

**THE STATE UNIVERSITY OF NEW YORK AT FREDONIA  
MEETING OF THE COLLEGE COUNCIL  
UNIVERSITY TOWNHOUSE 2<sup>ND</sup> FLOOR CONFERENCE ROOM  
MAY 8, 2019**

Present: Cynthia Ahlstrom, Richard Alexander, Russell Diethrick, A.J. Dolce, Joseph Johnson, Stephen Keefe, Seth Meyer, JoAnn Niebel, Frank Pagano

Guests: William Boerner, Teresa Brown, Debbie Dibble, Betty Gossett, Virginia Horvath, Cedric Howard, Kevin Kearns, Michael Laver, Michael Lemieux, Michael Metzger, Jim Owen, Stephen Rieks, Michael Scialdone, Denise Szalkowski, Jeffrey Woodard, Xiao Zhang

Absent: Michael Cerrie

**MEETING CALLED TO ORDER**

The College Council meeting was called to order at 1:00 PM.

**APPROVAL OF MINUTES**

The College Council minutes of February 27, 2019 were approved without modification with a motion by Cynthia Ahlstrom and seconded by JoAnn Niebel.

Dr. Horvath noted a change in the agenda. Lanford Presidential Prize recipient Monica Manney was unable to attend today's meeting so College Council members were referred to the information about Miss Manney in the report.

President Horvath acknowledged Dr. Michael Laver, ACE Fellow, on his recent promotion to Professor of History and Associate Dean at Rochester Institute of Technology. The College Council congratulated Dr. Laver on his promotion.

Vice President Cedric Howard recognized the coordinators of Fredonia's campus food pantry: Director of the Student Health Center Debbie Dibble, Director of Student Wellness and Support Services Tracy Stenger, and Dean of Students Michael Lemieux. The student food pantry was started as a spring semester pilot project in 2016. Campus staff were invited through email to donate non-perishable food to the pantry. After receiving a generous amount of donations, it was decided to continue the food pantry into the fall semester. Most recently, a second pantry was opened in the LoGrasso Hall vestibule; Monday through Friday, 8:00 a.m. to 4:30 p.m. The original food pantry which is located at the Information Desk in the Williams Center, outside of Tim Hortons, is open seven days a week from 5 to 11 p.m., and on Wednesday from 10 a.m. to noon.

SUNY recently recognized Fredonia's food pantry with the *Outstanding Student Affairs Award*. Along with its good efforts in partnering with a local food party in Buffalo, NY,

Fredonia was recognized for its successful effort in publicizing the pantry through social media.

Dr. Howard introduced food pantry organizers and contributors Mrs. Debbie Dibble, Mr. Michael Lemieux, and Mr. Jim Owen. A lifelong member of the Clarence Presbyterian Church, Mr. Owen serves as a donation coordinator for the Clarence Community Food Pantry. Mr. Owen said Clarence Presbyterian Church receives an abundance of baked goods and other foods so he happily shares those with Fredonia. As the result of these donations, there's been a significant increase and demand at Fredonia's pantries; students are lining up and waiting for the food to be delivered. Mr. Owen said he was made aware of the need for student food donations through Denise Szalkowski. He's very grateful that students and staff are appreciative of the items, and he's happy to help the local community in this way. Mr. Lemieux noted that the amount of bread, vegetables, pastas and sweets that Mr. Owen brings weekly is incredible. Mrs. Dibble said she felt the need to start a food pantry because of the growing number of food insecurities on campus. Before the pilot program was rolled out, she had several students and workers approach her about food insecurities. All involved appreciate the generosity and support from the campus and local community.

Mr. Russell Diethrick asked how the students have received the food pantry. Mr. Owen remarked that the students' positive and favorable response at his weekly food drop off suggests they are supportive.

Dr. Howard then acknowledged Mr. Michael Lemieux on his upcoming retirement. Those in attendance gave him a round of applause and wished him well in retirement.

### **PRESIDENT'S REPORT**

Dr. Horvath directed Council members to the commencement instructions within her report. Dr. Shaun Nelms, '99 Fredonia alumnus and Superintendent of East High School in Rochester and William Sheila Konar Director for the Center for Urban Education Success at the Warner School of Education, University of Rochester, will deliver an inspiring message to Fredonia students at both the morning and afternoon ceremonies. An invitation to the Commencement Eve Pops Concert *My Fair Lady*, on Friday, May 17 at 7:30 p.m., King Concert Hall, was extended to those in attendance. Seth Meyer, Michael Scialdone, JoAnn Niebel and Cynthia Ahlstrom requested two tickets each to be picked up at will call.

