The meeting of the College Council was called to order at 11:21 a.m.; Dean Goldey presided in President Roush’s absence. The minutes of the April 4, 2019, College Council meeting were approved as distributed.

President’s Report
Associate Vice President for Academic Affairs and Special Assistant to the President Cusato spoke on behalf of President Roush since President Roush was meeting with Governor’s Scholars representatives. President Roush wanted to share a few items with the College Council regarding the recent Board of Trustees meeting October 10th and 11th. Among the items that were discussed and decided included christening the new Northside Residence Hall. The Board discussed the recent capital projects of the indoor and outdoor tennis courts that recently finished and the upcoming groundbreaking of the Olin Hall construction. Dean Goldey, Dean Nesmith, and Vice President Hutzley addressed the Board discussing their respective areas dealing mainly with strategic planning for the future. Dean Goldey covered some new initiatives and academic programs coming soon. Also, fifteen new sabbaticals for faculty were approved. The Planning Committee met before the plenary session and Michael Strysick gave updates on the Third Century Campaign and the Ologie rebranding. Discussions were also had about ongoing strategic conversations by Senior Staff regarding challenges that the College is facing. John Tannous, a representative from the EAB consulting firm that Centre has worked with the past several years, also spoke at the meeting. EAB gives advice on how Centre might address the changing, more competitive landscape in higher education. John talked about what the College is facing regarding enrollment and financial challenges in the coming years. During the Thursday evening dinner, there was a conversation with the nineteenth President of Centre, Michael Adams, and the bicentennial was toasted. At the Friday lunch, Joy Asher from CCPD and Professor Brett Werner discussed expanding internship opportunities for students. Two former students, alumnus Brendan Holly and current student Skylar Palmer, also spoke at the lunch regarding their internship experiences. Professor Werner also spoke about the Luce initiative on campus. The Board made several important decisions during the meeting. First, they limited the term of service on the Board from six years down to four years. Also, they limited the number of consecutive terms to three and this is more in line with our peers and aspirants. Furthermore, the Board approved two new scholarships. Finally, the Board approved the renaming of 762 West Main Street as Higgins Hall. The building is named in honor of Frederick and Jamie Higgins for their significant generosity to the College. The next Board Meeting will be on January 31st and February 1st.

Deans’ Reports

Dean Hays’ report included the following highlights:

- There is an issue regarding students knocking over light poles on campus. During the term, ten to twelve light poles have been knocked down. The student body is upset about this as well. Everyone wants lighting to be better on campus and the College has invested a lot of money making lighting better. If you know of anyone or can apply any pressure on people to not do this, please do so.
- The first of five Adulting 101 offerings will take place on the evening of October 23rd at 7:00pm in the Brockman Commons and will cover healthy cooking.
- There are some changes in the staffing of Student Life. Emma King is serving as the Interim Director of Greek Life with the departure of Scotty Rainwater. Jessica Haralu is the Interim Associate Director of Residence Life. Julie Wheeler is the Coordinator of Residence Life.
- There are two upcoming events on campus. On Friday, October 25th, come visit our Floridian retirement community at CC After Dark in the Campus Center from 9:00pm to 12:00am. On Saturday, October 26th, there will be a haunted dollhouse on the lawn of the Campus Center from 8:00pm to 11:00pm

A question was posed regarding the adulting offerings and Dean Hays pointed out that there will be one more in November dealing with car maintenance and the remaining three will take place next year and have not been scheduled yet, but will involve members of the community.
Dean Nesmith’s report included the following highlights:

- Dean Nesmith and Vice President Hutzley will be hosting two forums on Thursday, October 24th, regarding the College and the challenges we are facing and plans going forward to address these challenges. The staff forum is at 10:00am in the Combs Warehouse and the faculty forum is at 11:30am in Vahlkamp Theater. Dean Nesmith briefly mentioned that it is tough out there for liberal arts colleges. This is driven by changes in the market mindset of the families and changes in the competitive climate. There is price resistance up and down the income scale and across the board of institution type equality. The public is questioning the value of higher education more so than in decades and there is a narrative that the best college is free college. Former Dean Stephanie Fabritius told an anecdote when she visited the campus in her role with ACS (Associated Colleges of the South) where she spoke with a student that got accepted to Davidson, but chose Western Kentucky University because they offered him a full-ride scholarship. That is what liberal arts schools are facing right now. Dean Nesmith went on to explain that twenty-nine percent of private undergraduate colleges met their enrollment goal by the typical May 1st deadline this year. This is down from forty-three percent the previous year. He mentioned an article written by Bill Conley from Bucknell University about the shifting yield model for high-end schools that did not meet their enrollment goals because they were competing with public institutions in a way they had not in the past. In Kentucky, there was record freshman enrollment at the University of Kentucky and the best private schools including Bellarmine, Georgetown, Transylvania, and Centre suffered because of this. On top of the aforementioned issues, there was a change in the code of ethics for the admissions profession that will make the competitive environment a little more unpredictable. These changes were made at the behest of the Department of Justice who was threatening to prosecute the association for anti-competitive practices and these changes that have kept the worst competitive practices a bay were removed. These changes may lead to more summer melt. Centre is talking about changes to our summer correspondence and communication that should help address those issues. Also, the Office of Admissions is trying new things that hopefully help the College in meeting its enrollment goal. Some of these things have no cost, but other ideas will have a cost. The good news is that those ideas have been funded by a donor.

