



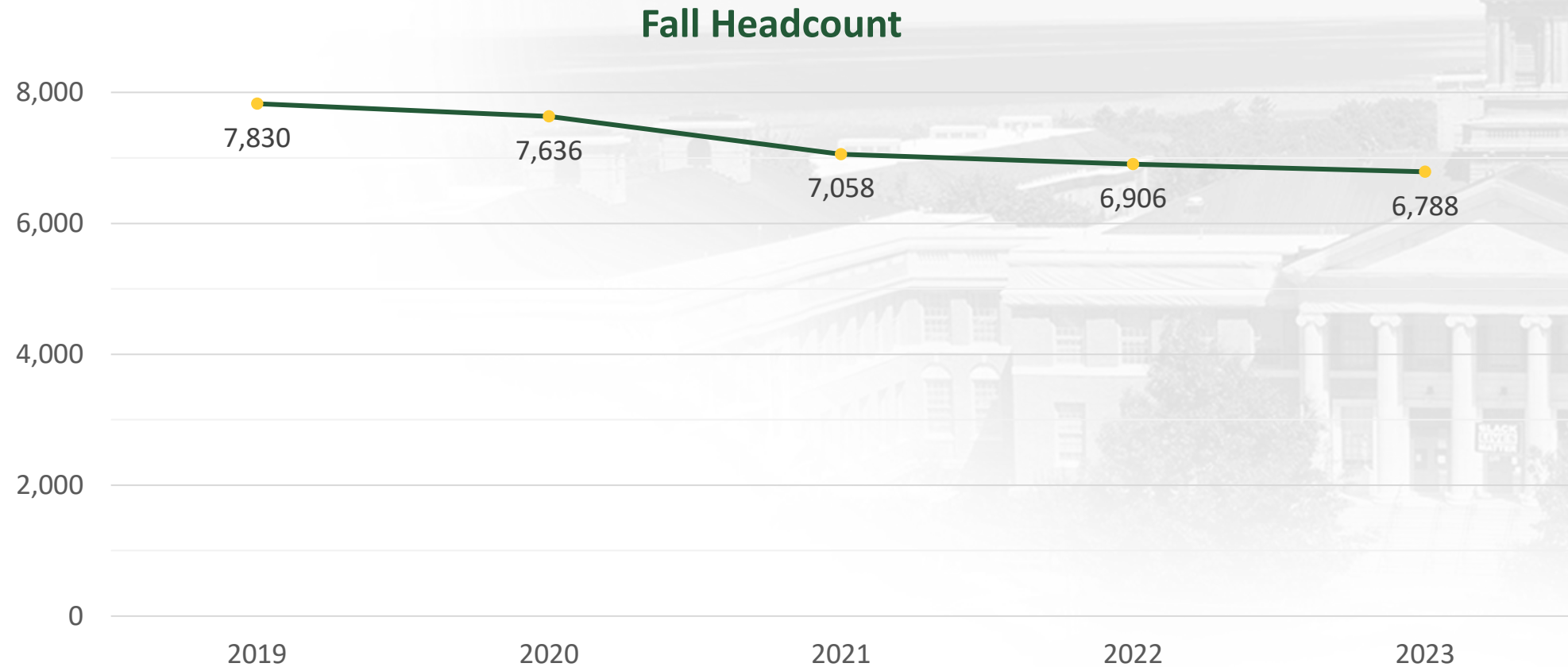
BUDGET ADVISORY GROUP

November 14, 2023

AGENDA

- Enrollment
- 2023-24 Current Budget
- 2024-25 Budget Development

ENROLLMENT



FALL 2023 FIRST-YEAR STUDENTS' 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

