

**Buffalo State College**  
**State University of New York**  
**COLLEGE COUNCIL MEETING**  
**March 10, 2009**  
**4:00 PM**  
**Cleveland Hall 518**  
**MINUTES**

**COLLEGE COUNCIL MEMBERS PRESENT:** Chair, Mr. John Hoskins (by conference call); Vice Chair, Mr. Howard Zemsky; Mr. James Brandys; Mr. Charles Naughton and Student Representative, Ms. Dominique Gabriel.

**COLLEGE FACULTY & STAFF PRESENT:** President Muriel A. Howard; Provost, Dennis K. Ponton; Vice President for Finance & Management, Stanley Kardonsky; Vice President for Student Affairs, Hal D. Payne; Vice President for Institutional Advancement, Susanne Bair; Senior Advisor to the President for Equity and Campus Diversity, Dolores Battle; Executive Assistant to the President and Secretary to the College Council, Bonita R. Durand; Dean, School of Arts and Humanities, Benjamin Christy; Dean, School of Professions, Gary Jones; Dean, School of Natural and Social Sciences, Mark Severson; Associate Provost & Dean of the Graduate School, Kevin Railey; Associate Vice President for Enrollment Management, Mark Petrie; Associate Vice President for Housing and Auxiliary Services, Timothy Ecklund; Associate Vice President for College Relations, Tim Walsh; Dean of Students & Associate Vice President for Student Affairs, Charles Kenyon; College Senate Chair & Professor of Exceptional Education, Sharon Cramer; UUP Chapter President & Associate Professor of Technology, Richard Stempniak; Director, Intercollegiate Athletics, Jerry Boyes; Staff Assistant, Melissa Slisz.

**CALL TO ORDER**

Mr. Zemsky called the meeting to order at 4:10 pm.

## **ACTION ITEMS**

Mr. Zemsky requested approval of the minutes from the December 2, 2008 meeting. Mr. Naughton made the motion that the minutes be approved; Mr. Brandys seconded the motion. The minutes were approved by unanimous vote.

## **CHAIR'S REPORT**

Mr. Zemsky welcomed all to the meeting. He announced that Alphonso O'Neil-White has been appointed to head the newly established Upstate NY Federal Reserve Advisory Committee. On behalf of Mr. Hoskins and the entire council, Mr. Zemsky extend congratulations to Mr. O'Neil-White and wished him the very best with this new assignment. Mr. O'Neil-White was in New York City at a meeting of the committee and unable to attend the College Council Meeting. In his absence President Howard asked Vice President Stan Kardonsky to deliver the report of the Facilities Committee.

## **COMMITTEE REPORTS**

### **Facilities**

Dr. Kardonsky reported on the numerous capital projects scheduled to begin in spring 2009 (see attached). In total, Buffalo State will complete \$350 million in capital projects over the next five years. Mr. Zemsky said all the projects were extremely impressive, and he thanked the College Council for their support throughout the years since many of these projects have been in the planning for some time.

## **CHAIR'S REPORT CONTINUED**

Mr. Zemsky was pleased to participate in the visit of Geraldine Brooks to Buffalo State College On February 5<sup>th</sup>. The Pulitzer Prize-winning author spoke about her new bestseller, "People of the Book", at a lecture and book signing in the Performing Arts Center at Rockwell Hall. The event was hosted by the Art Conservation Department, who benefits from the proceeds. It was a remarkable evening and another hallmark event for the college.

On February 13<sup>th</sup> Mr. Zemsky had the opportunity to present to the Buffalo State College Senate in his role as Vice Chair of the H.H. Richardson Center Corporation. The purpose of the

presentation was to begin dialogue between the college and the Richard Center Corporation about what role Buffalo State might play. Members of the master planning firm Chan, Krieger, Sieniewicz joined Mr. Zemsky for the presentation. The discussion was lively, and beneficial to all parties.

### **PRESIDENT'S REPORT**

President Howard provided an update on the annual Florida Alumni Tour. It was very successful. They visited with approximately 300 alumni. The events in Sarasota and Naples both reached record attendance. In addition to alumni, there is now a respectable following of non-alums, "friends of Buffalo State" that attend these events.

### **BUDGET UPDATE**

President Howard updated the council on the state budget situation. She discussed the effects of the Spring 2009 tuition increase. For the current academic year, 2008-09, the spring tuition increase generated \$3,129,000 in new revenues from state funded students for Buffalo State. However the Division of Budget swept \$3,143,000 – more than was collected – using an algorithm that includes students not funded with tax dollars. Preliminary estimates show the 2009-2010 budget will come in at \$84,000,000 versus the \$88,000,000 that is needed to maintain current operations.

If the budget comes in as anticipated, a reduction of \$4,000,000 will need to be taken from college operations to cover the deficit. The reduction is manageable but will leave the college with very little flexibility. Buffalo State will handle reductions by using revenue from increased enrollment and institutional reserves, continuing the hiring slowdown practice already in place, and reducing expenditures for travel, equipment and other non-personnel related items. The gross reduction experienced by Buffalo State for 2008-2009 now totals more than \$11,000,000.

The Governor's proposed budget for 2009-2010 contains some problematic recommendations in addition to the positive ones. It is important that both our legislative delegation and the Western New York community understand how many of the proposed changes will impact SUNY

institutions in general, and specifically Buffalo State College. We are implementing several strategies to ensure that our messages are reaching the appropriate audiences.

President Howard also reported on several upcoming events being held in response to the economic crisis. Buffalo State will host a SUNY budget information session for Western New York business leaders on, Wednesday, March 11<sup>th</sup>, at the Buffalo Club at 8:00am for area SUNY campuses that include the University at Buffalo, Erie County Community College and Buffalo State. SUNY Trustee Robert J. Bellafiore will convene the meeting.

On March 18<sup>th</sup>, President John Simpson from the University at Buffalo, Sister Denise Roche, President of D'Youville College, Father Joseph Levesque, President of Niagara University and President Howard will participate in a panel discussion at the Business First Power Breakfast to discuss:

- How the budget reductions are impacting our campuses;
- What we see as the role of higher education in the future for this region.

On March 12<sup>th</sup> President Howard will join the SUNY comprehensive college presidents from Fredonia and Geneseo in a meeting with the Buffalo News Editorial Board to discuss the proposed budget reductions for SUNY for 2009-2010.

The college is moving forward with the Strategic Plan 2009-2013 with these new economic shifts in mind and will provide the council with more information on the Strategic Plan in the Fall. Operational plans are being revised and developed in an attempt to meet and address enrollment demands.

Dr. Dolores Battle, Senior Advisor of Equity and Diversity, reported on the Affirmative Action Plan (see attached).

Vice President Susanne Bair introduced Tim Walsh, Associate Vice President for College Relations; he reported on the Market Research Study (see attached).

The theme for this year's Scholarship Gala to be held on May 2<sup>nd</sup> is "Science in Motion". President Howard thanked Howard Zemsky for serving as co-chair for this year's Gala with Mrs. Eunice Lewin. President Howard introduced Provost Ponton to provide an enrollment report update.

Provost Ponton reported that total enrollment is 10708 students, which is 305 above spring 2008. He recognized the efforts of the admissions staff and the deans for adding classes to accommodate additional students. Provost Ponton introduced Mark Severson, Dean of the School of Natural & Social Sciences, who provided an overview of his school (see attached).

### **Student Elected Representative Report**

Dominique Gabriel reported she is working hard as a student government representative in support of the 80/20 tuition proposal. In early February she attended the town hall meeting in Auburn, NY to speak to Governor Paterson. The Governor wants to separate SUNY from the state agency profile but needs to find ways to close the deficit. Ms. Gabriel also spoke with many legislators at SUNY Day in Albany on February 24<sup>th</sup>.

## **COMMITTEE REPORTS**

### **Government Relations**

Mr. Naughton delivered the report on Government Relations (see attached). Mr. Naughton requested approval of the resolution. Mr. Naughton moved that the resolution be approved; Mr. Brandys seconded the motion. The motion carried unanimously (see attached).

## **ANNOUNCEMENTS**

- The State University of New York will celebrate its 60<sup>th</sup> year anniversary with a Scholarly Conference, "**SUNY & the Promise of Public Higher Education in America**" at the University at Albany on April 3-5<sup>th</sup>.

- Our 137<sup>th</sup> Commencement Ceremonies will be held on Saturday, May 16<sup>th</sup>. Our undergraduate speaker is Pulitzer Prize Winner playwright, Marsha Norman, and our Graduate speaker is Alan November, American Educator and Educational Consultant.

### **ADJOURNMENT**

Mr. Zemsky called for a motion to adjourn the meeting. Ms. Gabriel moved for adjournment.

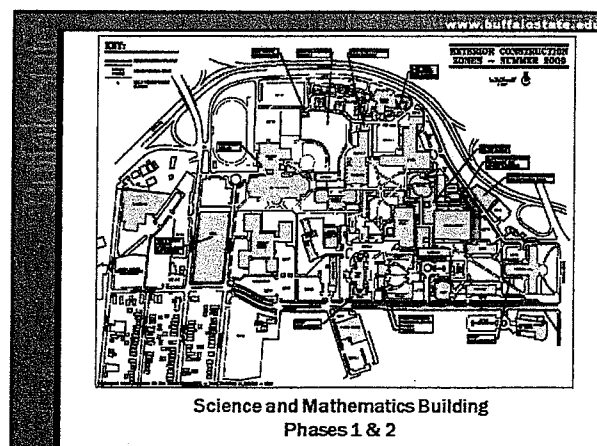
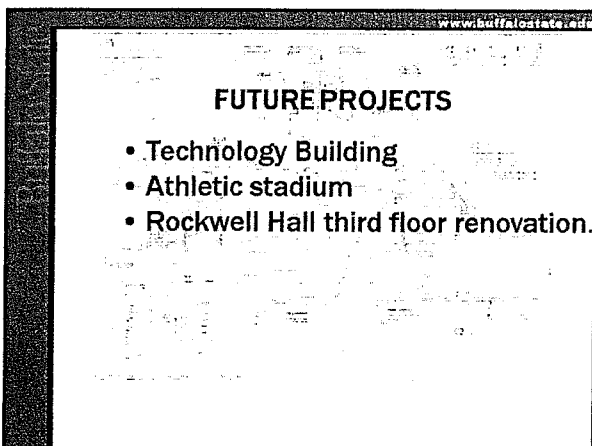
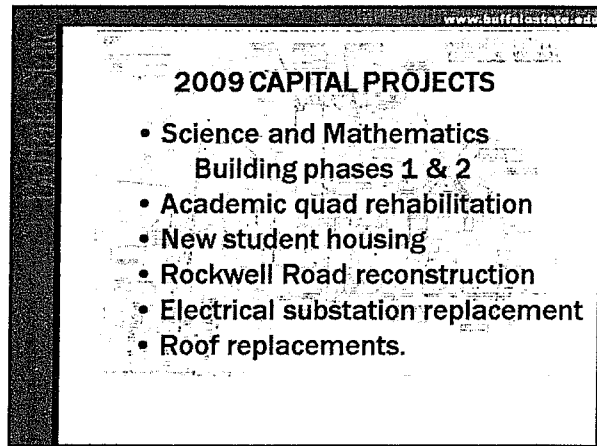
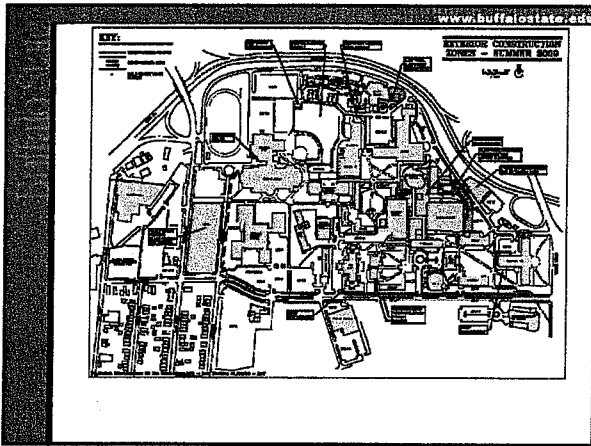
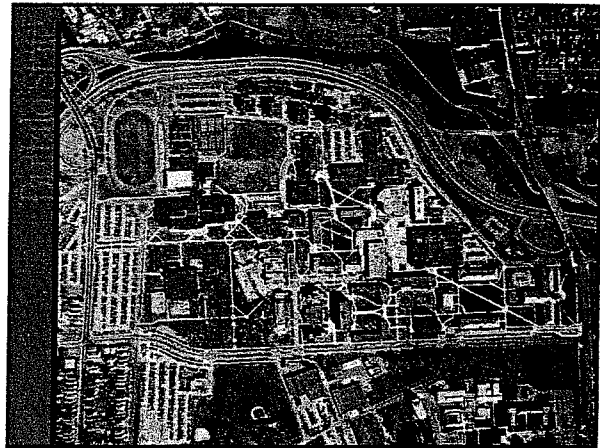
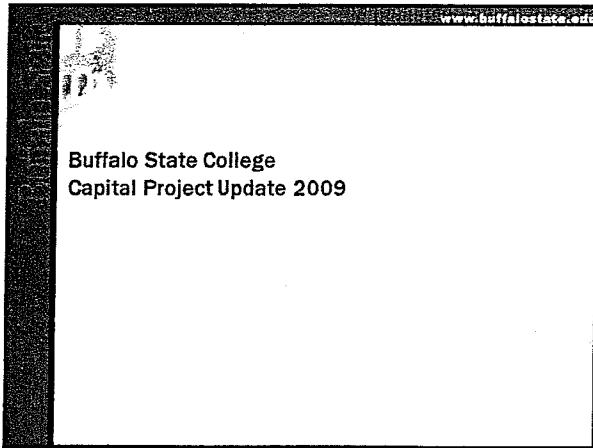
Mr. Naughton seconded the motion and carried unanimously. The meeting was adjourned at 5:40 p.m.

Respectfully Submitted,

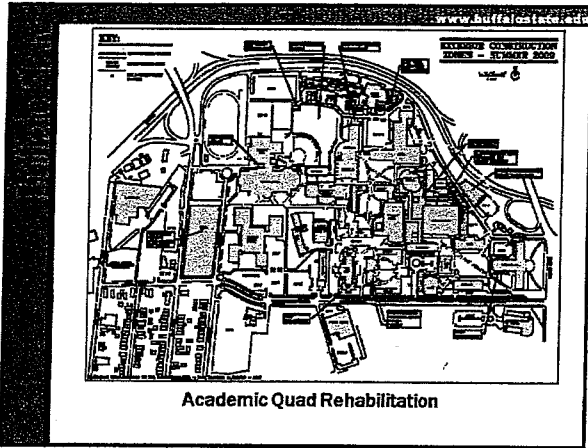
*Bonita R. Durand*

Bonita R. Durand, Ph.D.

