

University Faculty Senate

October 20, 2017
SUNY Delhi



- Agenda

- *Excelsior Scholarship*
 - *Overview*
 - *Impact*
 - *Landscape*
 - *Next Steps*
- *Performance Improvement Fund (PIF)*
 - *The Large Context*
 - *Communities of Practice*
 - *Next Steps*

The Excelsior Scholarship Program



Excelsior Scholarship Program Overview

Concept

- Provide the opportunity to attend SUNY or CUNY tuition free as a resident undergraduate student

Enrollment Requirements

- Must have completed 30 credits a year since start of academic career
- Must be in an approved program, leading to an undergraduate degree at SUNY or CUNY
- Must attempt and complete at least 12 credits per term

Income Requirements

- \$100,000: 2017/18
- \$110,000: 2018/19
- \$125,000: 2019/20

Components

- Remaining cost between \$5,500* and TAP, SUNY TAP, Pell, and other aid = Excelsior Scholarship
- Cost between SUNY tuition and \$5,500 = Excelsior Tuition Credit

After Graduation Requirements

- Must remain in NYS for an equal number of years that scholarship was received post graduation

*Or tuition, whichever is lower

Excelsior Scholarship Program:

Theoretical Discussion on Potential Impact of Year One

Of the 605,000 resident undergraduate students at SUNY and CUNY

- 192,000 are part-time and do not qualify

Of the 413,000 remaining:

- 239,000 are Four-Year College Students
- 174,000 are Community College Students

According to HESC Data:

- 55 Percent of Four-Year College Students take 30 Credits a year @ SUNY / 29 Percent @ CUNY
- 30 Percent of Community College Students take 30 Credits a year @ SUNY / 25 Percent @ CUNY

Therefore:

- 107,000 Eligible Four-Year College Students
- 50,000 Eligible Community College Students
- **157,000 Eligible prior to income requirements**

Excelsior Scholarship Program:

Theoretical Discussion on Potential Impact of Year One

Of these 157,000 (using SUNY Student Income Range)

- 33,200 of Four-Year College Students do NOT qualify as their income is above \$100,000
- 7,500 of Community College Students do NOT qualify as their income is above \$100,000
- **40,700 Total**

Leaving 116,300 eligible. Of these:

- 52,000 of Four-Year College Students do NOT receive an award as their tuition is fully covered
- 33,000 of Community College Students do NOT receive an award as their tuition is fully covered
- **85,000 Total**

Leaving:

- 21,800 Eligible Four-Year College Students
- 9,500 Eligible Community College Students
- **31,300 Total**

This represents a theoretical amount of students that will be impacted across both SUNY and CUNY

Excelsior Scholarship Program:

