

**THE STATE UNIVERSITY OF NEW YORK AT FREDONIA
MEETING OF THE COLLEGE COUNCIL
MAJOR ALICE CONFERENCE ROOM, 3RD FLOOR, SCIENCE CENTER
DECEMBER 13, 2017**

Present: Cynthia Ahlstrom, Richard Alexander, Stephen Keefe, JoAnn Niebel, Frank Pagano, Joshua Ranney

Guests: Connor Aitcheson, Terry Brown, Betty Gossett, Cedric Howard, Kevin Kearns, Michael Metzger, Stephen Rieks, Jeffrey Woodard, Xiao Zhang

Absent: Michael Cerrie, Robert Deemer, Russell Diethrick, Virginia Horvath, Joseph Johnson, Brian Masciadrelli, Marion Olivieri

MEETING CALLED TO ORDER

The College Council meeting was called to order at 2:18 PM.

APPROVAL OF MINUTES

The College Council minutes of September 27, 2017 were approved without modification with a motion by Richard Alexander and seconded by Stephen Keefe.

INTRODUCTION OF NEW SA PRESIDENT

Joshua Ranney thanked the College Council for their support. He introduced and welcomed incoming Student Association President Connor Aitcheson.

A Spanish Adolescence Education major, Connor is excited about serving on the College Council. He's a graduate of Dunkirk High School and Jamestown Community College and is currently in his fourth year at Fredonia.

INTRODUCTION OF NEW SECRETARY, PRESIDENT'S OFFICE

Following a three-year clerical vacancy in the President's Office, Denise Szalkowski announced that Dawn Hunt was appointed in October as Secretary 2. Mrs. Hunt will provide secretarial support for the Office of the President, Diversity, Equity, and Inclusion, and the Office of Institutional Research and Planning.

STRATEGIC ENROLLMENT MANAGEMENT UPDATE

Dr. Cedric Howard explained that the campus is in the midst of its primary recruitment season. Over 50% of Fredonia applicants apply to Fredonia between early fall and December 15. From a recruitment perspective, it's a critical time for Admissions. In comparison to last year at this time, applications are running ahead by 16%. There has been a 5% increase in the number of students planning to attend Fredonia with 1,100 students already enrolled.

Dr. Terry Brown said it's critical that recruitment and retention work together to keep the student success continuum moving forward. For the past three semesters, the campus has been reaching out to students who have not re-registered for classes, but are in good standing. Department chairs and advisors intervene and the efforts are proving to be successful in Fredonia's retention efforts. Dr. Brown explained that students are most apt not to return because of financial issues or low GPA. By presenting data provided by Institutional Research and Planning, Dr. Brown continues to keep Senate informed about retention. Recent retention data gathered from the period Spring 2017 to Fall 2017 shows 411 qualified students, 61% in good standing, not returning to Fredonia. Fifty percent of these students were either juniors or seniors. Out of the 411 students, 183 students transferred to 67 colleges and universities, primarily in New York State. The top three SUNY colleges where students transferred were: Erie Community College, University of Buffalo, and Jamestown Community College. Students opting to attend University of Buffalo generally had a 3.0 or higher GPA. We continue to search for a pattern of why students do not return to Fredonia. A number of variables have been identified including curriculum issues within departments. We will continue to implement strategies to retain students including a renovation to Reed Library and Jewett Hall. Basically, this project will transform two adjoining buildings that are aligned with the Williams Center into a corridor of student support services. Reed Library will be renovated to house an academic commons and Jewett Hall will be renovated to house a one-stop student center. Fredonia will work with Brightspot Strategy to engage the campus in conversations about the vision of this project. Conversations have already occurred across campus with students and focus groups to collect data on how we should define student success and how we should deliver support to students.

Chairman Frank Pagano thanked Drs. Brown and Howard for their good recruitment efforts.

The Council asked if there's any correlation between students leaving Fredonia and those returning to their hometown or to a warmer climate. Dr. Howard said it's highly unlikely that students are choosing a warmer climate since many continue to reside in western New York. Dr. Brown added that we need to focus our time and energy on supporting students. As a result, we've hired another advisor and Academic Affairs is prioritizing positions that have direct contact with students.

