

**THE STATE UNIVERSITY OF NEW YORK AT FREDONIA
MEETING OF THE COLLEGE COUNCIL
PRESIDENT'S CONFERENCE ROOM
OCTOBER 3, 2018**

Present: Cynthia Ahlstrom, Connor Aitcheson, Richard Alexander, Michael Cerrie, Russell Diethrick, A. J. Dolce, Joseph Johnson, JoAnn Niebel, Frank Pagano

Guests: William Boerner, Terry Brown, Lisa Eikenburg, Betty Gossett, Virginia Horvath, Cedric Howard, Kevin Kearns, Brian Masciadrelli, Michael Metzger, Stephen Rieks, Michael Scialdone, Xiao Zhang

Absent: Stephen Keefe

MEETING CALLED TO ORDER

The College Council meeting was called to order at 1:15 PM.

APPROVAL OF MINUTES

The College Council minutes of May 2 were approved without modification with a motion by Richard Alexander and seconded by Joseph Johnson.

Chairman Frank Pagano introduced and welcomed A. J. Dolce, former Mayor of the City of Dunkirk, and Senate Chair Michael Scialdone. Mr. Dolce was appointed to a seven-year term to the College Council and Dr. Scialdone is serving as University Senate Chair for the academic year 2018-2019.

As requested, future College Council packets will be mailed by hard copy, one week prior to a meeting, to Cynthia Ahlstrom, Russell Diethrick, Joseph Johnson and JoAnn Niebel.

STUDENT ASSOCIATION

The Student Association (SA) concluded their General Elections electronically. Mr. Connor Aitcheson said voter turnout was exceptionally low this year. Mr. Aitcheson attributes the low voter turnout to the high influx of emails students receive on a daily basis. SA will revisit the way campus elections are announced. The next SA election will be held in November at which time students will vote on whether to retain a mandatory Student Activity Fee. Should students vote in favor of a voluntary fee, funding cannot be guaranteed and services offered by SA will likely be cut. SA may also need to switch their model of government and resources such as the campus and community bus, FRED assist, and other services could be significantly reduced. Mr. Aitcheson and members of the SA Executive Council plan to communicate how this change will impact SA services. The student service fee was raised by \$1.25 a semester this fall, still below the SUNY cap. Mr. Aitcheson said with over 170 campus student organizations/clubs, it's

necessary for SA to allocate budgets and distribute increases to constituted groups first while non-constituted groups receive funding on a first come, first-serve basis. By supporting student organizations, SA essentially helps retain students. SA groups are audited internally and annually. SA provides a community bus, but does not generate revenue from this service. SA Executive Officers receive an \$80 per semester stipend. Two voting delegates and nine non-voting members will attend the SUNY Student Assembly Conference in Albany November 16-18.

UNIVERSITY SENATE

At a recent Senate meeting, members voted to deactivate the Arts Administration major and reestablish an Arts Administration minor. The Academic Affairs Committee subsequently approved the minor. Additionally, Senate approved the modification of the Ethnic and Gender Studies major.

Governance members were identified to serve on the newly formed PEPRE review team. Membership includes Jennifer Costa, Kevin Hahn, Brian Masciadrelli, Bruce Simon and Cynthia Smith. At the next Senate meeting, a proposal to clarify the roles of faculty, staff, and administrators involved in campus search processes will be put forward. Additionally, the Senate Bylaws will be revised and a Joint Task Force will be appointed. The composition of a six-member search committee for the Dean of the College of Visual and Performing Arts Search will also go forward for approval.

MIDDLE STATES

Middle States Co-Chairs Mary Beth Sievens and Lisa Hunter provided a brief update on Middle State Accreditation. The Middle States Commission on Higher Education (MSCHE) is a regional accrediting body that oversees colleges and universities in New York State. Any institution that participates in the Federal student financial assistance program is subject to reviews and approved accreditation by MSCHE. Fredonia's membership falls within the MSCHE geographic region. Campuses are responsible for all expenses incurred during a Middle States Self-Study visit/review. An accreditation review is essentially an opportunity for a campus to receive a transparent and robust evaluation by experts from peer institutions of similar size.

