



# ESF Board of Trustees Meeting

September 2025

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# Reflections

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## Rare Chestnut Bee Discovered at SUNY ESF Orchard

Board of Trustees | September 2025





## Special Sessions: Summer

	<u>2021</u>	<u>2025</u>
Course Sections	25	33
Enrollment	252	369
Matriculated Students	209	287
Visiting Students	43	82

Gen Bio 1 & 2 offered for 1<sup>st</sup> time.

Two study abroad courses.

ESFHS students participated in 3 courses.





# Cranberry Lake Biological Station: 4 Summer Sessions



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246 Students





# Timbuctoo Climate Science and Careers Summer Institute



Governor's Island – Brooklyn Expansion



Adirondack Experience – I81 Tour



# ESF Summer Science Corps & Summer Science Week



Summer Science Corps - 140 youth participants across four weeklong programs & four one-day programs.

The MOST Summer Science Week – 40 Students









## Special Sessions: Summer





## Special Sessions: Winter





## Playbook Recommendations

**3** Develop institutional resources and strategies for improving the design of programs, the scheduling of courses, and the delivery of academic supports

- 1** Use data such as time to degree and course availability as well as improved degree maps to inform program design and course scheduling, prioritizing student progression

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- 2** Systematically assess DFW rates, bottlenecks, and other obstacles to student progression and proactively share these data each semester with deans, chairs, and faculty

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- 3** Focus academic supports such as tutoring and supplemental instruction on high enrollment, gateway courses with significant DFW rates



## Playbook Recommendations

- 3** Develop institutional resources and strategies for improving the design of programs, the scheduling of courses, and the delivery of academic supports

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## Playbook Recommendations

- 3 Develop institutional resources and strategies for improving the design of programs, the scheduling of courses, and the delivery of academic supports

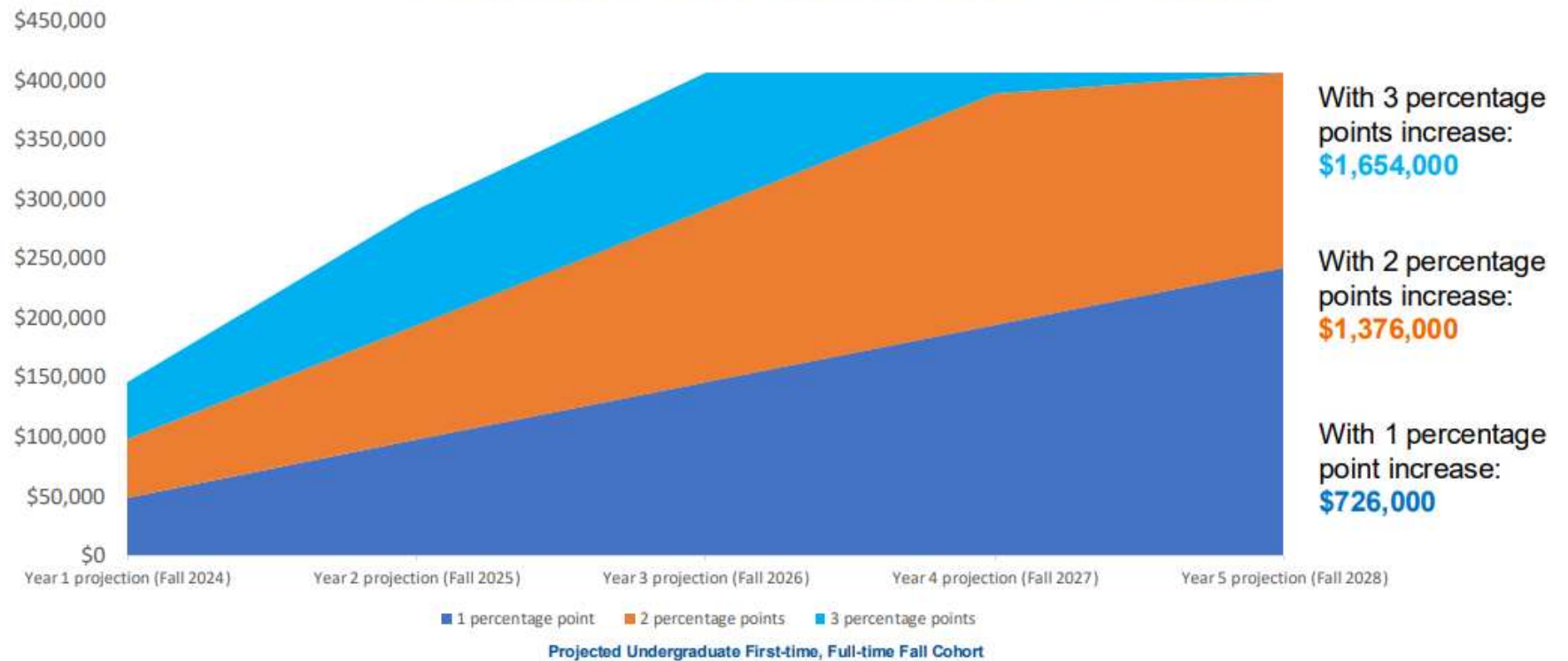
- 3 Focus academic supports such as tutoring and supplemental instruction on high enrollment, gateway courses with significant DFW rates

