

**Budget Advisory Group Meeting**  
**Minutes**  
**November 14, 2023**  
**114 Marano Campus Center**

**Attendance:**

**Present:**

Rodrick Andrews  
Ashraf Attia  
Cory Bezek  
Frank Byrne  
Kendra Cadogan  
Jamal Coleman  
Dean Crawford  
Mitch Fields  
Scott Furlong

Vicki Furlong  
Kathleen Kerr  
Prabakar Kothandaraman  
James Mackenzie (via Zoom)  
Melissa Maldonado  
Gabriel Marshall  
Grace Maxon-Clarke  
Stephen McAfee  
Rameen Mohammadi  
Sean Moriarty (via Zoom)

Jill Pippin  
Ritu Radhakrishnan  
Elizabeth Schmitt  
Mark Slayton  
Gary Thompson  
Mary Toale  
Becky Waters  
Leigh Wilson

**Not Present:**

Oghenetega Adjoh  
Mary Canale  
Austin Davis  
Kristi Eck  
Paul Leary

**Agenda**

1. Enrollment
2. 2023-24 Current Budget
3. 2024-25 Budget Development

**Enrollment**

- Enrollment is a key component of the University's financial plan.
- The operational budget has two core pieces
  - Tuition and fees
    - Comes from our enrollment, fall and spring
  - State tax dollars
- We are down a little under 1,000 students
- First-year student enrollment
  - 1,198
  - 441 (37%) are culturally-diverse
  - 437 (36%) from NYC and Long Island
  - 238 (20%) from Oswego and Contiguous Counties (Cayuga, Jefferson, Lewis, Madison, Oneida, Onondaga, and Oswego)
  - 281 (23%) are STEM majors

- 47 (4%) are from outside of New York, including:
  - 14 International students
  - 7 from Washington, DC
  - 3 from New Jersey
- Total Enrollment
  - 6,687
    - 5,631 undergraduate
    - 1,056 graduate
  - 2,253 (34%) are culturally-diverse
  - 1,791 (27%) from NYC and Long Island
  - 1,954 (29%) from Oswego and Contiguous Counties (Cayuga, Jefferson, Lewis, Madison, Oneida, Onondaga, and Oswego)
  - 286 (4%) are from 33 other US States and DC
  - 232 (2.7%) International students from 30 different countries
- Retention
  - The better retention we have, the better base we have for our student population
- Residential Occupancy
  - A residential occupancy holistically supports the residence hall plan, DIFR (Dormitory Income Fund Reimbursable)
    - This supports the upkeep, maintenance and operations of our residence halls.
- SUNY Oswego was able to obtain some additional state tax dollars for 2023-2024.

### **2023-24 Current Budget**

- 2023-2024 Operational Budget Summary Financial Plan – Revenue Offset
  - Base Operational Financial Plan: \$65.6M
  - Additional Operating Aid: +\$2.4M
  - Additional Monies for Specific Initiatives: +\$.99M
  - TOTAL Operating Financial Plan: \$69.1M
  - Disbursements/Transfers: (\$74.5M)
  - Operating Surplus/Deficit: **(\$5.4M)**
- Action Steps
  - Ongoing planning in place for 2023-2024 to address the deficit with current levels of spending and budget control measures such as position review, discretionary spending review, and improving operational efficiencies.
  - We have started the budget planning a lot earlier than we have in the past to put some direction in place, to put some modeling in place and to really prioritize the operational budget plan without the need to dip into our reserves to support operational needs.
- 2023-24 Additional Funding: Ongoing and One-time Transformation Fund Investment Uses

