ESF Board of Trustees
Finance Committee

September 2025

Five Year Stability Plan

Board of Trustees | September 2025

Growth

Growth

Undergraduate Enrollment

Graduate School Revenue

Research Portfolio

Growth

Graduate School Plan

Growth

Summer Program Expansion

Winter Programming

Online Learning

Experiential Learning

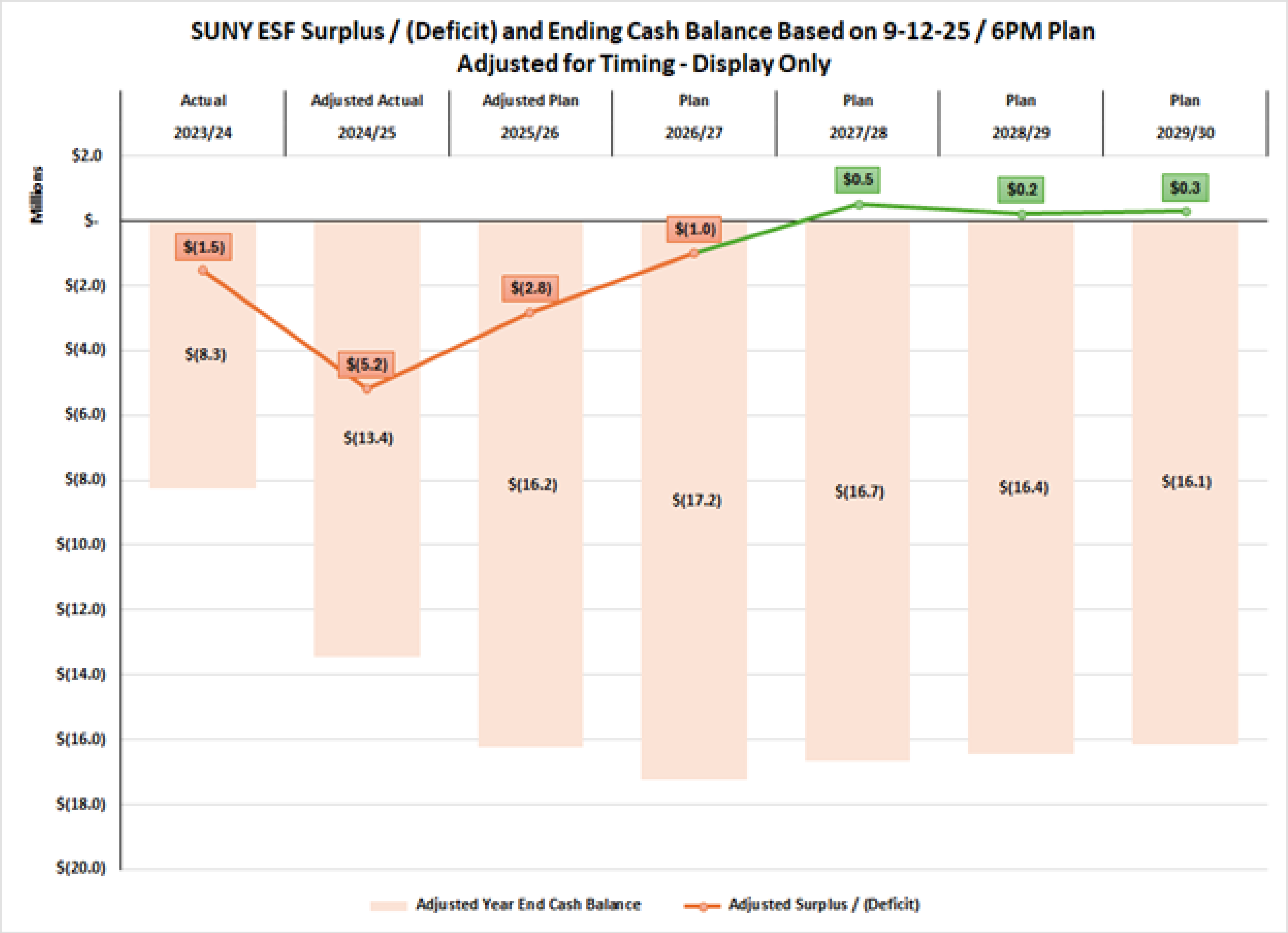
State University of New York (SUNY)
Envir Sci & Forestry Stability Plan Breakdown