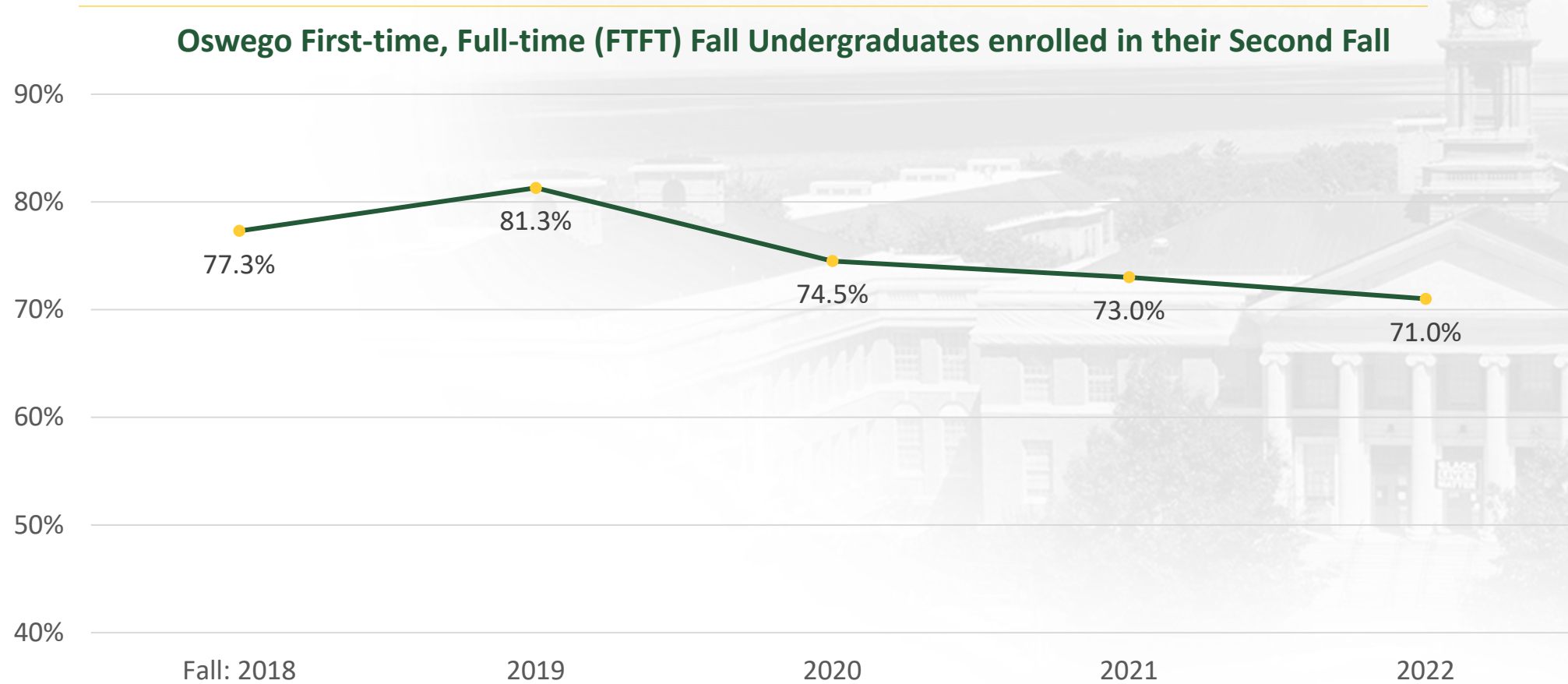
Preliminary data, current as of September 26, 2023. Includes full-time and part-time degree-seeking students.

FALL 2023 ALL STUDENTS' 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 U.S. states and D.C.
- 232 (2.7%) International students from 30 different countries

