



## Board of Trustees HIGHLIGHTS & SUMMARY

Vol. 23, No. 2 December 5, 2016

### President's Report

President John J. Hurley reported that the disciplinary process for students involved in the November 9, 2016 racial incident involving the black doll has concluded and appropriate, proportionate actions have been taken. An independent investigation of the case is also near completion and a final report is forthcoming. Mr. Hurley said that the college has received positive feedback, including a commendation from the Anti-Defamation League, about the swift and thoughtful response to the incident. A multifaceted approach to addressing the underlying issues of racial relationships on campus is beginning and a comprehensive plan to improve diversity and inclusion will be developed. Mr. Hurley said that he and several others are traveling to Rochester, NY for the funeral of freshman, Victoria Brooks, and her mother, who were murdered in their home the day after Thanksgiving. Mr. Hurley commended Student Life, especially members of Campus Ministry, the Counseling Center, and Residence Life for their compassionate response and care to the students of Canisius. He reported that over the past two months, several local elected representatives have visited campus to hear about developments at the college and tour the campus. While there is a heightened level of concern about the cost of higher education in Albany, members of the local delegation continue to be impressed with Canisius' quality and value, contributions to the community, and student outcomes. He noted that while it is very early in the cycle, enrollment figures are heading in the right direction. Mr. Hurley reported that the institution-wide policy manual project remains on track. The Committee on Trusteeship has reviewed proposed changes to the board bylaws and other board policies and will present them to the Trustees for approval in the spring. He acknowledged that some on the faculty have expressed concern about the scope and pace of the project, but the review teams are continuing to work through the questions. Finally, he congratulated the women's and men's cross country teams for their excellent performance in the MAAC championships. Siobhan Quinn '19 was the overall women's champion. The Canisius men's team finished 2<sup>nd</sup> and women finished 4<sup>th</sup> overall.

### Final Report on Phase 1 of the Strategic Assessment

Mr. Hurley issued a detailed final report and gave a presentation on the conclusion of phase 1 of the strategic assessment work that resulted from the study conducted by the Pappas Consulting Group. The Pappas Group was retained to identify the source and magnitude of the college's financial situation, and in 2012, they delivered a report that included a series of recommendations for addressing the challenges confronting the college. Mr. Hurley reported that the college has made progress on all fronts and reduced its operating budget by \$13 million through a robust review of academics, administrative operations, hiring and human resource practices, enrollment and retention initiatives, and fundraising. The next phase of work will center on the enrollment strategy, revenue generation across the college, and ongoing rightsizing of the operation to align with reduction of the study body.

### Academics Committee

The committee discussed plans for a joint Academics and Mission and Identity committee meeting in May 2017. Dr. Margaret McCarthy, Vice President for Academic Affairs, reported on the positive response the college received on the Middle States monitoring report. The committee discussed the status of the institution wide policy manual project and the progress made in reviewing the Faculty Handbook. Dr. McCarthy gave an update on D'Youville College's decision to suspend its education program. She also announced that a faculty engagement survey was distributed last week and results will be discussed at a future meeting. The three academic deans each provided a summary of their strategic goals and initiatives. Dr. Karl Kozlowski, Chair of the Faculty Senate, provided an update on the Core Capstone and shared areas of concern for the faculty, including the need for salary increases and changes to the Faculty Handbook.

### Committee on Trusteeship

The committee met last month to consider new candidates for the Board of Trustees. There will be up to six vacancies to fill, including two Jesuit seats. The committee also reviewed and accepted proposed amendments to the Board bylaws and other Board-related policies. Revisions will be brought to the Board for approval at an upcoming meeting.

