



**PAUL  
SMITH'S**  
COLLEGE

# Fall Kick-off Meeting

## Transparency!

August 18, 2022



**"We would like to acknowledge that Paul Smith's College is located on the homeland of the Haudenosaunee (ho - dee - no - SHOW - nee) and other indigenous peoples. This area is a home, workplace, and/or classroom for all of us, and it is therefore important that we know its history and acknowledge the long ancestral heritage that is based here. We respect and honor the legacy of the original peoples of this land and recognize their continued contributions to the region."**

# Agenda

9:00–9:15	Welcome, agenda review, introduction of new hires
9:15-10:30	<b>Leadership Updates</b> President and Provost updates Enrollment, Business & Finance, Advancement, Research, Student Affairs, Fedcap Update
10:30-11:00	Q & A from the floor
11:00–12:00	Q & A follow up with Christine McMahon, Fedcap
12:00 – 1:00 pm	Faculty Mtg (Pine Room), Staff Mtg (Bobcat)

# Eager Freshmen outside the Phelps Smith Building







# Welcome New Hires!

(since May 15, 2022)

# Faculty

**Academic Affairs**

**Peter Bradley, Assistant Provost**

**Environment & Society**

**Jimmy Doyle**

**Forestry**

**Alex George  
Camille Goethals  
Chris Sheach  
AJ Trumble**

**Natural Science**

**MacKenzie Benoit  
Michelle Casson  
Amanda Cording  
Marina Morandini  
Elizabeth Schuyler  
Evan Spencer**

# Staff

**Shelby Bourgeois**  
**Ann Cianza**  
**Troy Garver**  
**Lidia O'Kelly**  
**Rachel McCloskey**  
**Jazmine Miley**  
**Bradley Rideout**  
**Laura Stanton**  
**Christopher Strack**  
**Heather Teig**  
**Kelsey Travis**  
**Stephanie Tyski**

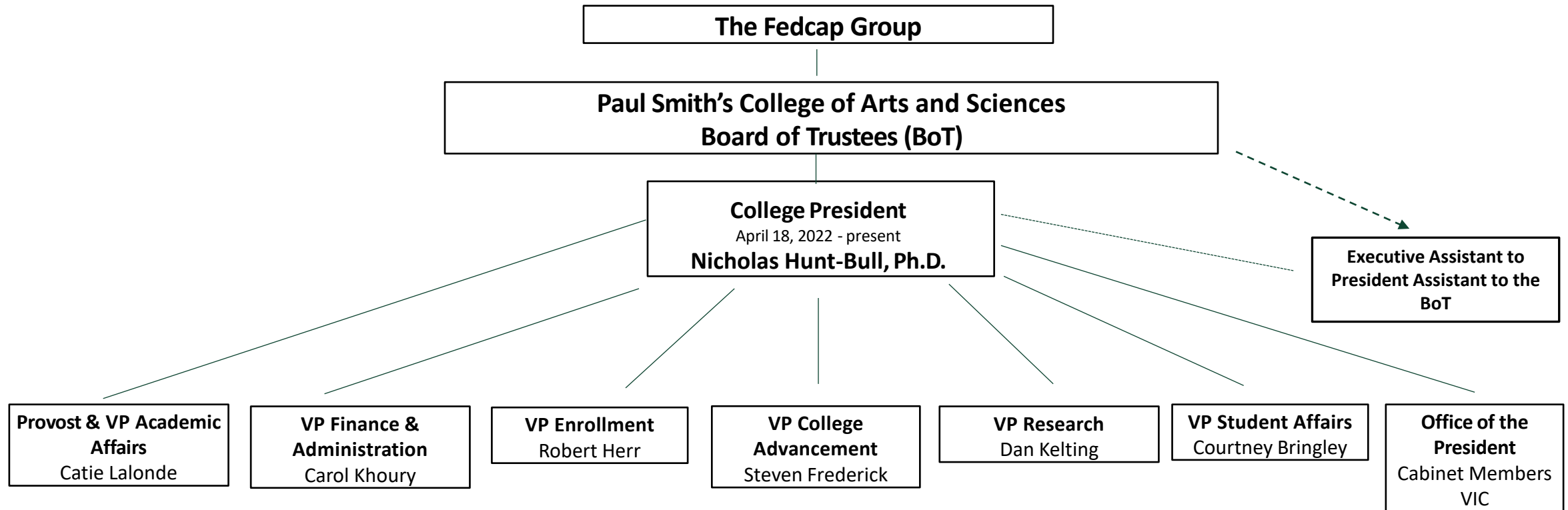
**Counseling Center**  
**Compliance & Title IX Coordinator (Student Affairs)**  
**Packbasket Bookstore**  
**Accounts Payable**  
**Admissions NYC**  
**Athletics**  
**Athletics**  
**Faculty Office**  
**IT**  
**Library**  
**Athletics**  
**AWI**

*New hires – reporting period May 15 – August 15, 2022*



# General Updates

Nicholas Hunt-Bull



## PSC Organizational Chart, Fall 2022

# Board of Trustees update

PSC Annual Meeting held Friday, August 12, 2022

Resolution – President #13!

