

## **President's Annual Report to the SUNY Board of Trustees**

Officer in Charge 2018-19, Interim President 2019-20: Dennis Craig  
Campus: Purchase College

### **A Time of Transition:**

This spring, Purchase College President Thomas J. Schwarz returned to campus after his planned study leave and prepared to step down from his position. As one of the longest serving SUNY presidents, his mark can be felt across the campus, especially in the areas of Sustainability, Entrepreneurship, and the fiscal health of the college. He spent the last several months of his tenure traveling across the country fundraising, meeting alumni, and conducting research for Broadview, the planned Senior Learning Community on campus. During this time, officer in charge, Dennis Craig, was named Interim President for the 2019-2020 academic year. A chair of the College Council was recently named by the Governor's office, along with new College Council members. The new members have among them decades of experience in the non-profit, fundraising, legal, public service, and community leadership realms, which will benefit the college. This revitalized and reconfigured College Council is an important step in enabling the college to start a search for the next president.

### **Institutional Strengths:**

#### **Progress Made in Enrollment and Retention:**

Purchase College's goals are to optimize enrollment, increase retention rates, and meet completion objectives. While the college has met or exceeded student headcount goals, achieving a financially sustainable enrollment mix remains a challenge. The college has enrolled an incoming cohort of students that are in line with the capacity of our resources and facilities while maintaining high academic standards. The average GPA for incoming freshman is 3.4 and the average SAT score is 1174, an improvement from previous years. Purchase has continued to prioritize student diversity. Between fall 2012 and 2018, the number of degree-seeking undergraduates in underserved populations grew significantly. The number of non-U.S. citizens grew by 18%; the number of black or African American students grew by 70% and the number of Hispanic students grew by 51%.

Purchase College's one-year retention rate is 80.7% while the three-year retention rate is 67.5%. Four-year graduation rates remain within a steady range of 53-57%, with a six-year rate between 61-68%. The college has utilized data analytics and predictive modeling to determine where retention risk is most prevalent for specific students or groups of students. This is possible through utilizing analytics to isolate systemic barriers to degree completion. In response, the college implemented the Success Fellows Program to provide additional support to at risk students which notably improved retention. For the 2016-17 cohort, the Success Fellows first-to-

second year retention rate was 90% (compared with 80% in previous years) and retention from the second to third year was 80% (compared with 68.7%).

During the application cycle for fall 2018 admission, the college had piloted a test optional admission policy that would allow prospective students the option to decide whether to submit SAT/ACT scores. The test-optional policy aligns with Purchase's commitment to wider access, responds to growing concern over the stress of the college admissions process, and mitigates the advantages of pre-test coaching that some applicants may have over others. The policy also helps to level the playing field for those students at an economic disadvantage while saving all students time and money. Purchase has always prioritized factors beyond test scores when considering students for admission. The college's holistic review process continues to emphasize access, fit, and talent-driven assessment, which consistently results in higher academic achievement, persistence, and/or graduation rates.

The implementation of this policy has better aligned Purchase's admissions policies with the mission and character of the institution. In concert with the test-optional implementation, all students were required to submit a "Think Wide Open" submission unique to Purchase College. While this requirement took many forms (essays, poems, photographs, videos, etc.), it allowed faculty and staff to get to know applicants better and to determine which students would be the best fit for Purchase's creative and open-minded campus culture. Consequently, the class of 2022 enrolled in record numbers. As to better serve the students, admissions planned on enrolling a smaller freshmen class for 2023. As of this writing, 802 freshmen will be enrolling for the fall.

### **Sustainability:**

Purchase College is committed to embedding sustainability into all aspects of the college. As a public higher education institution, Purchase aims to lead as a model for other institutions, the students and the surrounding community. The college is an active member of various sustainability related local, state and national organizations. These organizations include, but are not limited to: the Association for the Advancement of Sustainability in Higher Education (AASHE), New York Coalition for Sustainability in Higher Education (NYCSHE), Westchester Green Business Partnership, and Reforming the Energy Vision (REV) Campus Challenge. As members of AASHE a Sustainability Tracking, Assessment and Rating System (STARS) report will be submitted with the aim of receiving a Bronze or Silver rating, the first in Purchase College's history. STARS is a comprehensive data report on curriculum, engagement, planning, and operations of the college. Final scoring and results will be used as benchmarking tools to hone in on improvement areas for future endeavors as the college has and will continue to integrate sustainability into campus projects. In the last Executive Order 88 assessment, the college had achieved its commitment to reduce its energy usage intensity twenty percent one year ahead of schedule and

ranked in the top 10 of best performing SUNY schools. Current initiatives and project will help to maintain sustainability performance.