Dr. Horvath will provide a campus budget update on Monday, May 13 at 2:00 p.m. in the Williams Center, S204 ABCDE. College Council members were encouraged to attend. At 4:00 p.m. that same afternoon, University Senate will meet in the Kelly Family Auditorium (Science Center 105) for their final meeting of the academic year.

President Horvath acknowledged the good work of the following people who have generously given their time, love, and dedication to the campus: Cedric Howard, Vice

President for Enrollment and Student Services; Betty Gossett, Executive Director of the Fredonia College Foundation; Jeff Woodard, Director of Marketing and Communications; Xiao Zhang, Director of Institutional Research, Planning, and Assessment; Stephen Rieks, Chief Information Officer; William Boerner, Chief Diversity Officer; Michael Scialdone, University Senate Chair; Michael Metzger, Vice President for Finance and Administration; Kevin Kearns, Vice President for Advancement, Engagement, and Economic Development, Denise Szalkowski, Assistant to the President; and Terry Brown, Provost and Vice President for Academic Affairs. Dr. Horvath then thanked the members of the College Council for their dedication and time. She remarked, "Your dedication is a true testament that you care about the community and the campus."

## **ENROLLMENT**

According to Dr. Howard, applications and deposits are up for the coming academic year. As it relates to the percentage of combined first year and transfer application increases, Fredonia led the SUNY system this last year. Comprehensive colleges have shown an overall decrease of approximately 6 percent in applications, however; Fredonia had an overall Fall 2019 application increase of 2.3%. Fredonia's incoming class will consist of students from 1,119 different high schools, 92 colleges, born in 44 different states and 82 different countries. Fifty-one students are valedictorian or salutatorian of their graduating high school class. The incoming students are fluent in 59 languages other than English and include 3,350 varsity athletes and 577 National Honor Society members. Accepted students include 1,841 interested in theatre, 1,386 interested in dance, 1,725 who play an instrument and 1,665 who perform in a choir. Eighty-nine of these students have already performed in Carnegie Hall. Additionally, these same accepted students have already completed 509,000 hours of community service.

Dr. Howard said the number of registered returning students is also up this fall over last year. Even more exciting, Fredonia's residence halls are close to 100 percent full. The University Townhouses reached 87% capacity -- a new campus record. Prior to this coming year, occupancy at the Townhouses has never exceeded 80%. As of May 7, the campus received 1,142 deposits, or 72 percent of its total admissions goal; a slight increase over last year.

Mr. Russell Diethrick asked what continues to attract these outstanding students to Fredonia. Dr. Howard explained that Fredonia offers a quality education and a positive reputation. Fredonia also has a caring staff. It's common for Fredonia students to recruit other students because of their own experience at Fredonia. The number of award ceremonies and masterwork concerts recently held on campus are a true testament of why Fredonia is so special.

Dr. Horvath and the College Council thanked Vice President Howard and his division for another successful recruitment year.

Chairman Pagano expressed his frustration with the recent local news coverage about non-Fred Fest – in particular, referring to Fredonia students as a “mob.” Although over 100 arrests were made over the non-Fred Fest weekend, fewer than 25 of those arrests were Fredonia students. Dr. Howard said he personally met with every Fredonia student arrested. The 100 + Fredonia students who volunteered to clean up the village the day after non-Fred Fest should all be applauded for their good work.

Mr. Russell Diethrick asked if Fredonia’s budget target will be met this year without any additional revenue streams. Vice President Michael Metzger explained that Fredonia will continue to entertain opportunities for additional revenue, but the campuses primary goals are to focus on cost reductions and stabilizing enrollment.

Chairman Pagano thanked Vice President Metzger for the tremendous job he has done on the budget. Along with the rest of Cabinet, many initiatives have been put into place to help stabilize the budget deficit.

