The meeting was called to order at 3:00pm

Approve Minutes of February 8, 2023 Meeting:

Minutes approved 34-0-0

President’s Report:

WOMEN’S LEADERSHIP SUMMIT

- Congratulations to the mostly women in Saunders College of Business who put on the February 18th Summit. This is an annual event and they bring in a number of accomplished people from the region.

PRESIDENT’S COMMISSION ON WOMEN

- Congratulations to President Commission – chaired by Darcy Lane and Betsy Dell
  - This was an event to kick off women history month titled “Beyond the Ratio”
  - We have been working for decades to change the men/women ratio on the campus, but are still about where we were 25 years ago.
  - This event examined the significant achievements of women on campus and the leadership they displayed which goes beyond just looking at that ratio.
  - The main speaker was Jennifer Gabriel – the executive director of the National Women’s Hall of Fame in Seneca Falls, NY.

ADMINISTRATIVE SEARCHES

- More information will provided concerning the Provost search and the search for Vice President for Enrollment Management
  - The Provost search is being headed up by Doreen Edwards, dean of KGCOE and Keith Jenkins, Vice President of Diversity and Inclusion. There is also a large search committee whose names will be sent to the RIT community sometime this week.
  - Things are moving fast even though that search recently began.
  - The search for the Vice President position is being headed up by Provost Ellen Granberg. The search committee names will be released shortly.
  - Isaacson Miller firm is facilitating both searches.

- The search for the new College of Science dean is moving along (headed up by the Provost’s office).
- The College of Liberal Art interim dean announcement will be announced in a matter of days.
CONSTRUCTION

- The SHED is still on schedule to open in Fall 2023 – an enormous amount of work is being conducted inside the building and also some work is being done on the outside.
- The Saunders College construction work is moving along very quickly, it will be a dramatic improvement for the college.
- Something that is not as visible is the renovation being done to the Panara Theater in NTID. That is millions of dollars in cost and is providing more space for the dance programs.
- We expect to go out to bid soon for both the first theater in the RIT performing arts center and the new stadium.
- Jim Watters’ team is working on plans for residence halls renovations. Last July, the board passed a bond issue - $50 million going toward these renovations to include improved lighting, improved lounges and bathrooms.
  - This will take place over multiple years and will begin sometime after this semester.

CAMPUS ACTIVITIES

- Congratulations to the men’s hockey team who won the league championship last weekend
- Be on the watch for other RIT teams as well.
- This evening at 6pm is the university symphony orchestra concert in Ingle Auditorium. It will be an exciting program with both classical and modern music.

Budget/Capital Budget Process and Priorities (presentation files available on the University Council website)

James Watters, Sr. VP, Finance and Administration

FALL 2022 – 21 DAY BILLABLE HEADCOUNT

- The report overall is good, the university is doing very well.
- The stresses of COVID are somewhat behind us.
- Finances are stable but we are starting to see stress in the system here and at other competing institutions.
- From a budget perspective, it is important to hone in on the students who are the base of the operating budget through their tuition dollars.
- The revenues from overseas campuses (Croatia, Kosovo and China) Overseas revenues mostly stay within those countries. There is some return to the Henrietta campus, but it is very small in comparison to the tuition paying students here.
- In NTID - because of federal money their funding is isolated and not available for general use on the RIT main campus.
- The billable student headcount is 14,000 (some registered students do not pay tuition).

UNDERGRADUATE AND GRADUATE STUDENT HEADCOUNT

- Over the past six years how has growth taken place on campus?
- RIT has experienced growth in certain areas but it does not apply to everyone.
- A large portion of growth is within the graduate level masters programs.
• COVID did affect the ability for some international students to attend, which is reflected in the numbers.

• Undergraduate numbers are up by approx. 6%
  - The top 10 programs account for about 76% of the revenue margins from the colleges and supporting the general university.
  - GCCIS is one of the leaders in terms of growth.
  - SCB has struggled more than most.

• Graduate numbers have stayed around the same over recent years.
  - Between the years 2016-2022, the number has fluctuated between 3,000 to now around 2,600 students.
  - We need to see continued growth in this area.
  - RIT is looking to add more PhD programs as we expand the research portfolio of the programs and hope that graduate students will start to return to campus in larger numbers which will help boost revenue.