New faculty senate president rep is Kendra Ormerod

New faculty rep for Mission Fulfillment committee is Mel Johnson

New staff senate president is Josh Clemens

Next BoT meeting - Fri Oct 21/Sat Oct 22 will include sessions with students, and alumni board of directors, overarching theme PIPELINES

# WHO Do I ask...WHERE can I find an answer...

The HR page has 5 tabs with lots of information. A guidebook for employees is underway. Academic Affairs created one for faculty and Calli Shelton & Brenda Garver are working on one for all employees. Great stuff in New Faculty Onboarding Guide or

<https://www.paulsmiths.edu/humanresources/> with subpages on **Benefits/Payroll/ Policies and Procedures/ Employment Opportunities/Education & Development**

**You can always ask.....**

- Sandy Brown – Faculty Office
- Brenda Garver – Human Resources
- Kathleen Keck – President's Office

# Office of the Provost and Academic Affairs

Catherine Lalonde



# New (and some old) chairs

Business & Hospitality

Diane Litynski

Environment & Society

Vance Jackson

Forestry

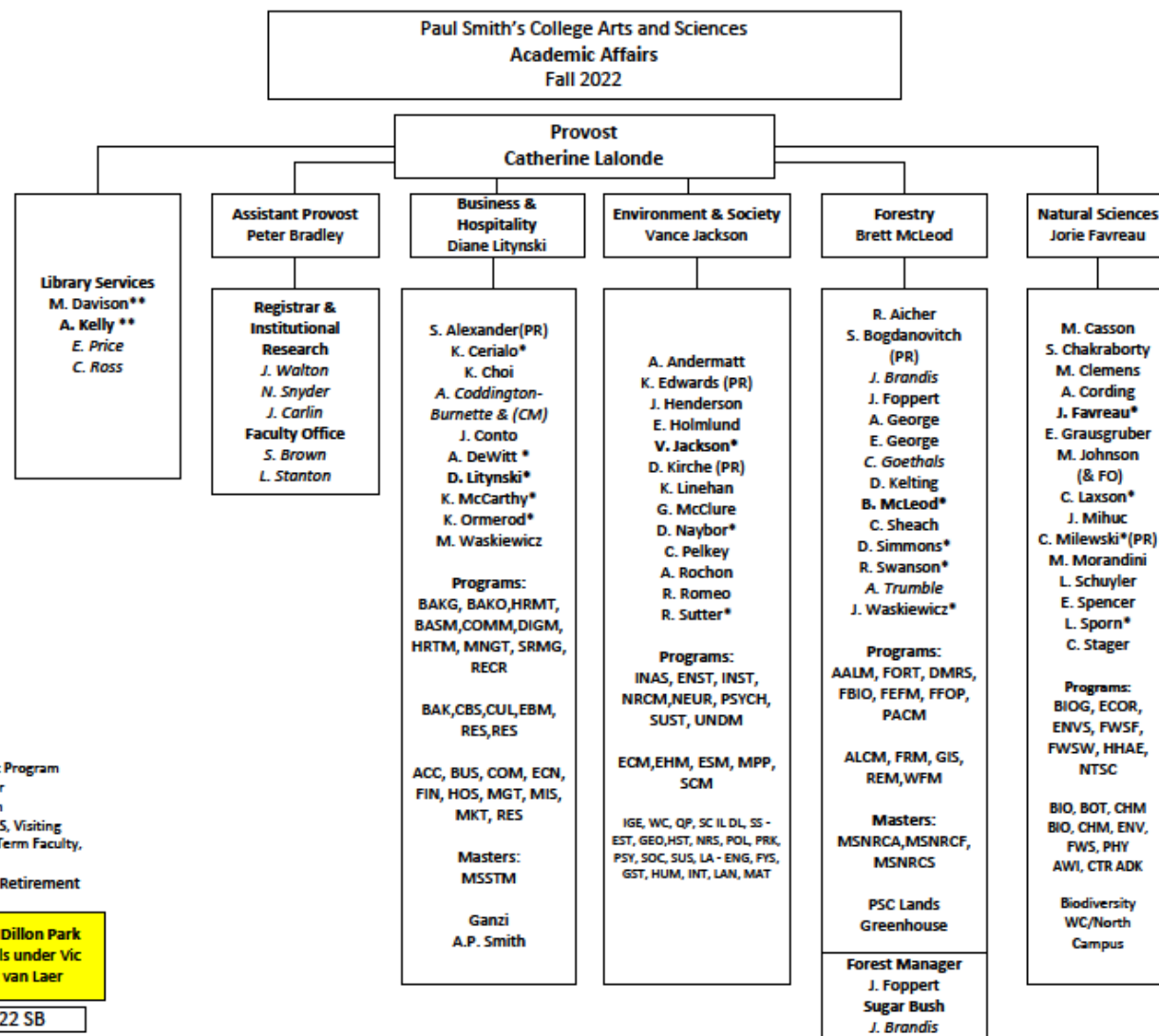
Brett McLeod

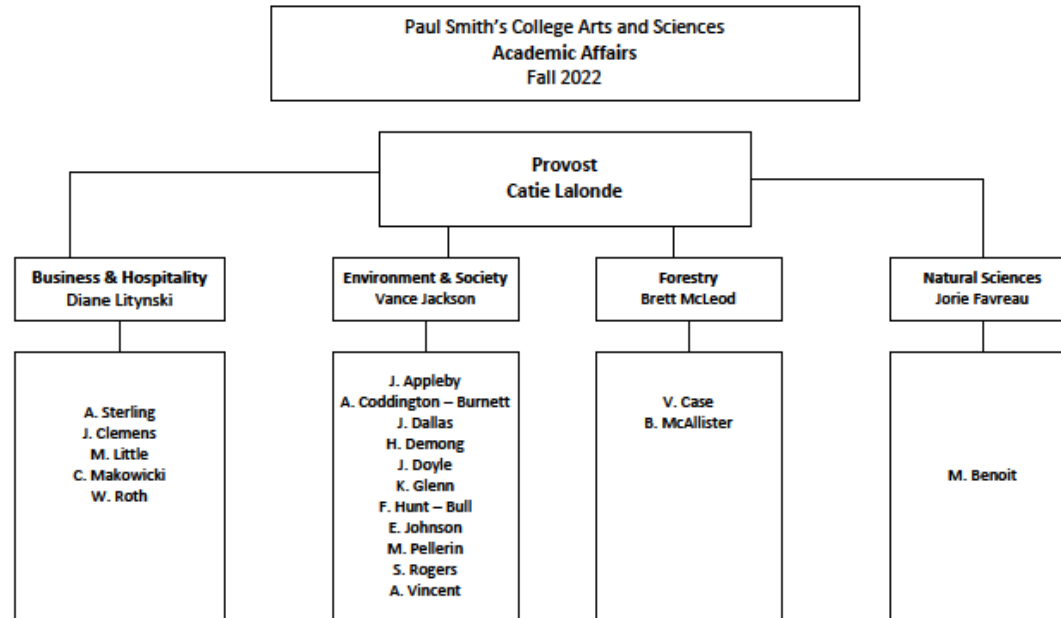
Natural Science

Jorie Favreau

# Things to start planning for...

- Building Curriculum Pathways for Fedcap (THANK YOU! 😊)
- General Education Reform
- Middle States Commission on Higher Education (MSCHE) visit in spring 2027 (but start preparing in 2023!!)





8/9/22 SB

# Business and Finance

Carol Khoury




# President's Day Financial Report and Pipeline Review



**PAULSMITH'S**  
COLLEGE

August 17, 2022

 PAUL SMITH'S COLLEGE	<b>FY 2022 Actuals June 30, 2022</b>	<b>Best Case Result Budget FY 2023</b>
<b>Undergraduate Fall Enrollment FTE</b>	<b>711</b>	<b>676.08</b>
<b>Institutional Aid/Discount</b>	63.73%	66.04%
