University Advisory Council Meeting Minutes
Friday, November 17, 2023
1:30 p.m. | President's Conference Room

Name	Attended	Name	Attended	Name	Attended
Sonja Barber	absent	Johnston Hegeman	absent	Traki Taylor*	absent
Albert Delia	✔	John Lombardi	✔	John Short	✔
Abigail Donaldson	✔	Rachael Michalski	✔	Artie Travis	✔
Troy Donoway	✔	Nick Mullen	absent	Donnell VanSkiver	✔
Justin Dunmyre	✔	Amy Nightengale	✔	Robin Wynder	absent
Jodi Eirich	absent	Bradford Nixon	✔		
Harry Fike	✔	Ronald Nowaczyk	absent		

*Sara-Beth Bittinger

I. Call to Order at 1:35 p.m.
II. Approval of minutes
III. Customer Service/EAB Workplace Environment Meetings (data in September minutes)
1. What are the most important areas where we must have excellent customer service?
   a. For recruiting, it would be most beneficial to have the best customer service with faculty and staff so that they can properly communicate across departments and with students for recruitment efforts.
   b. Engaging faculty to recruit students is a high priority but support to do this is needed.
   c. One of the goals of the Strategic Enrollment Management plan. May be a good idea to have this team or LIM provide an update at an upcoming meeting.
   d. Emerging support to reinstate Preview as there is evidence that students are not receiving adequate support with registration when new and returning students are trying to all register at the same time.
   e. All of these support pieces will require additional resources to do correctly, whether that be funding or staffing. This could be an opportunity to engage alumni who are looking to be involved and volunteer their time.
   f. Bobcat Ambassador program to send FSU students back to their high schools to talk to different classes about their experiences at FSU.
IV. Sharing results from open sessions on Strategic Enrollment Initiatives (attachment)
1. Work with EAB to identify opportunities for customer service improvement within the Admissions process.
2. Work with EAB on technologies where processes happen in real-time as is happening with predominately online schools.
3. Recruitment and retention were identified by the group as the most important priorities but what are the most important categories? (Rebuilding and Engaging in Department Major received the most high rankings.)

V. Sharing results from open sessions on Campus Culture (attachment)
1. Opportunities for more effective communication surrounding how/why decisions are made with clear explanations.
2. Support to return to Coffee with the President events.
3. Progress with Ombudsperson and other employee mediation options outside of HR.
4. **ACTION**: send specific examples where there was a process failure in a customer service or process experience to Donnell for further discussion. Identify the disconnects.
VI. SGA Update
1. Conducted a safety walk last evening to identify things like cracks in the sidewalk, checking lighting, etc.
VII. Middle States Standard 5 would like to look at the UAC/AIEC summer planning session process. Sara-Beth will be reaching out to gather a group to be a part of this meeting and process.
VIII. Adjournment at 3:01 p.m.

Next meeting: February 23, 2024
Submitted by: Donnell H. VanSkiver, CAP, MEP, OM
                Executive Administrative Assistant III

