

President's Annual Report to the SUNY Board of Trustees

2022-23: President Milagros "Milly" Peña
Campus: Purchase College

Planning for the Future and New Leadership:

In the 2022-23 academic year, Purchase has made significant progress in planning and assessment and leadership for the future of the college.

On June 21, 2022, we welcomed Provost Earnest Lamb, who has been instrumental in launching and running Plan Wide Open (a variation of the institution's motto, Think Wide Open) together with Dennis Craig, our VP for Student Affairs and Enrollment Management. Plan Wide Open is a multi-year initiative designed to solicit enrollment recovery proposals (both academic and non-academic) from college stakeholders. This months' long project brings together faculty, staff, and administration into several working groups in order to collaborate on our enrollment recovery initiative.

On June 23, 2022, we welcomed Lisa Miles Boyce, our new Chief Diversity Officer and Title IX officer, who has spent much of the past year working with staff and students to revitalize our Multicultural Center, streamline our policies and procedures, and collaborate with all stakeholders to better serve our students in these vital areas. Lisa Miles Boyce also worked closely with me, members of the campus community, and outside stakeholders to create a ceremony and plaque honoring the enslaved African Americans we believe are buried on our campus, therefore reclaiming this important chapter of history.

On July 7, 2022, we welcomed Amanda Walker as Vice President for Institutional Advancement and Executive Director of the Purchase College Foundation and Charitable Entities who has been working hard alongside her team to spearhead alumni engagement. The Advancement team has been very successful in finding new sources of funding for the college's efforts as an HSI through the NEH and the U.S. Department of Education in addition to funding for the Neuberger Museum of Art through the NEA and other grantmaking organizations.

I have also successfully conducted and completed searches for two new members of my cabinet. Our current Dean of Student Affairs, Patricia Bice, has been selected as the new Vice President for Student Affairs and Enrollment Management while our Senior Director of Facilities and Capital Planning, Michael Kopas, has been selected to serve as Vice President for Administration. Their experience, institutional knowledge, strong relationships on campus, and deep commitment to Purchase bode well for our future.

With these new members in place as of September, I look forward to continuing to have leadership in place to make progress on the most pressing issues facing the college and higher education in New York, which are related to the budget and enrollment challenges described below in detail.

One of the major highlights of the year was the college receiving significant grants to support our work as a Hispanic Serving Institution (HSI).

In April 2023, the college received a new, major grant of nearly 3 million dollars over the course of five years from the Developing Hispanic Serving Institutions Program of the Department of Education.

Through a project entitled Leveraging Impactful Strategies and Transforming Outcomes for Student Success (LISTO), Purchase will focus on Hispanic students and low-income students of all backgrounds from the time they enter their first year at Purchase until graduation. The project's goals are to: increase academic success; provide additional support; reduce systemic barriers that lead to achievement gaps for Hispanic and low-income students of all backgrounds; improve efficiency of institutional assessment, decision-making, and resource allocation; and increase the number of staff needed to help support students and improve student retention.

In January 2023, Associate Professor of History Leandro Benmergui, Assistant Professor of Language and Culture Alfredo Garcia-Pardo, and Associate Professor of Literature and Director of the School of Humanities Aviva Taubenfeld were awarded another major grant in the amount of \$150,000 by the National Endowment for the Humanities (NEH) to support Humanities Initiatives for Hispanic Serving Institutions.

The purpose of the grant is to support "Building Community and Belonging Through the Humanities," a three-year language, literature, and oral and urban history project. Focused especially on Spanish heritage-speaker students and their families, this project will include writing an open-source Spanish language digital textbook for heritage speakers, collecting and incorporating local and familial oral histories, building a digital humanities archive, and creating bilingual community events at the Port Chester Library, among other locations. More details about these and other important grants and efforts to support students are below.

Another highlight of the year was the 51st Annual Commencement in May. This year's event, which was marked by our return to the Westchester County Center, featured inspiring remarks by honorary degree recipient and award-winning author Edwidge Danticat, and Distinguished alumni award recipient and arts activist, Gina Belafonte.

This academic year, the college has almost completed work on Broadview, Senior Living at Purchase College. Our planned senior community, which is on schedule to open to its

first residents in the fall, is now more than 95 percent sold and the future residents are already engaged in a number of activities with each other and the campus.

Planning for Our Financial Future

Fiscal Year (FY) 2022-23 is expected to close with a deficit of approximately \$6M, funded from college reserves. We began the fiscal year with approximately \$29M in reserves (both IFR and DIFR) and with the use of \$6M, we'll have approximately \$23M going into FY 23-24.

As of the date of tuition revenue submission to System Admin for FY23-24, we project our State Purpose budget gap to be \$10.7M, prior to the application of additional operating aid as part of the Enacted State Budget. This reflects projected collective bargaining and increase in utility expenses over original budget.

The main driver of the deficit is the continuation of our low enrollment, down approximately 25% from our all-time high of 4,200. Efforts regarding recruitment and retention, which are of vital importance to the college's fiscal health, are detailed below.

Our Dormitory Income Fund (DIFR) for FY 23/24 was projected to have an operating deficit of approximately \$6M, but after finding other income sources and cost cutting measures, is now approximately \$1.8m. The deficit is a result of dorm vacancies, and the full obligation for debt service previously financed during the pandemic.

The outgoing CFO/VP worked to develop a plan that will address the full budget gap of approximately \$16.7M, before additional operating aid. The plan includes: further use of philanthropic resources, alternative income generation and use of those dollars, efficiencies, budget cuts, vacant positions held open, etc.

Consequently, the current deficit has been reduced to approximately \$5,500,000, but without addressing this deficit further, particularly given some funds used to reduce the deficit came from one-time sources, our \$23M reserves will erode the deficit each year moving forward. We have bought ourselves a bit more time than what we faced with the full budget gap of approximately \$16.7M, before additional operating aid that we faced at the end of our last fiscal year. Our future is in our hands and so the work we have undertaken to address our fiscal challenge continues to be paramount to realizing our living our promise in our strategic plan.

In addition, the Provost is heading up Plan Wide Open, the campus wide effort to increase enrollment outlined directly below.

The incoming VP for Admin will continue working with President's cabinet and the community to close the financial gap.

Campus Governance leaders were invited to an in-person meeting in June to discuss the college's financial position and condition. It was made clear that we need to work together on a campus-wide plan to address the financial crisis. Using the pre-State budget projections of \$16.7M deficit, we would effectively run out of reserves in FY 24-25.