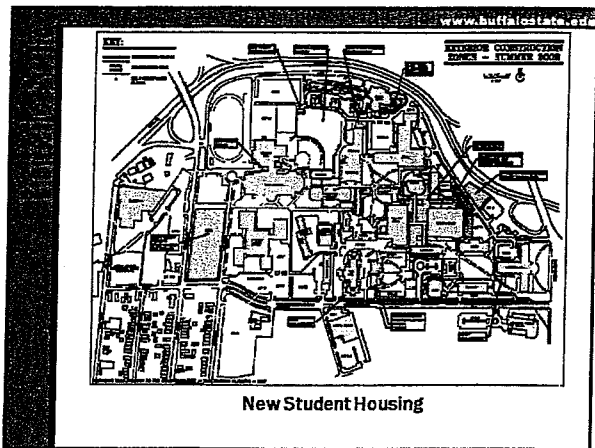
Secretary to the College Council



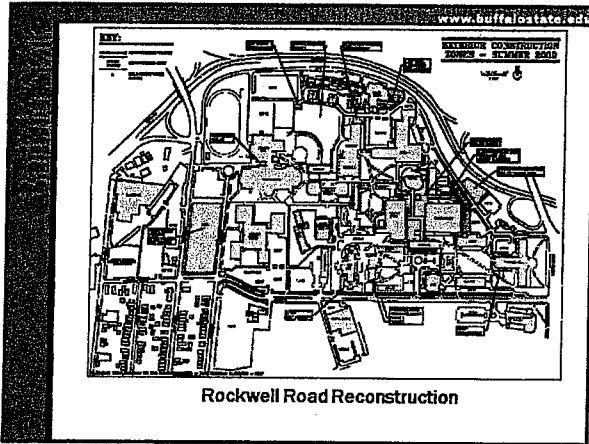
Buffalo State College  
Upcoming Capital Projects 2009



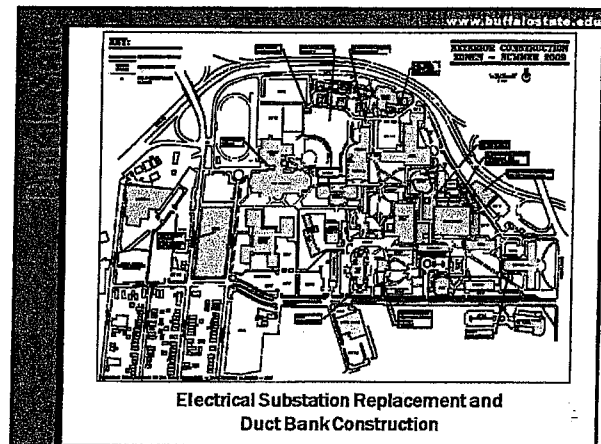
Academic Quad Rehabilitation



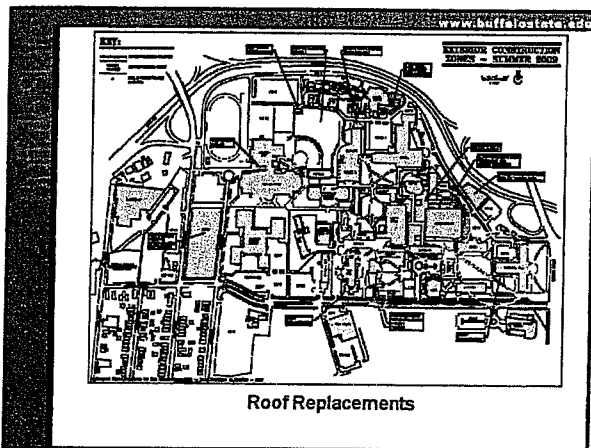
New Student Housing



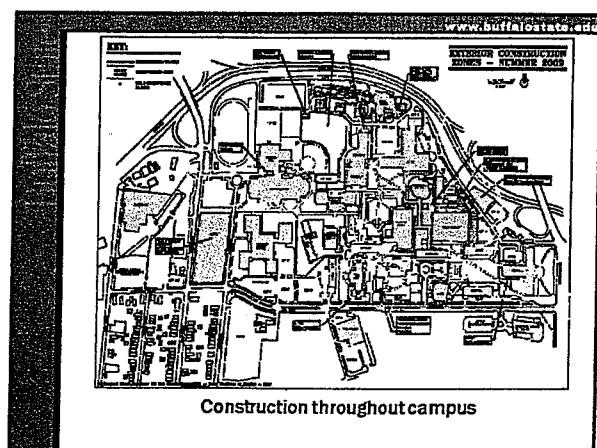
Rockwell Road Reconstruction



Electrical Substation Replacement and  
Duct Bank Construction

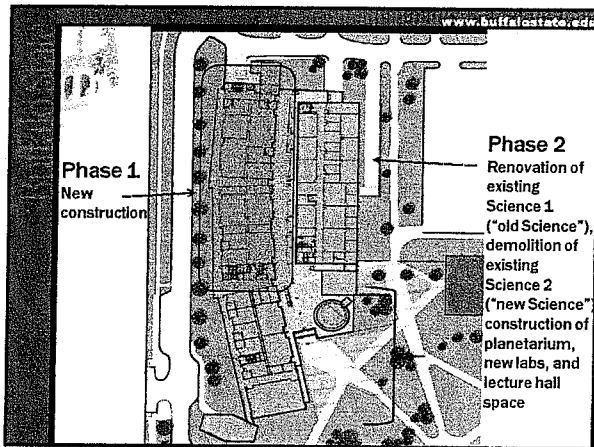
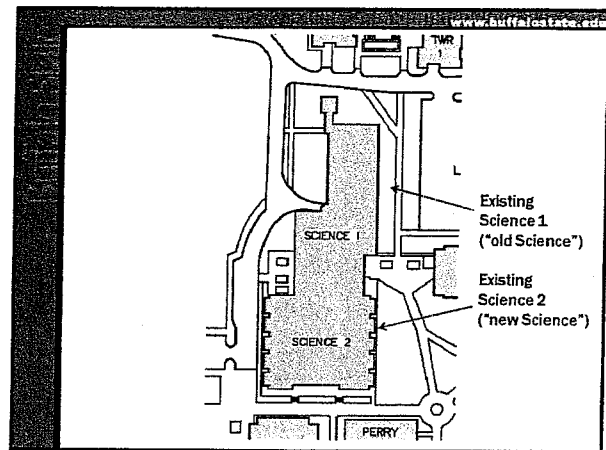
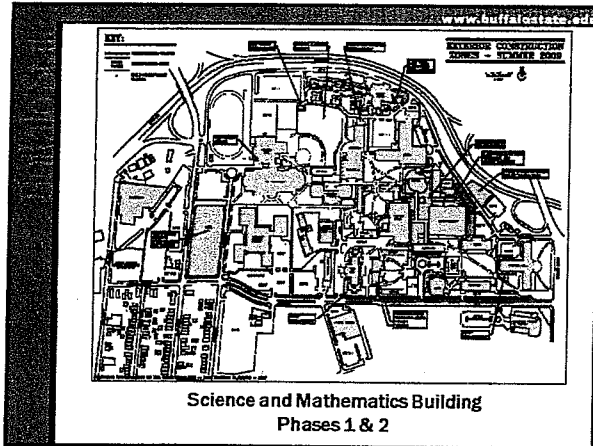


Roof Replacements



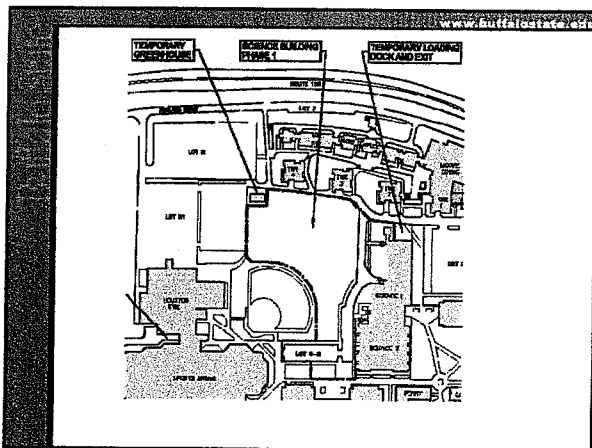
Construction throughout campus





**SCIENCE AND MATHEMATICS BUILDING PHASE 1**

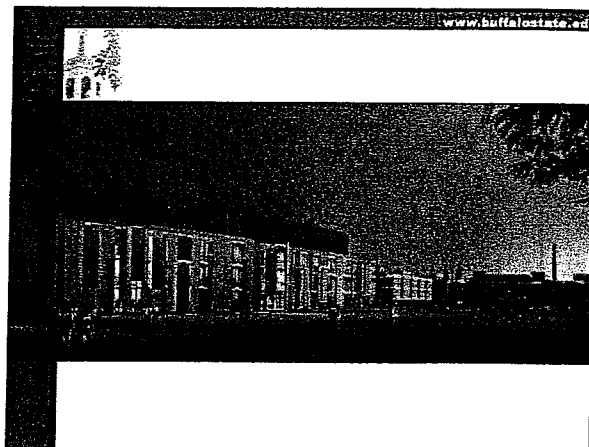
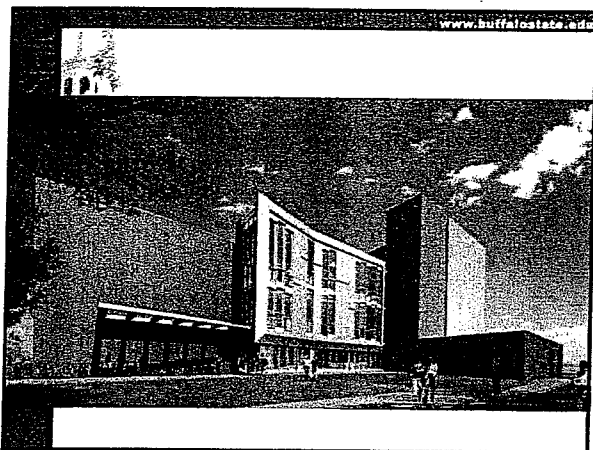
Architect:	Cannon Design
Construction Mgr:	Bovis Lend Lease
Project cost:	\$56.4 million
Construction start:	June 2009
Construction finish:	June 2012.



**SCIENCE AND MATHEMATICS BUILDING PHASE 1**

Building will provide:

- multi-story glass atrium
- an advanced imaging suite
- state-of-the-art research and teaching facilities for the biology, chemistry, earth science and science education departments, as well as the Great Lakes Center.



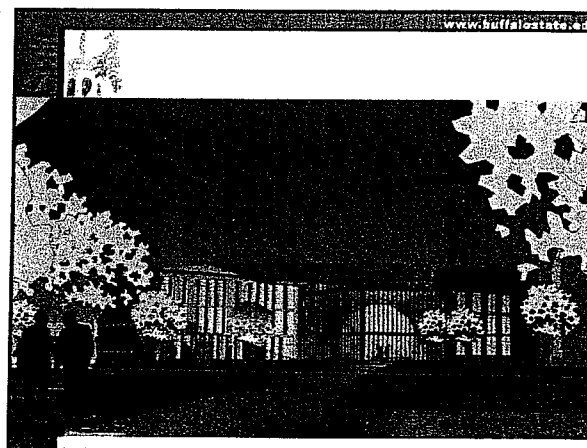
**SCIENCE AND MATHEMATICS  
BUILDING PHASE 1**

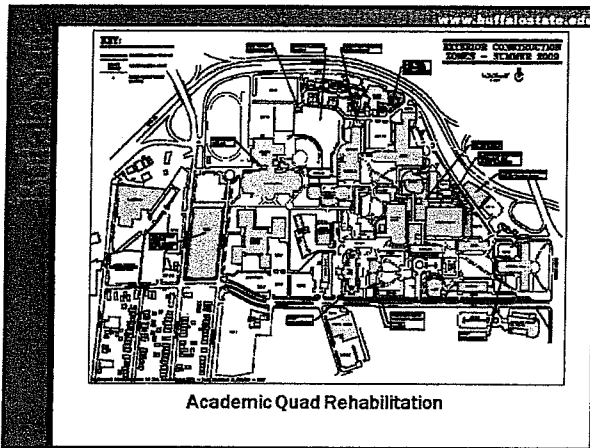
Implications for surrounding areas:

- all west side building entrances closed beginning summer 2009
- pile driving phase will generate noise, fall 2009
- some classrooms will be off line for fall 2009.

**SCIENCE AND MATHEMATICS  
BUILDING PHASE 2**

- scheduled to begin in 2011
- will feature a new lecture hall
- north wing of existing building will be renovated; south wing to be demolished
- will house the Whitworth Ferguson Planetarium—a large, glowing sphere housed in a transparent framework.

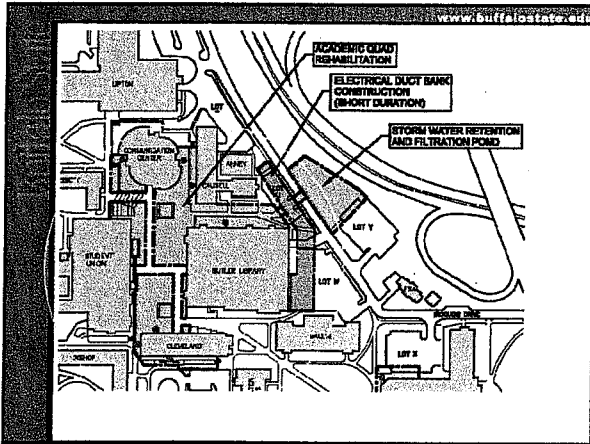




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### ACADEMIC QUAD REHABILITATION

Consultant:	Watts Engineering
Project cost:	\$8.2 million
Construction start:	May 2009
Construction finish:	November 2010.

