

**THE STATE UNIVERSITY OF NEW YORK AT FREDONIA
MEETING OF THE COLLEGE COUNCIL
PRESIDENT'S CONFERENCE ROOM, 118 FENTON HALL
MARCH 1, 2017**

Present: Richard Alexander, Michael Cerrie, Stephen Keefe, JoAnn Niebel, Frank Pagano (via internet), Joshua Ranney

Guests: Bill Boerner, Terry Brown, Betty Gossett, Virginia Horvath, Cedric Howard, Kevin Seitz (via phone) Jeff Woodard

Absent: Cynthia Ahlstrom, Russell Diethrick, Kevin Kearns, Brian Masciadrelli

MEETING CALLED TO ORDER

The College Council meeting was called to order at 3:05 PM.

APPROVAL OF MINUTES

The College Council minutes of December 14, 2016 were approved without modification with a motion by Richard Alexander and seconded by Stephen Keefe.

BUDGET UPDATE

Interim Vice President for Administration and Finance, Kevin Seitz, provided a campus budget update via phone. As Mr. Seitz noted, the next month will be crucial for future conversations with state officials before the budget is finalized in April. Governor Andrew Cuomo's Executive Budget includes capital funding of \$550.0 million for 2017-18, an increase of \$350.0 million over 2016-17. The Governor's budget proposal also includes rational tuition, which would increase \$250 annually, and the Excelsior Plan. There are still many unknowns about the plan, as well as opposition and talk of underfunding, in the executive budget. If approved, the introduction of the Excelsior Scholarship program would begin in Fall 2017. Qualified resident undergraduate students from households making less than \$125,000 will be able to attend any SUNY or CUNY school tuition free; however, room and board, fees, books and miscellaneous expenses will not be covered. The first-in-the-nation plan will be phased in over three years, beginning for New Yorkers making up to \$100,000 annually in the fall of 2017, increasing to \$110,000 in 2018, and reaching \$125,000 in 2019. Dr. Horvath explained that it's a last-dollar initiative for students to help close the gap between state aid, tuition assistance funds, institutional aid and any leftover dollars to cover tuition. It's consistent with our campuses interest in serving more students from Northern Chautauqua County. It will not remove other state aid from students attending private colleges, but it provides a recruitment incentive for SUNY and CUNY schools.

Between now and April 1, Dr. Horvath has two initiatives she plans to lobby for. The first is the proposed law allowing four select colleges to employ a differential out-of-state

tuition rate. The rate of students living within a certain radius would be one and a half times the rate for in-state students. Right now the out-of-state rate is almost three times more. The bill was introduced and approved in the Senate, but then died in committee in the Assembly. Dr. Horvath feels Fredonia's location makes it very competitive for a tuition differential rate. The out-of-state tuition rate would also make Fredonia much more competitive with border campuses such as Pennsylvania and Ohio which already offer in-state tuition to New York students.

Dr. Horvath has approached State Senator Catharine Young about funding for a new admissions center. This money would differ from traditional capital funding because it would go toward a new build. Senator Young initially secured some funds for the project, but Dr. Horvath hopes she can come through with more.

Chairman Frank Pagano asked how the new Federal Immigration Policy has affected Fredonia's international students. At this time, the ban on immigration from certain countries only impacts one student at Fredonia. The campus is doing everything possible to be supportive during this time of many unknowns. Dr. Horvath said, "The campus has become a place for political discussions to take place, but like "Fredonia fashion," it's being done with an open mind, not divisive arguments."

Fredonia's tuition revenue and state appropriates dropped. The campus faces a \$6,882,000 budget shortfall for 2016-17. Mr. Seitz said the reduced number of scholarship expenditures has helped, but one-time reserves and year-end savings will need to be utilized to cover the structural deficit. Based on budget projections, we should have more funding than anticipated due to delayed hires and unfilled vacancies; we may not exhaust our strategic enrollment reserves. We're hopeful the legislator will approve a tuition increase of \$250 a semester which is in the Governor's budget. We do not anticipate any additional funding to cover collective bargaining salary increases. Chairman Frank Pagano requested Mr. Seitz to forward him an electronic copy of the budget.

STRATEGIC ENROLLMENT MANGEMENT UPDATE

Dr. Cedric Howard gave a brief review on the Strategic Enrollment Management Plan. In a recent campus email, the committee released the following initiatives: growth, student experiences, culture/climate, scholarship, equity/inclusion, and sustainability.

Fredonia will adopt Starfish Early Alert to use as a retention tool. It's an online risk intervention tool that helps faculty and staff communicate with students on campus. Staff, advisors, and instructors will be able to use the tool to send a "call to action" message if academic performance and attendance become a concern. The program will also allow students to ask for help – especially when they are unsure who to ask.