#### **ADMINISTRATION AND FINANCE REPORT**

Mr. Metzger said planning for next year’s budget will begin on July 1. This past year Cabinet implemented many cost reductions resulting in a \$2.2 million savings in expenses, a sizeable amount for a \$50 million budget. Of that amount, \$822,000 was generated primarily through Academic Affairs through vacant positions, delayed hires, and leaves. We also anticipate a savings from the adjunct budget of \$430,000. Expenditure savings include \$315,880 from Academic Affairs from the 2018-19 academic year, \$250,000 anticipated savings from institutional other than payroll, a \$235,000 TAP gap equalization adjustment, and \$170,000 in underestimated scholarship expenses. As a result of these savings, Fredonia did not use \$1,000,000 in scholarship reserves or \$1,494,672 of one-time funds. The Fredonia Retirement Plan resulted in 35 interested submissions and 29 acceptances, resulting in a \$2.1 million annual savings. Of that amount, only \$500,000 in positions can be replaced with new hires, resulting in a \$1.6 million savings. Cabinet has been very diligent in their reorganization efforts so as not to replace retired staff. As a result of FRP, we were able to make up the cost savings difference through attrition with no layoffs.

#### **ACADEMIC AFFAIRS REPORT**

Due to the financial challenges the campus faces, Dr. Brown introduced a reorganization plan as a way to save the college over \$1 million. In addition to the cost savings, the plan provides a vision for Academic Affairs. As she explained, Fredonia’s current structure was designed for the last century and it involves many costly layers of administration. Currently, the structure is comprised of a provost, two associate provosts, four deans, two directors, two associate deans, 23 chairs, assistant and associate chairs, program coordinators and 31 secretaries and clerical assistants. Those making decisions are often too removed from the students and faculty who are impacted by the decisions. Dr. Brown’s vision was introduced after six academic affairs

forums, numerous workshops, a reorganization website, webinars with faculties from other campuses, a 15-page frequently-asked-question document, and many meetings and emails. The goal of the reorganization is to

- Become student-centered and focused on teaching and learning,
- Encourage faculty and students to think, learn and work across disciplinary boundaries,
- Encourage and support collaboration among disciplines to launch and develop new programs and to transform the curriculum and
- Prepare students to succeed in a rapidly-changing world.

Dr. Brown added that resources and workload need to be distributed equitably within department to support the central mission of teaching and learning.

The deliberation phase for the reorganization began February 1 and will wrap up before the end of this semester. The plan Dr. Brown is recommending involves six schools (with no departments), run by full-time directors who will oversee faculty coordinators in charge of programs and curricula, resulting in a substantial savings. This plan will allow students and staff to collaborate across disciplines. Students need to be prepared to work in a world where problems are not solved by a single discipline. The directors for the School of Music, School of Education and Human Services, School of Visual Arts and Humanities, School of Social Sciences, School of Business and the School of Mathematics and Natural Sciences will report to the Provost. An alternative planned that involved two schools (Music and Business) and 12 departments was also presented to Senate. Through a shared governance process, the Senate will vote on Dr. Brown's original resolution of six schools with faculty led by full-time directors (faculty administrators) and another resolution proposed by Dr. Neil Feit from the Department of Philosophy. The Senate's vote on the resolution of reorganization will be advisory. Dr. Brown will make the final recommendation after conferring with President Horvath and Cabinet. The reorganization becomes effective July 1, 2019. After the deliberation phase, Dr. Brown will appoint five design task forces to oversee the design phase.

Chairman Pagano praised Dr. Brown for the transparent process she developed before initiating the reorganization. She encouraged input from Senate and was open to forums held at divisional levels. With responsibility for over 60% of the campus budget, much of the work has fallen to Dr. Brown.

Dr. Brown said less than a dozen universities have initiated such a model. Fredonia will be unique in the SUNY system once it's adopted. The SUNY Provost is very supportive of this change at Fredonia. Dr. Brown encouraged College Council members to visit the Academic Affairs website at <https://sites.google.com/fredonia.edu/aareorganization/home>, which includes all of the documentation to date about the reorganization.

Dr. Brown believes this reorganization and similar plans are the future for higher education. Our current structure is not financially sustainable and the new model proposed promotes creativity because it provides connectivity and an opportunity for collaboration.

### **STUDENT ASSOCIATION REPORT**

Student Association President Seth Meyer announced that Cristian Rodriguez, a Political Science major and Interdisciplinary Studies – Legal Studies minor was appointed a Student SUNY SA representative. Only five universities in the SUNY System are chosen to send a student representative to the monthly Student SUNY Assembly meetings so this is a great honor. Mr. Meyer feels Mr. Rodriguez's advocacy efforts will be an important connection between the campus and SUNY.