### Winter Session

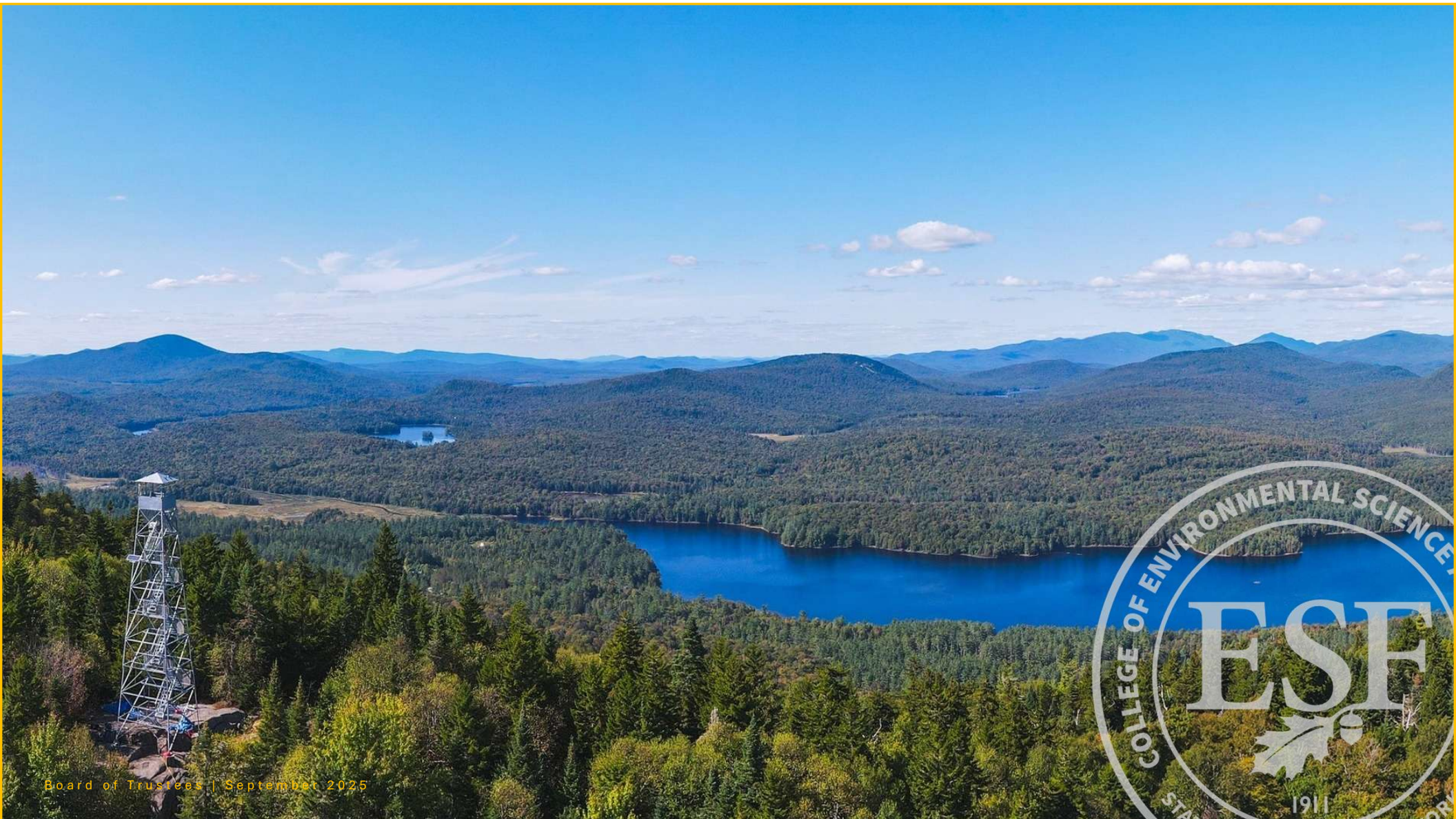
2025-26 Winter Session -- scheduled from December 17, 2025 through January 16, 2026 (winter session break December 24, 2025 to January 4, 2026) -- offering over 150 sections of undergraduate and graduate courses, internship programs and independent studies. These are condensed versions of regular courses offered in fully online-learning format.