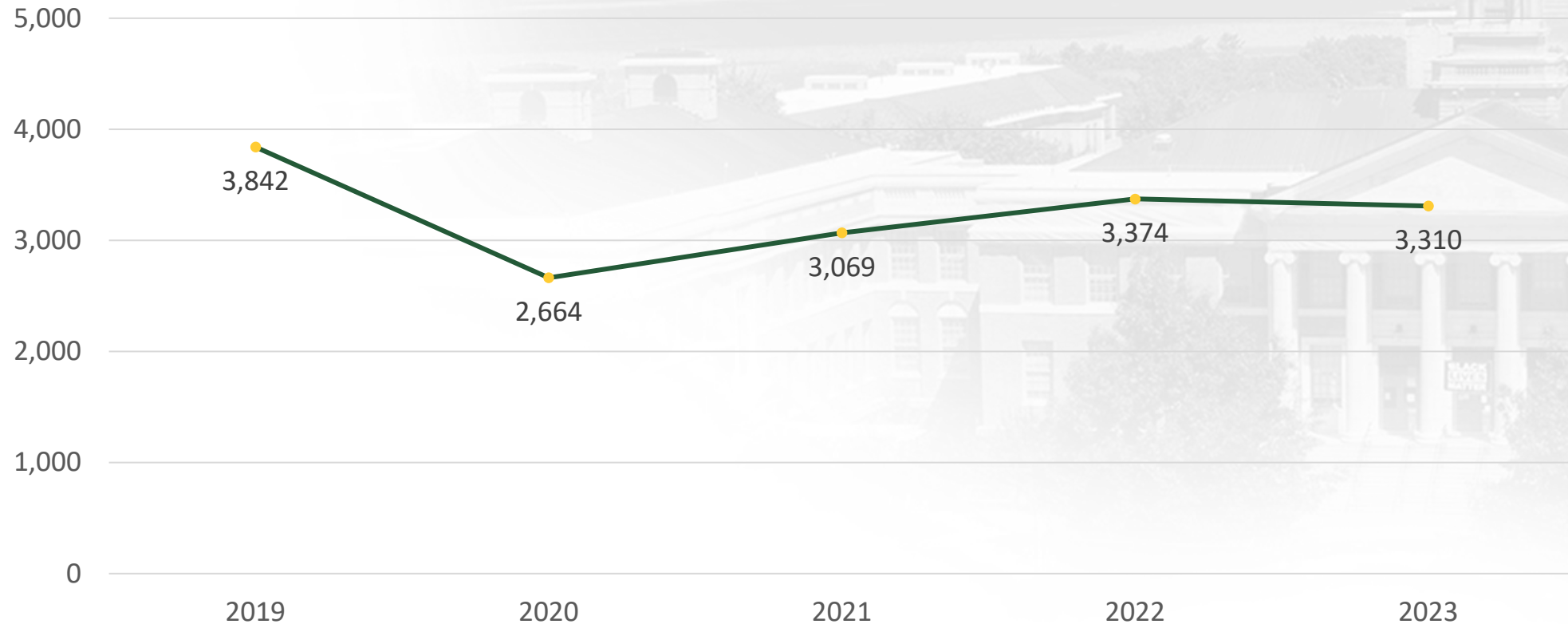
*Preliminary data, current as of September 26, 2023. Includes full-time and part-time degree-seeking students.
Excludes 92 non-degree students, 52 exchange students, and 43 cross-listed students.*

