Dr. John L. Graham, Officer-in-Charge
Welcome Address to open the 2021-22 academic year

Wednesday, September 8 at 12 p.m.
Helen M. Hosmer Concert Hall
Crane School of Music
THANK YOU!

Emergency Resource Response Group

Physical Plant Staff

Custodial Staff

Campus Safety/University Police

Residence Life Staff

All jobs are important at SUNY Potsdam – Regardless of Title!
The LANDSCAPE

- We are the first SUNY Campus - more than 200 years old
- Higher Education Institutions are either Heading into a storm, In a storm or Coming out of a storm
- We need to be Bold, Bigger and Better to keep pace
- History cannot be our only strength – We need to take our place and regain competitive position – and stop criticizing our geography!
The VISION

• Increase Enrollment
• Restore Confidence
• Prepare for Permanent Leadership
1. Increase Enrollment

- Student Success
- Student Support Services
2. Restore Confidence

- Academic Excellence
- Academic Offerings
3. Prepare for Permanent Campus Leadership

• Fiscal Stability

• Operational Efficiency
THE HIGHER EDUCATION ENVIRONMENT
NATIONAL TRENDS ON COLLEGE CHOICE
• Waning State Support
• Affordability
• Value of a College Degree
• In-Person
• Online/Hybrid Learning Options
• The College Experience
<table>
<thead>
<tr>
<th>Nearly 20 Million college students in the U.S.</th>
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<tbody>
<tr>
<td>More than 5,000 colleges and universities</td>
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<tr>
<td>More than 2,000 community colleges</td>
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</table>

*THE MARKET PLACE*

Potsdam State University of New York
OUR SHARE is less than 3,000 students
SO, ABOUT POTS DAM!
To Whom does the University Belong?

- **Students** – Tuition
- **Faculty** – Teach and Shared Governance
- **Staff** – Support
- **Administration** – Leadership
- **Alumni** – Their time/memories and social mobility
- **Foundation** – Sustained fundraising
- **Community** – Interconnection
- **Strategic Partners** – including regional higher ed institutions
- **System** – Statewide Advocacy and Oversight
EXECUTING THE STRATEGY
ENROLLMENT
FOUR POINT PLAN

1. North Country – We must secure our base
2. New York City – Partner w/specialized high schools – music, preforming arts, STEM, Business and Health and Performance
3. International Students – Strategic locations
4. Re-Enroll to Complete – Bring Back Bears!
WHY 4 PARACHUTES?

1. We must compete for students – Market of competition is unkind
2. Build and strengthen partnerships in NYS
3. International Students are not afraid of distance
4. Some students come from locations just like Potsdam
Students will travel far if they believe they will go far – it’s the same reason we’re here.
EVERYONE WANTS IDEAL STUDENTS
Since we are relatively small, *upfront and personal* and *high touch*, we should be able to effectively transform the students that want to be here.
THE RISE OF THE “C” STUDENT
The Importance of the “C” Student

Enrollment is transactional; the living and learning community is transformative.

• Who are the C students?
• Why are they important?
• Why should we value them?
RESTORING CONFIDENCE
Why Restoring Confidence is Critically Important

• A safe, secure, and welcoming campus environment produces successful students, happy families, and an appreciated faculty.

• Collaboration between the campus and the local community leverages and strengthens our assets.
Why Restoring Confidence is Critically Important

• Strengthen our academic offerings to make us more competitive.

• We are the principal gatekeepers –
  • If we don’t collectively believe, no one else will
  • Time is the one thing that we don’t get back!
A safe, secure, and welcoming campus environment requires that we:

• **Prove** to students and stakeholders that we can confront and overcome our challenges.

• **Demonstrate** to community and regional partners our commitment that we are a viable enterprise.

• **Advance** our position among SUNY comprehensive colleges.
Collaboration and engagement of our broader community requires that we:

- **Rebuild** and strengthen relationships with sponsors, influencers, and partners for our enrollment pipeline.
- **Protect** covenant with alumni and the Foundation Board – they give, and we must yield measurable returns on their investments.
- **Leverage** our physical assets and community connectedness.
The 4 Questions We Must Answer Now:

1. Are our degree programs attractive to today’s students?
2. Are programs based on what we want or what they need?
3. Do our programs address and solve real human problems?
4. How does our living and learning community compare to our peer institutions?