Seven working groups were appointed and they've been busy researching how well Fredonia meets its seven MSCHE standards. Fredonia's institutional priorities are equitable and inclusive student success, continuous improvement through integrated planning and assessment, and financial sustainability. Fredonia's MSCHE timeline runs from Fall 2018 through Spring 2020. Writing of the self-study report will occur between February and May 2019. The final Self-Study Report will be shared with the campus community in January 2020. College Council members are encouraged to provide feedback on drafts of the Self-Study Report and to meet with the MSCHE team in Spring 2020.

FACULTY STUDENT ASSOCIATION DINING SERVICES

Faculty Student Association (FSA) Director Darin Schulz provided an overview of FSA's summary of operations, current financial status, and future changes. FSA's annual operating budget is \$16,385,515, of which \$1,214,995 is returned to the campus as a cash commitment. A total of 2,897 meal plans were issued in Fall '18 (2,238 full board and 659 commuter). FSA employs 35 managers, 39 full-time and 98 part-time union employees, plus 300 student workers.

A 2018-2019 meal plan cost comparison verifies that Fredonia's meal prices are comparable to SUNY universities of similar size within the region. Fredonia offers a flexible meal option which allows students to use their meal plans at campus franchises including Tim Hortons, Starbucks, and cafes in Mason, McEwen, Tea Rex, Sprout and FREDEExpress as well as points at the C-Store. FSA continues to self operate the campus bookstore and the convenience store. The Fenton Hall dining café was converted into a plant based café and renamed Sprout Café; sales are holding steady with last year's at this time. Meal plans mimic enrollment trends—declines in enrollment equate to fewer meal plans. Consequently, FSA is operating with \$3,600,000 less revenue, or a drop of 1,100 meal plans, from 2010-2016. FSA adjusted campus spending to coincide with campus enrollment decline and continues to maintain a balanced budget. FSA's cash contributions to the campus have been \$35,047,421 between 2000-2018. Capital contributions for the same period have been \$7.3 million to University Commons, \$3.6 million to Centre Point remodel, \$450,000 to Williams Center Patio, \$287,000 to Starbucks remodel and \$4,400,000 to general capital assets.

Upcoming renovations under FSA include the Centre Pointe Food Court in the basement of the Williams Center (Willy C). The space was last updated eleven years ago and lacks the warm inviting retreat FSA hopes to achieve. The new design will incorporate Kiosk ordering technology to improve production efficiency and customer experience, improved soft seating, a more appealing façade, mini franchise stations, wood trim, new flooring, space definition and a fireplace. Work will begin in May and should be completed by August 2019.

Beginning Fall 2018, student packages are delivered to the FSA Bookstore by USPS, UPS, FedEx, DHL, and others. Letter mail continues to be delivered directly to residence halls. FSA has shipped over 10,000 packages for residence hall students since the start of the semester. FSA does not package the items, but carries packaging materials for students to package the items themselves for shipment.

Mr. Schulz said FSA does offer regular surveys to monitor students' satisfaction with campus food options and service. The most consistent complaint has been a lack of food options offered on campus.

DIVERSITY UPDATE

Diversity, Equity, and Inclusion Director Bill Boerner and Intercultural Center's Executive Director Khristian King presented an update on campus diversity.

Following a reorganization of duties, Ms. King now supervises the Intercultural Center and Multicultural Support Services, International Student Services, and Veteran's Support Services and Mr. David White serves as the Director of Multicultural Support Programs in the Intercultural Center.

Fredonia is not unique in terms of diverse identities. It's important we do a better job of creating a learning environment that encourages respect and prepares students for a culturally diverse and globalized society. To do so, a number of campus-wide initiatives were rolled out including a 23-member cultural competency institute. The mission of the institute is to engage leaders in helping to create a more inclusive campus atmosphere. Julie Bezek and Dr. Boerner offer Title IX training to students, faculty and staff. The training includes the introduction of new regulations focused on sexual harassment. A "chosen name" option is offered to students preferring not to be identified by their birth name. The general education program, Fredonia Foundations, requires students to take courses that introduce them to different cultural beliefs. A SUNY Performance Improvement Fund provides financial support for diversity training; Fredonia received \$55,000 in funding. A joint taskforce was recently appointed to review current campus search guidelines with renewed attention on implicit bias training and oversight of search processes from Affirmative Action. Mr. Boerner said it's important we ensure that search committees are being supportive of diversity an inclusion.

