

**Rochester Institute of Technology**  
**Institute Council Minutes: Wednesday, November 28, 2012**

**Members Present:** S. Bayerl, R. Bhalla, L. Brockbank, B. Choate, C. Cooper, M-B Cooper, T. Deer, B. Finnerty, H. Flores, J. Haefner, A. Hennig, C. Hull, K. Ingerick, M. Johnson, M. Laver, C. Lundgren, S. Maggelakis, K. Mayberry, J. McDyer, H. Miller, dt ogilvie, D. Ornt, , R. Raffaele, S. Ramkumar, A. Sears, H. Shahmohamad, L. Shields, S. Thomas, L. Twyman, P. Tymann, J. Watters,

**Members Absent:** J. Beck, S. Boedo, G. Buckley, L. Cauda, F. Davila, K. DeLorme, W. Destler, L. Justice, J. Lisuzzo, J. Loffredo, M. Marlowe, K. McDonald, J. Miller, H. Palmer, A. Phelps, F. Phiri, R. Reafler, M. Richmond, C. Sheffield, N. Steinberger, D. Stendardi, C. Thoms, A. VanHook, J. Winebrake, A. Zachmeyer

**Non-Members Attending:** M. Bailey, K. Martin, L. Mazadoorian, C. McKenzie, S. Provenzano, K. Rex, E. Rosen, V. Petrone

The meeting was called to order at 3:07pm.

**Minutes**

Minutes from the October 17, 2012 meeting were approved unanimously.

**President's Report**

Jeremy Haefner (on behalf of Bill Destler)

- Welcome back to winter quarter
- In athletics, the women's hockey team is doing extremely well. RIT swimming and diving team has very strong men's and women's teams this year.
- Annual National Science Foundation (NSF) awards have doubled from \$4.9 million in 2011 to over \$9 million in 2012. These are highly competitive grants with only a 10% funding rate.
- Research also recently held event on access technologies, which are emerging as a growing strength for RIT. The university has partnered with AI Sigl Community of Agencies on this topic; a Center for Effective Access Technologies at RIT is being considered.
- New ranking: School of Design ranked #11 in world by *Business Review* survey.
- Commission on Women recently submitted report on increasing number of female students at RIT; Dr. Haefner and Dr. Miller will be working with deans on this issue moving forward.
- PRR review report review-MSCHE requests no further action until 2016. Thank you to the steering committee for preparing such a thorough report.
- Cost containment. Staff Council hosted a well-attended open forum today, and the topic will come to IC next meeting in December.

**Budget Update** (Ppt presentation is posted on IC DML site)

Jim Watters

- RIT's \$670 million budget is highly dependent on tuition.
- FTE's are up 80% since 1995; there is -no way to replicate that growth in the future without seriously increasing infrastructure capabilities.
- Emphasis on online course offerings will have a significant financial impact over the next 5-7 years.

- Much of the tuition increase goes back into scholarships for families and students; across education industry tuition rates are reducing.
- Endowment only getting a return of 2.3%, but this ranks in the highest quartile. Capital return expectations have been lowered for RIT and other colleges and universities.
- RIT manages \$140 million in cash each day; trying to generate yield without sacrificing capital
- Majority of any incremental allocations goes to academic affairs to support mission. This includes new programs and initiatives (see slide).
- Top ten programs account for 32% of enrollment (see slide).
- Unfunded aid and aid per FTE is increasing (see slide).
- Bond sale last week sold \$146 million of RIT bonds; \$58 million new funding; majority was refinanced debt.
- Some revenue going to Ice Arena, HST building, COS laboratories, new power station
- RIT maintains a high rating through Moody's financial advisors

Q. Has open source enterprise software been considered as a cost-containment alternative?

A. Yes; it was evaluated by the CIO who assessed its strengths and weaknesses, and ultimately it was not selected.

Q. Where does incremental revenue appear in the budget?

A. FMS, debt services

Q. In a previous presentation, an upgrade of the electrical system was mentioned. Does this include boilers?

A. There are high-power lines just across John Street; RIT is hoping to connect to that and pay wholesale instead of retail pricing. The boiler system now includes 2 self-circulating plants at a significant savings that allowed RIT to decommission 100 pieces of equipment.

Q. Is there contingency money available to deal with emergencies?

A. Currently there is \$11 million set aside as contingency for catastrophic system failure, sudden enrollment crash, or other emergencies.

