

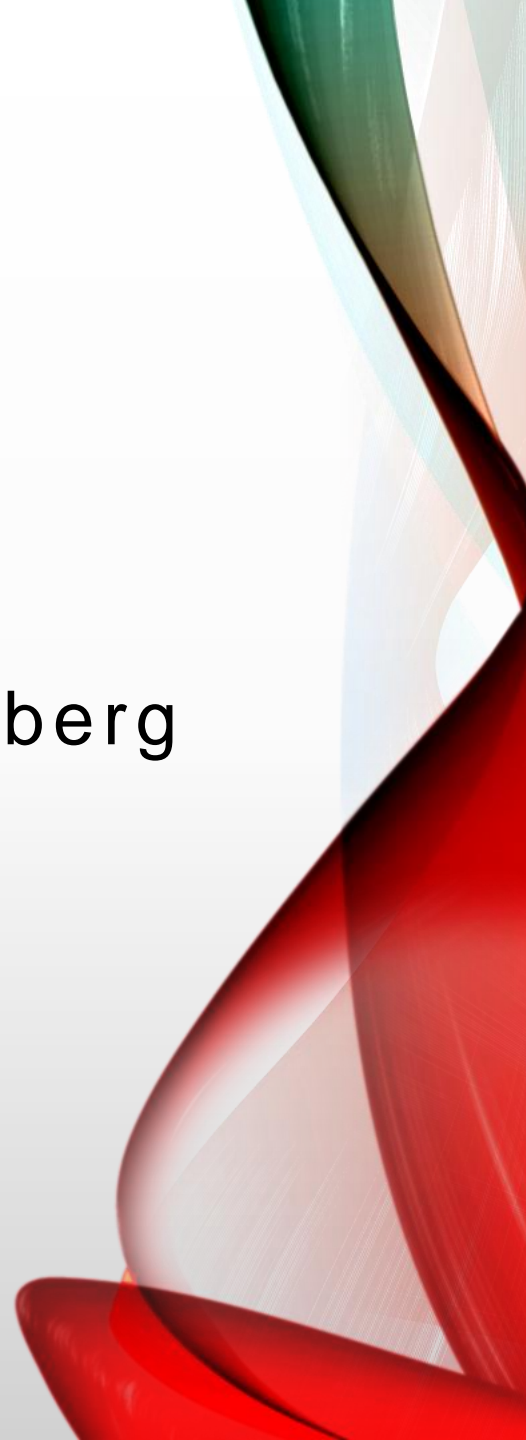


# ESF BOARD OF TRUSTEES MEETING

December 6, 2019

# PRESIDENT'S REPORT

Dave Amberg



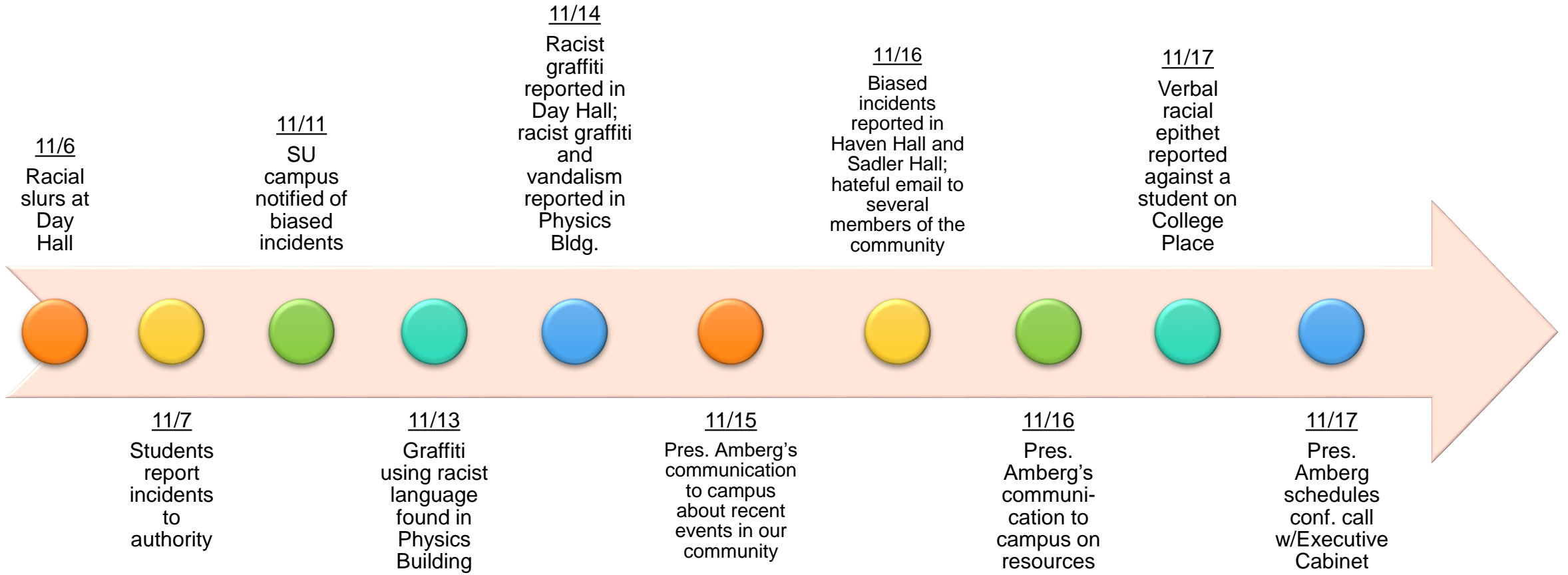


# RECENT RACIST ATTACKS IMPACTING THE ESF COMMUNITY

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The wounds of racism and bias  
are deep, current and quick to  
be re-opened

# TIMELINE OF INCIDENTS AT SYRACUSE UNIVERSITY – 11/6-11/17



# TIMELINE OF INCIDENTS AT SYRACUSE UNIVERSITY – 11/18-11/22

11/18  
Pres. Amberg calls Special Exec. Cabinet mtg.

11/18  
USA & Baobab Society release joint statement on biased incidents

11/18  
Pres. Amberg message: Special Invitation to Student-led Forum

11/19  
SU Investigating reports of document purported to be a white supremacist manifesto

11/20  
Email threat reported against a SU faculty member

11/20  
Pres. Amberg message: Resources for Faculty

11/22  
Pres. Amberg message: Moving Forward Together



11/18  
Discovery of racist graffiti in Day Hall

11/18  
Pres. Amberg responds to the joint statement by USA & Baobab Society

11/19  
Student-led Open Forum

11/20  
Pres. Amberg message: Open Forum Set for 5 pm Nov. 21 in Gateway

11/20  
Pres. Amberg message: New Webpage Provides Information on Recent Bias Incidences

11/21  
Campus Open Forum hosted by Pres. Amberg

# UNIQUE CHALLENGES TO ESF

- Instances of racial bias, 16 total over 10 days, occurred on or near the Syracuse University campus. Included racist graffiti, jeering, and symbols in the snow.
- However, the close integration of our communities meant that our students were equally impacted to the point of some students being afraid to come to campus.
- Need to balance respect for Chancellor Syverud's sovereignty to manage the situation, in particular, the sit-in, while tending to the needs of our students.
- Communication became a tremendous challenge; 1<sup>st</sup> lessons learned:
  - Need for integration with SU
  - Timeliness
  - Lack of detail about events led to greater anxiety



# ACTIONS TO IMPROVE COMMUNICATION-SHORT TERM

- Instituted daily end of day Executive Cabinet meetings to discuss the days events, propose actions including enhanced safety precautions, and develop daily communications to the campus.
- Moved away from e-mail being the only venue for communication to using social media as well: Facebook, Twitter, and Instagram.
- Established a dedicated page on the web site to post all messages including those coming from Syracuse University, resources, information, documents, events, etc. etc.:  
<https://www.esf.edu/campusupdates/>
- Increased President's accessibility on campus: attendance at forums, USA meeting, open door office hours.
- Faculty and staff delivered several teach-ins on issues related to bias and racism.
- Public sessions for anti-bias training offered.

# STUDENT OPEN FORUM ON 11/19...

- Organized by The Baobab Society and USA
- President asked to make brief remarks— main message was to repudiate recent events and make it clear I was not there to talk but to listen to their concerns.
- Three main themes emerged:
  - Many students, particularly students of color, were feeling unsafe coming to campus and classes— “We should not have to forfeit our education to fight for our dignity.” Need to do more for safety and security.
  - Need to provide flexibility and leniency for assignments—this was communicated to the faculty.
  - Many of our students have experienced significant instances of bias at ESF.
- A list of “demands” began to be presented.



# PRESIDENT'S OPEN FORUM ON 11/21

- President's opening remarks focused on:
  - Leadership's roles as allies.
  - Here today to reflect back what we thought we heard at the student forum with initial actions.
  - Emphasize we are not adversaries, but should work together, reiteratively, on solutions.
  - Immediate issue of greatest concern is getting students to feel safe coming to class so academic success does not suffer.
- Set of slides: "What we believe you said—Our pre-existing efforts and current response.
- Opportunity to collect ideas for change.