Ms. King agreed that the retention of students of color at Fredonia continues to be a challenge. The campus hopes to do a better job of providing support to all students including active duty service members and veterans. Fredonia currently offers three veterans scholarships: Fredonia Veterans Scholarship, Robert E. Rie Scholarship, and Marine Gunnery Sergeant John David Fry Scholarship. To better acquaint herself with veterans services, Ms. King will attend a veterans service training this fall at SUNY New Paltz. A Veterans Remembrance Ceremony will be held on November 9 at 3:30 p.m. in the Williams Center multipurpose room. College Council members were invited to join in the celebration of honoring local veterans and their family members. The highlight of the event will be the presentation of the annual Fredonia Veterans Scholarship. A military service members' entrepreneurial network breakfast meeting will be held at the Fredonia Technology Incubator on October 24 at 9:00 a.m.

Council member Russell Diethrick asked if bullying is an issue on campus. Ms. King said bullying has transformed into an online generational problem.

PRESIDENT'S REPORT

Monday Presidential Updates from August 20 through October 1 were referenced by President Virginia Horvath. Details about PEPRE, initiated in 2011 through a governance process, were provided. PEPRE will be used to evaluate and eliminate programs including low demand non-academic programs and services. Data to support the recommendations was gathered by Institutional Research, Planning, and Assessment.

VICE PRESIDENT FOR ACADEMIC AFFAIRS

As noted by Vice President Terry Brown, the campus continues to fill positions where there is stable or continuing growing. Sixteen faculty tenure positions were approved this academic year by Cabinet. These are critical and essential positions needed to fulfill students' academic needs. Provost Brown assured Council members that Fredonia continues to attract quality candidates for vacant positions.

Fredonia is reinventing its educational leadership program as a result of the continued demand for well-prepared teachers. Education majors make up a significant portion of Fredonia's student population. There's a big demand in Chautauqua County, as well as out of state, for well-trained teachers.

Searches are underway for the Dean of the School of Business and the Dean for the College of Visual and Performing Arts. Dr. Brown anticipates that both positions will be filled by August 2019. The Dean of the School of Business search was re-launched after an unsuccessful search last year. The Dean for the College of Visual and Performing Arts search was initiated after Dr. Ralph Blasting announced his 2019 retirement.

ACADEMIC PROGRAM PLANNING

Dr. Brown explained the three-level approval process academic majors go through before registering with the New York State Education Department. The process can take up to six months to a year before approval is received by SUNY and NYSED. Evidence must demonstrate there's a demand in the workforce for a particular field of study. Campuses must also prove that they have adequate faculty and resources to offer the program. As we continue to evaluate programs on our campus through the PEPRE process, there will be additional programs deactivated. Students enrolled in a deactivated program will continue in the program until completion.

College Council members praised Dr. Brown for her good work in spite of the budgetary challenges her division and the rest of the campus face.

ADVANCEMENT, ENGAGEMENT, AND ECONOMIC DEVELOPMENT

As part of a reorganization plan, the Division of Engagement and Economic Development merged with the Advancement Division in July. As highlighted in the organizational chart, Betty Gossett will serve as Associate Vice President and Executive Director of the College Foundation while Kevin Kearns assumes the role of vice president for that division.

Engagement and Economic Development (ESD) co-sponsored the Fredonia American Democracy Project (ADP) to encourage civil engagement and student voter turnout. ESD continues to work on a joint venture with the City of Dunkirk and the Village of Fredonia to rebrand Central Avenue. The City of Dunkirk received a revitalization grant to support this initiative. The Fredonia Technology Incubator

(FTI) continues to host art exhibitions featuring community and campus exhibitions. College Council members were encouraged to visit the exhibits. A veterans entrepreneurial breakfast meeting, to assist fledgling veteran entrepreneurs, is planned for November. FTI applied for funding through the NCCF Community Grants Program to support equipment for the multimedia innovation design studio. FTI also applied for funding under the U.S. EDA's 2018 i6 Challenge and five-year funding under the New York State Business Incubator Program.

