

RIT | University Council

Meeting Minutes: October 30, 2019

The meeting was called to order at 3:04 p.m.

Minutes from September 18, 2019 Meeting

The minutes were approved by unanimous consent.

President's Report

I have a handful of items to report in no order except to lead with Brick City Homecoming. I was amazed that the Field House could be the setting for the elegant President's Ball on Friday night and then be ready to host the Student Government speaker by noon the next day. The work on this was amazing and appreciated. I sampled many other events and had a grand time. Anderson Cooper was a fantastic speaker. Thanks very much to Student Government for the suggestion.

Yesterday, we celebrated a wonderful gift of \$7.5 million from Philip Saunders for the Saunders College of Business Lowenthal building expansion. The total price for the renovation is \$15M – so we have more fundraising to do. Plans include space for multidisciplinary student and faculty work and experiential learning projects as well as a large event space. In fact, this group will probably want to meet there. We have reached the \$650 million mark in our \$1 billion blended campaign and we are on target to meet our June 30th goal of \$750 million.

A few updates on some Strategic Plan targets:

- We have selected architect Michael Maltzan to design the Performing Arts Center. I encourage you to visit his website to view his work. He demonstrated more knowledge about the architecture of this campus than anyone I have interviewed. The performing arts center will have 2 major theatres with a shared lobby – one for musical theatre (there is no facility like this in Rochester area) and a 2nd larger and more general purpose theatre which we will also use for speakers and college commencements. Construction will be starting next summer or fall.
- Campus Master Planning Project will study land usage, parking, etc. We have hired two firms: Hargreaves Jones and Winstanley Architects & Planners. Due to the budget shortfall, we are delaying the start until March. There will be a small RIT team working with the consultants with conversations around campus with various groups. The process will take about a year.

Provost Granberg and I just left a meeting of the Division 1 Task Force which is studying this move for our Division III sport teams. There is nothing to report yet, except that we are looking at the issues. We will be giving the Board of Trustees a brief report at their meeting next week. There is lots of work to be done over the coming months. We'll present a much more detailed report to board at their March meeting and may be ready for their vote in July. Sandy Johnson, SVP of Student Affairs, Lou Spiotti, Executive Dir. of Intercollegiate Athletics, Jim Watters, SVP Finance & Administration, Provost Granberg, Ian Mortimer and some student athletes are members of the committee. We will of course report to governance groups as things develop.

At the September UC meeting, I talked about the bond issue. We borrowed \$346M - most of it to re-finance existing debt because the interest rates are so low, though \$150 million is new dollars for items in the Strategic Plan such as the IMLC and Performing Arts buildings, and athletics – though we have not yet determined how the money will be spent. We are considering upgrading the existing stadium and adding more turf fields as often our 650 varsity athletes and club sports participants are unable to use the existing fields due to wet conditions.

Lastly, as you know the declining high school population is resulting in falling college enrollment nationwide. I am pleased to say that as of now our recruiting is going really well and the branding and marketing we have invested in is paying off.

Enrollment Update (*presentation available on [RIT Digital Archive](#)*)

Ian Mortimer, VP for Enrollment Management

Freshman 21-Day Census

This year's entering class is our most qualified and diverse, reflecting our desire to be viewed as more selective. However, enrollment in all colleges except for CAD and SCB, is down. This is due to declining number of high school students, increased competition in STEM among other factors.

Fall 2020 Early Signals

- Started (unsubmitted) Applications are running ahead compared to last year. Submitted applications for both Early Decision 1 and Early Decision 2 are also up. Student who apply early are more likely to enroll, so these are encouraging signs.
- We need to catch up with some sluggish attendance numbers for this summer's Colleges and Careers programs. Typically, ~45% of attendees enroll. We are re-focusing our efforts here for 2020. Attendance at our two fall open houses is up 42% - the highest in our history and the Nov 10th event is on track to break the record again.

