

**THE STATE UNIVERSITY OF NEW YORK AT FREDONIA
MEETING OF THE COLLEGE COUNCIL
COLLEGE LODGE
SEPTEMBER 27, 2017**

Present: Cynthia Ahlstrom, Richard Alexander, Russell Diethrick, Joseph Johnson, Stephen Keefe, JoAnn Niebel, Frank Pagano, Joshua Ranney

Guests: Terry Brown, Chuck Cornell, Betty Gossett, Virginia Horvath, Cedric Howard, Judy Langworthy, Brain Masciadrelli, Marion Olivieri, Stephen Rieks, Jeffrey Woodard, Xiao Zhang

Absent: Michael Cerrie

MEETING CALLED TO ORDER

The College Council meeting was called to order at 3:10 PM.

APPROVAL OF MINUTES

The College Council minutes of May 3, 2017 were approved without modification with a motion by Joseph Johnson and seconded by Stephen Keefe.

ENROLLMENT UPDATE

Vice President Cedric Howard announced that Fredonia's enrollment is up by 19 students. Based on the 21% increase of first-year students, Fredonia is showing signs of stabilizing its enrollment. This year's first-year class is one of the largest and most diverse in history. Honor admits are at an all time high. Applications for the 2018 academic year have opened for the first cohort.

The Enrollment and Student Service Division continues to implement new and successful retention efforts. Starfish Early Alert, a retention tool, was rolled out this academic year. Starfish is an online risk intervention and advising tool intended to improve how we communicate across campus to ensure and support student success at Fredonia.

Strategic Enrollment Management (SEM) goals were aspirational this year and we are ahead of schedule on some of our goals. As of Census Day, only 55 first-year students (paid deposits), withdrew. An additional five students dropped out due to either financial or medical reasons since Census Day. As of date, no Fredonia students have been dismissed this academic year for disciplinary reasons.

The Strategic Enrollment Management Steering Committee continues to meet biweekly. Individuals and groups were invited to submit high impact proposals for one-time funding up to \$2,500 to support recruitment and retention in the goals and tactics of the SEM Plan.

Staffing increased in Advising by three to better assist students, especially transfer students.

An article about Fredonia appeared in a recent edition of *Inside Higher Ed*, a national publication.

<https://www.insidehighered.com/admissions/article/2017/08/28/suny-fredonia-had-major-turnaround-freshman-enrollment-and-its-about#.WaQvqtAXtHl.link>.

The article highlights how Fredonia was able to reverse its enrollment decline.

Fredonia continues to have conversations with Jamestown Community College and Empire State College on how to enhance post-secondary opportunities to citizens in the southwestern New York region beyond the existing level of partnership. The vision, *Destination to a Dream* (\$1 M) is to create a distinctive collaboration with shared branding, a single application, enhanced advising and counseling, shared administrative functions; and select associate's, bachelor's and graduate degrees offered at all three campuses.

Dr. Horvath invited members of the College Council to attend an *Exploration Day* Open House to learn more about the student recruitment process. Fredonia *Exploration Day* is designed to spark academic excitement and to allow students and their families to become familiar with the campus and learn about the unique opportunities that are offered. The next *Exploration Day* is scheduled for **Saturday, February 10**.

Fredonia anticipates the Excelsior Scholarship will be very attractive to local commuter students. To assist prospective students and parents with the initial financial aid application process, Financial Aid offers a "Fredonia Financial Literacy Guide."

Dr. Horvath attended the SUNY Presidents' meeting in Albany on September 19. Chancellor Kristina Johnson attended and Presidents were able to learn more about her vision. Dr. Johnson earned her BS, MS, and PhD in electrical engineering from Stanford University. She previously served on the faculty at the University of Colorado Boulder, Dean of the Pratt School of Engineering at Duke University and served as Provost and Senior Vice President at the John Hopkins University. She is anxious to learn about individual campuses and promotes excellence in research and teaching. She plans to focus on environmental sustainability and on creating an individualized model of education.

Chairman Frank Pagano and President Horvath attended the ACT Conference in Albany September 15-17. Chairman Pagano discussed the out-of-state tuition proposal with SUNY Board of Trustees Chairman Carl McCall. Chairman McCall is supportive, but past years were unsuccessful in getting the proposal through because it was bundled as part of the SUNY budget. Out-of-state tuition needs to be treated as a legislative act and forwarded to the SUNY Board of Trustees. Fredonia's out-of-state tuition rate is nearly three times our in-state rate.

Student Assembly President Marc Cohen suggested Fredonia host a future Board of Trustees meeting on campus. President Horvath is very supportive of this idea.

