CAMPUS CONVERSATIONS/REVENUE GENERATION

March 7 & 8, 2012

Dr. Vancko outlined the diverse revenue sources that generate income for the college. They included:

- Enrollment, which is the single largest revenue generator
- Tuition/Fees (60 – 65% of total revenue.)
- Revenues from Summer School, campus and conferences, etc.
- Endowments, Corporate Giving, Fundraising, Grants
- CAS

Key considerations related to enrollment are:

- We must increase enrollment to increase revenue. Increased enrollment generates additional tuition dollars and revenues for the residence halls and CAS.
- Cobleskill leads the SUNY Tech Sector in terms of percentage increase in applications for Fall 2012. Tara Winter has worked hard to get processes in place to increase enrollment.
- A new SUNY Budget Allocation Formula, developed by the Resource Allocation Team (RAT), is expected to be in place soon. Impact on revenue to be determined. Other unknowns at this point include:
  - Whether we will get to keep all tuition revenues. Governor’s budget would still keep 10% to help plug state budget deficit.
  - Will we continue to receive state support for out-of-state students. There is pushback from taxpayers and legislators on this issue.
- Fees raise approximately $1 million per year. Fees will be used for purpose they are collected (technology fee can be used to upgrade student’s computers, increase bandwidth, etc.)

Cobleskill has an excellent track record in terms of Endowments, Corporate Giving, Fundraising, Grants:

- Alumni and Foundation board participation is very impressive.
- Faculty and staff support through payroll deduction is an easy way to give and participation is increasing.
- Very successful generating state and federal grants. In addition to the actual grant, most allow us to charge an overhead administrative fee that can be used to support a variety of campus needs.
- Gasifier/Biodigester projects are very promising.
Cobleskill has also contracted with Michael Brower, who has extensive experience in pursuing federal and state grants, particularly related to gasifiers and biodigesters.

CAS is important to the college on many levels:

- CAS pays rent to college.
- CAS also provides additional financial support to the college.
- Would like to see if it can also provide scholarship funds to benefit students.

Additional topics discussed by Dr. Vancko included:

- **Shared Services** – SUNY will decide on benchmarks to determine savings. Small campuses were spending more on administrative and less on instructional costs than comprehensive colleges. At Cobleskill, 33% of expenditures are for instructional cost, average of comprehensive colleges is 52%.
- **Chancellor Zimpher** will host a breakfast meeting on campus March 9 to discuss shared services with cabinets from Cobleskill and Delhi. This is a great opportunity to showcase our culinary students.

**Revenue Generating Ideas – March 7, 2012**

- **Advertising** – Bring back equestrian trailers – they were great for marketing.
- **American Heritage Restaurant** – Improve marketing and online culinary notifications; increase accessibility to community, better signage, market campus products at restaurant.
- **Best Practices** – Attract young, energetic faculty. Set the table to attract a strong, devoted leader.
- **Coordination** of CAS, Facilities & Residence Halls to maximize revenue.
- **Baccalaureate Degree Completion** at community colleges (online or hybrid). Online nursing and other off site programs offered by Delhi nets nearly $1 million annually with revenue to support college priorities, including faculty lines, equipment, etc.
- **Online courses** (offer online programs.)
- **Partner** with colleges that offer master’s and graduate degrees – we can charge for partnership. Survey communities/employees to get an idea of what would interest the local market.
- **Downtown Festival** – Get area residents & retailers to participate (book sales, antique sales, etc.) Run buses to town during homecoming weekend. Brian Kaiser would like to see schedule of Delhi events, which draw 2,000 plus each year.
- **Harvest Festival** - should coincide with Homecoming Weekend.
- **Early Admittance Program** – Doesn’t appear to be well marketed.
- **Facility Rentals**
Hotels in Schoharie County can’t serve a large conference with multiple breakouts – the college could partner with hotels. They have the rooms and we have the meeting space (weddings, events, workshops, trade shows, ski packages, farm weekends, festivals, proms.)

- **High Schools:**
  - Allow high school students the ability to take credit courses.
  - Recruit local students – possibly provide tuition break while attending high school.
  - Recruit honors students to take courses (offer scholarships.)
  - Scholars Program for outstanding regional grads.
  - Bring high schools to campus for weekend activities (great community P.R.)