### Enrollment Management Committee

Kathleen B. Davis, Vice President for Enrollment Management, presented Spring 2017 graduate and transfer student enrollment figures. She along with Marco Benedetti, Vice President for Business and Finance, presented an analysis on a proposed tuition rate increase, including a comparison to Canisius' top private competitors. The committee reviewed data on the effects of such an increase on head count, net tuition revenue, and the discount rate for the entering fall 2017 class. Ms. Davis also reported that the academic quality of the fall 2016 class improved from the prior year. Terri L. Mangione, Vice President for Student Affairs, Annie Dobies, Assistant Vice President & Director of Griff Center for Academic Engagement and Kevin Smith, Assistant Vice President & Director Student Records and Financial Services, gave a

presentation on student retention efforts. They reported on institutional research conducted to uncover root causes of student attrition and described the subsequent initiatives recommended by the Student Retention Committee to address these issues.

**Finance & Facilities Committee**

The committee reviewed and discussed the current financial projections and the decline in tuition revenue for the 2017 fiscal year. They endorsed the ongoing expense management efforts and rigorous review of hiring for open positions. The committee reviewed tuition increase options and discussed a 3% tuition increase for 2017-18. Upon careful consideration the committee approved a recommendation to the full board to increase tuition 3% for fall 2017. Mr. Benedetti reviewed an updated draft of the 2017 five-year financial plan, which assumes freshman classes of 605 students.

**Mission & Identity Committee**

Dr. Amabile, committee chair, discussed plans to host a joint meeting with the Student Life Committee at the February meeting and with the Academics Committee in May to discuss the ways in which mission and identity are expressed in student and academic life at Canisius. The committee discussed a thought paper authored by Mr. Hurley proposing the development of a New Buffalo Institute at Canisius. A working group has been formed to develop plans to address particular needs and priorities in the city. The committee also discussed opportunities to leverage the growth at the Buffalo Niagara Medical Campus through the institute. The committee also heard from Dr. McCarthy on the search for a new director of mission and identity. The position was not successfully filled this semester and she intends to reopen the search in the spring.

**Institutional Advancement Committee**

Mr. William M. Collins, Vice President of Institutional Advancement, reported year-to-date collections of \$2.534 million. A push for year-end giving is underway. He reported that a member of the Class of '67 has issued a \$300,000 matching challenge gift to classmates for the 50-year fundraising effort. The division is preparing to launch a smaller campaign for Science Hall. Mr. Collins said the college expects to start the quiet phase of an endowment campaign in 2017 and go public during the Sesquicentennial in 2019-20. He also reported that the division is presently assessing consultants to conduct a campaign readiness and goal feasibility study. Ms. Liz Culliton Washo, Director of Alumni Engagement, provided an update on a new software platform that will make it much easier for alumni to be involved with the college. Mr. Matt Wojick, Associate Vice President of Marketing, provided an update on the college's marketing efforts in support of enrollment management and reported on the strategic shift away from traditional media toward a more aggressive presence on numerous social media platforms, all to impressive results so far. He also briefed the committee on the college's plans to revise the website which will go live early in the spring semester.

**Investment Advisory Committee**

The Investment Advisory Committee reported that the endowment is valued at \$115 million.

**Student Life Committee**

Dr. Jennifer Lodi-Smith, filling-in for Dr. Lisa Morey, reported on the work of the Student-Faculty Liaison Committee of the Faculty Senate. She said that issues of diversity and inclusion were a high priority for the group, along with concerns regarding the condition of the parking ramp and limited attendance by students at their meetings. Annie Dobies, Assistant Vice President and Director of the Griff Center for Academic Engagement and Philip Ciallela, Assistant Director of the Griff Center and Coordinator of New Student Orientation and Griff 101 presented on the Gallup StrengthsFinder tool, an assessment tool designed to allow students to identify areas of inherent talent that can be deliberately developed into personal strengths. Dr. Terri Mangione, Vice President for Student Affairs, provided the committee with an update on the racial incident that took place on campus in November and announced that the investigation, judicial conferences, and appeals have all been completed. Cindy Vance, committee chair, then led the group in a brief discussion regarding the joint committee meeting planned for Mission & Identity and Student Life for the February meeting of the Board of Trustees.

**Upcoming Dates**

**Board Meetings:**

- February 27, 2017
- May 8, 2017

**Erica C. Sammarco, Secretary**