FISCAL YEAR 2023 OPERATING BUDGET

• The operating budget is over one billion dollars.
  - Over 60% comes from fees and tuitions and there are contributors in the other categories.
    - 12% from NTID, 10% from auxiliaries, 9% from restricted/sponsored projects, and 2% unrestricted endowment and 2% other.

• What does the management of the institution use this money for?
  - 318 million is recycled back to students in financial aid.
  - 106 million goes to NTID.
  - 95 million goes to auxiliaries such as dining, housing, transportation and parking which have to operate in and of themselves and do not receive subsidies from the university operating budget.
  - There are also restricted funds and other items where sponsors are driving the use of the funds, so they cannot be redirected for other purposes.

REALIZED NET TUITION & FEES

• On a historical basis, the line of institutional aid has grown over the years. In the fiscal year 2021, RIT saw a negative consequence which caused the university to experience a 34.5 million loss.
  - A number of things were done to fulfill that gap including the reduction of travel and hospitality budgets by 88%. Positions across the university as well as fringe benefits were reduced as well.

• The President and board of trustees decided to protect the university and find coverage for the $34 million elsewhere rather than lay off employees.
  - Some universities cut 403B retirement plan matches, while others reduced employee salaries.
  - RIT found other ways without reduction in personnel and benefits so it is a struggle now to rebuild after those cuts.

• The university does have salary compression issues and competitive issues from outside employers. We continue to lose valued employees due to offers of more money and 100% remote work.
RIT’s student composition also has an effect.
  - Many families do need financial aid support (which comes from the operating budget),
    only 4% of RIT students pay full tuition.

FISCAL YEAR 2023 BUDGETED GROSS EXPENSE

- The pie chart shows where RIT spends money.
  - The majority goes to institutional aid (31%) and instructional (21%)
  - Debt service is $17 million (2%) and auxiliary enterprises are 9%.

- Why does the institution continue to build buildings instead of putting the money into
  personnel?
  - We have to continue to build to the future and maintain a competitive edge.
  - The northeast region is experiencing a drop off in high school graduates enrolling in
    college. That may get worse by 2025/26.
  - Universities are taking extraordinary measures to secure students and that competitive
    environment will not stop anytime soon, especially with modern technology and
    investments in new facilities.
    - If a university does not continue to meet the needs and expectations of
      students, then it may face a hard future.
    - There is a delicate balance maintained between capital expenses for the
      institution and personnel resources.

TOP 5 EXPENSES

- Salaries and fringe benefits account for 84% of the budget. This is usually the first area cut by
  other universities.
- Other top expenses are capital, debt service, supplies, professional fees and other.

OPERATING BUDGET CHALLENGES

- There is a 15 million budget gap in this current year.
  - In the fall 2022 we did not receive the expected number of new students and there was
    a reduction in the freshman to sophomore and sophomore to junior student retention
    count.
  - RIT also spent more in financial aid then was budgeted for.
  - $6.5 million covered on permanent basis, $8 million was covered on a one-time basis.

- The university is currently planning the budget for the next fiscal year (July 1 start date). The
  process actually begins in September.
  - A number of schools are announcing tuition increases of 4-7%. For example, Stanford
    University is raising tuition by 7% but also covers the full tuition for families with
    incomes of $125k or less. Schools with large endowments can do things like that.
    Schools similar to RIT are not able to operate that way, they are very tuition and
    financial aid driven with limited support from endowments.
  - The discount rate is currently 56%.
  - The continuing student number is relatively consistent at approx. 7,600-7,700.
  - The transfer student number is in decline and has been in decline for a number of years.
FALL 2023 ENROLLMENT TARGETS

- New undergraduate student intake (full time) = 2,900
- Transfers = 200
- New graduate student intake = 780

PROPOSED UNDERGRADUATE TUITION/ROOM/BOARD/FEES RATES

- Tuition will be approx. $56k (before any institutional aid).
  - With room and board, the total cost will be around $72k un-aided.

ANNUAL INVESTMENT

- Currently the capital projects budget is $377 million.
  - The SHED was $105 million, $15 million for the library renovations, $30 million for the stadium and Lowenthal was a $27 million project.
- There are dozens of other projects taking place on campus to improve the working and living environments.

