



STATE UNIVERSITY OF NEW YORK  
COLLEGE OF ENVIRONMENTAL SCIENCE AND FORESTRY  

---

Academic Governance Meeting Minutes 11/19/2017

***In attendance***

**Faculty:** Neal Abrams, Russel Briggs, Tom Amidon, Siddharth Chatterjee, Douglas Daley, Janine DeBaise, Kelley Donaghy, John Drake, Mark Driscoll, Theodore Endreny, Ivan Gitsov, Nosa Egiebor, John Hassett, Doug Johnston, Shijie Liu, Lee Newman, Bob Meyer, Neil Ringler, Theresa Selfa, Scott Shannon, David Sonnenfeld, Matthew Smith, Mark Teece, Timothy Volk, Mary

**AG Staff:** Caroline Bailey, Christopher Baycura, Anthony Chefelo, Casey Duffy, Claire Dunn, Heather Engelman, Terry Ettinger, Rebecca Hilts, Aaron Knight, Karen Moore, Joe Pagcaliwagan, Katherina Searing, Mark Storrings, Mary Triano, Heidi Webb

**Guests:** Suzette Vandenburg, Robinson Arty

**Student Reps:** GSA - Ryan Scheel,

USA - Ben Taylor, Christine Gilbert, Richard Monaco, Jackie Gier, Hicks Ryan

Guests and MC – Quentin Wheeler, Joe Rufo, Erin Craig, Chuck Spuches, Maureen fellows

The meeting was called to order at 11:05

**Minutes of 9/19/17** were approved.

Housekeeping – Microphones will be brought around to speakers, please wait until they arrive to speak.

**The time allotted for “Updates from the President” was ceded to Joe Ruffo who presented a summary on the current financial state of the College.**

**Financial report**

- The State budget for 2016-2017 is different. Research foundation dollars are separate.
- Aggressively try to manage costs, especially labor costs. New positions have been put through the pipeline. Considerable savings on utilities.
- The College entered the year with a \$316,000 deficit.
- \$5.7 million has been set aside for specific purposes; 40% has been restricted to manage cash flows.
- State aid comes in at the end of the year.
- There is a decent reserve balance which is about 13.3% of total expenses. The minimum should be 15% according to SUNY.
- Met with USA and raised student fees. About \$470,000, which is of direct benefit to students and stays within.
- Still collect only 60% of funds; 40% from the state.
- Good profit of \$55,000 from Trailhead Cafe.
- Delay in hiring brought down costs by \$400,000 despite \$1 million in wage increases.
- The \$22.6 million from SUNY also provides for utility and collective bargaining costs.
- There are opportunities to invest in new faculty; currently filling positions aggressively.
- From Jan 2016 onwards, SU cannot provide for student services. For fall 2016, we need to provide this ourselves.



**STATE UNIVERSITY OF NEW YORK  
COLLEGE OF ENVIRONMENTAL SCIENCE AND FORESTRY**  

---

**Academic Governance Meeting Minutes 11/19/2017**

- Have entered into a contract with Crouse Medical Services (CMS). There will be 24/365 access with a cost of \$600,000. CMS has created a specific ESF medical practice. ESF will pay less ultimately.
- The CHP plant in Gateway has become fully operational. It currently handles 60% of campus steam load and 20% electrical load. Josh Arnold has been hired as the new Energy Manager. \$800,000 of savings.
- For 2017-2018, there is an increase in student enrollment of 200 students.
- There is a structural deficit. 60% of revenue comes from state aid and 40% from student tuition. ESF has been put into a difficult situation.
- State has been decreased by \$5 million. The current budget is \$22.6 which used to be \$28 million.
- We have a high cost to educate a student. The average is \$12,000 while the ESF cost is \$20,000.
- ESF is challenged since because the major portion of aid comes from the State which we cannot control in spite of advocacy since the legislature decides student tuition.
- We should develop a multi-year projection. Additional revenue per student should be greater than average cost per student. Look at the SU contract. A plan is easy but how to operationalize it. Key assumption is that State aid will be \$22.6 million. Raise tuition fees? Grow ESF Online Academy?
- We can tweak the assumptions of the model.
- Need more part/full time faculty and staff and market-based salary increases to faculty as compared to other doctoral granting campuses (Albany, Buffalo).
- Graduate student stipends, which is about \$13,000/year, need to be increased \$20,000/year within 5 years.
- If we grow student enrollment significantly, need more student housing like Centennial Hall. Aggressively pursuing off-campus Grade A housing.
- Need more classroom space. Metro Center has 5 vacant classrooms.
- UG financial aid should have 2 elements: need and merit.
- Need visibility initiatives. Already have a proposal before SUNY on this. Need more students from the Pacific Northwest.
- Need to really expand application pool. For example, an enrollment increase of 200 students per year over the next 5 years. How to do this?
- The \$2 million/year tuition payment to SU is a good deal and works out to \$260/credit hour. But can we take this sum of \$2 million/year and reinvest or look elsewhere?