Career Development has increased the number of available jobs and internships in FREDNetwork to over 2,200 jobs. In the last quarter, Career Development has developed over 800 new employment opportunities for students and alumni.

Under the leadership of Ted Sharon, Venture Productions successfully graduated from FTI and will be relocating to 500 West Main Street in Fredonia. With the assistance of a \$500,000 grant, Professor Sharon plans to renovate the building and expand his highly innovative, original and affordable entertainment, digital medial, and high quality dramatic education business. L2 Engineering D.P.C., a woman-owned small business for federal contracts, also graduated from FTI and continues to operate out of a residential location.

UNIVERSITY ADVANCEMENT

Mrs. Betty Gossett announced that the Fredonia Foundation *Nurturing Innovation Campaign* reached \$15.4 million. She's confident the campus will achieve its goal of \$20 million. Campus endowments are up to 508 and over \$2.6 million was awarded this year in scholarships and program support. A well-received Scholars Breakfast was held on September 29 with over 1,200 benefactors, students, and family members in attendance. Foundation endowments average 8% and approximately 4.5% is allocated in scholarships. Franklin Properties (Star building) recently sold and the net profit to the campus is \$302,000.

As the result of a generous gift by the Lenna Foundation, the President's conference room was renamed the Reginald A. and Elizabeth S. Lenna Conference Room. A dedication ceremony will be held at a later time.

Exciting news was shared about the revitalization of AgriAmerica's fruit processing expansion on Water Street in Fredonia. The new initiative, which received financial assistance from the County of Chautauqua Industrial Development Agency, partially replaces the grape market loss which resulted in ConAgra's grape intake reduction. The new facility plans for a stable market of 7,500 tons of grapes.

Alumni Affairs had a busy summer with numerous events. The annual Alumni/Foundation golf tournament was held at Shorewood in July and approximately \$7,000 was raised for campus scholarships. Planning continues for upcoming Homecoming events and a mini Maker's Faire.

New legislation now requires that campuses submit an annual Title IX on sexual harassment report to the Department of Education. The report does not identify individual victims, nor is Dr. Boerner responsible for authenticating the complaints. To better understand new NYS compliance regulations, Dr. Boerner will attend two Title IX trainings on complaints and investigations this fall.

ENROLLMENT AND STUDENT SERVICES

Dr. Cedric Howard reviewed campus enrollment. Based on Fall 2018 census numbers, full-time new students are up by 52 or 1,180 total. Likewise, transfer students are up by 13 or 322 total. Graduate students are down by 18 or 82 total and the honor student population increased five percent. Transfer student numbers haven't changed much, but they've improved from last year. Overall, Fredonia has academically maintained the same quality of students. Dr. Howard attributes these positive numbers to changes made in Fredonia's admission's process. Previously, the admission's review process took 30 days to complete; now takes five days. Academic deans are also much more engaged in the strategic enrollment process for recruiting and retaining students. Enrollment and Student Services continues to work closely with Academic Affairs on addressing student retention which has dropped from 79% to 73% between 2015 and 2017. The campus has set a retention goal of 78% for this coming year. The approximate decline in students from the first year to the second year is only about 300; majority of students leave their third and fourth year. Follow up surveys are conducted periodically with students who choose not to return. The State University of New York at Fredonia's Fall 2019 headcount has been set at 4,950.

Chairman Pagano said the Council is very concerned about Fredonia's retention. He recommended a full-time retention officer be hired to assist with retention efforts. Dr. Howard addressed the Council's concerns by noting the three changes which have already been made to address retention.

1. Reorganization of Multicultural Affairs has led to the promotion of Khristian King. Ms. King will oversee the Multicultural Affairs office and David White will serve as Director of Multicultural Support Services, reporting directly to Ms. King
2. Restructuring of the SEM process will result in a quicker response to retention issues.
3. Addressed a controversial student organization need and made changes to academic advising and the campus tutorial program.