SUCCESSFUL PROJECTS

- Grace Watson
- Brown hall - received new research facilities which was converted space previously occupied by the Chief Marketing Officer.
- CAD SOFA
- CAD SPAS
- MAGIC
- Cybersecurity Hall
- We are working with rating agencies who are buying the debt – buildings like Cybersecurity and the MAGIC center help to get better rates.

CONSTRUCTION/DESIGN

- SHED/Wallace
- Lowenthal
- Elevators
- Gosnell hallways
- NTID Performing Arts
- Fire alarms
- COE Wet Labs
- Theater
- Stadium
- Research building
- Air conditioning is going into Gosnell and Gannett.
- The residence halls are also receiving renovations and air conditioning.
- We are spending the 377 all across the campus
Q: You mentioned that you are working to meet the needs and compete with other schools. How are you meeting the needs of the current students?
A: The SHED and a number of projects that are being completed and have been recently completed that students are enjoying them now. There is also the $1.28 billion endowment that is being invested across 200+ categories and it is being done in a way so that the purchasing power today will be the same in 20 years.

Q: Are you asking students what needs to be fixed or what they want to see?
A: The VP of Student Affairs and the Provost along with FMS have met with students and discussed renovation ideas and concerns with them with to gain feedback.

Q: $1.7 billion is a lot of money but compared to other universities like University of Michigan or Harvard, that is small. What is our goal to get to the level of those schools?
A: Historically, RIT has not been a good fundraiser. In previous years, people were doing more analytical work, now we have more people actually out “on the street” raising money. Also, RIT started issuing degrees in 1954 which is not a long time in higher education compared to other universities like Harvard (who could stop collecting tuition today and still sustain for 7 more years). We are looking at ways to increase and to be judicious in our investment strategies.

Q: With the current 56% discount to students - why don’t we instead just lower the full cost to students so that it will look better “on paper”?
A: A tuition rate that is too low sends a message that your university is in trouble. It also undermines the perception of value. If there was a sudden price cut of, say, 40%, there would be a diminished view of the value of the institution. It would be a short term benefits, plus we do have a percentage of students who pay 80% or more of the current rate, so the university would be giving up that value. It would not be economically prudent for us to do so.

Q: Right now there are many programs across campus that are struggling to recruit students. Other institutions are creating the same or similar programs which creates more competition at lower tuition rates. How are we going to face this challenge? What mechanisms do we have in place to help?
A: It is our placement, our brand and our differentiating factors that allow us to separate ourselves from the competition. The Performing Arts Scholars Program and the SHED and other initiatives help us to separate ourselves from the competitor set. Co-op sets and career placements sets us above the competition. We are working to create a better sense of belonging for our students.

Q: We need branding and marketing at a large scale. How does our budget for branding and marketing compare to other schools?
A: It is lower than some of the peer schools but comparable to others as well. We are in the framework for higher education. We are cognizant of the budgets of others and the good news is that we are raising our profile and we are losing students to higher ranked universities. Our marketing communications is at a different level than it was when President Munson first came. We have talked to families and it is apparent that marketing influenced their decisions.

Q: In terms of allocating finances, how do you make the decision between STEM and non-STEM programs?
A: The allocation is based more on demand than it is on specific disciplines. The broad decision about where funding goes is made around where majors are found and then the needs of general education.
The money is approximately related to the proportion of students in various disciplines. There are some central initiatives where colleges are treated in a very systematic way.

Q: Do you have an idea of when the travel budgets for faculty will be restored to where they were before the pandemic?
A: Currently we are at a $4 million budget gap and we do have a number of priorities that have been established that need to be funded. Funding those priorities is what we are working on now. We are still three months from the beginning of the fiscal year. At this point, travel restoration is not on the list. Other schools are in similar situation dealing with priorities and slowly restoring funding to various areas. RIT cut travel budgets and then restored 25% in the first round. We did restore the admissions, development and athletics travel budgets, and everyone else is at the 25% level. This is constantly being discussed and is on the radar.

RIT Athletics Update (presentation files available on the University Council website)
Jacqueline Nicholson, Exec. Director Intercollegiate Athletics

- Happy International Women’s Day today.
- Last year I discussed what I accomplished in the first 100 days in this position and today I will explain what has happened in year one.

