

UNIVERSITY POLICY AND PLANNING COUNCIL

October 10, 2019 – 2:45 p.m. to 4:45 p.m.

UNH 306

MEETING MINUTES

Present: S. Axley; Y.H. Chen; S. Chengalur-Smith; S. Chittur; C. Fauchon (Recorder, non-voting); R. Gil-Garcia; C. Kim, Provost (Ex Officio, non-voting); T. Knight; Z. Lawrence; L.A. McNutt; J. Mower (Chair); K. Reinhold; J. Rivera-Wilson

Guests: Jon Bartow, Graduate Education; Steve Galime, Provost Office; Gerard Marino, Financial Management and Budget; William Hedberg, Provost Office; Ann Marie Murray, Provost Office; Bruce Szelest, President Office; Kathie Winchester, Undergraduate Education

I. Approval of the Minutes from September 11, 2019

Minutes of the September 11, 2019 meeting were approved without amendments (10 yes, 0 no, 1 abstention from new UPPC member Ramon Gil-Garcia, who just joined the Council today).

II. Sub-Committees Reports

Note: this entry was omitted from the agenda but will be a regular discussion item from now on.

UFC: University Facilities Committee:

The UFC Committee is planning to meet twice during the Fall semester. Committee Chair Louise-Anne McNutt had a phone meeting on September 23rd with Vice President for Finance and Administration Todd Foreman and Associate Vice President for Finance and Administration John Giarrusso to discuss agenda items for the semester, such as:

- Updates of Facilities decisions: Consider earlier notification to UPPC
- Signage: Revisit the request by some on UPPC members to have departmental signage that can be easily modified as departments move

Besides the items discussed during the September 23rd phone meeting, Chair McNutt announced that The Committee will also be looking at cost saving strategies, especially in view of this Fall enrollment shortfalls.

RAPC: Resource Analysis and Planning Committee

The RAPC Committee is also planning to meet twice during the Fall semester.

Chair Karin Reinhold had a preliminary meeting with Vice President for Finance and Administration Todd Foreman to discuss what the RAPC should be working on this coming semester. Given time concerns, UPPC receives a summary of budget reports. RAPC will be looking at the budget in more details and explore budget planning at a time of decreased revenue.

III. Chair's report

Chair Jim Mower attended the College of Arts and Sciences Presidential Listening Tour on September 24, 2019. Most of the talk concerned the shortfalls in enrollments for the Fall 2019 semester. Other informational items included the promotional ladder for full-time lecturers currently under preparation, the base level Ph.D. stipend, and the new policy for international travel. Chair James Mower full report has been sent to all via email and is also available on OneDrive.

IV. New Business: Effect of enrollment shortfalls on the budget

Budget director Gerard Marino gave a presentation on the effect of the Fall 2019 enrollment shortfalls on the University budget. Overall, tuition represent about 25% of our budget (while State support only represents about 10%). The University budgeted \$ 585 Million of all funds planned revenue for 2019-2020, of which \$147 Million were to come from tuition. This planned revenue was based on a planned enrollment of 13616 undergraduate students and 4408 graduate students. As of today, undergraduate enrollment is at 13289, and graduate enrollment is at 4238 students, which represents a shortfall of about 500 students. Besides the loss of tuition revenues, the enrollment shortage has a trickle-down effect as less students also means a loss of revenues from auxiliary services such as meal plans, fees and residence halls.

We are addressing the deficit by reducing fringe exposure through moving lines, increasing workforce planning targets, refining the overhead budgets, delaying five faculty searches, and accessing our newly available Indirect Cost Recovery Fund, our Program Contingency Line and our summer sessions revenues (our summer and winter sessions, which consist increasingly of online courses, did extremely well this year). Campus cash reserves will cover the remaining gap for 2019-2020, and a recurring shortfall of \$ 5.8 million will be carried to the 2020-2021 year. In addition to these budget actions we will be revising our enrollment plan and objectives, increasing our retention numbers and our graduation rate, and intensifying our research and our philanthropy.

Chief of Staff Bruce Szelest informed the Council that President Rodríguez has identified additional strategies such as direct advisement / 4-year advisement, direct admits, and more strategic marketing investment in our high-growth potential areas. We have invested in two data analysts' positions to look at our undergraduate and graduate admissions and to analyze markets, look at where the trends have been, and identify the best places to send recruiters. Admission is now working more closely with Marketing. Looking at SUNY's other University Centers, their enrollment numbers are up this year both at the undergraduate and at the graduate levels. The President sees this as a hopeful sign. We need to ask ourselves why we are not growing. It is true that their Engineering and Business Programs are much bigger than ours and that these programs are very much in demand, but it is not only about the enrollment numbers: their retention rates are also higher than ours. Outside SUNY, some institutions are reporting record-breaking enrollments. Hence the concerted effort and concern to see what we can do better. Our approach is truly comprehensive, and it is the President's number one priority in this coming year.

Budget Director Marino added that we are also focusing on growing our online environment, and that this is happening at the SUNY System level. William Hedberg explained that there is a real demand for online courses: looking at our very successful summer and winter sessions, 70 % of the summer courses are now being offered online, and all of our winter session courses.

Vice President Todd Foreman will be holding a budget forum on October 21, in the Campus Center to further discuss the status of the University Budget.

Chair Mower reminded all that Budget Director Marino's complete presentation can be found on OneDrive.

Adjournment

Motion to adjourn, seconded. Meeting ended at 4:05 p.m.

Minutes prepared by: Corinne Fauchon

Minutes Approved: 11/6/2019