- Inquiries this year are up in a significant way, but that is only important if they can be converted into applicants. More students have started an application for Centre on the Common App than last year by a good margin. Finally, visits are even with last year.

Dean Goldey stated that it is not all gloom and doom and that there are some really exciting ideas for the College going forward. She also pointed out that if you can’t make it to the assigned time for your group, feel free to attend the other forum.

Dean Goldey’s report included the following highlights:

- Centre is working on some new initiatives that hopefully will contribute to recruiting students. The first initiative is the Social Entrepreneurship and Economic Development (SEED) Center to work and interact with the community. It looks likely that we will house this center on the third floor of the Hub building. There is an alum who is president of a development firm that wants to help build the space for the College. David Grissom wants one of his Chair positions to be the Chair of this new Center. This will allow Centre to recruit someone of some renown in the social entrepreneurship realm. Social entrepreneurship is not just working with non-profits. That is one way we can link with the community. Many of our faculty members are already working with the local non-profits and local businesses. Centre can have students and faculty serve as consultants interacting with our community to resolve real problems that our local businesses face. Also, we can look at extending the idea beyond our local and regional community and to include our study abroad locations to see how we can think about global ventures that might benefit the people and place where we are located now and globally. The SEED Center will need a general manager to facilitate those interactions between the faculty and the surrounding community. Centre is moving quickly on this and certain people on campus were targeted to assist in developing this, but we need input from everyone including students to make it develop the way we want it to.

- The second initiative tentatively is called Centre Outdoors. Brett Werner has done a lot of benchmarking of our aspirant and peer institutions in regards to utilizing their native environments to better engage their
students. Dean Goldey argued that nothing compares to what Centre has in an immediate radius and two-hour radius in terms of the remarkable beauty and opportunities that exist in Kentucky regarding outdoor activities. This is something we are proud of and we can market to students as a selling point for the College. Also, we can tie these experiences more purposely to our academic programs which is something our peer and aspirant institutions are not doing. Centre will be asking for volunteers from faculty, staff, and students in developing this idea. Dean Goldey and Elizabeth Graves are working on a proposal to a foundation that might provide some funding for this project.

- The third initiative is we have some faculty members that are looking a building a summer language institute. Centre wants to take full advantage of the fact that we have a remarkable study-abroad program and want to develop an equally remarkable summer language program that will serve our faculty and students. The institute also could serve the needs of corporate executives that might be shipped abroad for work purposes to give them an immersive language experience. This is similar to the program that Middlebury College offers.

- The fourth initiative is to focus on diversifying our faculty as we look to the future. Dean Goldey and Associate Vice President for Diversity Affairs Andrea Abrams have been working with current and future search committees in that regard. Also, we are working on how Centre might partner with other ACS schools to think more about recruiting in more intentional ways.

Faculty Report
No report.

Staff Congress Report
No report.