Facing Enrollment Challenges with New Ideas

Purchase College, like so many other institutions of higher learning across the country, is still feeling the effects of the pandemic on enrollment. However, we have welcomed a very healthy incoming class of 1,110 as of the first day of classes, which includes both first year students and transfer students. This includes 100 more first year, grad students, and transfer students than last year, bringing our total enrollment to 3,222, which is higher than last year's. As of September 5, headcount increased further to 3230. New first year and grad students are up 11% while transfer students are up 12.7 percent. This shows a significant increase over the previous three years which were heavily impacted by the pandemic. In other words, this year we were able to stop the continued decline we have seen over the past three years. This year we received a record number of applications, more than 11,000 for fall undergraduate admission, thanks to the efforts of our admissions team and to SUNY's efforts as well, including free application days.

Our staff were back out in person recruiting, we increased our on- campus events for visitors, and we continued outreach via phone, text, mail, and email.

However, while first-year enrollment has rebounded to levels not seen since the onset of the pandemic, transfer students are still down significantly from the highs of 2018. We also have two smaller than usual cohorts reflected in our current enrollment that are a direct reflection of the pandemic, as students chose to disenroll or take gap years given the remote college experience offered during the pandemic.

These demographic shifts mean we will continue to face enrollment challenges in the near and distant future. Therefore, we are working to come up with responses to this challenge which means potentially revising programs for student needs and adding new ones that fit into our mission, reflect faculty expertise, and meet student needs.

To counterbalance demographic trends, we have also increased scholarship awards in order to attract qualified students and retained an outside consulting firm to analyze our program mix and our place in the market.

Gray Associates led various stakeholders in a multiday workshop on a programmatic market survey to determine how we can best position ourselves in the current and

future educational landscape. Following their visit, taskforces and working groups were created to review and analyze comprehensive data regarding our academic strengths and where there is room to grow.

Institutions across the nation find themselves grappling with declining enrollment and budget constraints. Unfortunately, Purchase College is not alone in facing these fiscal challenges. It appears higher education has two options when preparing for, managing and mitigating these challenges: react and/or become resilient; or anticipate the challenges and hopefully avert them. The novel coronavirus taught us what it's like to react to the unknown and make decisions with incomplete information. Through this experience we became resilient. Upon returning to campus with the worst of the pandemic behind us, we still face some wicked problems that effect higher education: the demographic shift, adequate state support for education, expanding student debt, and the public's crisis of confidence in the value of a college education. Knowing what we face is half the battle. Because we are aware of what lies before us, we have an opportunity to create a plan of action to avoid, or at least mitigate, some the of most undesirable outcomes.

Plan Wide Open is a campus wide initiative to create such a plan. Our immediate priority will be enrollment recovery. By identifying and removing barriers to attracting and retaining students we hope to see results that will have an immediate impact on enrollment. To help facilitate this important work, Gray Associates was engaged to give a two-day workshop for the campus community. Gray provides the only academic Program Evaluation System (PES) for higher education. Combing software, data, and facilitated processes, Gray's PES enable institutions to make data-informed program decisions that strengthen relationships among faculty and administrators. During the workshop, Steve Probst introduced the PES+Markets platform and how it could be used by institutions to plan for longer-term enrollment stability. Over the course of two days our colleagues used the platform to explore the enrollment potential if we introduced new programs, revised others or sustained current programs. After two days of brainstorming, a list of potential new programs was created along with analysis of current programs. This information represents only a cursory examination of how we might recoup our enrollment in both near term and long term.

Gray Associates was the first step in the planning process for enrollment recovery. The next steps will be up to all of us. Plan Wide Open is an initiative to engage the entire campus community in enrollment recovery. Below is an outline of the plan. Details of the plan will be presented at the first Provost Community Forum on October 19.

Phase I: Discovery (Fall 2022)

- Determine immediate and long-range options for enrollment recovery
- Use PES+Market to guide programmatic inquiries
- Process is iterative and engages institutional stake-holders and key governance committees (EPC, BPAC, SPAC) in the conversation

- Determine next steps, responsible parties, and timeline for planning and implementation

Phase II: Implementation (Spring 2023)

- Review of program proposals
- Develop proposed new programs and/or revisions
- Implement immediate enrollment recovery actions

Phase III: Final Vetting & Submission (Fall 2023)

- Draft proposals finalized and brought to governance committees for final vetting and approval

Using the PES+Markets data, the Plan Wide Open steering committee determined we could increase enrollment by an estimated 1,737 students if we introduced programs that were closely aligned to existing programs and revised current programs to meet student demand and workforce needs.

The curriculum is only part of the work that needs to be done to help us realize a better future for Purchase College. We also need to attend to creating and improving the organizational structures, policies/procedures, student services, and assessments necessary to ensure our institution's effectiveness. To that end, individuals from the campus community agreed to participate in the following workgroups:

- Enhancing of Writing Instruction
- Online infrastructure
- Hispanic Serving Institution/Global Education

An update on the progress made with PWO was presented to the campus in March. The open forum was the culmination of Phase II and the transition to Phase III which will commence in Fall '23.

Beyond the deliverables of a robust recruitment plan or revised curricula, Plan Wide Open aspires to transform campus culture in the following ways:

1. Re-establish a culture of trust, civility, collaboration and shared leadership
2. Create a culture of evidence that relies on useable data to make informed decisions
3. Expand our technological infrastructure to meet the needs of our students
4. Build leadership capacity across all sectors of the institution

The challenges we face are not unknown, nor are they unsurmountable. Collectively, we can make the best decisions to move Purchase forward.

Supporting Student Retention

When students are engaged in educational experiences that include elements such as collaboration, shared experiences, learning outside the classroom, and critical inquiry into big ideas that matter, they are more likely to persist to graduation.

At Purchase, high impact activities begin in the first year at orientation and continue with first year seminar programs, and carry on through to the senior project. The benefits of these activities cut across demographics and increase retention, engagement, and graduation rates for all students.

Purchase launched a new summer transition/retention program, first-year seminars, and added an additional learning specialist to the Cornerstone Connect program in 22-23. These programs help students to form stronger connections with peers, faculty and staff to support their educational journey to graduation. Based on feedback and analysis of these programs, we are continuing to offer or expand these programs.

Programs include:

First Year Learning Communities Seminars

Incoming BA and BS students were offered the option to register for one of a selection of a 3-credit First Year Learning Community Seminar (FYLC Seminar) taught by faculty-in-residence, instead of the traditional 1 credit First-year Seminar taught by a professional staff. Open to both residential and commuter students, FYLC seminars focus on a topic chosen by its faculty leader who also serves as the students' advisor. The FYLC Seminars are taught by a diverse group of faculty who offer an array of diverse topics relevant to the changing demographic of our students entering Purchase. Based on retention data from Fall 2022, we are now offering the FYLC seminar instead of a 1 credit seminar for all incoming Liberal Arts and Sciences students.