RETENTION

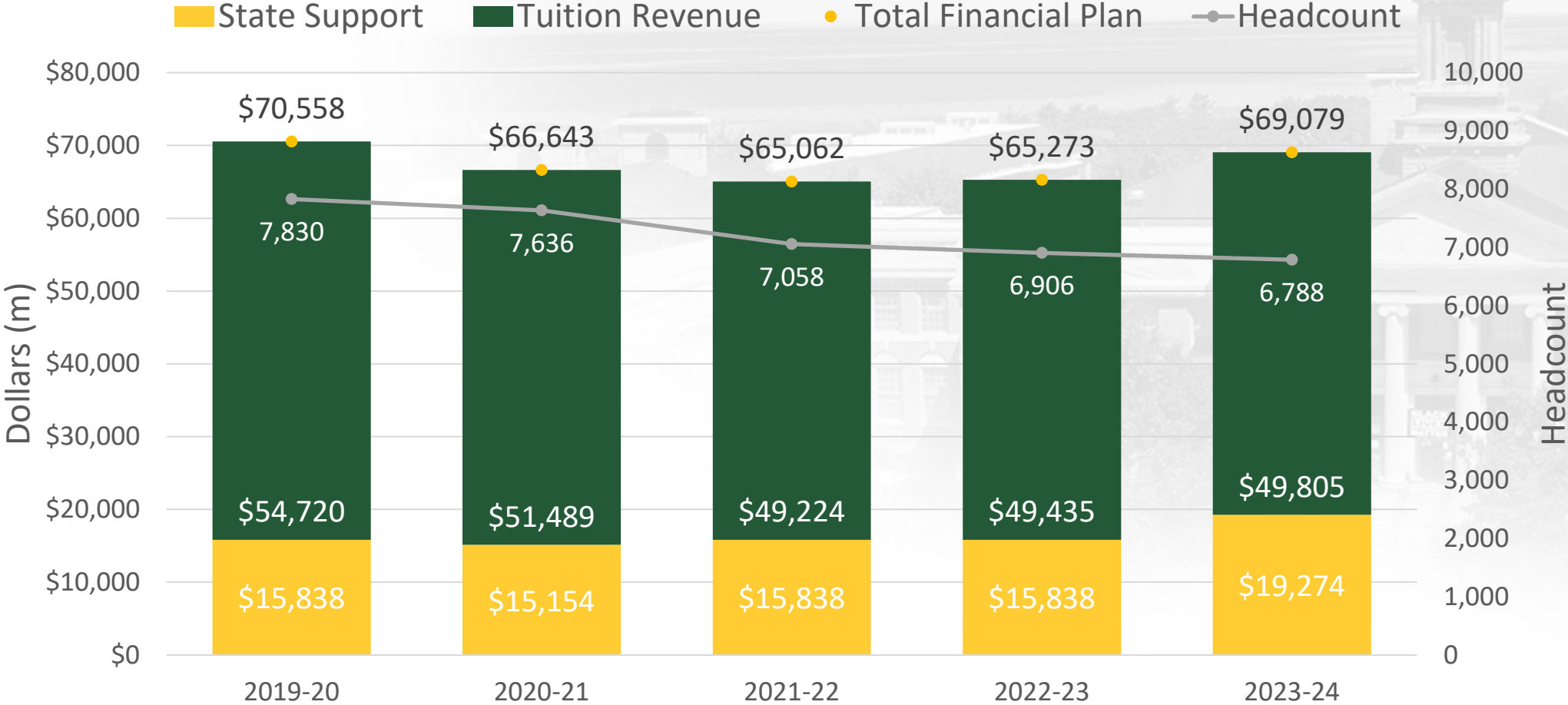


RESIDENTIAL OCCUPANCY

Fall Campus Residents



2023-2024 BUDGET: FIVE-YEAR OPERATIONAL FINANCIAL PLAN WITH ENROLLMENT



2023-24 OPERATIONAL BUDGET SUMMARY/ FINANCIAL PLAN – REVENUE OFFSET

Base Operational Financial Plan	\$65.6M
Additional Operating Aid	+\$2.4M
Additional Monies for Specific Initiatives	+\$0.99M
TOTAL Operating Financial Plan	<u>\$69.1M</u>
 Disbursements/Transfers	 <u>(\$74.5M)</u>
 Operating Surplus/Deficit	 <u>(\$5.4M)</u>

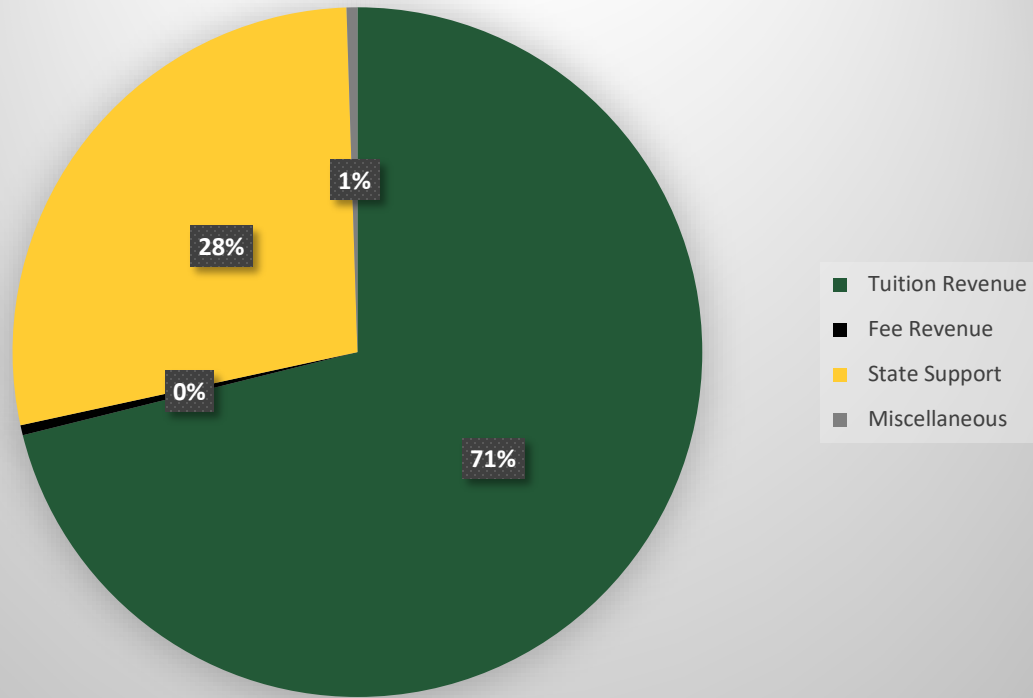
Action Steps:

Ongoing planning in place for 2023-24 to address the deficit with current levels of spending and budget control measures such as position review, discretionary spending review, and improving operational efficiencies.