Committee Reports

For the Convocation Committee, Alycia Tidrick reminded everyone that the College Council passed a proposal back in February establishing guidelines to enhance diversity and inclusion related convocation programming. There were three components to the proposal. The first is that the Convocation Committee would work with the Office of Diversity and Inclusion to identify convocations meeting the definitions of diversity and inclusion. There is a new section of the convocation proposal form asking proposal sponsors to identify if they believe their convocation meets the definitions. If they indicate yes, they have to provide a brief overview of why and how their program meets the definitions. The proposals are forwarded to the Office of Diversity and Inclusion to ensure that they meet the criteria. If a proposal is designated as a diversity and inclusion convocation, there is a special designation next to the title so that individuals can easily identify programs meeting the criteria. The second component is that one third of convocations would be related to diversity and inclusion. In the fall, the goal was exceeded as fifteen of the twenty-nine approved convocation proposals met the criteria. The third component is that the Committee would allocate additional funding to convocations dedicated to diversity and inclusion. In keeping with the second component, the Committee allocated at least one third of the sponsorship funds towards diversity and inclusion programming. This goal was exceeded as well. Alycia also reported that she has been having conversations with faculty, staff, and students who have expressed concerns about audience behavior during convocations. Alycia has established a group of faculty, staff, and other community members who are interested in dialog on that topic in hopes of identifying potential solutions and strategies for promoting more respectful behavior and engagement at those events. If anyone else wants to be involved in these conversations, please feel free to contact Alycia. Finally, Alycia mentioned that the deadline for CentreTerm and spring term convocation proposals is Friday, November 22nd, at 4:00pm.

For the Diversity & Community Committee, Andrea Abrams reported that Tuesday, November 5th, is this year’s Building Bridges and Community Day. On that day, classes will be truncated and offices will be closed so that the entire community can come together and participate. Andrea praised Ashley Oliver for her work on pulling together a nice slate of sessions for the day’s activities. Andrea also thanked all of the volunteers who will be leading the sessions since this day would not be possible without their efforts. The hope is that the full schedule of sessions will be available to the community and registration will open by the end of this week. Later in the
meeting, Andrea mentioned that the Committee is aware that Building Bridges and Community Day will be on election day and they are working on coordinating events with that in mind. Furthermore, since schools will be closed that day, there will be activities for faculty and staff to bring their children to so they can participate as well.

For the Enrollment Management Committee, Sharon Duncan reported that the Committee will be exploring relevant “actionable” topics from the Third Century Conversations findings. The Committee met on Thursday, October 17th. Dean Nesmith was asked to share information regarding current admissions trends. Dean Nesmith identified challenges and explained some of the initiatives that Admissions and Financial Aid will be implementing to address these concerns. The Committee discussed the Guidelines for Admission and agreed that the current guidelines will remain in place for the fall 2020 application cycle. The Committee also discussed implementing a test-optional admissions model. Even though this isn’t the first year that the Committee has considered this model, this topic is moving to the top of the list because there is a stronger sense of relevance and urgency to this issue. Sarah Scott provided the Committee with research on test-optional policies and the Committee is actively investigating the opportunity to move in that direction. The Committee has charged Admissions and Financial Aid with developing a realistic timetable for implementation for fall 2020 and fall 2021. The timetable will be discussed at the next Committee meeting which is scheduled for Tuesday, October 29th.

For the Human Resources Committee, John Perry reported that the Committee has been extremely busy this fall and the culmination of all of this work is Open Enrollment. John thanked Kay Drake, Meredith Bruner, and all of Human Resources for their work on the upcoming Open Enrollment. In the spring, the Committee will be discussing a new benefit which will help people navigate difficult transitions like caring for an elderly parent or dependent child.

For the Planning and Priorities Committee, Brian Cusato had nothing to report.

For the Sexual Misconduct Prevention and Response Committee, Ben Nelson reminded everyone that the Committee was re-named and re-missioned last year and the new mission is to engage and educate the College staff and faculty to serve as effective advocates of the College’s ongoing work to identify and prevent sexual misconduct. The mission includes a definition of what sexual misconduct is and explains that the Committee works with Title IX, SPEAC, and any other bodies participating in this work. The Committee meets on the second Tuesday of the month during Common Hour in the room 202 of the Campus Center and he invited anyone that is interested to please feel free to participate in these meetings. Most of the work the Committee is focused on is how do we get out the resources that are available to all the caring adults in our community in order to take full advantage of the mission the College is trying to advance. Ben asked everyone to check out the resources that are available in the Sexual Misconduct section of the Campus Life link found on CentreNet. Included in this information, you will see that there are ten live workshops available to students this year, three or four live workshops that are available to faculty and staff, and the smart reporting tool. Ben advocated that if you are interested in this work, become more informed of what is available to advance this mission across our campus. Finally, Ben announced that in June of this year, Centre was named as one of three institutions in the country for outstanding work in the prevention of sexual misconduct. This was based on a sexual assault diagnostic inventory that Centre completed that benchmarked the best practices. Centre was deemed as proficient expert and as a result, received the award.