# WHAT WE BELIEVE YOU SAID – OUR PRE-EXISTING EFFORTS AND CURRENT RESPONSE

**We don't feel safe...**

**Increased  
police presence  
around campus  
and Centennial  
Hall**

**Safety escorts  
available  
through ESF  
UPD and SU  
DPS**

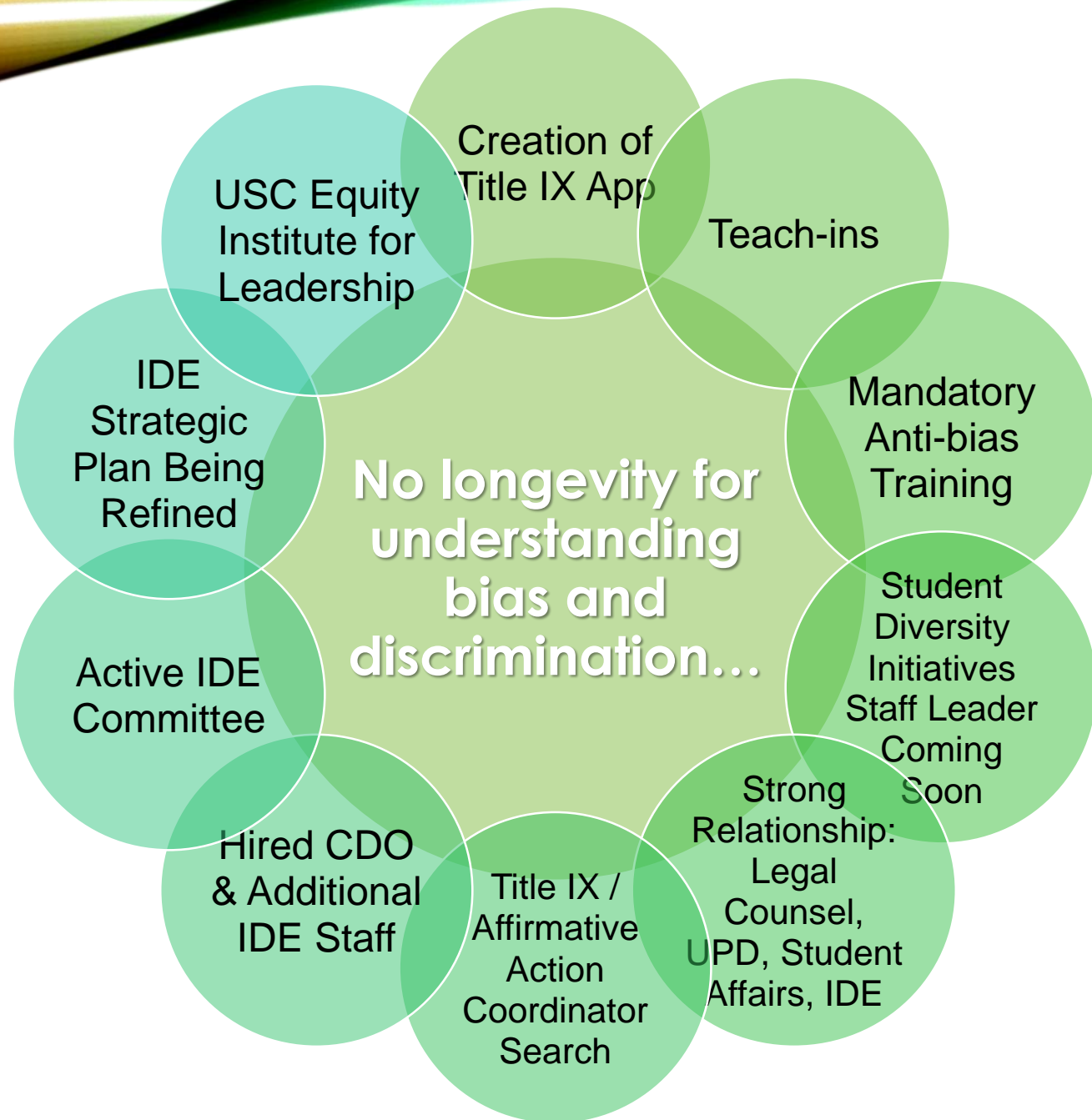
**ESF UPD  
stationed at  
Barnes Center  
intersection  
mornings &  
afternoons**

**Regular daily  
communication  
between ESF,  
SU, and Upstate  
Medical  
University**

**Shared biased  
reporting**

**Increased  
police foot  
patrol**

WHAT WE  
BELIEVE YOU  
SAID –  
OUR PRE-  
EXISTING  
EFFORTS AND  
CURRENT  
RESPONSE



# WHAT WE BELIEVE YOU SAID – OUR PRE-EXISTING EFFORTS AND CURRENT RESPONSE

**Need more communication ...**

Centralized easy to  
access information  
on new webpage

<https://www.esf.edu/campusupdates/>

Daily communi-  
cations

Facilitating  
open forums

Teach-ins

Leadership role in  
coordinating events  
(including with  
Executive Cabinet,  
ESF UPD, and  
Communications  
Office)

WHAT WE  
BELIEVE YOU  
SAID –  
OUR PRE-  
EXISTING  
EFFORTS AND  
CURRENT  
RESPONSE

# Academic leniency & flexibility for classes ...

Message to faculty/staff on Nov. 20

Department chairs and administration encouraged to be flexible

Inclusive excellence statement on syllabus template encourages faculty to adhere to inclusiveness for all students

# FEEDBACK FROM THE PRESIDENT'S FORUM INFORMED OUR PLAN

- At the end of the forum, student's comments, ideas and strategies for change were collected on whiteboards and note cards.
- EC spent the Thanksgiving holiday turning those comments, ideas and strategies into a living document with several objectives and over 20 initiatives designed to achieve those objectives.
- Monday December 2<sup>nd</sup> this document was released to the campus community.



## ESF Recent Actions Focused on Bias, Discrimination, Diversity, Equity, Inclusion, and Racism December 2, 2019

Objective	Description	Responsible Parties	Timeframe	Contact Information
<b>Combat Bias, Discrimination and Racism</b>				
Zero-tolerance Initiative	<p>ESF leadership reaffirms its commitment to recognizing, addressing, and condemning discrimination, racism, and other forms of oppression and injustice. <b>The College likewise reaffirms its condemnation of racist speech and acts that harass, incite, and threaten community members.</b></p> <p>We will take appropriate action against individuals who engage in acts of bigotry, hatred, intolerance, racism, and violence at ESF. Such acts that are intended to harass, incite, intimidate, and threaten others are not protected by the First Amendment of the US Constitution and will be immediately and strongly addressed by the ESF University Police Department (UPD), through the ESF Code of Student Conduct, and through the ESF Human Resources Office.</p>	<p>Division of Student Affairs (co-lead)</p> <p>Human Resources Office (co-lead)</p> <p>Inclusion, Diversity, and Equity (IDE) Committee</p> <p>Office of Inclusion, Diversity and Equity (OIDE) / Office of Chief Diversity Officer (co-lead)</p> <p>Office of Legal Counsel</p> <p>President's Office (co-lead)</p> <p>Provost's Office</p> <p>University Police Department (UPD)</p>	Immediately	<p>Division of Student Affairs: <a href="mailto:studenthelp@esf.edu">studenthelp@esf.edu</a> (315) 470-6660 <a href="http://www.esf.edu/students/support/">www.esf.edu/students/support/</a></p> <p>Human Resources Office: <a href="mailto:humanresources@esf.edu">humanresources@esf.edu</a> (315) 470-6611 <a href="http://www.esf.edu/hr/">www.esf.edu/hr/</a></p> <p>OIDE / Office of Chief Diversity Officer: <a href="mailto:mcarte06@esf.edu">mcarte06@esf.edu</a> (315) 470-6866 <a href="http://www.esf.edu/ide/">www.esf.edu/ide/</a></p> <p>President's Office: <a href="mailto:president@esf.edu">president@esf.edu</a> (315) 470-6681</p>

Objective	Description	Responsible Parties	Timeframe	Contact Information
	<p>ESF's <a href="#">Inclusion, Diversity and Equity Strategic Plan</a> (2016) initially framed the College's commitment "to creating and sustaining a diverse community that promotes equity and inclusion for all its members. Diversity that arises from differences such as, but not limited to, gender, race, ethnicity, ability, sexual orientation, socioeconomic status, national origin, or religious traditions is central and indispensable to the institutional excellence and mission of the College." The plan emphasizes that ESF "will achieve a diverse, equitable, and inclusive community by eliminating barriers to full participation in curricular, co-curricular, and workplace environments, and promoting the SUNY and ESF institutional structures, practices, policies, and spaces that respect, value, and support differences through inclusive excellence. Inclusive excellence is our on-going commitment to recognizing that success is measured by how well a community values, engages, and embraces a rich diversity of ideas and people."</p> <p>The present leadership goal is to unite in</p>			