Administrative changes at Fredonia's Student Association include Chief Justice Christian Krasnek who will be stepping down to pursue a career with the Air Force Reserves. Mr. Krasnek was successful working with many of the campus student clubs. Sophomore Public Relations major and Student Association Vice President Katie Battaglia resigned from the Student Association this semester. Miss Battaglia was instrumental in planning the student summit, spring banquet, and working with countless clubs. Student Association Comptroller Jason Cheung graduates this semester with a B.S. in Computer Science; he'll pursue employment in Chautauqua County.

The Student Association budget was approved and all 27 Constituted groups were in agreement with their initial and final budget proposals. There was no proposed increase or decrease in the Student Activity Fee. A one-hour extension to the community bus service was added. Beginning this fall, the Student Association will host a Student Association Weekend, including a town-hall event for students to meet Fredonia administrators. The Student Association also plans to introduce a welcome retreat in the fall to encourage student advocacy efforts. All active Student Association members, including class representatives, committee members, court justices, and executive will be invited.

Mr. Joseph Johnson asked for clarification on the difference between constituted groups and clubs. Mr. Meyer explained that there are currently 27 constituted groups on campus. Constituted are the most distinguished -- having been active for four or more years. They are also allocated a set budget while clubs receive funding from a pool of funds. It's very easy to establish and dissolve a club.

At the SUNY Student Association spring conference, a resolution was passed to implement a .50 SUNY Student Assembly fee to all students in the SUNY system. Before being implemented, the SUNY Board of Trustees must approve the resolution. If implemented, Mr. Meyer expects the fee to be added to students' bills. Fredonia's Student Association delegates voted against the increase because they weren't provided with enough clarity about the fee increase.

## **UNIVERSITY SENATE REPORT**

University Senate Chair Michael Scialdone announced that an extra Senate meeting on April 29 was held this semester. A final Senate meeting for the 2018-19 academic year will take place on May 13. He indicated that a lot of vigorous discussions have occurred this semester about reorganization and other changes on campus. The campus is still continuing to discuss the proposed reorganization and Senate will vote on the proposed plans at their next meeting. Dr. Scialdone referred that discussion over to Provost Brown. After the urging of several Senate members, Fredonia's University Senate invited SUNY University Faculty Senate to campus for a team review/visit on April 24-26, 2019. A final report following their visit is due May 15.

Senate approved a Transfer Credit Policy on April 8. The policy states that Fredonia will not accept more than 60 transfer credits for students from other institutions. This policy provides clarity for students who choose to transfer to Fredonia.

Mrs. Cynthia Ahlstrom asked if students have concerns about the transfer credit policy. Mr. Scialdone said prior to the policy transfer students expressed frustration after learning they needed to take additional upper level courses to earn their degree. Students see the 120-credit hour as a placement holder and don't understand why they can't graduate in two years if they have 70+ credit hours. It makes sense that they know up front how many credit hours they'll need before they can graduate. Ms. Ahlstrom expressed a concern that this could discourage students from transferring to Fredonia. Fredonia's Academic Affairs Committee feels this is a matter of integrity, however; this is a new policy and if it impacts transfer numbers in a negative way, the committee will need to revisit the policy. It was noted that it's a standard policy on most campuses to limit the number of accepted transfer credit hours.

Senate's Graduate Council adopted a new policy on April 8 which states that graduate students working on their thesis or project outside of normal course time will have access to university resources. Senate also approved a charge to the Graduate Council Bylaws.

Dr. Mary Beth Sievens was elected incoming Senate Chair.

College Council members wished Mr. Scialdone all the best in his new position at Texas A&M University.

## **ADVANCEMENT, ENGAGEMENT AND ECONOMIC DEVELOPMENT REPORT**

As a member of the Incubator Advisory Board, Mr. Richard Alexander said he is very proud of the work being done at the Incubator. When it first opened, there were few tenants in the building and it received local criticism from the community, but over the last year and a half, the building has brought much exposure to economic development. Daily educational activities are offered at the facility, and as a result of a five-year grant,

the facility is self-sustaining. Incubator Director Charles Cornell has done a good job. Mrs. Cynthia Ahlstrom noted that many residents do not understand the purpose of the College Council members suggested that the first Council meeting in the fall be held at the Incubator. An elective tour of the facility will follow the meeting.