Dr. Howard noted that most non-returning students are in good academic standing and chose not to return for personal or financial reason.

The campus introduced Starfish, a computer interface program, to be more supportive of students in need. The system allows faculty and staff to communicate more efficiently when they suspect a student is in need of support. Over fifty percent of faculty utilized the interface system.

Cabinet members agreed to focus on campus retention needs and efforts at the December College Council meeting.

The number of Excelsior student admits increased this year over last. Fredonia currently has the highest percentage of Excelsior students in SUNY and CUNY.

The Council thanked Dr. Howard and his team for successfully spearheading the remodeling of the Pucci Room, Admissions office, and the Dods Hall gymnasium.

FINANCE AND ADMINISTRATION

The Finance and Administration division realigned positions and expenditures to more appropriately align with divisional costs and funds. Expenses have been separated from state, DIFR, FSA, IFR and SUTRA. The 2018-2019 operating base budget is \$55.5 million; comprised of \$13 million in New York State support and approximately \$33 million in college revenue. The revenue portion is based on a yearly head count of 4,700 students. Although lower headcount numbers affect the budget, the largest part of the shortfall is due to expense patterns from previous years and unfunded negotiated salary increases. The 2018-2019 shortfall is approximately \$9.7 million. The remainder of campus Strategic Investment Reserves (\$3,715,594) will be utilized this year, plus other types of funding to support the shortfall. A \$7.9 million reduction target has been set. We hope revenues will better align with expenses to become fiscally neutral by 2022.

Council member Cynthia Ahlstrom requested that acronyms such as SUTRA, IFR and OTPS be spelled out in future reports.

Campus cost reductions for the 2018-2019 fiscal year are \$4.9 million. Each division was given a target and asked to make permanent cuts. Dormitory Income Fund Reimbursable (DIFR) funding was utilized this academic year to offset some of the budget shortfall. Residence halls have been managed properly and monies not spent can be regenerated annually into residence hall upgrades, or in this case, to offset the budget deficit.

Payments from New York State for the Excelsior program were not sent to the campus until July. Students who do not meet the Excelsior program requirements, are rebilled through New York State Collections. As of date, Fredonia has not experienced any non-Excelsior reimbursements even though a small percentage of students did not complete the Excelsior requirements. Information Technology, Financial Aid, and Student Accounts worked collaboratively to ensure Excelsior scholarship funding was processed in a timely manner. Fredonia was the first SUNY campus to receive a sizeable reimbursement.

INFORMATION TECHNOLOGY SERVICES

Information Technology Services is in the process of upgrading Banner from 8 to 9. A DUO authentication system was rolled out over the summer to 450 employees.

The system provides extra security protection by engaging a federal and state mandated duo multifactor login system. It's now necessary to use a second device, such as a cell phone or fob to sign onto a state-owned device. The President's Cabinet and Provost's Council were the first to test pilot the new security feature.

To meet NYS compliance requirements, Fredonia launched a PCI DSS credit card project. This next-generation card encryption technology will protect end-users from fraudulent usage.

By June 30, 2019, the campuses telephone system will be fully upgraded to a Voice Over Internet Protocol (VoIP). The project will enhance Fredonia's Disaster Avoidance and Business Continuity capabilities. Once complete, computer users will not be affected by future power outages because a secondary system will kick in. ITS also worked closely with Dr. Robert Deemer to get an expanded university policy library up and running on the Fredonia website. Forty security cameras were replaced on campus, allowing for 205 public viewing locations across campus.

INSTITUTIONAL RESEARCH, PLANNING, AND ASSESSMENT

Institutional Research and Planning finished the compilation of data for PEPRE.

Fredonia moved up six places in the 2018 Best Colleges and Universities in America Rankings in *US News and World Report*.

Council member JoAnn Niebel questioned how the campus will handle the legalization of marijuana. Dr. Horvath and Cabinet agreed that this is a topic that should be addressed at the next College Council meeting.

A motion to adjourn was made by JoAnn Niebel and seconded by Joseph Johnson. The Council meeting concluded at 4:22 PM.

Respectfully submitted,

Denise Szalkowski, Fredonia College Council Secretary