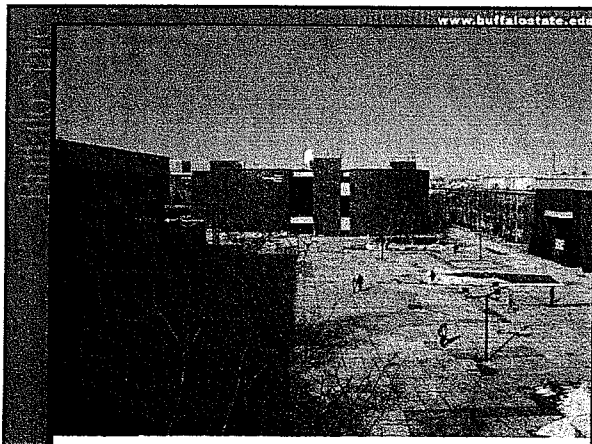


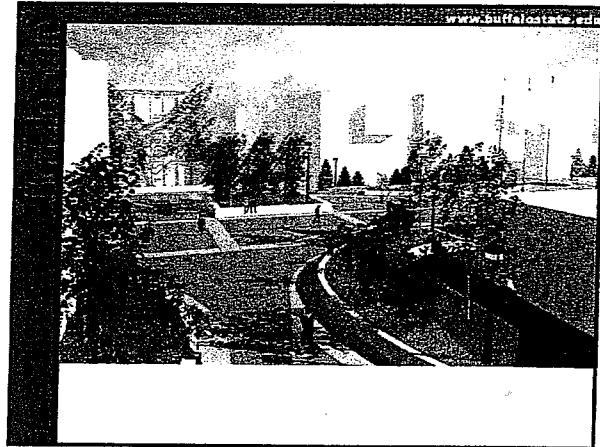
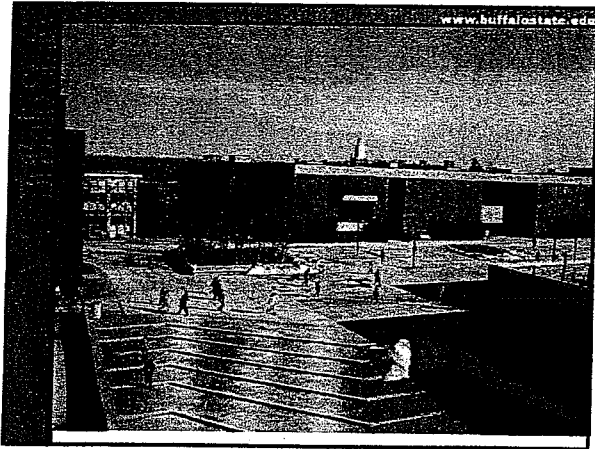
www.buffalostate.edu

### ACADEMIC QUAD REHABILITATION

New quadrangle will provide:

- additional green space
- expanded outdoor seating
- contemporary walking paths
- new outdoor café at northwest corner of the quad
- clear direction
- enhanced illumination.

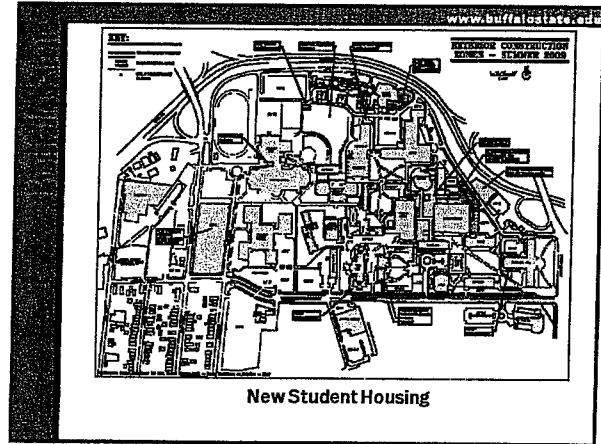




**ACADEMIC QUAD REHABILITATION**

Implications for surrounding areas:

- several building entrances will be off line throughout the project
- area could be noisy, fall 2009
- walking paths disrupted throughout the project
- affected areas will vary; please check *the Daily* for updates.



**NEW STUDENT HOUSING**

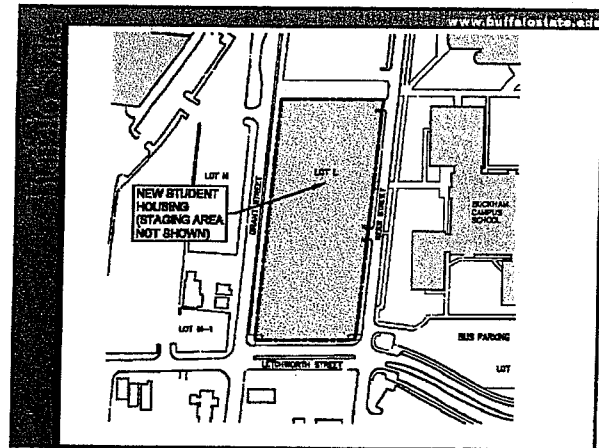
Architect: Cannon Design

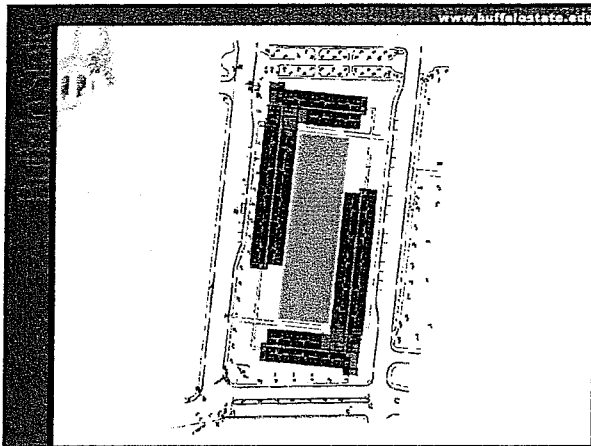
Developer: BSCF Housing Corp

Project cost: \$50 million

Construction start: June 2009

Construction finish: Fall 2010.

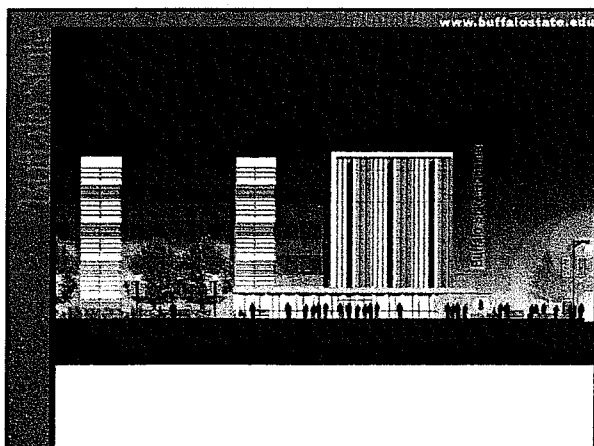
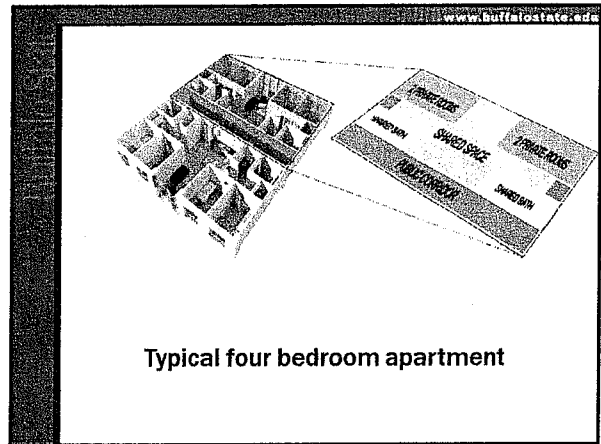
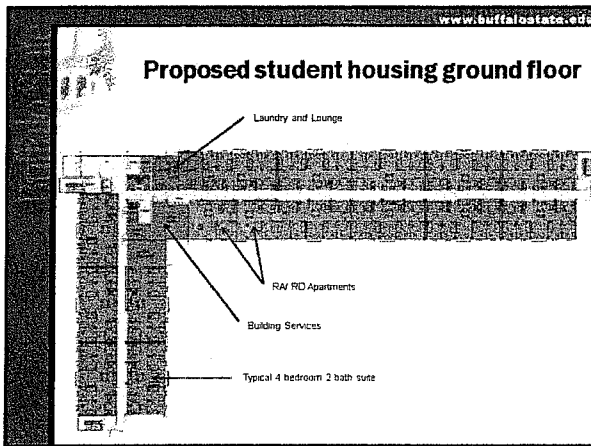




### NEW STUDENT HOUSING

New pair of four-story dormitories will provide:

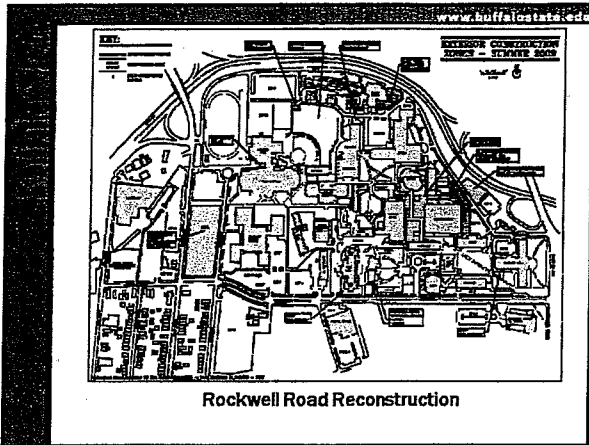
- Total of 506 beds (253 per building)
- 16 4-bed apartments per floor, each with single rooms and full kitchens
- main-floor common space with laundry and activities.



### NEW STUDENT HOUSING

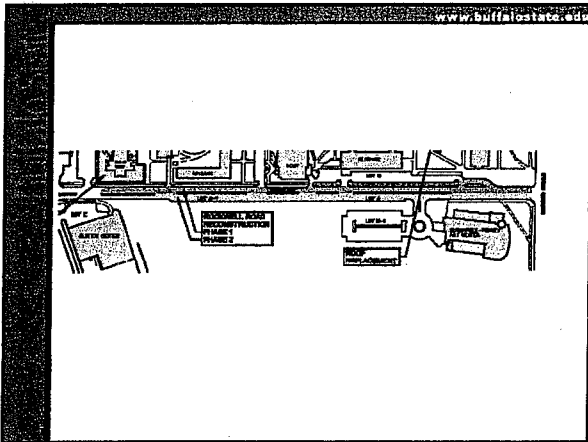
Implications to surrounding area:

- Lot L will be closed beginning May 2009
- Construction will generate noise.



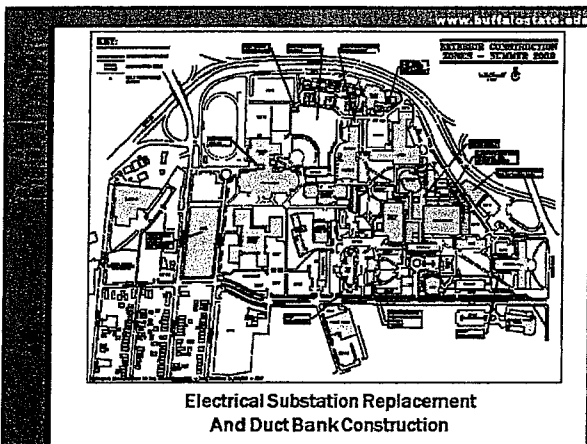
### ROCKWELL ROAD RECONSTRUCTION

Consultant: DiDonato Assoc.  
Project cost: \$700,000  
Construction start: May 2009  
Construction finish: September 2009.



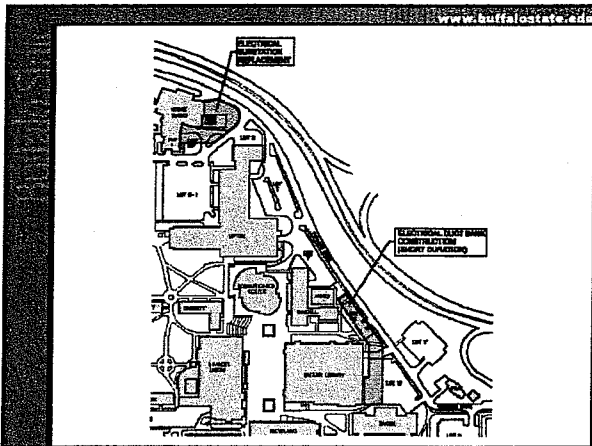
### Rockwell Road Reconstruction

- Repairs will take place in two phases
- One lane will remain open at all times.



### ELECTRICAL SUBSTATION REPLACEMENT AND DUCT BANK CONSTRUCTION

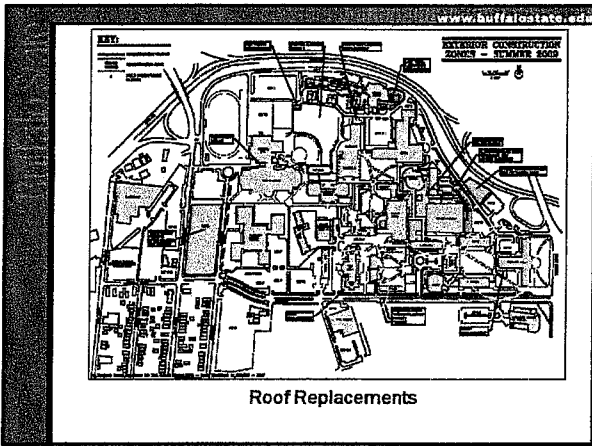
Consultant: C&S Engineers  
Project cost: \$9.5 million  
Construction start: In progress  
Construction finish: January 2010.



**ELECTRICAL SUBSTATION REPLACEMENT AND DUCT BANK CONSTRUCTION**

New electrical substation will provide:

- much-needed additional electrical power
- emergency electrical capacity for campus buildings.



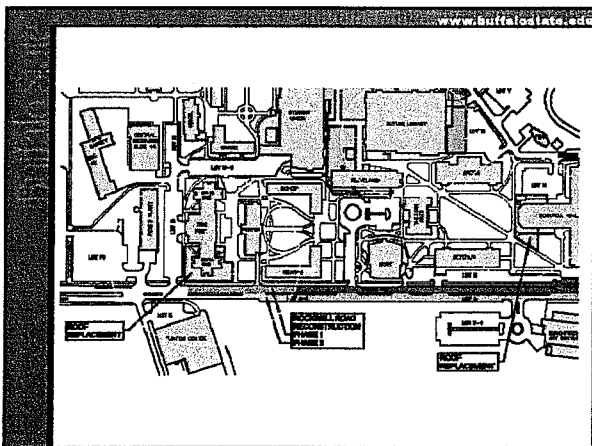
**ROOF REPLACEMENTS**

Architect: TRM Architect

Project cost: \$500,000

Construction start: May 2009

Construction finish: September 2009.