Summer Success Fellows

Designed for first-generation and underrepresented incoming first-year students, the college hosts 40 –50 students for a 3-day residential program. Peer mentors are assigned to small group of students for support and faculty and staff offer workshops to introduce students to the college experience. Launched in 2016, the program has proven success in graduation rates, and many participants go on to be campus leaders such as RAs or Student Orientation Leaders.

Sophomore SummerQuest launched June 2022

Created specifically for rising sophomores currently undeclared or whose GPAs fell below a designated level, SummerQuest is a residential summer program that allows students to reassess their first year and explore what's next. Working with faculty,

career development staff, and academic advisors, participants use the time to consider their strengths and passions as they forge a path forward. Peer mentors provide additional support for the students in the program and are critical to the success of the participants. Based on data for the initial pilot, which indicated increased retention and GPA, the college offered the Sophomore SummerQuest in June 2023 as well.

Purchase in the City

While the program began in 2019, it had to be paused during the pandemic. The hugely successful Purchase in the City returned in full force this past year with trips to New York City ranging from museums to galleries, to Broadway, to walking tours. The program is free of charge to students and helps to support students access to NYC and removes financial barriers for low-income students or for students that cannot otherwise afford the cost of transportation to NYC.

Cornerstone Connect

Cornerstone Connect just completed a pilot year and is entering the Fall 2023 semester in its final structural form, based on student feedback and presented needs. The program is offered to students identifying with or without disabilities, in need of executive functioning guidance, social skill building, and communication support. The updated structure includes:

- One weekly 1:1 customized session with professional learning specialist (45-minute session).
- Weekly group workshops with a focus on social and academic executive functioning skills with professional learning specialists.
- Presentations with campus partners.
- Two weekly open support sessions with professional learning specialists.
- Organized peer mentor dinners and activities.
- Peer mentor open office hours and weekly meetings if requested.
- Cornerstone Connect sponsored social events (3-4 per semester).

Cornerstone Connect served 38 students over the course of both the Fall 2022 and Spring 2023 semesters, with a 100% retention rate of enrollment in the program. *(Students transitioning out of the program were replaced by students enrolling mid-year).*

GPA's have been tracked over the course of the year and the results are as follows:

- Fall 2022
 - Average Term GPA: 3.14
 - Average Cumulative GPA: 3.18
- Spring 2023:
 - Average Term GPA: 3.24
 - Average Cumulative GPA: 3.24

Moving into the Fall 2023 semester, Cornerstone Connect has retained 28 out of 38 participants. The 10 students not continuing with the program are for the following reasons:

- Graduation: 5
- Disciplinary Dismissal: 1
- Cost Increase: 2
- Feeling Independent (ready to navigate college without Cornerstone Connect support): 2

As of 6/12/2023, Cornerstone Connect has 39 students enrolled for the Fall 2023 semester and 5 moving through the intake process, which would equate to a total of 44 program participants. Cornerstone Connect is accepting applications on a rolling basis.

Supporting Students' Health and Wellbeing 2022-23

Counseling and Behavioral Health Services offers rapid help for a wide range of student needs. In a comprehensive approach that supports student retention to graduation, CBHS staff provide both developmental and clinical services: outreach and prevention programming, therapeutic interventions, crisis response, and educational activities for sustainable health and well-being.

CBHS creates a student safety net through walk-in crisis support, after hours counselor on call coverage, victim advocacy services, and almost 300 outreaches to individuals made as a result of faculty or staff concern. Campus stakeholders may refer students in distress through Starfish software flags in addition to traditional means. Staff are accessible 24/7. Clinical services were provided to 23% of enrolled students this year. A new Health Promotion Coordinator supported by our clinical staff delivered 77 harm reduction outreach programs that engaged 2,284 students. Health promotion internship classes produced 20 undergraduate interns who led 138 peers in after hours, substance free, community building events. The range of prevention and outreach programs are designed to meet the needs of our most vulnerable: first year students, underrepresented students, athletes, and students with more than 1 risk factor, including AOD use. Individual participation counts doubled for stress reduction group meetings, classes, and events with approximately 200 individuals participating. The addition of a health promotion coordinator increases our ability to refocus students on campus engagement, well-being practices, and connection with partners in the Student Success network.

Purchase Responds: Embracing Inclusion and Belonging

As diversity and inclusiveness are more and more frequently targeted on a national scale, it is even more important that the college remains committed to being an inclusive

community that values and supports all its members. As reiterated in our response to the recent Supreme Court ending Affirmative Action, we assured the community that Purchase will continue to welcome all students who want to engage in our unique academic environment.

The Office of Diversity and Compliance began the 2022-23 Academic year by choosing Inclusive Excellence/A culture of belonging as the theme for Welcome/Obligation Week for faculty. The CDO's office worked closely with the Provost, the DEI Committee, and the Accessibility Committee to create forums to discuss the importance of inclusiveness and belonging, with an emphasis on accessibility.

Panels for the week included; Universal Design, Inclusivity, Ableism and Allyship, and Making Excellence Inclusive.

Building on the theme of belonging and inclusiveness, the CDO's office, in partnership with the President, Provost, DEI Committee, Multicultural Center, faculty, staff, and students, worked to create opportunities for community connection.

- In January of 2023, after Tyre Nichols was videotaped being beaten to death by police officers during a traffic stop, the CDO hosted a listening circle in the Multicultural Center to allow space for the community to gather, reflect, and process the event. The event was formatted as a listening circle in order to encourage active listening as a necessary skill for engaging in difficult discussions. The session was well attended by staff, faculty, and students, many of whom shared their fears, frustrations, suggestions, and hopes for moving forward at Purchase and in the broader community. Leaders from one of the college's ethnic clubs had a positive follow up conversation with college leadership about how they can work together for future progress.
- In April 2022, the CDO hosted a campus talk entitled "Researching and Honoring the Unnamed," to engage the community in dialogue about our campus's history, especially the cemetery on campus. It is believed that the remains of enslaved individuals are housed either in the cemetery, or in its direct vicinity. For many years, the campus has been divided on the best way to acknowledge those remains. It has been particularly difficult to uncover the names of those believed to be enslaved here and determine their exact location on the grounds. The campus talk included Purchase faculty with expertise in anthropology and history, community experts, our campus DEI Chair, along with a Purchase student, Quincy Jones, who has done a great deal of research attempting to uncover the identity of the enslaved individuals. The talk was very well attended and provided another opportunity for academic discussion around an important subject for the campus

and others in the county. Following the discussion, plans were made for placing a plaque in honor of the enslaved at the burial site on campus.

