vice President Halstead said the Council is the first one in SUNY to receive regular budget updates, a practice that has happened for decades at New Paltz, providing information on the campus's core operating fund – the largest of its four budgets.
- The vice president said today's goal is to understand how fiscal year 23-24 ended; refresh memories for state budget outcomes; compare budgets from last fiscal year to this one; provide cash balance update; and chart the path forward.
- Vice President said the University is almost through the end of fiscal year 23-24. On revenue, the University exceeded targets by \$2 million. State support came in higher than anticipated due to an advanced allocation from 24-25 to pay retroactive raises. On expenditures, the vice president said these came in \$3 million lower than anticipated. This was due to utility costs/usage being lower than expected. And the biggest savings came in the form of personnel, including an inordinate number of searches unfilled in the last two years. The vice president noted this is due partly to a lack of labor force and need to address more competitive salaries.
- In sum, the vice president said the projected deficit was \$8.5 million at the beginning of the year and will actually be about \$3.6 million, moving in the right direction. So rather than taking \$8.5 million from reserves for this year, the campus will only need to use \$3.6 million.
- Vice President Halstead said the state's enacted budget played out favorable for SUNY for the second year in a row, including increased state support to campus for salaries, internship experiences, SORF and Benjamin Center. The vice president said Facilities

saw a minor decrease in critical maintenance funding but this doesn't impact large, pre-approved projects moving forward.

- When looking at the campus's operating budget year-over-year, Vice President Halstead said the University projected increased enrollment and state support. She said we would hope to increase total revenue by \$3.8 million. For expenditures, the vice president said we're planning for an increase in personal service expense of about \$4 million. This accounts for contractual salary increases. The vice president said utilities was kept at the same budgeted amount and that the campus managed to reduced supplies, travel, contracts and equipment by \$250,000.
- Overall, Vice President Halstead said there would be a deficit increase this year but it should be minor.
- The vice president said the residence hall fund is 8% oversubscribed this year. Dr. Venables asked why residency is over this year. Vice President Halstead said that the post-pandemic student return to campus is one factor and it is also due to actively recruiting more students. Vice President Turk said the University has more transfer students who want to live in residence halls than ever before and we couldn't accommodate all of them. She added that part of the reason for the full house is a higher than anticipated number of continuing students who wanted to live in residence halls.
- Mr. Basch asked if this is a function of rental costs for this area. Vice President Turk said it could also be due to how difficult it is to find housing in New Paltz. Interim Vice President Lieblich said there are a number of factors and that the residence hall rooms that are triples are designated for such.
- Looking at all-funds cash balances, Vice President Halstead noted that the University borrowed \$5 million for a residence hall rehab and that the loan is in our bank account. This makes it look like we have a higher cash balance than we actually do.
- The vice president spoke about charting the path forward toward a balanced budget. To reach the goal of financial sustainability this year, this includes focusing our work on three areas of responsibility, accountability and authority. The vice president said one of her goals is communicating to campus the shared responsibility for financial sustainability and usage of these three areas in her work.
- Ms. Noble asked what actions are being taken to increase enrollment and how many new enrollees are we hoping for.
- Vice President Turk said the University is engaged in a number of new and continued initiatives from last year. These include:
  - Academic considerations cohort, bringing in students who have a slightly lower GPA and providing supports;
  - ACE program, directed advising to increase retention and graduation rates;
  - Looking at way we market to students, including a student journey map and intentional marketing/communication to specific student demographics;
  - Parent web portal to provide information to families;
  - Adult students, bringing them back into the fold as different types of learners; and
  - 4+1 programs accelerated degree programs.
- President Wheeler said the efforts Vice President Turk described are part of a larger, intentional approach at the leadership table. There is much greater alignment across all seven of the VP areas so each unit knows what the other is doing. All work is set against the two pillars for why this institution exists – academic excellence from beginning to end; and the value added to citizens of New York and beyond.

- Mr. Bettez said this alignment work is a good approach.
- Mr. Basch asked about out-of-state and international enrollment. Vice President Turk said international enrollment is down a bit compared to last year. For out of state, the University is seeing an increase in New Jersey with Connecticut to follow.
- Ms. Noble asked how enrollment work interfaces with increased residence hall capacity. Vice President Turk said there is a meeting this month to go through what went right and wrong in housing, knowing that next year may have similar issues since a residence hall is going offline for renovation.