In response to how the campus is able to get student feedback, Dr. Howard explained that two primary mechanisms have been implemented. Starfish Early Alert, a software tool, was designed to help faculty communicate academic progress concerns with students, identify resources, and provide feedback on improved progress. It is used to flag at risk students. A care team (behavior Intervention) meets monthly to evaluate students outside of the classroom. The two mechanisms are cross functional and provide support for students. Dr. Howard clarified that advisors are available to assist

with academic issues and counselors are there to assist with emotional problems. Ms. Nicole Hohenstein serves as the Early Alert Coordinator/Academic Advisor.

STRATEGIC PLAN UPDATE

As co-Chair of the Strategic Plan, Dr. Brown explained that the committee was appointed in 2016 to evaluate the existing plan and to develop a new strategic plan for 2018-2023. The new overarching plan will build on the Power of the Fredonia Strategic Plan and operational planning processes such as the Strategic Enrollment Management Plan (SEM); Diversity, Equity, and Inclusion Plan (DEI); International Plan; Facilities Master Plan; and Applied Learning Plan. The plan will center around five themes: Student Experience, Scholarship and Creative Activities, Growth, Equity and Culture and Environmental Sustainability. The plan will guide our institution over the next few years. The Fredonia Strategic Plan will be completed over two phases. The plan was developed and approved, with one modification, by University Senate this semester and implementation of performance metrics by academic units and administrative programs will be completed in Spring 2018. Strategic Plans are traditionally five-year plans, but the approved plan will be a four-year plan to align with the Middle States reaccreditation process.

UPDATE ON SEARCHES

- Following the retirement of long-serving Athletic Director, Gregory Prechtel, Jerry Fisk was appointed Director of Athletics and Recreation following a national search. The recent search resulted in the candidacy of three sitting athletic directors. Mr. Fisk previously served at Elmira College as Assistant Director of Athletics and Event and Facility Operations. Mr. Prechtel continues to be involved with the Blue Devil Booster Club.
- The Vice President for University Advancement search is being co-chaired by Terry Brown and Susan McNamara. There's a strong pool of candidates and interviews will begin in January with an offer in early February. In the meantime, Betty Gossett will continue to serve as Interim Vice President for University Advancement.
- The Dean for the School of Business search, chaired by Dr. Andy Karafa and Dr. Linda Hall, is drawing a lot of interest. Applications will be reviewed in mid January and the incumbent is expected to begin before the start of the 2018-19 academic year.

Additionally, there are a number of ongoing tenured faculty searches in progress.

STUDENT ASSOCIATION REPORT

Joshua Ranney provided his final report. In addition to the appointment of Connor as Student Association President, Hannah Apthorpe was appointed Student Association

Vice President. Now in the last week of classes, business in the Student Association is winding down and work will begin soon on the budget.

UNIVERSITY SENATE REPORT

Dr. Brian Masciadrelli was unable to attend today's meeting so Council members were referred to the Senate report in their packets.

PRESIDENT'S REPORT

On behalf of President Virginia Horvath, Dr. Brown provided the President's Report. The campus plans to increase campus diversity training due to recent unrest and diversity concerns. Most recently, a series of students brought diversity issues forward which led the President's office to host two open forums for faculty, staff, students and community members. More than 60 people attended. An initiative is moving forward to provide diversity training for every department on campus with a long-term goal of developing a cohort to lead training. A proposal was submitted on November 27 to Chancellor Johnson to support training. We expect to hear back soon.

Chairman Pagano asked Bill Boerner if there has been an increase in the number of harassment complaints following recent complaints in the national news. Mr. Boerner confirmed there has not been an increase. Discriminatory complaints must be taken seriously no matter what the bias students are dealing with. We need to be understanding especially with students who are vulnerable on our campus. We realize we need to review the structure of diversity on campus and we plan to offer more extensive training. It's our obligation to take action if necessary. Some students have expressed diversity concerns with local merchants. Carrying the burden of an under-represented group can be very complicated and difficult to navigate. Fredonia strives to provide an inclusive environment and welcomes everyone's beliefs and values. The Diversity Office helps students identify their identities and encourages a respectful society. Diversity training is incorporated into student orientation as well as residence hall training and programming which is assessed on a regular basis. College Council members expressed an interest in attending diversity training and Mr. Boerner agreed to provide training over the summer.