<b>Net Tuition, Fees, Room, Board</b>	<b>\$ 16,332,371</b>	<b>\$ 14,000,000</b>
Annual Fund/Gifts	1,122,215	4,000,000
Grants	3,805,594	4,575,858
Auxiliaries/Public Service	1,159,599	1,028,000
Endowment Draw Support of Operations	945,000	950,000
Endowment Draw Financial Aid	492,372	650,000
Other Revenue (excluding COVID Funding)	785,939	793,500
<b>Total Net Revenue</b>	<b>\$ 24,643,090</b>	<b>\$ 25,997,358</b>
Salaries & Benefits	12,562,958	13,000,000
Student Employment	525,152	550,000
Maintenance & Operations	2,140,447	2,103,950
College Cost of Sales	561,397	562,974
Cost of Food Service	1,888,230	1,803,600
Depreciation	2,940,713	3,120,000
Utilities	1,253,873	1,063,700
Travel	880,066	857,495
Interest on Debt	414,873	418,000
Insurance	441,180	392,000
Professional Services	939,480	835,300
Furniture, Equipment and Books	746,515	734,120
Marketing/Development	887,022	923,900
Operating Supplies	988,580	884,462
Leases	148,916	137,000
Dues and Subscriptions	126,445	123,730
Other	2,082,519	2,023,960
<b>Total Operating Expenses</b>	<b>\$ 29,528,366</b>	<b>\$ 29,534,191</b>
<b>Net Operating Results</b>	<b>\$ (4,885,277)</b>	<b>\$ (3,536,833)</b>
<b>NON-OPERATING ACTIVITIES</b>		
Permanently Restricted Gifts	-	100,000
Investment Return	(3,002,134)	1,995,000
COVID Funding	3,234,387	-
COVID Expenses	(1,400,000)	-
<b>Net Non-Operating</b>	<b>\$ (1,167,747)</b>	<b>\$ 2,095,000</b>
<b>CHANGE IN NET ASSETS</b>	<b>\$ (6,053,024)</b>	<b>\$ (1,441,833)</b>

### FY 2022 Ending June 30, 2022

- Net Operating loss of **\$4.9MM, excluding CARES Act Funding**
- Total Change in net assets (loss), including loss on Investments is **\$6MM.**
- **Cares has benefited each year by \$3M- these operational losses are consistent with past three years**

### FY 2023 Budget

Current enrollment at 676.08 a 5% reduction from last fall.