	Actual 2023/24	Base 2024/25	*Adjustments in Plan*	Projected 2025/26	*Adjustments in Plan*	Projected 2026/27	*Adjustments in Plan*	Projected 2027/28	*Adjustments in Plan*	Projected 2028/29	*Adjustments in Plan*	Projected 2029/30
Opening Cash												
Collections Account	*$ 2,054,788*	*$ 1,759,210*		*$ 1,842,189*		*$ 1,925,169*		*$ 2,008,148*		*$ 2,091,128*		*$ 2,174,108*
Academic Enterprise	*(8,802,664)*	*(10,034,329)*		*(11,052,442)*		*(18,174,723)*		*(19,235,810)*		*(18,774,787)*		*(18,618,754)*
Dormitory	-	-		-		-		-		-		-
Total Cash	**$ (6,747,876)**	**$ (8,275,120)**		**$ (9,210,253)**		**$ (16,249,554)**		**$ (17,227,661)**		**$ (16,683,659)**		**$ (16,444,646)**
Revenue												
Collections Account	**$ (295,579)**	**$ 82,980**	*$ -*	**$ 82,980**	*$ -*	**$ 82,980**	*$ -*	**$ 82,980**	*$ -*	**$ 82,980**	*$ -*	**$ 82,980**
Academic Enterprise												
Direct State Tax Support	$ 23,022,916	$ 24,092,761	*$ 1,816,000*	$ 25,908,761	*$ 1,816,000*	$ 25,908,761	*$ 1,816,000*	$ 25,908,761	*$ 2,816,000*	$ 26,908,761	*$ 2,816,000*	$ 26,908,761
Tuition and Fees	25,024,825	27,608,544	*(840,661)*	26,767,883	*(58,078)*	27,550,466	*475,231*	28,083,775	*1,727,177*	29,335,721	*2,602,713*	30,211,257
Scholarships	(6,051,378)	(6,364,716)	-	(6,364,716)	-	(6,364,716)	-	(6,364,716)	-	(6,364,716)	-	(6,364,716)
Pooled Offset	3,609,300	3,729,100	-	3,729,100	-	3,729,100	-	3,729,100	-	3,729,100	-	3,729,100
Room Rents	-	-	-	-	-	-	-	-	-	-	-	-
Bond Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Debt Service Payments	-	-	-	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-	-	-	-
Sponsored Programs - State	4,182,547	633,097	-	633,097	-	633,097	-	633,097	-	633,097	-	633,097
Sponsored Prorams - Local	-	-	-	-	-	-	-	-	-	-	-	-
Sponsored Programs - Federal	-	880	-	880	-	880	-	880	-	880	-	880
Sponsored Programs - Hospitals and Clinics	-	-	-	-	-	-	-	-	-	-	-	-
Sponsored Programs - Private	1,399,296	1,891,937	-	1,891,937	-	1,891,937	-	1,891,937	-	1,891,937	-	1,891,937
Indirect Cost Recovery	853,685	629,295	-	629,295	-	629,295	-	629,295	-	629,295	-	629,295
Direct Charges and Assessments	(112,900)	(113,232)	-	(113,232)	-	(113,232)	-	(113,232)	-	(113,232)	-	(113,232)
Capital Gifts	-	-	-	-	-	-	-	-	-	-	-	-
Food Service	876,975	970,576	-	970,576	-	970,576	-	970,576	-	970,576	-	970,576
Loan Repayments	-	-	-	-	-	-	-	-	-	-	-	-
Transfers to/from Capital Projects	(19,997)	-	-	-	-	-	-	-	-	-	-	-
Transfers to/from Dorm	-	-	-	-	-	-	-	-	-	-	-	-
Misc. Other	(3,493,787)	(4,757,212)	*80,000*	(4,677,212)	*100,000*	(4,657,212)	*100,000*	(4,657,212)	*100,000*	(4,657,212)	*100,000*	(4,657,212)
Total Academic Enterprise	**$ 49,291,481**	**$ 48,321,029**	***$ 1,055,339***	**$ 49,376,368**	***$ 1,857,922***	**$ 50,178,951**	***$ 2,391,231***	**$ 50,712,260**	***$ 4,643,177***	**$ 52,964,206**	***$ 5,518,713***	**$ 53,839,742**
Expense												
Academic Enterprise												
Regular Salary - Instructional	$ 12,964,506	$ 14,202,623	*$ (600,000)*	$ 13,602,623	*$ (1,980,000)*	$ 12,222,623	*$ (2,205,000)*	$ 11,997,623	*$ (2,330,000)*	$ 11,872,623	*$ (2,330,000)*	$ 11,872,623
Regular Salary - Non Instructional	18,700,270	18,975,323	*(520,000)*	18,455,323	*(1,050,000)*	17,925,323	*(1,050,000)*	17,925,323	*(1,200,000)*	17,775,323	*(1,450,000)*	17,525,323
Regular Salary - Misc (OT, etc)	(358,244)	(295,863)	-	(295,863)	-	(295,863)	-	(295,863)	-	(295,863)	-	(295,863)
Temp Salary - Instructional	-	-	-	-	*100,000*	100,000	*125,000*	125,000	*250,000*	250,000	*250,000*	250,000
