

ESF



State University of New York College of
Environmental Science and Forestry

Faculty In-Service Day

August 20, 2026

Welcome Back OLs!



Welcome Families and First Year Students!



Welcome First Generation Students!



We sing!





Welcome Graduate Students!

Welcome To The Ranger School!



International Student Picnic



Welcome to ESF!



We Are Back!

2026/27 Operating Budget



STATE UNIVERSITY OF NEW YORK

College of Environmental Science and Forestry

OPERATING BUDGET

Fiscal Year 2026–2027

Presented to the Board of Trustees

Personal Service, Temporary Service & Other Than Personal Service

Office of the Budget

Draft — July 25, 2025

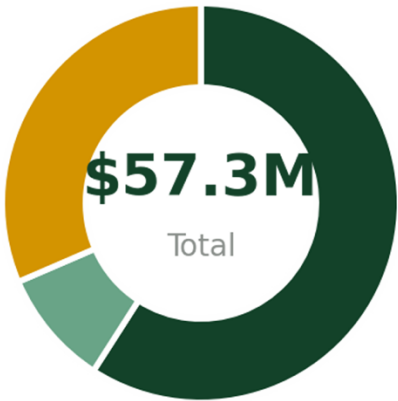
SUNY ESF — FY 2026–27 Operating Budget

Page 1 of 26

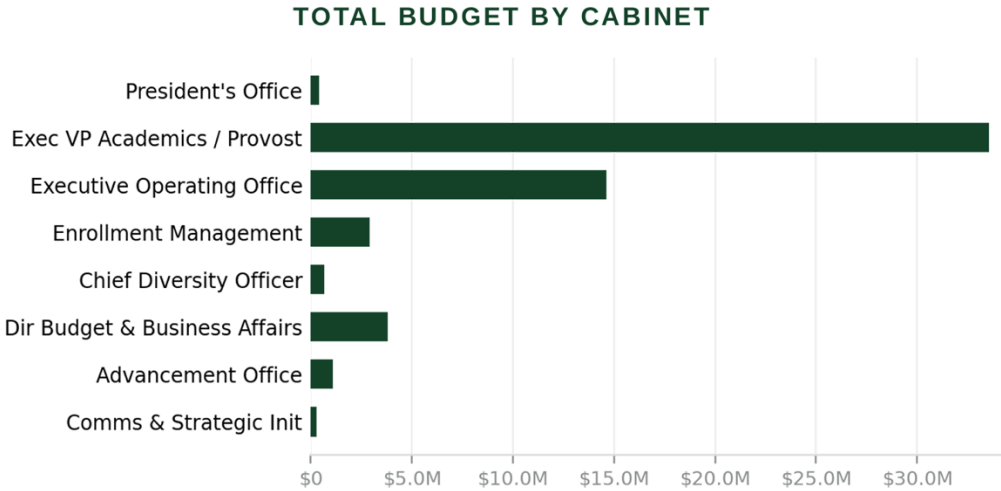
OVERVIEW

Executive Summary

The FY 2026–27 operating budget totals **\$57.3M** across all expenditure objects. Personal Service (salaried staff, rebuilt from current payroll at +4.5%) accounts for **\$33,876,544**; Temporary Service **\$5,415,332**; and Other-Than-Personal-Service **\$18,036,573**. Three centrally-managed, institution-wide items are held in the **Director of Budget & Business Affairs** area rather than in the operating departments — approximately **\$1.4M** for the extra (27th) payroll, **\$700,000** for contractual step raises and payouts, and a **\$400,000** lump sum for undergraduate/student Temporary Service — which together account for that area's year-over-year increase.



FY 2026–27 object mix



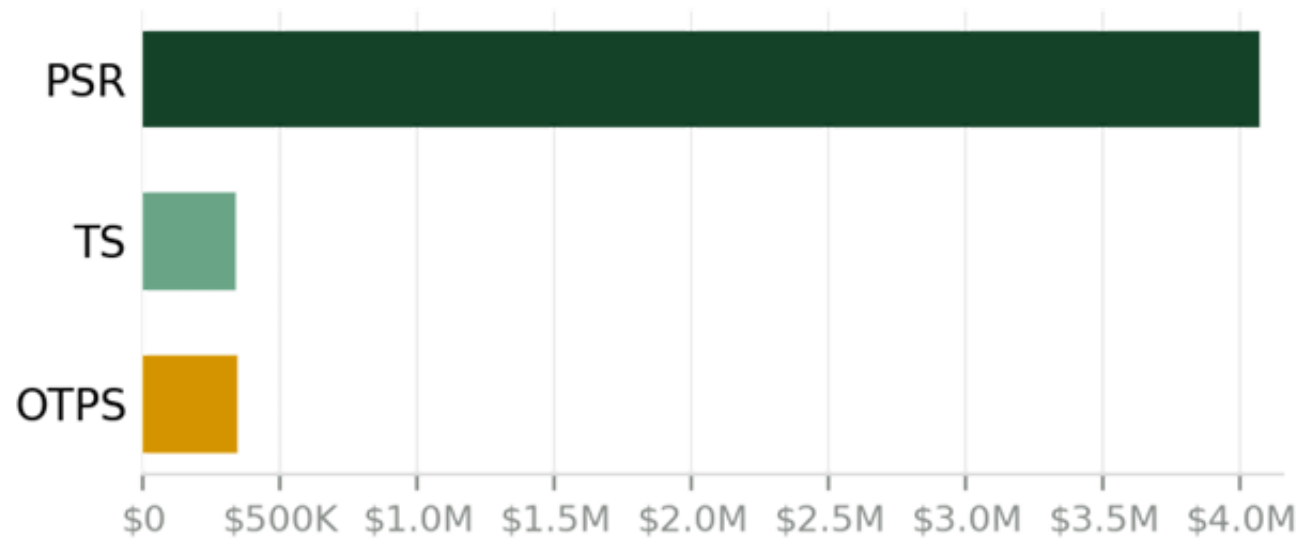
Summary by Cabinet

Cabinet	Expenditures		FY 2026–27 Request			
	FY 24–25	FY 25–26	PSR	TS	OTPS	Total
President's Office	\$419,180	\$379,911	\$395,661	\$0	\$4,000	\$399,661
Exec VP Academics / Provost	\$34,968,798	\$33,930,922	\$19,616,740	\$4,815,332	\$9,099,176	\$33,531,248
Executive Operating Office	\$14,967,082	\$14,517,512	\$7,436,066	\$165,000	\$7,008,414	\$14,609,480
Enrollment Management	\$6,726,708	\$6,339,087	\$1,607,654	\$0	\$1,321,019	\$2,928,673
Chief Diversity Officer	\$583,244	\$543,335	\$572,208	\$35,000	\$68,400	\$675,608
Director of Budget & Business Affairs	\$1,613,909	\$1,333,592	\$2,881,736	\$400,000	\$509,800	\$3,791,536
Advancement Office	\$1,301,686	\$1,246,378	\$1,090,426	\$0	\$0	\$1,090,426
Communications and Strategic Initiatives	\$175,269	\$181,723	\$276,053	\$0	\$25,764	\$301,817
TOTAL — ALL CABINETS	\$60,755,876	\$58,472,461	\$33,876,544	\$5,415,332	\$18,036,573	\$57,328,449

History restated to the current cabinet structure. Cabinets ordered by institutional leadership structure. Central institution-wide reserves (extra payroll, step raises, and the student-wage lump) are held in the Director of Budget & Business Affairs area.

Environmental Biology

PSR	TS	OTPS	FY 26-27 TOTAL	BUDGET FTE (PSR)
\$4,069,970	\$339,758	\$344,355	\$4,754,083	38.0 28.5 instr / 9.5 non



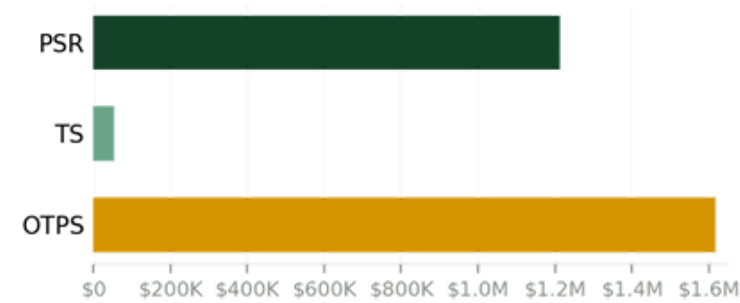
Spending by Category

Category	FY 2024–25	FY 2025–26	FY 2026–27
Personal Service (PSR)	\$3,870,354	\$4,028,517	\$4,069,970
Instructional	\$3,197,405	\$3,420,110	\$3,329,941
Non-Instructional	\$619,696	\$526,795	\$740,029
Holiday / Overtime	\$174	\$0	\$0
Unassigned	\$53,080	\$81,612	\$0
Temporary Service (TS)	\$513,750	\$595,915	\$339,758
Adjunct Faculty	\$91,892	\$149,746	\$85,377
Undergraduate Students	\$1,511	\$16,699	\$9,521
Summer	\$80,195	\$17,474	\$9,962
Extra Service	\$22,834	\$43,345	\$24,713
Holiday / Overtime	\$5,255	\$6,359	\$3,626
Other Temporary Service	\$312,062	\$362,292	\$206,559
Other Than Personal Service (OTPS)	\$183,742	\$222,920	\$344,355
Supplies	\$83,870	\$59,830	\$231,125
Travel	\$80,652	\$100,650	\$25,559
Contractual	\$12,767	\$2,123	\$16,107
Equipment	\$6,244	\$60,317	\$71,564
Utilities	\$210	\$0	\$0
DIVISION TOTAL	\$4,567,846	\$4,847,352	\$4,754,083

FY 2024–25 and FY 2025–26 are actual expenditures; FY 2026–27 is the request, with directed adjustments folded into the categories. Accounts are aggregated by category.

Chief Information Office

PSR	TS	OTPS	FY 26-27 TOTAL	BUDGET FTE (PSR)
\$1,213,043	\$55,000	\$1,617,596	\$2,885,639	14.4
				0.0 Instr / 14.4 non



Spending by Category

Category	FY 2024-25	FY 2025-26	FY 2026-27
Personal Service (PSR)	\$1,599,118	\$1,578,105	\$1,213,043
Non-Instructional	\$1,339,142	\$1,243,260	\$1,213,043
Holiday / Overtime	\$135,523	\$162,925	\$0
Unassigned	\$8,621	\$50,134	\$0
PSR-Transfers	\$115,832	\$121,786	\$0
Temporary Service (TS)	\$135,222	\$55,478	\$55,000
Undergraduate Students	\$63,047	\$53,650	\$53,188
Holiday / Overtime	\$2,544	\$0	\$0
Other Temporary Service	\$69,631	\$1,828	\$1,812
Other Than Personal Service (OTPS)	\$1,468,452	\$1,366,544	\$1,617,596
Supplies	\$23,692	\$27,359	\$31,967
Travel	\$6,673	\$990	\$17,449
Contractual	\$1,213,457	\$1,138,232	\$1,172,854
Equipment	\$224,630	\$199,963	\$395,326
DIVISION TOTAL	\$3,202,792	\$3,000,127	\$2,885,639

FY 2024-25 and FY 2025-26 are actual expenditures; FY 2026-27 is the request, with directed adjustments folded into the categories. Accounts are aggregated by category.