- Proposed Budget of Net Operating loss of \$3.6MM less at-risk revenue is an operating loss of **(\$6.5MM)**
- Three revenue streams
  - Enrollment (net tuition) we are targeting 800 for next fall and are focused on
    - Persistence – enhance student experience
    - Retention- reduce attrition
    - Discount Rate
  - Grants and Contracts
  - Fundraising

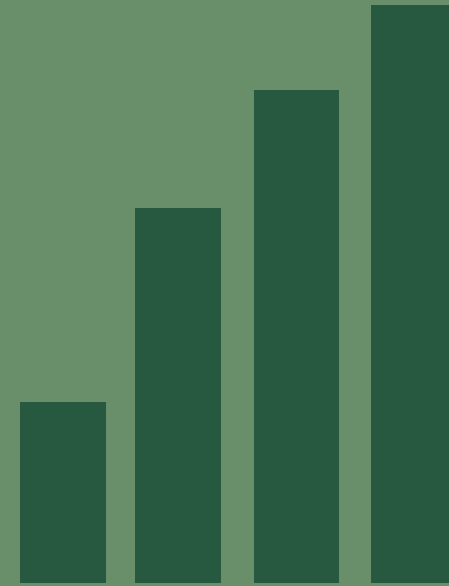
### Strategy

1. Do Nothing
  2. Reduce Expenses
  3. Grow our way out of it
- This is a revenue problem not an expense problem
  - Our strategy now is to aggressively grow our way out of this,

# Review of Key Policies and Procedures in Process

- Credit Card Policy
- Procurement Policy
- Meal Policy
- Work from Home Policy
- Moving Policy
- Consolidation of Grants and Contract opportunities across all departments

# performance & pipeline review



**PAUL SMITH'S**  
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**Pipeline Report**

Reporting Period: May 2<sup>nd</sup> – August 5<sup>th</sup> 2022

# Pipeline Language Definitions

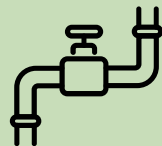
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- **Stages of Opportunities:**
  - Executed – Bid Won. Funding secure.
  - Committed – Chosen for further negotiations.
  - Submitted – Proposal submitted to funder for consideration.
  - Qualified – Opportunity fits our mission, resources, financial requirements and we believe we can win.
- **Qualified Pipeline:**
  - Opportunities in Qualified, Submitted and Committed stage.
- **Total Pipeline**
  - Opportunities in Prospect, Qualified, Submitted and Committed stage.
- **Opportunity Funding:**
  - Annual Contract Value (ACV) - Value of contract for 1 year
  - Term Contract Value (TCV) - Value of contract for full term



# dashboard

FY'22 Q4 (as of 8/5/2022)