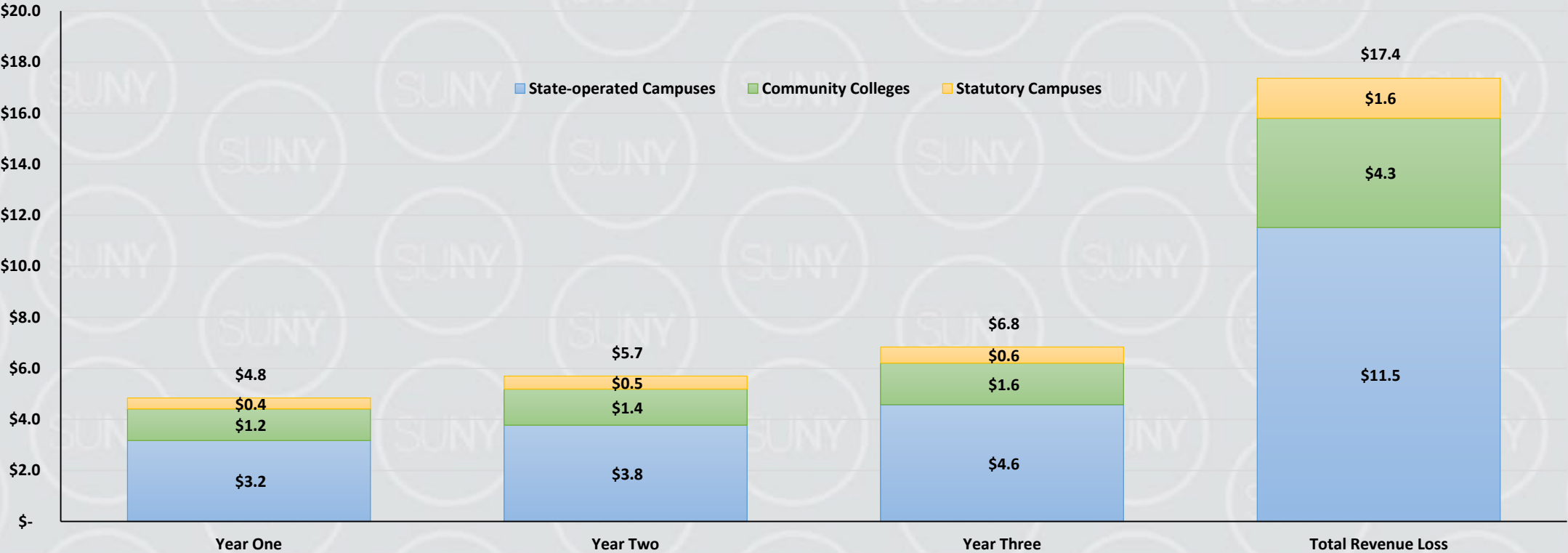
Reasonability Test of Funding and Cost / Impact to SUNY

Item	Population	Variable	Impact
Cost to the State (Year One)	31,300	\$5,500 (High)	\$172.2M
		\$2,750 (Medium)	\$86.1M
		\$1,833 (Low)	\$57.4M
Cost to SUNY and CUNY (Reimbursed by the State)	21,800	\$913 (Average)	\$19.9M
Potential Impact on Revenue	31,300	Potential Tuition Increases	As tuition rates for recipients is held flat at 2016/17 levels, the “effective” return from tuition will be lower than a traditional increase

Excelsior Scholarship Program:

Potential Multi-Year Impact on Campus Revenue

Potential Multi-Year Impact of Excelsior Scholarship: Lost Tuition Revenue (\$M)



Potential Students Impacted

State-operated	15,861	18,856	22,874
Statutory	316	378	466
Community Colleges	6,827	7,784	8,954
Total	23,004	27,017	32,294