#### New Partnerships for Energy Storage:

The college has partnered with the New York Power Authority (NYPA) and Brenmiller Energy Ltd., a manufacturer of thermal energy storage to further the research and development to resolve some of the limitation of the standard Combined Heat and Power (CHP) system through a development and commercialization of a high temperature thermal energy storage unit that can be paired with a CHP system. Under the proposed project, NYPA and Brenmiller Energy will investigate decoupling the time and quantity of electricity production from the time and quantity of supplied thermal energy. The proposed project will integrate a high temperature storage- based CHP system into an existing mechanical and electrical system at the college's physical education building site for full validation and testing of the technologies functionality and performance. The market potential for such technology and innovation is high as CHP systems are a key element of the growing trend for distributed power and thermal generation. Combined heat and power (CHP), also known as cogeneration, are technologies that use a variety of fuels to generate electricity or power at the point of use, allowing the heat that would normally be lost in the power generation process to be recovered to provide needed heating and/or cooling.

#### Food Waste/Food Recovery:

Aligning with new Food Recovery and Recycling Act, a policy included in the 2019 New York State Budget, the college has implemented a food recovery program through the Food Recovery Network. Purchase is on track to become an official chapter in Fall 2019. The Food Recovery program is part of the Food Support Committee which manages programs such as an on-campus food pantry and meal plan scholarships to support students facing food insecurity. The student-led program seeks to fight food waste and hunger by recovering perishable food from on-campus dining locations that would otherwise go to waste. The first mission was completed last spring when excess, salvageable food from the Main Dining Hall was delivered to the on-campus food pantry.

#### RecycleMania:

Purchase College formally participated in the RecycleMania competition for the first year in the competitive division. RecycleMania is a nationwide initiative to reduce the amount of usable or recyclable material from entering landfills through friendly competition on college campuses. The college tracked recycling rates and weight over the course of eight weeks through February and March, supported with engagement, presentations, tabling events, and residential recycling programs. At the end of the competition Purchase improved its annual recycling rate up 4% from 2018. The

college also placed 15<sup>th</sup> out of 216 participating institutions, putting Purchase at the top of all SUNY institutions in the per capita category.

#### Native Species Garden/Beehive Launch:

The Purchase College Native Species Garden was established in the Spring 2019 semester. This collaborative initiative, led by Environmental Studies, features twenty raised plant beds, designed and built by students, and compost processed on campus to house native species. The plant species were specifically selected to promote native pollinator species on campus. The Garden is coupled with a Biology research project that included installing beehives of various materials near the entrance of campus. The hives, one with plastic and one with a wax comb, were selected for comparisons on technique and hive health. Bees are important pollinators that have been declining over the past several decades. By bringing beehives onto campus in a sustainable setting, in addition to the newly established native plant garden, the college is creating an environment for a healthy ecosystem.

#### Bioswale:

Recently completed, the college now houses a bioswale, funded by a Green Innovation Grant by the NYS Environmental Facilities Corporation. The bioretention basin, or bioswale, located at the West 1 lot, will capture, treat, and filter surface water running off the campus' impervious surfaces. Using engineered soils and native vegetation, the system decreases the volume of water and reduces pollutants such as phosphorous, nitrogen, sediments, metals, and pathogens from entering Blind Brook, which ultimately flows into the Long Island Sound. As Blind Brook ranks 7<sup>th</sup> out of 44 water bodies in Westchester County in total documented need, this green infrastructure project will help maintain optimum water stream health. Professors will integrate the system into their course curricula and students will use it as a living laboratory for the basis of research projects.

#### Green Fee:

The Green Fee Fund was established in 2012 and is sustained through annual Mandatory Student Activities Fees (MSAF) as part of Purchase Student Government Association (PSGA). The purpose of the \$25,000 fund is to give campus members an opportunity and resources to help make Purchase a more sustainable campus through innovative, meaningful, and thought-provoking ideas. Any member of the campus community can submit a proposal by providing a description of their project, the benefits and an itemized budget. The funds are allocated and must be used within the academic year. Many projects have had great success and have become permanent aspects of the college, such as an on-campus composter, and a student-run thrift store. This year the committee was able to fund reusable water bottles, reusable bags, Earth Week activities, and performances and equipment for the Native Plant Garden and beehives.

### Field Goods:

Field Goods is a local Westchester organization, similar to a Community Supported Agriculture (CSA) program but aggregates produce and products from various farms across the Hudson Valley. Through the partnership, the Sustainability Office provides employees with the opportunity to sign up for the weekly program as a pick-up site at a discount. The produce offerings are all local, organic and typically come from small family farms using Integrated Pest Management (IPM). The program allows the college's employees to help mitigate their food carbon footprint by sourcing only local and seasonal products with little to no pesticide use.

### Empowering Healthier Choices:

Purchase College places a priority on the health and well-being of students. Wellness initiatives at Purchase continue to complement Purchase's overall student success initiatives by focusing on the education, prevention, and treatment of Purchase students.