Broaden our Academic Offerings
The Potsdam College Foundation

We owe the Foundation a return on its investment:

• A tremendous source of strength and support
• Consistent in fundraising for the institution
• Our greatest champion
PERMANENT LEADERSHIP
Charting the Course for Permanent Leadership

Three critical action steps:

1. **Fully activate** a time-measured, 4-point enrollment strategy with
   - Key process indicators
   - Key performance indicators
2. **Drive the momentum** for restoring confidence
3. **Position the campus** to receive permanent leadership
The APPROACH

- Access
- Agility
- Alignment
ACCESS
We Need to Be Accessible to

• Students, Faculty, and Staff from
• Local **Community**
• Across the **Region**
• Across the **State**
• Across Country and from across the **World**
Diverse.
Inclusive.
Welcoming.
AGILITY
We Need to Be Nimble

- By developing in-demand degree programs
- We should **not** limit ourselves to in-person teaching and learning
- We need to **scale online offerings** that allow students and faculty to be innovative
- We need to **pivot** so that we **don’t lose position**, but change position
ACADEMIC EXCELLENCE
<table>
<thead>
<tr>
<th>Student Success</th>
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<tbody>
<tr>
<td>• Academic Advising (Starfish)</td>
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<tr>
<td>• Tutoring</td>
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<tr>
<td>• Accommodative Services</td>
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<tr>
<td>• Mental Health &amp; Wellness</td>
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<td>• Food Security</td>
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<tr>
<td>• Career Services</td>
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<tr>
<td>• Applied Learning (internships, student teaching)</td>
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<td>• Campus Safety</td>
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<tr>
<td>• Diversity, Equity and Inclusion</td>
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<tr>
<td>• Residential Life</td>
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<tr>
<td>• Student Activities</td>
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<tr>
<td>• Greek Life</td>
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<td>• Recreation and Clubs</td>
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<tr>
<td>• Intramurals</td>
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Academic Offerings & Infrastructure

• Needed is a System-led comprehensive academic review of each of our programs

• **Underway** - Middle States Commission on Higher Education – **Full Reaccreditation** – April 2022

• **Dr. Gordon Plague and Ms. Julie Dold, Co-Chairs**

• Maintain individual school and departmental accreditation and operational standards
School of Arts and Sciences

Students Enrolled: 1,221*

* Undergraduate/Graduate combined
Crane School of Music

Students Enrolled: 546*

*Undergraduate/Graduate combined
School of Education and Professional Studies

Students Enrolled: 723*

*Undergraduate/Graduate combined
Exploratory Studies

Students Enrolled: 166*

*Undergraduate/Graduate combined
TOTAL NUMBER OF STUDENTS ENROLLED AT POTSDAM

2,656

FTE 2,598
Shared Governance and Shared Responsibility
Intercollegiate Athletics
WE NEED TO WIN!

Today, students want to be associated with winning institutions.

• Student athletes need to **win in the classroom**
• We need to **win in the community**
• We need to **win on the field**, on the **court**, and on the **ice**

We must be prepared for the competition.
Officer Gunnar Brown
WE’RE ALL IN THIS TOGETHER

• Understanding
• Trust
• Student Safety
FISCAL AND OPERATIONAL EFFICIENCY

A rigorous budgetary alignment process is underway to help do the following:

• **Generate revenue** to cover operational expenses
• Be selectively **entrepreneurial with underutilized space**
• **Maximize our revenue** share from **third-party contracts**
• Create an **integrated marketing campaign** for sustainable enrollment strategies
• Align every decision point with an underlining return on investment
The CommUniversity
LOCAL COMMUNITY
ASSOCIATED COLLEGES
STRATEGIC PARTNERSHIPS

- Clarkson
- Canton
- Saint Lawrence
THE WAY FORWARD
The Four C’s

- Communication
- Collaboration
- Coordination
- Cooperation
WE MUST BELIEVE THAT WE CAN FLY HIGHER AND FASTER!
WE ARE ON OUR WAY!
New Hires