For the Undergraduate Research Committee, Karin Gill reported that the Committee is responsible for putting on the RICE Symposium. This is a week-long celebration of research, internships, and creative endeavors. RICE will be a week earlier than normal this year to coincide with the April Board Meeting. The dates are March 30th through April 3rd. There will be a Wednesday night convocation during that week and the speaker will be Dr. Jenny Shanahan from Bridgewater State University. Dr. Shanahan is the Provost for High Impact Practices and an English professor. Furthermore, she has been heavily involved on the Council on Undergraduate Research. While Dr. Shanahan is on campus, she is planning to have a couple of workshops for faculty. One workshop will be on mentoring undergraduate students in research and the other will be on developing course-based undergraduate research (CURE). The Committee also is working on it's web presence. Currently, there is not a
lot of information on undergraduate research, but the Committee is hoping to have more information for students including which faculty are participating in undergraduate research opportunities. Faculty members will be contacted by the Committee to see if they will be participating. Also, the Committee is working on the outward-facing website for prospective students. Finally, Dean Goldey is providing a luncheon on November 12th for faculty who work with students on undergraduate research.

Student Government Association
Henry Snyder’s report included the following highlights:

- In regards to the Presidential search, the Student Government Association (SGA) has developed a Student Guidance Committee consisting of fourteen students that will provide student opinions regarding Centre’s Presidential search. The Committee will give that information to the SGA President, Henry Snyder, who is serving on the search committee. Henry commented that Andrea Abrams had helped in the formation of this group and that the students serving on the Committee are very diverse group representing a wide array of the student body.
- The Student Guidance Committee also will take Third Century Conversations from students and create six summaries from the six discussion areas. This will take place in mid-November.
- The SGA has an initiative to be a little more proactive and celebratory. The SGA wishes to be more proactive in being more legislative using more of the organization’s resolution ability instead of being so administrative. The SGA has created an ad hoc committee on diversity and inclusion with two different arms. One will help students understand more about SGA’s resources so that all student groups better understand how they can access those resources and can better utilize SGA. The second is a programming arm that will work on a culture fair most likely happening in the spring term. In regards to the celebratory piece, SGA is trying to see how do we help students celebrate student life and enjoy their time at Centre.

Old Business
No old business was discussed.

New Business

Safety and Response
Dean Goldey commented that many people are feeling a little more insecure across the country with the violent acts that are occurring. She also felt concerned about the fact that concealed weapons are now permissible in Kentucky. Recently, there was an incident on campus where an angry parent came into Young Hall and made someone feel a bit threatened. There was a meeting recently with Public Safety regarding this issue. Dean Goldey pointed out that Public Safety is the first responder. If you are the person being confronted or you hear or see something going on involving others, please contact Public Safety at 236-4357 (236-HELP). There was a report recently where someone was in one of residence halls with a weapon on their hip and Public Safety was called and escorted that individual off campus. She went on to say that while we should feel safe on this campus, we need to be aware, responsive, and have an understanding of what is going on around us. If you feel your office is unsafe in any way, please close your door and have people knock on your door to meet with you. Dean Goldey spoke with Gary Bugg and he is comfortable with people having their own video cameras if you believe you are vulnerable. Recently, there was incident that took place where two students were sleeping and someone came in their room and stole some items. This is a reminder that students need to keep their doors locked as well to maintain their own sense of safety. The question was asked if Centre’s policy is still that firearms are not permitted on campus and Dean Goldey confirmed that policy was still in place. Finally, Dean Goldey wanted everyone on campus and the community to be aware that there will be an active shooter drill on November 12th.

Presidential Search
John Wilson gave an update on Presidential search. The Presidential Search Committee has met three times and is ahead of other schools that are looking for Presidents as well. John pointed out that we have a lot of good candidates and the Committee has conference calls tomorrow to narrow the candidates down to less than ten
Third Century Conversations & Ologie