- The cemetery plaque unveiling was a wonderful and sacred moment for the campus and local community to come together. It was attended by faculty, staff, and students, elected officials, and members of the community. The event, which was featured on News 12, included a libation ceremony that was led by Chief Ayanda. Purchase Provost Dr. Lamb played the cello, Purchase Council Member Dr. Jim Bostic offered the benediction, while I, as President, joined CDO Lisa Miles-Boyce in officially unveiling the plaque.
- A QR code on the plaque leads to a web page that can be updated as new research is available. This will allow and encourage the Purchase community to continue to research the history of the indigenous people to whom the land belongs as well.
- In the year ahead the CDO's office will work collaboratively to continue to build on our ability as a community to talk through differences, to actively listen to differing opinions, and to build opportunities for belonging and inclusion. Some of the work will include: continuing to distinguish between being Hispanic enrolling and Hispanic serving with an emphasis on the latter; restoring the history of the college prior to 1900 on the college website; creating a diversity and belonging curriculum; reviewing and updating policies and the office web presence; and collaborating on programs with the Multicultural Center.

This past year the college also made progress on other significant issues related to Diversity, Equity, and Inclusion including the reinvigorating of the Multicultural Center on campus.

Student groups continued to utilize the MCC space for meetings and events. In addition to Queer People of Color, Humans of Asian and Polynesian Ancestry, Students of Caribbean Ancestry, Latinx Unidos, and Organization of African People in the Americas, the Center hosted the newly resurrected LGBTQ and Disabled Students' Union.

The MCC hosted and collaborated on a number of events. Notable events included a Lunch and Learn discussion series and an event about the Sustainable Development Goals for first-year students. Other events of note included Movies with Meaning screenings, a live, virtual drag show, and a Disability as Identity Art Showcase. The Center also hosted a National Coming Out Day storytelling event and a mixer and panel acknowledging the experience of first-generation college students.

Inspiring Giving:

Early in 2022-2023, the office of Institutional Advancement articulated a strategic direction to guide efforts to advance Purchase College:

An enduring, long-term vision for Institutional Advancement:

1. To increase, diversify, and steward revenue from philanthropy and grants in support of a promising future for our students, for Purchase College, and for our unique programs
2. To build relationships that last a lifetime leading to ever-increasing support

By the end of 2022-2023, Institutional Advancement sought to achieve the following goals:

1. Sustain the level of philanthropic commitments achieved last fiscal year by securing \$2.1 million in new commitments, while working toward leveraging additional support through grants and existing funds
2. Increase our capacity for securing and stewarding revenue that, over time, will allow us to realize the greatest return on investment in alignment with college priorities
3. Deliver dynamic engagement opportunities for our circle of alumni, friends, and supporters, while scaling programs to suit current resources

Guided by this framework, the team achieved these goals, exceeding expectations, as follows:

Goal 1: Achieve \$2.1 million in new commitments, while seeking additional support through grants

This goal was met and exceeded by 10%: \$2.3 million was raised toward the goal of \$2.1 million. Additionally, another \$3.2 million was secured in grant support via the Research Foundation. **Together, we secured \$5.5 million in new support for the college, our students, and programs, a 43% increase over the prior year's total.**

Notable gifts and grants secured this year included:

- \$2,976,181 from the Department of Education Title V Developing Hispanic Serving Institutions grant program in support of several initiatives in our proposal, *Leveraging Impactful Strategies and Transforming Outcomes (LISTO) for Student Success*;
- \$375,000 pledge to support the MA in Art History program;
- \$246,822 grant commitment from E.A. Michelson Philanthropy for intergenerational learning in the Neuberger Museum of Art;
- \$188,962 donated to the Purchase Fund from multiple donors;

- \$180,000 in grants via the Research Foundation from the National Endowment for the Arts and the National Endowment for the Humanities;
- \$144,000 from an individual donor to support endowed scholarships;
- \$100,000 given in memory of former faculty member Dr. Taina Chao;
- \$96,293 to support the Neuberger Provenance Project;
- \$90,822 bequest received to support students;
- \$87,000 from an individual donor to support the Conservatories of Theatre and Dance.

As of the start of the 2023-2024 year, \$3 million in proposals across all entities are currently pending.

As a step toward initiating a new annual giving program, in the lead up to the end of the calendar year, Institutional Advancement delivered a multi-channel, comprehensive end-of-year annual giving campaign, reaching 30,000 people. By casting a wide net with communications, awareness was increased about the possibility of giving to Purchase College among a broad base of existing and potential supporters. Results included:

- \$120,092 raised from 254 unique donors
- Over 78,800 digital impressions made during this four-part, multi-channel campaign
- Overall, 16 cents in direct costs were spent on the campaign to raise each dollar

This end-of-year effort emphasized diversity, equity, and inclusion. Uplifting images and messages conveying the strength, dynamism, and diversity of our learning community were prominent.

Also, in partnership with the SUNY Impact Foundation, Institutional Advancement encouraged and enabled ten households to participate in this year's tax credit initiative, through which The Purchase College Foundation received \$102,835 in charitable contributions.

Goal 2: Build capacity

Following several transitions in 2021-2022 that resulted in reduced staffing in Institutional Advancement, efforts to build capacity to secure and steward support led to reorganizing, hiring new colleagues, skills and knowledge building, and developing systems and processes. New colleagues who have joined the team include:

- On February 15, 2023 Elise Braseth joined the college in the role of Director of Development.
- On June 5, 2023 Carrie Bianchi transitioned to a new role for her at the College as Director of Development for the Neuberger Museum of Art, working closely with Advancement.
- On July 10, 2023, Jason Soto started as Executive Director of Strategic Engagement

and Alumni Programs, leading alumni programs, donor relations, and annual giving.