The Purchase Tobacco Free policy was carried out, in part, by the Wellness Center and complements the college's environmental sustainability efforts. This policy helps create and preserve equitable and respectful work, study, and living environments, and brings Purchase's institutional investments in line with the college's principles on social and environmental responsibility. Wellness created the Tobacco Free Ambassadors group for representation from across the college to provide feedback on Tobacco Free Purchase. The Tobacco Free Ambassadors met throughout this past academic year to help with this institution's commitment to a tobacco free culture change.

In 2017 the Wellness Center was awarded a five-year NYS Office of Alcoholism and Substance Abuse Services (OASAS) grant titled "OASAS College Environmental Prevention: Using the Strategic Prevention Framework to Prevent and Reduce Underage Drinking and Drug Use." This five-year grant generates \$125,000 a year and includes funding a full-time College Prevention Coordinator (CPC) position. This year, which was the second year of the grant, the college has made measurable impact through their use of evidence-based substance prevention strategies on campus. These strategies include, but are not limited to, a new Social Norming Campaign to help correct misperceptions about the norms of substance use, an art submission contest called "Clearly Genius" to celebrate artists who create without the use of substances, and a new Medication Return Box which has decreased the availability of commonly misused prescription and over the counter medication.

In March 2019, the Wellness Center joined co-sponsors OASAS, Westchester County Department of Community Mental Health, Westchester Coalition for Drug and Alcohol Free Youth and Student Assistance Services Corp. in presenting a one-day conference entitled "Under the Influence: The Power of Prevention." Now in its second year,

the conference hosted 225 regional professionals in the Performing Arts Center Upper Lobby and presented top tier research and information pertaining to substance misuse prevention and a Collegiate Recovery Panel. The conference included a presentation from Johan Hari, journalist and author of the TED Talk “Everything you know about addiction is wrong,” which has been viewed over 10 million times.

### **Entrepreneurial Initiatives Support Students and Faculty Members:**

Located just ten miles from the Westchester County Airport, several years ago, the college launched Park 2 Fly, a shuttle service operated on the campus which brings locals to the airport for a reasonable fee. Revenue goes to student scholarships and general campus infrastructure. Last year, Park 2 Fly served 15,485 customers and raised \$250,000 for the scholarship fund.

As part of the college, rentals at the Performing Arts Center generates revenue while introducing new audiences and attention to the campus. One notable group that has made Purchase and the PAC home for several years is The Paul Taylor Dance Company.

Movie and television lovers may recognize the college’s campus in several major productions. Film crews from award winning films and television shows such as *Mozart in the Jungle* and *Fosse/Verdon* have filmed scenes on campus in the past year, which generates revenue.

The college rents out space to other colleges including NYU and LIU, and to the Huaxia Chinese School which brings 800 Chinese-American students and their families to campus each Sunday. Many of those families have become members of the Purchase College fitness center as well.

Summer is a unique opportunity to welcome hundreds of campers and program participants. Several programs rent space on campus including computer and sports camps, as well as arts programs that utilize our unique studio spaces, classrooms, rehearsal rooms, and athletic fields. Athletics fields are also rented by an adult soccer league and a youth soccer program throughout the year. The Boundless Adventures ropes course also helps generate funds for the college through rental fees.

### **Creating a More Diverse Community:**

Diversity and inclusivity continues to be a campus-wide priority. Continuous strategic focus and attention has been directed to fostering an environment of cohesion and synergy that promotes, acknowledges, and appreciates the uniqueness of the campus community.

Specific examples of our diversity and inclusivity efforts include:

Completing a campus climate survey to collect data and to create diversity performance indicators and metrics for analyzation, review, and planning;

Establishing the Multicultural Center (MCC) as the representative epicenter of inclusivity and diversity that serves as the venue to facilitate educational diversity and inclusivity programs, dialogues, and meetings; and,

Reviewing, assessing, and revising campus recruitment and retention policies and procedures for students, staff and faculty to ensure that they are uniform, fair, and equitable.

Diversifying the faculty continues to be a goal and high-level priority for the college. The vision for increasing faculty diversity requires the concerted effort and strategic focus to address the endemic barriers we encounter recruiting and retaining underrepresented minority (URM) faculty at Purchase College. Currently, 15% of the faculty body is comprised of URMs. By 2025 the college aspires to have at least 25% of the faculty identify as URM. By 2030 we intend to have the URM faculty population match that of the URM student population. To this end, Purchase College has applied to the SUNY Promoting, Recruitment, Opportunity, Diversity and Growth (PRODiG) program and has been deemed eligible to receive funding. In the spirit of collaboration, to strengthen our application and to also capitalize on opportunities created through the SUNY comprehensive sector fellows' consortium proposal, the college has also joined in the pipeline plan for the 13-member comprehensive sector of SUNY. The SUNY pipeline proposal creates a clear academic pathway for students to matriculate while encouraging them to consider joining the ranks of faculty as their career choice. As such, by way of our proposal, we have requested funding support to hire 5 full time tenure track Assistant Professors in two clusters to serve in the Liberal Arts and Sciences in the Global Black Studies and Latin American Studies programs.