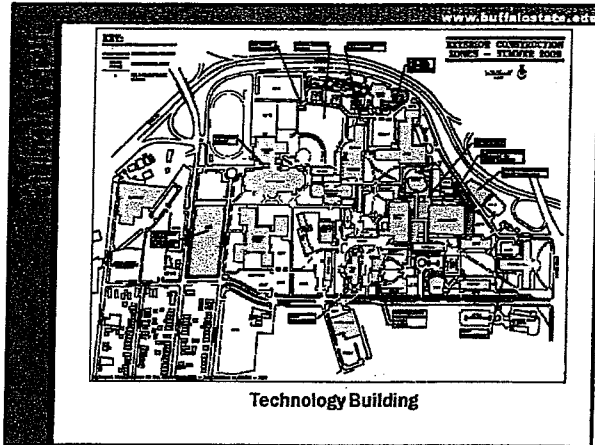


**ROOF REPLACEMENTS**

- Roofs will be replaced on South Wing, Butler Library and Rockwell Hall
- Portions of nearby sidewalks and parking lots will be closed for safety.

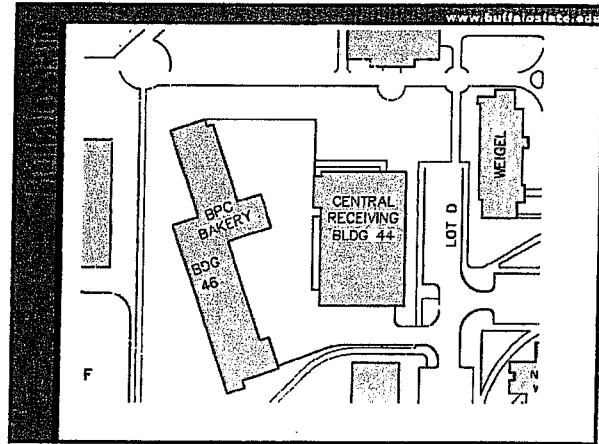
### FUTURE PROJECTS

- Technology Building
- Athletic stadium
- Rockwell Hall third floor renovation.



### TECHNOLOGY BUILDING

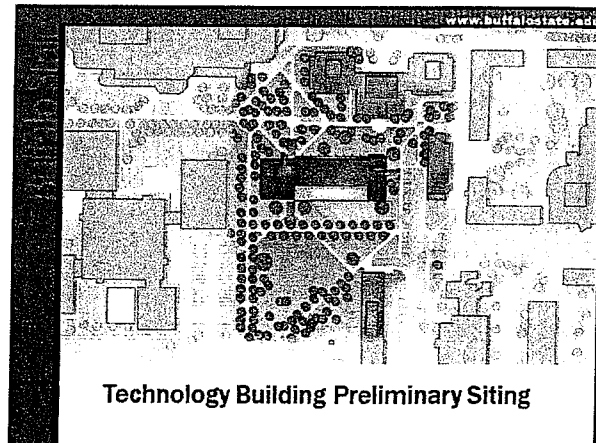
Architect: The SLAM Collaborative  
Project cost: \$40.3 million  
Construction start: September 2010  
Construction finish: June 2013.



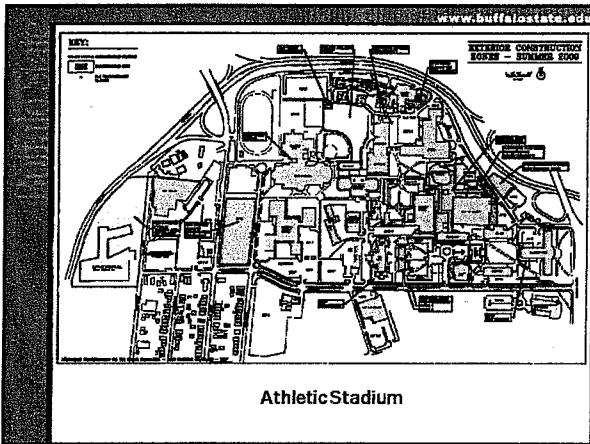
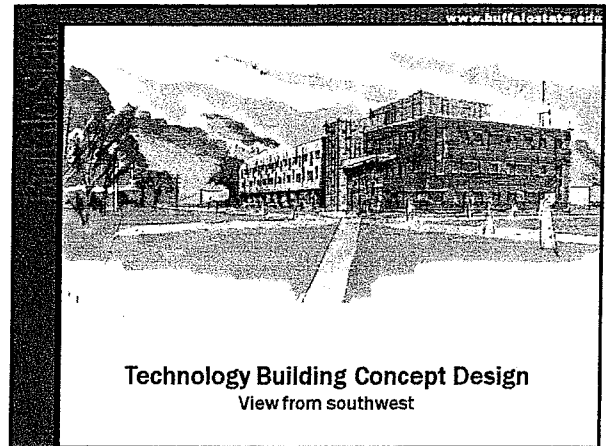
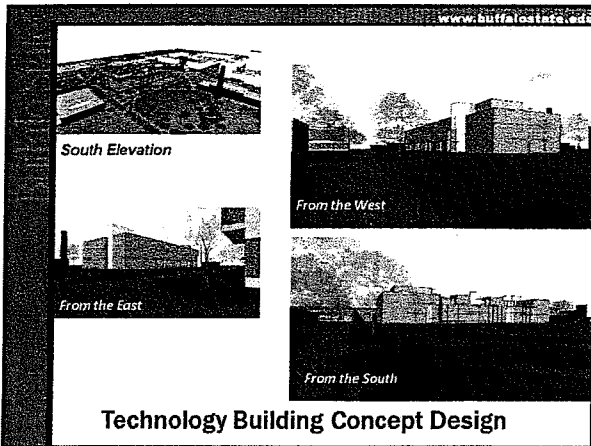
### TECHNOLOGY BUILDING

The new technology building will:

- be located on the site of current laundry and bakery buildings, which will be demolished
- house the departments of Technology and Computer Information Systems
- provide research spaces and public computer labs;
- Concept design complete; funding in place.

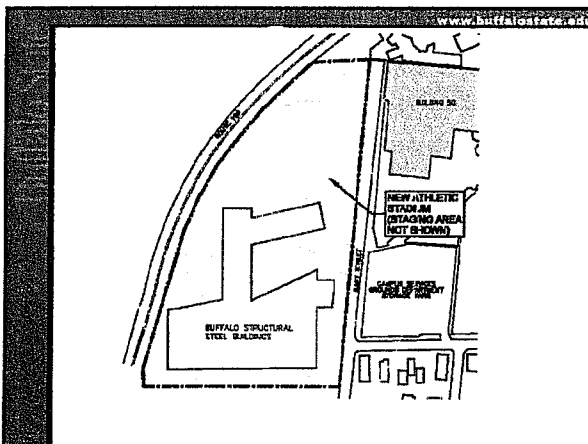






**ATHLETIC STADIUM**

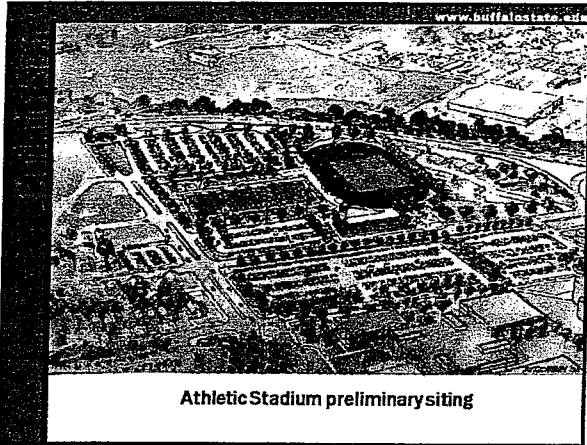
Architect: Clough Harbour  
 Project cost: \$40.3 million  
 Construction start: September 2010  
 Construction finish: June 2013.



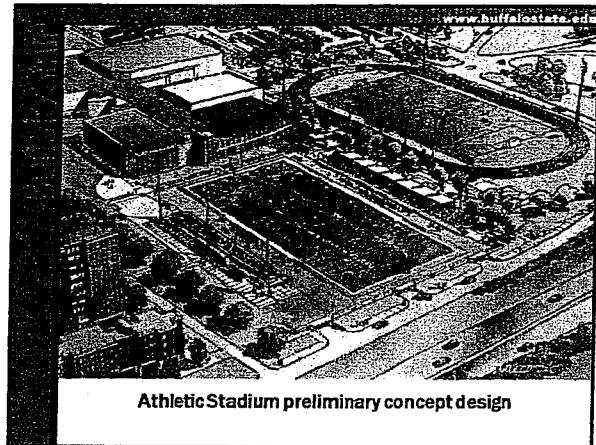
**ATHLETIC STADIUM**

The new athletic stadium will:

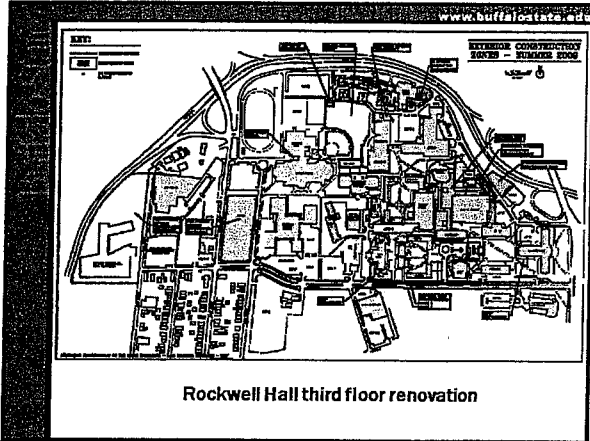
- provide space for football games for Buffalo State College and Buffalo Public Schools
- seat 4,000 spectators, and offer concessions, a press box and VIP seating
- Concept design underway; funding not yet in place.



Athletic Stadium preliminary siting



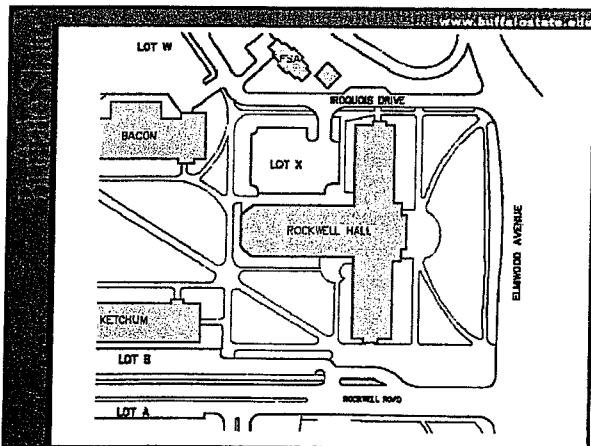
Athletic Stadium preliminary concept design



Rockwell Hall third floor renovation

**ROCKWELL HALL THIRD FLOOR RENOVATION**

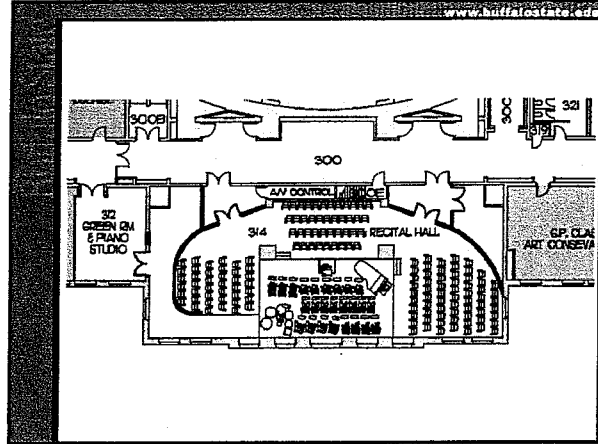
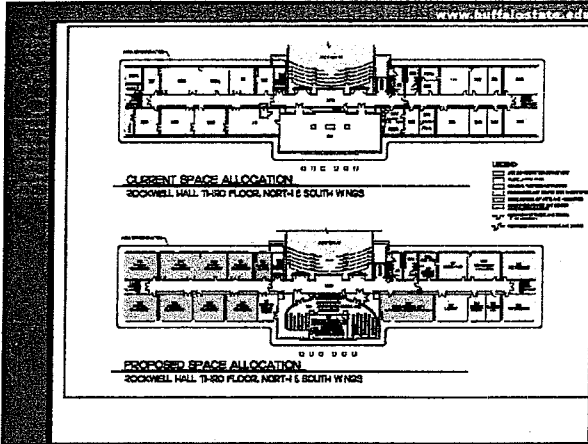
Consultant:	To be determined
Project cost:	\$5 million
Construction start:	To be determined
Construction finish:	To be determined.



**ROCKWELL HALL THIRD FLOOR RENOVATION**

The renovation will:

- afford reuse of the space created by the relocation of the Burchfield Penney Art Center
- provide new space for the art conservation and music departments
- feature a new recital hall
- Consultant selection underway; funding in place.

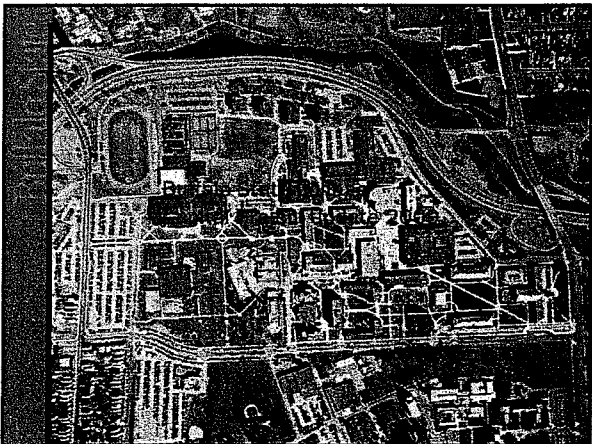


**Other upcoming activity:**  
**2010 - 2020 Facilities Master Plan**

- Flynn Battaglia Architects and Goody Clancy have been retained to undergo the master planning process
- the \$750,000 plan will provide cost estimates, schedules, logistics and gross concepts for recommended site development and building relocations
- the plan will address traffic and parking issues.

