



## Institutional Priorities

The 2010-2011 University Consolidated Budget continues to build on prior budget commitments to address key university priorities. Despite the significant financial challenges facing the campus as a result of numerous budget cuts during the 2009-2010 fiscal year, the campus has continued to make progress in key institutional priorities. They include:

1. The Fredonia Plan
2. The Capital Campaign – Doors to Success
3. Sustainability
4. Capital Construction

Despite the serious budget cuts, funds for these institutional priorities continue. An update of the status of each of the major campus priorities follows.

### Fredonia Plan

The Fredonia Plan has served as the major campus-wide planning blueprint since 2005. It includes 21 action items within five major areas: student learning, scholarship and creative activities, campus diversity, technology, and image. In the past year, the campus has continued its good progress on implementation of the Fredonia Plan. Here are some specific highlights:

#### Enhancing the Culture of Learning

- Professional Development Center: The Professional Development Center (PDC), founded in 2008, expanded programming to include dozens of learning opportunities each semester for faculty and staff. Six PDC Associates were selected from among the faculty and staff to provide mentoring and programs for their colleagues. The PDC also established rengas—or learning communities—to bring together people who want to explore a shared interest.
- Third Annual Conference on Teaching and Learning: SUNY Chancellor Nancy Zimpher, on her first visit to SUNY Fredonia, delivered the keynote address at a luncheon for the campus-wide event. Faculty and staff offered concurrent sessions selected by the PDC Advisory Board from among proposals.
- Support for Faculty and Staff Learning: To the extent possible given the budget cuts, each division supported on- and off-campus professional development opportunities for staff, professionals, faculty, and administrators, including the Leadership Academy and Chair Development workshops.
- Middle States Self-Study: Co-chairs Roger Byrne and Kerrie Fergen Wilkes led the Accreditation 2010 process, including a self-study that focused on enhancing the culture of learning at SUNY Fredonia.

#### Supporting Scholarship

- The Sponsored Programs office assisted faculty and staff in securing and managing nearly approximately \$2 million in external funds.
- All sabbatical requests were funded for 2010-2011, reflecting a continuing campus commitment to providing important research support.
- New faculty members were supported through start-up funds for labs, teaching materials, library collection development, travel support, and specialized software and equipment.
- Reed Library continued its commitment to providing access to research materials: students, faculty, and staff have electronic access to more than 48,000 journals through the library website.
- The Vice President for Academic Affairs funded Scholarly Incentive Awards for teaching faculty (\$10,000) and the Amy Elizabeth Everett Award (\$700).
- The Fredonia College Foundation Faculty Fellowship Awards provided \$10,000 of support.



- The Vice President for Academic Affairs funded more than \$35,000 of student research and creative activity through the Office of Student Creative Activity and Research (OSCAR) in 2009-2010, including the Student Research and Creative Activity Exposition.
- Deans and the Vice President for Academic Affairs supported, as much as possible, faculty travel to conferences and research sites.

### Diversity

- The campus continued efforts to recruit faculty, staff, and students from underrepresented groups.
- More than \$30,000 of Faculty Student Association program funds were awarded for programming through the Center for Multicultural Affairs.
- SUNY Fredonia was awarded a \$50,000 SEMILLAS grant, offered through Walmart and Excelencia in Education, to engage Latino students and their families in the idea of college-going.
- The Office of International Education expanded study abroad offerings, assisted in student transitions in the dual-diploma programs with Turkish universities, and explored new possibilities for international partnerships.
- The Youth Filmmaking in Turkey project—funded by an \$800,000 grant from the U.S. Department of State—led to student exchanges, film production and screenings, and wide collaboration under the direction of Professor Nefin Dinc and Dr. Ted Schwalbe.
- International Brown Bag lunches were offered throughout 2009-2010.

### Technology

- Continued refinement of the FREDQuest system led to a 95% successful completion rate for processing technology service requests during Fall 2008.

- Used SmartCatalog web services to produce, in 2009, an annual, online university catalog (undergraduate and graduate), with print-on-demand option.
- Developed an Information Management and Cyber Security policy.