Our proposal outlines the barriers we face such as: compensation as it compares to the cost of living, housing, and transportation costs in Westchester County; interlinked implicit and explicit workload issues; and the challenges of attaining tenure. To ensure that we are successful with our proposed recruitment and retention efforts, the proposal also highlights the campus' commitment to provide supportive resources while specifically detailing how we will address these barriers such as: providing on-campus housing and creating a residential community of faculty; providing additional support for scholarship; strengthening our mentorship programs; and establishing individual tenure developmental success plans. With the successful receipt of PRODiG funding support the campus will be able to make tremendous impactful gains towards meeting our goals of diversifying the faculty body to align with our diversity and inclusivity efforts on campus.

Other upcoming plans include the launch of an annual diversity week (spring 2020) to highlight and showcase the cultural uniqueness of the college community.

## **Removing Barriers to Accessibility:**

The college remains committed to ensuring that accessibility practices and procedures are taking place throughout the campus, including in the classrooms, offices/departments, in curriculum, in all Boards of Studies, at workshops, presentations, programs, and at all campus events. Physical, electronic, and instructional accessibility are a high priority. The college's Americans with Disabilities Act (ADA) Accessibility Team, which is a cross-departmental representative committee, is charged with streamlining and managing these goals and the campus' ADA accessibility efforts.

Over the past year, the campus continued to focus on identifying potential accessibility barriers and deploying necessary resources, including the allocation of additional funding and staff to actively address and minimize accessibility barriers.

By way of example, this summer the college formally adopted its Electronic Information Technology Accessibility (EITA) policy. The EITA policy, which endeavors to ensure equal and effective electronic and information technology access across the college, is expected to be followed and adhered to by all campus offices, departments, employees, and affiliated entities. In order to fully implement the EITA, college community members will complete a series of ADA compliance trainings annually.

Other Highlights of Purchase College's accessibility efforts over the past academic year include: implementing the first phase of a multi-dimensional, multi-faceted physical plant construction project to ensure accessibility compliance of pathways, parking lots, and buildings. Digital efforts include: providing website content manager training to ensure accessibility compliance on the college's webpages; providing digital accessibility training to faculty to ensure accessibility compliance in faculty pedagogy, curricula materials, and course content; and, the creation of an interactive accessibility compliant campus map. The ADA Accessibility team also focused on the renovation of housing and campus spaces to ensure accessibility compliance for learning, living, and working spaces, as well as the review and revision of campus policies and procedures such as the Emergency Evacuation policy to ensure that focused accessibility compliance strategies are taking place in all campus operations including The Performing Arts Center.

## **Celebrating Diverse Cultures Around the Globe:**

As Purchase strives to introduce students to their place in the world as global actors, the college has appointed Dr. Anne Kern as the new Dean of Global Strategy and International Programs. Under her guidance, the college has launched a Transnational Film Program, which brings together students from Purchase, Benin, West Africa, and Haiti for a collaborative filmmaking program in the three countries.



To celebrate this endeavor, the college presented the inaugural (T)HERE: A Global Festival of Arts, Culture & Ideas in September, which focused on the dynamic performing and visual arts of Benin, West Africa, while putting them into cultural and historic context. The festival included events at The Performing Arts Center, the Neuberger Museum of Art, and other venues across campus, included over a half dozen master classes for students and two K-12 events, and welcomed hundreds of guests, including visitors, scholars, dignitaries, and visiting artists such as internationally renowned performer and activist Angélique Kidjo, Benin International Musical (BIM), and artist Hector Sonon. Integral to the concept of the global festival is creating the opportunity to do practical work with our international partners before, during and after the public-facing events of the festival. During the festival's first year, Purchase undertook ten days of intensive work with our partner film school, ISMA, the tangible outcome of which was a 13-point plan devised by ISMA's delegation of staff and faculty to reorganize and refine their institution based on their visit. This coming year, the festival will focus on Haiti.

### **Serving the Community and the Country:**

Purchase, which has been named one of the most politically active campuses by Tufts University, is proud of its activist roots. The student body takes part in many outreach and service opportunities.

This past academic year, several students were among those who went to Puerto Rico as part of SUNY's efforts to help rebuild after the hurricane. Many others are currently involved in creating an arts center in Detroit as part of a partnership with Professor Chris Robbins' art collective, the Ghana Think Tank.