**Other upcoming activity:**  
**2010 - 2020 Facilities Master Plan**

- the plan will address campus space needs by
  - conducting targeted interviews
  - assessing existing conditions
  - conducting a space use analysis
  - preparing a draft program
- Master plan architects will interface with architects from the H.H. Richardson Master planning process to ensure mutual awareness and cohesiveness.



## Equity and Campus Diversity Office

Dolores E Battle, Ph. D.

Senior Advisor to the President  
for Equity and Campus Diversity

Ruby Pulliam, M.A.  
Assistant Director

Tasha Pitts  
Secretary

CLEV 415 878 6210

## Buffalo State College Mission and Core Value

### Mission Statement

The goal of the college is...to empower a  
*diverse* population of students to succeed as  
citizens of a *challenging world*

### Core Value:

Respect for Diversity and Individual difference

## Strategic Plan (2003-2008)

### Strategic Initiative 4.2

Strengthen excellence in diversity.

### Goal

Expand the inclusion of issues related to  
multiculturalism, race, women, and persons with  
disabilities in curricular and extracurricular  
offerings, programs, and activities.

## Statement of Principle in Diversity

Buffalo State College supports diversity of thought,  
diversity of experience, and diversity of values. The  
college is dedicated to a *visible commitment* to these  
ideals by affirming *and respecting differences* in all  
interactions.

Toward this goal, the college provides equitable  
opportunity and access through *innovative recruiting*,  
*professional development* and *education programs*  
that enrich the total academic experience and  
enhance the quality of life.

## Equity, Policies and Practices

### Policies

- General Principle against Discrimination and Harassment
- Disability
- Sexual Harassment
- Sexual Orientation
- Consensual Relations
- Religious Practices
- Review of Allegations of Discrimination

## Visible Commitment to Diversity

- "Minorities in Higher Education"**  
American Council on Education  
23<sup>rd</sup> Status Report
- Buffalo State Faculty, Staff and Students**  
2007-2008 Affirmative Action report  
Institutional Research
- Equity and Campus Diversity Programs**  
President's Council on Equity and Campus Diversity  
Equity and Campus Diversity Program Grants  
Recognitions and Awards

**New York:  
The State of Diversity**

- Race/Ethnicity
  - Asian 6.9%
  - White 73.6%
  - Black 17.3%
  - Hispanic 16.4%
  - Amer Ind 0.5%
- Language Other than English at Home
  - NY 28.8%
  - NYC 47.7%
  - Buffalo 17.4%

**“Minorities in Higher Education” (ACE)**

- ◆ High School Completion
  - ▣ 82% in the U.S.
  - ▣ 53% in New York State (2003)
    - 43% New York City
    - 46% Buffalo

**College Enrollment**  
*(by race/ethnicity)*

	US (of high school completers)	SUNY (Enrollment 2007)	Buffalo State (Enrollment 2007)
ASIAN	61%	5.9%	1.7%
BLACK	32%	7.7%	14.7%
CAUCASIAN	44%	63.2%	61.6%
HISPANIC	25%	5.8%	5.2%
NATIVE AMER	25%	0.4%	0.5%

**Buffalo State FT Faculty**

	US 2005 (American Council on Education)	SUNY 2007 (IPEDS, NYSCD)	Buffalo State 2007
Asian	7.2%	8.5%	5.0%
Black	5.2%	3.6%	6.3%
Caucasian	78.1%	80.7%	85.3%
Hispanic	3.4%	3.0%	2.4%
Native American	0.5%	0.4%	1.0%
International	4.2%		
Male	59.4%		55.5%
Female	40.6%		44.5%

**SUNY Office of Education Equity  
Faculty Diversity program**

*“The SUNY Faculty Diversity Program is highly competitive. Campuses are strongly encouraged to nominate only those outstanding scholars who have attained a record of distinction early in their academic careers, exhibit promise for scholarly productivity of the highest quality and have a demonstrated ability to work in diverse learning environments.”*

- ▣ Carlos Jones 2008-2010
  - Assistant Professor, Dance
- ▣ Tomas Henriques 2009-2011
  - Assistant Professor, Music

**Diversity of Thought, Values and Perspectives**

- ◆ Curriculum (*Diversity of Thought*)
  - ▣ Intellectual Foundations (General Education)
    - Diversity
    - Western Civilizations
    - Other Civilizations
  - ▣ Center for China Studies
  - ▣ African and African American Interdisciplinary Study Unit
  - ▣ Women’s Studies Interdisciplinary Unit
- ◆ Co-Curriculum (*Diversity of Perspectives and Values*)
  - ▣ International Students
  - ▣ CSO, ISO, PASO, AEL, AASO, NSO, AASO
  - ▣ Service Learning
  - ▣ Diversity Suite, Language Suite

**Special Programs**

- ◆ President's Council on Equity and Campus Diversity
  - Wendy Paterson, Chair
  - Faculty (7)
  - Staff (5)
  - Administrators (2)
  - Students (4)
  
- "Advise the President on matters related to Equity and Campus Diversity"

**Special Programs**

- ◆ McNair Scholars Program
  
- ◆ SUNY Anna P Burrell Diversity Scholars Program
  
- ◆ Collegiate Science and Technology Entry Program (C-STEP)
  
- ◆ SUNY Graduate Diversity Fellowship Program

*Internationalization Collaborative.  
Educating for Global Connections and Local Commitments*

- ◆ International Students and Faculty
  - Students: China, Japan, Kenya, Switzerland, Brazil, Turkey, Canada, etc.
  
  - Faculty: China, Turkey, Japan, Canada, Zambia, Zimbabwe, Cambodia, Korea, Germany, Sri Lanka, Russia etc. (80)
  
- ◆ International Research/Project Collaborations
  - Research Incentive Grants
  - Psychology, Geography, Fine Arts, Business, Criminal Justice, Creative Studies, Design, Education, Computer Information Systems
  
- ◆ Study Abroad
  - Short Term: PR, Ireland, China, Moscow, Bahamas, etc.
  - Longer term: 12 programs Australia, UK, Italy, Spain, Netherlands
  - 400 SUNY Programs in 58 countries

*Respect for Diversity and Individual Differences  
Equity and Campus Diversity  
Mini-Grants*


- ◆ Women in Science
- ◆ Women's Leadership Forum: Lois Gibbs
- ◆ Leadership Program: Andrew Young
- ◆ China's Sacred Sites: Photographs and Lecture
- ◆ China Week II/Dali Lama/ China-Tibet
- ◆ African Diasporas: Drumming
- ◆ Understanding Latin Music
- ◆ Lucille Clifton, Poet Laureate
- ◆ Grapes of Wrath-Accessible Theater
- ◆ Anne Frank Project (Genocide/Holocaust)
- ◆ Walk In Their Shoes (Disability)
- ◆ Price of Sugar (Caribbean)

**Equity and Campus Diversity  
Recognition and Awards**

- ◆ President's Award for Special Contributions in Equity and Campus Diversity
  
- ◆ Faculty-Staff Awards for Respect for Diversity and Individual Difference
  
- ◆ Philip Santa Maria Award for Student Leadership in Equity and Campus Diversity

*Questions--Comments*

**Market Research Study**  
 Awareness & Perception  
 December 2008



**Student Insights**  
 Valencia, PA

Commissioned by  
**Buffalo State College**  
 Office of College Relations

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**Presentation Agenda**

- **Market Research Project Intro**
  - First Stage in Process Leading to Brand Strategy
  - How is BSC perceived by key constituents
- **Brand Primer**
  - A small taste of how research ties to brand work
- **Student Insights' Executive Summary**

**Brand Primer...**  
**Brand is not a tag line or logo**


- A College's BRAND and IMAGE are VITAL to success
- It can & should GENERATE TRUST
- It is PERCEIVED & CREATED by our external publics-community, students, alumni, faculty, staff, and donors ...TOGETHER
- It is a PROMISE of what external & internal community expects – FEATURES & ATTRIBUTES
- Living up to the brand's EXPECTATIONS

**What Great Brands Do**

- A great brand is in it for the long haul.
- A great brand can be anything.
- A great brand knows itself.
- A great brand invents or reinvents an entire category.
- A great brand taps into emotions.
- A great brand is a story that's never completely told.
- A great brand is relevant.

– Alan M Webber, a founding editor of *Fast Company Magazine*

**Powerful Brands**



What do these brands/ companies and personalities represent to you?  
 Promises, Attributes

**Who Shapes the Buff State Brand?**

A Brand is not what **you** say it is.  
 It's what **they** say it is.

It's a gut feeling because we're all emotional, intuitive beings, despite our best efforts to be rational. Because in the end the brand is defined by individuals, not by companies, colleges, markets, or the so-called general public.

– Marty Neumeier, *The Brand Gap*

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## College & University Brands

What do they represent to prospective Students, Alumni, and Donors?

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## Market Research & Brand Process

- Conduct Market Research**  
Assess Buffalo State's brand in the context of the market
- Select Educational Marketing Firm**  
Assess Market Research, Develop Strategies, Embrace & Involve Stakeholders throughout Campus community
- Create Brand Positioning**  
Develop a brand positioning statement and supporting attributes
- Translate Positioning → Communication**  
Admissions & PR Strategy, Creative Strategy, Brand Identity, Creative Concepts, Creative Testing, and Creative Execution
- Create Brand Communications Plan**  
Create strategic direction and select mediums & channels that create Buffalo State's brand awareness, call to action from prospective students, business leaders, alumni and donors

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## Executive Summary

- John Becker,  
Student Insights

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## Research Goals

- Measure Buffalo State's market image among prospective students, alumni, donors and community leaders
- Identify areas of specific strength and weakness, as well as opportunities to improve
- Summary of findings
  - Prospective undergraduates: Solid image, but not better than key competitors
  - Prospective graduate students: Well-regarded, firmly in second place
  - Community and business leaders: Well-regarded, firmly in second place
  - Alumni: Very good image; Opportunities to improve in selected areas
  - Donors: Very good image; Opportunities to improve in selected areas

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## Research Methodology and Results

Research conducted in October and November, 2008  
Buffalo State was not identified as the survey sponsor except for donors and alumni

- High school seniors
  - Online survey of 260 high school seniors from western upstate NY
  - Margins of error +/- 6-8% at a 90% confidence level
  - Results were generally consistent with prior research, including the annual Student-View survey
- Prospective graduate students
  - Online survey of 225 prospective graduate students within approximately two hours of Buffalo
  - Margins of error +/- 6% at a 90% confidence level
- Community and Business Leaders
  - Telephone survey of 94 community and business leaders (51% business leaders, 25% non-profits, 24% community leaders)
  - List provided by Buffalo State
  - Margins of error +/- 4-6% at a 90% confidence level
- Alumni
  - Online survey of 856 non-donor alumni
  - Margins of error +/- 2-4% at a 90% confidence level
- Donors
  - Online survey of 375 donors, including alumni who were also donors
  - Margins of error +/- 3% at a 90% confidence level

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## Prospective Undergraduate Students



### Prospective Undergraduate Students Strengths and Weaknesses

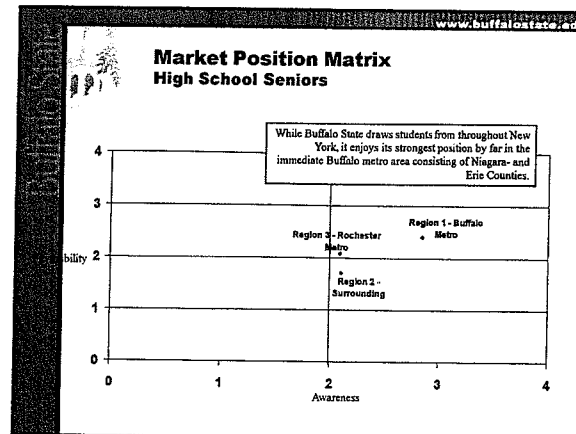
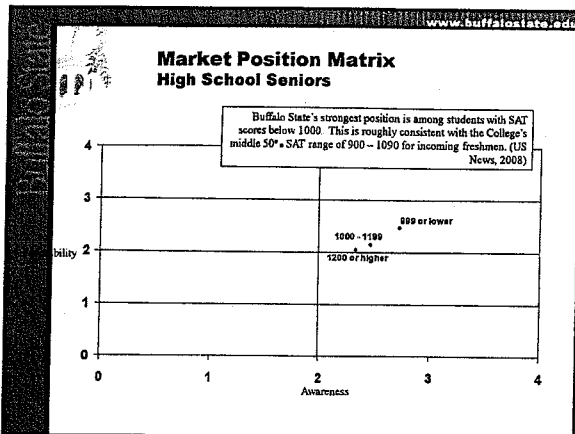
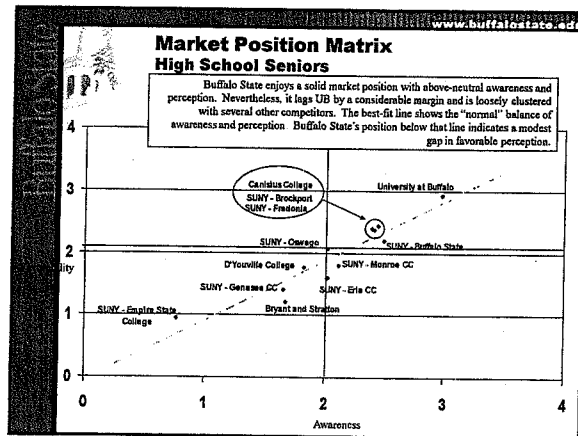
- Strengths
  - High degree of awareness
  - Very affordable
  - Recognized as a very good teacher's college
  - Relatively strongest in core Buffalo market and among students with SAT scores below 1000
- Weaknesses
  - Relative "perception gap"
  - Low awareness of wide range of programs
  - Academic strength and campus safety are least favorable
  - Strength in core Buffalo market does not extend to neighboring areas
  - Relatively weaker among students with SAT scores over 1000