Goal 3: Deliver dynamic engagement opportunities

Activities and initiatives designed to engage constituents and donors in 2022-2023 have been wide ranging, from broadly publicized events for alumni to personalized contacts with donors and prospects capable of giving at the highest levels. Some of the activities and communications delivered in the last year included:

- **Alumni Weekend** (September 30 – October 1), not including the graduation ceremony or family day, attracted 237 attendees. Prior to the weekend, virtual affinity group events occurred hosted by the Purchase Latinx Network (PLXN), Purchase LGBTQIA+ Alumni Network (PLAN), Purchase Women's Leadership Network (PWLN), and Purchase Black Alumni Network (PBAN).
- A **special graduation ceremony for the classes of 2020 and 2021** on September 30 attracted 197 graduates (86 from Class of 2021; 111 from Class of 2020) and 500 Guests.
- The **Annual Meeting of the Purchase College Alumni Association (PCAA)**, which occurred during Alumni Weekend on October 1, included Board elections that led to the appointment of 12 new members to the board, thereby strengthening our capacity to engage our alumni community.
- **The Third Annual Purchase Black Alumni Network (PBAN) Summit** on February 8, which coincided with Black History Month. The hybrid event attracted 36 participants via Zoom and in-person at the SUNY Global Center in New York City.
- PCAA Board members and officers were on campus in late March to participate in the **Career Fair and the “Life After Purchase: You’ve Got Questions, We’ve Got Answers” events for seniors** organized by Career Development and student affairs.
- Working in close partnership with the Conservatory of Theatre Arts and a number of alumni hosts, we celebrated **fifty years of the BFA Acting Program** with the “Acting at 50” Alumni Reunion on April 29th at The Performing Arts Center. 50 alumni and 19 guests attended.
- The following Monday, May 1st, in conjunction with the Acting Company 47 Senior Showcase in Manhattan, the **Purchase Acting Alumni Network (PAAN)**, hosted its first in-person reception since this alumni-initiated group was formed virtually during the pandemic, attracting more than 50 alumni attendees along with faculty and staff from the Conservatory.
- **The Purchase Women Leadership Network (PWLN)** hosted a series of monthly virtual events through the spring semester. These interactive networking events empowered participants to approach their careers and life situations with confidence, power, and boldness.
- During a celebration of Pride Month in June, the **Purchase LGBTQ+ Alumni Network (PLAN)** hosted a virtual meet-up. Attendees shared stories, reminisced, and

discussed how PLAN can expand its programming to support the LGBTQ+ community at Purchase.

- A **revamped endowment impact reporting process**, which amplifies and extends resources for donors, prospects, and internal partners, was developed. These resources included an endowment definitions webpage and frequently asked questions about endowments.
- **Donor cultivation and stewardship:** In addition to events, we hosted prospects, alumni, and donors at campus events, for campus tours, at one-on-one meetings, via zoom, and at small gatherings, often in partnership with colleagues and students across campus.

Purchase College Foundation

Defining purpose and values

The Purchase College Foundation's Trustees approved mission, vision, and value statements. The statements were developed by the Board initially at a September retreat then refined over the year. These strategic guides promise to heighten the Foundation's focus and also align closely with the College's direction:

Mission: The mission of the Purchase College Foundation is to secure and manage private support for the benefit of Purchase College.

Vision: The Purchase College Foundation fosters relationships with constituents including alumni, donors, and community members to maximize and attract philanthropic investment in support of the college's vision of empowering future generations of artists, scholars, scientists, and leaders in preparing to make meaningful contributions to society.

Values: Dedication; Equity, Inclusion, Accessibility, Justice and Diversity; Excellence; Impact; Integrity; Respect; Sustainability; and Trust.

Investment management and impact

As of the end of June 2023, the value of the investments managed by the Purchase College Foundation reached \$94m, a 10.9% increase for the fiscal year-to-date. As such, the Foundation recovered most of the value lost in the volatile markets of 2021-2022. This year staff from Institutional Advancement and Foundation Finance, the Board's Investment Committee, and ultimately the full board engaged in a rigorous, evidence-informed, eight-month process to select new investment managers, resulting in the appointment of Bank of America. The bank's team assigned to our account specializes in foundation endowments like ours and distinguished their offering across an array of selection criteria including performance and investment method, client relations, fees, and additional philanthropic consulting services included in our contract. In terms of

direct impact, \$6.8m was spent from the Foundation and charitable entities in this year from current use funds and endowments to support our college's mission and students.

Strengthening governance and recruitment

To enable new members of the Purchase College Foundation board in becoming oriented to our work and their fiduciary duty, an expanded set of training and orientation resources were developed as a first step toward refreshing our approach to board orientation. To further strengthen governance, two trustees and the Executive Director attended the Association of Governing Boards of Universities and Colleges (AGB) Foundation Leadership Forum in January, a national conference for foundation board members and foundation executives on governance, stewardship of philanthropic resources, and trends in philanthropy. Moreover, in June two new trustees were elected to serve three-year terms effective July 1, 2023.

Facilities, Sustainability, and Capital Planning:

Over the past year, the Office of Facilities and Capital Planning has focused its efforts on two main goals. With a focus on recruitment and retention, enhancing the student experience through both short and long-term campus improvements was prioritized. The second was to improve the college's infrastructure to better support both our sustainability efforts and neighboring communities.

Storm Water Preparedness and Planning

The college is doing its part working with local municipalities both up and downstream to find long term solutions to stormwater management and downstream flooding. In the past year, in partnership with the State University Construction Fund, a firm has been retained to find opportunities to improve the campus stormwater system. We look forward to their findings and putting in place a long-term plan to reduce the amount of stormwater leaving campus.

As we wait for the longer-term plan, the college proceeded with the renovation of an existing bioswale and recently completed a project that involves expanding a detention pond which will hold stormwater longer before being released into the local waterways. The campus is also completing a project that will not only improve accessibility, but also divert stormwater toward an expanded bioswale near a student residential building. From a regional perspective, conversations continue with our neighbors, local and county politicians, and State legislators on how we can collectively have a positive effect on reducing our storm water contribution. The goal of the campus is to become a regional leader in storm water management.

Enhancing the Student Experience

Over the past year, Facilities and Capital Planning has been working with the campus community to enhance student's living and learning environment through a variety of short and long-term projects respectively. In the short-term, low-cost and high impact projects were identified to enhance the student living environments this upcoming year. New residential furniture will be provided to a number of our first-year residential areas, lounges will be renovated, and additional color and interest will be added through paint and wall wraps.

There are also several projects longer term projects on the horizon that will make high value contributions to the campus experience. Three renovation projects, Physical Education, Music and the Dining Hall are in the early stages of design. When updated, they will create opportunities for social and learning engagement for the campus community.

The Physical Education building is in need of renovations to its facilities, including its pool, locker room areas and fitness center. Having updated facilities and new equipment will benefit not only the campus community but also the community that rents the building for events and programs, increasing revenue potential.

The Music building will initially undergo a space utilization study which will provide opportunities to re-envision the space for not only the music community, but also the Continuing Education and Film departments, which share the space.

Finally, the Dining Hall is a natural gathering point for the campus community but at present lacks a proper student union type characteristic and use. The space will be redesigned to include opportunities for social and learning engagement which will positively impact the student experience.