Affiliate Budgets

College Foundation Annual Budget

	-----2026/2027 BUDGET-----			-----2025/2026 BUDGET-----		
	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
<u>INCOME</u>						
Contributions	540,000	3,809,950	4,349,950	535,000	2,719,400	3,254,400
Income from Investments*	898,115	1,448,575	2,346,690	713,200	1,343,350	2,056,550
Agency Fees	325,000	270,000	595,000	315,000	200,000	515,000
Other Income	35,100	70,500	105,600	60,000	60,000	120,000
Total Income	1,798,215	5,599,025	7,397,240	1,623,200	4,322,750	5,945,950
Less: Contributions to Endowment		(500,000)	(500,000)		(500,000)	(500,000)
Operating Income	1,798,215	5,099,025	6,897,240	1,623,200	3,822,750	5,445,950
<u>EXPENSES</u>						
<u>ACADEMIC ADVANCEMENT</u>						
Scholarships & Grants	1,055,000	1,171,325	2,226,325	885,950	1,122,050	2,008,000
Supplemental Scholarship Aid	286,100	(286,100)	0	272,850	(272,850)	0
Academic Program Support - Salaries & Fellowships	0	2,617,150	2,617,150	0	1,677,850	1,677,850
Academic Program Support - Other	8,950	1,028,650	1,037,600	8,000	811,350	819,350
Total Academic Advancement	1,350,050	4,531,025	5,881,075	1,166,800	3,338,400	4,505,200
<u>INSTITUTIONAL ADVANCEMENT</u>						
Development & Major Gift Expenses	172,015	0	172,015	140,000	0	140,000
Capital Campaign Expenses	20,000	0	20,000	50,000	0	50,000
Presidential Initiatives & Relations	50,000	0	50,000	50,000	0	50,000
Foundation Salaries & Wages	806,950	0	806,950	740,500	0	740,500
Total Institutional Advancement	1,048,965	0	1,048,965	980,500	0	980,500
<u>GENERAL ADMINISTRATION</u>						
Property Management	6,300	0	6,300	5,500	0	5,500
Insurance (Package Policy & Mgmt Liability)	47,800	0	47,800	47,000	0	47,000
Professional Fees	31,350	0	31,350	34,000	0	34,000
Total General Administration	85,450	0	85,450	86,500	0	86,500
Total Operating Expenses	2,484,465	4,531,025	7,015,490	2,233,800	3,338,400	5,572,200
NET OPERATING INCOME (LOSS)	(686,250)	568,000	(118,250)	(610,600)	484,350	(126,250)
Transfer from Restricted Funds	568,000	(568,000)	0	484,350	(484,350)	0
Transfer from Bd Dsg Funds (Anniv, Mem'l, AHC Equity)	193,250	0	193,250	176,250	0	176,250
Transfer from Presidential Initiatives Fund	0	0	0	0	0	0
Equity Transfer from Abby Lane, LLC	0	0	0	1,630,000	0	1,630,000
Voluntary Separation Agreement Expense	0	0	0	(1,630,000)	0	(1,630,000)
Allocation of Admin Fee to Unrestricted Fund Balance	(75,000)	0	(75,000)	(50,000)	0	(50,000)
NET INCOME (LOSS)	(0)	0	(0)	0	0	0

*Budgeted "Income from Investments" reflects the amount available for spending this year whereas the actual column shows realized investment income which may be more or less than the amount available to spend.



Office of Research Programs = 2026/27 Budget

<u>Expenditure Category</u>	<u>Est. Annual Cost</u>
Salaries and Fringe	\$2,200,000
Research Foundation Assessment	\$840,000
Research Incentive	\$300,000
Line Of Credit Interest	\$230,000
ORP Relocation	\$140,000
Write Offs	\$75,000
Software Subscriptions	\$78,500
TTO	\$64,500
Institutional Allowance	\$55,000
IRB	\$35,000
Auto Insurance	\$20,000
ORP Expenses	\$15,000
Research Development	<u>\$13,000</u>
	\$4,066,000



Financial Plan



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.

Direct Operating Support (SUNY):

The FY 26/27 State Budget includes an increase in Direct Operating support of \$54 million.

Totaling a four-year increase of \$445 million.

Direct Operating Support (ESF):

Base Direct State Support -	\$19,429,000
23/24 Incremental Aid -	\$ 3,000,100
24/25 Incremental Aid -	\$ 1,277,000
25/26 Incremental Aid-	\$ 1,816,000
<u>26/27 Incremental Aid -</u>	<u>\$ 300,000</u>
Incremental Total -	\$ 6,393,100
 Direct State Aid Total	 \$25,822,600

Direct Operating Support (ESF):

26/27 Incremental Aid - \$ 300,000

\$225,000 General Operating Aid*

\$ 75,000 New Student Services

\$15,000 – TimelyCare Expansion

\$10,000 – Accessibility Transportation Initiative

\$50,000 – Professional Advising Support

*An undetermined portion of this new funding will help to cover the expense associated with waiving all fees exclusive of the Student Activity fee for Graduate Assistants.

Environmental Protection Fund Support (ESF):

Adirondack Interpretive Center-	\$ 500,000
Center for Sustainable Materials Management -	\$ 3,250,000
Center for Native Peoples & the Environment -	\$ 1,142,000
<u>Timbuctoo -</u>	<u>\$ 1,675,000</u>
Total	\$ 6,567,000

Capital Funding (Non-SUCF)

Center for Mass Timber Innovation	\$ 5,000,000
-----------------------------------	--------------

Collective Bargaining

Collective Bargaining

2026	4.5%
2027	4.0%
2028	3.5%
2029	3.0%
2030	<u>3.0%</u>
	18%

State University of New York (SUNY)
Walkdown of 2026/27 (Incremental Costs) and Potential / Actual New Revenues: Excludes Health and Hospital
Does Not Address Historical Deficits / Opportunity Costs / Prior Year Costs
State-operated Campuses
(\$M)

Campus	2025/26 Opening			2026/27 Opening	
	Cash Balance	Surplus / (Deficit)		Cash Balance	
All State-operated Campuses	\$ 2,245.1	\$ (175.2)		\$ 2,069.9	

Category	Frequency	Item	Area	Value	Cumulative Total
Collective Bargaining	Ongoing	4.5 Percent Across the Board	Salary	\$ (182.7)	\$ (182.7)
Collective Bargaining	Ongoing	4.0 Percent Across the Board*	Salary	(9.2)	(191.8)
Collective Bargaining	Ongoing	Increase in Adjunct Minimum	Salary	(14.6)	(206.5)
Collective Bargaining	Ongoing	0.5 Percent Discretionary	Salary	(15.9)	(222.4)
Collective Bargaining	Ongoing	Misc. Salary Increases**	Salary	(8.8)	(231.2)
Collective Bargaining	One-Time	Misc. Salary Increases***	Salary	(10.0)	(241.1)
Non-Salary	Ongoing	Non-Salary Actions, Including Inflation	Non-Salary	(17.3)	(258.4)
Salary	Ongoing	Salary Actions	Salary	14.2	(244.2)
Fee Revenues	Ongoing	Broad Based Fee Revenue, Impacted by Enrollment	Revenue	19.5	(224.7)
Incremental Monies: Operating	Ongoing	2026/27 Direct State Tax Support	Revenue	52.3	(172.5)
Tuition Revenues	Ongoing	Net Tuition Revenue	Revenue	35.3	(137.2)
Total Expenses				\$ (244.2)	
Total Revenues				\$ 107.0	
Incremental Surplus / (Deficit)				\$ (137.2)	
Adjusted Surplus / (Deficit)				\$ (312.4)	

	2026/27 Ending	
Campus	Cash Balance	% Change From Start
All State-operated Campuses	\$ 1,757.5	-15.1%

State University of New York (SUNY)
Walkdown of 2026/27 (Incremental Costs) and Potential / Actual New Revenues: Excludes Health and Hospital
Does Not Address Historical Deficits / Opportunity Costs / Prior Year Costs
State-operated Campuses
(\$M)

Campus	2025/26 Opening Cash Balance	Surplus / (Deficit)	2026/27 Opening Cash Balance
All State-operated Campuses	\$ 2,245.1	\$ (175.2)	\$ 2,069.9

Category	Frequency	Item	Area	Value	Cumulative Total
Collective Bargaining	Ongoing	4.5 Percent Across the Board	Salary	\$ (182.7)	\$ (182.7)
Collective Bargaining	Ongoing	4.0 Percent Across the Board*	Salary	(9.2)	(191.8)
Collective Bargaining	Ongoing	Increase in Adjunct Minimum	Salary	(14.6)	(206.5)
Collective Bargaining	Ongoing	0.5 Percent Discretionary	Salary	(15.9)	(222.4)
Collective Bargaining	Ongoing	Misc. Salary Increases**	Salary	(8.8)	(231.2)
Collective Bargaining	One-Time	Misc. Salary Increases***	Salary	(10.0)	(241.1)
Non-Salary	Ongoing	Non-Salary Actions, Including Inflation	Non-Salary	(17.3)	(258.4)
Salary	Ongoing	Salary Actions	Salary	14.2	(244.2)
Fee Revenues	Ongoing	Broad Based Fee Revenue, Impacted by Enrollment	Revenue	19.5	(224.7)
Incremental Monies: Operating	Ongoing	2026/27 Direct State Tax Support	Revenue	52.3	(172.5)
Tuition Revenues	Ongoing	Net Tuition Revenue	Revenue	35.3	(137.2)
Total Expenses				\$ (244.2)	
Total Revenues				\$ 107.0	
Incremental Surplus / (Deficit)				\$ (137.2)	
Adjusted Surplus / (Deficit)				\$ (312.4)	

Campus	2026/27 Ending Cash Balance	% Change From Start
All State-operated Campuses	\$ 1,757.5	-15.1%

State University of New York (SUNY)
Walkdown of 2026/27 (Incremental Costs) and Potential / Actual New Revenues: Excludes Health and Hospital
Does Not Address Historical Deficits / Opportunity Costs / Prior Year Costs
State-operated Campuses
(\$M)

Campus	2025/26 Opening Cash Balance	Surplus / (Deficit)	2026/27 Opening Cash Balance
All State-operated Campuses	\$ 2,245.1	\$ (175.2)	\$ 2,069.9
Collective Bargaining (ESF)			
Salary Agreements: Existing Workforce			
C	2026/27	\$1,895,145	22.7)
C	2027/28	3,262,875	1.8)
C	2028/29	4,641,702	6.5)
C	2029/30	5,919,015	2.4)
C	2030/31	7,412,848	1.2)
C	2026/27	\$1,895,145	1.2)
C	2027/28	3,262,875	1.1)
N	2028/29	4,641,702	8.4)
S	2029/30	5,919,015	4.2)
F	2030/31	7,412,848	4.7)
In	2026/27	\$1,895,145	2.5)
T	2027/28	3,262,875	7.2)
Total			
\$23,131,586			
Incremental Surplus / (Deficit) \$ (137.2)			
Adjusted Surplus / (Deficit) \$ (312.4)			
2026/27 Ending			
Campus	Cash Balance	% Change From Start	
All State-operated Campuses	\$ 1,757.5	-15.1%	