### Image

- Continued to engage departments and offices in Student Affairs and Academic Affairs in revising print and web-based materials used in student recruitment. For the first time, selected materials were also developed in Spanish.
- The University Advancement division continued to raise significant funds as part of the Doors to Success capital campaign.
- SUNY Fredonia was featured in many news stories about campus events, as well as consultations by media with campus experts in a wide range of fields.

### Doors to Success Capital Campaign

The six-year, \$15 million Doors to Success campaign, the longest and largest in SUNY Fredonia's history, went public May 2, 2008, with the dedication of the Carnahan-Jackson Center for Learning and Scholarship in Reed Library. The dollars generated during the campaign, entitled, "Doors to Success: the Campaign for Fredonia," will be used primarily to fund scholarships, student educational enrichment, academic program enhancement and cultural programming. Through December 31, 2009, the campaign had raised \$10.18 million. Key components of the capital campaign include the following overview and goals:

#### New Scholarships: \$7.5 million

- To remain competitive as one of the nation's best institutions of higher learning, SUNY Fredonia must increase scholarships based on merit achievement and overall excellence.



- To add necessary funding to scholarship endowments to help recruit and retain scholars of distinction, and help students with financial need.

**Student Educational Enrichment:  
\$2.5 million**

- More than ever, college graduates need to understand science, education, business, the global economy, other cultures, and environmental change. While the most important things students learn may still be in the classroom, basic education now includes high technology, international experiences, ensemble touring, internships, and leadership programs.
- The engagement of inspiring public figures as campus speakers continues to be essential as Fredonia opens students' minds to the roles individuals can play in the world around them.
- The ongoing development of Fredonia's international educational opportunities, including study abroad experiences, is one of the most exciting, yet expensive, aspects of a Fredonia education.

**Academic Programs: \$2.5 million**

- Fredonia can boast some of the finest faculty anywhere, scholars who not only teach and conduct research but also closely mentor and advise students at a level that is often experienced only at the most selective private, liberal arts institutions. To attract and reward the very best and most-talented faculty, the Doors to Success campaign will provide funding for new endowed faculty chairs.
- To allow funds for the purchase of instructional and laboratory equipment, new print and electronic library holdings, a professional development center, and faculty-student research opportunities.

**Cultural Experiences: \$1.5 million**

- Fredonia seeks to further improve its superb facilities and strengthen programming in theatre, dance, music, and the visual arts through the Doors to Success campaign.

- To endow programming presented in the Michael C. Rockefeller Arts Center's King Concert Hall, two theatres and galleries, as well as in the acoustically-superb Juliet J. Rosch Recital Hall.

**Unrestricted Endowments: \$1 million**

- The Doors to Success campaign will provide another \$1 million to unrestricted funds, to be used to advance top priorities and enhance Fredonia's reputation for academic and extracurricular excellence.
- Campus leaders will disburse unrestricted funds to projects and programs of greatest need.

**Sustainability**

The campus-wide Sustainability Committee, which was established in March 2007, continues to actively review a full range of sustainability issues on campus. The committee is chaired by Vice President for Administration Tracy S. Bennett and includes 24 members representing faculty, staff and students from throughout the campus. Over 50 additional members of the campus community serve on one of the 14 subcommittees which were established to focus on specific sustainability concerns. The subcommittees include:

1. **Academic Subcommittee** – Chair Christina Jarvis, associate professor, English
2. **Energy Conservation Subcommittee** – Chair Robert Lawson, assistant director, Facilities Services
3. **Food Subcommittee** – Chair Mike Proffer, director of Dining Services, Faculty Student Association
4. **Green Building Subcommittee** – Chair Markus Kessler, director, Facilities Planning
5. **Green Cleaning Subcommittee** – Chair Mark Delcamp, assistant director, Facilities Services - Custodial
6. **Green Landscaping Subcommittee** – Chair Kevin Cloos, director of Facilities Services