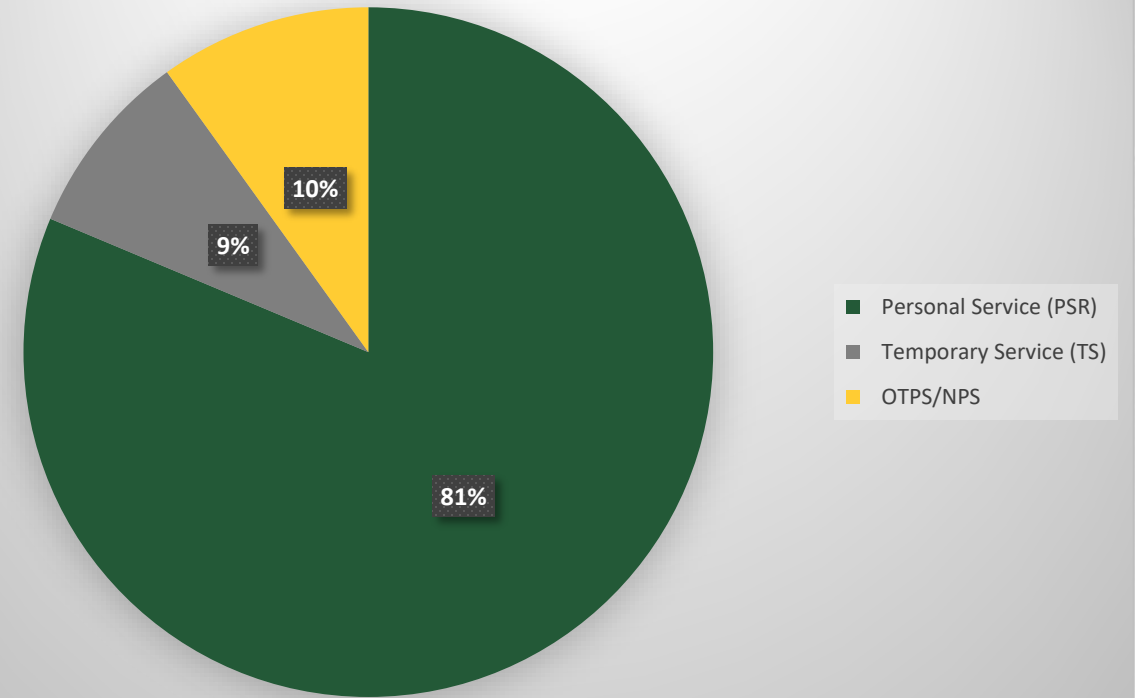
2023-24 BUDGET SUMMARY: REVENUES VS. DISBURSEMENTS – REVENUE OFFSET



Revenue/ Receipts



Disbursements



2023-24 ADDITIONAL FUNDING: ONGOING & 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 - \$348,200
- 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 = $\$8769 * 3 = \$26,307$
90% on campus yr. 2, 33% yr. 3, 25% yr. 4 = $\$23,509$
- $\$50,000 * 428 = \21M that we will not see

(source: IRA)

ENROLLMENT DECLINE IMPACT - \$\$

- 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 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