- **Improve Marketing** of academic programs, particularly new programs like Applied Psychology.
- **Improve Veteran Outreach** – Joel Smith is working to ensure we are considered for the “Military Friendly” list. Consider providing support to families of deployed soldiers—perhaps hospice and other not-for-profits could host fund-raising parties, concerts, etc.

- **Develop camps that feature specialized training.**
- **Offer Online courses.**
- **Sell** ag products (milk, cheese, ice cream) at Coby’s and other retail stores. Ice cream would be very popular. We have the machine and used to sell at Prentice.
  - Offer online ordering & automated pickup - make this a learning experience for students; develop marketing plans. etc.
- **Sale of Coby products** - (sweatshirts, hats, pens, etc. at local and surrounding venues (Howe Caverns, Cooperstown Baseball Hall of Fame, Carrot Barn, Ommegang.) We might make a marginal profit but we would be showcasing our products and college.
- **Sale of Specialty products** with college or regional ties to showcase alum, college, history of Cobleskill and surrounding areas (Pindar wine, O’Donnell cheese, Cooperstown cheese, Chobani yogurt, corporate sponsor items.)
- **Signature Item** – Create a signature item (ie., Coby’s Sunday Donuts – powder/cinnamon donut filled with jelly) and sell on Sunday’s from 7 am until noon – Chef Cloughly’s club has the machine.

**Revenue Generating Ideas – March 8, 2012**

- **Advertise/Market** niche programs to public.
- **Create an Alphabet Book** that showcases Coby (a for alumni, b for beef, c for Coby’s….)
- **Create an Alumni Cook Book.**
- **Create an Alumni Driven** Campus Radio Station
- **Campus Beautification** – Important to have an attractive “face” of the college (The Knapp Hall plaza is scheduled for a complete facelift over the summer).
  - A new capital crew is being formed. The crew will be made up of employees whose responsibility is to complete small construction projects. There are multiple benefits, including responsiveness to campus priorities, quicker turnaround, and eliminating bidding and the use of outside contractors.
- **Champlin** – Get new furniture, remove dividing wall, get new blinds.
- **Coby’s** – Increase revenue and customers by serving campus products.
- **Community College Site** – Community Colleges would pay rent to SUNY Cobleskill.
- **Conference Center** – We are disadvantaged due to a lack of space – renovate the ski lodge which could be a conference center and/or space used for multiple community events.
- **Culinary** – Students could make products, (ie. cheesecake, truffles, cup cakes, cookies) and sell to area retailers. Good experience for students to come up with marketing plan and carry through with sale of products.
- **Dairy Products** – Make, sell, market ice cream, yogurt, cheese to local and surrounding markets
  - **Dairy Product Feasibility Committee** – Form a committee to look at feasibility/ideas of dairy product sales
- **Facility Use** – Host Youth Leadership Academy, Banquets, High School Proms, etc.
- **Fish & Meat** – Market & sell throughout the community.
- **Flowers & Plants** – Sell flowers and plants to local retailers and nonprofits, conduct community sales, sell to surrounding schools, colleges.
- **Get wish list** from every department
- **Green Roof Lab** – Looking at project at Cobleskill; Delhi students would design.
- **Leadership Development Opportunities** (Big Brother’s & Sister’s, African American/Latino Groups.)
- **New Town House Style Dorm** – Multi-uses, rent out to visiting groups during breaks & summer.
- **Offer a few courses in the 2nd half of semester** – this will allow students who dropped courses to get back in compliance.
- **Online Farmer’s Market** (administration is currently reviewing.)
- **Online courses.**
- **Online sales** - (golf shirts, hats, sweatshirts, etc.) Students could develop a webpage, add merchandise to site.
- **Online summer classes** – The college does not receive state support for summer classes but could reduce cost and increase revenue by offering classes online (has netted over $100,000 at Delhi).
- **Opportunity for shared services** - Delhi has an architecture program, Coby has a construction program. Could be a combined project.
• **Payroll Deduction** – Increase participation.
• **School Store** – Diversify products (sell higher end items, golf shirts, sweaters.)
• **Solicit** private donations for new buildings, projects.
• **Urban Home Settings** – Take advantage of the desire for relationship between human welfare and environmental sustainability.