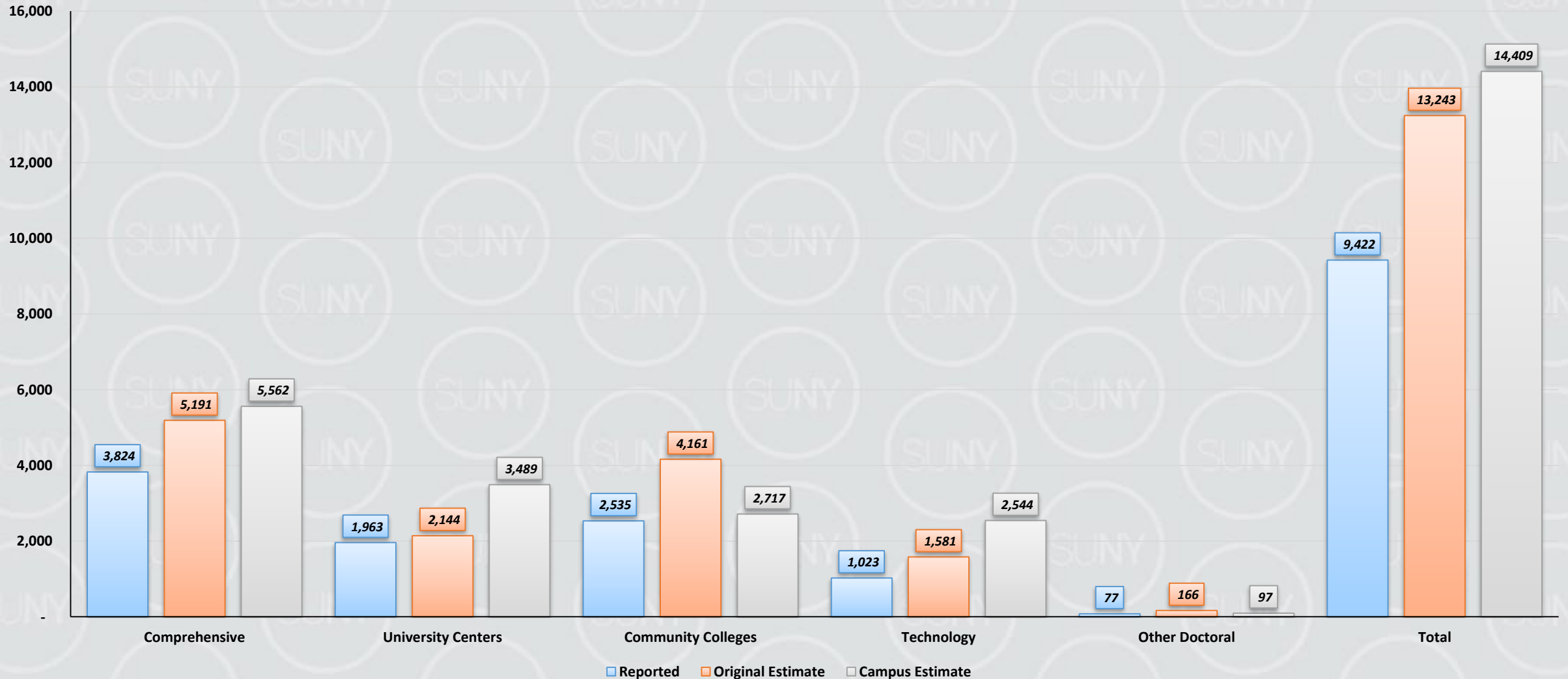
Current Understanding of the Excelsior Landscape: *Recipients*

Sector	Number Reporting	Applicable Campuses	<i>Not Reported As of 9/22</i>	<i>% Not Reported as of 9/22</i>
University Centers	2	4	2	50.0%
Other Doctoral	1	3	2	66.7%
Comprehensive	9	13	4	30.8%
Technology	4	8	4	50.0%
Community Colleges	22	30	8	26.7%
Total	38	58	20	34.5%

Information provided is recorded from self-reporting on the SUNY Financial Aid Listserv