Temp Salary - Non-Instructional	-	-	-	-	*85,000*	85,000	*115,000*	115,000	*165,000*	165,000	*165,000*	165,000
Temp Salary - Adjuncts	836,238	816,089	-	816,089	-	816,089	-	816,089	-	816,089	-	816,089
Temp Salary - Misc. (ES, OT, Etc)	2,125,994	2,118,887	*(250,000)*	1,868,887	*(400,000)*	1,718,887	*(450,000)*	1,668,887	*(500,000)*	1,618,887	*(600,000)*	1,518,887
Temp Salary - Teaching Assistants	(17,310)	-	-	-	-	-	-	-	-	-	-	-
Temp Salary - Graduate Students	2,517,946	2,985,140	*(485,140)*	2,500,000	*(735,140)*	2,250,000	*(985,140)*	2,000,000	*(1,000,000)*	1,985,140	*(1,000,000)*	1,985,140
Temp Salary - UG Students	646,132	605,227	-	605,227	-	605,227	-	605,227	-	605,227	-	605,227
Avoidance of Salary Agreement Cost: Actions	-	-	*(63,304)*	(63,304)	*(210,883)*	(210,883)	*(376,463)*	(376,463)	*(557,738)*	(557,738)	*(750,763)*	(750,763)
Salary Agreements: Increase in Workforce	-	-	*2,800*	2,800	*16,900*	16,900	*33,650*	33,650	*60,650*	60,650	*87,650*	87,650
Salary Agreements: Existing Workforce	-	-	*1,393,830*	1,393,830	*2,542,119*	2,542,119	*3,875,048*	3,875,048	*5,251,119*	5,251,119	*6,671,815*	6,671,815
Misc. Salary Adjustment	-	-		-	*1,452,901*	1,452,901		-		-		-
Contractual	7,202,777	4,083,727	*8,000,000*	12,083,727	*4,000,000*	8,083,727	*4,000,000*	8,083,727	*4,000,000*	8,083,727	*4,000,000*	8,083,727
Scholarships	0	-	-	-	*(1,250,000)*	(1,250,000)	*(1,500,000)*	(1,500,000)	*(1,600,000)*	(1,600,000)	*(1,700,000)*	(1,700,000)
Utilities	2,283,960	2,143,716	*481,321*	2,625,037	*250,000*	2,393,716	*250,000*	2,393,716	*250,000*	2,393,716	*250,000*	2,393,716
Capital Projects	-	1,535	-	1,535	-	1,535	-	1,535	-	1,535	-	1,535
General NPS	3,620,877	3,702,738	*(800,000)*	2,902,738	*(920,000)*	2,782,738	*(920,000)*	2,782,738	*680,000*	4,382,738	*680,000*	4,382,738
Total Academic Enterprise	**$ 50,523,146**	**$ 49,339,142**	***$ 7,159,506***	**$ 56,498,648**	***$ 1,900,896***	**$ 51,240,038**	***$ 912,095***	**$ 50,251,237**	***$ 3,469,031***	**$ 52,808,173**	***$ 4,273,702***	**$ 53,612,844**
Surplus / (Deficit)												
Collections Account	*$ (295,579)*	*$ 82,980*	*$ -*	*$ 82,980*	*$ -*	*$ 82,980*	*$ -*	*$ 82,980*	*$ -*	*$ 82,980*	*$ -*	*$ 82,980*
Academic Enterprise	*(1,231,665)*	*(1,018,113)*	*(6,104,167)*	*(7,122,280)*	*(42,974)*	*(1,061,087)*	*1,479,136*	*461,023*	*1,174,146*	*156,033*	*1,245,011*	*226,898*
Dormitory	-	-	-	-	-	-	-	-	-	-	-	-
Total Surplus / (Deficit)	**$ (1,527,244)**	**$ (935,133)**	**$ (6,104,167)**	**$ (7,039,301)**	**$ (42,974)**	**$ (978,108)**	**$ 1,479,136**	**$ 544,003**	**$ 1,174,146**	**$ 239,013**	**$ 1,245,011**	**$ 309,878**
Closing Cash												
Collections Account	*$ 1,759,210*	*$ 1,842,189*		*$ 1,925,169*		*$ 2,008,148*		*$ 2,091,128*		*$ 2,174,108*		*$ 2,257,087*
Academic Enterprise	*(10,034,329)*	*(11,052,442)*		*(18,174,723)*		*(19,235,810)*		*(18,774,787)*		*(18,618,754)*		*(18,391,856)*
Dormitory	-	-		-		-		-		-		-
Total Closing Cash	***$ (8,275,120)***	***$ (9,210,253)***		***$ (16,249,554)***		***$ (17,227,661)***		***$ (16,683,659)***		***$ (16,444,646)***		***$ (16,134,768)***
Employee FTE (Pay Period 06 of Each Year)	***440.3***	***428.5***		***413.0***		***394.5***		***391.5***		***391.5***		***390.5***
Student FTE (Fall Based)	***1,894.6***	***2,111.2***		***2,050.6***		***2,069.5***		***2,107.0***		***2,141.6***		***2,174.2***
Ratio	***4.3***	***4.9***		***5.0***		***5.2***		***5.4***		***5.5***		***5.6***