Stability Plan 25/26



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)		(17,755,614)		(19,122,663)		(19,185,448)		(18,959,485)
Dormitory	-	-		-		-		-		-		-
Total Cash	\$ (6,747,876)	\$ (8,275,120)		\$ (9,210,253)		\$ (15,830,446)		\$ (17,114,514)		\$ (17,094,320)		\$ (16,785,378)
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	\$ 1,961,000	\$ 26,053,761	\$ 2,245,000	\$ 26,337,761	\$ 2,245,000	\$ 26,337,761	\$ 2,816,000	\$ 26,908,761	\$ 2,816,000	\$ 26,908,761
Tuition and Fees	25,024,825	27,608,544	(215,940)	27,392,604	121,230	27,729,774	814,550	28,423,094	1,900,392	29,508,936	2,547,094	30,155,638
Scholarships	(6,051,378)	(6,364,716)	1,452,414	(4,912,302)	1,250,000	(5,114,716)	1,500,000	(4,864,716)	1,600,000	(4,764,716)	1,600,000	(4,764,716)
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)	-	(4,757,212)	-	(4,757,212)	-	(4,757,212)	250,000	(4,507,212)	250,000	(4,507,212)
Total Academic Enterprise	\$ 49,291,481	\$ 48,321,029	\$ 3,197,474	\$ 51,518,503	\$ 3,616,230	\$ 51,937,259	\$ 4,559,550	\$ 52,880,579	\$ 6,566,392	\$ 54,887,421	\$ 7,213,094	\$ 55,534,123
Expense												
Academic Enterprise												
Regular Salary - Instructional	\$ 12,964,506	\$ 14,202,623	\$ (243,230)	\$ 13,959,393	\$ (1,642,077)	\$ 12,560,546	\$ (1,642,077)	\$ 12,560,546	\$ (1,642,077)	\$ 12,560,546	\$ (1,642,077)	\$ 12,560,546
Regular Salary - Non Instructional	18,700,270	18,975,323	(126,019)	18,849,304	(1,575,793)	17,399,530	(1,676,793)	17,298,530	(1,676,793)	17,298,530	(1,676,793)	17,298,530
Regular Salary - Misc (OT, etc)	(358,244)	(295,863)	-	(295,863)	-	(295,863)	-	(295,863)	-	(295,863)	-	(295,863)
Temp Salary - Instructional	-	-	-	-	-	-	-	-	-	-	-	-
Temp Salary - Non-Instructional	-	-	-	-	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)	(35,000)
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	-	2,118,887	(175,000)	1,943,887	(175,000)	1,943,887	(175,000)	1,943,887	(175,000)	1,943,887
Temp Salary - Teaching Assistants	(17,310)	-	-	-	-	-	-	-	-	-	-	-
Temp Salary - Graduate Students	2,517,946	2,985,140	(200,000)	2,785,140	(535,140)	2,450,000	(535,140)	2,450,000	(535,140)	2,450,000	(535,140)	2,450,000
Temp Salary - UG Students	646,132	605,227	-	605,227	-	605,227	-	605,227	-	605,227	-	605,227
Avoidance of Salary Agreement Cost: Actions	-	-	(27,118)	(27,118)	(204,634)	(204,634)	(385,180)	(385,180)	(565,725)	(565,725)	(746,271)	(746,271)
Salary Agreements: Increase in Workforce	8,750	51,558	-	51,558	-	51,558	94,365	94,365	137,173	137,173	179,980	179,980
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	-	-	-	-	1,455,133	1,455,133	-	-	-	-	-	-
Contractual	7,202,777	4,083,727	6,100,000	10,183,727	4,100,000	8,183,727	4,100,000	8,183,727	4,300,000	8,383,727	4,558,000	8,641,727
Scholarships	0	-	-	-	-	-	-	-	-	-	-	-
Utilities	2,283,960	2,143,716	631,321	2,775,037	400,000	2,543,716	400,000	2,543,716	400,000	2,543,716	400,000	2,543,716
Capital Projects	-	1,535	-	1,535	-	1,535	-	1,535	-	1,535	-	1,535
General NPS	3,620,877	3,702,738	1,345,000	5,047,738	(416,000)	3,286,738	(416,000)	3,286,738	(136,240)	3,566,498	(1,300,315)	2,402,423
Total Academic Enterprise	\$ 50,523,146	\$ 49,339,142	\$ 8,882,533	\$ 58,221,675	\$ 3,965,165	\$ 53,304,307	\$ 3,604,223	\$ 52,943,365	\$ 5,322,316	\$ 54,661,457	\$ 5,699,199	\$ 55,038,340
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)	(5,685,059)	(6,703,172)	(348,935)	(1,367,048)	955,327	(62,786)	1,244,076	225,963	1,513,895	495,782
Dormitory	-	-	-	-	-	-	-	-	-	-	-	-
Total Surplus / (Deficit)	\$ (1,527,244)	\$ (935,133)	\$ (5,685,059)	\$ (6,620,193)	\$ (348,935)	\$ (1,284,069)	\$ 955,327	\$ 20,194	\$ 1,244,076	\$ 308,943	\$ 1,513,895	\$ 578,762
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)		(17,755,614)		(19,122,663)		(19,185,448)		(18,959,485)		(18,463,703)
Dormitory	-	-		-		-		-		-		-
Total Closing Cash	\$ (8,275,120)	\$ (9,210,253)		\$ (15,830,446)		\$ (17,114,514)		\$ (17,094,320)		\$ (16,785,378)		\$ (16,206,615)

Employee FTE (Pay Period 06 of Each Year)	440.3	428.5		418.5		398.5		397.5		396.5		396.5
Student FTE (Fall Based)	1,894.6	2,111.2		2,103.2		2,115.2		2,156.2		2,192.2		2,226.2
Ratio	4.3	4.9		5.0		5.3		5.4		5.5		5.6
Revenue	48,995,903	48,404,008		51,601,482		52,020,238		52,963,558		54,970,400		55,617,102
Salary	37,415,533	39,407,426		40,213,638		39,288,591		38,927,649		40,165,981		41,448,939
Non-Salary	13,107,614	9,931,716		18,008,037		14,015,716		14,015,716		14,495,476		13,589,401
Total Spend	50,523,146	49,339,142		58,221,675		53,304,307		52,943,365		54,661,457		55,038,340
Surplus / (Deficit)	(1,527,244)	(935,133)		(6,620,193)		(1,284,069)		20,194		308,943		578,762



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)												
<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)	(5,685,059)	(6,703,172)	(348,935)	(1,367,048)	955,327	(62,786)	1,244,076	225,963	1,513,895	495,782
<i>Dormitory</i>	-	-	-	-	-	-	-	-	-	-	-	-
Total Surplus / (Deficit)	\$ (1,527,244)	\$ (935,133)	\$ (5,685,059)	\$ (6,620,193)	\$ (348,935)	\$ (1,284,069)	\$ 955,327	\$ 20,194	\$ 1,244,076	\$ 308,943	\$ 1,513,895	\$ 578,762



State University of New York (SUNY)
Summary of Current Stability Plan / Actuals 2025/26

Campus Name: Envir Sci & Forestry

	Stability Plan	Actuals 2025/26	Delta	
			\$ / #	%
Revenue	\$ 52,401,482	\$ 51,337,190	\$ (1,064,292)	-2.0%
Salary	\$ 40,213,638	\$ 39,137,891	\$ (1,075,747)	-2.7%
Non-Salary	18,808,037	17,632,939	(1,175,098)	-6.2%
Total Spend	\$ 59,021,675	\$ 56,770,830	\$ (2,250,845)	-3.8%
Surplus / (Deficit)	\$ (6,620,193)	\$ (5,433,640)	\$ 1,186,553	-17.9%
Employee FTE	418.5	387.1	(31.4)	-7.5%



2025/26 Salary Spending and Historical

Envir Sci & Forestry

		Through:	June
Actual 2025/26 (Total) =	387.1	Actual 2025/26	\$ 39,137,891
Target for 2025/26 (Total) =	418.5	Target	\$ 40,213,638
		Over / (Under)	\$ (1,075,747)

Non-Salary Spend Tracking and Historical Perspective

Envir Sci & Forestry

	Through	June
Actual 2025/26		\$ 17,632,939
Target		\$ 18,808,037
Over / (Under)		\$ (1,175,098)

2025/26 Revenue and Historicals

Envir Sci & Forestry

	Through	June
Actual 2025/26		\$ 51,337,190
Target		\$ 52,401,482
Over / (Under)		\$ (1,064,292)



VSP

VSP

36 Staff Retirements
Gross Salary Savings:
\$3,832,435

Accessory Instruction

Accessory Instruction

2022/23

2025/26

ESF Credits at SU (1,030 Courses)	4,074
SU Credits at ESF (236 Courses)	812
<u>Net Credits (\$590 PCH)</u>	<u>3,262</u>
Net Payment to SU	\$1,924,580

<u>Payment to SU</u>	
Fall Semester (777 Credits)	\$582,750
<u>Spring Semester (538 Credits)</u>	<u>\$403,500</u>
Total (1,315 Credits)	\$986,250
<u>Payment to ESF</u>	
Fall Semester (559 Credits)	\$419,250
<u>Spring Semester (506 Credits)</u>	<u>\$379,500</u>
Total (1,065 Credits)	\$798,750
Net Payment to SU (\$750 PCH)	\$187,500

Broad Based Fees

Broad Based No Increases –

Board Resolution

2

June 2, 2026

Whereas The Board of Trustees recognizes (i) that essential services and student supports provided by the State-operated campuses to their students are funded by the payment of the fees noted in Policy 7804, particularly those noted as “Broad Based Fees,” and (ii) that ensuring student affordability is of the highest priority; now, therefore, be it

Resolved that those fees so defined as Broad Based Fees in Policy 7804 shall be maintained at a static level in 2026/27 Academic Year to those charged in the 2025/26 Academic Year; and.



Office of the Chancellor

H. Carl McCall SUNY Building
353 Broadway, Albany, New York 12246

SUNY Global Center, 116 E 55th St.
New York, NY 10022

www.suny.edu

MEMORANDUM

June 2, 2026

TO: Members of the Board of Trustees
FROM: Dr. John B. King Jr., Chancellor
SUBJECT: Supporting Student Affordability in Maintaining State-operated Campus Broad Based Fees

Action Requested

maintain the level of Broad Based Fees
State-operated campuses of the State
Academic Year.