YEAR ONE REVIEW

- It has been a great year one – athletics has really focused on campus and alumni engagement as well as student athlete engagement.
- We had started work on the strategic plan but have pulled back so that I can really learn about RIT before proceeding.
- We are also finishing up the gender equity and Title IX review.

RIT ATHLETICS TODAY

- 24 (12 men and 12 women) intercollegiate athletic teams, 25 if you include the training program
  - The men and women hockey teams are NCAA Division 1 programs.
- 675+ student athletes participate each year
- RIT student athletes are supportive of each other and of what they do. They are athletes year round who are not just great players but are really focused on academics as well.
  - The student athletes have an average 3.4 GPA (Spring 2022) and graduate approx. 3% higher than the general student population on campus. They truly meet the definition of student and athlete.
- Participation in college athletics prepares students for the world including troubleshooting, time management, working with coaches.
  - We have hired Olivia Wingfield to help with the focus on student athlete development and to make sure that students are prepared for life after athletics.
- University athletics are integral in what it means to have success in programs and across the university
The men’s hockey program is an example. We are currently in the semifinals of the AHA tournament which is causing more website traffic and more donations coming in. People are learning about RIT and are excited to see us at a high level.

NEXT LEVEL FOR RIT ATHLETICS – STRATEGIC PLAN

- What will it take for RIT to go to the next level?
  - Upgrades to athletic facilities – we have new baseball and softballs fields and a new track. We also hope to start the new project on the lacrosse and soccer stadium this summer.
  - If you build it, they will come.

- Five-year strategic plan objectives (TiGERS)
  - Teamwork
  - Inclusion
  - Growth
  - Engagement
  - Resilient
  - Student-Centered

- We are really focused on student athletes and want them to have a great experience at RIT.
- Coaching staff - want to have the best staff in the country preparing the students to compete at a high level.
- Alumni engagement – we have over 7,000 alumni student athletes about ⅓ are truly engaged with RIT and RIT athletics.
- Community engagement – RIT is surrounded by a lot of colleges in the area and we want to make sure we are engaging with and getting out in the community.
- We are focusing on facilities and improvements. We have some of the best D3 facilities in the Rochester area and in the country.
- Student Athlete recruitment – Last year we focused on increasing the recruiting budget for athletics which is allowing us to open doors to RIT not just to local students and across the country.
  - We currently have more international athletes than in the past and more west coast students than we have had in the past.
    - The women’s ice hockey team coach will be visiting Sweden in two weeks to recruit student athletes there.
- Student Athlete engagement - monthly mental health events and RIT representation at national conferences
  - Activities and cross promotion - working on engaging with other groups on campus
  - Community Outreach – we are making sure that student athletes are volunteering and getting involved in the community.
- Enhance student athlete experience – making sure the students have what they need to compete (new shoes, new uniforms, etc.)
- Coaching staff – we want people in place for what we need
  - Went from three athletic trainers (well below the ratio) to five trainers which allows for more hours that trainers are available and can travel with the students to assist them on the road.
We have been able to move the head coach role into a full time rather than part time role.

- The coaching staff is focusing on recruitment of assistant coaches and also retaining those are doing great things for RIT and the students.

- Alumni – we are getting on the road to meet with alumni in other states (ex. North Carolina, D.C. and Maryland). We want to be present, visible to answer questions and meet their needs.
  - We want to get more spectators/fans to attend sporting events (not just hockey). The support is needed in Rochester as well as in the regions where training and competition is taking place.
    - We hosted men’s hockey alumni who had not been on campus since 1984. They were excited to see the changes that had taken place, so if we get alumni back on campus, we can show them what is happening at RIT.
  - Alumni are catalysts for student–athlete recruitment.
  - Some alumni do volunteer and engage with RIT (33%). We want to reach the other 66% and engage with them if they are willing.
  - We are focusing on partnering with the Office of Alumni Relations so that we can continue to build relationships.

