

**THE STATE UNIVERSITY OF NEW YORK AT FREDONIA
MEETING OF THE COLLEGE COUNCIL
UNIVERSITY TOWNHOUSES
MAY 2, 2018**

Present: Cynthia Ahlstrom, Connor Aitcheson, Richard Alexander, Russell Diethrick, Joseph Johnson, JoAnn Niebel, Frank Pagano

Guests: William Boerner, Terry Brown, Betty Gossett, Virginia Horvath, Cedric Howard, Kevin Kearns, Michael Metzger, Stephen Rieks, Jeffrey Woodard, Xiao Zhang

Absent: Michael Cerrie, Robert Deemer, Stephen Keefe, Brian Masciadrelli

MEETING CALLED TO ORDER

The College Council meeting was called to order at 1:53 PM. Chairman Pagano reminded those in attendance that the meeting is being recorded and members should speak clearly.

APPROVAL OF MINUTES

The College Council minutes of February 14 were approved without modification with a motion by Richard Alexander and seconded by JoAnn Niebel.

ENROLLMENT UPDATE

Vice President Cedric Howard announced that applications are up by 14 percent, accepts are up by 12 percent, and deposits are up overall. The composition of the incoming class is strong. Between now and May 15 is a critical time for the campus because it's the time when prospective students are converted into admits. Council members asked if applicants who hadn't paid their deposit are contacted by the campus. Dr. Howard said the campus has a comprehensive communication plan in place for following up with students by email, phone, or text; parents are contacted as well. The Enrollment and Student Services team continues to meet on a daily basis to review the Admission process. As for retention, the campus won't know until late May or early June how successful its efforts have been. Council members asked about the composition of the incoming students. Dr. Howard explained that when Fredonia was at its highest enrollment, there was a huge cohort of transfer students. Today, we're seeing a much larger freshman class entering. This equates to a cascading effect for residence life and the Faculty Student Association (FSA). Fredonia is bringing in many students from urban areas in Buffalo as well as out of state students from Ohio and Cleveland. Fredonia's residence halls should be filled closed to capacity in the fall. Campus diversity numbers should be approximately the same as last year. Thirty-two valedictorian/salutatorian have registered for the fall which will increase our honors program. There's also a large cohort of biology, chemistry, visual and performing arts, and computer science majors.

Council members asked what careers most of the students are seeking after graduation. Dr. Howard explained that Fredonia has a large number of first-generation students who opt to switch their major after their first year. Students discover themselves while at Fredonia and it allows them to pursue different interests. Some students know what they want when they arrive and continue to thrive in their major. Others cannot decide on a major so through the assistance of academic advising and personal interactions, we try to give them a reason to stay enrolled.

We have a larger number of students taking advantage of the Excelsior Scholarship this fall, but it's too early in the process to say if the scholarship will help increase our enrollment. We are beginning to see the effects of reaching out to area high schools in the hopes of recruiting. This past year, we had 160-170 different high school groups visit the campus. These visitations are a shared experience and are unique to Fredonia. Overall, our outreach efforts are beginning to pay off. We continue to offer the 3-1-3 program and will rebrand the program this fall so incoming students and parents have a better understanding about what the program has to offer. Even with the number of Advanced Placement (AP) classes offered in high school, the number of 3-1-3 students has remained stagnant over the years.

Fredonia has a full-time recruiter in New York City and another who covers Long Island and New Jersey. As a result of their good efforts, the number of recruited students from those areas is up. Of course, campus visitations and marketing has also helped increase campus enrollment.

The Admissions office relocation from Fenner House to Maytum Hall was a seamless transition with total operations being down for only 17 minutes. Incoming students are excited to begin their tour in the Williams Center. Dr. Howard will provide data about campus tours at the fall College Council meeting.

Council members asked if there's a difference in readiness amongst students from different educational environments/backgrounds. Dr. Howard said we're not seeing a difference amongst public, private or homeschooled students. Dr. Howard attributes this to the type of environment Fredonia offers. Fredonia offers small classes and the staff are committed to helping students learn. If a student is committed to their education, they will succeed with the help Fredonia provides. Fredonia is also committed to graduating students in four years.

2018-2019 BUDGET PROCESS AND APPROACH

Vice Presidents have been working with President Horvath since January 3 on the campus budget while trying to reduce the campus' structural deficit. A new budget model was developed and broken down by divisions. The campus expects to be doing better financially next year because of an increase in enrollment. Fredonia continues to use strategic reserves to help balance its budget. Fredonia received \$13 million from the state and tuition is expected to increase by \$200 the next calendar year. The campus also received Capital Budget dollars, they are separate from operational dollars. Fredonia currently has a five-year rolling Capital Plan which Cabinet will review in September.