Fall 2019 – Fall 2021
Academic Affairs

• School of Arts and Sciences
  • Kathryn Allen, Anthropology
  • Bridget Amulike, Biology
  • Ayush Srivastava, Chemistry
  • Janine Boland, Psychology
  • Antonio Dos Santos, Philosophy
  • Nathan Hunter, Chemistry
  • Caitlin Monahan, Psychology
  • Richard Lauer, Philosophy
  • Scott Ritner, Politics
Academic Affairs

• **Crane School of Music**
  • Russell Biczo
  • Brianne Borden
  • Riki Braunstein
  • Dianne Chappell
  • Drew Coles
  • David Deshler
  • Michael Dudley
  • Brian Dunbar
  • Anthony Eversole
  • Mollie Gotham
  • Steven Groth
  • Christopher Hernacki
  • Christine Hoerning
  • Christopher Hotaling

• **Keilor Kastella**
• **Judy Lewis**
• **Sarah Maurer-Groth**
• **Kathleen McCarty**
• **Susan Olinsky**
• **Matthew Orwick**
• **Jonathan Schaller**
• **Christopher Sierra**
• **Brianne Sterling**
• **Michael Struzik**
• **Brock Tjosvold**
• **James Uzzi**
• **David Via**
Academic Affairs

- School of Education and Professional Studies
  - Melinda Bixby, Elementary Education
  - Michelle Kunz, Rebecca V. Sheard Literacy Center
  - Ashley Penny, Rebecca V. Sheard Literacy Center
  - Christopher Sargent, Public Health & Human Performance
  - Joseph Schaefer, Center for School Partnerships & Teacher Certification
  - Benedict Tieniber, Business Administration
  - Anita Weisburger, Elementary Education
Academic Affairs

• Christine Campbell, TRiO
• Jennifer Cootware, Registrar
• Paula Filiatrault, One Stop
• Amanda LeDesma, Watertown Extension Center
• Kailey Mahar, Graduate & Continuing Education
• Taylour Scanlin, Watertown Extension Center
Administration

• Janet Claxton, Physical Plant
• Alex Fefee, Physical Plant
• Benjamin Gardner, Physical Plant
• Dean Manley, Environmental Health & Safety
• Patrick O'Brien, Environmental Health & Safety
• Daniel Peters, Physical Plant
• Dawn Randall, Physical Plant
• Elmer Randall, Physical Plant
• Zachary Snell, Heating Plant
• Daniel Witherell, Physical Plant
Advancement

• Victoria Hocking, Advancement
• Olivia St. Denis, Advancement
• Vanessa Vaverchak, Community Performance Series
Business Affairs

• Isabelle Gates-Shult, Business Affairs
• Rebecca Snyder, Business Affairs
College Communications

• Robert Bendell, Computing & Technology Services
• David Broadbent, Computing & Technology Services
• Steven Green, Computing & Technology Services
Diversity, Equity & Inclusion

• Clifton Harcum, Diversity, Equity & Inclusion
• Tammy McCarthy-Burnett, Diversity, Equity & Inclusion
• Andrea Waters, Diversity, Equity & Inclusion
Enrollment Management

- Erin Conner, Admissions
- Daniel Delsol-Lowry, Admissions
- Patrick Quinn, Enrollment Management
Student Affairs

- Brianna Ferchen, Athletics & Physical Education
- Timothy Fluhler, Athletics & Physical Education
- Gregory Haney, Athletics & Physical Education
- Ellen Hayes, Student Health Services
- Michael Kuruc III, Athletics & Physical Education
- Michele Locy, Student Health Services
- Jennifer Nugent, Residence Life
- Ella Perkins, Campus Life
- Amy Richardson, Counseling Center
- River Seybolt, Athletics & Physical Education
- Alicia Sienkiewycz, Student Health Services
- Meghann Tanner, Athletics & Physical Education
- Rebecca Tejera, Counseling Center
- Ashley Trevor, Residence Life
THANK YOU!