Although a complaint may start in the Diversity Office, Student Engagement serves as the court system in the process. Student Engagement handles all sanctions by administering notification of charges and addressing them through the jurisdiction process.

After receiving funding from SUNY, the campus is moving forward with a *Destination to a Dream*, program that will allow students to seamlessly transfer from Jamestown Community College to Fredonia. The collaboration will offer a pipeline from a two-year university to a four-year university. As explained, some students do not have the GPA for admission to Fredonia, but the pathway opens the door to students with a 2.0 GPA or higher. Successful students will receive an associate's degree from JCC and a

bachelor's degree from Fredonia. A benefit of the program is that it allows residence in the region to take advantage of local institutions and it also aligns with Fredonia's SEM Plan.

The new general education program, Fredonia Foundations, will become effective Fall 2018. Dr. Brown anticipates students will be excited about the new series of courses to be offered in the fall. As a clarification point, students do apply for their major at the time of registration.

ACADEMIC AFFAIRS REPORT

Vice President Brown said the campus has not conducted an analysis of employee retention. Going forward, we need to desegregate employment data by gender and race. Unfortunately, we haven't had a strong employee retention rate. We need to identify and develop employee retention goals. Mike Metzger will ask Human Resources to generate the data so that Terry Brown and Bill Boerner can review it and report back to the College Council at the next meeting.

Fredonia continues to look at reducing the number of majors so resources can be better allocated to meet student demands.

ADMINISTRATION AND FINANCE REPORT

Vice President for Finance and Administration, Michael Metzger, announced the campus will not receive Excelsior funds until January. Before funding is released, it's necessary for the campus to verify that eligible students reach a milestone including GPA and credit hour completion. Mr. Metzger said it's a 365-day program since students have that many days to complete 30 credit hours and to maintain a 2.0 grade point level before being billed. If a student does not meet the requirements, we have the option of moving their past due payment to collection which then goes to the Attorney General's office. If it does go to the Attorney General's office, the campus will not receive funding. We have concerns that this will only add to Fredonia's debt since we hold these students in arrears and then bill them. Fredonia covers the financial costs if payment is not made in time. Essentially, we are billing students who do not have the financial means to pay. It's critical we have reserves set aside for this purpose. At this point, we do not have any idea how many students will not meet the Excelsior criteria. This past semester there were no credit hour requirements attached to the program, however; next semester the credit hour requirement will be implemented. The campus has been proactive in raising awareness with advisors and students and Financial Aid has done a great job of communicating this information. It's important we encourage students not to drop a course midway through or they risk taking on too many classes to make up for the shortfall. The campus has taken steps to align the academic schedule (spring and fall) with summer and J-Term schedules. Dr. Howard clarified the Excelsior process is separate from the Admissions process and has no impact on acceptance to Fredonia. Dr. Howard added that the vast majority of SUNY students who qualify for

Excelsior are middle-class. The program has added additional campus administration work due to billing.

Administration will propose a zero based budget methodology for the next academic year. Additionally, a campus Space Management Committee was appointed to assist with future planning. Future projects will be prioritized and built into the campus plan. The committee consists of subcommittees for co-curricular and learning.

Following a meeting on November 28 with the SUNY Construction Fund, lead architects, and Fredonia leaders, three user groups (faculty, staff, staff from Computer and Information Sciences, Geology and Environmental Sciences and Psychics) met to discuss the plans for Houghton Hall. Internal work on Houghton Hall will begin in January with asbestos abatement and demolition. In the spring, work will begin on the façade including brick and window replacement. Completion is expected to be 2020. Some of the space in the building will not be developed, but will be reserved for future use. Construction of a new Admissions building has been removed from the table.

Utility rates (water and sewer) reflect the rate when the bill was paid.