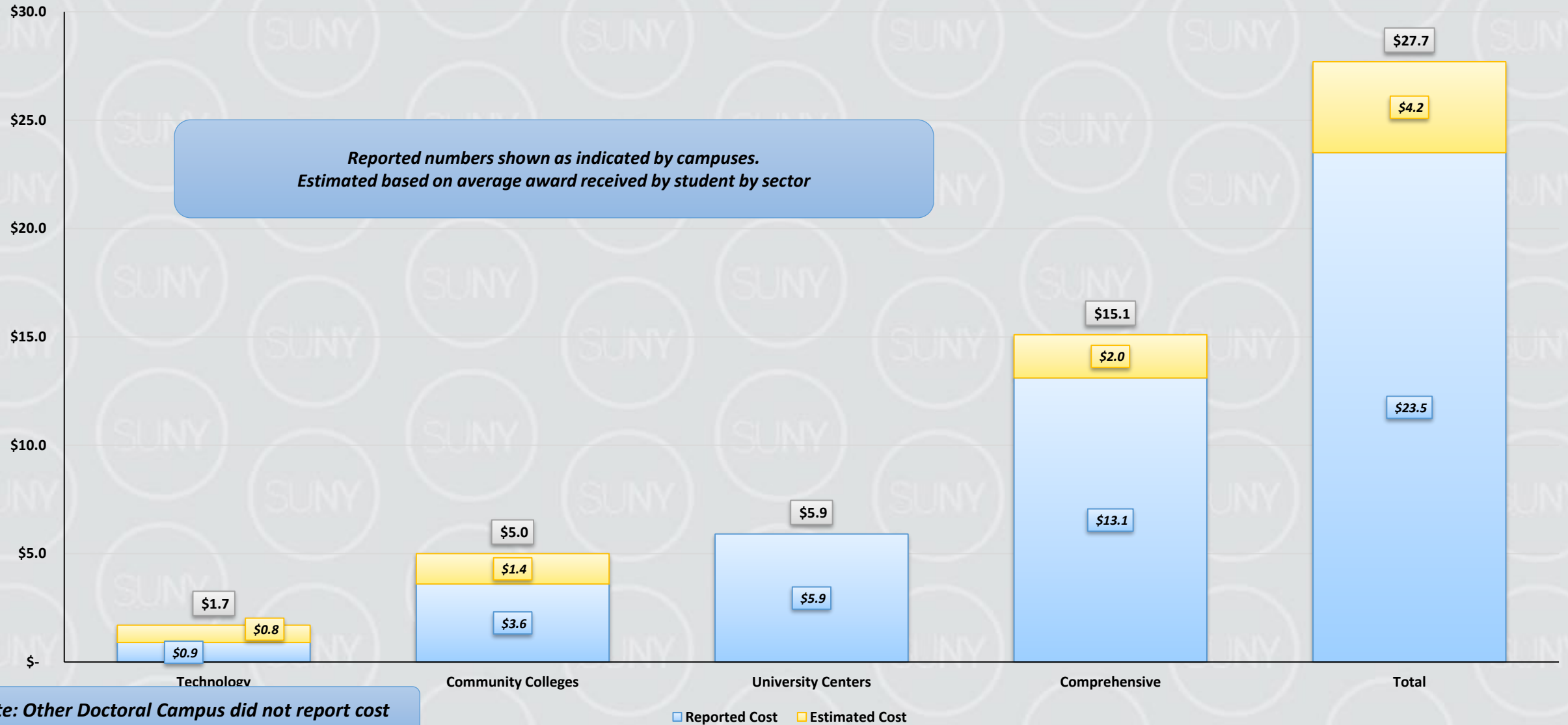
Current Understanding of the Excelsior Landscape: *Recipients*

Estimates of Excelsior Recipients by Sector and Timeframe



Current Understanding of the Excelsior Landscape:

Reported Cost to the State - Inclusive of Excelsior Tuition Credit (\$M)



Current Understanding of the Excelsior Landscape:

Opportunity Cost of Excelsior Recipient "Tuition Freeze" Based on Current Cohort (\$M)



Excelsior Scholarship Program and the 2018/19 Budget

Next Steps

- 1. Ensure that Excelsior Tuition Credit is funded in 2017/18, and funded going forward***
- 2. Change “Time Based” Cohort to “Recipient Based”***
- 3. Other?***

Performance Improvement Fund (PIF)



The Large Context

How to position SUNY to

- **Lead sustainable enrollment growth**
- **Further education excellence**
- **Meet critical workforce needs**
- **Address demographic changes**

Themes that Emerged from Campuses during the Performance Improvement Fund Process

Common Challenges

Need to leverage best practices & work with limited resources

Desire for “spaces” for collaboration and professional development

Shared infrastructure to leverage economy of scale

Need to enhance competitiveness nationally & minimize “unhealthy” SUNY internal competition

Major Topic Areas of Performance Improvement Fund Community of Practices

High Impact Practices for Student Enrollment and Success

- Applied Learning
- Developmental English
- Guided Pathways
- Online Learning

Academic Technologies and Infrastructure

- Customer Relationship Management for Recruitment
- Online Recruitment Solution
- Student Success Center Network
- Enterprise Student Information System

Diversity and Inclusion

- Campus Climate Assessments
- Diversity and Inclusion Training and Education
- Enhancing Representation
- Student Success Best Practices