Based on enrollment numbers, Fredonia is up 11 percent from last year. We've had very good feedback about our Open Houses. We've introduced many new and creative

ideas such as a piano competition for prospective music students. We're looking at reports that address why students did not return between the fall and spring semester. Departments now need to provide an analysis if they are below their retention rate; then follow up with a plan to improve it. Fredonia is utilizing Early Alert and Starfish Early Alert to help identify why a student might leave. A request has been submitted to hire an additional staff member to assist with the retention process and to advise at risk students. We're creating a culture where communication and intervention is a priority. If a student fails to register, we contact them to find out why. Our goal is an 85 percent retention rate.

Fredonia's strategies to address the decline in enrollment are to change the recruitment process, encourage students to visit exit 59, and perfect open houses. All are being applied to help with recruitment and retention. Fredonia has dedicated \$50,000 to outreach efforts and new marketing. Director of Marketing and Communications, Jeffrey Woodard, said he's worked closely with the admissions team on marketing and website development. Dr. Howard explained how the timeframe for acceptances of qualified prospective students was changed from four weeks to four days. Fredonia's current enrollment numbers are close to 2011 numbers, which is the highest we've seen of students paying their confirmation fees already. He noted that confirmed students are much more likely to attend. The accelerated acceptance is giving admissions counselors much more time to create deeper relationships with prospective students.

Admissions is trying to excite students about Exit 59 by enticing them with a new website and a virtual campus tour. Since Jan. 30, the website has had over 1,500 visitors and the average visit was eight minutes with a 12.5 conversion rate. Meaning out of the total number of visitors, 12.5 percent either scheduled a campus visit or opted to learn more about Fredonia. The new website also generates a survey to gather information for recruitment efforts.

Admitted student events attendance has increased. We're experiencing a resurgence of participation. Fredonia held ten regional admit events across New York State and not one event had less than 200 participants. The most recent Open House had over 250 student participants. Fredonia now offers a 15-minute mock class as part of the open house experience. This gives prospective students an idea of what it would be like to be a student at Fredonia. Fredonia now counts the number of accepted students and deposits instead of estimating the number of received applications.

Social media marketing is definitely helping to recruit students to Fredonia. Last Monday the campus spent just over \$100 on a Snapchat geo filter, "Fredonia Open House," and received over 11,000 views of that filter. This is a much more effective and economical way to promote the State University of New York at Fredonia.

Two athletes will be representing Fredonia at the NCAA Nationals in Houston. Additionally, Multicultural Weekend will be held the third week in March and we

already have triple the number of students registered from New York City, Long Island and Buffalo. One-third of those students are eligible for scholarships. The Fredonia Honors program reached full capacity, but we decided to allow additional students into the program. Dr. Howard said, "We have some of the best and brightest students considering Fredonia in ways we haven't before."

President Horvath thanked the vice presidents and their divisions for their good work and willingness to shift perspective and focus on things that make a difference to the students.

PRESIDENT'S REPORT

President Virginia Horvath said the campus has been focusing on the *Right Serving, Right Sizing* process. This process encourages divisions to review where they're investing their money. Fredonia is approaching things differently and we're looking at academic programs to see if they're still efficient and are leading to results. Departments are cooperating and are expected to submit a report by May. University Senate and Planning and Budget have also been engaged in the *Right Serving, Right Sizing* process.

Fredonia Foundations is the new general education program for the campus. It will be up and running in fall 2018. Faculty have already begun to develop their new courses. The Fredonia Foundations Transition Team created a Google site to offer information about the curriculum development process, timeline, program, and resources.

The Vice President for Finance and Administration search is progressing with candidates expected to interview on campus in April. College Council members were encouraged to participate in the open interview sessions.

Drs. Cedric Howard and Nancy Boynton were appointed co-chairs of the Strategic Planning Committee. They've developed a strategic vision and are now in the information gathering phase. They expect to begin writing their report in April.

Exciting discussions are taking place on the Central Connections initiative. A committee has been appointed to meet monthly and has begun to look into grant writing. By this summer Dr. Horvath expects to see things taking shape.

In 2017 Fredonia will celebrate its relationship of 150 years with the Village of Fredonia. Dr. Horvath has convened a small working group to plan an event to recognize this celebration. The committee proposed an annual Founder's Day that will commence with a kick off next fall at the Village of Fredonia Opera House. College Council members were encouraged to join in the celebration.

STUDENT ASSOCIATION REPORT

Student Association representative Joshua Ranney said he's been meeting with Dr. Howard about student fees and how to make them more transparent to students. Mr.