As part of the *Right Serving, Right Sizing* process, Dr. Horvath has implemented changes in her office. Director of ITS Steve Rieks, and Institutional Research and Planning Director Xiao Zhang were invited to be part of the President's Cabinet. Additionally, after several years without a full-time clerical person, the President's office is in the process of hiring a full-time Secretary 2.

Academic Affairs approached the *RSRS* process in a very systematic way. Hundreds of recommendations were received and 370 action items were identified. Some of the changes taking place will be taken at the department level and others will require approval by the dean or vice president. *RSRS* is an ongoing process that's been built into the planning of academic departments. Departments have goals and they'll review them regularly with Vice President Brown.

In the University Advancement division, Interim Vice President Gossett and her staff have restructured vacant positions to better fit the campus mission. Jim Gibbons was hired as a videographer/editor in the Marketing and Communications Department. Mr. Gibbons shoots and edits videos to promote and showcase student happenings on campus. The publications of the Annual Report and Financial Report will be combined into one document to save time, resources, and to reach a larger audience.

The Finance and Administration division is reviewing how work is being done in the custodial area as well as the grounds. More efficient ways of doing business are being implemented. Most recently, the Associate Vice President and Controller positions were combined into one.

UPDATE ON SEARCHES

- Vice President Brown is co-chairing the Vice President for University Advancement search. The search is on schedule.
- Brandon Gilliland was hired as Director of Financial Aid, beginning October 5. Mr. Gilliland has over 10 years of Financial Aid experience, most recently at the University of Buffalo and SUNY Sullivan. His experience includes overseeing the NYS and Title IV program administration.
- Campus Life semi finalists have been identified.
- Ten semi finalists were selected for the Athletic Director. Skype interviews begin this week.
- The Dean for the School of Business search is in progress. Dr. Mojtaba Seyedian was appointed Interim Dean. AACSB accreditation will help secure a good pool of candidates.
- Fifteen tenure-track faculty searches are in progress.

- Jennifer Mickalek was appointed Associate Director of Development of Annual Giving.
- An offer is being made today for the Associate Director of Development position. This position has responsibility for major gift fundraising.
- ITS hired a new Manager of Infrastructure Services and an Enterprise Infrastructure Engineer. As a result of restructuring, over \$90,000 was saved.

Fredonia continues to postpone filling positions for six months, unless not filling the position(s) would impact the health and safety of students, staff, and community members.

NAMING DISCUSSION

College Council members were invited to share their thoughts about the assigned dollar amounts to several outside naming spaces. Prices range from \$150,000-\$250,000 for the Central Plaza to \$50,000-\$75,000 for the Wood Lot. Although the prices are on the low end in comparison to other SUNY campuses, some Council members thought pricing was steep. Ms. Gossett agreed to take their pricing concerns back to the Foundation staff for discussion. In the meantime, if a naming opportunity presents itself before the Council approves the dollar amount, Chairman Pagano agreed to an electronic vote.

DODS HALL ADMINISTRATIVE OFFICE SUITE NAMING

Ms. Gossett requested the Council's formal approval for the naming of the Dods Hall Administrative Office Suite for \$25,000. The suite houses the Director of Athletics and Recreation as well as the professional and support staff for Fredonia's Intercollegiate Athletic Administration. A motion to approve the naming was made by Stephen Keefe and seconded by Joseph Johnson. Motion carried.

University Advancement is hosting several fall events including the Homecoming Excellence Gala on Friday, October 20. This year's event will be held in the Williams Center. Participants will celebrate and recognize the 60th Anniversary of the Hillman Opera and Outstanding Achievement Award Recipient Helen Tinch Williams, '60. Dinner will be served at 5:45 PM. The 60th Anniversary Hillman Opera Celebration will begin at 8:00 PM in King Concert Hall. The celebration will feature guest alumni operatic artists of national and world-class status and 200 Fredonia student musicians.

Chairman Pagano encouraged Council members to attend these events. Council members are welcome to contact Denise Szalkowski or the Ticket Office to obtain tickets.

IT SECURITY

Chief Information Officer Stephen Rieks presented an update on IT Security. Security efforts include:

- Reinstated the Information Security Committee (iSEC)
- Joined NYS Security Operations Center (SUNY SOC)

- Adopted new policies and protection schemes
- Purchased cyber liability insurance
- Ongoing training

Most recently a DUO Multifactor Authentication (MFA) system was added to campus computers to help prevent accounts from being compromised. A new Virtual Private Network (VPN) was also released to existing users and will be made available to students and affiliates. Campus credit card security standards are also being implemented to ensure we're accepting credit card data properly.

As a result of these initiatives, Fredonia is recognized as a leader in security implementation in SUNY. These security systems do not entail routine email checks unless University Police is notified of criminal activity.

