



College Council Meeting Minutes

Thursday, October 2, 2025
University Village Conference Room

Prepared by Dr. Naomi Baldwin, Chief of Staff and Executive Assistant

President's Cabinet Members Present: Stephen H. Kolison, Jr., Naomi Baldwin, Maria Carroll, Judith M. Horowitz, Kathryn Kendall, Michel Kouadio, Wayne Lynch, Karen Rohr, Vicki T. Sapp, Tracy Stenger, Jeff Woodard

College Council Members Present: Frank Pagano, Cynthia Ahlstrom, Richard Alexander, AJ Dolce, Stephen Keefe, Richard Morrisroe, Jordan Stephens

Absent: Tamu Graham-Reinhardt

Guests: Jesse Blum, ITS; Michael Puleo, ITS

Meeting Called to Order

The meeting was called to order at 10:04 a.m.

Approval of Minutes

There was a motion from AJ Dolce to approve the May 14, 2025 minutes. Richard Alexander seconded the motion, and the minutes were approved.

Resolution to Change Name from College Council to University Council

Chairman Pagano introduced the resolution and called for a vote. The resolution was passed unanimously.

Executive Session

Richard Alexander made a motion to move to executive session and AJ Dolce seconded the motion. The meeting moved into executive session to discuss personnel matters.

The executive session ended at 11:06 a.m. and the meeting commenced.

State University of New York at Fredonia College Council Meeting Minutes

Thursday, October 2, 2025 10:00 a.m.-12:30 p.m.

Report from the President

Presented by Dr. Stephen H. Kolison, Jr., University President

President Kolison reviewed some of the highlights from the beginning of the year, his goals, and key initiatives that are underway from 2024-2028. Included among these were addressing the financial deficit, championing academic and inclusive excellence, implementing the academic master plan, exploring a center of excellence for Communication Disorders and Sciences, and engaging in the community, especially in the advancement of healthcare for the region with the establishment of the new Brooks TLC Hospital.

Strategic collaborations include the Jamestown Community College (JCC) – Fredonia partnership, and continuing explorations for a Chautauqua County Crime Lab on the SUNY Fredonia campus.

President Kolison reminded the College Council members that the Bicentennial celebrations will be launching soon, and he introduced the website, which centralizes all activities and special events.

Cynthia Ahlstrom asked about the JCC collaboration and whether space on the SUNY Fredonia campus would be identified for some of their activities. President Kolison updated the group that some space has been identified in Fenton for some of the JCC workforce development offices. As a next step, Dr. Horowitz is looking at classroom spaces that will work for JCC.

Chairman Pagano asked about BOCES student engagement, and Dr. Horowitz clarified that there are currently several students visiting campus and working with education faculty in Thompson Hall. These students learn professional development skills and connect to the campus and the faculty in education.

Report from Academic Affairs

Presented by Dr. Judith M. Horowitz, Interim Provost and Vice President for Academic Affairs

Dr. Horowitz updated the council on the online programs initiated by the President last year. There are now six programs ready to enroll (online) in January for Psychology, Sport Management, Childhood, Early Childhood/Childhood Education, Music Studies, and Integrative Studies. These are programs that strengthen ties with 2-year colleges,

State University of New York at Fredonia College Council Meeting Minutes

Thursday, October 2, 2025 10:00 a.m.-12:30 p.m.

including JCC, and students will be able to enroll and complete a four-year degree with these options.

The crime lab explorations are also continuing. An RFP went out and there are four presenters who will be on campus with proposals. One of these firms will be selected to conduct the feasibility study, the next phase of the project.

Other new programs on the horizon include Bachelor's programs in Healthcare Administration and Alternative Energy Management. These are both in the process of SUNY's review. There is also significant growth in graduate programs, specifically in Educational Leadership, TESOL, Clinical Mental Health Counseling (CMHC), and the new MBA in Accounting. These programs are attracting new students while also providing high-need professionals in the region. In addition, a grant was secured to assist the CMHC graduate students with tuition and textbook support. As part of the grant, the recipients agree to three years of service in high-need positions after graduation. Lastly, the MBA Accounting program is accepting students and will be hosting some open houses this fall and spring.

A new initiative, Academic Momentum, is a SUNY campaign to significantly improve retention and graduation rates. It is a proven model that has shown success in other states and institutions. The ACE program is an example and a component of Academic Momentum that is showing success. The initiative will unfold in three phases, and is starting with gathering data and setting goals this fall semester. This initiative will benefit greater retention rates, which ultimately benefit the campus tuition revenue and financial situation.

The Academic Master plan will be implemented over the next 10 years. It intersects with the Facilities Master Plan, which is key in identifying priorities for academic and learning spaces. The implementation group has been identified, and they will be working on priority programs to begin building in the next year.

Dr. Horowitz elaborated on the office spaces for JCC's workforce development program, which will bring students to the campus. The JCC-Fredonia exploratory group are continuing conversations to identify programs for collaboration, transfer pathways, shared student activities and shared student services. Later in October, there will be a faculty convening between JCC and Fredonia to talk about additional curricular engagements.

State University of New York at Fredonia College Council Meeting Minutes

Thursday, October 2, 2025 10:00 a.m.-12:30 p.m.

Report from Finance and Administration

Presented by Mr. Wayne Lynch, Vice President for Finance and Administration

In terms of capital projects underway, Mr. Lynch reviewed the progress of the track and field and invited College Council members for a tour.