## Total Qualified Pipeline

36 Totaling  
\$2.4MM ACV | \$2.8MM TCV



## Wins this Quarter (Executed)

12 Totaling  
\$694K ACV | \$1.2MM TCV



## Win Rate this Quarter

100%



## Opportunities in Committed Stage

25 Totaling  
\$457K ACV | \$689K TCV



## Opportunities In Submitted Stage

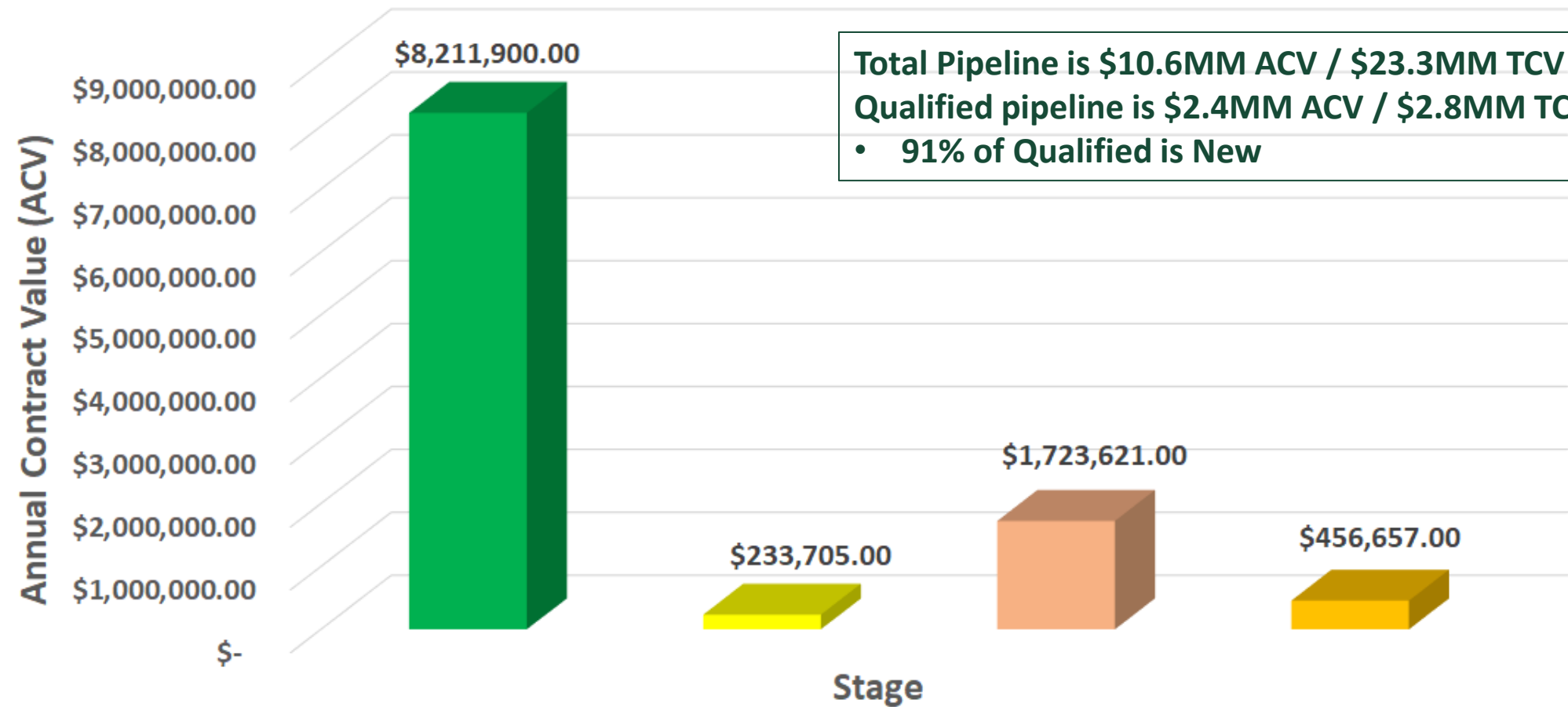
6 Totaling  
\$1.7MM ACV | \$1.7MM TCV



## Opportunities In Qualified Stage

5 Totaling  
\$234K ACV | \$419K TCV

# Paul Smith's College by Stage (as of 8/5/22)

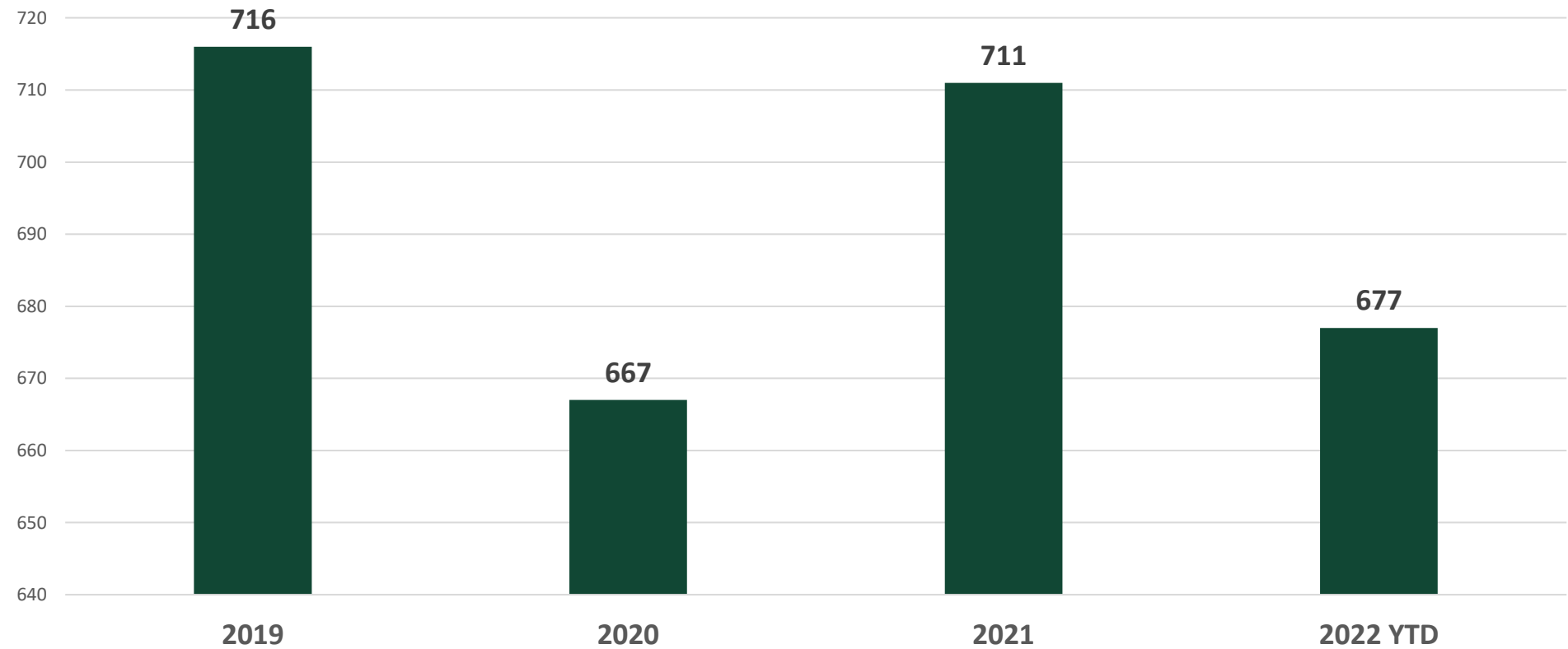


Prospect  
Opportunity Qualified  
Proposal Submitted  
Committed

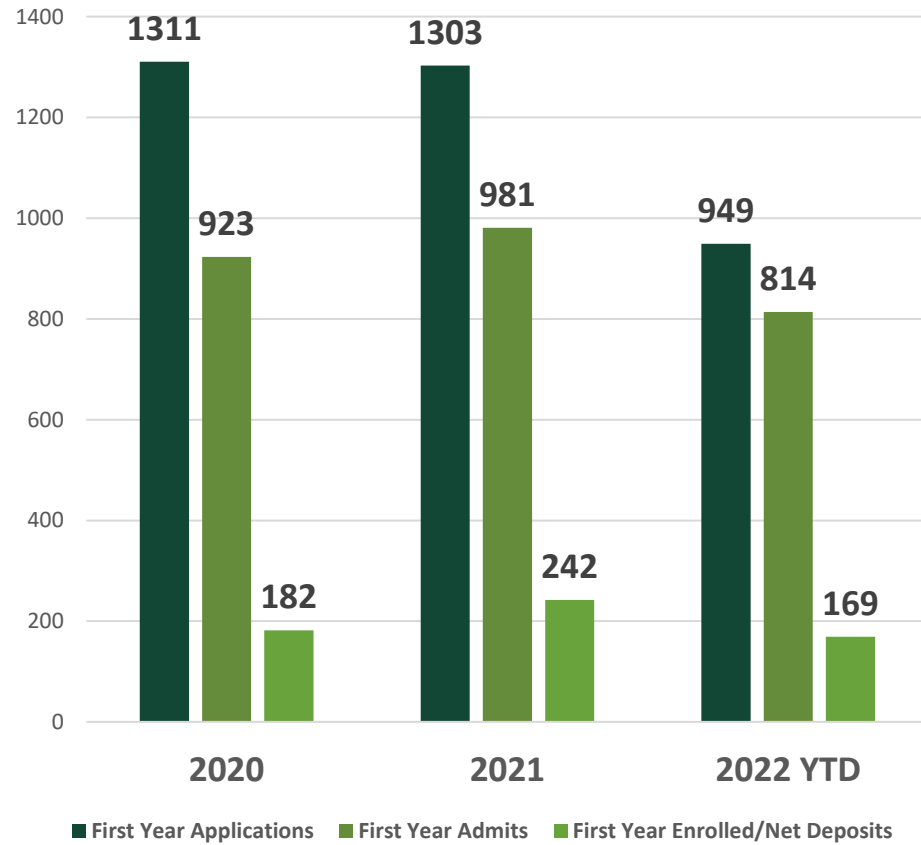
# Enrollment

Robert Herr

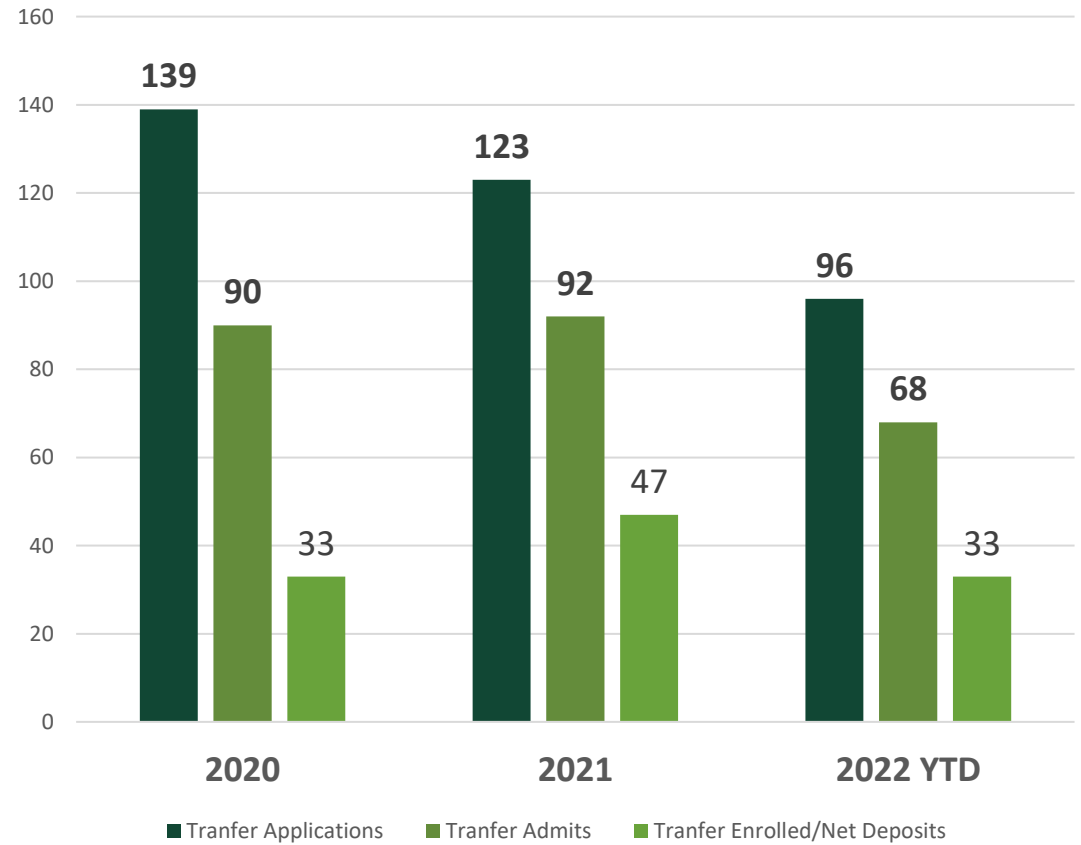
Fall Enrollment at Census



## Incoming First Year Students, Fall

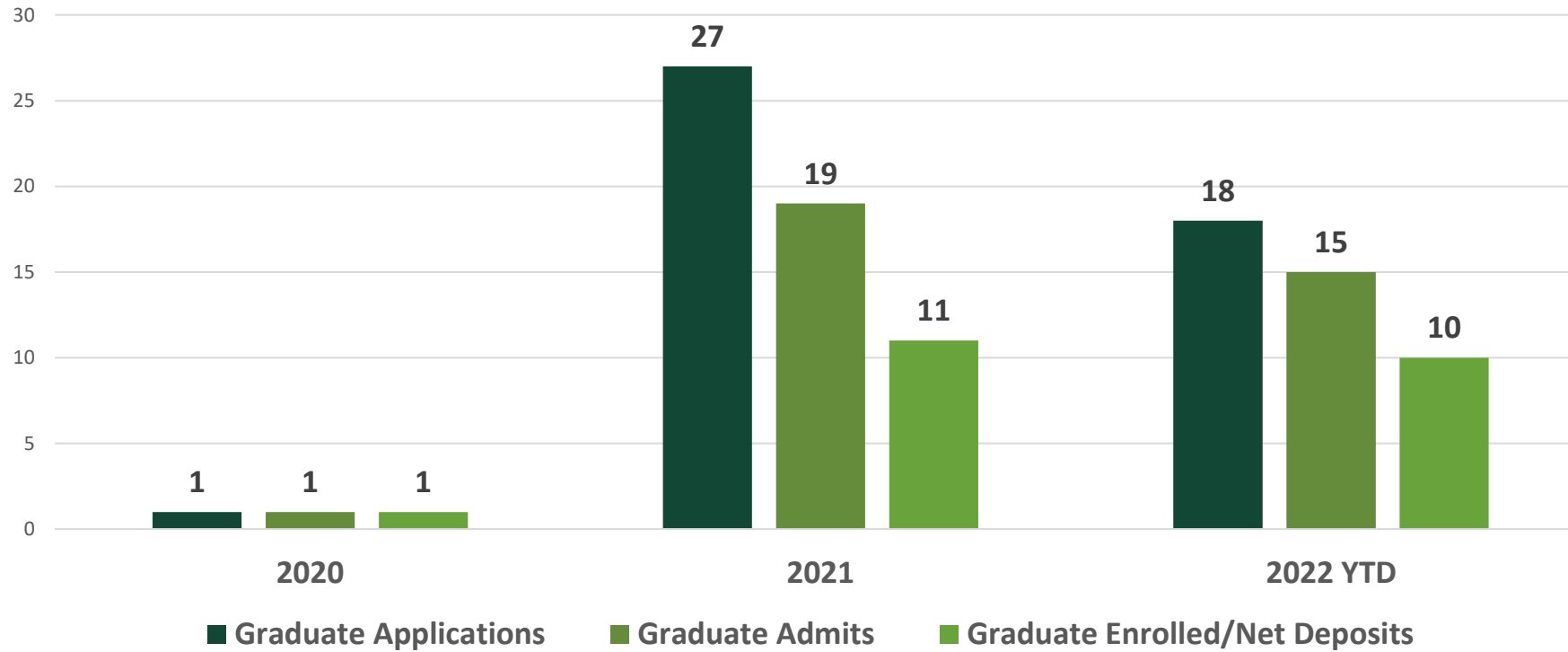


## Incoming Transfer Students, Fall





## Incoming Graduate Students, Summer & Fall



# Fall 2023 Prospects: 105,983 (F23) vs. 86,462 (F22)

- Application Generation Campaign launched this week