In March 2019, the college launched the Center for Engagement. Part of an ongoing commitment to fostering dialogue and community, the new Center brings together organizations whose projects inspire community engagement, encourage open dialogue, and impact social change.

This alliance of organizations includes a variety of non-profits whose initiatives include creating arts programs in prisons, encouraging civic dialogue, supporting local Latinx populations, and rebuilding a corner of Detroit, among other projects.

The alliance members will use the Center as a creative hub as they tackle urgent issues in contemporary life through multi-disciplinary research, advocacy, and innovative programs in the arts, humanities, and sciences. Designed as a shared workspace, the Center will have the added advantage of allowing non-profits to share expenses and resources such as office space, technology support, interns, and knowledge.

Founding organizations include For Freedoms, Ghana Think Tank, RTA: Rehabilitation Through the Arts, and Casa Purchase. The Center is currently accepting inquiries from other non-profits with aligning missions.

The college serves local public school students through two programs. The Great Potential Liberty Partnerships Program serves 330 middle and high school students in four school districts in Westchester County. The program provides students at each of our local sites with critical thinking, study skills, necessary to persist and succeed in middle & high school and to prepare students for a productive, post-secondary educational experience. The program also equips program graduates with the necessary career development skills and exposure to succeed in the workforce.

The Performing Arts Center's Arts in Education programs provide K-12 students with a fully immersive educational experience through world-class performances coupled with active engagement. Teaching artists are available to visit classrooms before any event that school groups attend at The Performing Arts Center. The specially trained teaching artists lead students in integrated classroom activities that link our performances to the Core Curriculum and NYS Learning Standards in ways that will leave students engaged and inspired.

The Neuberger Museum of Art offers in-depth school programs that explore interdisciplinary themes and enrich classroom studies while helping schools meet state learning standards for arts, social studies, and English language arts curricula.

### **A Growing Campus:**

Excitement is growing for two new buildings on campus and a planned senior community.

The original plans for the college had called for an additional building to house Theatre Arts. This building was never constructed, and for decades, the programs were spread out in a number of different buildings on campus. The new, state-of-the-art Center for Media, Film, and Theatre, which houses black box theaters, a screening room, new media labs, and other specialized classrooms, studios and performance spaces, has opened for the fall 2019 semester.

The goals of this project are to create a center for theatre, film, and new media programs, promote the college's mission of integration and collaboration between conservatory programs in the arts and liberal arts programs, and develop an innovative design that will provide teaching, learning, and performance spaces that promote and showcase collaboration between areas of study.

This location also creates a new gateway to the campus, creating a sense of arrival and a destination point that will integrate the public and academic worlds at the college.

When the class of first year students increased at Purchase, plans for additional campus housing became even more urgent. In a matter of 18 months from groundbreaking to move-in, Purchase facilities, community engagement, and the project manager worked diligently to oversee the completion of a brand-new, state-

of-the-art residence hall in record time while staying on budget. The new residence hall, Wayback, has 300 beds and is set up in suite-style arrangements. Designed with comfort in mind, the dorm features a bike room, game room, and plenty of space to study and socialize. Wayback opened in time for the arrival of our upper classmen for the fall 2019 semester.

The college is moving forward with the plans for Broadview: Senior Living at Purchase College after a successful environmental review. The innovative plan will serve the needs of a growing senior population in the greater Westchester County area while providing unique opportunities for intergenerational learning, creativity, and mentoring all while raising money to support student scholarships and faculty salaries. The first phase of the project will include 220 apartments and villas for independent living, with assisted living apartments and private memory care suites also available.

At the center of Broadview's mission will be the Learning Commons. Open to the entire Purchase College community, the Learning Commons will be a center for engagement, for lifelong learning, and a place for students of all ages to socialize and learn from each other. The space will have a dining venue, multimedia seminar rooms, a computer lab, and studios for art and movement. The space will be designed as a hub where residents will be encouraged to engage in meaningful conversation over lunch with a professor or student; where students will be encouraged to collaborate with residents for projects; and where students and professors can lead classes or create work side by side with residences.

### **A Center for the Arts for the Community and Beyond:**

Purchase is fortunate to be home to the Neuberger Museum of Art, one of the premiere teaching museums in the country. Coming up in the fall, the Museum will host exciting exhibitions including *"Art Got into Me": The Work of Engels the Artist* and *Yto Barrada: The Dye Garden*. The Museum also recently received a major grant from the Andrew W. Mellon Foundation to fund the "Activating Our Cultural Legacies," initiative, a project that will sort and store the museum's historical materials and make them more accessible for the future.

As the preeminent professional performing arts center in the region, The Performing Arts Center hosts a wide range of performers every year. The PAC is committed to becoming a true incubator for the arts and a welcoming community hub for an increasingly diverse audience base, and this commitment is reflected in their programming and in the numerous engagement events The PAC offers.