Trustees adopt the following resolution:

Provides the Board of Trustees of the
the authority to, among other
er fees or charges to students
campuses of the State University;

7804 “Fees, Rentals, and Other
s has empowered the Chancellor,
ampus presidents to – within the
th consultation with the Board of
charged to students attending the
e State University; and

2026/27 Fiscal Stability Plan

State University of New York (SUNY) State Tax & Treasury Disability Plan Breakdown												
	Actual 2024 (F)	Raw 2025 (F)	Adjustments In Plan	Projected 2025 (F)	Adjustments In Plan	Projected 2025 (F)	Adjustments In Plan	Projected 2025 (F)	Adjustments In Plan	Projected 2025 (F)	Adjustments In Plan	Projected 2025 (F)
Closing Cash												
Collections Account	\$ 1,795,210	\$ 1,862,189		\$ 1,792,865		\$ 1,868,141		\$ 1,838,817		\$ 1,946,093		\$ 1,895,989
Academic Enterprise	(11,014,525)	(11,012,442)		(11,014,158)		(11,015,420)		(11,297,811)		(11,296,629)		(11,364,760)
Discontinuity												
Total Cash	\$ (9,219,315)	\$ (9,150,253)		\$ (9,221,293)		\$ (9,147,279)		\$ (9,459,001)		\$ (9,350,536)		\$ (9,468,771)
Revenue												
Collections Account	\$ 82,980	\$ (74,526)	\$ -	\$ (74,526)	\$ -	\$ (74,526)	\$ -	\$ (74,526)	\$ -	\$ (74,526)	\$ -	\$ (74,526)
Academic Enterprise												
Direct State Tax Support	\$ 14,032,701	\$ 14,383,172	\$ -	\$ 14,032,701	\$ -	\$ 14,383,172	\$ -	\$ 14,032,701	\$ -	\$ 14,383,172	\$ -	\$ 14,383,172
Tuition and Fees	27,658,544	26,959,879	-	26,959,879	-	26,959,879	-	26,959,879	-	26,959,879	-	26,959,879
Scholarships	6,364,710	18,818,846	-	18,818,846	-	18,818,846	-	18,818,846	-	18,818,846	-	18,818,846
Proctored Offsite	3,752,500	3,752,500	-	3,752,500	-	3,752,500	-	3,752,500	-	3,752,500	-	3,752,500
Room Rental	-	-	-	-	-	-	-	-	-	-	-	-
Rent Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Debt Service Payments	-	-	-	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-	-	-	-
Sponsored Programs - State	633,097	49,411	-	49,411	-	49,411	-	49,411	-	49,411	-	49,411
Sponsored Programs - Local	-	-	-	-	-	-	-	-	-	-	-	-
Sponsored Programs - Federal	880	59,033	-	59,033	-	59,033	-	59,033	-	59,033	-	59,033
Sponsored Programs - Hospitals and Clinics	-	-	-	-	-	-	-	-	-	-	-	-
Sponsored Programs - Private	1,893,937	1,593,708	-	1,593,708	-	1,593,708	-	1,593,708	-	1,593,708	-	1,593,708
Indirect Cost Recovery	628,295	904,810	-	904,810	-	904,810	-	904,810	-	904,810	-	904,810
Direct Charges and Assessments	(113,232)	(114,130)	-	(114,130)	-	(114,130)	-	(114,130)	-	(114,130)	-	(114,130)
Capital Gains	-	138,380	-	138,380	-	138,380	-	138,380	-	138,380	-	138,380
Food Service	913,576	913,765	-	913,765	-	913,765	-	913,765	-	913,765	-	913,765
Loan Repayments	-	-	-	-	-	-	-	-	-	-	-	-
Transfers to/from Capital Projects	-	(100,000)	-	(100,000)	-	(100,000)	-	(100,000)	-	(100,000)	-	(100,000)
Transfers to/from State	-	-	-	-	-	-	-	-	-	-	-	-
Misc. Other	(6,757,212)	(13,951,401)	-	(13,951,401)	-	(13,951,401)	-	(13,951,401)	-	(13,951,401)	-	(13,951,401)
Total Academic Enterprise	\$ 48,321,629	\$ 51,411,718	\$ -	\$ 51,411,718	\$ -	\$ 51,411,718	\$ -	\$ 51,411,718	\$ -	\$ 51,411,718	\$ -	\$ 51,411,718
Discontinuity												
Direct State Tax Support	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition and Fees	-	-	-	-	-	-	-	-	-	-	-	-
Scholarships	-	-	-	-	-	-	-	-	-	-	-	-
Proctored Offsite	-	-	-	-	-	-	-	-	-	-	-	-
Room Rental	-	-	-	-	-	-	-	-	-	-	-	-
Rent Receipts	-	-	-	-	-	-	-	-	-	-	-	-
Debt Service Payments	-	-	-	-	-	-	-	-	-	-	-	-
Federal Funds	-	-	-	-	-	-	-	-	-	-	-	-
Sponsored Programs - State	-	-	-	-	-	-	-	-	-	-	-	-
Sponsored Programs - Local	-	-	-	-	-	-	-	-	-	-	-	-
Sponsored Programs - Federal	-	-	-	-	-	-	-	-	-	-	-	-
Sponsored Programs - Hospitals and Clinics	-	-	-	-	-	-	-	-	-	-	-	-
Sponsored Programs - Private	-	-	-	-	-	-	-	-	-	-	-	-
Indirect Cost Recovery	-	-	-	-	-	-	-	-	-	-	-	-
Direct Charges and Assessments	-	-	-	-	-	-	-	-	-	-	-	-
Capital Gains	-	-	-	-	-	-	-	-	-	-	-	-
Food Service	-	-	-	-	-	-	-	-	-	-	-	-
Loan Repayments	-	-	-	-	-	-	-	-	-	-	-	-
Transfers to/from Capital Projects	-	-	-	-	-	-	-	-	-	-	-	-
Transfers to/from State	-	-	-	-	-	-	-	-	-	-	-	-
Misc. Other	-	-	-	-	-	-	-	-	-	-	-	-
Total Discontinuity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 48,321,629	\$ 51,411,718	\$ -	\$ 51,411,718	\$ -	\$ 51,411,718	\$ -	\$ 51,411,718	\$ -	\$ 51,411,718	\$ -	\$ 51,411,718
Spending												
Collections Account												
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Academic Enterprise												
Regular Salary - Instructional	\$ 14,302,823	\$ 14,832,379	\$ -	\$ 14,302,379	\$ -	\$ 14,832,379	\$ -	\$ 14,302,379	\$ -	\$ 14,832,379	\$ -	\$ 14,832,379
Regular Salary - Non-Instructional	18,975,123	18,997,816	-	18,997,816	-	18,997,816	-	18,997,816	-	18,997,816	-	18,997,816
Regular Salary - Misc (OT, etc)	(245,881)	76,454	-	76,454	-	76,454	-	76,454	-	76,454	-	76,454
Temp Salary - Instructional	-	-	-	-	-	-	-	-	-	-	-	-
Temp Salary - Non-Instructional	-	-	-	-	-	-	-	-	-	-	-	-
Temp Salary - Adjuncts	816,089	790,078	-	790,078	-	790,078	-	790,078	-	790,078	-	790,078
Temp Salary - Misc (BS, OT, etc)	1,118,887	1,083,516	-	1,083,516	-	1,083,516	-	1,083,516	-	1,083,516	-	1,083,516
Temp Salary - Teaching Assistants	2,985,140	2,799,823	-	2,799,823	-	2,799,823	-	2,799,823	-	2,799,823	-	2,799,823
Temp Salary - Graduate Students	-	-	-	-	-	-	-	-	-	-	-	-
Temp Salary - US Students	655,227	654,413	-	654,413	-	654,413	-	654,413	-	654,413	-	654,413
Avoidance of Salary Agreement Cost: Actions	-	-	-	-	-	-	-	-	-	-	-	-
Salary Agreements: Increase in Workforce	-	-	1,895,145	1,895,145	3,262,875	3,262,875	4,641,702	4,641,702	5,919,015	5,919,015	7,412,868	7,412,868
Misc. Salary Adjustment	-	-	-	-	-	-	-	-	-	-	-	-
Continental	4,083,727	11,364,087	-	11,364,087	-	11,364,087	-	11,364,087	-	11,364,087	-	11,364,087
Scholarships	-	203,137	-	203,137	-	203,137	-	203,137	-	203,137	-	203,137
Utilities	2,143,716	2,854,546	-	2,854,546	-	2,854,546	-	2,854,546	-	2,854,546	-	2,854,546
Capital Projects	1,135	2,445	-	2,445	-	2,445	-	2,445	-	2,445	-	2,445
General M&E	3,709,718	3,171,024	-	3,171,024	-	3,171,024	-	3,171,024	-	3,171,024	-	3,171,024
Academic Enterprise Salary	\$ 30,407,416	\$ 32,137,091	\$ (1,895,145)	\$ 32,137,091	\$ (3,262,875)	\$ 42,776,109	\$ 4,641,702	\$ 42,776,109	\$ 5,919,015	\$ 42,776,109	\$ 7,412,868	\$ 46,155,197
Academic Enterprise Non-Salary	8,911,716	17,612,839	-	17,612,839	-	17,612,839	-	17,612,839	-	17,612,839	-	17,612,839
Total Academic Enterprise	\$ 49,319,132	\$ 59,750,930	\$ (1,895,145)	\$ 58,865,785	\$ (3,262,875)	\$ 60,388,948	\$ 4,641,702	\$ 60,388,948	\$ 5,919,015	\$ 60,388,948	\$ 7,412,868	\$ 67,868,075
Discontinuity												
Regular Salary - Instructional	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Regular Salary - Non-Instructional	-	-	-	-	-	-	-	-	-	-	-	-
Regular Salary - Misc (OT, etc)	-	-	-	-	-	-	-	-	-	-	-	-
Temp Salary - Instructional	-	-	-	-	-	-	-	-	-	-	-	-
Temp Salary - Non-Instructional	-	-	-	-	-	-	-	-	-	-	-	-
Temp Salary - Adjuncts	-	-	-	-	-	-	-	-	-	-	-	-
Temp Salary - Misc (BS, OT, etc)	-	-	-	-	-	-	-	-	-	-	-	-
Temp Salary - Teaching Assistants	-	-	-	-	-	-	-	-	-	-	-	-
Temp Salary - Graduate Students	-	-	-	-	-	-	-	-	-	-	-	-
Temp Salary - US Students	-	-	-	-	-	-	-	-	-	-	-	-
Avoidance of Salary Agreement Cost: Actions	-	-	-	-	-	-	-	-	-	-	-	-
Salary Agreements: Increase in Workforce	-	-	-	-	-	-	-	-	-	-	-	-
Salary Agreements: Existing Workforce	-	-	-	-	-	-	-	-	-	-	-	-
Misc. Salary Adjustment	-	-	-	-	-	-	-	-	-	-	-	-
Continental	-	-	-	-	-	-	-	-	-	-	-	-
Scholarships	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Capital Projects	-	-	-	-	-	-	-	-	-	-	-	-
General M&E	-	-	-	-	-	-	-	-	-	-	-	-
Discontinuity Salary	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Discontinuity	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Spending	\$ 49,319,132	\$ 59,750,930	\$ (1,895,145)	\$ 58,865,785	\$ (3,262,875)	\$ 60,388,948	\$ 4,641,702	\$ 60,388,948	\$ 5,919,015	\$ 60,388,948	\$ 7,412,868	\$ 67,868,075
Surplus / (Deficit)	\$ (9,997,503)	\$ (8,339,212)	\$ (1,895,145)	\$ (7,454,067)	\$ (3,262,875)	\$ (8,976,230)	\$ (4,641,702)	\$ (8,976,230)	\$ (5,919,015)	\$ (8,976,230)	\$ (7,412,868)	\$ (16,456,302)
Academic Enterprise												
Collections Account	\$ 82,980	\$ (74,526)	\$ -	\$ (74,526)	\$ -	\$ (74,526)	\$ -	\$ (74,526)	\$ -	\$ (74,526)	\$ -	\$ (74,526)
Academic Enterprise	(1,014,113)	(2,504,110)	(1,895,145)	(2,504,110)	(3,262,875)	(6,461,702)	(26,095,141)	(26,095,141)	(11,276,111)	(26,095,141)	(11,276,111)	(26,095,141)
Discontinuity												
Total Surplus / (Deficit)	\$ (931,133)	\$ (2,578,636)	\$ (1,895,145)	\$ (2,578,636)	\$ (3,262,875)	\$ (6,461,702)	\$ (26,095,141)	\$ (26,095,141)	\$ (11,276,111)	\$ (26,095,141)	\$ (11,276,111)	\$ (26,095,141)
Closing Cash												
Collections Account	\$ 1,862,189	\$ 1,792,865		\$ 1,868,141		\$ 1,838,817		\$ 1,946,093		\$ 1,895,989		\$ 1,895,989
Academic Enterprise	(11,012,442)	(11,014,158)		(11,015,420)		(11,297,811)		(11,296,629)		(11,364,760)</		