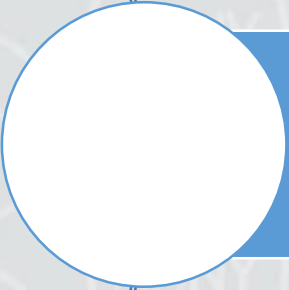
Critical Workforce Needs

- Clean Energy
- Healthcare
- Advanced Manufacturing
- Information Technology

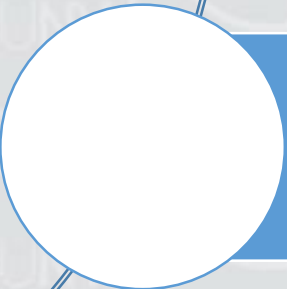
Expected Outcomes of Performance Improvement Fund



Collaborate and leverage to address common challenges



Aim for *scalable and system-wide* impact



“Move the dial” and deliver *tangible* results

The Process

Building Communities of Practice across SUNY

Insights from Investment Fund Processes

- **Interaction without engagement**
- **Collaboration not enabled**
- **Varied metrics**
 - **Need to align or map to overall expectations**
- **Investments in existing or forming communities of practice**
 - **Stronger and more cohesive results**
- **Building sustainable, evergreen way to invest**

CAMPUS AND SYSTEM STRATEGIC PRIORITIES

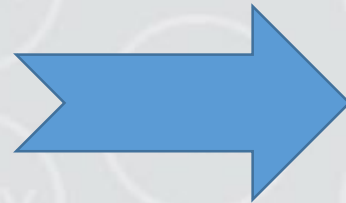
EESE Meetings and PIF Proposals

ACTIVITIES

63 Campus Meetings

AND

294 Campus PIF One
Page Proposals from **51**
campuses



PRIORITIES

New and Innovative
Educational Strategies

Stronger Student
Recruitment and Success
Infrastructures

Extended Commitment to
Diversity and Inclusive
Excellence

Performance Improvement Fund Advancing Proposals

In total **185** proposals were advanced and placed in a larger group

Shaping Educational Strategy

100 Campus PIF Proposals

46 Campuses Invited to Campus Engagement Meetings

Strengthening Student Recruitment and Success

62 Campus PIF Proposals

37 Campuses Invited to Campus Engagement Meetings

Enhancing our Commitment to Diversity and Inclusion

23 Campus PIF Proposals

18 Campuses Invited to Campus Engagement Meetings

Campus Engagement Meetings (Summer 2017)

August 2nd – Educational Strategies

- **Academic Transformation Proposals**
- **Clean Energy Proposals**

August 3rd – Applied Learning

- **Applied Learning Proposals**

August 14th – Student
Recruitment

- **Customer Relationship Management Recruitment Proposals**

August 15th & 16th – Student
Success

- **Guided Pathways Proposals**
- **Developmental English Proposals**
- **Student Success Center Proposals**

August 17th – Diversity and
Inclusion

- **Seed Funding of Best Practices**
- **STEM Pathways**
- **Statewide Educational Strategy**