State University of New York (SUNY)
Envir Sci & Forestry Stability Plan Breakdown

	Actual 2023/24	Base 2024/25	*Adjustments in Plan*	Projected 2025/26	*Adjustments in Plan*	Projected 2026/27	*Adjustments in Plan*	Projected 2027/28	*Adjustments in Plan*	Projected 2028/29	*Adjustments in Plan*	Projected 2029/30
Surplus / (Deficit)												
Collections Account	*$ (295,579)*	*$ 82,980*	*$ -*	*$ 82,980*	*$ -*	*$ 82,980*	*$ -*	*$ 82,980*	*$ -*	*$ 82,980*	*$ -*	*$ 82,980*
Academic Enterprise	*(1,231,665)*	*(1,018,113)*	*(6,104,167)*	*(7,122,280)*	*(42,974)*	*(1,061,087)*	*1,479,136*	*461,023*	*1,174,146*	*156,033*	*1,245,011*	*226,898*
Dormitory	-	-	-	-	-	-	-	-	-	-	-	-
Total Surplus / (Deficit)	$ (1,527,244)	$ (935,133)	$ (6,104,167)	$ (7,039,301)	$ (42,974)	$ (978,108)	$ 1,479,136	$ 544,003	$ 1,174,146	$ 239,013	$ 1,245,011	$ 309,878
Closing Cash												
Collections Account	*$ 1,759,210*	*$ 1,842,189*		*$ 1,925,169*		*$ 2,008,148*		*$ 2,091,128*		*$ 2,174,108*		*$ 2,257,087*
Academic Enterprise	*(10,034,329)*	*(11,052,442)*		*(18,174,723)*		*(19,235,810)*		*(18,774,787)*		*(18,618,754)*		*(18,391,856)*
Dormitory	-	-		-		-		-		-		-
Total Closing Cash	*$ (8,275,120)*	*$ (9,210,253)*		*$ (16,249,554)*		*$ (17,227,661)*		*$ (16,683,659)*		*$ (16,444,646)*		*$ (16,134,768)*

	Actual 2023/24	Base 2024/25	Projected 2025/26	Projected 2026/27	Projected 2027/28	Projected 2028/29	Projected 2029/30
Employee FTE (Pay Period 06 of Each Year)	*440.3*	*428.5*	*413.0*	*394.5*	*391.5*	*391.5*	*390.5*
Student FTE (Fall Based)	*1,894.6*	*2,111.2*	*2,050.6*	*2,069.5*	*2,107.0*	*2,141.6*	*2,174.2*
Ratio	*4.3*	*4.9*	*5.0*	*5.2*	*5.4*	*5.5*	*5.6*



SUNY ESF Surplus / (Deficit) and Ending Cash Balance Based on 9-12-25 / 6PM Plan
Adjusted for Timing - Display Only
Actual 2023/24
Adjusted Actual 2024/25
Adjusted Plan 2025/26
Plan 2026/27
Plan 2027/28
Plan 2028/29
Plan 2029/30
Millions
$2.0
$-
$(2.0)
$(4.0)
$(6.0)
$(8.0)
$(10.0)
$(12.0)
$(14.0)
$(16.0)
$(18.0)
$(20.0)
$(1.5)
$(5.2)
$(2.8)
$(1.0)
$0.5
$0.2
$0.3
$(8.3)
$(13.4)
$(16.2)
$(17.2)
$(16.7)
$(16.4)
$(16.1)
Adjusted Year End Cash Balance
Adjusted Surplus / (Deficit)

Plan Goal:

Ensure the continued, financially sustainable, operation of ESF as New York State's premier R2 Carnegie ranked, leader in Environmental teaching and research.