Wrap-Up:

- Mr. Basch said the next meeting is Nov. 14.
- Mr. Basch made a motion to adjourn. Dr. Venables moved on the motion and Mr. Morell seconded.
- Mr. Basch adjourned the meeting at 3:58 p.m.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Richard Winters".

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

# SUNY NEW PALTZ COUNCIL

MICHELE HALSTEAD, VICE PRESIDENT FOR ADMINISTRATION & FINANCE

September 16, 2024





## Today's Goal



Understanding how fiscal year 2023-24 ended (budget to actual)

Refresh memories for state budget outcomes

Compare fiscal year 2023-24 budget to fiscal year 2024-25 budget

Provide cash balance update

Charting the path forward

# FY 2023-2024 Status of Core Instructional Budget

## 9/16/2024 (almost final)

### REVENUE

	<u>Budget</u>	<u>Total Revenue</u>	<u>% of target</u>
Fall Tuition & Fees	\$ 24,510,214	\$ 24,705,601	101%
Spring Tuition & Fees	\$ 22,885,935	\$ 23,178,614	101%
<b>Total Funds Generated by Campus Activities</b>	<b>\$ 47,396,150</b>	<b>\$ 47,884,215</b>	101%
State Support	\$ 19,151,600	\$ 20,666,096	108%
<b>Total Revenue</b>	<b>\$ 66,547,750</b>	<b>\$ 68,550,311</b>	

### EXPENDITURES

	<u>Initial Budget</u>	<u>Total Expenditure</u>	
Personal Service	\$ 61,140,133	\$ 59,135,964	97%
Temporary Service	\$ 5,602,376	\$ 6,205,872	111%
Utilities	\$ 3,272,096	\$ 2,781,501	85%
Supplies, Travel, Contracts & Equipment	\$ 5,100,533	\$ 4,112,880	81%
<b>Total Expenditures</b>	<b>\$ 75,115,138</b>	<b>\$ 72,236,217</b>	96%
<b>Projected Deficit (use of reserves)</b>	<b>\$ (8,567,388)</b>	<b>\$ (3,685,906)</b>	