- Digital and social media campaigns begin in September
- Key CTAs: Visit and Apply!
- Changing our financial aid optimization partner

## Opportunities for F23:

- HEOP growth
- Academic department specific messages and engagement
- Key highlights, outcomes, campus visits
- On-campus and Virtual events this fall and spring
- Athletic programs
- New programs coming with FedCap

# Pipeline Concept



# College Advancement

Steven Frederick and Sarah Wheeler

# Fundraising Goal FY22/23 = \$4M

- \$1.5M Trustee “Give & Get”
- \$1M Major Gifts
  - Gifts of \$10K or more
- \$500K Annual Fund
  - Gifts less than \$10K
- \$1M Private Foundations

# Research

Daniel Kelting

# PSC Grants Pipeline – FY23

- 66 grant opportunities @ \$10.6MM annual
  - 28 prospects @ \$8.2MM
  - 6 qualified @ \$240K
  - 7 submitted @ \$1.7MM
  - 25 committed @ \$460K
- \$4.5MM goal (\$800K increase from FY22)

# Student Affairs

Courtney Bringley



# Departmental Transitions

- **Campus Safety**

- Andrew Paschke appointed to Director of Campus Safety
- Jared Marshall appointed as Campus Safety Sergeant
- Partnership with PSGVFD
- Parking Committee
- Advisory Council on Campus Security
- Driver Certification Training on Monday

- **Athletics**

- Zack Luzzi appointed to Interim Athletic Director
- Two new full-time coaches: Jaz Miley and Brad Rideout
- Women's Rugby is back as a Varsity Sport

- **Director of Compliance & Title IX Coordinator**

- Welcome Anne Ciancea – Starting September 6th

# 2023 World University Games



- PSC will house 500+ WUG athletes
- Spring 2023 classes will start February 6th on campus
- Cross-campus working group will start meeting weekly
- Matt Dougherty, Sarah Wheeler, Kyu Choi, Kendra Ormerod, Steve Frederick, Jeremy Asmus, Greta Hovland, Bob Herr, Andrew Paschke, Lou Kaminski, Nolan Snyder, Carol Khoury, Courtney Bringley

WHAT'S  
YOUR  
GREEN  
DOT?