- Engagement with the greater Rochester community
  - Increased PR
  - Greater local media coverage
  - K12 outreach - We encourage our coaches to host camps and clinics for young people and to visit local high schools.
    - We recently had Monroe High School students visit the campus to talk about nutrition and athletics and to give them a tour of the facilities in partnership with the Wegmans School of Nutrition. The baseball and men’s basketball coaches worked together to make that happen.
    - Want to find ways to get young people on campus.
  - Strategies to grow a local fan base
  - Community engagement becomes increasingly more important for sports teams competing at the DI level

NEXT LEVEL - FACILITIES

- Enhanced, updated, state-of-the-art athletic facilities
  - We have one of the top hockey facilities in the country – Gene Polisseni Center
  - George H. Clark Gymnasium is now opened up but for better viewing from the outside.
  - Frank Ritter Memorial Ice Arena
  - The new track and field - will host the first athletic competition in two weeks.
  - Baseball and softball - will open after spring break
  - Lacrosse and Soccer
  - Tiger Stadium - Working on breaking ground soon and will be the home for men and women soccer teams
  - We do have D1 and D3 (multi-level) divisions at RIT. There are changes taking place in these divisions and we are watching because these changes will affect RIT in the future.
GENDER EQUITY & TITLE IX REVIEW

- The review will be completed within the next two months.
- We are monitoring what is happening in athletics concerning gender equity and Title IX.
- We are improving the gender equity performance list per Title IX.
- Spending time with the advancement office and celebrating the 50th anniversary of Title IX.
  - RIT athletics on the women side is very young (we are in year 40 of the women’s soccer program). Women’s lacrosse is in year 25 and women’s basketball is in year 45. We want to find ways to honor those programs and engage with alumni of those programs.

YEAR TWO STRATEGIC PRIORITIES

- Student-Athlete Experience
- Alumni engagement
- Program Integrity - making sure the students and coaches are doing the right thing when no one is looking.
- Competitive Success – we want to be the school that everyone wants to be like
- External & University Relationships – developing partnerships on campus and in the community

Student Conduct Update *(presentation files available on the University Council website)*

Jarron Mortimer, Center for Student Conduct and Conflict Resolution

- Has been at the university in this role for 6 months
- The Student Conduct team consists of Jarron, one Assistant Director – Thomas Gordner, one Senior Staff Specialist – Irma Sanchez and two student employees. There is also a position waiting to be filled – Associate Director.
- No one in the office has been there more than a year.

OVERVIEW

- This office is usually viewed as the ones who hear cases but we are also the policy enforcers and educators. We help with questions around student conduct.
  - Responsible office for D08.0, D18 and D18.1 policies
  - Collaboration with the Title IX office about D19.0 and C27.0 policies and reports
  - Student Appeals
  - Liaisons for NTID, Athletics, ISS, Campus Life, DSO & SSP
  - Involved with SBCT around classroom concerns and concerns outside of campus
  - Student report repository
  - Disciplinary checks
  - Advocate Program
- The directors act as the hearing officers and making sure the student gets the best responses

CONDUCT CASES

- Over the last five years, conduct case numbers have varied. In 2017/18, the numbers were quite high (1097) but have dropped over the years.
There was a spike in the beginning of pandemic in 2020/21 (1223) because students did not want to comply with COVID regulations.

- Year to date we have 315 cases which is a low number and that is good.
- We partner with Residence Life who have hearing officers to assist with cases – there are three Res Life staff who each work 10 hours in the Student Conduct office. Those officers can hear cases at a high level as well as Title IX cases.

ADVOCATES

- The Advocate program consists of volunteers who are with students during their entire Title IX hearings. These cases can range from a short conversation to many months.
- 2017/18 had the most advocate hearings over the last five years (245).
- Year to date case number is 69
- Tom Gordner has increased the number of advocates from 29 to 41. He has really promoted the advocate program and recruited more advocates.
- This year has included retention and recognition of advocates. There was a luncheon in the fall and there will be a ceremony in the spring to recognize the “advocate of the year”. These events will continue annually.

ALCOHOL AND OTHER DRUG CASES

- We have revised the D18.1 policy to truly extrapolate the cannabis policy and make sure that it is defined.
- In 2017/18 was the five year high of 427 cases.
- The cases have decreased over the years and now year to date, there are 114 cases.
- The numbers tend to stay in the 150 range.
- We partner with other campus entities such as health promotions to do preventative programming within the residence halls and on campus to curb these violations.
- We assist with many things besides drugs/alcohol including mental health challenges.