2025/26 Plan

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)												
<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)	(5,685,059)	(6,703,172)	(348,935)	(1,367,048)	955,327	(62,786)	1,244,076	225,963	1,513,895	495,782
<i>Dormitory</i>	-	-	-	-	-	-	-	-	-	-	-	-
Total Surplus / (Deficit)	\$ (1,527,244)	\$ (935,133)	\$ (5,685,059)	\$ (6,620,193)	\$ (348,935)	\$ (1,284,069)	\$ 955,327	\$ 20,194	\$ 1,244,076	\$ 308,943	\$ 1,513,895	\$ 578,762

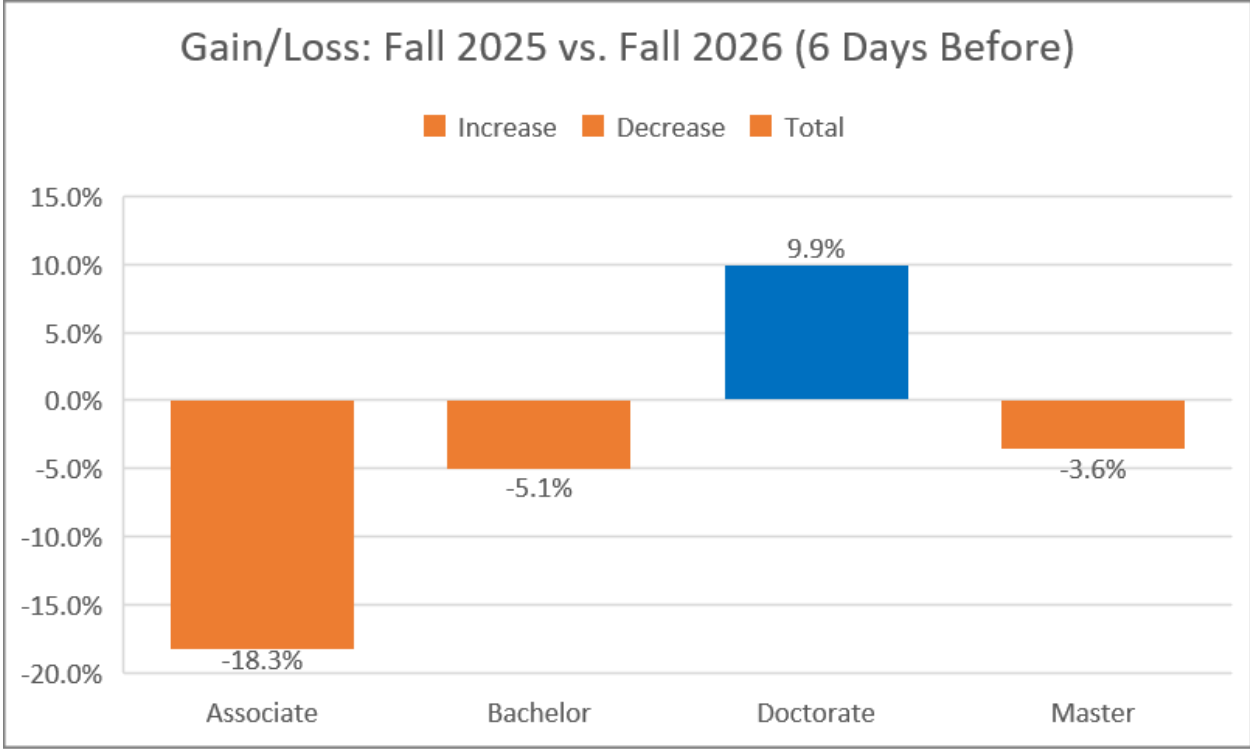


Additional Expenses Versus Base Year

Research Foundation 25/26 Payment -	\$ 1,900,000
International Insurance -	\$ 335,100
HESC Repayment -	\$ 155,000
Marketing Increase -	\$ 288,000
<u>Collective Bargaining -</u>	<u>\$ 1,895,145</u>
Total	\$ 4,573,245

Enrollment Management





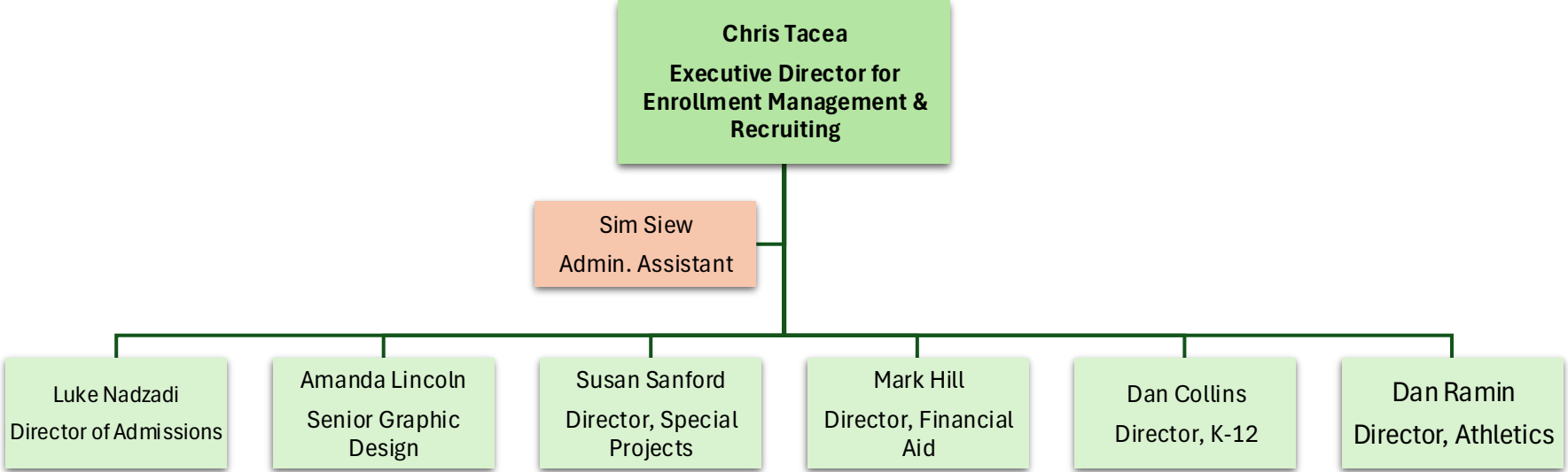
	Fall 2025 (8/15/2025)	Fall 2026 (8/15/2026)
Undergraduate	1,820	1,721
Freshman	378	312
Transfer	157	169
Continuing/Readmit	1,285	1,237
Non-Matric	0	0
Graduate	277	286
New Graduate	26	38
Continuing/Readmit	251	245
Non-Matric	0	0
Total	2,097	2,007

-100 Undergraduate Students (70 IS/30 OOS)

ANNUAL REVENUE PROJECTION		
Category		AY 2026-27
Resident – Undergraduate		\$494,900
Resident – Graduate		-
Non-Resident – Undergraduate		\$630,900
Non-Resident – Graduate		-
<i>Resident Subtotal</i>		<i>\$494,900</i>
<i>Non-Resident Subtotal</i>		<i>\$630,900</i>
<i>Undergraduate Subtotal</i>		<i>\$1,125,800</i>
<i>Graduate Subtotal</i>		<i>-</i>
<i>Fall Semester Revenue</i>		<i>\$562,900</i>
<i>Spring Semester Revenue</i>		<i>\$562,900</i>
TOTAL ANNUAL REVENUE		(\$1,125,800)

	Fall 2025 (8/15/2025)	Fall 2026 (8/15/2026)
Undergraduate	1,820	1,721
Freshman	378	312
Transfer	157	169
Continuing/Readmit	1,285	1,237
Non-Matric	0	0
Graduate	277	286
New Graduate	26	38
Continuing/Readmit	251	245
Non-Matric	0	0
Total	2,097	2,007

SUNY ESF – Enrollment Management
July 2026



Enrollment Management



Furthers Governor Hochul's Commitment To Ensure Students Can Pursue an Affordable, Excellent Degree at SUNY and CUNY

Includes More High-Demand Programs and Expansion to Associate Programs at Eight SUNY Colleges and at Three CUNY Colleges in Addition to Community Colleges Statewide

Governor Hochul's Free Community College Initiative Offers Tuition, Fees, Books and Supplies for Eligible Adult Learners Ages 25-55 in High-Demand Fields

Explore Engineering Week

Enrollment Management



Explore Engineering Week

Enrollment Management



[suny.esf](https://suny.esf.edu) 🚀 Explore Engineering Week at SUNY ESF is officially underway!

We were blown away by the interest in this inaugural program, receiving more than 400 applications from students eager to learn about the exciting world of engineering. Today, 35 students officially kicked off their Explore Engineering Week journey, diving into hands-on experiences, industry connections, and career-focused learning.



Enrollment Management

Calendar of Events

Aug 7 - College Information Session
Aug 14 - College Information Session
Sep 4 - College Information Session
Sep 18 - College Information Session
Oct 2 - College Information Session
Oct 4 - College Fair – Long Island
Oct 10 - College Fair – Philadelphia
Oct 12 - College Information Session
Oct 16/17 - NACAC National College Fair in Seattle, WA
Oct 18/19 - NACAC National College Fair in Portland, OR
Oct 24 - Fall Open House – Syracuse
Oct 25 - Fall Open House – Ranger School

Nov 11 - College Information Session
Nov 14 - College Fair – New Jersey
Nov 14 - Fall Open House – Syracuse
Dec 4 - College Information Session
Dec 5 - ESFHS Exploration Day
Feb 5 - College Information Session
Feb 15 - Accepted Student Reception
Feb 19 - College Information Session
March - Syracuse National College Fair
March 20 - Accepted Student Reception
March 26 - College Information Session
April 2 - College Information Session
April 10 - Accepted Student Reception
April 16 - College Information Session
April 25 - Spring Open House & Accepted Student Reception

Enrollment Management

Fall 2027 Goals

First Year –	400
Transfer –	150
Ranger School –	60

Capital Campaign



Campaign Outcomes –

Total Raised \$43.5 million

9,058 donors, including alumni, families, corporate partners, foundations, and friends of the College.

60% of donors were ESF alumni.

19% of the total raised coming from documented planned estate gifts.

\$24.3 million directed toward academic programs and research, benefiting 78 academic programs.

\$15.8 million dedicated to student scholarships.

\$1.5 million to enhance facilities and student experiences, supporting more than 100 student paid internships and career development opportunities.



Strategic Plan Update

August 2026

Our Mission

Our Vision

- **MISSION:** to educate future environmental leaders of all backgrounds, advance knowledge and skills necessary to promote scholarship and stewardship of the natural to designed environments, and act both locally and globally to improve our world.
- **VISION STATEMENT:** a better world through Environmental Discovery.



2023 Strategic Plan Draft

ESF Strategic Plan

The mission of ESF is to educate future environmental leaders of all backgrounds, advance knowledge and skills necessary to promote scholarship and stewardship of the natural to designed environments, and act both locally and globally to improve our world.

VERSION 08/31/2023



IDEA+SJ & Sustainability: Meeting the Future

Growing Opportunity & Excellence for Student Success

Access & Affordability

1. Institutionalize enrollment planning and develop a financial aid strategy
2. Grow enrollments in URM communities
3. Develop international student recruitment plan
4. Enhance the graduate student community
5. Increase access and affordability for all students
6. Increase retention rates and reduce time to degree
7. Establish transition programs for URM and 1st gen students
8. Establish lifelong learning opportunities in Open Academy with online degrees, certificates, and microcredential programs

Teaching & Learning Opportunities

1. Expand learning opportunities for a wide range of learners
2. Develop new programs in high-demand areas
3. Create a community of faculty with diverse pedagogies
4. Increase global fluency through expanded international opportunities
5. Develop customized student success supports
6. Provide experiential learning opportunities
7. Build partnerships with industry and gov't labs to promote professional grad degree programs
8. Rebuild ESF's assessment infrastructure. Revise CLOs to reflect what an ESF student is.