2024-25 BUDGET DEVELOPMENT

Assumptions

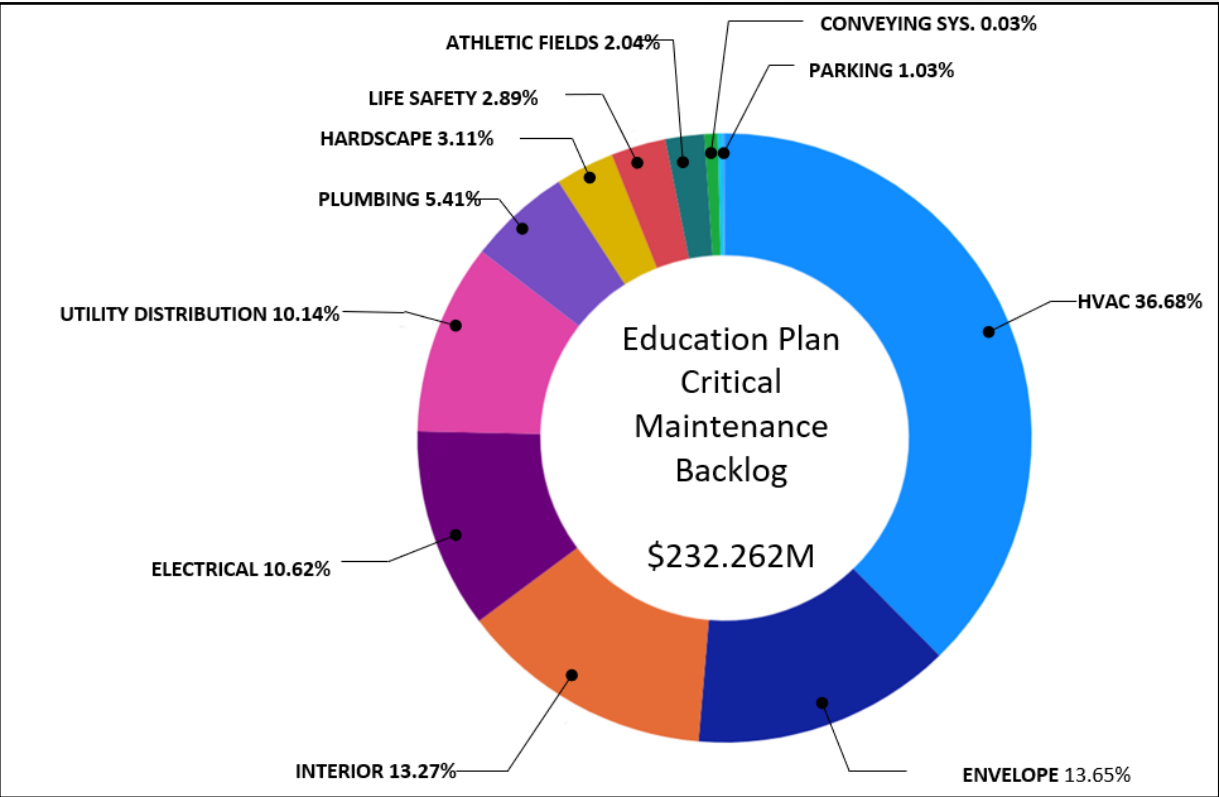
- Enrollment stays flat (inclusive of recruitment and retention) – represents 71% of our operational budget
- No additional state tax dollar support – represents 28% of our operational budget
- No state imposed budget cuts/reductions

FACILITIES' CAPITAL UPDATES: CONSTRUCTION ACTIVITY

- Hewitt Hall Phase I (Exterior): \$18m
- Hewitt Hall Phase II (Interior): \$42.5m
- Sheldon Terracotta: \$14m
- Rudolph Road Steam Line: \$5m
- West Campus: \$1.3m
- Sidewalk Replacement: \$0.3m