MIDDLE STATES REACCREDITATION

In April 2020, Fredonia is scheduled to host a ten-year regional accreditation visit. Beginning last November, Co-Chair Mary Beth Sievens began working closely with Lisa Hunter and Terry Brown on Fredonia's elaborate and detailed self-study report. The report was recently submitted to Middle States. This semester, Lisa Hunter, and Dr. Brown attended a self-study institute in Philadelphia, PA in preparation for reaccreditation. College Council members will continue to be included in the reaccreditation process as it moves forward.

RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITY: FACULTY AND STUDENTS

The Research, Scholarship, and Creative Activity Expo showcased the amazing work of over 150 Fredonia students. Dr. Brown acknowledged the good work of the students and their faculty mentors. The event coincided with Food Truck Thursday and was held in the Dods Hall Grove. Money raised from the event will go toward international scholarships for students interested in studying abroad.

Utilizing Digit Measures, the first annual booklet summarizing the good work of Fredonia faculty was shared with College Council members. Dr. Brown said she was inspired to produce the booklet after seeing a similar one at SUNY Old Westbury.

PRESIDENT'S REPORT AND COMMENCEMENT

President Virginia Horvath referred Council members to her attached budget presentation for 2018-19. The plan addresses the \$12-million difference between expenses and revenues and how the campus will bring campus expenses in line with revenue for the 2018-19 operating year. Projected expenses for 2018-19 are \$58.6 million. State support and tuition are projected to be approximately \$46.1 million. Targets were developed for each of the divisions and there's an expectation that we'll reach those targets by July 1 by making \$3.6 million in cuts from various divisions. The campus has held a gap between revenues and expenses since 2007. In 2007-2008, the campuses deficit increased by \$400,000, and jumped to \$6.4 million in 2010-11 and the years following. Fredonia has covered its deficit the last ten years through more than \$50 million in one-time funds. There have been salary savings of \$9 million over the past six years, but the campus is still using reserves to make up the difference. The campus will use reserves again this year along with \$1.2 million from DIFR.

Reorganization of departments and staff has helped offset the deficit. As the result of a retirement vacancy created by former Vice President David Tiffany, Dr. Horvath was able to cut a line and appoint Kevin Kearns Vice President for Engagement and Economic Development and University Advancement, effective July 1, 2018. This move will bring corporate relations and career development into one area. Mrs. Betty Gossett will continue to serve as the Executive Director of the Fredonia College Foundation. As a result of realignments, Marketing and Communications Director Jeff Woodard will report to President Horvath. Mr. Woodard will also serve as a member of the President's Cabinet.

There will not be any layoffs of current, continuing full-time employees. Expenses need to be reduced to avoid borrowing next year. The Academic Affairs division will cut \$1.2 million. Dr. Teresa Brown has been working with faculty and staff in the Academic Affairs division to identify cuts across units. Additionally, cuts are proposed for Advancement and Engagement and Economic Development of \$400,000, Enrollment and Student Services of \$250,000, Finance and Administration of \$600,000, and the President's office of \$250,000. There will also be \$900,000 worth of utilities and institutional expenses cut from the budget.

To be transparent and dispel any misinformation, the Procedure for Emergency Reduction of Program Engagement (PEPRE) was rolled out to UUP members.

Dr. Horvath further explained how the campus will reduce expenses and how an increase in enrollment will help. Retention of students is a critical piece to balancing the budget. Our goal is to be self-sufficient so that we don't need to borrow money from the state. The structural deficit is on the operational side with Academic Affairs making up the majority of personnel by 53 percent. Fredonia's goal is to have other areas such as residence life and FSA reinvest in their own operations.

Council members asked how the Excelsior Scholarship factors into the budget. Mr. Metzger explained that funds have been set aside for this purpose. Eventually, the state will collect the debt from students who do not meet the Excelsior Scholarship requirements.

STUDENT ASSOCIATION REPORT

Mr. Connor Aitcheson said the Student Association (SA) budget is determined by revenue brought in from the Student Association fee. The current fee of \$113.50 per semester increased by \$1 this semester. The SUNY cap on the SA fee is \$125.00. The SA Executive Board is looking to change the structure of SA. A vote will occur in the fall to determine if the referendum should remain mandatory. If students vote to go voluntary, there's enough reserved funding to carry SA for one additional academic year. The Executive Board is also looking at other ways to encourage student involvement in SA. Currently, the freshman class has only three representatives.

UNIVERSITY SENATE REPORT

Dr. Brian Masciadrelli was unable to attend due to a scheduling conflict so council members were referred to the University Senate report on page 25.