In 2019-2020, as in 2019-2018, familiar favorites such as *Chamber Music Society of Lincoln Center*, *Orpheus Chamber Orchestra*, *David Sedaris*, and *The Paul Taylor Company* anchor the season. These are complemented by curatorial initiatives aimed at developing new audiences by crossing boundaries and blending genres, offering high quality family friendly-programs, and welcoming members of the community to

share stories on our stages. 2019-2020 will feature expanded offerings in contemporary dance and family-focused programming, as well a mini-series of events that celebrate the arts and culture of Mexico.

The PAC also offers many opportunities for Purchase College students to connect with working artists and perfect their skills on a professional stage. Last season, the acclaimed *Black Violin* performed a full symphonic concert accompanied by the talented students of the Purchase Symphony Orchestra and local high school students; in 2019-2020 Purchase faculty member and alum Doug Varone will present the world premiere of a new work commissioned by The PAC that will feature dancers from the Conservatory of Dance.

The Conservatory of Music celebrated the 25<sup>th</sup> anniversary of their Jazz Studies program this year. One of the oldest and most well respected programs in the country, the students and professors marked the occasion by offering a series of concerts on campus and in New York City.

This past academic year, Purchase continued to offer opportunities for students and members of the community to meet with acclaimed academics, writers, artists, and performers. In the School of the Humanities, the Durst Distinguished Lectures bring renowned writers to campus to read their work, share their expertise, and offer insight into their creative process. These often sold out programs are popular with Purchase students and the public. The 2018-2019 lineup featured Kevin Young, Danielle Evans, and Ilya Kaminsky. The Neuberger Museum offers Artist Talks, exciting conversations between artists, curators, and art critics as they discuss, debate, and exchange ideas about the works in current exhibitions and the practice of artists in the context of modern, contemporary, and African art. Featured artists have included Tania Bruguera, Ursula von Rydingsvard, and Robert Storr.

### **Individualized Education Leads to Student Success:**

The college has invested in resources and support services for all students. In the Advising Center, professional advisors provide additional guidance beyond faculty advising to ensure that students remain on track for graduation. The Learning Center supports students' academic success through peer- and group-based tutoring from course-specific tutoring to broad instruction in writing and study skills. The Office of Disability Resources assists students with disabilities to ensure equal access to all programs, services, and activities at Purchase. This office also administers the Cornerstone Program, which provides students with autism spectrum disorders the necessary support to assist in their transition to college and their success during their academic careers.

**Faculty Development:**

This year, Purchase welcomed 19 new full-time faculty members across many disciplines. One strength of the faculty is that the college's proximity to New York City allows for many working performing and visual artists with strong ties to the professional artistic community to pursue full or part time academic work as well.

As a community, Purchase College is committed to the success of its faculty. This year, we are expanding our faculty mentoring and development program. To date, mentoring has focused primarily on new faculty; in addition to the informal mentoring they receive from more experienced faculty in their academic programs, they are also assigned a formal mentor from outside their program. This formal mentoring relationship will expand their opportunities to integrate into the campus community, serve as a useful resource for teaching, and provide another perspective on preparation for tenure and promotion. New this year will be a peer mentoring component, where junior faculty hired in the same year are brought together for a series of informational and developmental workshops (i.e., teaching in the general education curriculum, leadership) and to share and compare their experiences. Events are also being planned for midcareer faculty (i.e., the push for full professor).

**Shared Governance:**

Shared Governance at Purchase College continues to build on the college's success after receiving the SUNY Shared Governance Award in 2016-2017.

Purchase's ongoing emphasis on inclusion, transparency, and putting the college first in all of shared governance work has helped build an environment of community and engagement that continues to strengthen. Working together this past year, the Executive Committee of the Purchase College Senate and the Cabinet of the college have established a schedule of joint meetings to better coordinate efforts and focus on matters that impact the entire college. In this revitalized commitment to shared governance, the Cabinet will partner with Executive Committee chairs to set the agenda and enhance communications among all constituencies. Having started the Strategic Planning process during the past academic year, this conversation will be a major focus of shared governance in 2019-2020 as the cabinet and governing bodies look to the future of Purchase College.

**Inspiring Giving:**

Purchase College has a dedicated and involved Foundation whose members are actively engaged in the college's fundraising efforts and working to increase financial sustainability through mature fundraising. The Purchase College Foundation and Charitable Entities, including The Performing Arts Center and the Friends of the Neuberger Museum of Art, raised \$5.2 million in new donations during the fiscal year ending June 30, 2019.

