



**December 14, 2023**

Academic Affairs is currently focusing on two main areas: enrollment recovery and student success. We are achieving this through different means such as recruiting, curricular innovation, collaboration, and community outreach. The fall semester is an important time for student recruitment, and faculty from the Liberal Arts and Sciences as well as the School of Arts are participating in recruiting events with the Admissions Office. These interactions between potential students, their parents, and our faculty are crucial to our enrollment recovery.

Moreover, we are currently reviewing and updating our partnerships and articulation agreements with community colleges to ensure that transfer students have greater access to our programs. Our tagline, Think Wide Open, is more than just a slogan. It's a promise to provide students with the necessary critical and creative thinking skills for career success. To deliver on this promise, we regularly evaluate, revise, or create new curricula to ensure that we are providing an exceptional educational experience for our students. Additionally, we have received grant funding to enhance our ability to deliver excellent programming to our students and community. Lastly, we engage the campus and community through numerous performances, exhibitions, lectures, and workshops.

I would like to take this opportunity to express my gratitude to the faculty and staff for all the work they do to serve our students. You are the reason they come to us and why they stay. Happy Holidays.

## **PAC**

Starting January 1, 2024, the Performing Arts Center will return to Academic Affairs and will be reporting to the Office of the Provost. As live entertainment venues begin to welcome back audiences, the PAC is once again becoming a leading venue for arts and entertainment in Westchester County, partly due to its diverse programming. By developing its audience, the institution hopes to increase its visibility within the area and enhance its reputation in the community as the go-to place for innovative and thought-provoking programming.

Due to its close alignment with the arts curricula, the facilities of the PAC will serve as an extension of the classroom. These spaces will be utilized as lab/classroom areas, rehearsal spaces, and will also offer experiential learning opportunities for our students. The need to strongly align the PAC with Academic Affairs was highlighted during our discussions and analysis following our work in the Plan Wide Open process. Additionally, the PAC is a highly sought-after rental space that can potentially generate a significant amount of revenue for the College, while also supporting the production needs of its conservatory programs. To accomplish this, the institution is in the process of hiring a booking/rental manager who can help realize this potential and raise the necessary funds.

## **Budget**

As you are already aware, higher education institutions are facing various challenges, including political, cultural, and financial issues. Some regional comprehensive institutions such as SUNY Potsdam, [SUNY Fredonia](#), and [Manhattanville](#) have announced program cuts to address their financial shortfalls, while others like Saint Rose and Cazenovia have closed down and are no longer serving students. Unfortunately, [other institutions](#) may be facing a similar fate in the future.

Purchase College is also facing these challenges. To this end, Mike Kopas, the VP for Administration, has continued to work towards the development of a sustainable budget plan, a process that started a year ago. Mike has been meeting regularly with the Acting Chief Financial Officer for SUNY and has engaged BPAC to develop an inclusive process for evaluating budget proposals and deficit reduction strategies. As part of this plan, the campus will need to reduce its overall budget deficit by \$2M. Proportionate to operating expenses, Academic Affairs will need to reduce its budget by approximately \$1M by AY25. However, the strategies for reducing our expenses have not been finalized, as those decisions will require shared governance, leadership from our school directors, and input from campus stakeholders.

Starting in January 2024, the administration will be working in collaboration with BPAC, SPAC, and other campus constituents to develop a process and plan for creating a budget that will be inclusive, transparent, and sustainable.

## **PWO**

Part of our strategy for a sustainable future has been to reassess our program array and reconsider the programs, experiences, and teaching modalities that will allow us to meet student demand, attract students we have not traditionally served in order to increase our enrollment, and generate the revenue needed to sustain our institution. Data from Gray Associates, along with internal data from admissions, has helped identify potential programmatic opportunities for us to consider. To this end, several workgroups (e.g. illustration, global studies, animation/gaming, film, etc.) have been formed, and

departmental-led retreats have been planned to make substantial curriculum changes. This work is crucial to our success and sustainability. I urge these groups to complete their work by March for review by our internal shared governance committees and submission to SUNY for consideration before the end of the spring semester.

**Senior Project Assessment Process 2022-2023**

Thank you to faculty and School/Conservatory Directors for completing the Senior Project Assessment process for 2022-23. The [Summary Report](#) compiled by the Associate Provost's Office is available to review on SharePoint