**Questions and Comments from Floor**

- Question/comment : Moving forward, moving forward from the revenue/cost standpoint, what should the tuition be? If we discount aid from the State (which also picks up our fringe benefits), the tuition is about \$37,000 per student. We have to get this message across. We already have a 82% discount for residents and 52% discount for non-residents.
- Question: How much do we spend per student whom we don't retain? What is our loss? What can we do to not lose that revenue?
- Response: Do not have the figures.
- Comment: We as an institution should look at this issue.
- Response: Agree. We should be more efficient in recruiting.



STATE UNIVERSITY OF NEW YORK  
COLLEGE OF ENVIRONMENTAL SCIENCE AND FORESTRY  

---

Academic Governance Meeting Minutes 11/19/2017

- Question/comment: Any accessory instruction plans to not include SU? SU has resources; there are so many classes at SU unlike at ESF. We should grow application pool. If we cannot grow this, what to do? Will affect academic standards.
- Response: Thought should be given to not decrease academic standards. What should be the trade-off? We need 5,000 applications and not 1,800. For accessory instruction, there is not one option.
- Comment: If we go deeper into the current pool, it will be harder to retain students.
- Question/comment: What is the impact on graduate education? How is it factored into the model?
- Response: There is a graduate piece but the focus is on UG. Changes to graduate programs is outside the model; individual departments will have to decide.
- Comment: There is a much larger UG enrollment for most institutions. Increase in the UG/graduate ratio will increase revenue for graduate programs. 3,000-4,000 UG/500 graduate students.
- Comment: In private schools, financial aid and merit scholarships bring down the tuition cost to the SUNY level. So it does not cost \$37,000/year to go to a private school.
- Response: When parents approach ESF, they should recognize that tuition is significantly discounted. Will have to see how it works out. Point is well taken.
- Question: Have you looked at a more conservative model, e.g., grow by 25-20 students per year?
- Response: An increase of 100 students/year will be significant.
- Comment/question: If we add 1,200 students/year, the campus culture will change. How to maintain a close-knit community?
- Response: Agree; there are operational issues.
- Comment/question: There are 16 sections in General Chemistry and also ATS Services. How to look at laboratory space for instruction? Will not be cheap.
- Comment: Many institutions are seeking to increase enrollment. Does the potential market demand exist or not?
- Response: Through visibility initiatives. Appreciate all comments. Please email with additional input so that the model can be fine-tuned.

### Committee Reports

**Research Committee:** This week there was a faculty survey on people's need for laboratory space and equipment. If an equipment is critical, then the campus needs to buy another one. This will maximize ESF research output.

**Curriculum Committee:** EST 415 (Environmental Justice) was approved by CoC. Needs. Approval by faculty. Approved. Guidance needed about shared resource courses.

### SUNY Faculty Senate Resolutions

- Report on October meeting. Feedback on microcredentialing was positive. Have a policy already. Use CoC.



STATE UNIVERSITY OF NEW YORK  
COLLEGE OF ENVIRONMENTAL SCIENCE AND FORESTRY  

---

**Academic Governance Meeting Minutes 11/19/2017**

- The topic of General Education was hotly debated. Including general education across campuses. The SUNY Provost has put together a committee to research this. There is a process in place to get faculty input.
- A search firm has been hired to fill the currently vacant Provost's position. Hope to have someone in place by February 2018.
- There are performance improvement funds for encouraging collaborative work among institutions. ESF has submitted several collaborative initiatives.
- Several resolutions were passed.
- Academic advising: Broad base fees should be appropriate.
- Military absences and obligations were fully accommodated.
- Charter schools are undercutting teaching colleges. They have been allowed to hire teachers who have no higher education credentials beyond high school.
- There was a motion for all of these UFS resolutions.

#### **Questions and Comments from Floor**

- Comment: Getting rid of Columbus Day. It will make much more sense to have Indigenous People's Day in Native American month. Do not know who Native Americans are? Have some problems with first resolution.
- Comment: Licensed teacher jurisdiction does not extend to charter/Catholic schools. But there is an upside since many teachers have laboratory experience.
- Comment: SUNY-affiliated charter schools are of concern since they should meet SUNY standards.

#### **Motion on Separate Resolutions**

- 1) 12 in favor; 6 opposed.
- 2) Second Monday of October to be observed as Indigenous People's Day. 18 in favor; 1 opposed.
- 3) Provide free access to SUNY products, restrooms, etc. Unanimously approved.
- 4) Recognize recommendations of academic advisers for financial aid. Unanimously approved.
- 5) Recognition of broad-based fees. Unanimously endorsed.
- 6) Regulatory action of SUNY Board of Trustees regarding charter schools. Unanimously endorsed.

**Old Business:** None

**New Business:** Nominate students via email

**Adjourned at 12:20 pm**

Draft Submitted by Siddharth Chatterjee, Acting Secretary Academic Governance