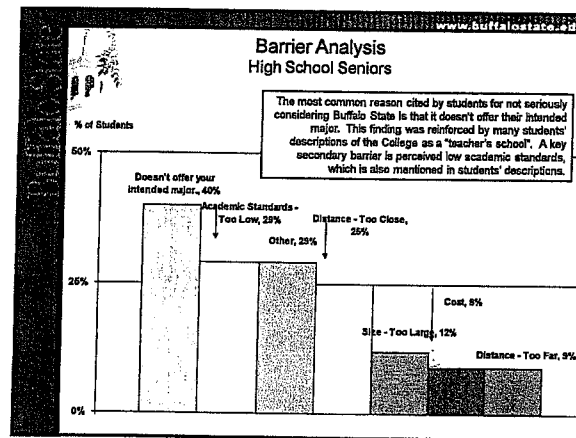
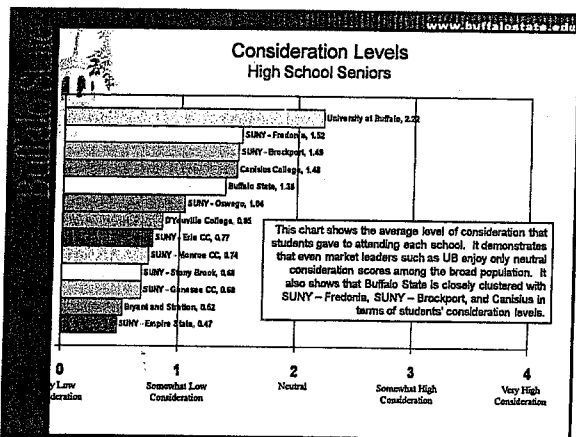
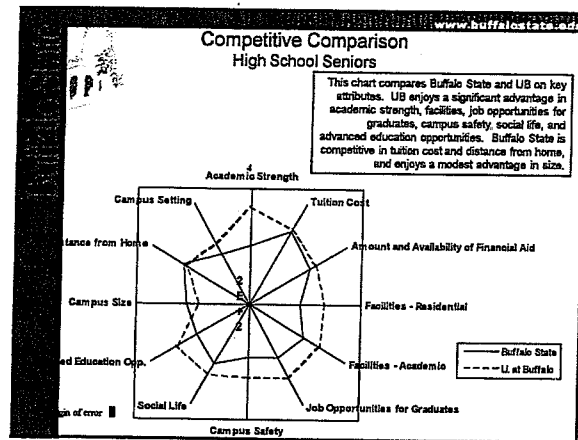
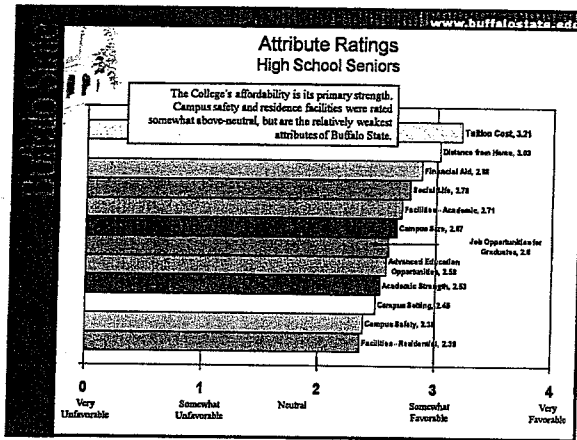
### Awareness and Perception

- Students have a high level of awareness of Buffalo State
  - 58% are somewhat- or very familiar with the College, while only 19% are unfamiliar to some degree
  - The College's overall awareness score of 2.49 (0-4 scale) is second among benchmark institutions, trailing only University at Buffalo
- Perceptions of Buffalo State are favorable, but lag key competitors
  - 44% of students have a somewhat- or very favorable view of the College, while 27% have an unfavorable view
  - Buffalo State's overall score of 2.20 (0-4 scale) lags University at Buffalo, Canisius, SUNY - Fredonia, and SUNY - Brockport
- Buffalo State's has relatively strong market position, but room for improvement
  - Positioned in the zone of above-neutral awareness and perception
  - Loosely clustered with Canisius, SUNY - Fredonia, and SUNY - Brockport
  - The best-fit line shows the normal balance of awareness and perception. The College's position to the right of the line indicates a relative "perception gap".

### Segmentation Analysis

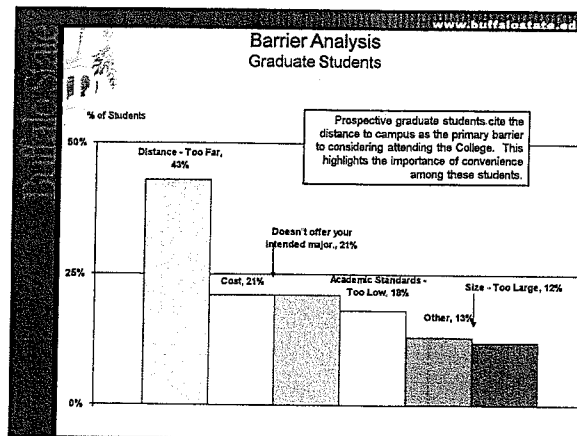
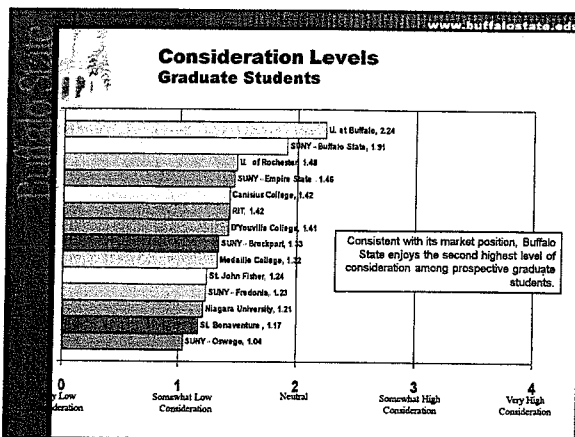
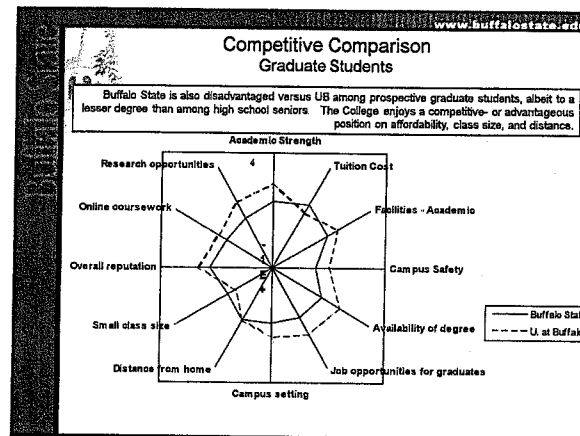
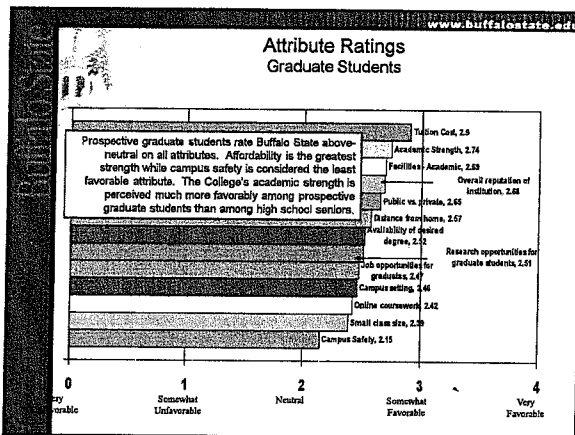
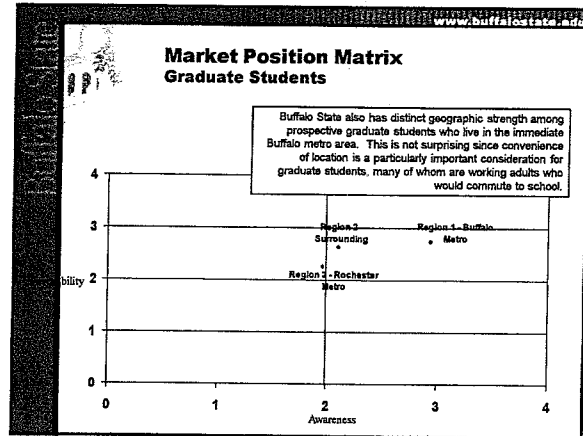
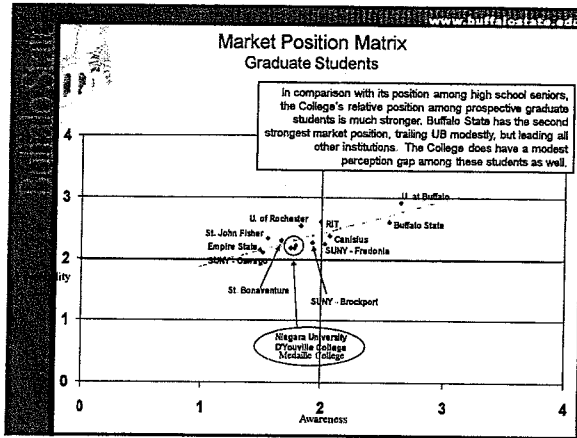
- Awareness levels are higher among female students
- Buffalo State is positioned similarly among minority students and white students
- The College has a much stronger position among students scoring below 1000 on the SAT test. The College's position is surprisingly similar among students with scores over 1000.
- Buffalo State enjoys much higher awareness and somewhat more favorable perception in Niagara and Erie Counties. It is positioned less favorably in other counties in the Buffalo region.
- The College has a stronger market position among middle- and lower income students.
- While education majors have the highest levels of awareness of Buffalo State, business majors have the most favorable perception.





## Prospective Graduate Students

- ### Prospective Graduate Students Strengths and Weaknesses
- Strengths
    - High degree of awareness
    - Solidly #2 in the core Buffalo market
    - Affordability and academic strength receive solid ratings
    - Convenient alternative for students in the core Buffalo market
  - Weaknesses
    - Strength, especially convenience, does not extend beyond the core Buffalo market
    - Campus safety received lower scores



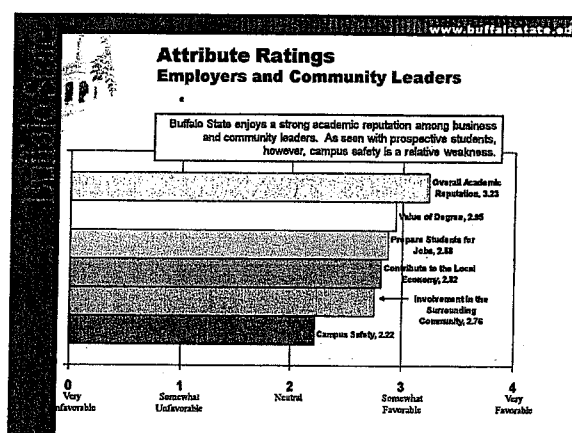
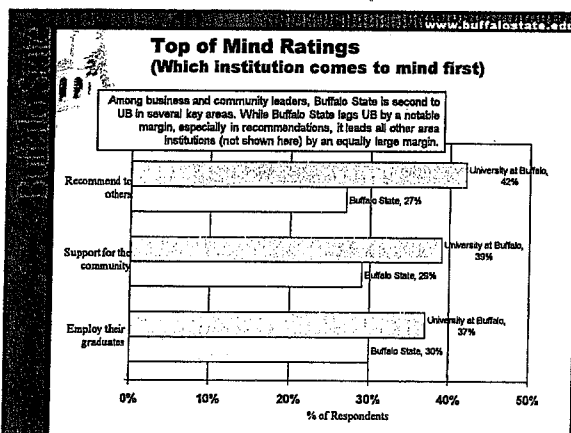
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## Community and Business Leaders

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### Community and Business Leaders Strengths and Weaknesses

- Strengths
  - Solid position in every respect; Second only to University at Buffalo
  - Good academic reputation
  - Convenient
  - Recognition for improving the art and culture of the surrounding area
- Weaknesses
  - Campus safety is a high-profile weakness
  - Opportunity to better meet the demand for interns