## POTENTIAL 5-YEAR REVENUE GAIN FROM RETENTION RATE IMPROVEMENT (BY % POINT DIFFERENCES) SUNY COLLEGE OF ENVIRONMENTAL SCIENCE AND FORESTRY







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## Career Fair(s)!

Empire State of Work: Wednesday, September 24, 2025, from 2:00pm-5:00pm on the ESF Quad.

Destinations and Degrees: ESF's Fall 2025 Career, Internship, and Graduate School Fair: Thursday, September 25, 2025, from 10:30am-2:00pm in the JMA Wireless Dome



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JOIN US FOR THE

The College Tour ▶ ESF

# WATCH PARTY

SEPT. 24 | 5-7 P.M.

**FREE**  
refreshments

**Q&A**  
afterward

**WIN**  
prizes

**STARRING**

HEATHER ARMSTRONG	SPENCER BERG	ABBY CHEVALIER	IAN DAVIS	SHANNON DUNN
EMILY FRIDEN	JADE HAUMANN	CARLOS RODRIGUEZ-DORRNET	SOPHIA RYAN	DANIEL VERA

**MARSHALL HALL  
AUDITORIUM**

SPONSORED BY THE AUXILIARY SERVICES CORPORATION





Giants of Change: The Past, Present, and Future of Galápagos  
Tortoises

Dr. James Gibbs, Distinguished Professor, SUNY ESF



7 p.m. | Thursday, Sept. 25  
Gateway Center | SUNY ESF

**Giants of Change: The Past, Present, and Future of Galápagos Tortoises**

*A story of near extinction and resilience*





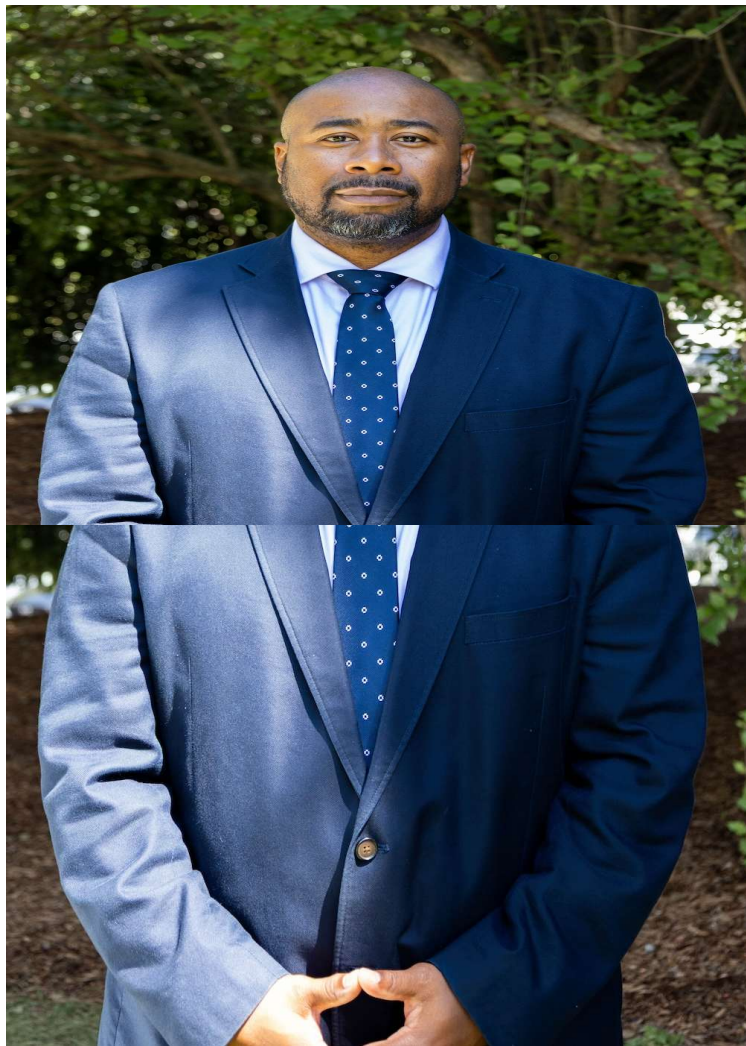
SUNY ESF 2025  
**Homecoming  
Weekend**  
AND SENIOR REUNION