Objective	Description	Responsible Parties	Timeframe	Contact Information
	<p>the pursuit to end bias, discrimination, and racism at the College, and to empower our faculty, staff, and students towards this goal.</p>			
	<p>We acknowledge that regardless of one's own race or ethnicity, individuals are at various points along an anti-racist journey. We also understand that bias can be unconscious or unintentional and that racism is the combination of social and institutional power plus racial prejudice. Having conversations about these issues requires compassion, courage, and respect. As an anti-racist and ethnically unbiased community we will purposefully strive to identify, discuss, challenge, and adjudicate issues of bias, discrimination, and racism (language modeled after a similar statement from the University of North Carolina – Charlotte).</p> <p>We will have no tolerance for discrimination based on ability/disability, age, color, education level, ethnicity, familial status (including pregnancy), gender identity, national origin, physical (body) features, positional power (lack of), race, religious or spiritual tradition, sexual orientation, socioeconomic status, and others.</p>			

Objective	Description	Responsible Parties	Timeframe	Contact Information
<p>Anti-bias Training and Professional Development</p>	<p>Having been beta-tested for one year and data-informed by participants, high impact components of the current voluntary anti-bias training offered by OIDE will become required for all ESF employees. An implementation strategy is currently being developed.</p>	<p>Academic Governance            Division of Student Affairs            Human Resources Office            IDE Committee</p> <p>Office of Legal Counsel</p> <p>OIDE / Office of Chief Diversity Officer (lead)</p>	<p>Required training to begin in 2020</p>	<p>Division of Student Affairs:  <a href="mailto:studenthelp@esf.edu">studenthelp@esf.edu</a>            (315) 470-6660  <a href="http://www.esf.edu/students/support/">www.esf.edu/students/support/</a></p> <p>OIDE / Office of Chief Diversity Officer:  <a href="mailto:mcarte06@esf.edu">mcarte06@esf.edu</a>            (315) 470-6866  <a href="http://www.esf.edu/ide/">www.esf.edu/ide/</a></p> <p>See previously-delivered module descriptions:  <a href="https://docs.google.com/document/d/1U_dA-Etni4qldtdENsak7xZO4q2etOada4cr2bCWYVlw/edit">docs.google.com/document/d/1U_dA-Etni4qldtdENsak7xZO4q2etOada4cr2bCWYVlw/edit</a></p>
<p>Cultural Competence Course and Training Programs</p>	<p>ESF will develop new employee training and a related, required student-focused course centered on “cultural competence in the environmental workplace.” The recommended course/training title both acknowledges necessary skill sets as well as the institution’s environmental history. These skills and awareness of history will be required of all undergraduate students. The course will fulfill a General Education requirement. A comparable employee training program will be developed as well.</p>	<p>Academic Governance (Committee on Curriculum, Executive Committee, etc.) (lead)</p> <p>Career Services Office</p> <p>Experiential Learning Office            Faculty Members            IDE Committee</p>	<p>Course to be offered in 2020</p>	<p>Provost’s Office:  <a href="mailto:sknevins@esf.edu">sknevins@esf.edu</a>            (315) 470-6510  <a href="http://www.esf.edu/provost/">www.esf.edu/provost/</a></p>

Objective	Description	Responsible Parties	Timeframe	Contact Information
	The intent of the student course and employee training is to better educate members of the ESF community on issues related to diversity and equity. It is hoped that the course and training will also fix the illusion of inclusion, by linking diversity and inclusion to academic goals and employee expectations; and ensuring that students and employees have formalized training about difference and inclusion that backdrops the ESF environmental ethos. The student course and employee training are hoped to insure and improve issue competence.	Provost's Office		
Title IX / Affirmative Action Coordinator Position	The Title IX / Affirmative Action Coordinator search is underway.	Human Resources Office  OIDE / Office of Chief Diversity Officer (lead)	Search underway	OIDE / Office of Chief Diversity Officer:  <a href="mailto:mcarte06@esf.edu">mcarte06@esf.edu</a> (315) 470-6866 <a href="http://www.esf.edu/ide/">www.esf.edu/ide/</a>
Updated App	See the section on this below.			
<b>Increase Diversity</b>				
Increase Student Body Diversity	ESF will accelerate initiatives to increase the diversity of the student body, particularly among undergraduates with a specific focus on African American/Black, Latinx, Native American, Southeast Asian, Pacific Islander, first-generation, low- income, and undocumented students (modeled after similar language from Brown University).	Academic Depts.  Admissions Office  Alumni Office  Communications and Marketing Office	Ongoing	Provost's Office:  <a href="mailto:sknevins@esf.edu">sknevins@esf.edu</a> (315) 470-6510 <a href="http://www.esf.edu/provost/">www.esf.edu/provost/</a>  Brown University's " <a href="#">Pathways to Diversity and Inclusion</a> " (2/1/16)

Objective	Description	Responsible Parties	Timeframe	Contact Information
	This will be done through targeted recruitment and articulation agreements with other academic institutions. The College is currently working in NYS metro areas, bringing accepted NYC students to campus, focusing on EOP students, partnering with SEO, and engaging with the Syracuse City Schools.	Graduate School Office  IDE Committee  OIDE / Office of Chief Diversity Officer  Provost's Office (lead)		includes related strategies ESF is reviewing
Increase Employee Diversity	ESF will accelerate initiatives, such as PRODiG (see below), to recruit more diverse employees. This includes promoting hiring practices, professional development, and mentorship programs that will increase the diversity of faculty and staff, and further their careers, especially employees from historically underrepresented groups (modeled after similar language from Brown University).	Academic Depts.  Human Resources Office (lead)  IDE Committee  OIDE / Office of Chief Diversity Officer	Ongoing	Human Resources Office:  <a href="mailto:humanresources@esf.edu">humanresources@esf.edu</a> (315) 470-6611 <a href="http://www.esf.edu/hr/">www.esf.edu/hr/</a>  Brown University's " <a href="#">Pathways to Diversity and Inclusion</a> " (2/1/16) includes related strategies ESF is reviewing
Student Diversity Initiatives Director Position	The Student Diversity Initiatives Director position is in the final stage of the job search.	OIDE / Office of Chief Diversity Officer (lead)	Search near complete	OIDE / Office of Chief Diversity Officer:  <a href="mailto:mcarte06@esf.edu">mcarte06@esf.edu</a> (315) 470-6866 <a href="http://www.esf.edu/ide/">www.esf.edu/ide/</a>
PRODiG	ESF has applied for and been awarded two PRODiG (Promoting Recruitment, Opportunity, Diversity, Inclusion and Growth) positions to increase the representation of underrepresented faculty, including underrepresented minority faculty (including domestic people of color), and women faculty of all races in STEM fields (WSTEM).	Office of Research Programs  OIDE / Office of Chief Diversity Officer (lead) Provost's Office Women's Caucus	Ongoing (10 year commitment of resources by SUNY System for a pipeline of diverse faculty)	OIDE / Office of Chief Diversity Officer:  <a href="mailto:mcarte06@esf.edu">mcarte06@esf.edu</a> (315) 470-6866 <a href="http://www.esf.edu/ide/">www.esf.edu/ide/</a>



Objective	Description	Responsible Parties	Timeframe	Contact Information
Self-Assessment	ESF will implement the New England Resource Center for Higher Education (NERCHE) <i>Self-Assessment Rubric for the Institutionalization of Diversity, Equity, and Inclusion in Higher Education</i> .	IDE Committee  OIDE / Office of Chief Diversity Officer (lead)	Fall 2020	OIDE / Office of Chief Diversity Officer:  <a href="mailto:mcarte06@esf.edu">mcarte06@esf.edu</a> (315) 470-6866 <a href="http://www.esf.edu/ide/">www.esf.edu/ide/</a>
Updated App	See the section on this below.			
<b>Increase Attention to Safety</b>				
Elevated Police Presence	Partially in response to requests from many students, ESF elevated the police presence around its Syracuse campus and Centennial Hall. This included increasing ESF UPD officer foot patrols. In addition to ESF UPD, the New York State Police, Syracuse Police Department, Syracuse University's Department of Public Safety (DPS), and Upstate Medical University's (UMU) Police Department have been assisting.	UPD (lead)	Ongoing	UPD:  For emergencies— Campus phones, dial 6666 Off-campus, dial 911 or (315) 470-6666 Alternate #: (315) 440-6615 <a href="http://www.esf.edu/univpolice/">www.esf.edu/univpolice/</a>
Safety Escorts	Safety escorts continue to be available through ESF UPD and SU DPS.	UPD (lead)	Ongoing	UPD:  (315) 470-6666 <a href="http://www.esf.edu/univpolice/">www.esf.edu/univpolice/</a> SU DPS Safety Escort Services: (315) 443-SAFE (7233) <a href="http://dps.syr.edu/services-resources/safety-escort-program/">dps.syr.edu/services-resources/safety-escort-program/</a>