COLLEGE COUNCIL HOLIDAY LUNCH/DINNER

College Council members unanimously agreed to begin the December 13 meeting with a holiday lunch with spouses/guests/significant others at 1:00 PM. The meeting will immediately follow. The February 14 and May 2 meetings will also begin at 1:00 PM with a lunch and meeting to follow.

STUDENT ASSOCIATION

Josh Ranney will attend the SUNY Student Assembly Summit in Albany October 6-7. Mr. Ranney was invited to serve on a panel to discuss shared governance. The following week Mr. Ranney will return to Albany with an assembly of four non-voting and two voting delegates to vote on legislation.

The Student Association is developing a statute on how students should be appointed to the President's Student Cabinet. Students holding certain campus positions or SA membership will be required to serve on the President's Student Cabinet. The statute hasn't been solidified yet, but will be firmed up soon.

UNIVERSITY SENATE

Senate had its first meeting on August 28. Senate continues to work closely with Academic Affairs to support the changes that resulted from the *RSRS* process. Senate continues to populate committees including the search committee for the Dean of the School of Business and the Chancellor's Award for Excellence.

Senate had a few issues with the General Education program, but the campus is moving forward on implementing the guidelines.

ACADEMIC AFFAIRS

Provost and Vice President Terry Brown reported on the 49 *Right Serving, Right Sizing* reports she submitted to President Horvath. As a result of these reports, her division has identified eight priorities for the 2017-18 academic year.

Implementation of the SEM plan continues and the impact of the plan is evident in the increase in first-year students.

Although it's essential, Dr. Brown explained that program development is difficult to initiate; however, due to recent initiatives, some great transformations are happening in departments. SUNY Fredonia has several non-compliant programs that require more than the maximum number of SUNY credit hours. SUNY requires a minimum of 120 credit hours and a maximum of 126 for a Baccalaureate degree. Faculty are working hard to revise programs so Fredonia can be compliant with SUNY standards. Requiring more than 126 credit hours is costly to students and to the institution since there is no surcharge when extra credit hours are taken.

Fredonia Foundations completed a first round of course proposals in June. The committee's comprehensive analysis of programs indicates a need to get our 87 majors down. As a result, there's been a reduction in programs and subprograms. It's an ongoing process that will take time.

FINANCE AND ADMINISTRATION

The SUNY Fredonia 2017-18 University Operating Budget increased \$1,166,500 from last year. This year's budget of \$52,059,200 includes several changes in expenditures. As in past years, we need to cover mandated salary increases for the unions and we're covering the shortage from the TAP gap credit scholarship. There will also be institutional budget reductions. We're expecting there will be savings in utilities and a few positions have been eliminated. The budget shortfall is \$6,933,100 and several funding sources will be utilized to cover it. We anticipate that we will not need to use as much of our reserves. As for the Excelsior program, we created a negative account with the understanding that the state will cover the shortage.

The capital budget includes \$550.0 million in critical maintenance funds. Of that amount, \$3.655 million has been allocated for critical maintenance and existing buildings; \$2.383 million is not restricted for critical maintenance or new construction.

Eighty-five percent of the Spine Bridge area is complete. The pedestrian walkway area has been opened to the public. McEwen Hall entry and the Williams Center office and plaza are scheduled to be completed in October 2017.

As one of seven campuses, Fredonia is working with Jaggaer (SciQuest) Focus/Functional Groups on an eProcurement system. The new system will be similar to purchasing through Amazon and will begin in Fall 2018.

DIVERSITY, EQUITY, AND INCLUSION

On behalf of Diversity Director William Boerner, President Horvath covered the highlights from his office. Mr. Boerner spent the summer preparing a Sexual Violence

Prevention Campus Climate Survey and responding to the NY State Sexual Violence Prevention and Response legislation, 129B. Fredonia was identified as compliant in the recent audit.

In conjunction with the Intercultural Center, International Education, and the Professional Development Center, a year-long Cultural Competency Institute will be offered to faculty, staff, and students. This year's focus will be on race and ethnicity, international/English language learners, and gender and sexuality. The goal is to promote a better understanding of different cultures.

Indigenous Peoples' Day will be celebrated on the campus on October 9. The event will include a tree planting and a program at 6:30 PM in Rosch Recital Hall to honor Indigenous people.

Work continues on the Fredonia website to ensure all web pages are compliant with accessibility standards. All posted pictures and videos must now include a caption.

There are currently seven service/comfort animals housed on the Fredonia campus.

Fredonia continues to work with the SUNY Construction Fund on the potential Admissions/Welcome Center. Additional funding must be secured before the project can move forward.

DIVISION OF ENROLLMENT AND STUDENT SERVICES

To articulate the depth and breadth of the Student Affairs mission, the department changed its name in July from Student Affairs to the Division of Enrollment and Student Services.