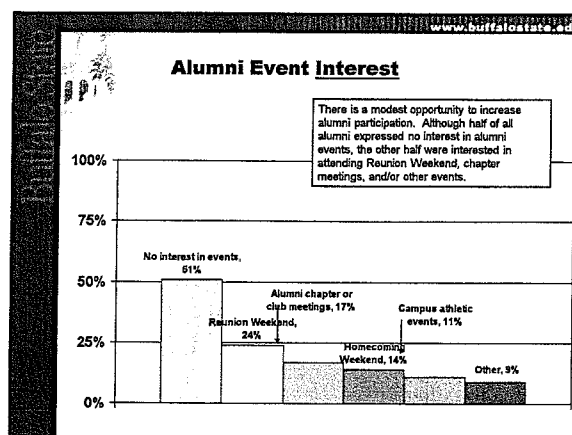
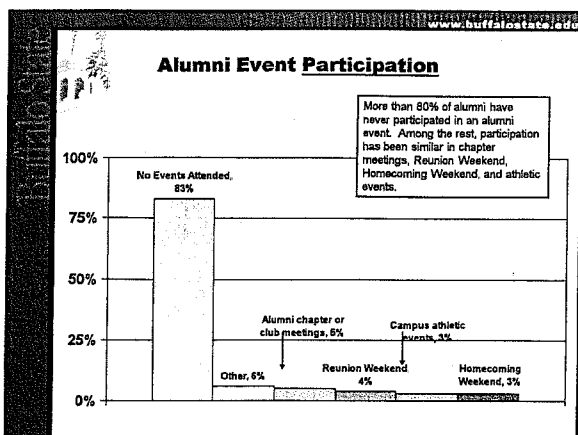
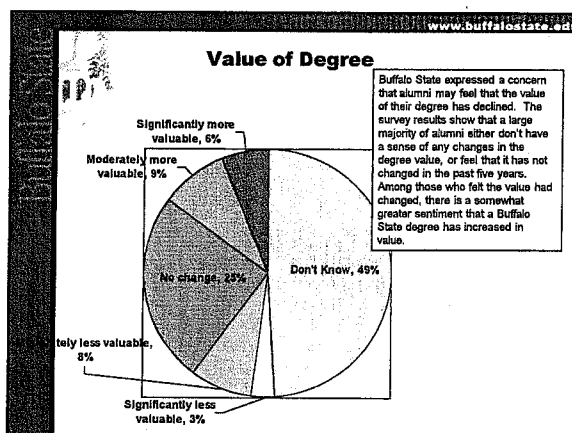
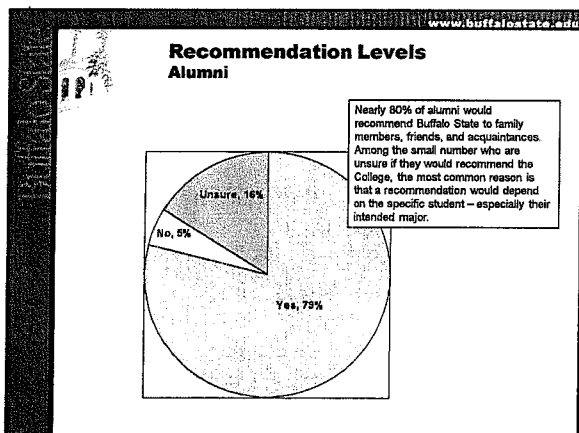
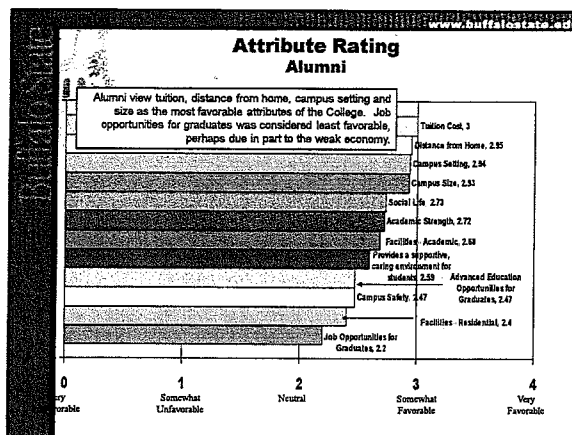
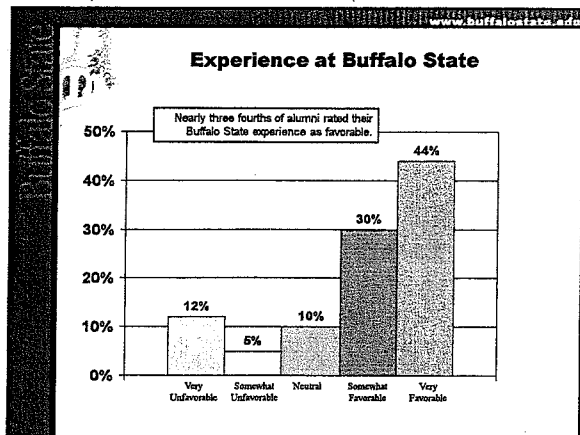
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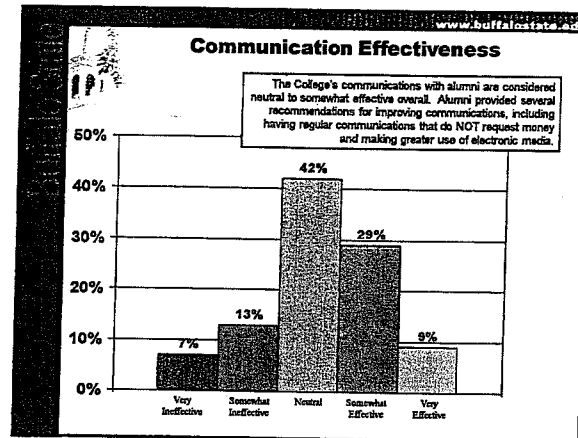
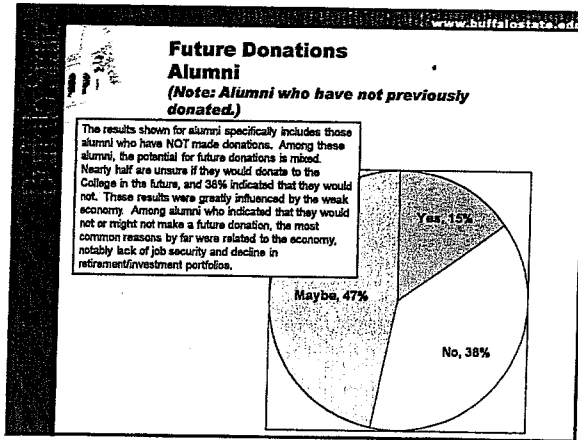
## Alumni Results

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### Alumni Strengths and Weaknesses

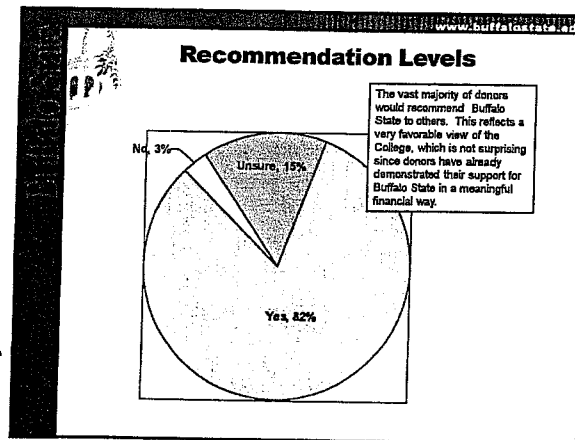
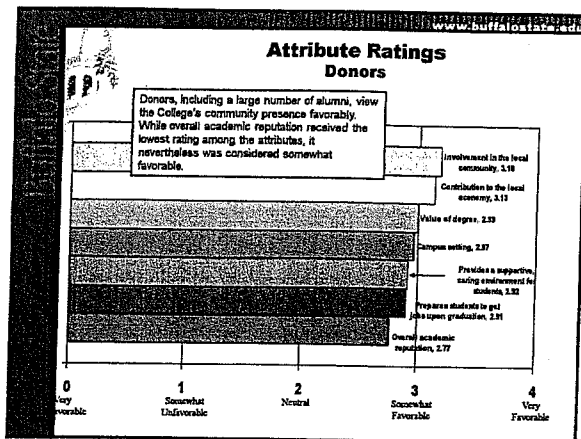
- Strengths
  - High degree of satisfaction with their Buffalo State experience
  - High degree of willingness to recommend Buffalo State to others
  - Positive marks for affordability, convenience, size and setting
  - Favorable memories of personal interactions with professors and fellow students
  - Current communications are moderately effective
- Weaknesses
  - Job opportunities for graduates can be strengthened
  - Less favorable impressions of residence facilities and campus safety
  - Very little participation in alumni activities
  - Moderately little interest in participation in alumni activities
  - Limited social activities for commuters
  - Communication somewhat overly-focused on fundraising

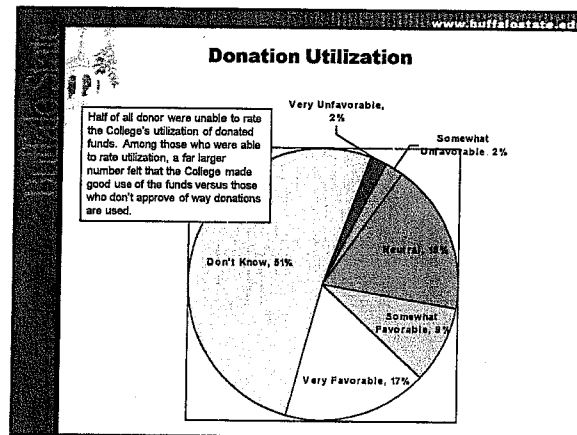
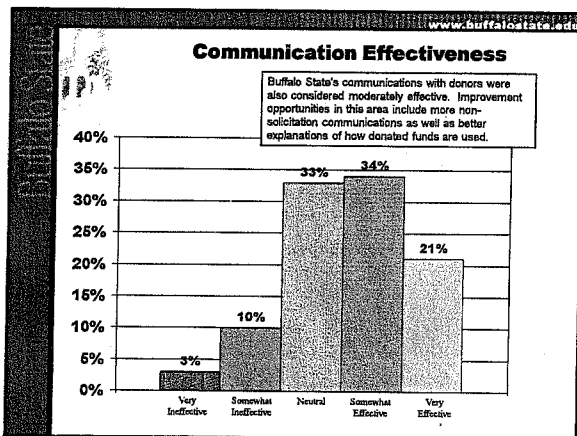
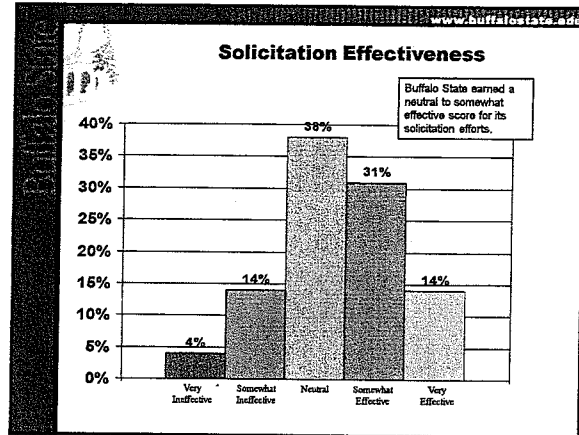
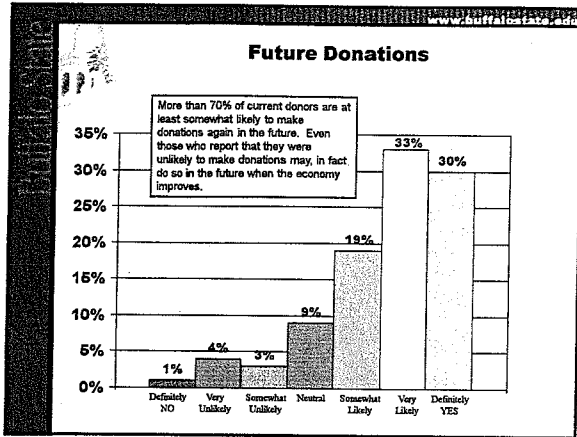




## Donor Results

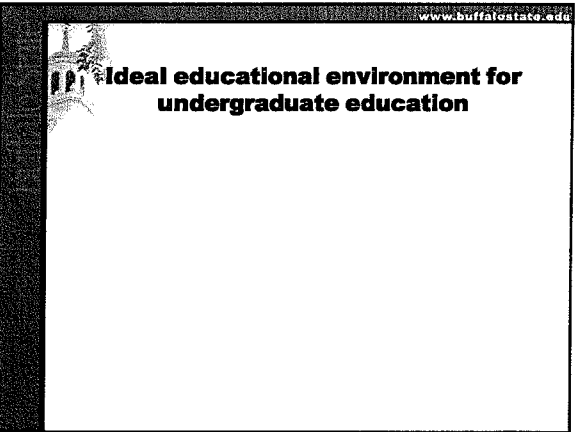
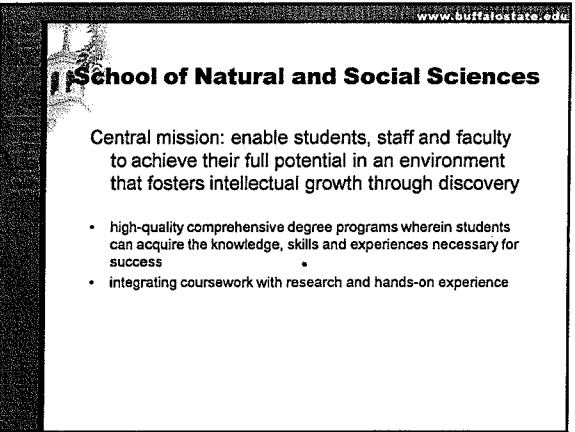
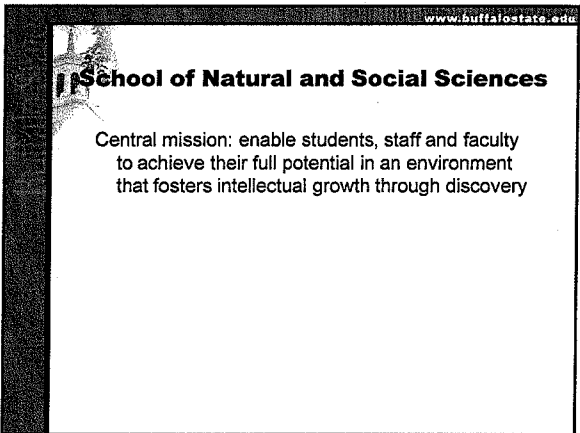
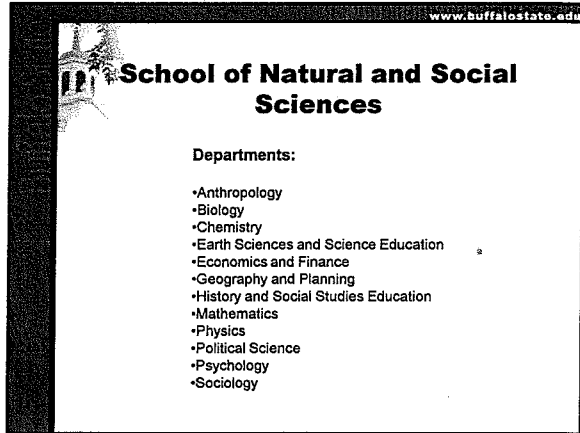
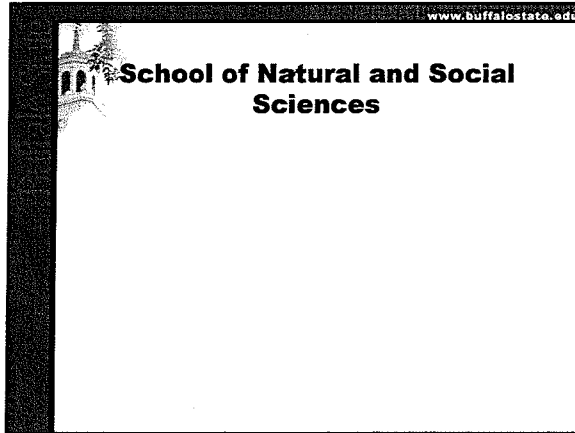
- ### Donors Strengths and Weaknesses
- Strengths
    - Favorable ratings for all attributes, although less so for academic reputation
    - Community involvement is strong
    - High degree of willingness to recommend and make future donations
    - Communications are generally favorable, but there are opportunities to improve
  - Weaknesses
    - Lack of understanding of how donated funds are utilized
    - Need to increase use of emails and other electronic communication





**Reference Complete  
Awareness & Perception  
Study**

- ### Next Steps
- Market Research →  
Brand Strategy Development**
- Market Research Study
    - Encourage feedback and discussion
    - Develop communication rollout plan of study to College stakeholders
    - Implement Strategies & SWOT analysis across Campus
  - Brand Strategy Development
    - College Relations, stakeholders analyze & assess market research
    - Form Brand Development Committee
    - Higher Ed/marketing consultants present proposals – open forums
    - Select consultant firm
    - Develop Brand Strategy Platform
    - Position & Creative Development







### Ideal educational environment for undergraduate education

- talented faculty and excellent research infrastructure - more extensive opportunities for research and internship participation than are available at most smaller colleges



### Ideal educational environment for undergraduate education

- talented faculty and excellent research infrastructure - more extensive opportunities for research and internship participation than are available at most smaller colleges
- much higher emphasis on undergraduate research than found in larger, graduate-research focused universities



### Ideal educational environment for undergraduate education

- talented faculty and excellent research infrastructure - more extensive opportunities for research and internship participation than are available at most smaller colleges
- much higher emphasis on undergraduate research than found in larger, graduate-research focused universities.
- Masters-level graduate programs in selected applied areas are tightly integrated with and enhance our undergraduate research efforts.