Objective	Description	Responsible Parties	Timeframe	Contact Information
Barnes Center - Bray Hall Intersection	In response to student concerns, ESF UPD has officers stationed at the Barnes Center - Bray Hall intersection during morning and afternoons.	UPD (lead)	Ongoing	UPD:  (315) 470-6666 <a href="http://www.esf.edu/univpolice/">www.esf.edu/univpolice/</a>
Employee/ Student Shuttle Service	The feasibility of a shuttle service is being explored for employees and students from parking lots on the western edge of the Syracuse campus to the main campus quad.	Division of Student Affairs (co-lead)  Facilities Department (co-lead)	Presently	Division of Student Affairs:  <a href="mailto:studenthelp@esf.edu">studenthelp@esf.edu</a> (315) 470-6660 <a href="http://www.esf.edu/students/support/">www.esf.edu/students/support/</a> Facilities Department: (315) 470-6588
Student Ride Share Service	A formalized shared ride/transportation service by and for students traveling to and from the Syracuse campus is being explored for its feasibility.	Division of Student Affairs (co-lead)	Presently	Division of Student Affairs:  <a href="mailto:studenthelp@esf.edu">studenthelp@esf.edu</a> (315) 470-6660 <a href="http://www.esf.edu/students/support/">www.esf.edu/students/support/</a>
Inter-institution Communication	Frequent communications between ESF, SU, and UMU public safety offices take place to efficiently synchronize efforts. In addition, ESF and SU have a shared bias reporting system in place.	UPD (lead)	Ongoing	UPD:  (315) 470-6666 <a href="http://www.esf.edu/univpolice/">www.esf.edu/univpolice/</a>
Campus Safety Walks	The Division of Student Affairs, Facilities Dept., Human Resources Office, and UPD hold an annual Syracuse campus nighttime safety walk with students and other members of the College community. The purpose is to identify areas requiring attention to safety. At the	Campus Safety Committee  Division of Student Affairs (co-lead)  Human Resources Office	Ongoing	Division of Student Affairs:  <a href="mailto:studenthelp@esf.edu">studenthelp@esf.edu</a> (315) 470-6660 <a href="http://www.esf.edu/students/support/">www.esf.edu/students/support/</a>  UPD:

Objective	Description	Responsible Parties	Timeframe	Contact Information
	11/19/19 safety walk, a number of locations were identified for improvements, including the front of Moon Library. College staff is presently working on all of these.	Facilities Department  UPD (co-lead)		(315) 470-6666 <a href="http://www.esf.edu/univpolice/">www.esf.edu/univpolice/</a>
SU Safety Efforts	ESF benefits from SU's attention to safety, which includes doubling the scale and scope of their DPS patrols on, and adjacent to their campus; increasing the deployment of new community safety officers; receiving the assistance and support of other law-enforcement agencies such as the FBI and State Police; installation of new security cameras in many locations; and DPS officers working increased shifts while classes are in session, doubling their presence.	SU DPS	Ongoing	SU Dept. of Public Safety:  (315) 443-2224 <a href="http://www.dps.syr.edu">www.dps.syr.edu</a>
Updated App	See the section on this below.			
<b>Improve Campus Engagement and Communication to Foster Quick Action</b>				
Crisis Communication Protocol	A succinct "crisis communication protocol" is being established. This includes ensuring future communications between ESF and SU are timely and transparent. It also includes clearly identifying to members of the ESF community specific information about	Communications and Marketing Office Division of Student Affairs President's Office (lead)	Protocol to be final by 12/9/19	President's Office:  <a href="mailto:president@esf.edu">president@esf.edu</a> (315) 470-6681

Objective	Description	Responsible Parties	Timeframe	Contact Information
	<p>bias, discrimination, or racist incidents – in addition to other emergencies (e.g., active shooter, bomb threat, chemical spills, suspicious mail) – so that faculty, staff, students, and visitors can quickly assess their personal safety risk.</p> <p>Communications to the ESF community and public will continue to strongly condemn wrongful behavior.</p>	<p>Title IX Working Group UPD</p>		
<p>Frequent Campus Communications</p>	<p>Frequent email communications from the President and other essential College units to the ESF community will continue.</p>	<p>Communications and Marketing Office (lead)</p> <p>President’s Office</p>	<p>Ongoing</p>	<p>Communications and Marketing Office:</p> <p><a href="mailto:kbmoore@esf.edu">kbmoore@esf.edu</a> (315) 470-6647 <a href="http://www.esf.edu/communications/">www.esf.edu/communications/</a></p>
<p>Centralized Information Webpage</p>	<p>Centralized information is available on a new <a href="#">ESF webpage</a>, including related news from ESF, SU, and UMU. It incorporates a link to SU’s <a href="#">DPS webpage</a>, where all SU safety updates are aggregated. ESF’s page also has a link to SU’s new <a href="#">Campus Commitment webpage</a>, which features regular updates about their progress toward commitments they made to their community over the last several weeks. The ESF page will include information or links to other important material and incidences. Email notices from all three institutions are also pushed through ESF’s faculty, staff, and student email lists, and ESF’s social media channels.</p>	<p>Communications and Marketing Office (lead)</p>	<p>Ongoing</p>	<p>Communications and Marketing Office:</p> <p><a href="mailto:kbmoore@esf.edu">kbmoore@esf.edu</a> (315) 470-6647 <a href="http://www.esf.edu/communications/">www.esf.edu/communications/</a> <a href="http://www.esf.edu/campusupdates/">www.esf.edu/campusupdates/</a></p> <p><a href="http://dpw.syr.edu">dpw.syr.edu</a></p> <p><a href="http://syracuse.edu/life/accessibility-diversity/diversity-inclusion/response/?">syracuse.edu/life/accessibility-diversity/diversity-inclusion/response/?</a></p>

Objective	Description	Responsible Parties	Timeframe	Contact Information
College Public Forums and Dialogue Sessions	College leadership continues to support and participate at both public and closed student forums and has facilitated additional open discussion events.	Division of Student Affairs (lead)  OIDE / Office of Chief Diversity Officer  President's Office  Provost's Office	Ongoing	Division of Student Affairs:  <a href="mailto:studenthelp@esf.edu">studenthelp@esf.edu</a> (315) 470-6660 <a href="http://www.esf.edu/students/support/">www.esf.edu/students/support/</a>  OIDE / Office of Chief Diversity Officer:  <a href="mailto:mcarte06@esf.edu">mcarte06@esf.edu</a> (315) 470-6866 <a href="http://www.esf.edu/ide/">www.esf.edu/ide/</a>
Leadership Meetings	To enhance planning and response, the President holds frequent Executive Cabinet meetings together with members of the Communications and Marketing Office and ESF UPD.	Communications and Marketing Office  President's Office (lead)  UPD	Ongoing	President's Office:  <a href="mailto:president@esf.edu">president@esf.edu</a> (315) 470-6681
SU to Share Timely and Transparent Information	In addition to other concerns voiced by students to ESF leadership, the President has communicated to SU leaders the need for SU to share information with ESF leaders with more lead-time. This way, ESF leadership can better communicate what's happening at SU with the ESF community. SU has responded favorably.	Communications and Marketing Office  President's Office (lead)	Ongoing	President's Office:  <a href="mailto:president@esf.edu">president@esf.edu</a> (315) 470-6681
GSA and USA Meetings	College leadership is committed to participating at all GSA and USA meetings, particularly during the coming months.	Division of Student Affairs (lead)  President's Office  Provost's Office	Ongoing	Division of Student Affairs:  <a href="mailto:studenthelp@esf.edu">studenthelp@esf.edu</a> (315) 470-6660 <a href="http://www.esf.edu/students/support/">www.esf.edu/students/support/</a>

Objective	Description	Responsible Parties	Timeframe	Contact Information
Affinity Group Meetings	College leadership has committed to re-engage the Baobab Society and other ESF affinity groups.	Division of Student Affairs (co-lead)  OIDE / Office of Chief Diversity Officer  President's Office (co-lead)	Ongoing	Division of Student Affairs: <a href="mailto:studenthelp@esf.edu">studenthelp@esf.edu</a> (315) 470-6660 <a href="http://www.esf.edu/students/support/">www.esf.edu/students/support/</a>  OIDE / Office of Chief Diversity Officer:  <a href="mailto:mcarte06@esf.edu">mcarte06@esf.edu</a> (315) 470-6866 <a href="http://www.esf.edu/ide/">www.esf.edu/ide/</a>  President's Office:  <a href="mailto:president@esf.edu">president@esf.edu</a> (315) 470-6681
International Student Meetings	College leadership reaffirms its commitment and is accelerating efforts to support international students.	Office of International Education (co-lead)  OIDE / Office of Chief Diversity Officer  President's Office (co-lead)  Provost's Office	Ongoing	Office of International Education:  <a href="mailto:oi@esf.edu">oi@esf.edu</a> (315) 470-6691 <a href="http://www.esf.edu/international/">www.esf.edu/international/</a>  President's Office:  <a href="mailto:president@esf.edu">president@esf.edu</a> (315) 470-6681
Domestic Students of Color	College leadership reaffirms its commitment and is accelerating efforts to support domestic students of color.	Division of Student Affairs (co-lead)  OIDE / Office of Chief Diversity Officer (co-lead)	Ongoing	Division of Student Affairs:  <a href="mailto:studenthelp@esf.edu">studenthelp@esf.edu</a> (315) 470-6660 <a href="http://www.esf.edu/students/support/">www.esf.edu/students/support/</a>