ACADEMIC AFFAIRS REPORT

Vice President Terry Brown announced that Fredonia submitted a B.S. in Environmental Sciences degree program to the State University of New York and the New York State Education Department for approval. Dr. Brown is excited Fredonia will be able to recruit students with this degree beginning in 2019.

There has been continued success in filling vacant faculty positions on campus. Dr. Brown is involved in all of the faculty hires and confirms the applicants are exciting and interested in joining the Fredonia community.

ENGAGEMENT AND ECONOMIC DEVELOPMENT REPORT

Dr. Kevin Kearns distributed *Crunch Roll* samples to each of the College Council members. *Crunch Roll*, a small company with 20 employees, started at the Fredonia Technology Incubator. They produce frozen snacks which are sold at 7 Eleven and the campus bookstore.

President Horvath signed an MOU on February 6 with Timberfish, a patent ecologically sound fish farm. Fredonia hopes to partner with Timbership on student internships.

Kevin encouraged everyone to attend the premiere showing of "Suicide: The Ripple Effect," a documentary film focusing on the devastating effects of suicide and the positive ripple effects from advocacy, inspiration, and hope. The film highlights the story of Kevin Hines who attempted to take his life at the age of 19 by jumping off of the Golden Gate Bridge. Mr. Hines is a world-renowned mental health advocate, author, and motivational speaker. The film begins at 4:30 p.m. in the Kelly Auditorium in the Science Center. There is no charge for the event as the result of generous monetary support from The Community Alliance for Suicide Prevention, The Resource Center, The Chautauqua County Department of Mental Health, Chautauqua Tapestry, and the Division of Engagement and Economic Development.

The Technology Incubator will soon be adding a makers' space to the facility. As the result of the momentum on campus for video game development, the Incubator is developing a sophisticated video game/audio for virtual reality. Funding to support this initiative comes in the form of a grant and a matching donation.

The third annual Student Business Competition was held at the Incubator on April 12. The event was designed to help students and their teams develop entrepreneurial skills and business ideas. Judging was based on customer identification, problem/solution

identification, channels to market, and revenue streams. The grand prize was awarded to “WEIRDNESS,” an alternative comics and illustration venture. First runner up was Makunema Productions, a multimedia company and second runner up was Jiggy By Nature, a startup that sells branded clothing to college students. The first place winner earned office space in the FTI for a year, a \$1,200 paid entrepreneurial internship, and was assigned a business mentor and full client services. Council member Richard Alexander served as a judge.

The Career Development Office received a Student Excellence Programming Award and one Fredonia intern won a \$2,500 GEICO cash award.

ENROLLMENT AND STUDENT SERVICES REPORT

President Horvath and President Duckworth met last year to sign the “Destination to a Dream” agreement. The agreement should increase the admission, enrollment, matriculation and success rates of targeted groups of students entering JCC and transferring on to Fredonia for completion of a baccalaureate degree. The first cohort of students (22 accepted, but expect 30 to 40) will begin this fall. The program includes several collaborative initiatives such as coordinated academic planning and advising. Jointly, JCC and Fredonia will create and implement a strategic plan for connecting a learning community between transfer students from JCC and Fredonia students. Fredonia is also in discussion with two other community colleges in our primary recruitment areas about similar agreements. JoAnn Niebel asked if Fredonia previously had an agreement in place with Jamestown Community College. The State of New York had an articulation agreement between the two campuses, but never a pathway to intentionally recruit students.

After the May 1 new student deposit benchmark, the college has 1,056 first-year deposits, representing a slight increase from last year. The first year-deposits total is the highest overall first-year total since May 1, 2013. New transfer deposits are at 144, most transfer deposits occur during the summer months. We’re currently at 78% of our new student undergraduate goal of 1,530. Dr. Howard is confident that first-year and transfer deposit numbers will continue to increase throughout the next several weeks. The Enrollment and Student Services team continues their aggressive efforts with new, incomplete, and accepted applications to better position the campus for an expanded new student cohort for Fall 2018.

Due to an increase in online shopping, the volume of deliveries to campus has increased significantly. As a result, residence halls can no longer handle the increased volume of deliveries. A central repository has been designated for deliveries. Students may now pick up their packages at the campus bookstore; packages can also be shipped out of this location. Current staff will be utilized to support this initiative. The Council asked if postage expenses are down due to technology. Mr. Metzger said postage and copying charges are both down.

Erie Dining Hall is expected to be back online beginning Fall 2019. A full-service dining hall, it was closed down several years ago when enrollment declined. The building has been used the past few years for storage. It has been cleaned out and is ready to be renovated for reopening.