PICTURES

- Staff Picture
- Educational initiatives on campus (Project Hunger)
  - We want to be out in the open so that others can see us in different ways.
- Restorative Circles
- Roundtable discussion with Greek Life
- Advocate Luncheon in Dec 2022
- We want to be more open and accessible. There used to be a lock on the student conduct office door (people had to ring the doorbell to gain entry) and that has been removed and the door is now open for all to come in.

ROADMAP

- Over the next 6 months we want to build out the Conflict Resolution Program to offer more to the campus community.
  - We want to be a student resource so that we can help facilitate their needs.
- Fill the Associate Director position
- More education outreach initiatives – tabling, student clubs/organizations, FSL workshops, etc.
• Integrate the Student Conduct Office software with Public Safety’s software - hope to have this happen by June 2023.
• Currently conducting an audit for Records Retention. We have completed the first cycle which included deleting over 20,000 records (the university’s policy is to only keep the last 7 years of records).
  o We have also audited every program user to ensure they have the proper credentials and access.
• Recognize and recruit Advocates – the goal is to have 60+ advocates on file.

HOW TO GET INVOLVED

• Always looking for people who want to be a part of the Advocate program.
• Also looking for partners who want to be involved in restorative justice.

Q: Where can people sign up for the Advocate program?
A: Email Tom Gordner, email the Conduct office at studentconduct@rit.edu or visit the office in person in SAU 2460.

Q: Is the Advocacy program just for staff?
A: An Advocate can be faculty or staff.

Q: What is the time commitment for the Advocate program?
A: Anytime we need an Advocate, we send out an email to advise the time commitment. Hearings tend to range from 30 minutes to an hour and half. We do not automatically assign anyone to a case. Volunteers advise their availability to assist.

Q: What are the liaisons?
A: They are professional staff within each entity that our office interacts with (Student Affairs, NTID, Disability Support Services, etc.). Each program on campus has a liaison that works with the Student Conduct office.

School of Performing Arts Update *(presentation files available on the University Council website)*
Erica Haskell, Inaugural School Director

• The School of Performing Arts (SPA) launched in summer 2022.
• Erica is an ethnomusicologist and the curator of Free Dirt Records label which has recently been nominated for a few Grammy awards.

PERFORMING ARTS ECOSYSTEM

• The Performing Arts eco-system encompasses a large variety of performances.
• Before SPA became a presidential initiative, RIT was already very strong in performing arts.
• How can we support what is happening on campus?
  o Residence Life trying to get practice rooms into some of the dorms.
  o Work with Government and Community Relations
  o The Fringe Festival
PERFORMING ARTS OPPORTUNITIES

- Student Clubs - Japanese drumming (WADAIKO)
- RIT Game Symphony Orchestra
- Dance clubs
- Aerial arts
- Steel band ensemble
- Jazz ensemble, etc.
- Faculty direct plays and choreograph dance productions
- Course example: students learned how to play harmonica and then had a performance with Rochester legendary blues guitarist Joe Beard.

PERFORMING ARTS SCHOLARS PROGRAM

- Four years ago RIT began granting scholarships to students whose audition submissions revealed their dedication to the performing arts.
  - The first year there were 162 scholarships awarded
  - This past Fall 2022, there were 500 scholars and next year the number is anticipated to be 2000.
- The program is growing critically - which comes with the need for more resources, faculty, etc.
- The new student yield is very high, somewhere in the 40’s.
- The scholars have some very valuable skills including collaboration which is very important in dance, theater, etc. Collaborating is also essential in careers and in academia.
- The students understand how to use their brains and have achieved balance between academic success and engaging in performing arts; some are also athletes.
- Many students have noted they can continue to do what they love while attending college.
- The retention rate is on average 10% higher than non-SPA students.
- SPA offers minors and immersions, but no majors and is working on building collaborations throughout Rochester.

PERFORMING ARTS SCHOLARS DISTRIBUTION AMONG THE COLLEGES

- GCCIS and KGCOE have the highest number of scholars over the past years (Fall 2019 – present).