Objective	Description	Responsible Parties	Timeframe	Contact Information
		President's Office Provost's Office		OIDE / Office of Chief Diversity Officer:  <a href="mailto:mcarte06@esf.edu">mcarte06@esf.edu</a> (315) 470-6866 <a href="http://www.esf.edu/ide/">www.esf.edu/ide/</a>
Updated App	See the section on this below.			
<b>Provide Academic Leniency and Class Flexibility</b>				
Message to Faculty	The President sent a <a href="#">message</a> to faculty and staff on 11/20/19.	Provost's Office (lead)	Ongoing	Provost's Office:  <a href="mailto:sknevins@esf.edu">sknevins@esf.edu</a> (315) 470-6510 <a href="http://www.esf.edu/provost/">www.esf.edu/provost/</a>
Academic Department Chairs	Department Chairs have been encouraged by the Provost to be flexible with students who are unable to attend class or complete assignments.	Provost's Office (lead)	Ongoing	Provost's Office:  <a href="mailto:sknevins@esf.edu">sknevins@esf.edu</a> (315) 470-6510 <a href="http://www.esf.edu/provost/">www.esf.edu/provost/</a>
<b>Offer Additional Programs for Student Well-being</b>				
Stress Reduction Sessions	The College will provide a variety of opportunities from external service providers to help reduce stress.	Division of Student Affairs (lead)  Human Resources Office	Remainder of Fall 2019 Semester	Division of Student Affairs:  <a href="mailto:studenthelp@esf.edu">studenthelp@esf.edu</a> (315) 470-6660 <a href="http://www.esf.edu/students/support/">www.esf.edu/students/support/</a>

Objective	Description	Responsible Parties	Timeframe	Contact Information
Wellness Programming	Programming will be expanded to provide additional holistic well-being services, including a seminar series on healing. This includes speakers/providers who have been deeply affected by experiences of bias and discrimination sharing the methods they used for coping and healing.	Division of Student Affairs (lead)  Human Resources Office  OIDE / Office of Chief Diversity Officer	Starting January 2020	Division of Student Affairs:  <a href="mailto:studenthelp@esf.edu">studenthelp@esf.edu</a> (315) 470-6660 <a href="http://www.esf.edu/students/support/">www.esf.edu/students/support/</a>
SU Well-being Services	Some services and programs at SU are available for ESF students, such as peer educators, who will be hosting de-stress activities in Bird Library and other locations across the SU campus. In addition, Hendricks Chapel chaplains remain available 24/7 to provide comfort and care.	SU	Ongoing	SU Barnes Center:  (315) 443-8000 <a href="http://ese.syr.edu">ese.syr.edu</a> SU Hendricks Chapel: (315) 443-2901 <a href="http://hendricks.syr.edu">hendricks.syr.edu</a>
Updated App	See the section on this below.			
<b>Develop a “Resilient Oaks App”</b>				
	Upgrade the current <i>ESF Reach-out App</i> , and replicate elements of the <i>ESF Go App</i> into a newly revised, more robust app. Desired functionality and features of the updated app include: <ul style="list-style-type: none"> <li><input type="checkbox"/> Peer-to-peer connectivity, including potential ride-share options (with locational capability)</li> <li><input type="checkbox"/> Immediate request button for ESF UPD escort</li> </ul>	Communications and Marketing Office  Division of Student Affairs  OIDE / Office of Chief Diversity Officer (lead)  Undergraduate Student Association	Fully developed and functional 2020	OIDE / Office of Chief Diversity Officer:  <a href="mailto:mcarte06@esf.edu">mcarte06@esf.edu</a> (315) 470-6866 <a href="http://www.esf.edu/ide/">www.esf.edu/ide/</a>

Objective	Description	Responsible Parties	Timeframe	Contact Information
	<ul style="list-style-type: none"> <li><input type="checkbox"/> Button linking to 24/7/365 counseling and related emergency services and resources</li> <li><input type="checkbox"/> Push communications for verified alerts in real-time</li> <li><input type="checkbox"/> Links to employee training (e.g., anti-bias training)</li> <li><input type="checkbox"/> Links to meditation / well-being resources</li> <li><input type="checkbox"/> Potential capability to immediately connect with family or emergency contacts</li> <li><input type="checkbox"/> Direct link to bias incidence reporting</li> </ul>	UPD		
<p><b>Empower and Elevate the Importance of the Existing College-wide Inclusion, Diversity and Equity (IDE) Committee</b></p>	<p>The IDE Committee will serve as a point of coordination for many of the initiatives described in this document. Reporting to the President, an enhanced committee charge includes developing rapid measures to:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Help promote tolerance for all people, and eliminate all racist behaviors that threaten, incite or harass others</li> <li><input type="checkbox"/> Accelerate an increase in the diversity of faculty, staff, and students</li> <li><input type="checkbox"/> Identify mechanisms for better support of international and underrepresented students</li> </ul>	<p>Inclusion, Diversity, and Equity (IDE) Committee:</p> <p>Co-chair—Dr. Malika Carter</p> <p>Co-chair—Kerrie Findlay</p>	Immediately	<p>Inclusion, Diversity, and Equity Committee:</p> <p><a href="http://www.esf.edu/ide/committee.htm">www.esf.edu/ide/committee.htm</a></p> <p>OIDE / Office of Chief Diversity Officer:</p> <p><a href="mailto:mcarte06@esf.edu">mcarte06@esf.edu</a> (315) 470-6866</p> <p><a href="http://www.esf.edu/ide/">www.esf.edu/ide/</a></p> <p>Office of International Education:</p> <p><a href="mailto:oe@esf.edu">oe@esf.edu</a> (315) 470-6691</p> <p><a href="http://www.esf.edu/international/">www.esf.edu/international/</a></p>

Objective	Description	Responsible Parties	Timeframe	Contact Information
	<ul style="list-style-type: none"> <li data-bbox="547 158 1085 225">☐ Promote additional safety and security needs</li> <li data-bbox="547 229 1085 439">☐ Review the current voluntary use of an inclusive excellence statement on class syllabi, which encourages faculty to adhere to inclusiveness for all students, and recommend any needed changes</li> <li data-bbox="547 444 1085 615">☐ Implement the NERCHE <i>Self-Assessment Rubric for the Institutionalization of Diversity, Equity, and Inclusion in Higher Education</i></li> <li data-bbox="547 619 1085 686">☐ Update the 2016 ESF IDE Strategic Plan</li> </ul> <p data-bbox="499 725 1110 1282">To enhance the impact of the Committee, the President will appoint additional members, and the Committee will develop a network of “equity liaisons.” These are point people from each major academic and staff department/unit who will be available to hear concerns, ideas, and feedback from members of that unit. These individuals will report to the IDE Committee and return information to their respective units. They might also facilitate trainings and diversity initiatives within their unit to broaden the College’s training efforts. Working with the liaisons, the Committee will create infrastructure that will rotate liaisons on a periodic basis, and provide training for them that</p>			

Objective	Description	Responsible Parties	Timeframe	Contact Information
	best meets the needs of students and employees. This initiative will be sustainable, with each unit being required to have one publicly identified liaison with the ability to rotate on a set timeframe or as-needed basis.			

**This is a living, working document that will continue to be updated.**

**For comments, ideas, or questions, please send an email to [president@esf.edu](mailto:president@esf.edu).**

### **ESF's Nondiscrimination Policy Statement**

Pursuant to State University of New York policy, SUNY-ESF is committed to fostering a diverse community of outstanding faculty, staff, and students, as well as ensuring equal educational opportunity, employment, and access to services, programs, and activities, without regard to an individual's race, color, national origin, religion, creed, age, disability, sex, gender identity, sexual orientation, familial status, pregnancy, predisposing genetic characteristics, military status, domestic violence victim status, or criminal conviction. Employees, students, applicants or other members of the College community (including but not limited to vendors, visitors, and guests) may not be subjected to harassment that is prohibited by law, or treated adversely or retaliated against based upon a protected characteristic.

SUNY-ESF's policy is in accordance with federal and state laws and regulations prohibiting discrimination and harassment. These laws include the Americans with Disabilities Act (ADA), Section 504 of the Rehabilitation Act of 1973, Title IX of the Education Amendments of 1972, Title VII of the Civil Rights Act of 1964 as Amended by the Equal Employment Opportunity Act of 1972, and the New York State Human Rights Law. These laws prohibit discrimination and harassment, including sexual harassment and sexual violence.