Park and Ride ridership is down because of good weather.

Erie Dining Hall was taken off line five years ago and we're now cleaning it out since it has been used for storage. No decisions have been made yet for the future use of the building. We're accessing the work that needs to be done in Erie following water damage. We need to secure the building and make sure it's structurally sound. Feedback on the future use of the building will be gathered from staff and students.

DIVERSITY, EQUITY, AND INCLUSION REPORT

Working collaboratively with the Intercultural Center, International Education, and the Professional Development Center, the Office of Diversity, Equity, and Inclusion launched a Cultural Competency Institute. Carnahan-Jackson Humanities recently awarded funding to support this initiative. The cohort-based training for faculty, staff and students, was made available during three workshops this fall. Three more workshops will be held in the spring. It's the responsibility of cohort members to devise solutions for implementation on campus. Future plans are to include community members and businesses.

ENROLLMENT AND STUDENT SERVICES REPORT

Last week members of Enrollment and Student Services met with members from Administration to discuss relocating Admissions. Twenty Admissions staff members will be relocated from Fenner House to the 6th floor of Maytum Hall. By working in the same space, they'll be able to create a synergy. Campus tours will begin and end in the

Williams Center and one room will be identified as a presentation room. Signage will be implemented as necessary. The move will occur during winter break and no plans have been identified for Fenner House since it has structural issues. Although the relocation was not initially budgeted for, there had been previous discussions to combine graduate and undergraduate admissions. Reserved funding will be utilized from the new welcome center to perform this consolidation move.

Vice President Howard and his staff will be relocating from the 6th floor of Maytum Hall to a second hall floor suite in Fenton Hall. The space became available after the Marketing and Communications team relocated to Gregory Hall. The former Print Shop was renovated for the new office suite for Marketing and Communications in Gregory.

ENGAGEMENT AND ECONOMIC DEVELOPMENT REPORT

Vice President Kevin Kearns announced that Engagement and Economic Development is partnering with the Chautauqua County Mental Health Services to provide *MyStrength* (www.mystrength.com) online wellness resources and training to faculty, staff, and students. The program will support the Counseling Center with web and mobile resources. The resource will be available at no cost to the campus.

A recent feasibility study by Core Distinction Group LLC has identified the need for additional boutique style housing to support campus visitors and potential tourism.

Science faculty and chairs have been working with TimberFish Technologies (TFT), an eco-based mass producing sea food industry located in Westfield, NY. Several students have been offered internships at the facility this spring. TimberFish recently enclosed its facility to remain in operation year round.

Approximately 2600 visitors participated in 250 events at the Fredonia Technology Incubator since the beginning of this academic year. The Arts and Business Luncheon Series has been well received and FTI co-sponsored a colloquium in November entitled, "Realist Evaluation of Manchester Youth Justice Service in England: Reducing Recidivism."

UNIVERSITY ADVANCEMENT REPORT

Interim Vice President for University Advancement provided an update on the Foundation's financial status. Year-to-date receipts have increased by \$877,655 over last year at this time. Year-to-date online receipts increased by \$24,860 from last year. Ms. Gossett attributes the increase to several generous estate planning gifts.

A public announcement of the Fredonia **Nurturing Innovation Campaign** was rolled out at the October Gala and runs through 2020. The \$20 million Campaign total has already reached \$14.1 million, and she expects year-end contributions to boost this amount.

University Advancement continues to track donations. Marketing and Communications designed an impressive website to help market the campaign. Donors may be deterred from donating due to the recent proposal not to tax charitable gifts.

The Foundation continues to work with a local real estate firm to market the former Cliffstar building. As this time, no acceptable offers have been received. The selling price has been lowered. Annual maintenance on the building is approximately \$45,000 a year; \$170,000 of maintenance fees have been put out since the college assumed ownership of the building.

Chairman Pagano thanked Ms. Gossett for her dedicated work as Interim Vice President.

A motion to adjourn was made by Stephen Keefe and seconded by JoAnn Niebel. The Council meeting concluded at 4:10 PM.

Respectfully submitted,

Denise Szalkowski, Fredonia College Council Secretary