September 6th – High Needs

- **High Needs Proposals**

Performance Improvement Fund Timeline

**December –
March**

April

May - July

August

September

**We are
here**

October

**Educational
Effectiveness
and Strategic
Enrollment
Meetings**

**April 14th
Proposal Ideas
due**

**Proposal Ideas
were grouped
into three main
areas**

**July 14th
Proposal
Power point
due**

**August –
September –
Campus
Engagement
Meetings**

**Communities
of Practice /
Innovation
are formed**

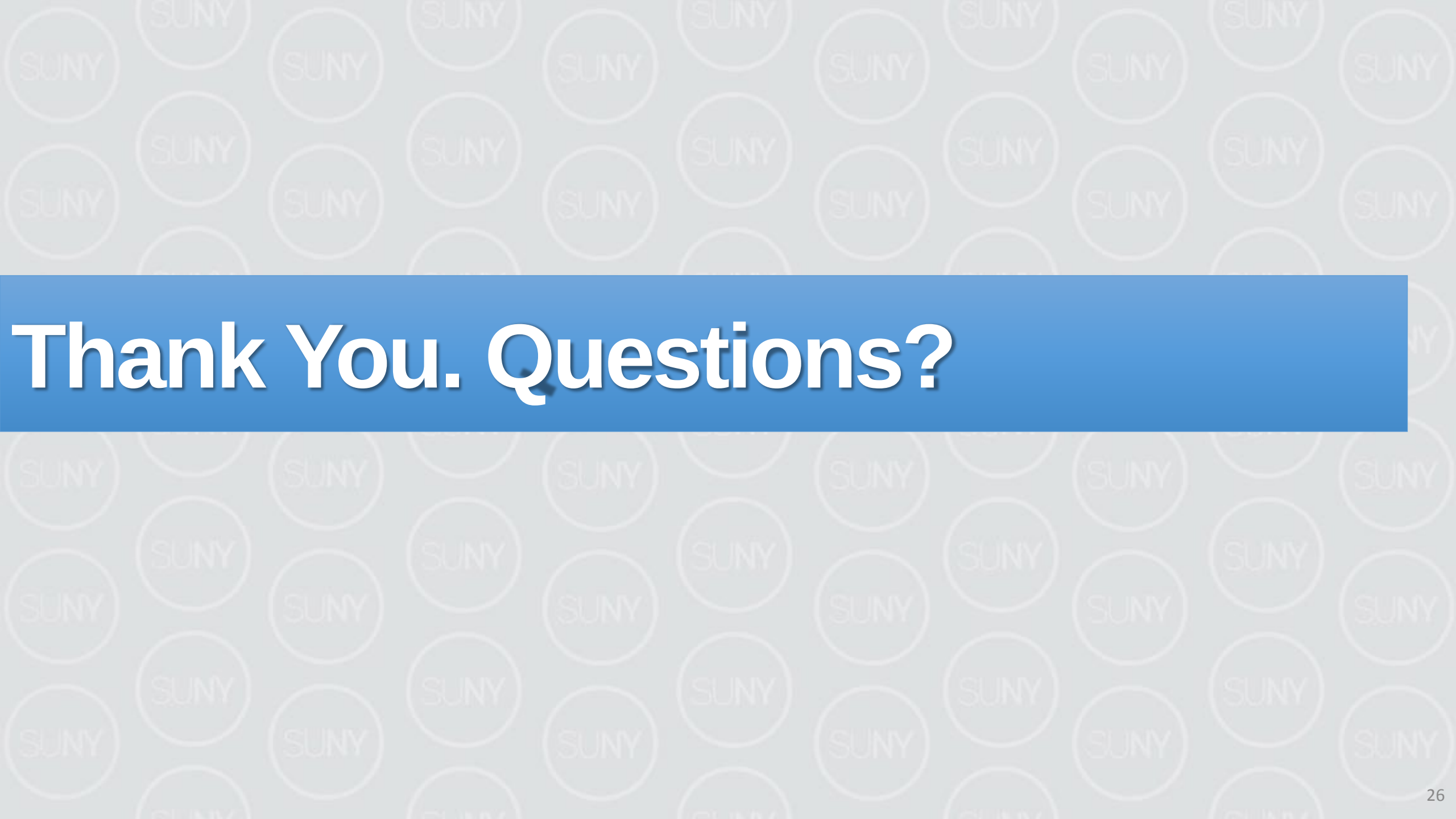
**End of
October –
Award
notifications
will be sent
out**

Next Steps for the Campuses

Award Notifications
will be sent out end
of October / early
November

Agreements and
requested materials
(budgets, etc.) must
be returned before
funds are distributed

Campuses will work in
their Community of
Practice and
Innovation toward
common goals

The background of the slide features a repeating pattern of the SUNY logo, which consists of the letters "SUNY" inside a circle. This pattern is light gray and covers the entire slide area.

Thank You. Questions?