New Graduate Students

- We are working to understand where to put time and energy for this population. Slide 8 refers to Master's level only.
- There are not a lot of new to RIT domestic graduate students. The online graduate cohort is the biggest ever, but it's still tiny. How do we catch up in online adult learning? We have a lot to do. Online learning gives us a hedge against negative enrollment trends.

Important Sample Changes:

- NEW dedicated international recruiting team – all about figuring out our future in this area.
- Newly renovated space in Bausch & Lomb building with grand re-opening for visitors on Dec 4th. The space now reflects RIT as it should be shown.
- RITonline – we will be focusing on growth in this important area
- Support from Marketing & Communication division has positively impacted recruitment
- Financial Aid office is focusing more on service – a position dedicated to this has been added and they are using technology to improve 24/7 level service.
- Expansion of performing arts programs is attracting applicants
- Changing game of transfer opportunities for SOIS – we see an opportunity in this area – students want to customize and personalize their study. Many of our competitors are not able to provide this.

2020 Complexities:

- Rules around recruiting have been diluted and are changing. We lost students in August to better offers from competitors. Some colleges are reaching out to students regarding transferring.
- Figuring out the new opportunities for transfer students, which is a unique strength for SOIS
- Protecting our high demand programs from market saturation (e.g. game design)

Q: Do the National Association for College Admission Counseling (NACAC) rules apply to freshman recruiting?

A: Yes.

Q: What motivated the changes in the Open House attendance?

A: Our investment in marketing and how we sell the events on our web pages, as well as the collateral materials the travel team is using. Marketing & Communications' tailored messaging in paid social media has been very effective and this is a medium we have not used before in this way. Also, we are getting better at understanding students. Some just want to be in RIT's world and others are more interested in their major.

Q: I want to give credit to Ian and his team for the work they have done.

A: Thank you.

Online Learning at RIT and the 2U Partnership (*presentation available on [RIT Digital Archive](#)*)

Ellen Granberg, Provost & Sr. Vice President of Academic Affairs

What a great introduction...you just heard Ian say how important it is to diversify away from undergraduates as our single source of revenue for the university. An obvious source of new students is professional graduate enrollment. Our geographic location makes it difficult to build robust graduate enrollment across multiple programs. Expanding online is a way to move quickly in this area and we have tremendous programs that offer real benefit to adult learners. Given quality of what we have to offer, we should be way ahead in this area.

To expand online enrollment, we need to provide:

- consistent quality across courses, streamlined admissions processes so we can manage more applications and provide fast and consistent customer service
- stronger marketing support
- a fully coordinated student experience – everything from course shells to mobile friendly interfaces
- multiple start dates and seamless onboarding.

Online Education at RIT – What are we doing now?

- RIT Online recently became a standalone unit reporting to provost. This will enable them to concentrate on quality online learning and free them to work directly with the colleges.
- We have a pilot underway to re-engineer workflows and the marketing approach for three advanced certificates: Data Science, Applied Statistics and Business Analytics. We are getting good response and will know more in January.
- Launching an online Master of Architecture degree with 2U.

Why 2U? Most importantly, it's their model. They are very selective in choosing partners due to the level of support they provide. They primarily work with the best universities in the country. This partnership is evidence that we are in that space. We talked with many 2U partners and got consistently solid feedback from them. They partner with universities that have unique programs and they limit the number of schools offering the same degrees. They make an enormous investment in marketing and that will put us on the map. Their in-house instructional designers will minimize work for our faculty. We are awaiting NYS approval and National Architectural Accrediting Board accreditation. We hope to open in fall 2020.

Q: How ILI will interact with them – long term will everything roll into ILI?

A: No – not looking to sweep up the current online activity. But, we do want to change to become a more active partner with faculty. First, must prove that this model works. We will pilot for 12-18 months

Q: What is the cost model?

A: It's a percentage and we are not free to disclose it.

Q: Will we be offering online degrees at the undergraduate level?

A: There is a student appetite for online courses, especially in summer, but I don't anticipate us going to full online undergraduate degree programs anytime soon.