Plan Highlights

Balanced Budget by FY 27/28

Plan Highlights

Accessory Instruction
$1.3 Million saved to date.

Plan Highlights

Out-Of-State Tuition Increase

$4.3M in additional revenue.

Plan Highlights

$6 Million In Additional State Funding

$4.2M since 2023 &
an additional $1.8M FY 2025/26.

Plan Highlights

$2 Million in direct SUNY support - $1M in 2028/29 & $1M in 2029/30 to recognize and build on SUNY System-wide importance of ESF's Adirondack properties.

Plan Highlights

Voluntary Separation Program (VSP)

$1 million in financial support from the College Foundation

Plan Highlights

Reduction in net total staff by
38 Full Time Employees (FTE)

Plan Highlights

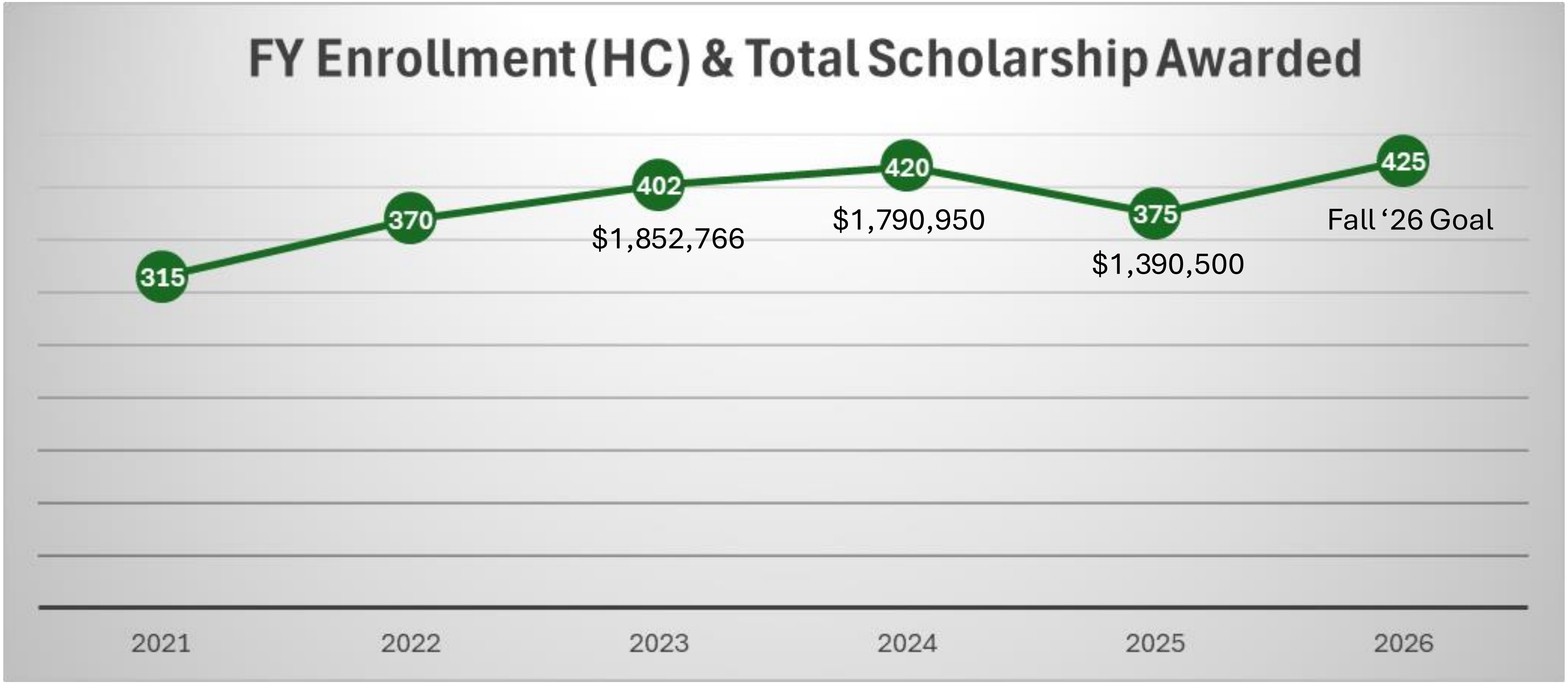
Faculty Workload
Ensuring Students Have Access To ESF's Renowned Faculty