The Jewett Hall project is ready for bids. Mr. Lynch reviewed the proposed renderings and floor plan, which will centralize several offices key for efficiently delivering student services.

President Kolison emphasized the investment in SUNY Fredonia by the state, a testament of the university's value to the region.

Report from Student Affairs

Presented by Dr. Tracy Stenger, Vice President for Student Affairs

SUNY and NYS have been generous in incremental funding that helps directly support students. Dr. Stenger offered examples of these successful projects and their positive impacts: Food Insecurity, Internships, Mental Health Supports, and Disability Supports for Students.

Cynthia Ahlstrom asked about the search for the Athletic Director. The interim co-director positions are continuing and the search will be relaunching in the spring semester.

Richard Morrisroe noted the benefits of providing food insecurity support and a potential partnership with a local organization.

Report from Enrollment Management and Services

Presented by Dr. Kathryn Kendall, Vice President for Enrollment Management and Services

Dr. Kendall has been offering open sessions to the campus where she presents enrollment updates, and she reviewed the key metrics for the College Council members as of the fall 2025 semester census date. Enrollment numbers change from day-to-day and the census date is a specific point in time every fall semester. She noted the importance of using point-in-time data to have a fair comparison over time.

State University of New York at Fredonia College Council Meeting Minutes

Thursday, October 2, 2025 10:00 a.m.-12:30 p.m.

Richard Alexander asked about summer enrollments, and Dr. Kendall clarified that summer students would be included in the continuing student numbers. She further clarified that the visiting summer camps are usually high school and middle school students. While the camps provide valuable promotion of SUNY Fredonia programs and the campus, those students cannot be counted in the campus enrollments.

Dr. Kendall presented the credit hours generated, and emphasized the importance of knowing the formula used to calculate these numbers – there are different formulas required by different reporting methods. In addition, the SUNY system uses a flat-rate billing structure for credit hours, which means that students only pay for up to 12 credits but can enroll in more – this is beneficial at helping students reduce education debt, but it can impact tuition revenue.

Overall, enrollments have stayed stable from Fall 2023, 2024, and 2025. In the context of the increased competition for fewer students, this is a tremendous accomplishment as other institutions are continuing to trend downward in enrollments. This is evidence that the actions we have been taking over the past two years are improving enrollment.

Dr. Kendall reviewed some of the organizational change that is also helping to keep retention efforts strong, and she summarized several offices that are now reporting to the Division of Enrollment Management & Services.

A new scholarship model will be implemented in January 2026, which is designed to continue attracting students in an increasingly competitive environment while managing the total cost to the institution. The new model also expands accessibility of scholarships to more students, representing a holistic approach by including scholarships provided by the Fredonia College Foundation. The approach is anticipated to yield more students, result in more students receiving scholarships, and decrease overall scholarship spending.

Chairman Pagano asked about the timing and process for awarding scholarships, and Dr. Kendall reviewed some of the variations. The model she presented is a review of the merit-based scholarships, generally awarded at the time of admissions, which help enhance the yield of admitted students to enrolled students. There are also Fredonia College Foundation awards that can be added to merit-based awards, or that students can apply to in separate processes.

State University of New York at Fredonia College Council Meeting Minutes

Thursday, October 2, 2025 10:00 a.m.-12:30 p.m.

Dr. Kendall reviewed some of the support from SUNY for new initiatives that will assist with recruitment in the region. Her team is working with local high schools and the campus is able to waive the application fees and offer a guaranteed admission when students meet certain criteria. They are also partnering more with two-year colleges for recruitment of students. She reviewed the ACE program, Fredonia being one of the original 25 campuses to take on the ACE program, as another example of SUNY and NYS to assist campus efforts to grow enrollments.

Richard Morrisroe asked what student sectors might still be out there and not receiving outreach, and Dr. Kendall talked about some of the strategies that help identify those students in the region - there are digital marketing campaigns with geographic targeting. Even with those marketing strategies, she underscored the importance of building relationships with the local high school professionals and career development offices on 2-year campuses.

Report from the President of the Student Association

Presented by Mr. Jordan Stephens, President of Student Association

Student Association President Stephens reviewed the Student Association representation rate. The executive team is reviewing their constitution and looking for areas that need to be updated. They are also looking at the various positions and updating the leadership based on the student needs.

The Student Association was excited to submit a \$10,000 grant for an Outdoors for All initiative, which will help install accessible benches.

Remarks from Chair of College Council and College Council Members

President Kolison offered his gratitude to the College Council members for the advice and for offering the feedback and asking questions that have helped the university leadership reflect and continue growing.

Chairman Pagano offered his congratulations to President kolison and his staff for the thorough presentation and for everyone's successful efforts to ensure the future of the university. He will be attending the ACT conference later in October and will be advocating on behalf of the university.

State University of New York at Fredonia College Council Meeting Minutes
Thursday, October 2, 2025 10:00 a.m.-12:30 p.m.

Cynthia Ahlstrom offered her thanks to the IT staff who help run the meetings with such complicated technical needs.

Meeting Adjourned

Chairman Pagano called for a motion to adjourn the meeting, and a motion was made by AJ Dolce and seconded by Richard Morrisroe. The meeting adjourned at 12:30 p.m.