SPA FUTURE PLANS

- Working on developing more extensive workshop opportunities for the students, not only for SPA students but for the general student body.
- Creation of a popular music festival that will start this spring and occur on an annual basis.
- Music competition that will start next spring and will also be recurring.
- Large end of the year concert in the Polisseni Center
- Other recurring festivals and events that are part of the academic calendar
- More rehearsal spaces – the SHED will have performing arts and class spaces
- New practice rooms – the most requested item that students ask for
- Launching first study abroad program in Dubrovnik
- Global Music Course as well as a global theater and dance at other RIT global campuses
- SPA Advisory board - made up of RIT alumni who are dedicated to performing arts
UPCOMING PERFORMANCES

- Philharmonic Orchestra and Concert Band in Ingle Auditorium
- Jazz Ensemble Performance in Webb Auditorium
- Eco Musician Workshop with Glenn McClure - on intersection of science, ecology and music
- Sandeep Das performance in April
- Musical theater production “Ordinary Days” March 30 – April 2, 2023 in the University Gallery

Update on Campus and Strategic Plans (presentation files available on the University Council website)
Enid Cardinal, Sr. Advisor to President for Strategic Planning & Sustainability

STRATEGIC PLAN

- Four dimensions - People, Programs, Places and Partnerships. The goals in the presentation are from academic years 2021-22 and 2021-22.
  - Green = goal on track to be completed by the end of the Strategic Plan (2025)
  - Yellow = not completely on track
  - Red = Questionable if goal will be reached by deadline
- Many of the “yellow” goals are currently being discussed.
  - An example is enrollment - part of the goal is enrolling students in a broad range of disciplines. Right now RIT is heavier in some areas and lighter in others.
- Another goal is to attract world class faculty –
  - The initial goal was 50 that has now been revised to 30 new faculty members by 2025 due to COVID and other factors.
- The Programs Dimension has many goals in the “green” and is heading in the right direction.
- Dimension #3 (Places) includes the Campus Plan which is currently “yellow” but that is because it is not finished yet. The original target was to have it completed by last year.
- Dimension #4 (Partnerships) – a number of the goals in “yellow” will become “green” this year.
  - Goal #24 – Establish multiple NTID regional STEM20 Centers - is the biggest change to the plan. The previous goal was not really representative of the intent.
    - The goal has now been revised and the metrics have been expanded. We want to make sure that the focus is on integrating NTID into the campus including possible incentives for faculty and staff to learn ASL, ensuring there is DHH representation when new building discussions are had.
    - Also exploring more joint appointments across NTID and in other colleges to encourage more infusion of students and faculty/staff.
- The Strategic Plan runs from 2018-2025 and is available on the RIT website - https://www.rit.edu/strategicplan/.

Q: Transforming RIT Plan is getting close to the $1 billion target. How soon will RIT begin organizing the fundraising campaign for the next plan?
A: The strategic plan is not tied to the fundraising campaign (which will conclude on June 30th). We have begun thinking about the next strategic plan but will certainly have ideas of what comes next by the end of 2025.

Comment: Many universities are now changing to 5 year plans because the world is changing so fast.
A: If you make the period shorter, you can work on goals that are less strategic and if the plan is longer, than you can work on more strategic goals. At this time we do not know if the next Strategic Plan will be 7 years like the current one is.

Q: You mentioned that the new faculty hires number changed from 50 to 30, was that because of COVID?
A: When we looked at the financial condition coming out of COVID, we recalculated what would be more realistic. We also had some flexibility in the number, not all 50 were committed so we didn’t have to take anything away in order to reduce the number.

Q: This does not take into account or take away from retirement, etc.?
A: No, these are net additional tenure track faculty.

CAMPUS PLAN (previously called MASTER PLAN)

- This plan has spanned over two years.
- At the beginning we gave the consultant team all of the strategic plan reports along with previous master plans. The team also did a thorough review to get a sense of the campus.
- We also sent out a community survey and received over 2000 responses. The distribution of the respondents was fairly representative of students, faculty and staff.
  - There were very clear themes that came out of the responses.
    - More green space, access to nature, outdoor seating, gardens
    - More varied material use with warmer, more welcoming tones
    - Clear, direct walking routes
    - Desire to see what is happening in buildings
    - More/improved lighting
    - Wayfinding improvements
  - There were also some differences in responses when divided by gender.
  - From the student perspective – emphasis on the resident halls and wind tunnel conditions walking from the residence halls to the rest of campus.
  - On the faculty and staff side - parking was a frequent comment.
  - No more bricks was a consistent request across all demographics
- The team also met with campus stakeholders and governance groups (all of the names are listed in the plan).
  - Themes included flexibility, increasing retention, outdoor seating, showcase space, enhancing recreation and food service.