Enrollment is up by 19 students from last fall. This year's class is 31% diverse. First-year students total 1,129 and official enrollment following Census Day was 4,631. Five hundred and forty-seven Fredonia students were awarded the Excelsior Scholarship totaling over \$2 million.

Fall sports teams are off to a good start and campus housing numbers are up by 99 students.

Admissions is excited to rollout a pre-college outreach program which will target students in grades 6 through 10. A permanent New York City/New Jersey recruiter has been appointed. A much needed counseling position was also added in the Counseling Center.

Vice President Howard continues to co-chair the Strategic Planning Committee with Dr. Nancy Boynton. The committee was charged with drafting a new strategic plan for the institution. The committee is examining several plans (SEM Plan; Diversity, Equity, and

Inclusion Plan; Baccalaureate Goals; Power of Fredonia; and others) that will guide the campus. The six focus areas identified are: growth, student experience, culture/climate, scholarship, equity/inclusion, and sustainability. The committee has developed a draft plan they will present to University Senate. Expected implementation date is December '17.

As part of an outreach program, conversations are occurring between the campus and Dunkirk, Fredonia, and Brocton high school students. Only 50% of graduating seniors from those three schools have ever visited a college campus.

ENGAGEMENT AND ECONOMIC DEVELOPMENT

Incubator Director Charles Cornell provided an update on behalf of Kevin Kearns. Earlier this month, the Incubator held an opening reception for the Program Evaluation Center which opened in the Fredonia Technology Incubator. Over 50 representatives from local and county government attended the opening. Dr. Mansoor Kazi serves as the Director for the Center and Patricia Brinkman is the Co-Director. The Center is an extension of Chautauqua Tapestry, a federally supported program, that provides intervention services for behaviorally and emotionally challenged children and their families.

One hundred and sixty-six community events were held at the Incubator this past academic year; resulting in a total of 1,921 community members visiting the facility.

Career Development continues to support employment and internship opportunities for Fredonia students; 1,411 positions are available through FREDNetwork.

Engagement and Economic Development is working closely with TimberFish Technologies. A grand opening for the high-tech fish production facility located in Westfield, NY, was held in September. Fredonia is eager to collaborate with them on internships, research, and applied learning opportunities.

Exhibitions, accompanying receptions, and entrepreneurial education programs held at the Incubator continue to pave the way for opportunities for Fredonia students.

Chairman Pagano asked about the occupancy at the Incubator. According to Mr. Cornell, occupancy at the Incubator is at a record high. Current clients include Antefact Graphic Design, L2 Engineering D.P.C., Lake Arts Foundation, Play and Learn Children's Museum, Playground Academy, Venture Productions, Just Like New, NexNest, Resumaz, and affiliate clients +Farm, Chadwick Bay Brewery, AAL-In Transport, Orbitist, and service tenants Chautauqua County Industrial Development Agency, Chautauqua County Department of Planning and Economic Development, Chautauqua County Land Bank Corporation, SUNY Empire State College, Erie 2 Chautauqua-Cattaraugus BOCES. Seven clients have graduated since the inception of the Incubator. Two more clients are close to graduating. Incubator staff will work with the Chautauqua County Development Office to help place the graduates locally.

Oishei Foundation funding supports the Incubator's mission of creating local jobs and cultivating entrepreneurial opportunities. The funding is distributed in equal sums of \$100,000 over three years, with the latter two years requiring a dollar-for-dollar match. As a result of the grants and rent, the facility is self supporting; however, university personnel do maintain the facility.

UNIVERSITY ADVANCEMENT

University Advancement endowment market value as of August 31, 2017 was \$32,869,932. Year-to-date unrestricted receipts were up by \$14,430 over last year and online receipts are up \$2,863 over last year.

Marketing and Communications continues to make great strides with Fredonia's website. As part of the campus strategic marketing plan, the amount of video content has increased substantially. The new content is vibrant and energetic. Most recently, the team developed alumni videos promoting the Oct. 3 FREDlanthropy Day. Ms. Gossett stressed that this year's FREDlanthropy goal is more about participation than a dollar amount. College Council members were encouraged to make an online donation.

Upcoming events to calendar include Homecoming October 20-21 and the Mini Makers' Faire on Oct. 21.

On behalf of the College Council, Chairman Pagano praised Dr. Horvath and the members of her Cabinet for a fine job in turning enrollment around and bringing enthusiasm to the campus.

A motion to adjourn was made by JoAnn Niebel and seconded by Joseph Johnson. The Council meeting concluded at 5:15 PM.

Respectfully submitted,

Denise Szalkowski, Fredonia College Council Secretary