Q. How would you rate the health of RIT compared to other colleges?

A. From an enterprise level, RIT came through 2008 far better than most institutions, issuing bonds and doing construction. The university maintained rates of pay and bonuses without layoffs.

Today, RIT is equally well-positioned to get through financial hardships. Students today are career focused, putting RIT in the 'sweet spot' as far as the cyclical nature of student interest.

- RIT is highly diversified in our investments because of the defensive posture built into assets.
- The physical nature of campus is premier; no deferred maintenance (typical at other colleges).
- This makes the university better positioned to tolerate economic downturns.

- In the face of economic challenges, salaries will grow more slowly and program expansion will be limited.

Q. Is there student representation on the committee that assesses funding allocation?

A. It is difficult to find a student that can attend all 20 budget hearings; a practical solution may be to organize a focus group. Dr. Watters will follow up with Student Government.

**Advising update** (Ppt presentation is posted on IC DML site)

Lynne Mazadoorian and Chandra McKenzie

- Third year of working to assess student impact from calendar conversion
- RIT is currently in an intensive advising year of helping student plan their academic transition from quarters and semesters (Individual Advisement Plans or IAP)
- All colleges represented on the Deans Delegates for Advising team that designed the associated IAP processes (see presentation)
- Dean's Delegates for Advising, Institute Advising Office and Semester Conversion office have been mostly focused on undergraduate IAPs but there is also an IAP process developed by Graduate Council underway for Graduate students
- Reviewed 2010-2011, 2011-2012 highlights related to Advising. Emphasized that this update focuses on conversion accomplishments related to advising, it is not inclusive of all calendar conversion process (program and course conversion not included)
- Tracking IAP delivery progress now via SIS, which is being used to manage advising and IAP holds. IAP holds will prevent students for registering for fall 2013 but are removed after the IAP session with advisor.
- Communication and roll-out of different services is taking place through Semester Conversion office and through the colleges with assistance of the Dean's Delegates for Advising
- There is also an Impact Claims Process developed by a team led by Dr. Naveda and Ross Koenig.

Q. Student Government would like to help promote advising efforts via their Facebook and Twitter accounts.

A. Chandra will send Twitter & Facebook information to Student Government.

- Tweet: <https://twitter.com/RITConversion>
- Facebook: <https://www.facebook.com/RITSemesterConversion>

Q. Where can we find more information about the impact claims process?

A. More information is available online at: [http://www.rit.edu/conversion/students\\_impact.php](http://www.rit.edu/conversion/students_impact.php)

JH: A robust advising system is a key component of student-centered university. The university has made a commitment to create a sustainable advising model moving forward.

**Ombuds Report** (Ppt presentation is posted on IC DML site)

Lee Twyman

- Ms. Twyman reviewed the purpose and function of the Ombuds Office.
- The Office serves everyone in the RIT community that has a question, problem or issue they can't resolve, including students, staff, faculty, and parents.
- This is a two-year report and will cover 2010-2011, as well as 2011-2012.
- Increase in total cases from 2011-2012; this is not an indicator of growing problems within university, but rather an awareness of resources within campus. Also due to fact that Parent Liaison Office closed and the role has shifted to the Ombuds Office.
- Majority of staff are coming due to evaluative relationships and consultations.
- Most students are coming due to academic, relationship, housing, or multiple/other issues.
- Parent issues largely parallel student issues with the addition of student health issues.
- Students don't always appear to understand university policy and procedures.
- The office is also taking on more mediation requests

Q. Should faculty be proactive in addressing these issues with Ombuds Office? Some are resolved before reaching the Ombuds level. Are there issues with capacity if the office receives more referrals?

A. Currently the Ombuds Office takes calls from deans and department heads for consultations and group facilitations; capacity should not be a problem.

Q. Is cumulative data around issues collected, and could it be used to address consistent problems or challenges?

A. Some issues resolve themselves over time, some evolve and change based on external faculties.

Q. Academic Senate is always looking for charges for various subcommittees; will the Ombuds Office be presenting at AS in the future?

A. Yes, the Ombuds Office will be presenting at Academic Senate as well as Staff Council in the near future.

Q. Has there been any increase in visits/traffic due to cost containment proposals?

A. No, governance groups are doing an excellent job of providing opportunities for feedback.

The meeting was adjourned at 4:44pm.