## 2025 Senior Reunion & Homecoming

Thu, Sep 25, 2025 to Sat, Sep 27, 2025  
05:00 pm EDT 05:00 pm EDT





## **SUNY ESF Appoints Seth Thompson as Chief Diversity Officer**





**Memorial Service for Kevin Reynolds**  
**11 a.m.–12:20 p.m. | Thursday, Oct. 2 | Gateway**



# Enrollment

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**Admissions – Student Affairs – Orientation Leaders - CenTen**





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First Year -	375
Transfer -	152
Graduate -	79
Ranger -	60

**Class of 2029**



ESF University Daily Enrollment Tracking: Fall 2025 (as of September 12, 2025)

Total Headcount

2,228

Total Credit Hours

30,113

Enrollment Trends (Undergraduate)



Enrollment Trends (Graduate)





# 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)

	<u>24/25</u>	<u>25/26</u>
Revenue	\$48.3M	\$49.4M
Expenses	\$ <u>53.4M</u>	\$ <u>52.3M</u>
Surplus/(Deficit)	\$( <b>5.1</b> )M	\$( <b>2.9</b> )M



# Five Year Fiscal Stability Plan

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# Higher Ed Landscape





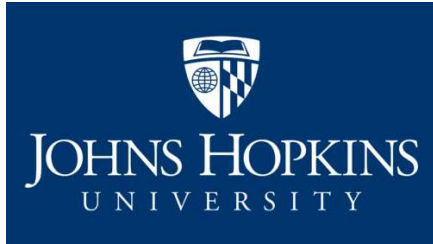
Stanford University  
Faculty/Staff Reductions  
363