★ **Projected Deficit (use of reserves)** retroactive raises

# Elements from the Enacted State Budget New Paltz Share – memory refresh



## Operating Support:

- \$2,125,000 salary support
- \$128,000 internship experiences

## Capital Support:

- \$823,000 Decrease in Critical Maintenance Funding


## Other Direct Funding:

- \$150,000 Benjamin Center
- \$1,000,000 Science of Reading Microcredential



# Budget-to-Budget

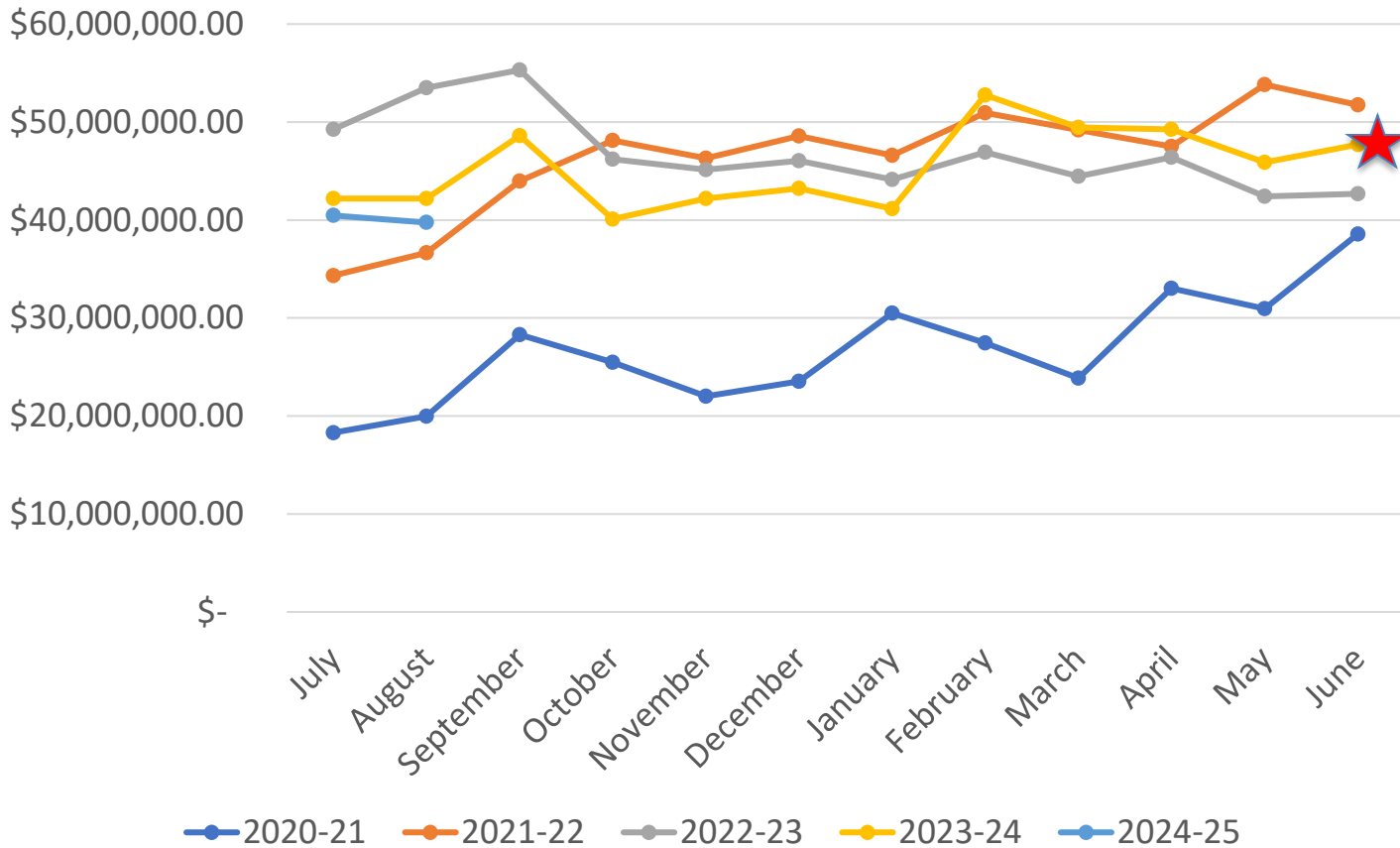
## Last Year to This Year

<u>REVENUE</u>	<u>23-24</u>	<u>24-25</u>	<u>Increase/Decrease to budget</u>
Fall Tuition & Fees	\$ 24,510,214	\$ 25,277,389	\$ 767,175 
Spring Tuition & Fees	\$ 22,885,935	\$ 23,672,884	\$ 786,949
<b>Total Funds Generated by Campus Activities</b>	<b>\$ 47,396,149</b>	<b>\$ 48,950,273</b>	<b>\$ 1,554,124</b>
State Support	\$ 19,151,600	\$ 21,419,600	\$ 2,268,000
<b>Total Revenue</b>	<b>\$ 66,547,749</b>	<b>\$ 70,369,873</b>	<b>\$ 3,822,124</b>
 <u>EXPENDITURES</u>			
Personal Service	\$ 61,140,133	\$ 65,138,358	\$ 3,998,225
Temporary Service	\$ 5,602,376	\$ 6,026,031	\$ 423,655
Utilities	\$ 3,272,096	\$ 3,272,096	\$ -
Supplies, Travel, Contracts & Equipment	\$ 5,100,533	\$ 4,849,560	\$ (250,973)
Tuition Scholarship (change in acct practice)			
<b>Total Expenditures</b>	<b>\$ 75,115,138</b>	<b>\$ 79,286,045</b>	<b>\$ 4,170,907</b>
<b>Budgeted Deficit - to be covered by reserves</b>	<b>(8,567,389)</b>	<b>(8,916,172)</b>	<b>\$ (348,783)</b>



Initial revenue reports indicate that we are close to meeting the tuition target

## Month-End All Funds Cash Balances



## Charting the Path Toward Fiscal Health

- Responsibility
- Accountability
- Authority

### Presidential Goal for 2024-25

- Financial Sustainability

### VP for Administration and Finance contribution

- Communicating shared responsibility for financial sustainability

### Campus contribution

- Regular (quarterly) reporting by division

# Questions?