Transdisciplinary Scholarship & Research Expansion

Research & Scholarship Empowerment

1. Increase effectiveness of faculty research time
2. Grant-making success and research funding
3. Redesign and improve grad student funding process
4. Use the cluster hires to facilitate and encourage transdisciplinary scholarship and research opportunities.
5. Incentivize transdisciplinary scholarship and research productivity
6. Develop and maintain collaborative and reliable databases
7. Build partnerships with industry and gov't labs to enhance scholarship and research
8. Recruit more international Ph.D. students

Resource Enhancement

1. Increase effective utilization of existing resources
2. Enhance the effectiveness of functions in HR, Business Office, CNS, and ORP
3. Increase revenue streams
4. Create a set of guidelines for instructional faculty teaching in non-degree programs to be based in the Open Academy
5. Establish a culture that allows faculty to stay on track for promotion and to grow external visibility
6. Create clearinghouse for all ESF funding for grads and undergrads to make sure nothing is left on the table
7. Identify resources to pay graduate assistants (GA/TA) a competitive wage

Intentional Cultivation of Community & Belonging

Wellbeing

1. Make the ESF campus a welcoming environment for all
2. Enhance the ESF student experience
3. Make ESF a top place to work
4. Address deferred maintenance (SWOTs)
5. Build career advancement and leadership opportunities for faculty/staff
6. Promote and establish an inclusive workplace culture
7. Continue to explore work adaptation to the remote and hybrid concepts increasingly becoming common in the modern workplace

Community Outreach & Engagement

1. Advance commitment to external community connections
2. Grow sustained STEM career pathways in K-14
3. Create opportunities for civic engagement
4. Unite student outreach activities by reintroducing the ESF Science Corps umbrella
5. Enhance and engage in industrial and government partnerships
6. Increase ESF's visibility and external communication
7. Broaden community engagement through more frequent projects embedded in neighborhoods
8. Tie broadening community engagement to frequent open houses on campus

2025 Strategic Plan Draft

ESF Strategic Plan

The mission of ESF is to educate future environmental leaders of all backgrounds, advance knowledge and skills necessary to promote scholarship and stewardship of the natural to designed environments, and act both locally and globally to improve our world.

DRAFT VERSION 09/03/2025



IDEA+SJ & Sustainability: Meeting the Future

Growing Opportunity and Excellence for Student Success

Access and Affordability

1. Create a Strategic Enrollment Plan
2. Improve Financial Aid Strategies
3. Strengthen Pathways and Community Connections
4. Strengthen Retention and Student Support

Teaching and Learning Opportunities

1. Expand Experiential and Applied Learning Opportunities
2. Expand Program Flexibility to Serve Diverse Audiences
3. Develop New Programs in High Demand
4. Foster a Collaborative Faculty Community

Transdisciplinary Scholarship and Research Expansion

Research and Scholarship Empowerment

1. Streamline Faculty Research Support Systems
2. Expand Support for Faculty Research and Scholarship
3. Expand Graduate Student and Post-Doctoral Support
4. Leverage Faculty Cluster Hiring for Interdisciplinary Growth
5. Strengthen Industry and Government Lab Research Partnerships

Resource Enhancement

1. Enhance Resource Utilization through Improved Budget Processes
2. Strengthen Infrastructure and Systems to Support Faculty and Students
3. Expand Revenue Streams to Support Research and Academic Programs
4. Expand Student-focused Research Support

Intentional Cultivation of Community and Belonging

Wellbeing

1. Foster an Inclusive and Accessible Campus Community
2. Cultivate a Culture of Collaboration and Belonging
3. Build Pathways for Professional Growth and Wellbeing
4. Improve Employee Satisfaction

Community Outreach and Engagement

1. Increase ESF's Visibility and External Communication
2. Strengthen Education Pathways and Community Partnerships
3. Foster Civic Engagement and Community Connection

Support for Our Programs and Our Students

- 

Abby on our Regional Campuses | The College Tour
SUNY College of Environmental Science and Forestry • 225 views • 10 months ago
- 

Carlos on Pathways to Careers | The College Tour
SUNY College of Environmental Science and Forestry • 219 views • 10 months ago
- 

Daniel brings Fresh Perspective | The College Tour
SUNY College of Environmental Science and Forestry • 107 views • 10 months ago
- 

Emily's Academic Experience | The College Tour
SUNY College of Environmental Science and Forestry • 183 views • 10 months ago
- 

Heather describes the Student Identity | The College Tour
SUNY College of Environmental Science and Forestry • 132 views • 10 months ago



Meet the Grad Student
SINA-JARAHIZADEH
Sina Turns Drone Data into Forest Insights | Meet the Grad Student
159 views • 4 months ago

Drone Tour of ESF's Newcomb Property
Newcomb Campus Drone Tour | Adirondacks From Above
151 views • 4 months ago

MEET THE FACULTY
Tim Morin
Tim Morin Deploys Field Sensors in Different Ecosystems | Meet the Faculty
45 views • 5 months ago

MEET THE FACULTY
Karin Limburg
Karin Limburg Says Urbanization is Impacting Rivers | Meet the Faculty
51 views • 5 months ago

MEET THE FACULTY
Hannah Reich
Hannah Reich on Microalgae and Science in Puerto Rico | Meet the Faculty
104 views • 6 months ago

MEET THE FACULTY
Yaqi You
Yaqi You Investigates Microbial Communities | Meet the Faculty
84 views • 6 months ago

MEET THE FACULTY
Deb Hilbert
Deb Hilbert Knows Trees Belong in Urban Environments | Meet the Faculty
93 views • 6 months ago

MEET THE FACULTY
Chang Geun Yoo
Chang Geun Yoo is Replacing Petroleum Products | Meet the Faculty
97 views • 6 months ago

MEET THE FACULTY
Bahram Salehi
Dr. Salehi Takes to the Skies for Research | Meet the Faculty

MEET THE FACULTY
Julie Maresca
Julie Maresca Explores the Secret Life of Bacteria | Meet the Faculty

Strategic Plan

MSCHE

Fiscal Stability Plan

Fundraising

ESF's Mission

Teaching
&
Research



Building from Here

ESF Strategic Plan

The mission of ESF is to educate future environmental leaders of all backgrounds, advance knowledge and skills necessary to promote scholarship and stewardship of the natural to designed environments, and act both locally and globally to improve our world.

DRAFT VERSION 09/03/2025



IDEA+SJ & Sustainability: Meeting the Future

Growing Opportunity and Excellence for Student Success

Access and Affordability

1. Create a Strategic Enrollment Plan
2. Improve Financial Aid Strategies
3. Strengthen Pathways and Community Connections
4. Strengthen Retention and Student Support

Teaching and Learning Opportunities

1. Expand Experiential and Applied Learning Opportunities
2. Expand Program Flexibility to Serve Diverse Audiences
3. Develop New Programs in High Demand
4. Foster a Collaborative Faculty Community

Transdisciplinary Scholarship and Research Expansion

Research and Scholarship Empowerment

1. Streamline Faculty Research Support Systems
2. Expand Support for Faculty Research and Scholarship
3. Expand Graduate Student and Post-Doctoral Support
4. Leverage Faculty Cluster Hiring for Interdisciplinary Growth
5. Strengthen Industry and Government Lab Research Partnerships

Resource Enhancement

1. Enhance Resource Utilization through Improved Budget Processes
2. Strengthen Infrastructure and Systems to Support Faculty and Students
3. Expand Revenue Streams to Support Research and Academic Programs
4. Expand Student-focused Research Support

Intentional Cultivation of Community and Belonging

Wellbeing

1. Foster an Inclusive and Accessible Campus Community
2. Cultivate a Culture of Collaboration and Belonging
3. Build Pathways for Professional Growth and Wellbeing
4. Improve Employee Satisfaction

Community Outreach and Engagement

1. Increase ESF's Visibility and External Communication
2. Strengthen Education Pathways and Community Partnerships
3. Foster Civic Engagement and Community Connection

- Overcome obstacles
- Reach objectives
- Build on good work
- Actions that respond to challenge
- Align with mission, goal, vision

Academic Strategic Plan Questions





Office of the College Ombuds

July 2026

WHAT IS AN OMBUDS?

Taken from the Swedish word “ombudsman,” which roughly translates to “representative,” the Ombuds provides fair and equitable services and guidance to staff, faculty, and potentially graduate students. The Ombuds operates with four key tenets: **confidentiality**, **neutrality**, **informality**, and **independence**.



WHAT DOES AN OMBUDS DO?

- The ombuds helps staff and faculty who seek a confidential avenue for addressing complaints, concerns, and inquires.
- The ombuds listens and provides guidance by:
 - Assisting in clarifying university policies
 - Helping evaluate options for conflict resolution
 - Referring visitors to the right resources
 - Helping each visitor find ways to advocate for themselves
 - Listening closely and ensuring confidentiality



WHAT DOES AN OMBUDS DO (ctd.)?

- The ombuds helps
 - Identify trends
 - Advocate for systemic change in needed areas
 - Share the pulse of the campus
- The ombuds
 - Maintains communication and outreach with the community
 - Works on issue resolution, case by case
 - Identifies areas for improvement



WHAT DOES AN OMBUDS *NOT* DO?

- The ombuds does not solve problems internally
- The ombuds has no authority to take formal action in response to complaints, but will help identify formal options
- The ombuds does not take sides for or against any individual, cause, or position (neutrality)
- The ombuds does not keep specific records, or share them, unless asked by visitor to do so
- Conversations with ombuds to not constitute notice to the university of any administrative or legal claim





What's next?

- Presentations to the campus
- A website
- Current inquiries:
 - Ombuds@esf.edu
 - Marshall 259



Emergency Preparedness & Campus Safety



Emergency Action Plan Classroom Posters

EMERGENCY ACTION PLAN



HOLD - Remain in current location. Keep building hallways clear.

- Remain in classrooms, labs, and offices
- Instructors/Staff close and lock doors, account for students and visitors
- Conduct business as usual
- No one in or out of the room until "Hold" is over



SHELTER & SECURE - Threat/situation outside the building. Move/remain indoors.

- Everyone moves/remains indoors. Keep hallways clear and remain alert
- Instructor/Staff increase situational awareness, account for students and visitors
- All electronically controlled exterior doors locked by UPD
- Conduct business as usual
- Wait for further instruction. No one in or out of rooms and buildings until "Shelter & Secure" is over



LOCKDOWN - Imminent threat on or near campus.

- All interior doors must be locked by occupants
- All electronically controlled exterior doors locked by UPD
- Instructors/Staff recover people from hallway (if possible), close windows/blinds, turn off lights, and maintain silence
- Prepare to evade or defend
- No one in or out of rooms until instructed by police or campus officials - Do not open the door!
- Disregard all fire and building alarms during lockdown



EVACUATE - Evacuation of a building/campus as a result of an internal or external hazard.

- Move calmly and safely out of the building
- Instructors/Staff lead evacuation to a designated location, account for students and visitors
- Wait for further instruction or "All Clear" notification

This terminology will be used in
NY Alert communications



ESF
State University of New York
College of Environmental Science and Forestry



Campus Security Enhancements

Interior Door Hardware Upgrades

Thumb-turn deadbolts added across several buildings — locking from inside to shelter during an active threat.