All three of these buildings are essential to the student experience, but are also high on our Facilities Condition Index, which means that they are of high maintenance and renovation need. By reinventing these spaces, we are able to improve the campus environment, reduce deferred maintenance, and implement sustainable practices and energy efficiencies.

Two additional projects will also improve the student experience and decrease operations and maintenance costs once completed. The Natural Sciences renovation is in the schematic phase and includes a total interior rehabilitation, including a rethinking of space and upgrading of labs, classrooms, and mechanical systems. The Visual Arts building mechanical systems are currently under construction and the project includes replacement and upgrade, allowing for increased ventilation and student comfort.

Sustainable Practices

As a United Nations University Global Coalition member and Princeton Review Green College institution, embedding sustainability into all operations to increase preparedness and enhance the student experience is very important. The college, through the Purchase College Sustainability Coalition, has taken the lead in educating not only the campus community but also the local community including homeowners, businesses, and municipalities in Westchester County. The goal is to become the leading regional resource and advocate for sustainability. The college is also in the design phase for a large community solar project which will provide energy benefits to the college and local community.

Challenges

With the residential population down due to enrollment challenges, the revenue necessary to complete improvements to the state-owned residence halls will not be available until the budget deficit is addressed and stabilized. The campus cannot take on the additional debt necessary to continue its residential improvement plan with DASNY.

The recruitment of qualified staff is also a continuing challenge. For the specialized fields within Facilities Management, such as plant utility assistants/engineers and HVAC technicians, the salary differential between what the college can offer and what is being offered outside, is difficult to overcome, even with the location pay. Positions have been open nearly a year with multiple failed searches. A system is in place to train and promote from within, but that takes time and does not always produce the technical expertise that is required. When there isn't the expertise internally, outside contractors are necessary to properly maintain the campus infrastructure, which is not ideal due to the cost, procurement processes, and conflicting scheduling priorities.

Thinking and Acting Globally

As the pandemic is less of a concern, the Office for Global Education has been busy supporting global education on campus and abroad.

Outbound Education Abroad, Summer 2023

Four short-term faculty-led programs are running in summer 2023: Political Theatre in Prague, Czech Republic; Line/Space/Color: A Visual Exploration of Antibes, France; Politics and Practices of Climate Change in Oslo, Norway; and Socially Engaged Art Making in Belfast, Northern Ireland.

Technos-Purchase College Relationship

Purchase College is proud to have a strong and longstanding partnership with Technos College in Tokyo, Japan, that brings art and cultural exchange to students at each institution, fully funded by the Tanaka Foundation.

To that end, four students plus two faculty/staff representatives from Purchase traveled to Technos February 17- 27, 2023. During the Purchase delegation's stay, students and faculty spent several days together in a recording studio at Technos, refining and recording the original song they have composed together over several months leading up to the trip. Technos students hosted their American counterparts in sightseeing around Tokyo, activities at Technos College, and the experience culminated in a live performance of their song together.

The second delegation visit was held at Purchase April 21-30, 2023. Just as Purchase students visited Tokyo in February, Technos students came to New York to record a music video based on the song the students created together. Technos students and their faculty representative(s) also attended classes and on campus events, including Culture Shock, as well as going on a number of cultural excursions in the greater New York City area organized by Purchase College.

Finally, Purchase College participated in the annual Technos International Week in June 2023, when we sent one staff member and two students to Japan for two weeks of collaboration, sightseeing, and intercultural exchange.

Global Scholars Program Updates

In the fall of 2022, Purchase Global Scholars were invited to meet with the United Nations Deputy Secretary General Amina Mohammed at UN headquarters in New York. During their meeting, the Global Scholars discussed their engagements in the United Nations Sustainable Development Goals for 2030. In spring 2023, the Global Scholars visited the Sesame Street Workshop (SSW) in NYC to meet the interdisciplinary team behind *Ahlan Simsim*, an Arabic-language version of Sesame Street aimed at helping the displaced children of Syrian refugees, funded by a \$100 million MacArthur Foundation grant. *Ahlan Simsim*, a joint project of SSW and the International Rescue Committee, is considered the largest early childhood development initiative in the history of humanitarian response.

Selection of the fourth cohort of Global Scholars took place in spring 2023.

Fulbright Scholar-In-Residence in the Conservatory of Dance

Internationally renowned Beninese dancer and choreographer Marcel Gbeffa was named a Fulbright Scholar-in-Residence (S-I-R) for the Purchase College Conservatory of Dance for 2022-23. During his residency, Mr. Gbeffa taught courses, assisted in curriculum development, gave guest lectures, and choreographed new work for Conservatory of Dance students.

As part of the college's commitment to the surrounding community, through this project Mr. Gbeffa also participated in activities with some of the college's partners including the The Buckley School; Cornell University; New York University; the Cultural Services of the French Embassy in New York; and the Alvin Ailey Dance Company.

The Fulbright-Hays Group Projects Abroad Award

Purchase College has been awarded a Fulbright-Hays Group Projects Award by the U.S. Department of Education, which will fund six Purchase College faculty members and five K-12 teachers to participate in a four-week curriculum development and immersive foreign language program in Benin, West Africa, to take place in summer 2023. Participants will also explore the intersection of Beninese languages, culture, history, educational systems, politics, and more, and bring back their knowledge in the form of new and revised courses designed for the levels they teach.

Participants will share resources with other educators upon their return, expanding the reach of the program. Purchase's Fulbright Group Project will be facilitated in Benin by a number of the college's international partners, including: the African School of Economics; the Zinsou Foundation; Centre Wâlo; and Atchê Binon Art & Culture.

Purchase Named Fulbright HSI Leader

Purchase College is proud to be named a Fulbright HSI Leader for the first time by the U.S. Department of State's Bureau of Educational and Cultural Affairs (ECA). This designation recognizes the noteworthy engagement that selected Hispanic-Serving Institutions (HSIs) have achieved with the Fulbright Program, the U.S. government's flagship international educational exchange program. Acknowledged for noteworthy engagement with Fulbright programs, Purchase is one of only five undergraduate schools to receive this honor.

Our Community: Connecting, Expanding, Engaging

Located at the heart of Purchase College, the **Neuberger Museum of Art** is a center of teaching and learning for all stages of life. Along exhibitions of work from the permanent collection and critically acclaimed special exhibitions that each draw local, regional, and international audiences to its galleries, the Museum engages its audiences with hybrid programming such as artist and curator talks, in-gallery meditations, and

art-based educational resources for youth.