Duke University  
Faculty/Staff Reductions  
599





# John's Hopkins Faculty/Staff Reductions 247







NORTHWESTERN  
UNIVERSITY

# Northwestern Faculty/Staff Reductions 425





# Columbia University Faculty/Staff Reductions 180





# Temple University Faculty/Staff Reductions 50





# Portland State Faculty/Staff Reductions 90





# Utica University Faculty/Staff Reductions

# 31





The State University  
of New York

# The Plan

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# Growth



# Growth

Undergraduate Enrollment

Graduate School Revenue

Research Portfolio





# Growth

Summer Program Expansion

Winter Programming

Online Learning

Experiential Learning



State University of New York (SUNY)  
Environ 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
<b>Opening Cash</b>												
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	-	-		-		-		-		-		-
<b>Total Cash</b>	<b>\$ (6,747,876)</b>	<b>\$ (8,275,120)</b>		<b>\$ (9,210,253)</b>		<b>\$ (16,249,554)</b>		<b>\$ (17,227,661)</b>		<b>\$ (16,683,659)</b>		<b>\$ (16,444,646)</b>
<b>Revenue</b>												
Collections Account	\$ (295,579)	\$ 82,980	\$ -	\$ 82,980	\$ -	\$ 82,980	\$ -	\$ 82,980	\$ -	\$ 82,980	\$ -	\$ 82,980
<b>Academic Enterprise</b>												
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	25,034,825	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 Programs - 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)
<b>Total Academic Enterprise</b>	<b>\$ 49,291,481</b>	<b>\$ 48,321,029</b>	<b>\$ 1,055,339</b>	<b>\$ 49,376,368</b>	<b>\$ 1,857,922</b>	<b>\$ 50,178,951</b>	<b>\$ 2,391,231</b>	<b>\$ 50,712,260</b>	<b>\$ 4,643,177</b>	<b>\$ 52,964,206</b>	<b>\$ 5,518,713</b>	<b>\$ 53,839,742</b>
<b>Expense</b>												
<b>Academic Enterprise</b>												
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	836,238	816,089	-	816,089	85,000	85,000	115,000	115,000	165,000	165,000	165,000	165,000
Temp Salary - Adjuncts	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 - Misc. (ES, OT, Etc)	(17,310)	-	-	-	-	-	-	-	-	-	-	-
Temp Salary - Teaching Assistants	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
<b>Total Academic Enterprise</b>	<b>\$ 50,523,146</b>	<b>\$ 49,339,142</b>	<b>\$ 7,159,506</b>	<b>\$ 56,498,648</b>	<b>\$ 1,900,896</b>	<b>\$ 51,240,038</b>	<b>\$ 912,095</b>	<b>\$ 50,251,237</b>	<b>\$ 3,469,031</b>	<b>\$ 52,808,173</b>	<b>\$ 4,273,702</b>	<b>\$ 53,612,844</b>
<b>Surplus / (Deficit)</b>												
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	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Surplus / (Deficit)</b>	<b>\$ (1,527,244)</b>	<b>\$ (935,133)</b>	<b>\$ (6,104,167)</b>	<b>\$ (7,039,301)</b>	<b>\$ (42,974)</b>	<b>\$ (978,108)</b>	<b>\$ 1,479,136</b>	<b>\$ 544,003</b>	<b>\$ 1,174,146</b>	<b>\$ 239,013</b>	<b>\$ 1,245,011</b>	<b>\$ 309,878</b>
<b>Closing Cash</b>												
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)		(18,391,857)		(18,391,857)
Dormitory	-	-		-		-		-		-		-
<b>Total Closing Cash</b>	<b>\$ (8,275,120)</b>	<b>\$ (9,210,253)</b>		<b>\$ (16,249,554)</b>		<b>\$ (17,227,661)</b>		<b>\$ (16,683,659)</b>		<b>\$ (16,444,646)</b>		<b>\$ (16,134,768)</b>
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		2,068.5		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
<b>Surplus / (Deficit)</b>												
<i>Collections Account</i>	\$ (295,579)	\$ 82,980	\$ -	\$ 82,980	\$ -	\$ 82,980	\$ -	\$ 82,980	\$ -	\$ 82,980	\$ -	\$ 82,980
<i>Academic Enterprise</i>	(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
<i>Dormitory</i>	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Surplus / (Deficit)</b>	\$ (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
<b>Closing Cash</b>												
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<i>Academic Enterprise</i>	(10,034,329)	(11,052,442)		(18,174,723)		(19,235,810)		(18,774,787)		(18,618,754)		(18,391,856)
<i>Dormitory</i>	-	-		-		-		-		-		-
<b>Total Closing Cash</b>	\$ (8,275,120)	\$ (9,210,253)		\$ (16,249,554)		\$ (17,227,661)		\$ (16,683,659)		\$ (16,444,646)		\$ (16,134,768)