Strategic Enrollment Initiatives Meeting Data

#	Iniative	Ranking	Comments	Agreements
1	Rebuilding and Enhancing Department Majors	1	Some of the other items could be subsets here; mostly graduate programs; could be with online area/section	4
		1	Could include course section management plan (needs a resourced marketing plan per major - UG & G)	7
		1	Invest in what we have to build reputation to reach market demands	1
		1	Opportunity for redesigned curricula to feed applied masters program; keep our liberal arts spirit while giving students career pathways	8
		1	Reconnect arts and humanities to career readiness	2
		3	Strengthen attraction of major programs; reinvent programs in need	4
		3	Reevaluating course sequencing could be a goal	2
2	Dual Enrollment	2	The Bobcat Academy would be a great program to grow and once they are here, hopefully they will stay	3
		3	Potential for more students plus word of mouth; must look at ROI	1
		7	Continued early opportunities for Western MD, WV, PA	6
		7	Must compete with 2 year colleges; small increases might be possible, but we must do; returns may be marginal	3
		9	Monitor ROI for matriculation data; redeploy resources if greater need found	5
		10	Will the students matriculate here; national perspective suggests otherwise?	1
		10	Too much competition with community college; low ROI	1
3	Recruiting International Students	6	We must go beyond China; countries in Africa are prime for partnerships	7
		6	We should diversify which countries we are partnering with	5
		6	More countries, but cost is a concern (ROI). Also must do more to create a sense of "home" for them.	3
		8	We are doing well in this arena, we can stay the course	1
		8	Diversify locations and partnerships; Latin America (Central, South, Caribbean); emphasis on Latin population	5
		9	Infrastructure needs defined (e.g. HUTB workflow)	5
		9	Most volatile population; heavy staff lift; is investment in staff travel to set this up a good enough ROI?	1
4	Recruiting Latinx Students	4	Outcome could be more impactful; greater scope	1
		5	Important, growing demographic but must also connect with them	2
		5	An opportunity, adjustments needed to meet their needs	1
		6	Need specific resources first (materials, people, on-campus, market)	8
		6	We see a great opportunity for our Washington County to form a good base. Could we become the state public HSI?	4
		6	Investigate possible HSI for MD and region; establish support, resources, student organizations; help student organizations, faculty, staff	5
		8	We should focus on recruiting Latine staff/faculty first as well as community/regional supports	4
5	Recruiting "Stop Out" Students	5	Could merge with retention	2
		7	Financial obstacles difficult to overcome; hands-on; limited resources	1
		9	Are we able to track our stop out students past their first transfer? Is this an easy population to reach?	4
		9	FSU stop outs are a small population; yield isn't going to be high enough	2
		9	Relatively small group; resources better placed elsewhere	1
		9	The market is not there to scale up; return has not been very high; number of our stop outs is small; multi-disciplinary numbers are small	7
		10	Examine ROI; small return, at times "return" is temporary	2
6	New Competitive Program Initiatives	1	Partnerships and programs that have a clear professional track are attractive to students and families	4
		2	Lots of expertise on campus but too often relegated to existing class offerings; reconnect arts/humanities to career readiness	3
		2	Need to explore ways to make FSU stand out and attract students; attract students from entry points through completion; students more likely to stay when connected to programs and faculty	6
		3	Tie in to rebuild and enhance department majors - parallel	1
		5	Differentiation factor	6
		5	Connected to rebuilding/enhancing departmental majors	4
		8	More opportunities for internal pathways	5
7	Online Programs	4	Revenue opportunity	1
		4	Supports international and graduate programming; this reaches audiences the others do not	7
		4	Need resourced marketing plan	2
		5	Research programs with good "fit" to FSU offerings and feasibility of online; could support graduate and international	3
		7	Ok idea, but we aren't built to compete with online institutions	3
		7	Explore low residency programs; need to focus on building community so they feel connected	2
		8	Focus on graduate programs; could be easy to scale up	5
8	More Effective Admissions Process	1	Support office staff juggling incoming reviews of transfer credits with busy recruiting schedule	5
		2	Most of the other initiatives won't really yield more students if we are not attentive here	6
		3	Duplicating admission process for non-traditional markets	3
		8	Work on the product and the demand; improve efficiency vs. effectiveness	1
		8	Keep improving/perfecting our practices; work to reduce turnover	2
		10	We are already doing quite a bit here	1
9	More Effective Retention Process	2	Challenge - retaining fewer students	2
		2	Universal adoption of Navigate	3
		2	We got 'em - let's keep 'em! Athletics and SSS provide good models	1
		3	We need close attention on retention	6
		4	Important for sure; more buy-in and actual use (by all) of Navigate.	1
		4	Support increased faculty-to-student relationships; enhance welcoming students; academic and non-academic	5
		4	Once they are here we need to keep them	7
10	Increased Graduate Headcount	3	Could go with online	5
		3	Merge with online and resourced plan for marketing	4
		6	Another revenue opportunity, especially online	1
		7	Need to make sure we are getting tuition here, not just System employees (which we love!)	7
		7	Seek expanded marketing regionally, nationally, internationally; meet regional career needs; expand applicable online; consider international for some programs	4
		10	Target WVU Parks and Rec students	1
		10	Resources are needed to build/enhance undergraduate programs; this is who we are	2

Overall EM Outcomes by Fall 2026 (3 Years)