Michael Strysick announced that Centre had over 300 people from faculty and staff participate in the Third Century Conversations. Centre is getting ready to launch the second phase of the Third Century Conversations. The plan is to have the unedited notes from the sessions available on CentreNet later today or tomorrow. Instead of the Committee for the Third Century Conversations deciding which campus committees would review which sessions or themes, all of the responses will be available and then the committee chairs need to work with their committees to see which two themes that they will review. The Committee will then ask the individual committees to put together an executive summary of approximately five hundred words that identifies the values that were discussed in the conversations and look at the suggestions of changes that they believe have merit. The Committee has provided some criteria that will help the individual committees make choices of how you would prioritize some of the ideas mentioned, the costs that might be associated with these ideas, and how difficult they would be to implement. The Committee also will ask some departments and offices across campus that may not be represented by a campus committee look at some items as well. Michael gave an example of the Center for Career and Professional Development and that they would be asked to select two responses to discuss. The end goal is a comprehensive report of Centre’s findings from these conversations that will be available for our next President. The Committee will give the committees and offices just before Thanksgiving break to submit their review in order to develop a first draft of the report. The plan is to set up a few sessions before the end of the year where the Committee could get everyone’s feedback on the first draft. The hope is to have the final draft ready by mid-January and have it ready to present to a few of the Presidential finalists. Dean Goldey added that potentially the next College Council meeting could be an opportunity for the committees to share some of the ideas for an action plan and this might inspire more people to come to that meeting.

Michael Strysick also discussed the ongoing work with Ologie regarding Centre’s brand evolution. The process began in late April 2019 and should take about a year to complete. The end goal is once Centre has the whole new brand guidelines completed, a report will be created explaining everything and members from Ologie will come on campus potentially in late March to host forums to discuss how we arrived at this and how we are planning on promoting the College moving forward. There are three phases to this entire process. The discovery phase was doing a lot of research. Surveys were sent out to fifty thousand people from all stakeholder groups in our campus community including prospective students. The prospective students included those that were admitted but did not attend, those that did not apply but were considering Centre, and those that ended up enrolling. There also were focus groups on campus where more information was gleaned for the research phase. From this data, they put together some strategy documents that showed what we learned. Once the strategy information was recorded, a lot of it sounded familiar, but it provided a three hundred sixty degree view of Centre from all of our different stakeholder groups. One of the questions asked in the survey is what attributes do you find important and quality academics was one of the most important things to everyone surveyed. Something that was a surprise was the importance of career preparation. Centre doesn’t talk about career preparation per say, but we talk a lot about our outcomes including that 97% of our students are employed or pursuing advanced studies. Utilizing this data will help us to review the language that is used to promote Centre. Ologie also put together a heat map that looked at the attributes and how Centre performed against other institutions that we considered part of our cross admits. Centre was compared against private schools and public schools. The public schools actually are some of our biggest competitors. We looked at attribute performance compared to the total group and prospective students and to no one’s surprise, affordability is really the biggest challenge. This is something we will need to address in Centre’s marketing moving forward. In the survey, we looked at affordability in Kentucky versus out-of-state and the affordability gap we have in Kentucky is not as big as it is out-of-state. One of the challenges Centre has is of the top fifty premiere national liberal arts colleges, Centre has the largest in-state population. In a sense, we have two
different markets that we have to segment in terms in how we do our marketing. The survey asked what school did they enroll in if they didn’t attend Centre and the University of Kentucky is our biggest competitor. Ologie and Centre put together a strategy document that is more of an internal document for marketing and communication purposes, but we tried to identify what are the most important attributes about Centre. We also looked at personality attributes and what the composite student is like. The message map and the personality attributes will lead to the next stage which is the creative phase. On Thursday of this week, Ologie will present three creative concepts to the core group of faculty, staff, and students. From there, the group will have a week to consider which concept it likes or which elements it likes from the different concepts. Ologie will take that information and refine those suggestions. The hope is to have the final creative concept ready by the end of January for the Board meeting. From there, it will take through the end of February to put together a brand standard guideline document which will be rolled out to the campus community in mid-March.

The meeting adjourned at 12:28 p.m. Thomas Manuel, Secretary

Present:
Andrea Abrams
Thomas Allen
Eva Cadavid
Marsha Crowe
Brian Cusato
Kay Drake
Sharon Duncan
Amanda Falk
Jean Faye
Satty Flaherty-Echeverria
Christina Garcia
Mega Gendreau
Karin Gill
Jennifer Goff
Ellen Goldey
Elizabeth Graves

January Haile
Randy Hays
Annie Holmes
Brian Hutzley
Isabella La Rocca González
Kevin Lamb
Phil Lockett
Steve Lownds
Mark Lucas
Yvonne Morley
Drew Morris
Ben Nelson
Bob Nesmith
Mackenzie Nichols
Ashley Oliver
James Pack

John Perry
Prayat Poudel
Brian Rogers
Patricia Seaman
Daniel Scott
Jamie Shenton
Henry Snyder
Grant Spicer
Michael Strysick
Jo Teut
Alycia Tidrick
Julie Wheeler
John Wilson
Ann Young