In the most recent fiscal year, 13 new six or seven figure gifts and 2 six figure pledge payments have been received. In addition, 83 intermediate gifts were donated, equaling more than \$670,00. The first ever Purchase Week of Giving Campaign raised \$39,781 from 330 staff and faculty donors, helping to foster a culture of philanthropy on campus. One of the main focuses of the year was honoring the legacy of President Schwarz. To date, the fund in honor of President Schwarz raised nearly \$2.5 million in outright gifts and verbal and written pledges, from donors, many of whom were invited to a special evening marking the occasion of his stepping down.

Hundreds of alumni are continuing to be engaged through events on campus, in New York City, and in Los Angeles. In the fiscal year, 2,382 gifts from 1,747 alumni donors were received.

Alumni Engagement continues to partner with the schools, conservatories, and departments to create, develop, and execute programs and events to engage alumni. Programs launched this year included an Alumni Admissions Ambassadors program, where volunteers in key cities represented the college at career fairs and spoke to prospective students and parents about their Purchase experience; an Alumni Postcards program to increase communications between admitted students and Admissions; and an online platform, which was secured to create a mentoring program between alumni and students. The online platform will launch during the next fiscal year. The Alumni Association Board, which tripled in size and now represents a very diverse profile, created a Young Alumni Committee to engage 0-10 years graduates and current students. New student programs were also created to engage students with philanthropic activities and to prepare them as they become future alumni of the college.

### **Innovative Fiscal Management:**

The college prides itself on its open and transparent budget planning process.

Purchase is in its 3rd, 2-year budget cycle for year's end 19/20. The widely adopted and transparent model allows for adequate discussion and planning while operating within the tight timeline of the NYS process. Supported by a healthy balance sheet, Purchase's budget is based on financial assumptions that are discussed and approved by cabinet. Once approved, assumptions are used to derive a 2-year budget that, by policy, will not be finalized until balanced. Assumptions and budget condition are shared with the Budget Planning Committee (BPAC) and standing committee of the College Senate and an assessment committee. The CFO/VP of Operations is the liaison for committee meetings and communication with senior leadership.

Purchase College's principles are based on planning, transparency, and accountability. The college requires for ongoing funds to cover ongoing expenditures. Any "one time" resources are used for large purchases, seed money, and/or a bridge

plan. A bridge plan is approved by cabinet and managed by CFO/VP and is always for a predetermined period of time where funding has already been identified.

### **Notable Accolades:**

Purchase is proud to be ranked in many of the most prestigious publications for its academic excellence, strong faculty, and wide range of programs.

Purchase College was ranked as a best National Liberal Arts College and one of the Top Ten Public Liberal Arts Colleges by U.S. News & World Report, who also included Purchase on the list of most ethnically diverse liberal arts colleges.

In 2019, The Princeton Review included Purchase in its list of Top 384 Colleges, praising the college for its excellent academic programs in the liberal arts and sciences and performing and visual arts and including it on its list of the most LGBTQ friendly colleges.

*Kiplinger's Personal Finance* named Purchase College to its 2018 list of "Top 100 Best Values in Public Colleges," while *The Fiske Guide to Colleges* praised Purchase in its 2019 edition for fostering an "academic environment that provides a strong sense of community and support, yet celebrates individuals for their unique talents and contributions."

Purchase frequently receives positive press in print, digital, and broadcast outlets across the country and beyond. Recent press includes features about alumni, faculty, programs, and students in a wide range of publications including *PBS*, *New York Times*, *News 12*, *Newsday*, *Journal News*, and *Westchester Magazine*.

### **Future Initiatives**

#### **Strategic Plan:**

The college is undergoing the creation of a new strategic plan. Governing bodies from across campus spent the past year working on the college's current mission, vision, and values in the context of the Broadview Senior Living Community and our youth and pre-college programs. The following step is a discussion of the main pillars that emerge from that work. The final stage will be expressing the pillars through refining and clearly articulating a full, written plan that will be presented to the campus in the fall of 2019.

#### **Senior Living Community:**

Life Care Services has been hired to operate Broadview: Senior Living at Purchase College. LCS Development and Senior Care Development are developing the property. A builder, architect, and interior designer are on board.

Early response to the launch of the project has been very positive in the press, with elected officials, and the local community.

In May 2019, the sales and marketing team for Broadview started taking deposits from future residents. As of now, 19 deposits have been collected. The sales team expects more in the coming months as they hold information sessions and conduct extensive outreach via a robust marketing and media plan, as well as one-on-one interactions. Construction is scheduled to begin in 2020. Meanwhile, many meetings are being held to discuss how the college can create curriculum for the residents and incorporate Broadview into the campus community in order to foster intergenerational learning.

### **Sustainability:**

Consistent with the vision set forth by SUNY's Chancellor, the college will look to build or renovate existing buildings to net zero energy principles.