C08.2 Code of Conduct for Computer Use – REVISIONS (*draft policy and presentation file available on [RIT Digital Archive](#)*)

Kelly McLaughlin, Director of Enterprise Support, ITS

University Council approved interim status for this revised policy in April 2019. The revisions to the Code of Conduct for Computer Use have since been endorsed by Staff Council, Student Government and Academic Senate. I want to give credit to the committee who developed the policy changes. We are also grateful for the very thoughtful feedback received from Academic Senate. We are here now seeking the endorsement of University Council.

Policy was endorsed with one abstention.

New Business

- None

Meeting adjourned at 3:53pm.

Attendance – see next page.

Attendance October 30, 2019

Name	Relationship to UC	Attended	Name	Relationship to UC	Attended
Aftab, Anika Caleb Ng-alternate	Member-SG	x	Maggelakis, Sophia Larry Buckley-alternate	Member-Dean	x
Aimi, Janelle	Alternate-SC		Mallon, Jessica	Member-SC	
Bailey, Margaret	Member-AS		Mayberry, Kit	Non-Voting Member	
Bamonto, Suzanne	Member-AS	x	Megraw, Liam	Member-SG	x
Bender, Judy	Non-Voting Member	x	Milliken, Renee	Member-SC	x
Buckley, Gerard	Member-Dean	x	Mortimer, Ian	Non-Voting Member	x
Clarke, Cathy	Member-SC	x	Mozrall, Jacqueline	Member-Dean	
Cohen, Lindsay	Alternate-SC		Munson, David	Non-Voting Member & EC	x
Collison, Chris (fall 2018)	Member-AS	x	Nasr, Nabil	Alternate-Member-Dean	
Cuculick, Jessica	Member-AS		Newman, Atia	Member-AS	x
Cummings, Twyla	Member-Dean	x	Nguyen, Christina	Member-SG	x
Doolittle, Dick	Member-AS		Nickisher, Heidi	Member-AS	x
Edwards, Doreen	Member-Dean	x	Ornt, Daniel	Member-Dean	x
Fagenbaum, Barb	Alternate-SC		Proscott, Joanna	Member-SC	x
Finnerty, Bob	Non-Voting Member	x	Provenzano, Susan	Non-Voting Member	x
Gascon, Bryan	Member-SG	x	Quartieri, Gail	Member-SC	x
Granberg, Ellen	Member & EC	x	Quinn, Bryan	Member-SG	x
Haake, Anne	Member-Dean	x	Raffaella, Ryne	Non-Voting Member	x
Hall, James	Member-Dean		Ramkumar, S. Manian	Member-Dean	x
Hernandez, Paulina	Member-SG		Reed, Carol	Alternate-SC	
Hull, Clyde	Member-AS	x	Roy, Ryan	Member-SG	x
Jaff, Zayneb	Member-SG	x	Rudar, Nicholas	Member-SG	
Jenkins, Keith	Non-Voting Member	x	Saia, Abbey	Member-SG	x
Johnson, Sandra	Non-Voting Member		St. Denny, Chris	Member-SG	
Jokl, Todd	Member-Dean	x	Stendardi, Deborah	Non-Voting Member	
Kiely, Becky	Member-SC	x	Stiner, Holly	Member-SC	x
Kleiman, Laura	Alternate-SC		Taylor, Jennifer	Alternate-SC	
Krutz, Daniel	Member-AS	x	Thomas, Shawn	Member-SC	x
Landi, Bryan (spring)	Member-AS		Trierweiler, John	Non-Voting Member	x
Le, Thomas Nhat	Member-SG	x	Vallone, Lindsay	Member-SC	x
Liedkie, Jennifer	Member-SC		Watters, James	Non-Voting Member	
Lindsay, Susan	Member-SC	x	Williams, Eric	Member-AS	
Loffredo, Joe	Non-Voting Member	x	Winebrake, Jamie	Alternate-Member-Dean	
Lukowiak, Marcin (fall)	Member-AS	x	Zion, George	Member-AS	x
Lutzer, Carl (spr 2020)	Member-AS				

Interpreters: Sarah Schneckenburger and Catherine Kiwitt