In late 2022, the Neuberger was awarded a \$250,000 grant from EA Michelson Philanthropy's *Vitality Arts Project for Art Museums* initiative to support older-adult education at the museum and help older adults experience the joy of learning an art form while building community. The "Aging and Anti-Ageism: Creative Community for Older Adults at the Neuberger Museum of Art" project creates a campus-wide, anti-ageing agenda that incorporates education about aging and ageism, training on the harmful effects of ageism, tools to avoid ageism in language and in behaviors, and education about issues of justice and aging. The museum will produce and run six creative aging workshops, each comprised of eight sessions, arranged sequentially, that culminate with an "opening" event at which the participants share their work, promoting not only their new skills but to also convey to others the meanings of their creations.

In spring 2023, the museum hosted its most complex exhibition in recent years: a performance art exhibition entitled *Hard Return: 9 Experiments for this Moment*. The show was curated by Purchase College faculty members Kate Gilmore, a performance artist, and Jonah Westerman, an art scholar who specializes in performance art. Through the generous financial support of two donors, dozens of Purchase College students were directly involved in the production and performances, engaging directly with the nine performance artists who created works for the exhibition.

Alongside *Then and Now: Selections from the Collection*, the ongoing exhibition of works from the more than 6,000 objects in the Roy R. Neuberger permanent collection, special exhibitions included:

- *YOKO ONO'S Mend Piece*
The Neuberger's iteration of this iconic installation by Yoko Ono engaged visitors in communal mending as an act of healing.
- *Nicolás De Jesús: A Mexican Artist for Global Justice*
The artist's stirring political etchings revealed the radical possibilities of an indigenous sensibility charged with a keen awareness of politics and art history.
- *Dennis Oppenheim: The Assembly Line* is one of the largest sculptures in the permanent collection. Its elaborate systems of industrial imagery are metaphors for mental activity, giving physical form to creative impulses and other cerebral processes.
- *A Matter of Discovery: The Art of Luis Perelman*, on view through Fall 2023, is a dynamic retrospective featuring more than fifty objects – including never-before-seen color studies and items – from the collection of an artist who lives and works near the museum.

- “Special Look” exhibitions took an in-depth look at works by artists Dorothy Dehner and Louis Michel Eilshemius, the latter has the largest body of work by a single artist in the museum’s permanent collection.
- The Open Classroom space showcased collaborations with students and faculty from the college’s Art History’s Museology (M+) and Art & Design program as they explored *Isla de Ventanas*, a 1988 photograph by María Martínez-Cañas. Selection of the work by the M+ cohort was, in part, tied to Purchase College’s designation as a Hispanic Serving Institution.

During the year ending June 30, 2023, more than 760 local children visited the museum during organized school tours. Of these, 704 students were from Title 1 schools that participated in our NEU Kids program. Fully subsidized for Title 1 and other qualifying schools, the program fills an educational gap by providing field trips to the museum with round-trip school bus transportation, lunch, and guided tours with talented docents who bring the galleries to life.

Admission to the museum is free for all visitors.

During the 2022-2023 academic year, **The Performing Arts Center, Purchase College** reopened its doors to the general public and presented a season of performing arts events intended to “re-engage, re-inspire, and re-turn.”

True to The PAC’s legacy of sharing new work alongside established virtuosity, the 2022-2023 Re-Opening Season activated old artistic partnerships and built new friendships, with a focus on the values of access, creativity, and collaboration. The PAC also renewed its commitment to engage audiences through wrap-around activities intended to explore the creative process and spark collaborative thought.

The 2022-2023 professional presenting season consisted of twelve performances by nine artists. The season was curated with an eye toward balancing artistic excellence, innovation, educational merit, and financial viability.

As has been the case since the 2014-2015 season, the cornerstone of The PAC’s classical and chamber music programming was a three-concert series from the *Chamber Music Society of Lincoln Center*. These concerts were supported by a ReStart the Arts Grant, a regrant program of ArtsWestchester, made possible with support from the Office of the Governor, the New York State Legislature, and the New York State Council on the Arts.

In the spring of 2023, The PAC was able to re-engage its dance series, presenting three dance events that brought international artists and companies to the venue and offered integrated programming with the campus. Indicating a healthy return of live audiences, both Complexions Contemporary Ballet and the Paul Taylor Dance Company performed

to full houses, while a collaborative program of live performance, student engagement, and choreography for the Conservatory of Dance's Spring Dance Concert were all part of an immersive residency engagement with the Gibney Company in March.

Other season highlights included a close-to-sold-out opening night featuring humorist and author David Sedaris and a performance by multiple Grammy Award winner and activist Angélique Kidjo.

During all of these events, The PAC activated the lobby spaces to further engage with their community of supporters. Wrap-around events included book signings, pre-concert talks, and receptions. Prior to the Orpheus Chamber Orchestra concert in January, The PAC hosted a patron reception on behalf of the Federated Conservationists of Westchester County, attended by campus administration, Environmental Studies faculty, and members of the Orpheus Chamber Orchestra administrative leadership. This type of activity that contextualizes and engages audiences adjacent to performances continues to be at the heart of The PAC's vision.

Throughout the year, The PAC's four stages also provided vital space for Purchase College School of the Arts Conservatory performances and other college activities. The Durst lecture series, Jewish Studies lectures, and The Jandon Business of the Arts Lecture all returned to The PAC after a period away from our spaces.

As part of the goal to re-engage with the community at large and broaden the opportunities for collaboration, The PAC continued to explore new relationships with Broadview Senior Living Center, the Neuberger Museum, and other campus units. In December, The PAC hosted a *Fluxus Film* event in collaboration with Prof. Joel Anderson in Film & Media Studies in conjunction with the Neuberger's *Mend Piece by Yoko Ono* exhibit.

Also of note is the fact that The PAC's Education and Engagement Office mounted their first season of live School Time Performances for K-12 audiences in three years. The line-up included the science show *Dk. Kaboom!*, a bi-lingual performance of *Cenicienta* (Cinderella) for dual language middle school audiences, and an elementary school presentation of *It's Okay 2B Different*.

Large scale rental and theatrical rental activity continued to provide an important revenue stream; much of this activity also served The PAC's larger mission to engage, enlighten, and educate. For example, Purchase College's long relationship with Carnegie Hall's Weill Music Institute continued in the summer of 2022 with the National Youth Orchestra residency. They are back at Purchase again in 2023 for the 10th year running.

In addition, the PAC staff have given guest presentations and lectures to students in the Arts Management, Design Tech, and Communication fields, and student internships and job opportunities have grown throughout the year as PAC activity returned to fuller operations. The PAC is on track to once again be a leading employer of students on campus.