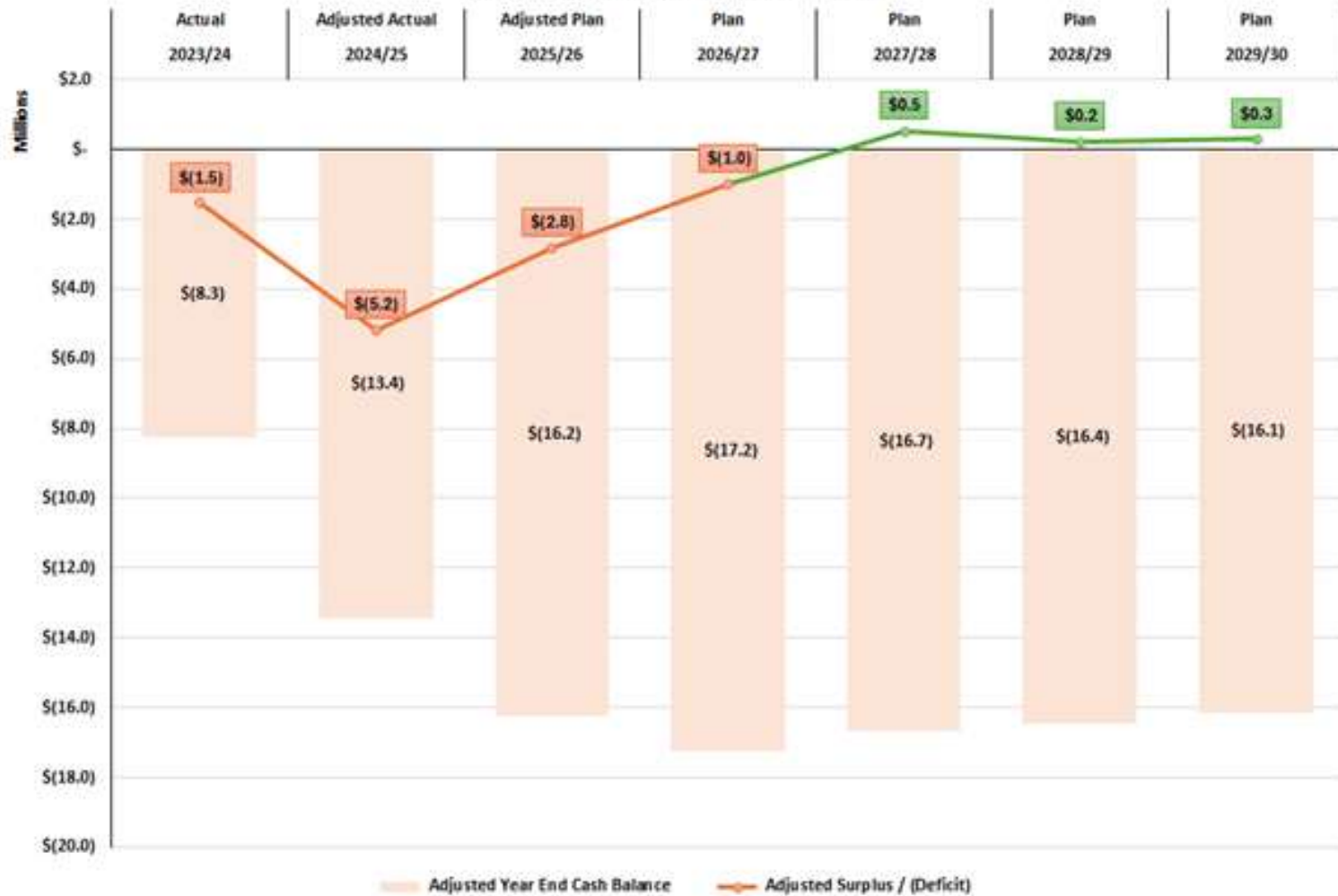
Employee FTE (Pay Period 06 of Each Year)	440.3	428.5		413.0		394.5		391.5		391.5		390.5
Student FTE (Fall Based)	1,894.6	2,111.2		2,050.6		2,069.5		2,107.0		2,141.6		2,174.2
Ratio	4.3	4.9		5.0		5.2		5.4		5.5		5.6

2014/15  
385.8  
2,068  
5.4





**SUNY ESF Surplus / (Deficit) and Ending Cash Balance Based on 9-12-25 / 6PM Plan**  
**Adjusted for Timing - Display Only**



## 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.



## What if we did nothing different?

### Projected Deficits & Negative Cash Balance

2025/26		2026/27		2027/28	
Surplus/(Deficit)	\$(10,822,963)	Surplus/(Deficit)	\$(7,727,252)	Surplus/(Deficit)	\$(9,070,181)
Cash Balance	\$(20,033,216)	Cash Balance	\$(27,760,468)	Cash Balance	\$(36,830,649)
2028/29			2029/30		
Surplus/(Deficit)	\$(10,451,252)		Surplus/(Deficit)	\$(11,964,928)	
Cash Balance	\$(47,281,901)		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)

## Deficit Reduction Business As Usual vs. Plan

Business As Usual Accumulated Deficit	\$59 million
<u>Stability Plan Accumulated Deficit</u>	<u>\$16 million</u>
Total Deficit Reduction	\$43 million



# Focus Areas of Improvement





**Assessment**



**Annual Budget Process**



**Stabilization Plan – Development &  
Implementation**





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## Rare Chestnut Bee Discovered at SUNY ESF Orchard

“Improve Our World”

Board of Trustees | September 2025



*“We Are All In This Together”*