Campus Wide Security Improvements – \$3 million

Adds access control to all exterior doors. Expand campus-wide CCTV for maximum coverage. Add to and improve campus Blue Light system.

Project will bid this Fall. Construction start early 2027.

Marshall Hall Interior Glass Glazing







The Ranger School

The Ranger School offers students the opportunity to engage in hands-on learning in a 2,800-acre forest in the Adirondacks. Offering programs in Environmental and Natural Resource Conservation, Land Surveying Technology, and Forest Technology, the Ranger School has earned a national reputation for excellence.

Newcomb Campus

The learning and research opportunities are unlimited on a campus that encompasses over 15,000 acres of Adirondack wildlands. The Huntington Wildlife Forest, Adirondack Ecological Center, Adirondack Interpretive Center, and Goodnow Mountain Fire Tower all provide opportunities for field-based science, education, and collaboration.



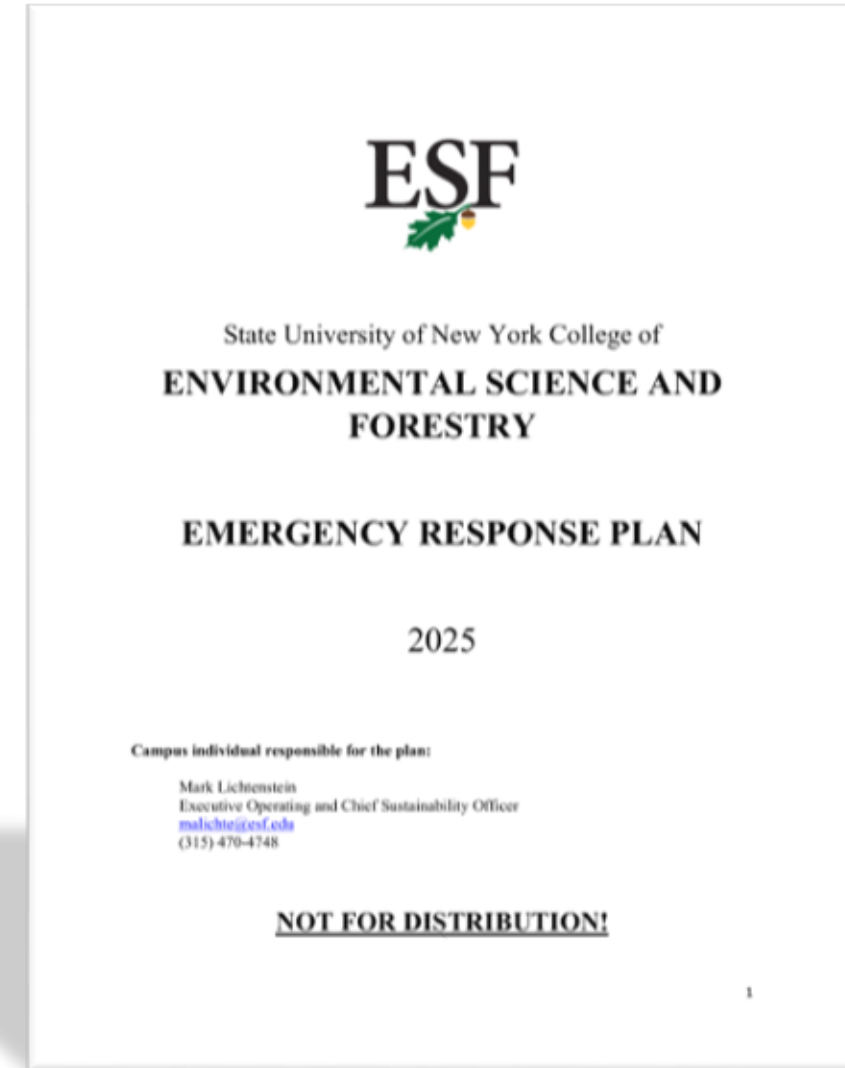


Emergency Campus Access: Oakwood Cemetery

- Oakwood Cemetery management agreed to allow emergency-response vehicles onto campus.
- The Southeast-corner walking/bike path widened for police cruisers, ambulances, and small fire vehicles.
- Adds a second access point to campus — faster first-responder arrival in an emergency.
- Approved by the Oakwood Board of Trustees.

Emergency Response Plan

- Annual review and update of the campus Emergency Response Plan is complete.
- Submitted to SUNY Emergency Management for review.
- Distributed to campus administrators and responders September 1st.
- Building-specific and regional-property plans are now in development.



Training & Exercises

- Spring 2026 - EOC & Executive Policy Group training. 
- July 2026 – First Responder training Marshall Auditorium 
- August 2026 – Two-day tabletop exercise. Test Emergency Response Plan, set up Emergency Operations Center, run management scenario. 
- Fall 2026 – Open training sessions for all Faculty/Staff – watch campus news for updates.



University Police



University Police



Erika Taylor, Chief of University Police, SUNY Upstate

Erika Taylor is the Chief of University Police at SUNY Upstate, a role she assumed in February 2024. She joined Upstate in 2012 and brings more than 12 years of law enforcement experience, with extensive training in leadership, critical incident management and fair and impartial policing. Taylor holds degrees in criminal justice and law enforcement leadership from SUNY Canton and is a graduate of the Black River/St. Lawrence Valley Police Academy.

Capital Projects



Direct Operating Support:

Operating support also includes funding for costs associated with bonded capital projects at the State operated campuses and Statutory Colleges.

This is appropriated centrally by the State and costs are paid directly by the State.

Capital Projects

25/26		Funded
201049-04	Renovate Illick Hall, Cx - Baker Hall	\$ 84,546
201049-05	Renovate Illick Hall, Cx - Walters Hall	\$ 86,086
201048-00	Rehabilitate Elevator & Toilet Rooms for Accessibility/ADA - Bray Hall	\$ 4,065,000
201067-00	Replace Lower Roof - Jahn Hall (Actively leaking)	\$ 700,000
201068-00	HAZMAT & Flooring Replacement at Ranger School Main Building	\$ 664,020
201069-00	Repair Water Infiltration & Renovation Lower Level - Bray Hall	\$ 775,740
201069-03	Repair Water Infiltration & Renovation Lower Level - Bray Hall - Campus Managed	\$ 30,000
201070-00	Replace Windows & (Roof) - Water Infiltration- Moon Library (Windows Actively leaking)	\$ 725,000
201122-01	Replace Domestic Hot Water Tanks - Ranger School	\$ 450,000
201126-00/01/02	Renovate Various Buildings, Illick Enabling Projects	\$ 3,000,000
201061-00	Renovate Greenhouse - Lafayette Road Experiment Station	\$ 4,400,000
201058-00	Upgrades to Security System - Campuswide	\$ 3,784,068
201071-00	ADA Toilet Room and Entrances Lower Level - Moon	\$ 4,230,000
201131-01	Install Backup Power Generator - Newcomb Campus Multipurpose Building	\$ 70,283
		<u>\$ 23,064,743</u>
26/27		Funded
201042-00	Construct New ADA Entry Pavilion, Stadium Place	\$ 4,710,860
201049-01	Renovate Illick Hall - Baker Hall West	\$ 7,358,900
201139-00	Upgrade Elevators – Jahn, Baker, Walters, Marshall, Moon, Gateway	\$ 2,320,000
201127-00/01	Replace Heating Boiler - Ranger School	\$ 1,250,000
		<u>\$ 15,639,760</u>
Minor Critical Maintenance (New Money 26/27)		\$ 450,000
MCM Balance (As of 6/15/2026)		\$ 1,042,757
Total		<u>\$ 1,492,757</u>
Total		<u>\$ 40,197,260</u>

Capital Projects

25/26		Funded
201049-04	Renovate Illick Hall, Cx - Baker Hall	\$ 84,546
201049-05	Renovate Illick Hall, Cx - Walters Hall	\$ 86,086
201048-00	Rehabilitate Elevator & Toilet Rooms for Accessibility/ADA - Bray Hall	\$ 4,065,000
201067-00	Replace Lower Roof - Jahn Hall (Actively leaking)	\$ 700,000
201068-00	HAZMAT & Flooring Replacement at Ranger School Main Building	\$ 664,020
201069-00	Repair Water Infiltration & Renovation Lower Level - Bray Hall	\$ 775,740
201069-03	Repair Water Infiltration & Renovation Lower Level - Bray Hall - Campus Managed	\$ 30,000
201070-00	Replace Windows & (Roof) - Water Infiltration- Moon Library (Windows Actively leaking)	\$ 725,000
201122-01	Replace Domestic Hot Water Tanks - Ranger School	\$ 450,000
201126-00/01/02	Renovate Various Buildings, Illick Enabling Projects	\$ 3,000,000
201061-00	Renovate Greenhouse - Lafayette Road Experiment Station	\$ 4,400,000
201058-00	Upgrades to Security System - Campuswide	\$ 3,784,068
201071-00	ADA Toilet Room and Entrances Lower Level - Moon	\$ 4,230,000
201131-01	Install Backup Power Generator - Newcomb Campus Multipurpose Building	\$ 70,283
		<u>\$ 23,064,743</u>
26/27		Funded
201042-00	Construct New ADA Entry Pavilion, Stadium Place	\$ 4,710,860
201049-01	Renovate Illick Hall - Baker Hall West	\$ 7,358,900
201139-00	Upgrade Elevators – Jahn, Baker, Walters, Marshall, Moon, Gateway	\$ 2,320,000
201127-00/01	Replace Heating Boiler - Ranger School	\$ 1,250,000
		<u>\$ 15,639,760</u>
	Minor Critical Maintenance (New Money 26/27)	\$ 450,000
	MCM Balance (As of 6/15/2026)	\$ 1,042,757
	Total	<u>\$ 1,492,757</u>
	Total	<u>\$ 40,197,260</u>

Bid Issued June 22
Low Bid = \$3.2 million
\$400,000 below estimate
Two Alternates Included:
Adding Glass to Main Floor &
Canopy over Patio
Construction Start: 12/15/26



dwyer architectural
design done differently





dwyer architectural
design done differently



General Announcements



General Announcements

- Campus Conversations
- Winter Session – Registration opens 11/1
- Robin Hood Oak – 100-year celebration
- Parking Passes – Annual Renewal
- Help Us Spread All Of ESF's Good News!
- We Have Three New Trustees



NEW BOARD OF TRUSTEES MEMBER



Steve Noble

NEW BOARD OF TRUSTEES MEMBER



Jessica Ottney Mahar

NEW BOARD OF TRUSTEES MEMBER



Peter Smith



Jeff Rubin

Senior Vice President & Chief Digital Officer
Interim Dean – School of Information Studies
Professor of Practice: iSchool



Jeffrey Rubin is Syracuse University's inaugural Senior Vice President and Chief Digital Officer, where he leads the University's digital transformation and artificial intelligence strategy, positioning Syracuse as a national leader in the application of AI within higher education.

Under Rubin's leadership, Syracuse has been recognized as the Nation's Most Connected Campus, pioneering initiatives that integrate connectivity, data, and AI to enhance the student experience, advance research, and strengthen institutional decision-making. His work has driven the deployment of enterprise AI tools for faculty and staff, the creation of AI-enabled academic programs, and the development of data-driven platforms that support student success, operational excellence, and innovation across the University.



