



TO: Board of Trustees  
FROM: Orinthia Montague, President  
DATE: August/September 19, 2018  
SUBJECT: President's Report to the Board

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August and September have been busy months at the College. We welcomed our fall students back on August 22, celebrated the 50<sup>th</sup> Anniversary on September 5<sup>th</sup>, and inaugurated the fourth president of TC3 (me☺).

Attached to this report is a census date summary of our enrollment and budget. Enrollment is down 9%. We have developed strategies that will hopefully increase our spring enrollment (offering & marketing a wider array of winter session classes, hosting additional open houses, etc.).

TC3 continues to be a national leader in the use of open educational resources (OER). Offering over 250 OER course sections per year, the College has saved our students approximately \$2 million in textbook costs. We have also seen a rise in success and retention rates in many of the courses that have switched to OER. Removing the barrier of expensive textbooks and access codes provides students greater opportunities to succeed. The College will be providing more information soon on OER professional development opportunities.

The College's new website is up and running and it looks fabulous. Bryan Chambala and his team worked very diligently on this project during the past year, though we still have much behind the scenes work to do. <https://www.tompkinscortland.edu/>

The College will launch our next strategic planning process by the end of October. Dates will be sent once the details are finalized.

### **Miscellaneous**

- 8/8 Attended Cortland Regional Medical Center Senior Executive Roundtable
- 8/11 Collaborative meeting with Shirley Collado (Ithaca College) and Martha Pollack (Cornell)
- 8/12 Welcomed new Vector students
- 8/13 Attended Cortland BDC Meeting



- 8/14 Welcomed Society for Human Resources professionals
- 8/16 Attended joint meeting of OCC, Jefferson, and Cayuga CC to discuss potential collaborations
- 8/18 Attended breakfast meeting with President Dan Hocoy (SUNY Erie)
- 8/19 Assisted at residence hall for Student Move-In Day
- 8/20 Welcomed International Students
- 8/20 Welcomed all students at Orientation
- 8/21 Attended Community Carnival event at Stewart Park
- 8/22 Scooped Ice Cream for students at the Student Resource Fair
- 8/24 Attended TCAD Board Executive meeting
- 8/27 Toured SUNY Cortland Alumni House
- 9/5 Participated in Ithaca School District "Culture of Love Walk"
- 9/5 Participated in 50<sup>th</sup> Anniversary Faculty, staff alumni and community events on campus
- 9/5 Hosted a 50<sup>th</sup> Anniversary BBQ gathering for students
- 9/7 Attended my Inauguration
- 9/10 Met with Heather McDaniel & Jay Werth (TCAD) regarding continued support
- 9/12 Participated in shared services discussion with OCC, Jefferson, and Cayuga CC
- 9/12 Attended Cortland BDC meeting
- 9/14 Attended SUNY Chancellor Inauguration



To: Orinthia Montague  
From: Blixey Taetzsch  
Date: September 17, 2018  
Re: Enrollment and Budget Update – Fall 2018

I have prepared a budget to actual comparison of fall 2018 enrollment as of census date. Year over year, enrollment is down almost 10%, this amounts to an 8.5% decline from budget. Looking at the categories of enrollment, the most concerning area appears to be retention of students fall to fall – which becomes very noticeable in the variance from budget for continuing students. Continuing full-time student enrollment is at 88% of the enrollment budget, about 45 FTE's, or 98 students short.

Reinstate and transfer student enrollments were also below budget, and have been difficult to predict due to their variability over the last few years. In total, full-time reinstated and transfer student enrollments are about 20 FTE's below budget, or 48 students short. New full-time student enrollment is at 95% of budgeted FTE's, which amounts to about 13 FTE's and 39 students shy of the budget goal.

The impact of the decline in enrollment on the College operating budget revenue amounts to \$920,456, or 2.3% of the budget. This includes the impact of the loss of enrollment in the fall on spring continuing student enrollment. A summary of the annual FTE's budgeted in all categories of enrollment is included for your review. Also noted is the impact of increasing retention and enrollment on the College's operating budget – every 20 students brings in an additional \$50,000 of revenue.

We are still working on calculations of fiscal year 17-18 final numbers in revenue and spending, as well as an update on the budgeted spending plan for fiscal year 18-19. Sue Dewey will be working on this in the next couple of weeks to share with the Executive team.

Also included for your review is the impact of enrollment on the student housing budget (Foundation) and the FSA budget. The impact of the enrollment decline on the student housing budget is significant. Occupancy is down 23% from budget and 18% from the prior year. This amounts to a loss of revenue of about \$800,000. In addition, we have recently learned that the outside agency with whom we hoped to enter into a long term lease has pulled out. In total, we are looking at a loss of \$1,200,000 in revenue for the Foundation.

The FSA budget is also impacted by the loss of enrollment, amounting to a total impact of \$101,672 or 4.6% of the total budget. As with the College budget, staff in the Budget and Finance Office will be working to look at spending in the student housing budget and the FSA budget for 18-19, as well as evaluating the results of the 17-18 fiscal year and the impact that might have on the current year.

Enrollment Category	2017-18 Actual	2018-19 Budget	2018-19 Projected	FTE Change from 18-19 Budget	% Change from 18-19 Budget
Fall	993.9	970.6	888.3	(82.3)	-8.5%
Winter	16.4	15.0	15.0	-	0.0%
Spring	885.0	888.9	802.6	(86.3)	-9.7%
Summer	118.3	109.0	114.6	5.6	5.1%
International	26.6	36.8	34.1	(2.7)	-7.3%
Global	98.9	101.2	98.1	(3.1)	-3.1%
Concurrent	1,311.7	1,303.1	1,337.9	34.8	2.7%
Other*	19.0	30.0	20.0	(10.0)	-33.3%
<b>TOTAL</b>	<b>3,469.8</b>	<b>3,454.6</b>	<b>3,310.6</b>	<b>(144.0)</b>	<b>-4.2%</b>

\* Other = Auditors, Tutoring Services Equivalent Credits, and Cross Enrolled Students.

- Full-time fall to spring retention is budgeted at 72%; for every 1% increase this adds 16 students and approximately \$40,000 of revenue.

- For every additional 20 full-time students enrolled, we gain approximately \$50,000 in revenue.