# LESSONS LEARNED

- Our students of color and diverse identities have deep wounds that are current and readily inflamed by incidents of racism.
- Racist and biased events can drive students off campus from concerns of personal safety-mitigating this fear needs to become priority #1.
- In such situations leadership needs to be present, visible and providing opportunities for engagement and then responsive.
- Communication is critical: timely, transparent, with sufficient detail for individuals to accurately evaluate their level of risk. Communication needs to be multi-modal.
- Such challenging situations provide an opportunity to come together and work together as a community to become a better community.



# QUESTIONS?

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# COLLEGE FINANCES

Joseph Rufo



# 2019 – 2020 STATE OPERATING BUDGET

REVENUE (\$000's)	Original Budget	Year-End Forecast	% of Total	Projected Variance	
				\$	%
State Allocation: Base Annual Support	\$22,609.8	\$22,609.8	60.6%	\$0.0	0.0%
Campus Revenue - Tuition	19,132.0	19,010.0	50.9%	(122.0)	-0.6%
Scholarships/Waivers	(4,985.9)	(4,533.1)	-12.1%	452.8	-9.1%
College Fee and Interest	138.1	227.5	0.6%	89.4	64.7%
<b>Total State Operating Revenue</b>	<b>\$36,894.0</b>	<b>\$37,314.2</b>	<b>100.0%</b>	<b>\$420.2</b>	<b>1.1%</b>

# 2019 – 2020 STATE OPERATING BUDGET

EXPENDITURES (\$000's)	Original Budget	Year-End Forecast	% of Total	Projected Variance	
				\$	%
Personal Service - Regular	\$31,295.7	\$30,813.1	80.8%	(\$482.6)	-1.5%
Personal Service - Temporary	3,502.7	3,402.1		(100.6)	-2.9%
OTPS: UG Student Scholarships	2,839.2	2,621.8	6.2%	(217.4)	-7.7%
OTPS: Grad Student Tuition Waivers	1,995.5	1,911.3	4.5%	(84.2)	-4.2%
Scholarships/Waivers	(4,834.7)	(4,533.1)	-10.7%	301.6	-6.2%
OTPS: SU Services Contract - Accessory Instruction Portion	2,050.0	1,863.1	4.4%	(186.9)	-9.1%
OTPS: Department Expenses	4,140.8	3,983.6	9.4%	(157.2)	-3.8%
OTPS: Utilities	1,803.7	1,764.1	4.2%	(39.6)	-2.2%
OTPS: Assessments by SUNY for Selected Services	506.9	506.9	1.2%	0.0	0.0%
<b>Total ESF State Operating Expenditures</b>	<b>\$43,299.8</b>	<b>\$42,332.9</b>	<b>100.0%</b>	<b>(\$966.9)</b>	<b>-2.2%</b>
<b>Operating Surplus / (Deficit)</b>	<b>(\$6,405.80)</b>	<b>(\$5,018.7)</b>	<b>N/A</b>	<b>\$1,387.1</b>	<b>-21.7%</b>

<b>Research Foundation Financial Plan Summary 2019 - 2020</b>	<b>Projection</b>	<b>As of 10/31/2019</b>	<b>% of Projection</b>
<b>Revenue</b>			
Sponsored Programs Direct Cost (Restricted Funds)	\$13,750,000	\$5,456,437	40%
Sponsored Programs Indirect Cost	\$2,700,000	\$1,107,932	41%
Non Sponsored	\$3,214,000	\$736,185	23%
<b>Total</b>	<b>\$19,664,000</b>	<b>\$7,300,554</b>	<b>37%</b>
<b>Expenditures</b>			
Sponsored Programs Direct Cost (Restricted Funds)	(\$13,750,000)	(\$5,456,437)	40%
RF Central Office Assessment (Sponsored Programs IDC)	(\$616,842)	(\$220,449)	36%
RF Operations Management & Research Support (Sponsored Programs IDC)	(\$2,083,158)	(\$836,868)	40%
RF Operations Management & Research Support (Other Nonsponsored Funding)	(\$206,500)	(\$53,921)	26%
Other Nonsponsored Programs		\$197,062	
ESF College Foundation (Other Nonsponsored Funding)	(\$2,889,000)	(\$399,020)	13%
ESF College Foundation (Staffing Service)		(\$159,634)	
<b>Total</b>	<b>(\$19,545,500)</b>	<b>(\$6,370,613)</b>	<b>33%</b>
<b>Contingency/Reserve Fund Restoration Projection</b>	<b>\$118,500</b>	<b>\$929,941</b>	
<b>Reserves as of 10/31/2019</b>			
Total Reserve Cash		\$6,847,539	
Total Reserve Liabilities		(\$5,596,846)	
<b>Reserve Cash Position as of 10/31/2019</b>		<b>\$1,250,693</b>	

# RESEARCH FOUNDATION FINANCIAL PLAN SUMMARY

# RESEARCH FOUNDATION FINANCIAL PLAN - DEFINITIONS

Revenue Category		Definition
A	Sponsored Programs Direct Cost (Restricted Funds)	Restricted fund revenue (equal to expenses) received from extramural sponsors for Direct Costs expended for sponsored research, training and service programs.
B	Sponsored Programs Indirect Cost	Facilities and Administrative (overhead) revenue received from extramural sponsors for reimbursement of the allocable Indirect Costs associated with sponsored research, training and service programs. Reimbursement rate basis is the ESF negotiated F&A rate with the federal government, however individual agreements may include waivers approved by the VPR.
C	Non Sponsored	Revenue received as the result of RF-administered non-sponsored programs and operations. This includes, but is not limited to: ESF College Foundation (ESFCF) and Syracuse Pulp and Paper Foundation (SPPF) student assistantships/fellowships/internships, and other donor-based research, training, and service programs; ESFCF, SPPF, ESF Alumni Association and NY Water Environment Association (NYWEA) administrative staffing services; Technical services operations administered by RF on behalf of ESF (e.g. A&TS, PBE Pilot Plant, workshops/conferences); Research Assistantship tuition scholarships; Federal training program cost of education allowances.
D	<b>Total</b>	<b>A+B+C</b>

Expenditure Category		Definition
E	Sponsored Programs Direct Cost (Restricted Funds)	Restricted use direct cost expenditures for extramurally sponsored research, training and service programs.
F	RF Central Office Assessment (Sponsored Programs IDC)	Cost assessment associated with the services provided by the Research Foundation Central Corporate Office (funded from sponsored program Indirect cost reimbursements).
G	RF Operations Management & Research Support (Sponsored Programs IDC)	RF Administrative Operations and Direct Research/Academic Support expenses - Staffing & OTPS (funded from sponsored program Indirect cost reimbursements)
H	RF Operations Management & Research Support (Other Nonsponsored Funding)	RF Administrative Operations and Direct Research/Academic Support expenses - Staffing & OTPS (funded from non-sponsored revenue)
I	Other Nonsponsored Programs	Technical services operations administered by RF on behalf of ESF (e.g. A&TS, PBE Pilot Plant, workshops/conferences); SPPF student assistantships, and other donor-based research, training, and service programs; SPPF, ESF Alumni Association and NYWEA administrative staffing services; Research Project Assistant tuition scholarships; Federal training program cost of education allowances.
J	ESF College Foundation (Other Nonsponsored Funding)	Student assistantships/fellowships/internships, and other donor-based research, training, and service programs (funded from ESFCF donor gifts)
K	ESF College Foundation (Staffing Service)	Administrative staffing services provided to the ESFCF by RF (funded by ESFCF)
L	<b>Total</b>	<b>E+F+G+H+I+J+K</b>
	<b>Contingency/Reserve Fund Restoration Projection</b>	<b>D-L</b>

# RESEARCH FOUNDATION FINANCIAL PLAN - DEFINITIONS

# RESEARCH FOUNDATION FINANCIAL PLAN - DEFINITIONS


	<b>Reserves as of 10/31/2019</b>	<b>Definition</b>
M	Total Reserve Cash	Total Cash Reserves on hand - point-in-time as of date provided
N	Total Reserve Liabilities	Total Outstanding Liabilities (actual and contingent) backstopped by Cash Reserves - point-in-time as of date provided. This includes outstanding Accounts Receivables for expenses on cost-reimbursable sponsored program agreements, expenses incurred in expectation of sponsored agreements, and other anticipated but unbooked significant expenses for which a commitment has been made.
O	Reserve Cash Position as of 10/31/2019	Net Cash Reserve Position ( <b>M-N</b> )





# QUESTIONS?

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# PROVOST'S REPORT

David Newman





# OUTLINE OF TOPICS

- Student demographics and internships
- SUNY ESF Factbook
- Concerns about graduate student numbers and the allocation of Graduate Assistantships
- Faculty Workload Report