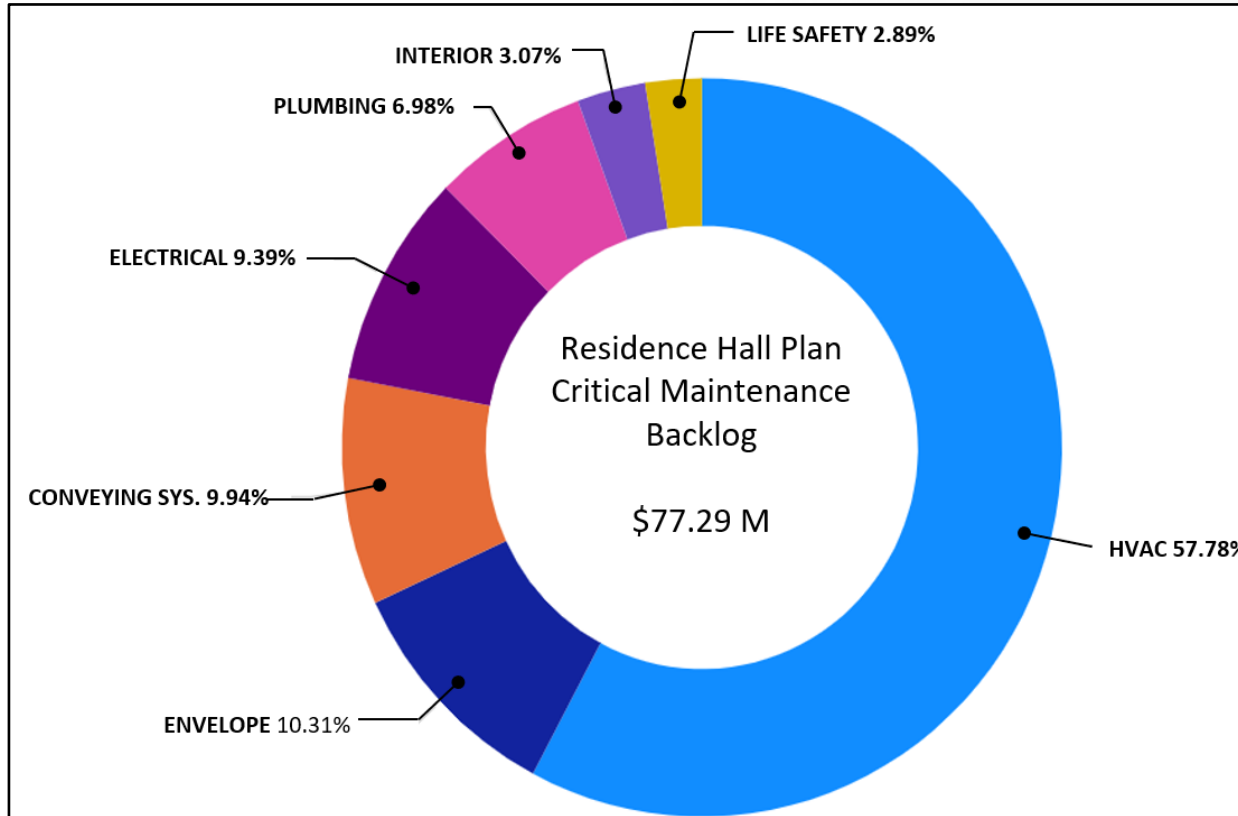


FACILITIES: CONDITION OF EDUCATIONAL FACILITIES



HVAC	\$85,097,600
ENVELOPE	\$31,668,000
INTERIOR	\$30,786,400
ELECTRICAL	\$24,638,400
UTILITY DISTRIBUTION	\$23,524,800
PLUMBING	\$12,551,200
HARDSCAPE	\$7,215,200
LIFE SAFETY	\$6,704,800
ATHLETIC FIELDS	\$4,732,800
CONVEYING SYSTEM	\$3,016,000
PARKING	\$2,326,960
TOTAL CRITICAL MAINTAINENCE BACKLOG	\$232,262,160

FACILITIES: CONDITION OF RESIDENCE HALLS



HVAC	\$44,784,000
ENVELOPE	\$7,991,054
CONVEYING SYSTEM	\$7,704,275
ELECTRICAL	\$7,277,982
PLUMBING	\$5,410,044
INTERIOR	\$2,379,489
LIFE SAFETY	\$1,681,919
TOTAL CRITICAL MAINTAINENCE BACKLG	\$77,228,772

VISION 4040: EXPANDING SUNY OSWEGO'S PROMISE

- Educational attainment rate in CNY
- Micron's investment in CNY and growth potential
- Growth potential for existing regional employers
- Some of Micron's reasons for coming to CNY will bring others to the region
 - Climate stability relative to much of the rest of the world
 - Plentiful high quality fresh water
- Explosion of the global middle class
- Positioning SUNY Oswego to leverage opportunity