MASTER PLAN DRIVERS

- Physical Campus – activating the campus 24 hours/day and making it a space that students want to be a part of.
- Sustainability
- Academic
- Aesthetics – was one the most common themes that emerged.
- Growth – the opportunities to move forward
PLACE MAKING

- Creating a sense of place within spaces and creating connectivity with those spaces through green space.
  - There is an emphasis on reforesting the campus to create more share and to create more outdoor meeting spaces.
    - Suggestion of a potential amphitheater to be used as an outdoor classroom and for event space
  - Possible enhancement of the quads to address accessibility issues
  - Improved transportation modal waves across campus
  - Wind tunnels could be address to some extent with vegetation (ex. tall Evergreen trees)
  - Want to make spaces more interesting and encourage gathering
- Central to the plan is realigning the loop road - expanding it to the other side of the athletic field and bringing those fields into the center of campus and having transportation go around them.
- Kodak Quad revisions and renovations to address accessibility issues.

RESIDENTIAL ZONES

- Recommendation for creating residential neighborhoods or “villages” which would have services within each neighborhood and significantly increase the campus headcount.
  - This could help us get close to the 24 hour vibrancy that we are looking for.

HOME BASE CONCEPT

- Strong desire to continue to support interdisciplinary work across campus but also create home bases/spaces for each college so that students have a sense of connection to their college.
  - Create gathering spaces, centralized faculty offices, etc.
  - There are concept renderings throughout the plan concerning this.

NEW ACADEMIC FACILITIES

- Recommended areas of where new academic spaces will be created
  - Zones for academics, athletics, student life, recreation, etc.

FULL FRAMEWORK

- Recommendation for parking decks which would be a long term goal. That was a strong recommendation within the plan.
- Recommendation to add a 5K running loop and nature trails throughout the wooded areas on campus and to make accessible trails throughout the existing wooded areas that we have on campus.

Comment: This plan has been discussed to some extent by the Board of Trustees and will be discussed further next week. This plan will carry out over 40-50 years.

Q: Once approved will any new construction follow this plan?
A: This plan will help map out sites for new buildings (names to be determined later).
Q: Students reviewed the Master Plan in Dec 2022 and provided feedback. Has there been an opportunity for your office to review that feedback?
A: Yes, the office did a follow up survey after the Plan draft was released. We did not receive as many comments as we did with the initial survey, but we did review all of the comments and address them in the plan. An example is the concern of bird kills with the glass transparency. We included language to acknowledge that we need to have community consideration with transparency and building standards. We also received comments about accessibility and parking, especially for emergency vehicle access. What you don’t see in the plans are the parking lots near buildings for emergency vehicle parking but they will be included.

Comment: There was a university wide task force (broadly representative of the university) that worked with the external consultants to build this plan.

Q: When I looked at the plan, I did not see much difference between current parking and building parking decks. How will we increase the number of parking spaces since there are many commuters?
A: The plan notes the need to increase other forms of transportation. The intent would be that there would be a lesser need of bringing cars to campus. It was also mentioned that if we transform spaces to make them visually appealing, people will be willing to walk farther.

Comment: As a faculty member, when I am carrying a lot of items in cold weather, that does not make sense. Far away parking will not be helpful in that sense.
A: This will not happen overnight and the projects do not happen in a vacuum, there is always opportunity for feedback. As we look to make major changes in transportation, we will be engaging with the campus community. The consultants did carefully study walking distances and walking times as well as potential locations for parking decks. The distance and times will not increase but will potentially decrease.

New Business
None

Meeting adjourned at 5:09pm

Attendance – see next page
**Attendance March 8, 2023**

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**Key:** EC=Executive Committee; FS=Faculty Senate; SC=Staff Council; SG=Student Government
Interpreters: Danielle Cohen and Kirsten Borkowski
UC Coordinator: Tamaira Brown
Student Assistant: n/a
Tech Crew