FINANCE AND ADMINISTRATION REPORT

Working collaboratively with CSEA, the Human Resources office rolled out a number of trainings for their union-represented members. To comply with the New York State Office of General Services requirements, the campus just finalized a LENS program. All Fredonia employees, students, or Fredonia-affiliated employees who elect to or are required to drive a NYS owned/leased/rented vehicle for the purpose of official state business, must participate in this program. Natural gas prices this past year were up approximately 12%.

UNIVERSITY ADVANCEMENT REPORT

Interim Vice President Betty Gossett announced that pledges continue to come in strong with \$518,933 the first quarter, an increase of \$40,477 over last year at this time. Campus endowments are up as well at \$35 million. The *Nurturing and Innovation Campaign* has reached \$14 million of its \$20 million goal. Mrs. Gossett encouraged Council members to serve as campaign ambassadors to help promote the campaign.

Marketing and Communications won two SUNY Quad awards for videography with their accepted student reception and social media count down videos.

Dennis Costello returns to campus today at 5:00 p.m. to talk about his work on climate change. His talk entitled, "Technology Solutions to Climate Mitigation; What Have We Learned?" will be held in 101 Jewett Hall. Council members are encouraged to attend along with faculty, staff, students and community members.

DIVERSITY, EQUITY, AND INCLUSION REPORT

Diversity Officer Bill Boerner noted that there has been an increase in the number of discrimination and Title XI complaints on campus. He views this as a positive since it demonstrates the level of trust the faculty, staff, and students have in his office.

INFORMATION TECHNOLOGY SERVICES REPORT

Mr. Stephen Rieks announced that the multi-factor application tool to protect critical data was rolled out to administrators and departments this past semester. By summertime, 400 users will be trained to use the security tool; the campus will be completely PCI compliant by the fall.

The campus hopes to migrate over to a new telephone system. Partnering with Finance and Administration, Information Technology Services (ITS) is working under a tight deadline to prepare a telephone analysis. The analysis will identify our current

telephone costs before the campus commits to a new system. We anticipate the annual savings will be significant.

ITS is working with Human Resources to move the UUP Performance Programs and Evaluations over to an online, paperless process. The process will be activated next year.

The campus will be moving over to a cloud-based anti-virus tool. The new system will block viruses and automatically send alert messages to ITS. Users will also be notified when there's a threat of a computer virus.

INSTITUTIONAL RESEARCH AND PLANNING REPORT

The Clearing House report now tracks where college students are enrolled. According to the data, 26% of Fredonia graduates continue their education after their undergraduate degree. The majority of Fredonia students remain in New York State, and the majority of graduates re-enroll at Fredonia (76%). The highest percentage of students continuing their education are education majors followed closely by health profession majors. Leading graduate schools include the University of Buffalo and Buffalo State College.

MARKETING AND COMMUNICATIONS REPORT

Chairman Pagano remarked that this past year has been a difficult one for the campus, but he thanks Drs. Horvath, Brown, and Howard for doing an exceptional job. He went on to ask Mr. Aitcheson about how students feel about the campus. Mr. Aitcheson said most students he has talked to seem to enjoy their experience on the campus, but there are some who have misconceptions about the campus structural deficit. President Horvath's budget presentation this week cleared up much of the uncertainty. He realizes minority students face more challenges, including how to navigate a predominantly white campus/community, but overall they seem to be connecting with student groups and clubs and Fredonia continues to offer assistance to all students. Fredonia's Student Association has one of the largest cohorts of multicultural organizations.

Mr. Richard Alexander announced that SUNY Fredonia and the Northern Chautauqua Community Foundation are sponsoring a local economic development summit entitled, "Big Picture: Connecting the Puzzle Pieces for Economic Development," on Tuesday, May 22 at the Fredonia Science Center. Keynote speaker will be Patrick Whalen, former COO of Buffalo Niagara Medical Campus and the current Director of Niagara Global Tourism Institute "Serial Entrepreneur." It's vitally important that we embrace economic development and Mr. Alexander hopes many will attend.

Mr. Russell Diethrick announced that the Babe Ruth World Series will be held in Jamestown August 4-14. The tournament includes players ages 16 to 18. Ten teams will battle for this year's championship at the Russell E. Diethrick, Jr. Park. Fredonia staff were encouraged to attend, bring information about the campus, and potentially recruit new students.

A motion to adjourn was made by Richard Alexander and seconded by JoAnn Niebel.
The Council meeting concluded at 3:24 PM.

Respectfully submitted,

Denise Szalkowski, Fredonia College Council Secretary