### Archeological Field Schools at Fort Niagara, Beaver Island S.P.



### Earth Sciences Field trips



Dumont Dunes Field in Southern California, during the January 2007 Wild Wild West Geology Course



### Research

- **External grants and contracts:** \$5,867,726 awarded, \$4,585,908 in expenditures (2007-8) – half the non-CDHS College total
- **Scholarship:** 3 books, 128 peer-reviewed articles (2007-8)

Faculty research involves students at all levels. This participation and engagement in the scientific endeavor is the single most valuable aspect of education in these fields

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## Undergraduate Research

NSF-STEP: supports undergraduate research participation in Earth Sciences, Biology, Chemistry, Mathematics, Physics, CIS, Technology

NSF-URM: undergraduate research participation in Biology – Aquatic and Watershed Ecology

NSF URGE to Compute: undergraduate research support in Mathematics

Merck/AAAS: interdisciplinary undergraduate research in Biology and Chemistry


NIMH: Mental Health Issues in Applied Life Span Developmental - Psychology

Individual faculty research grants also support undergraduate research participation in Biology, Chemistry, Earth Science, Geography and Planning, Physics, Psychology, and the Great Lakes Center

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## Geography and Planning

Undergraduate research – water-quality sampling in SE Asia



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### Internship Programs:

Extensive internship programs in Departments of Psychology, Sociology, Forensic Chemistry, Anthropology, Political Science, placing students in a wide variety of companies, nonprofits, hospitals and mental health facilities, law enforcement, legislative offices and government agencies

**Service Learning:**  
In 2008-9: 280 students, 14 courses, involving 35 community partners


## The Buffalo State Science and Mathematics Complex: A Multidisciplinary Complex Serving the STEM Disciplines

- Five Academic Departments:
  - Biology
  - Chemistry
  - Earth Sciences and Science Education
  - Physics
  - Mathematics and Mathematics Education
- Other Programs:
  - Animal Behavior labs from Psychology Department
  - Great Lakes Center
    - Aquatic Biology
    - Environmental Toxicology
    - Watershed Analysis
  - McNair Scholars Program
  - NYS Health Department
- Specialized Facilities:
  - Greenhouse
  - Planetarium
  - Vivarium



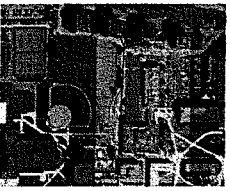
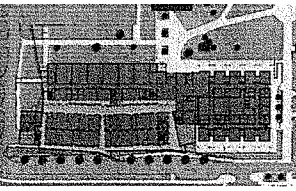
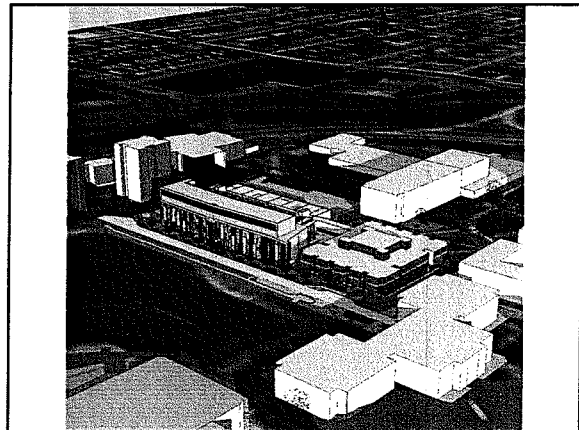
Buffalo State Science building today

Looking towards the future...

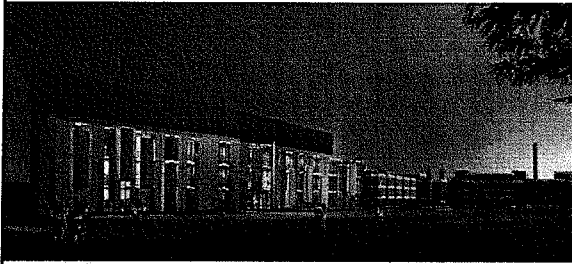


## The Buffalo State Science and Mathematics Complex: Phase 1 Construction

- Phase 1 construction will be adjacent to SC I
- A laboratory wing that includes:
  - Instructional labs for Biology, Chemistry, and Earth Sciences
  - Approximately 50% of the faculty research lab and offices for Chemistry and Biology
  - Great Lakes Center Office and Labs
  - Shared chemical storage, hazardous waste storage, and radiation storage, loading dock for complex
- Estimated to begin in 2009 and be complete by 2011

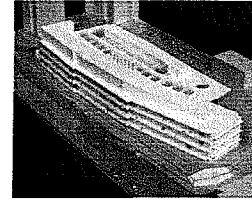




## The Buffalo State Science and Mathematics Complex



## Phase II: Renovation Followed by More Construction

- Complete Renovation of SC I
  - Construction of spaces for physics, science education, mathematics
  - Includes a Vivarium that meets NIH requirements in the basement
  - Department offices and small classrooms will occupy the first floor adjacent to the atrium
- Construction of a "cap" in space formerly occupied by SC II
  - Construction of planetarium and greenhouse
  - Includes remaining labs for chemistry, biology, and earth sciences
  - 1<sup>st</sup> floor includes 1 large lecture hall and 2 medium size lecture halls
- Upon completion: 222,581 of new and renovated, modern space



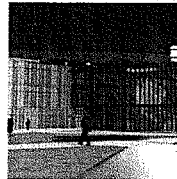
## The Buffalo State Science and Mathematics Complex:

### Providing modern spaces for teaching the next generation of scientists and mathematicians

- All classrooms include the latest in technology and are designed flexibly to accommodate a variety of teaching and learning styles
- Instructional laboratories provide modern facilities and ventilation with a flexible design to accommodate changes in the future
- Faculty research spaces provide opportunities for both undergraduate and masters level research projects

## The Buffalo State Science and Mathematics Complex: The Planetarium

- The Whitworth-Ferguson Planetarium will be relocated to the south side of the complex where it will continue to provide programs for area school children and shows for the public
  - Ground floor location to better serve visitors
  - Viewable as a globe from the outside of the complex giving the program a public face
  - More seating, a digital projector, and a larger dome compared to the current



**Buffalo State College Council  
Government Relations Committee Report  
March 10, 2009**

**State Relations**

- NYS 2008-2009 Deficit Reduction Plan (DRP) Tuition Sweep: Despite intense lobbying by Buffalo State College and the entire SUNY system, the Legislature approved the Governor's DRP proposal taking away the spring 2009 tuition increase. While the Governor had originally proposed taking 90% of the increase and leaving 10% for use on campus, the numbers that we have received show that **more than 100%** of the spring 2009 increase has been taken as part of the DRP. This means a loss of more than \$3 million, funds which could have been used to hire more than 50 new faculty members to meet rising enrollment demand. Instead, this money has been taken away from campuses, and the promise to keep 10% of the spring tuition increase appears to have been broken.

A key element of our current lobbying is to ensure that this spring tuition sweep does not set a precedent for future state action. The Governor's budget includes taking 80% of the fall tuition increase, leaving campuses with only 20%. We are working hard to ensure that 100% of all future tuition increases remain on campus.

- Buffalo State College 2009 State Legislative Agenda: Our 2009 state legislative agenda includes:
  - Buffalo State College/SUNY Budget Priorities
    - Allow campuses to keep 100% of tuition
    - Enhance flexibility for campuses; manage resources more efficiently
    - Eliminate the hidden taxes on SUNY in the areas of the research foundation tithe, taking funds from IFR accounts, etc.
  - Capital Needs
    - Buffalo State College Athletics Stadium \$ 36,000,000
  - Programmatic Needs
    - Center for Excellence in Urban and Rural Education (CEURE):  
Campus West Project \$ 240,000
- The Buffalo State College and SUNY Budget Priorities are listed on the distributed lobbying documents as part of the "four pillars" presented by SUNY. Buffalo State and SUNY are asking the legislature to

**OPPOSE**

- The \$40 million sweep of campus-based revenue.
- A 10% tax on Research Foundation grants.
- The reduction/elimination of University-wide programs.

**SUPPORT**

- Campus ability to control income from tuition, fees and other college revenue.

- Post-audit accounting practices for expenditures, instead of pre- and post-audit.
  - Easing of bureaucratic red tape in procurements and contracts.
  - Capital construction flexibility for more cost-effective and efficient methods of delivery in construction projects.
- **Launching the Buffalo State Advocates Website:** Buffalo State College is a very active partner in the SUNY Advocates campaign. SUNY Advocates is a grassroots network of alumni, faculty, staff, parents, students and community members of New York state public colleges and universities who value a strong state investment in higher education. Advocates will be asked to talk to their friends, family, neighbors -- and especially their elected officials -- about the value that their local campus and the State University of New York offer to the state.

We are reaching out to our campus community and friends of the college to talk about how "SUNY is the Smart Investment," and we have launched our own page for friends of Buffalo State at <http://www.sunyadvocates.org/buffalostate.html>

These outreach efforts have included media events, presentations to community organizations, and an active outreach campaign.

- **Presentation to NYS Delegation, February 13, 2009:** The College hosted a meeting with members of the Western New York Delegation to the NYS Legislature and their staff. Led by President Howard, this session included presentations on the three main objectives for the campus in the upcoming state budget: the Buffalo State College and SUNY budget priorities relating to tuition, funding, and flexibility; the College Athletics Stadium; and funding for the Campus West initiative of the Center for Excellence in Urban and Rural Education. Faculty and staff from each of these areas provided information and progress reports on the initiatives.
- **SUNY Day in Albany, February 24:** President Howard was accompanied by a group of students and faculty members on a trip to Albany on February 24 to once again advocate for the college's agenda as part of SUNY Day in Albany. The group visited with nine state legislators and their staffers and received positive feedback about support in the 2009-10 budget for our capital and programmatic initiatives.

The legislators were particularly impressed with the presentations by our students, and we had the opportunity to meet with our own students as there are three Buffalo State College students serving this semester in the Legislature in Albany.

### **Local Government Relations**

- **Meeting with the City of Buffalo:** President Howard, staff and administrators, met with Mayor Brown and his staff to review a number of issues related to the College's Legislative agenda. Over the past year the City has been a strong partner with the campus on issues ranging from resolving Coyer Field drainage issues to passing legislation necessary to proceed with construction for the Technology Building. We continue to work closely with the City on discussions relating to west side development, student housing, as well with the site for the Athletics Stadium which will serve the Buffalo Public Schools as well as Buffalo State College.
- **DMNA / Great Lakes property:** The College has kept in close contact with the County of Erie regarding plans to construct a new truck facility for the New York State Division of Military and Naval Affairs (DMNA) at 929 South Park Avenue. While some obstacles over County

borrowing have delayed progress, we believe that those issues are close to being resolved. Once the new building for DMNA is complete and the new facility is occupied, the state will be able to transition ownership of the waterfront property to the College.

### **Federal Relations**

- ***Federal Stimulus:*** While the final bill does not contain the specific funds for higher education that we had hoped for, it does have increased funding for Pell Grants for students along with a number of funded research projects. We hope to realize some benefit on campus from the various programs within the legislation, and we continue to work to identify projects that would be funded in the bill.
- ***FY 2010 Federal Appropriations Request:*** The College has submitted federal appropriations requests on behalf of its Great Lakes Center and the WNY Teacher Pipeline project at the Center for Excellence in Urban and Rural Education. A successful appropriation would support the acquisition of a new floating dock to house our Lake Erie research vessels and an urban teacher academy, respectively.

## RESOLUTION

### In Support of The State University of New York 2009-2010 State Budget Proposal

**Whereas**, nearly 440,000 students are educated in the institutions that comprise the State University of New York (SUNY);

**Whereas**, the State University of New York endured \$210 million in budget cuts in 2008;

**Whereas**, the Trustees of the State University of New York responded to the fiscal crisis by raising tuition \$620, inclusive of an incremental \$310 increase in the Spring of 2009;

**Whereas**, as a part of Governor Paterson's Deficit Reduction Plan (DRP) for 2008-09, SUNY campuses saw no additional tuition revenue in the core budget from the tuition increase and in fact, incurred an additional reduction of \$308,000 in the core operating budget;

**Whereas**, the State University of New York 's capacity to discharge its core mission of public access to a high quality educational experience for all New Yorkers is severely threatened by the aforementioned actions;

**Be it resolved** that the Buffalo State College Council whole-heartedly endorses and supports the State University of New York Board of Trustees' position on the Deficit Reduction Plan and asks the legislature to:

- **Oppose** the \$40 million sweep of campus-based revenue.
- **Oppose** a 10% tax on Research Foundation grants.
- **Oppose** the reduction and or elimination of University-wide programs.

**Be it further resolved** that the Buffalo State College Council urges the Governor and the New York State Legislature to enact legislation and implement policies to support SUNY's 2009-10 Budget Proposal which:

- Ensures that SUNY institutions will retain 100% of the tuition revenue paid by their students and allows institutions to implement a rational tuition policy.
- Provides appropriate and essential state support for SUNY institutions.
- Provides SUNY institutions with administrative and regulatory relief in day to day operations and allows greater operational efficiencies.
- Expands current land use policies to allow SUNY institutions to foster new public-private partnerships and enhances opportunities to expand entrepreneurial activities.

**Approved by the Buffalo State College Council on March 10, 2009.**

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John T. Hoskins

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Howard A. Zemsky