Artificial Intelligence

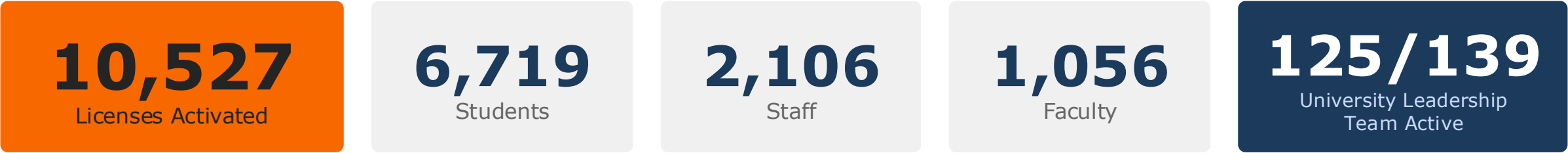
Accelerating Syracuse's AI Leadership
Across Higher Education

Jeff Rubin

Senior Vice President & Chief Digital Officer
Interim Dean – School of Information Studies
Professor of Practice: iSchool



Claude Adoption Across Syracuse



Peak Daily Active Users — Month Over Month

	Oct	Dec	Feb	Apr	Growth
SU Students	464	947	1,258	2,291	▲ 394%
SU Staff	202	484	534	702	▲ 248%
SU Faculty	119	163	222	311	▲ 188%

Claude Adoption Across ESF

343
Licenses Activated

155
Students

88
Staff

Peak Daily Active Users — Month Over Month

	Oct	Dec	Feb	Apr	Growth
ESF Students	2	7	23	65	▲ 3,150%
ESF Faculty/Staff	6	14	18	19	▲ 217%

GetClaude.syr.edu

What's available now for the Syracuse and ESF community

1

Getting Access

- Free for students, faculty, and staff
- Provision now at getclaude.syr.edu

2

Training Required

- Code & Cowork access requires completion of training

3

What's Included

- Cowork included in the Standard seat
- Weekly usage limit applies to Cowork

New: M365 connector now has both Read and Write ability

Meet Clementine

Syracuse University's solution for agentic AI.

Three purpose-built agents on IBL.AI, Microsoft Fabric, and more. Two are live today; one is in development.

1

CLEMENTINE

Class Search

Ask for classes in plain English, in any language. Real answers, instantly.

LIVE

2

CLEMENTINE FOR

Advancement

Find and segment donor prospects by school, geography, and giving capacity in one query.

LIVE

3

CLEMENTINE FOR

Enrollment Management

Surface admissions and yield insights to guide recruitment across the funnel.

IN THE WORKS

Clementine Class Search

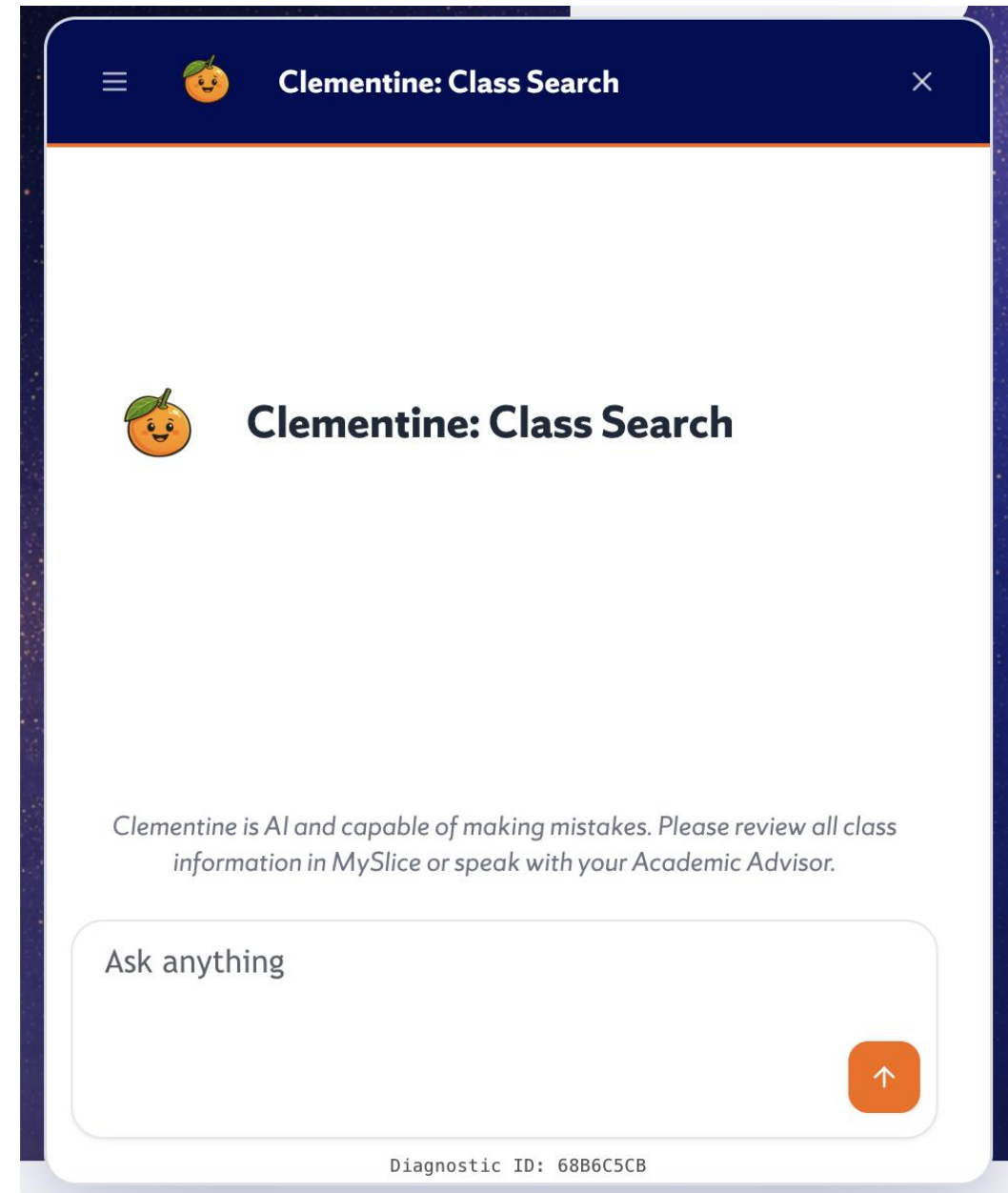
AI-powered class search. Ask in plain English. Get real answers.

"What Anthropology classes are available on Tuesdays and Thursdays?"

"What's the difference between CIS 351 and CIS 453?"

"I'm a working parent finishing my degree. What evening classes fit a busy schedule?"

Powered by Claude + Microsoft Fabric | Built by Syracuse, for Syracuse



Clementine in Action: Real Student Stories

한국말 할 줄 알아?

"Do you know how to speak Korean?"

A student opened Clementine and asked a question entirely in Korean.

Clementine responded fluently in Korean, then helped them find graduate-level math courses for an Economics PhD program.

No configuration needed.

This is equitable access in practice; meeting every student where they are, in the language they think in.

한국말 할 줄 알아?

Mar 28, 2026 at 2:23 PM

student@syr.edu:

한국말 할 줄 알아?

Translation: Do you know how to speak Korean?

AI Agent:

네, 한국어로 대화할 수 있어요! ☺

수업 검색, 시간표 확인, 선수과목 조회, 그리고 Syracuse University에서 어떤 수업들이 있는지 찾는 것을 도와드릴 수 있습니다.

어떤 수업을 찾고 계세요? 관심 있는 과목이나 주제가 있으면 말씀해 주세요!

Translation: Yes, I can chat in Korean! ☺ I can help you with course searches, schedule checks, prerequisite lookups, and finding what courses are available at Syracuse University. What courses are you looking for? If you have a subject or topic you're interested in, let me know!

student@syr.edu:

경제학 박사과정에 필요한 수학 수업들 추천해줘

Translation: Recommend math courses I'd need for an Economics PhD program.

AI Agent:

경제학 박사과정 준비에 도움이 될 대학원 수준 수학 수업들을 찾았어요! Fall 2026에 제공되는 수업들 중에서 특히 추천할 만한 과목들을 정리해 드릴게요.

Translation: I found graduate-level math courses that would help prepare for an Economics PhD! Here are especially recommended courses available in Fall 2026.

Clementine for Advancement

PROSPECT DISCOVERY

THE ASK

"I am traveling to Boston and looking to meet with Newhouse alumni who graduated from Syracuse University and now have kids at Syracuse. It would be great if they had a giving capacity of over \$50,000."

17

Newhouse alumni in Massachusetts

\$50K+

giving capacity, current SU parents

One natural-language query segments every prospect by school, geography, giving capacity, and parent status — turning hours of manual research into seconds.

LIVE RESULT FROM CLEMENTINE

I found 17 Newhouse alumni in Massachusetts who are current SU parents with giving capacity of \$50,000 or more. Here are your prospects for your Boston trip:

Top Prospects for Your Boston Trip

Strongest Prospects (Active Donors with Assigned Managers)

Name	City	Class Year	Capacity	Lifetime Giving	Campaign Giving	Prospect Manager	Child Class
	Wrentham	1993	\$100K–\$250K	\$38,443	\$27,313		2027
	Natick	1992	\$100K–\$250K	\$14,013	\$9,717		2026
	Auburndale	1987	\$100K–\$250K	\$8,125	\$2,500		2026
	Brookline	1990	\$250K–\$500K	\$6,250	\$6,250		2026

High Capacity, Unmanaged Prospects (Potential Pickups)

Name	City	Class Year	Capacity	Lifetime Giving	Child Class
	Ashland	1990	\$250K–\$500K	\$8,386	—
	Reading	1992	\$100K–\$250K	\$200	2026
	Medfield	1995	\$100K–\$250K	\$0	2026
	Medfield	1995	\$100K–\$250K	\$0	2026

Prospect list for a Boston trip — generated from a single query.

Clementine for Enrollment

DATA FOUNDATION

Unifying the data foundation

Mapping Slate, PeopleSoft, and marketing data in Fabric into one consistent funnel picture.

PREDICTIVE MODELING

Behavioral profiles

Identify who is most likely to convert and move them into the funnel earlier.

FINANCIAL AID

Faster awards and appeals

No added headcount, human judgment on complex cases — where hesitation turns into melt.

OUTREACH

Behavior-based, not static drips

Exploring full-funnel AI platforms that turn stealth visitors into applicants.

APPLICATION REVIEW

Automation, with humans deciding

AI sorts applications into four buckets to expedite Fall 2027 reads. AI augments; it does not automate.

Where Does AI Fit in Your Work?

Not every task belongs to AI. First decide what to hand off; then protect what should stay yours.

Delegation

Automate

Repetitive, rules-based tasks AI can fully own (drafting boilerplate, formatting, summarizing).

Augment

Work where AI accelerates you, but your judgment leads (analysis, drafting, research).

Keep Human

Mentoring, ethics, relationships, final accountability. Some work should stay yours.

WHY KEEP HUMANS IN THE LOOP

MENTORSHIP

Real feedback loops

Guiding students and colleagues through growth AI can't coach.

ETHICAL JUDGMENT

The calls policy can't make

AI can inform a hard decision. It shouldn't make it for you.

RELATIONSHIPS

Trust stays personal

Advising, review committees, and hard conversations still need a human presence.

ACCOUNTABILITY

Your name, your call

Whatever AI helps produce, you're still the one who stands behind it.

The goal isn't to automate everything you can. It's to protect the work that has to stay yours.

Delegation is adapted from the AI Fluency Framework by Rick Dakan, Joseph Feller, and Anthropic.

Steve Morrison's Famous ESF Quad Barbeque