7. **Public Relations Subcommittee** – Chair Sarah Laurie, regulatory affairs specialist, Environmental Health and Safety
8. **Recycling Subcommittee** – Co-Chairs Kevin Cloos, director of Facilities Services, and Soteris Tzitzis, director of University Services
9. **Department of Environmental Affairs** – Chair Adam Malchoff, student
10. **Earth Week Planning Subcommittee** – Chair Sherri Mason, associate professor, Chemistry and Biochemistry
11. **President's Climate Commitment Subcommittee** – Chair Sarah Laurie, regulatory affairs specialist, Environmental Health and Safety
12. **Traffic Subcommittee** – Chair Anne Podolak, director, Environmental Health and Safety
13. **Purchasing Subcommittee** – Chair Shari Miller, director, Purchasing
14. **Student Activities Subcommittee** – Chair Mark Suida, assistant director, Campus Life

During the 2009-2010 academic year the Sustainability Committee met on a regular basis. The major focus was to make improvements on implementing the natural step process for the campus, develop sustainable purchasing practices, and make refinements in the campus recycling program. Four new sub-committees were formed: The President's Climate Commitment, Traffic, Purchasing and the Student Activities subcommittees. The Sustainability Committee continued to educate students on sustainability issues through a weekly advertisement in the student newspaper and through the use of the Go Green web site at: <http://www.fredonia.edu/gogreen/academics.asp>.

Highlights of the Sustainability Committee's work during the past year include:

- Carried out another very successful Earth Week celebration with numerous events scheduled every day over a one-week period. The third Earth Week celebration is scheduled for April 2010.
- Produced the second, "Sustainability Annual Report to the Campus," in April 2009 documenting the accomplishments and goals of each of the subcommittees.
- Completed training in the natural step process.
- Provided leadership training to student leaders in sustainability.
- Discussed implementing a campus green fee.
- Placed over 120 interior recycling collection containers and 18 exterior recycling collection containers across campus.
- Continued to educate the campus on sustainability issues through the **Go Green** web site and the "Sustainability Comment" published weekly in *The Leader* student newspaper.
- Refined the new campus-wide combined recycling program to allow all recyclable items to be placed in a single container, eliminating the need to sort various recyclables.
- Collected over two tons of cardboard during move-in weekend in the residence halls.
- Began a campus tree inventory and planted over 100 new trees on campus during 2009.
- Developed an area on campus to process waste cooking oil from the dining areas into a usable biodiesel fuel to be used in campus vehicles and equipment.
- Began procedure to purchase building materials with a greater recycled content from manufacturers considered to be leaders in the industry.
- Implemented a new green cleaning program utilizing environmentally-friendly cleaning chemicals that are Green Seal Certified.



- Participated in the RecycleMania program for the third consecutive year with over 300 other colleges.

Priorities of the Sustainability Committee for the 2010-2011 fiscal year include:

- Continue to develop better methods of recycling construction debris for items such as wood, pallets, masonry block, used toilets, broken glass, carpeting, and much more.
- Development of a campus training program for student leaders in sustainability.
- Development of energy conservation with the newly-constructed satellite boilers now operational throughout campus.
- Construction of the first windmill on campus.
- Inclusion of sustainability issues into academic course materials.

The Sustainability Committee continues to work on numerous initiatives to make the campus community more responsive to the various sustainability issues.

## Capital Construction

The campus is in the second year of the 2008-2013 five-year capital plan. The plan provides funding of over \$145.5 million which includes \$67.5 million (\$13.5 million per year) for critical maintenance and \$38 million in additional funding for the \$60 million Science and Technology Center and \$40.0 million for a classroom addition to the Michael C. Rockefeller Arts Center. The current five-year capital plan is the third capital plan since 1998. Total construction included in these three plans brings the total reinvestment in the SUNY Fredonia campus during this 15-year period to over \$300 million.

### Projects completed during the past year include:

- Campus-wide satellite boiler project (\$23.0 million).
- University Stadium – Phase II (\$1.5 million).