Comments	Agreements
More innovative program offerings	2
More multi-disciplinary connections between departments	3
More student diversity	2
Eliminate any graduate performance gap between white and students of color	1
"Yield" rate shows a plus increase "3 year average"	1
6 months after graduation, x% of students report in career or grad/professional school appropriate to their degree	1
Shift in proportional enrollment with Latino/Hispanic students making up a larger portion; % increase year over year to work toward 25%	2
Increase in enrollment of online programs	1
Robust, applicable support services/"student" experiences for online programs	2
Work harder to show students how all courses prepare them for career and civic success	3
Enhance/highlight career pathways with faculty, university, etc. regional for students; have started or need to continue to get data on student success	2
Build/improve what we have to maximize ROI on all these	1
Work on building student relationships with the institution students who love it here and will sell it; speak well of it (build reputation of institution and bring/support growth)	1

Comments	Agreements

Campus Culture Initiatives Meetings

Topic	Comments	Agreements
Internal Culture What steps should be taken?	Breakdown Silos	9
	Faculty, staff, students' imprint on strategic priorities (you buy in to what you help create)	10
	Actively engage campus constituents (before decision making as well as after)	17
	Leadership opportunities	5
	Reinstitute the concept of the Preview when pre-students came for "summer bootcamp" to learn more about college expectations	13
	Return to President's Virtual Coffee Break with reciprocal feedback. (Structured agenda, data-informed, back and forth)	4
	Shared vision	10
	More communication and listening	4
	Allow time for planning for significant changes	2
	Culture cannot be forced, only fostered	1
	Move to hire the culture we want, not what we have	1
	Town Halls 0 these are important to internal communication where departments temporarily close so all (including remote) can attend	3
	Customer service standards should be implemented	4
	Employees should be required to attend X number of events per year	3
	Improve onboarding; all positions (Staff, faculty, adjuncts)	7
Internal Culture What would be different or occurring in Fall 2026?	Greater use of remote work	1
	Focus on student as customer and product	10
	Focus on student as people and mission	2
	Increased collaboration/collegiality	13
	Buy in to shared vision - know who/what we are	10
	Increased engagement from broader groups of students, faculty, and staff	12
	Administration, faculty, student trust	6
	More authentic but civil conversations on campus	5
	Being inclusive; to accept difference in opinions	6
	Inclusivity is visible and celebrated	5
	Civility in all conversation and communication especially as challenges arise, leads to improved satisfaction with their workplace/college experience. We need crucial conversation sessions to define and develop civility on campus.	3
	Kindness is visible, student-centeredness	6
	Remote employees are included in campus-wide meetings (like these meetings)	2
	Moving "student" terminology to "scholar" to open their experiences	1
	Communication increased	2
	Re-establish and strengthen trust between the administration, faculty, staff, and students; consistency, accountability, communication, shared goals/mission, change management	8
Career/Future Focused Messaging	Hire expectations	2
	The place to be	1
	You selected us, we chose you	7
	Put your best self forward	3
	we will build your path to success together	4
	Think for the future	2
	Career outcome data very accessible on website	3
	Continuously adapt messaging to maximize search engine optimization while messaging still keeps mission/vision central	1
Location Focused Messaging	Not rural or Appalachia	1
	(in response to above)... but we are...Highlight in positive way, embrace music, art, culture, history	6
	"Higher" expectations	11
	Emphasize we are in Maryland for targeted marketing	7
	Outdoors - arboretum	6
	Vista view	1
	A mountain logo filled in with Maryland flag	5
	Scale New Heights	3
	Mountain Maryland	7
	Our state-of-the-art new buildings	5
	Nature is your classroom	3
	Space to live and learn	4
	Natural beauty	3
	Forrest	1
	Small Town	4
Student Focused Messaging	Adventure starts here	4
	Faculty who inspire and students who excel = success	4
	It starts with you	3
	Apart from getting a job, what more can you do once you leave (Community involvement, % entrepreneurs, join public service or philanthropy, etc.; also career/future focused category)	13
	You're home	1
	You grow with us	2
	You belong	7
	Images of LGBTQ students	3
	Career outcome data - realistic outcome stories	3
Campus Distinguished Features/ Options Focused Messaging	Rooted faculty, blooming students, staff who support success and promote excellence	4
	Focuses on environment, civic engagement, sustainability	9
	Distinctive programs: new LPN to BSN online program	3
	Student success: business, STEM, health sciences, education	4
	Cultural/arts hub - Appalachian festival, pirates ahoy, storybook holiday, children's literature center	6
	Alumni success	4
	Care: faculty and staff care about students; small college care, big university opportunities; you can feel confident to ask faculty to help you connect with opportunities	10