# STUDENT DEMOGRAPHICS

Matriculated Fall Headcount Undergraduate and Graduate Combined						
	2014	2015	2016	2017	2018	2019
American Indian/Alaskan Native	8 0.4%	5 0.2%	7 0.3%	12 0.5%	12 0.5%	13 0.6%
Asian/Pacific Islander	65 3%	66 3%	72 3%	87 4%	75 3%	76 3%
Black or African American	36 2%	32 1%	34 2%	33 1%	33 1%	38 2%
Hispanic or Latinx	83 4%	107 5%	108 5%	109 5%	111 5%	110 5%
Two or more Races	43 2%	47 2%	47 2%	51 2%	55 2%	55 2%
International Students	170 8%	155 7%	152 7%	159 7%	172 8%	165 8%
Unreported	60 3%	82 4%	88 4%	88 4%	89 4%	89 4%
White	1,725 79%	1,715 78%	1,661 77%	1,669 76%	1,675 75%	1,654 75%

# UNDERGRADUATE ADMISSIONS FOR FALL 2019

- **353 Freshmen enrolled at Syracuse Campus**

- 21% Students of Color
- 14% non-New York State Resident US Citizens
- 69% Acceptance Rate; 92.6 average High School GPA; 1229 average SAT score
- 31% of Accepted Students Enrolled

- **231 Transfers enrolled at Syracuse Campus**

- 9% Students of Color
- 24% non-New York State Resident US Citizens
- 45% Acceptance Rate; 3.29 average Transfer GPA
- 73% of Accepted Students Enrolled
- 53% Transferred from SUNY Institutions

- **55 Students enrolled at Ranger School Campus**

- 9% Students of Color
- 20% non-New York State Resident US Citizens
- 55% Acceptance Rate; 3.16 average Transfer GPA
- 100% of Accepted Students Enrolled
- 44% Transferred from SUNY Institutions

# UNDERGRADUATE ENROLLMENT, 2014 – 2019

Matriculated Fall Headcount						
	2014	2015	2016	2017	2018	2019
Total Students	1,718	1,746	1,746	1,790	1,819	1,810
New Students (Freshman and Transfer)	567	569	575	560	628	629
Continuing Students	1,151	1,177	1,171	1,230	1,191	1,181

# UNDERGRADUATE ENROLLMENT DIVERSITY, 2014 – 2019

Matriculated Fall Headcount						
	2014	2015	2016	2017	2018	2019
NY Residents	1,401	1,437	1,395	1,434	1,421	1,449
Out of State US Residents	282	278	313	321	336	309
Male	949	948	938	950	959	943
Female	769	798	808	840	860	867
Students of Color	209	227	236	255	257	269
URM Students	149	167	172	185	190	200
International Students	35	31	38	35	62	52



# UNDERGRADUATE COSTS, 2014 – 2019

	2014	2015	2016	2017	2018	2019
<b>New York State Residents</b>						
Tuition	\$6,170	\$6,470	\$6,470	\$6,670	\$6,870	\$7,070
Student Fees	\$1,228	\$1,378	\$1,633	\$1,873	\$2,004	\$2,045
<b>Out-of-State Residents</b>						
Tuition	\$15,820	\$16,320	\$16,320	\$16,320	\$16,650	\$16,980
Tuition + Fees	\$17,048	\$17,698	\$17,953	\$18,193	\$18,654	\$19,025
Tuition Difference	\$9,650	\$9,850	\$9,850	\$9,650	\$9,780	\$9,910
Double Room	\$7,800	\$7,900	\$8,060	\$8,300	\$8,600	\$8,850
Max. Board Plan	\$7,320	\$7,540	\$8,050	\$8,210	\$9,270	\$9,450
Books/Other	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
<b>Total Cost – NYS</b>	<b>\$23,718</b>	<b>\$24,488</b>	<b>\$25,413</b>	<b>\$26,253</b>	<b>\$27,944</b>	<b>\$28,615</b>
<b>Total Cost - non-NYS</b>	<b>\$33,368</b>	<b>\$34,338</b>	<b>\$35,263</b>	<b>\$35,903</b>	<b>\$37,724</b>	<b>\$38,525</b>

# UNDERGRADUATE ADMISSION TRENDS, 2014 – 2019

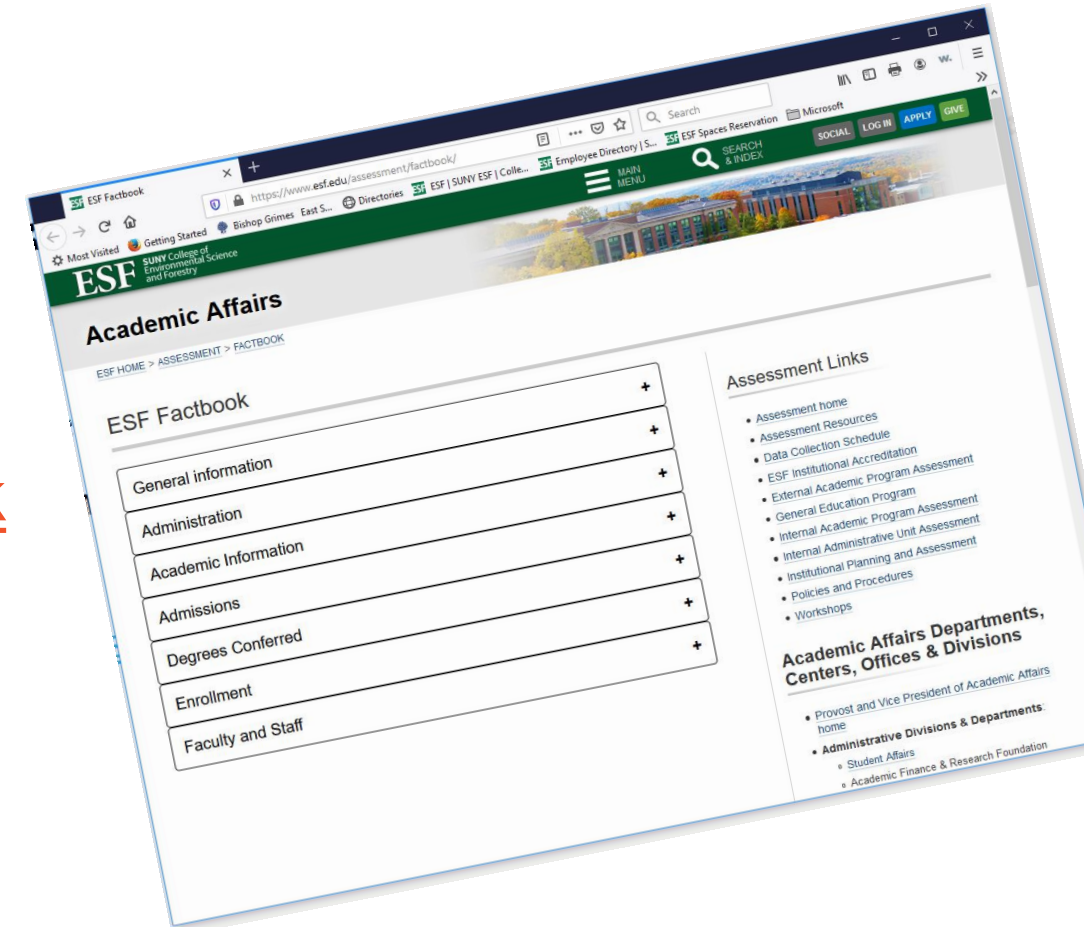
Fall Semester Freshmen						
	2014	2015	2016	2017	2018	2019
Freshmen Applied	1,596	1,619	1,669	1,830	2,031	1,661
Freshmen Accepts	816	841	899	949	1,233	1,155
Freshmen Enrolled	332	318	327	329	386	353
% Accepted	51%	52%	54%	52%	61%	69%
% Enrolled of Accepted	41%	38%	36%	35%	31%	31%
% Outside NY	22%	24%	27%	24%	21%	14%

# UNDERGRADUATE TRANSFER ADMISSION TRENDS, 2014 – 2019

Fall Semester Transfers to Syracuse Campus						
	2014	2015	2016	2017	2018	2019
Transfers Applied	769	833	727	731	708	705
Transfer Accepts	257	277	278	278	297	316
Transfer Enrolled	190	190	205	185	200	231
% Accepted	33%	33%	38%	38%	42%	45%
% Enrolled of Accepted	74%	68%	74%	67%	67%	73%
% Outside NY	13%	10%	11%	9%	26%	23%

# ESF FACTBOOK

- Updating and expanding our Institutional Research page
- Want a clear and accessible source of information for College and external use
- <https://www.esf.edu/assessment/factbook>



# GRADUATE STUDENT NUMBERS AND GRADUATE ASSISTANTSHIPS

- Declining overall numbers
  - Reduction in professional and M.S. degree students
    - Highly correlated with economic conditions
  - Ph.D. numbers have stayed consistent, but includes many ABD and non-resident
  - Need for Ph.D. graduates to remain above 20/year
- Graduate Assistantships
  - Our allocation system for GA's has been unchanged for more than a decade
    - Both in number of GA's and the stipend
  - Commitment to increase GA stipends and reform the allocation system