- SUNY Fredonia Technology Incubator (\$5.2 million)
- Kasling Hall Window Replacement (\$900,000).
- McGinnies Hall Fire Alarm and Electrical Upgrade (\$800,000).
- Central Heating Plant Boiler Removal (\$350,000).

***With the second of two ribbon cutting ceremonies in three years, Phase II of the \$5 million University Stadium facility was christened on September 11, 2009.***

### Projects currently under construction or beginning during the summer 2010 include:

- Campus and Community Children’s Center (\$4.6 million) – Groundbreaking for the new 16,000 square foot facility, located on the southwest corner of the campus at the intersection of Temple Street and Brigham Road, began in March 2009 with completion expected in the spring of 2010.
- Maytum Hall (\$5.7 million) – The project includes the rehabilitation of the heating and cooling system, minor upgrade in the ventilation system, upgrade in the fire alarm system and upgrade of the elevator system.
- Mason Hall Addition to Annex (\$3.2 million) – The project consists of constructing a building adjacent to the Mason Hall Annex (rooms 1051 and 1053 of Mason Hall) to provide more space for large musical groups.



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- Grissom Hall Window Replacement (\$900,000) – The second phase of a four-phase project to replace all of the original (1967) single-pane windows in the Kirkland Quad with new energy efficient windows.
- Chautauqua Hall Rehab of Bathrooms and Upgrade of Fire Alarm and Electrical Systems (\$950,000) – The third of four phases to rehabilitate the bathrooms in all four corridor-style residence halls. Work will be completed over the summer of 2010.
- Gregory Hall Upgrade of Existing Fire Alarm System (\$450,000) – The final project of upgrading all fire alarms in the residence halls to an addressable system.
- Kasling Hall First Floor Lobby Improvements (\$375,000) – The project includes a complete upgrade of the entrance lobby area. It is the first of a four-phase project to upgrade all lobbies in the Kirkland Quad.
- Erie Dining Hall Exterior Rehabilitation (\$1.2 million) – The project consists of removing and replacing the roof, replacing all existing single-pane windows and repairing exterior masonry brick.
- Michael C. Rockefeller Arts Center Theatre Stage Rigging Safety Improvements (\$250,000) – The project includes replacement of the existing rigging system for lighting, scenery and stage curtains at the theaters.
- Michael C. Rockefeller Arts Center Art Gallery Rehabilitation (\$300,000) – The project consists of safety improvements and a small expansion of the gallery with a new front wall and a grand main entrance.
- Mason Hall Addition – Roof Replacement (\$275,000) – The project is to replace the damaged roof on the Mason Hall Addition. Work will be completed in the spring of 2010.
- McEwen Hall/Reed Library Access Control and Closed Circuit TV Cameras (\$450,000) – The project includes the installation of card readers at all exterior doors and several interior doors in McEwen Hall and Reed

Library. In addition, 15 closed circuit television cameras will be installed at the exterior doors and key interior locations for increased safety and security.

- Campus-Wide Mass Notification System (\$300,000) – The first phase of a multi-phase project consists of the installation of two large exterior speakers and the installation of speakers and strobe lights within Thompson Hall. The project will enable the campus to make announcements to individual buildings or the entire campus in the event of an emergency.

### **Projects scheduled to begin design under the new five-year plan include:**

- Science and Technology Center (\$60.0 million) – Construction expected to begin in Spring 2011.
- Michael C. Rockefeller Arts Center Classroom Addition (\$40.0 million) – The selection process for design architects will commence in Spring 2010.
- Townhouse Residence Hall Project - Construct approximately 200-bed apartment-style townhouses on campus.
- Dods Hall – Rehabilitation of the old pool area to create a new fitness area.
- Fenton Hall – Exterior rehabilitation project (roof and windows).
- Williams Center – Interior rehabilitation.
- Reed Library – Roof replacement.
- LoGrasso Hall – Condition study of exterior masonry walls and windows.
- Upgrade of underground electrical distribution study.
- Upgrade of electrical substation.

In addition to these projects, the next five-year capital plan contains over 25 major projects. As a result, the pace of capital construction and building renovations on campus will continue at a high level for the coming year.