- Increase in Ongoing Operational Money - \$3.44M
  - Additional Operating Aid - \$2,445,063
  - Grad Fee Mitigation - \$36,400
  - Food Insecurity - \$50,000
  - Mental Health Support - \$266,100
  - Support for Students with Disabilities - \$270,100
  - Internship Opportunities - \$248,200
  - Research Investment - \$20,000
- Transformational Investment - \$1.01M
  - One time money for workforce needs, student success and innovation.
  - Replicate ACE (Accelerate, Complete, Engage) platform focused on improving bachelor's degree completion rates, focus on transfer pathways
- Ongoing Budget Challenges
  - Challenges
    - Mandatory costs relative to Collective Bargaining Agreements
    - Federal Stimulus Funding – no longer applicable.
    - Decline in enrollment and retention
    - Dormitory Income Fund Reimbursable (DIFR) scholarships.
  - Actions/Opportunities
    - Cabinet level approval of all positions.
    - Start 2024/25 Budget Planning on October 1, 2023.
    - Deploy efficiency modeling in each division to balance the operational financial plan *without* the need for reserves.
- Enrollment Decline Impact
  - 71% of first-time full-time 2022 students returned this fall
  - 83% of transfer-in full-time 2022 students returned this fall
  - This cohort lost 428 freshmen and 81 transfers
  - The loss of one freshman lowers revenue as much as \$50,000
    - Tuition and fees for three years =  $\$8,769 \times 3 = \$26,307$
    - 90% on campus yr. 2, 33% yr. 3, 25% yr. 5 = \$23,509
    - $\$50,000 \times 428 = \$21\text{M}$  that we will not see
  - Room Rents/DIFR: (\$5m)
  - Meal Plans/ASC: (\$3.5m)
  - Fees
    - Athletic: (\$.3m)
    - Technology: (\$.5m)
    - Health: (\$.4m)

## 2024-25 Budget Development

- Divisional Toolkits sent out this week

- Prescriptive Budget Timeline
- Efficiency Modeling Targets for divisions:
  - Academic Affairs - \$3.75m (\$1.0m from this year, \$2.75m next year)
  - Administration - \$1.25m (\$.5m this year, \$.75m next year)
  - Student Affairs - \$.1m
  - President's Division - \$.1m
  - Campus wide Utility Savings - \$.55m
- Assumptions
  - Enrollment stays flat (inclusive of recruitment and retention) – represents 71% of our operational budget
  - No additional state tax dollar support – represents 28% of our operational budget
  - No state imposed budget cuts/reductions
- Long-Term Plan for SUNY Enrollment and Financial Sustainability – Due November 29, 2023
  - SUNY requests a long-term enrollment and financial sustainability plan from all 64 campuses.
  - The requested document focuses on seven sections including:
    - Future growth and positioning
    - Retention as an enrollment strategy
    - Operational collaboration
    - Academic Portfolio Optimization
    - Diversity Equity and Inclusion
    - Fiscal Conditions
    - Additional data

#### Questions and Answers:

1. You referred to reserves to reserves. What is the number of current reserves.
  - a. Current reserves is \$14.5m. SUNY has a reserves policy. In the past if your reserves has been a little too healthy, you become a bit of a target. One of the things we pride ourselves on is being in the middle.
2. I've been hearing some discussion of a zero-based budgeting exercise. Are academic departments expected to start from zero and justify their OTPS?
  - a. We want folks to start looking at what their budget is, what are they spending on, what do they need to spend, what do they want to spend, what are the resources that they need to operate? What are the resources that I need to be successful in my department to serve not only my department but by students and my curricula?
3. There is a significant in online and adult-oriented programs that is projected in our doubling of students and our residential baccalaureate students are projected over this 10 years to go from 3,300 to 4,000. It's pretty stable and growing. It looks as though as we move forward there will be more online or an adult capacity. How is budgeting and strategies being considered as we think through this multi-year strategy for budgeting and things for SUNY in terms of growth? I'm not really hearing about technology infrastructure, the services, all the things that an online or an adult student is going to need. It's different than a traditional student who has developmental age related needs.

- a. This is a vital piece of the strategic planning. There are opportunities at the Syracuse campus. We will need to move quickly as the space becomes available.
- 4. Micro-credentials aren't currently covered by Financial Aid. Is there a way that some of the external partners could support us in providing micro-credentials and other resources?
  - a. This is happening at this point and my sense is that it will continue as we explore these opportunities. We are in constant conversations with Micron and other agencies. We are trying to be agile and respond very quickly as these opportunities emerge.