# ESF GRADUATE STUDENT DIVERSITY - FALL 2019

Student Ethnicity	Fall Total Enrolled	% of Combined Total	Fall New Students	% of Combined Total	Student Gender	Fall Total Enrolled	% of Combined Total	Fall New Students	% of Combined Total
Domestic/White	249	65%	65	67%	Male	121	32%	25	26%
Domestic/Black	5	1%	1	1%	Female	154	40%	45	46%
Domestic/LatinX	1	0%	0	0%	Total:	275		70	
Domestic/Asian-PI	11	3%	1	1%					
Native American	9	2%	3	3%					
Domestic Total:	275	72%	70	72%					
Student Ethnicity	Fall Total Enrolled	% of Combined Total	Fall New Students	% of Combined Total	Student Gender	Fall Total Enrolled	% of Combined Total	Fall New Students	% of Combined Total
International/White	26	7%	4	4%	Int'l/male	47	12%	11	11%
International/Black	9	2%	1	1%	Int'l/female	60	16%	16	16%
International /LatinX	4	1%	1	1%	Total:	107		27	
International/Asian	68	18%	21	22%					
International Total:	107	28%	27	28%	Male	168	44%		
					Female	214	56%		
Combined Total:	382		97						



# GRADUATE ENROLLMENT TRENDS, 2014 – 2019

Characteristic	AY 2014 - 2015	AY 2015 - 2016	AY 2016 - 2017	AY 2017 - 2018	AY 2018 - 2019	AY 2019 - 2020
Graduate head count (matriculated - fall snapshot)	474	461	432	410	392	382
PhD grads (headcount fall)	155	172	159	168	162	168
Funded on GA or Fellowships (headcount - fall)	188	183	176	179	181	171
PhD funded on GA or Fellowships (headcount - fall)	60	66	67	80	72	75
Funded on RPA (headcount- fall)	108	86	75	77	72	66
PhD Funded on RPA (headcount- fall)	33	33	31	32	37	34
Self-funded (headcount - fall)	178	192	181	154	139	149
International graduate student enrollment (headcount - fall)	128	116	110	119	108	107
International PhD enrollment (headcount - fall)	67	71	67	73	69	73
Domestic graduate student enrollment (headcount - fall)	346	345	322	291	284	275



# GRADUATE DEGREES AND ADMISSIONS

Characteristic	AY 2014 - 2015	AY 2015 - 2016	AY 2016 - 2017	AY 2017 - 2018	AY 2018 - 2019	AY 2019 - 2020
Graduate degrees awarded (AY total)	140	128	118	96	103	
MPS	46	35	24	28	27	
MLA	16	9	9	8	7	
MF	2	1	1	2	1	
MS	49	63	64	37	45	
PhD	26	20	20	21	23	
New grad students - spring	35	22	19	17	22	
New PhD students – spring	6	10	5	2	9	
New grad students - fall (includes summer starts)	113	115	102	108	96	100
New PhD students - fall (includes summer starts)	16	28	13	29	23	26
New grad students - AY total	160	137	121	125	118	

# PROPOSED NEW GA ALLOCATIONS

- Currently, graduate assistants (GA's) generally receive a half-time, teaching assistantship for 1 or 2 semesters/year with a tuition waiver.
  - Research assistants (RA's funded from research grants) receive the same
  - Current salaries for a 1/2 time position are:
    - MS = \$12,288 for 30 weeks @ 20 hrs/week = \$20.48/hr + Tuition = \$5,655/semester in state
    - PhD - \$14,100 for 30 weeks @ 20 hrs/week = \$23.50/hr + Tuition = \$5,655/semester in state
- This is lower than our competition and we are proposing to adjust stipends
  - MS = \$14,000 for 30 weeks @ 20 hrs/week = \$23.33/hr + Tuition = \$5,655/semester in state
  - PhD - \$16,000 for 30 weeks @ 20 hrs/week = \$26.67/hr + Tuition = \$5,655/semester in state
- This is much higher than we pay adjunct instructors to actually teach a course

# PROPOSED NEW GA ALLOCATIONS

- We currently spend \$1.807 million for GA stipends which provides for 139.5 GA's
  - This dollar expenditure has hardly changed in the last decade
- If we stay at the same funding level for GA's but raise stipends, we would drop to 121.5 GA's
  - The additional cost for keeping us at the same level of GA's ~ \$250K
- Executive Cabinet was concerned about the impact on graduate student numbers if we don't raise stipends and maintain GA's, so approved the extra funds to cover the change
- Also needed to look at the distribution of stipends to encourage PhD students and research

# PROPOSED NEW GA ALLOCATIONS

Weight:		40.0%		25.0%		25.0%		10.0%	100.0%				
Department	% of Instruction	Instruction Component	% of PhD grads	PhD grads Component	% of Research Volume	Research Volume Component	% of RPA + self funded grads	RPA+Self-funded Grads GA Component	Calculated Total by Available GA's	GA's after Re-allocation	Current GA Lines	Current % of Total	% of Total after Re-allocation
CHE	10.4%	5.26	15.4%	4.87	11.6%	3.66	4.1%	0.51	14.3	<b>14.5</b>	<b>21.5</b>	15.4%	10.4%
EFB	36.7%	18.56	35.4%	11.19	50.6%	16.01	31.3%	3.96	49.7	<b>49.5</b>	<b>39.5</b>	28.3%	35.5%
ERE	6.8%	3.43	15.4%	4.87	5.0%	1.58	8.5%	1.08	10.9	<b>11.0</b>	<b>12.0</b>	8.6%	7.9%
EST	6.2%	3.16	15.4%	4.87	1.2%	0.39	9.4%	1.19	9.6	<b>9.5</b>	<b>12.0</b>	8.6%	6.8%
FNRM	28.7%	14.52	6.2%	1.95	28.4%	8.97	18.5%	2.34	27.8	<b>28.0</b>	<b>19.5</b>	14.0%	20.1%
LA	6.4%	3.24	0.0%	0.00	2.1%	0.68	21.0%	2.66	6.6	<b>6.5</b>	<b>10.0</b>	7.2%	4.7%
PBE	4.8%	2.45	12.3%	3.89	1.1%	0.34	7.2%	0.92	7.6	<b>7.5</b>	<b>11.0</b>	7.9%	5.4%
GPES (all PhD)										<b>8.0</b>	<b>8.0</b>	5.7%	5.7%
AEC											<b>1.0</b>	0.7%	0.0%
OIGS										<b>1.0</b>	<b>1.0</b>	0.7%	0.7%
OpenAcad										<b>1.0</b>	<b>1.0</b>	0.7%	0.7%
Provost										<b>3.0</b>	<b>3.0</b>	2.2%	2.2%
Total:	100%		100%		100%		100%		134.5	<b>139.5</b>	<b>139.5</b>	100.0%	100.0%

# STUDENT INTERNSHIPS AND EXPERIENTIAL LEARNING

- Relatively small percentage of students take experiential learning (internship, research, or co-op) courses for credit
  - Only 9 majors representing about 8% of our student body require formal course work
  - Many reasons why majors do not require an experiential learning course
- Nevertheless, a large number of students undertake experiential learning activities
  - If it is not required, there is no need to register for a course
  - Makes it difficult for us to collect data
- Working to improve reporting systems

# STUDENT INTERNSHIPS AND EXPERIENTIAL LEARNING

Programs Requiring Experiential Learning for Course Credit				
	Internship Required	Co-op Required	Research Exp. Required	College Total
# of Majors / 23 majors	5 / 21.7%	2 / 8.7%	3 / 13%	9 / 39.1%*
Avg. # of students required	<b>99</b>	<b>22</b>	<b>64</b>	<b>151*</b>
% of ESF UG's required to engage in one of the three: 151/1800				8.4%

Domestic Students Enrolled in Internship Courses					
Total	UG	Grad	Black	LatinX	Asian/PI
139	10 of 118	1 of 21	3	5	3

International Students Enrolled in Internship Courses					
Total	UG	Grad	Black	LatinX	Asian/PI
139	2 of 118	4 of 21	0	0	6



# MAJORS REQUIRING INTERN, CO-OP, OR RESEARCH EXPERIENCE

- Chemistry – Research Experience
- Biotechnology – Internship or Research Experience
- Conservation Biology – Internship or Research Experience
- Environmental Health – Internship
- Environmental Studies – Internship
- Construction Management – Internship
- Bioprocess Engineering – Internship or Co-op
- Paper Engineering - Internship or Co-op





# FACULTY WORKLOAD


- College has a faculty workload policy
  - 100% teaching is 4 courses in the fall and 4 in the spring
  - Majority of faculty have either a 40% or 50% teaching appointment with the rest of their appointment being research and service
- This past spring, we had 125 tenured or tenure-track faculty with a PSR of ~\$11.5 million
- This year, we will spend a total of ~\$1.5 million on temporary positions from the Provost's office
  - ~\$0.5 million was for non-teaching – (e.g. summer salary, GLRC, enrollment management)
- Credit hour production a function of department size and teaching load



# QUESTIONS?

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