With one post-COVID season successfully navigated, The PAC continues to move forward. The 2023-2024 professional presenting season has been announced, and tickets are already on sale. For the first time since re-opening, The PAC's box office is offering a regular schedule of in-person hours and other staffing needs are starting to be addressed. The road ahead continues to offer challenges but much headway has been made.

Inspiring Intergenerational Learning:

Broadview: Senior Living at Purchase College is making significant strides, having received approximately 205 deposits, which represents more than 95 percent of available units. This includes a section that has been set aside as affordable housing.

The innovative plan will serve the needs of a growing senior population in the greater Westchester County area while providing unique opportunities for intergenerational learning, creativity, and mentoring all while raising money to support student scholarships and new faculty salaries. The first phase of the project will include 220 apartments and villas for independent living, with assisted living apartments and private memory care suites also available. At the center of Broadview's mission will be the Learning Commons. Open to the entire Purchase College community, the Learning Commons will be a center for engagement, for lifelong learning, and a place for students of all ages to socialize and learn from each other. The space will have a dining venue, multimedia seminar rooms, a computer lab, and studios for art and movement. The space will be designed as a hub where residents will be encouraged to engage in meaningful conversation over lunch with a professor or student; where students will be encouraged to collaborate with residents for projects; and where students and professors can lead classes or create work side by side with residents.

At this point, the ground has been broken, construction is well underway and on schedule, and the community of our first residents, called Charter Members is already engaging with each other and the campus.

The focus is on looking ahead and creating and refining programs that will best serve this audience and help integrate the Broadview residents with the rest of the community. Some early examples of programs include faculty led book clubs and lecture series, the creation of a speakers' bureau and an active mentorship program in

conjunction with Career Services which brings together retired doctors and pre-med students.

The program planning for intergenerational learning remains important as we ready the campus community for the opening of the Broadview and the enrollment of charter members into a variety of credit and non-credit courses and experiences. The goal during the current construction phase has been to remain on schedule so that we are ready when residents move into Broadview in Fall '23. To maximize the program's social and cultural integration between communities, the Performing Arts Center is also ready to deliver a more vitally connected programming mix to the campus and Broadview.

The team working on Broadview and intergenerational learning has spent the past several months assessing interest levels and delivery preferences of Charter Members; developing program-based policies for pricing of continuing education courses (credit and non-credit) to ensure compliance with NYS policies; and working on a strategically aligned programming strategy for the fall in the Learning Commons and on campus. All this work has been in collaboration with Broadview leadership and informed and cultivated by community members' ideas. For instance, in response to Charter Member's feedback, the team has developed new short course formats that respond to their desired learning formats. The team is currently working on their plans for welcome week upon the arrival of our new community members.

Notable Accolades:

Purchase College has been included on many significant ranking lists.

Purchase is listed as one of the "Top 388 Colleges" in the nation by The Princeton Review in the 2023 edition of their college guide. Purchase is also listed as a Best Northeastern College and among the most LGBTQ friendly and most "Green" or sustainable. Home to the acclaimed Performing Arts Center, Purchase was also ranked on the list of Best College Theaters.

As the college celebrates 50 years of its acting program, we're proud that *The Hollywood Reporter* named Purchase as one of the top 25 Acting Programs in the world, which is also evidenced by the number of prominent Purchase acting alums currently headlining or featured in television, film, and on stage to great acclaim.

Purchase is a top tier National Liberal Arts College and a Top Ten Public Liberal Arts College in the 2023 edition of *U.S. News & World Report's Best Colleges* which also ranked Purchase as one of the most ethnically diverse colleges and a top performer on social mobility, a metric that measures how well colleges serve lower income students.

Purchase was selected for inclusion in the highly selective 2024 edition of *The Fiske Guide to Colleges* based on the college's strength in academics, arts and culture, social life, financial aid, campus environment, extracurricular activities, and more.

Over the past year, alumni have been nominated for and/or awarded Grammy, Tony, Oscar, Drama Desk, Obie, NAACP image awards. Alumni from a wide range of programs and areas of study screened their work in various prestigious film festivals, published acclaimed books, created new, groundbreaking works, been elected to office or selected for leadership roles, among many other accolades and achievements across the sciences, arts, liberal arts, and humanities. Please see purchase.edu/news for highlights.

Suggested Areas for System Administration Help:

We thank the Chancellor for his leadership and Governor Hochul and State Legislators for their recognition of SUNY as a major asset for the State of New York as reflected in their additional support to SUNY campuses in this year's budget allocation. Serving New York State and Westchester County's workforce, Purchase College, SUNY boasts that eighty-three (83.1) percent of matriculated undergraduates are New York State residents. Twenty-one (21.3) percent of NYS residents are from Westchester County, 27.2 percent are from Metro NYC (excluding Westchester), 3.2 percent are from Rockland county, and 31.4 percent are from other New York State Counties. As well, forty-three (42.9) percent of the college's undergraduate matriculated enrollments identify as underrepresented minority (URM) students, with Black 12.7% and Hispanic 26.4% students together representing 39.1%. In fact, despite the enrollment challenges we face, our student body remains highly diverse and we have the distinction of being recognized by the U.S. Department of Education as a Hispanic Serving Institution (HSI) that has gained Purchase College the recognitions you see highlighted throughout this report. This report attests to the heart of who we are as a community and what we offer our students. It also reflects the 4 pillars (Student Success; Diversity, Equity, and Inclusion; Research and Scholarship; and Economic Development and Upward Mobility) the Chancellor identified as core to building on SUNY's strengths. Our campus conversations and planning for the future around Plan Wide Open, an expansion of our campus motto Think Wide Open, is also aligned with the vision and investments that the Governor and Chancellor have carved to support for building our future.

However, as we lay our path into the future, within the budgetary challenges we face is the pervasive challenge in our inability to offer competitive salaries to faculty and staff, particularly given the expensive region in which Purchase College is located. Consequently, the college faces ongoing recruitment and retention challenges. The unfunded negotiated salary raises puts a strain on our college budget exacerbated by a decline in college enrollments that was already occurring nationally and then accelerated due to the impact of Covid. I ask for System Administration's help in continuing to ensure that SUNY as a whole and Purchase specifically is able to attract and retain talented

faculty and staff. In order to ensure we are able to thrive in this challenging landscape, we respectfully request additional State funding needed so that our efforts at educating our future are secure.

The Purchase College Annual Report for 2022-23 respectfully submitted to the SUNY Board of Trustees, Chancellor King, The Purchase College Council, and the faculty and staff of Purchase College on this day September 11, 2023.

Dr. Milagros Peña
President