Ranney attended the SUNYSA Presidential Summit in Albany where he networked with other SUNY Student Association presidents and shared concerns on how to best represent SUNY students. Fredonia's Student Association is a model of other SUNY campuses, and Fredonia has been invited to share its statutory guidelines. Mr. Ranney added two new positions to his Student Association Cabinet including a General Assembly Representative and a Constituted Group Representative. He's working with members of the President's Student Cabinet to solidify membership of that committee and hopes to encourage more active and consistent participation. The process of appointing members to the President's Student Cabinet is also being reviewed. Student Association is currently developing a promotional video to highlight their involvement on campus.

UNIVERSITY SENATE REPORT

In Brian Masciadrelli's absence, College Council members were encouraged to review Chairman Masciadrelli's report which addresses the Senate's role in the *Right Serving/Right Sizing* process.

DIVERSITY, EQUITY, AND INCLUSION REPORT

Diversity, Equity, and Inclusion Director Bill Boerner reported that the Diversity, Equity, and Inclusion Strategic Plan was submitted to SUNY and the campus now awaits feedback from SUNY which he expects sometime this spring semester. On February 6, University Senate approved the "Chosen Name Policy" for Fredonia. The policy allows students and staff to identify themselves with a different first name for campus purposes, rather than given birth name. There is still much work to do to implement the change since our campus operating systems are not compatible with making this change in Banner.

Spearheaded by Sandra Lewis and the Professional Development Center, the campus is engaged in the creation of a diversity quilt. The quilt will be a representation of the uniqueness of the campus. Faculty, staff, and students have been invited to participate by creating their own block for the quilt. Each block will represent that individual's identity, background, or culture. Thirty blocks have already been received and key players have been identified on campus to assemble the quilt. The project is sponsored through a grant from the Carnahan Jackson Humanities Fund.

Campuses are eligible to submit two grant proposal for *Explorations in Diversity and Academic Excellence* totaling \$10,000. The deadline to submit proposals to the Diversity Office is March 10 with a campus submission deadline of April 14. Projects eligible for funding include improvements to campus climate, access and success for students, course development and pedagogical innovations, conferences and symposia, film and speakers' series, recruitment and retention of diverse faculty, campus-community dialogues, campus surveys and other comparable programs.

UNIVERSITY ADVANCEMENT REPORT

Interim Vice President Betty Gossett announced the Foundation is seeing transformational monetary commitments like never before. This year the Foundation plans to roll out Fredanthropy earlier so as to build up the excitement. Everyone can expect to hear more about this initiative in April. The brick pathway supporting student scholarships and has been a huge success, and we're hoping parents will be excited to purchase a brick for their graduating senior. Inscriptions can include a name and class year. The brick walkway is located near the Williams Center patio area.

ENGAGEMENT AND ECONOMIC DEVELOPMENT

After receiving Cabinet support, the Division of Engagement and Economic Development established a Program Evaluation Center to be supported by extramural funding. Vice President Kevin Kearns anticipates the center will provide student training and research opportunities for students. The center will also allow us to play a role in the evaluation of mental health, substance abuse, and social services throughout the county and state.

The Arts and Business Luncheon series will continue at the Incubator with two exhibitions and receptions scheduled this spring. AT&T has again offered funding to support the FTI Student Business Competition. Now in its second year, students will have an opportunity to compete for prizes including space in the Incubator and mentoring for a year. Likewise, the Incubator will collaborate with the Applied Professional Studies Department to coordinate the AT&T High School STEM Exploration Program. This is a great opportunity to bring high school students to the campus.

As a way to improve democratic engagement, increase student voter participation, and encouraging students to continue a lifelong commitment to being informed and active citizens, the campus rolled out an All-In Campus Democracy Challenge. The challenge recognizes postsecondary campuses committed to improving democratic engagement and exemplary efforts in getting students to vote and become committed citizens.

Discussions with Athenex and Fredonia continue with Athenex showing a great interest in our academic programs. Athenex has already posted an RFQ for a full service design builder for their facility.

Fredonia welcomed Empire State College (ESC) to the Incubator. The Incubator will serve as a temporary space for ESC until a permanent one can be identified on campus. Fredonia also continues to engage in ongoing conversations with Jamestown Community College and ESC on ways the three campuses can work collaboratively.

Democracy 101 was developed on campus to provide a place for informal talks by Fredonia faculty. Faculty provide contexts and explanations about topics in the news and then follow up with an open discussion. All discussions are free and open to the public. They are held on Tuesday afternoons in Reed Library, Garden Room. A

Democracy 101 website and schedule is available on the Fredonia site. Please refer to the website for dates and times of upcoming conversations. Overall, the turnouts have been overwhelmingly successful. Yesterday's session had over 60 participants. These are not debates, but a way to model civil discourse followed by discussions respectful to all citizens. Topics are relevant and interesting and provide a great opportunity for face-to-face conversations.

A motion to adjourn was made by Michael Cerrie and seconded by Stephen Keefe. The Council meeting concluded at 4:53 PM.

Respectfully submitted,

Denise Szalkowski, Fredonia College Council Secretary