Dr. Kevin Kearns talked about some of the exciting activities in his division.

- Eighty-five employers and 200 students participated in the 9<sup>th</sup> Annual Fredonia Job and Internship Expo on March 20 in the Williams Center. Participating organizations represented Erie (N.Y.), Chautauqua, and Rochester. Out-of-state organizations are headquartered in Texas, Maryland, Ohio, Florida and Pennsylvania. Dr. Kevin Kearns said the Career Development Office lists over 1,500 internship opportunities on its website for experimental learning as well as job opportunities. Alumni Affairs and Career Development developed a successful Writers@Work alumni in residency series which allows students to meet with successful alums who describe their post-graduate experiences and explain how their time at Fredonia prepared them for their career. Students get to interact through writing workshops, panel discussions, and classroom visits.
- Even though market values dropped at the end of 2018, the College Foundation rebounded the first quarter and its market value is at almost \$38 million. The *Nurturing Innovation Campaign* netted \$19.2 million in donations through March 31, nearing its campaign goal of \$20,000,000. The campaign concludes December 2020. Over \$100,000 was brought in during the month of April. Of the \$19.2 million, almost \$12 million is in cash gifts and \$4 million is in planned gifts. The Foundation also tracks the type of donors -- alumni, business, faculty and staff. Over 100 new endowments were created since the beginning of the campaign.
- The Fredonia American Democracy Project (ADP) is a reinvigorating program under the leadership of Dr. Angela McGowan. Implemented to encourage student involvement in civic and legislative issues, the group offers monthly table topics introducing students to important issues like voter registration and the New York State Women's Rights Agenda.
- The Career Development annual exit interview *First Destination Survey* indicates that 94% of the class of 2018 are employed or enrolled in graduate school and 91% of Fredonia graduates are working in jobs directly or somewhat related to their Fredonia major.
- On the economic development front, the Incubator recruited a startup business from New Jersey. Building BOSS applied for a \$1 million 76 West energy business competition and is also exploring participating in the StartUp NY program. Building BOSS works with Fortune 500 companies.

- The Incubator staff is working with the Chautauqua County Industrial Development Agency and other economic development agencies across the region on a number of initiatives. One investor is looking to come back to the county to develop a large hops and grain co-op proposal. Funds have been allocated from the county and other groups to look at the feasibility of a growers' co-op, a facility for storing and pelletizing hops, and for manufacturing product spinoffs such as health food supplements, logistics and a national sales hub. Dr. Kearns said the statistics are interesting and the local support is there.
- On June 5-6 the Incubator will partner with the Chautauqua County Department of Mental Health to offer a two-day Hope and Healing Conference. The conference will focus on solutions to address the mental health and chemical dependency issues in our region.
- The Incubator continues to attract businesses, students, and community members. Through a partnership with the Fredonia Music Industry program and a NYS CFA incubator grant, the Incubator sponsored a Women in Music Industry Seminar on April.
- The fourth annual Student Business Competition was held in April. First prize was awarded to Rae-Anne Clarke for her business, "A Touch of Rae," a custom wig manufacturer. Rae-Anne's start-up business manufactures and sells wigs to underserved students and community members.

#### **ENROLLMENT AND STUDENT SERVICES REPORT**

Dr. Cedric Howard explained the purpose of the Student of Concerns team that meets weekly to review all campus non-academic cases in nature to student behavioral problems. The program is unique in that all of the touch point offices meet collectively to address student concerns. If it's an equity or diversity issue, then Dr. William Boerner receives the information. If the situation requires analysis of behavior, then the FBI is brought in. Mr. Joe Johnson asked if cutting has become an issue on the campus. Mr. Howard said Fredonia deals with many mental health issues and some do lead to cutting.

Mrs. Cynthia Ahlstrom suggested that the Council be provided with regular updates on diversity, equity, and inclusion issues. Mr. Boerner agreed to put together a brief synopsis and share it with the Council after today's meeting.

A motion to adjourn and go into executive session was made by JoAnn Nieble and seconded by Cynthia Ahlstrom. The Council meeting concluded at 3:15 PM.

Respectfully submitted,

Denise Szalkowski, Fredonia College Council Secretary