Purchase College is a member of the NY Higher Education Large Scale Renewable Energy (NY HE LSRE) consortium of 21 public and private higher education institutions for the purchase of large-scale aggregated renewable energy. The consortium represents one of the state's largest aggregated purchases of renewable energy to date and will enable SUNY to help meet Governor Andrew M. Cuomo's statewide goal of having 100 percent carbon-free electricity by 2040. NY HE LSRE is working with Edison Energy to solicit long-term power purchase agreements from renewable energy developers through a Request for Proposals. The consortium plans to purchase at least 150,000 annual megawatt hours of renewable energy, enough to power approximately 23,000 homes a year. Edison Energy will work with individual campuses to determine each school's needs. In addition to providing a cost-effective way to purchase renewable energy, the NY HE LSRE is expected to help mitigate risk to campuses from volatile energy markets, enable the state, SUNY, and private institutions to meet greenhouse gas emission reduction goals, and provide academic and research opportunities for students and faculty.

### **Wellness:**

Looking ahead, the college has received a new two-year OASAS grant to create a Wellness Recovery Program, otherwise known as a Collegiate Recovery Program, on campus. The Wellness Recovery program will launch at the start of the Fall 2019 semester and support the academic pursuits and overall holistic wellness of students in recovery, their allies and any student seeking a substance-free lifestyle. This two-year grant generates \$100,000 for Purchase each year and will fund a full-time coordinator position to run the program. The Wellness Recovery Program will also see the creation of a dedicated space on campus to host substance-free programming and events and to help create a community for students seeking substance-free alternatives for their recreational and social pursuits.



## **Healthy Eating:**

Purchase Dining Services is working with Chartwells, our food service provider, to incorporate and educate on healthy food selections and the benefits of certain ingredients. The program, Feeding Your Unique Lifestyle (FYUL) is one that will be part of a food rotation as well as noted selections throughout all of our concepts. Following the introduction of the program this fall, we are in discussions to have a separate venue serving only FYUL selections. We will work to educate students, faculty, and staff by providing healthier version samples of another choice; and offering live chef prep of healthy recipes. We will also be working closely with Residence Life, Wellness, and the More Store to develop a strong program and culture of healthy eating.

## **Suggested Areas for System Administration Help:**

One area of urgent need is enrollment management. With the changes in demographics facing SUNY and higher education in general, it is time to have a discussion of systematic enrollment management. Among other pressing issues, this conversation should look at the relationship between comprehensive and community colleges and at program proliferation.

Financial aid is another important area of concern. While discussing enrollment, we need to look at the overall cost of attendance, student fees, and how the TAP and Excelsior gaps are affecting the college's finances as we struggle to cover the gaps.

We believe that SUNY has the opportunity to rethink and repackage student aid. By spearheading a comprehensive overhaul of how aid is given and how it is communicated to students and families, a streamlined process could help enrollment and retention.

As more students with disabilities enroll in SUNY schools, including Purchase, we are working to provide additional support and accommodations to ensure their success and well-being. However, these accommodations are costly, and the campus is struggling to fund them within its current budget. Funding from SUNY and/or advocating for State funding would be very helpful to supporting these efforts.

Purchase could also benefit from assistance from the Senior Vice Chancellor for Strategic Initiatives and Chief Diversity Officer in developing best practices to support diversity as it pertains to internationalization and overseas programs, both at Purchase and as a System-wide effort.

Purchase has a culture of entrepreneurship. However, the college could use support for projects, which often get hung up by red tape. SUNY could align itself with our entrepreneurship endeavors by advocating for the college finding new revenue sources. For example, SUNY could help Purchase navigate state politics and Office of State Comptroller (OSC) in order to speed up the timeline and raise much needed

funds to support our students in a timelier manner.

At this time, we also request that SUNY consider innovating the funding model. Tuition and state support do not add up to enough money for everything we need to do for our students. While we have auxiliary funds, restrictions are tight in terms of how we can use them. By loosening restrictions, we would have more ability to respond to the needs of our campus.

A revised general education program also remains an interest for the college. Creativity, lifelong learning, and their roles in the labor market are linked. It is simply no longer enough to rest on what one knows today. Knowledge, product cycles, global interactions, and the rapid speed of knowledge creation make it increasingly important to commit to lifelong learning. According the World Bank, "Traditional educational systems, in which the teacher is the sole source of knowledge, are ill suited to equip people to work and live in a knowledge economy." The call to higher education then is to graduate students who can use knowledge independently to create ideas that Kenneth Robinson sees will need to "have value." Outcomes with "high value" can be central to general education program for the 21<sup>st</sup> Century.

The Purchase College Annual Report for 2018-19 respectfully submitted to the SUNY Board of Trustees, Chancellor Kristina Johnson, The Purchase College Council and the faculty and staff of Purchase College on this day August 30, 2019.

Dennis Craig,  
Interim President