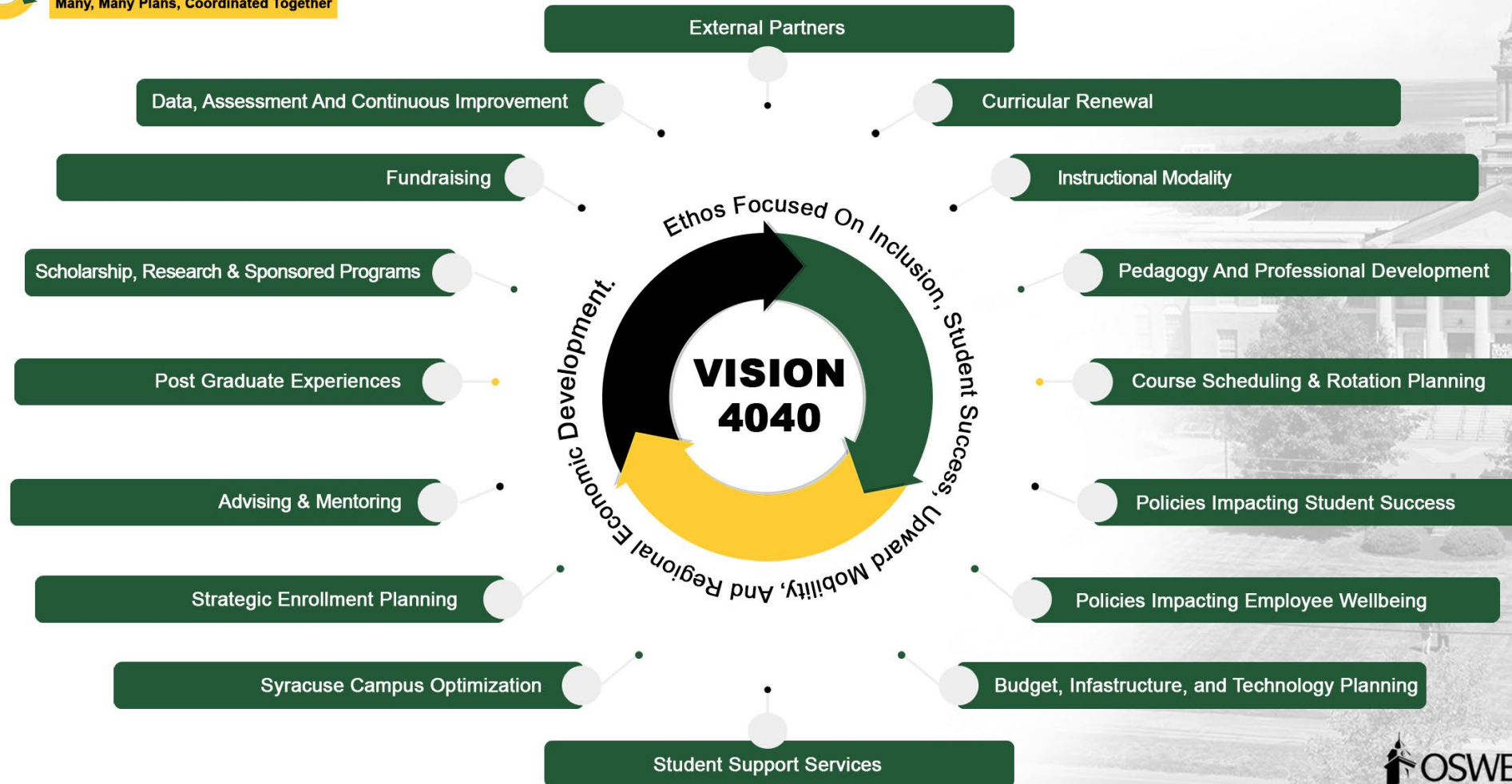
DECISION POINTS

- Grow enrollment pipelines into SUNY Oswego from population dense regions and cities, such as New York City.
- Increase the number of transfer students.
- Increase retention and completion rates.
- Campus Residents.
- Development of SUNY Oswego's Syracuse Campus.
- Re-imagining workforce innovation and strengthening external partnerships.
- Continued development of online majors, programs, and courses.
- Development and marketing of certificates and micro-credentials.
- Development of new academic programs and improved marketing of targeted existing programs.
- Policies and strategies related to non-resident international students.
- Improving operational efficiencies.
- Telling our story.



VISION 4040:

Many, Many Plans, Coordinated Together



VISION 4040: SO WHAT?

- Economic Impact
- Increase Regional Incomes
- Increase Tax Revenues
- Improving the educational attainment rate

Long-Term Plan for SUNY Enrollment & Financial Sustainability - **Due November 29, 2023**

SUNY requests a long-term enrollment & financial sustainability plan from all 64 campuses.

The requested document focuses on seven sections including:

- 1). Future Growth and Positioning
- 2). Retention as an Enrollment Strategy
- 3). Operational Collaboration
- 4). Academic Portfolio Optimization
- 5). Diversity Equity and Inclusion
- 6). Fiscal Conditions
- 7). Additional Data

Q & A