PAULSMITH'S  
COLLEGE

# Campus Capital Projects Update – work completed and underway

Student walkway

LMS heating system and windows

Forestry club cabin fireplace (donor funded)

Exterior painting at the VIC

Refinishing the Gymnasium floors

Gardening in front of Freer

Facilities will be performing work on several of the roofs during the academic year.

# Office of the President

Nicholas Hunt-Bull

# Where are we on the Fedcap merger?



MSCHE




NYSED



Federal Dept  
of Ed.

# Green DOT/Sexual Violence



WHAT'S  
YOUR  
GREEN  
DOT?

- This is training we all should take
- I went last week and found it useful and enjoyable
- We cannot keep the realities of the world of campus, but we must do our best to protect and support our colleagues and students

## Handbook 5.4, Consensual Relationships

It is incumbent upon all members of the College community to behave appropriately...Sexual relationships between staff members and students, as between faculty members and students, strike at the heart of a learning community...



- It is therefore a violation of professional conduct for a member of the staff to engage in a sexual relationship with a student, and it is the responsibility of the employee to discourage the development of such a relationship.
- It is also incumbent on students...to discourage the development of such relationships...
- Preexisting consensual relationships between staff members and students...begun prior to the joining of the college community ...may not violate this policy if both parties make all reasonable efforts to avoid conflict of interest and the perception of favoritism.
- The violation of this policy will be cause for discipline of the employee up to and including termination.

# Strategic Plan

- Too long without one
- Need to allow time for real participation...so
- One-year plan for this academic year, during which we build a longer-term plan with Fedcap



# Plan for AY 22-23

## Four Items:

- 1) Data (aka “metrics”)
- 2) Transparency
- 3) Relevance
- 4) Sustainability (for the planet and PSC)

Strategic Planning for the future, with Fedcap, during this transition year

# Transparency Example

Q: Why is the awesome St. Regis Restaurant not open any more?

A: Nicholas was no longer willing to spend (waste?) that much money





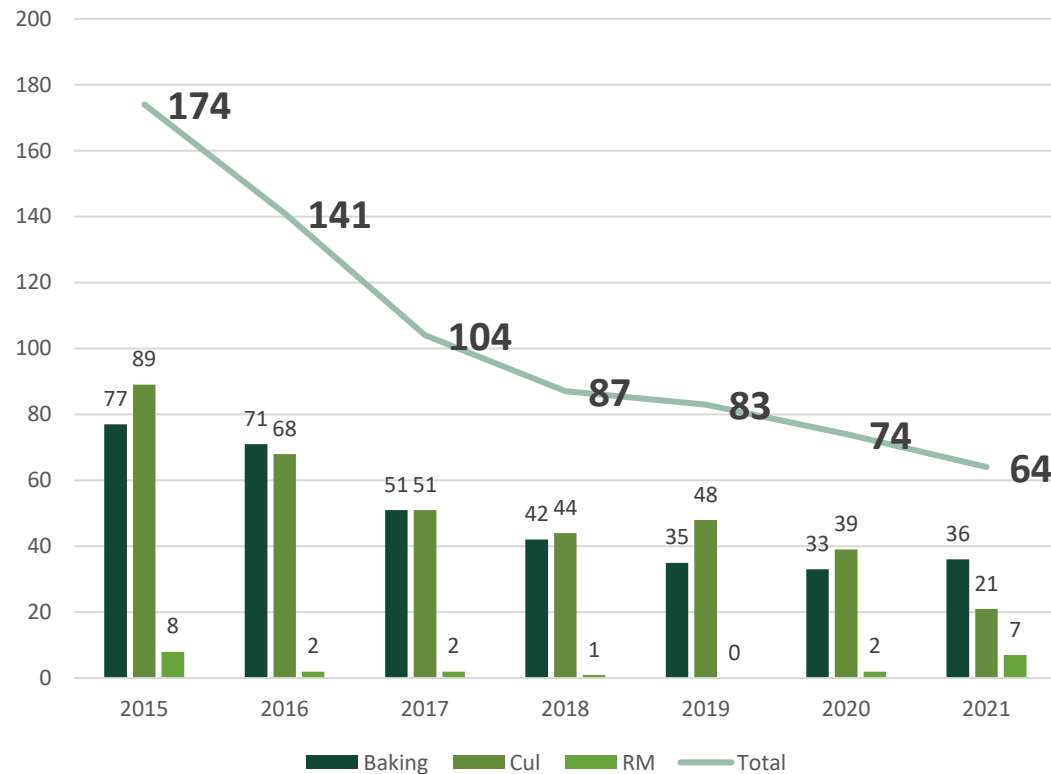
# Culinary Program

- Why are we focusing less on Culinary?



# Demand and Cost for Culinary

CM Department Enrollment



## Cost per student-credit generated

Analysis done by Russ A. & NHB

Department	Cost/Credit
BH/ES/NS	\$138.8
FO	\$313.1
CM	\$541.0

Counting timber sales, FO would be \$277.2

# Personal Priority for Nicholas

- Housing for faculty and staff



Probably not the house you want, unless you are Deb Naybor

**Q & A**