Plan Highlights

Enrollment Plan (Full Time Equivalent – FTE)

	Fall 2025	Fall 2029
Undergraduate FTE -	1780.8	1,907.4
Graduate FTE -	224.2	221.2
Total	2,050.6	2,174.2

First Year Enrollment



What if we did nothing different?

Projected Deficits & Negative Cash Balance

2025/26

Surplus/(Deficit)	$(10,822,963)
Cash Balance	$(20,033,216)

2026/27

Surplus/(Deficit)	$(7,727,252)
Cash Balance	$(27,760,468)

2027/28

Surplus/(Deficit)	$(9,070,181)
Cash Balance	$(36,830,649)

2028/29

Surplus/(Deficit)	$(10,451,252)
Cash Balance	$(47,281,901)

2029/30

Surplus/(Deficit)	$(11,964,928)
Cash Balance	$(59,163,849)

Stability Plan Adjustments

Projected Deficits & Negative Cash Balance

2025/26

Surplus/(Deficit)	$(2,889,423)
Cash Balance	$(16,249,554)

2026/27

Surplus/(Deficit)	$(978,108)
Cash Balance	$(17,227,661)

2027/28

Surplus/(Deficit)	$544,003
Cash Balance	$(16,683,659)

2028/29

Surplus/(Deficit)	$239,013
Cash Balance	$(16,444,646)

2029/30

Surplus/(Deficit)	$309,878
Cash Balance	$(16,134,768)

Stability Plan – FTE Employee to Full Time Equivalent Student Ratio

2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
440.3	428.5	413	394.5	391.5	391.5	390.5
1,894.6	2,111.2	2,050.6	2,069.5	2,107.0	2,141.6	2,174.2
4.3	4.9	5.0	5.2	5.4	5.5	5.6

2014/15
385.8
2,068
5.4

Athletics

Balance Budget To Match Athletic Fee Revenue

Forest Properties

Deficit Reduction Business As Usual vs. Plan

Business As Usual Accumulated Deficit	$59 million
Stability Plan Accumulated Deficit	$16 million
Total Deficit Reduction	$43 million

25/26 Budget

Revenue

Category		2022/23		2023/24		2024/25		2025/26		Variance 24 to 25
Direct State Tax Support	$	19,657,941	$	23,022,916	$	24,092,761	$	25,908,761	$	1,816,000
Tuition and Fees		21,319,502		25,024,825		27,608,544		26,767,883		(840,661)
	$	48,223,251	$	49,291,482	$	48,321,030	$	49,376,369	$	1,055,339

Expenses

Category		2022/23		2023/24		2024/25		2025/26		Variance 24 to 25
Regular Salary - Instructional	$	11,698,722	$	12,964,506	$	14,202,623	$	13,602,623	$	(600,000)
Regular Salary - Non Instructional		18,072,957		18,700,270		18,798,466		18,455,323		(343,143)
Temp Salary - Adjuncts		770,438		836,238		816,089		816,089		-
Temp Salary - Misc. (ES, OT, Etc)		2,244,968		2,125,994		2,118,887		1,868,887		(250,000)
Temp Salary - Graduate Students		2,189,910		2,517,946		2,985,140		2,500,000		(485,140)
Temp Salary - UG Students		475,096		646,132		605,227		605,227		-
Salary Agreements								1,333,325		1,333,325
Contractual		8,187,617		7,202,777		8,083,727		8,083,727		-
General NPS		4,264,923		3,620,877		3,702,738		2,902,738		(800,000)
Scholarships		4,447,259		6,051,378		6,364,716		6,364,716		-
Utilities		2,533,237		2,283,960		2,375,037		2,393,716		18,679
	$	50,094,786	$	50,523,146	$	53,392,071	$	52,265,792	$	(1,126,279)

	24/25	25/26
Revenue	$48.3M	$49.4M
Expenses	$53.4M	$52.3M
Surplus/(Deficit)	$(5.1)M	$(2.9)M

Questions?