



College Council Meeting Minutes

Wednesday, March 15, 2023

Williams Center S204DE

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

President's Cabinet Members Present: President Kolison, Naomi Baldwin, Maria Carroll, Michael Kelly, Michel Kouadio, David Starrett, Tracy Stenger, Karen Rohr, Vicki T. Sapp

Absent: Jeff Woodard

College Council Members Present: Frank Pagano, Richard Alexander, Cynthia Ahlstrom (Zoom), AJ Dolce, Joe Johnson (Zoom), Stephen Keefe, Richard Morrisroe, JoAnn Niebel

Absent: Ilene Thompson

Guests: Justin Rose, IT; Dr. Bruce Simon, Chair of University Senate; Lisa Eikenburg, Associate Director of Marketing and Communications (standing in for Jeff Woodard).

Meeting Called to Order

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

Approval of Minutes

There was a motion from Richard Alexander to approve the December 14, 2022 minutes, seconded by JoAnn Niebel. The minutes were approved.

Chairman Pagano introduced a new College Council member, Mr. Richard Morrisroe.

State University of New York at Fredonia College Council Meeting Minutes Wednesday March, 15, 2023 10:00 a.m.-12:00 p.m.

Report from the President of the Student Association

Presented by Ms. Ilene Thompson, President of Student Association

A written report was provided in lieu of Ms. Thompson's attendance.

Report from the President

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

The President welcomed Mr. Richard Morrisroe to the College Council and introduced the new members of the President's Cabinet: Mr. Michael Kelly, Vice President for Finance and Administration, Ms. Karen Rohr, Vice President for University Advancement and Executive Director of the Fredonia College Foundation, and Dr. Michel Kouadio, Chief Information Officer. The new members offered a brief introduction.

Fredonia welcomed a visit from SUNY Chancellor, Dr. John B. King, Jr. on March 6, 2023. The Chancellor met with administrators, students, student groups, and the faculty/staff, including many of our shared governance leaders. President Kolison remarked on the many positive comments made by students during the visit.

Effective April 1, 2023, SUNY Fredonia will officially be designated as a university. Fortunately, we do not need to pursue any branding changes. To maintain this status, the President emphasized the importance of continuing to build and grow graduate programs, which are part of the university designation definition. A formal announcement will be forthcoming next week, and we will celebrate this at the luncheon to recognize years of service and retirements on April 27, 2023.

The NYS budget is under discussion in Albany, and it looks favorable for SUNY. The governor has been very generous, and the two houses are also supportive. Approximately \$250M is being requested to assist with operational support of state universities. President Kolison encouraged the members of the College

State University of New York at Fredonia College Council Meeting Minutes Wednesday March, 15, 2023 10:00 a.m.-12:00 p.m.

Council to use their networks to continue advocacy for Fredonia. Many of our comprehensive SUNY campuses are facing deficits and will need this financial support.

Chairman Pagano encouraged College Council members to work with Assemblyman Andy Goodell and Senator George Borrello to help with advocacy efforts. While we do not know the specific allocations in mind for individual campuses, advocacy efforts should include the fair distribution for SUNY comprehensives like SUNY Fredonia. We also discussed the much higher level of the proposed funding compared to the funding from previous years. Council members were again encouraged to continue advocacy efforts as the funding is not guaranteed at this point until the budget is signed into law. Strong efforts are still needed.

Both houses have very recently asked that tuition increases not be considered. Instead, they proposed that \$100M for the next three years will be guaranteed for operational costs.

Appreciation was expressed by several members for the strong advocacy from shared governance members, including Bruce Simon, Chair of the University Senate, and the Fredonia University Senate members. We are also fortunate to have the support of our NYS Senators such as George Borrello.

To close out his report, President Kolison reviewed the efforts we are making to strengthen enrollment. There are many factors external to us that are impacting our campus. However, there are internal factors that we can change. We are working hard to position ourselves to be more competitive in an increasingly competitive enrollment environment. We are reorganizing the staffing in our enrollment management areas, which include the searches for a Director of Admissions and a Senior Associate Vice President for Enrollment Management, a key leadership position that will have a seat on the President's Cabinet. There were a number of vacancies that occurred over time, and we will be adding up to

State University of New York at Fredonia College Council Meeting Minutes Wednesday March, 15, 2023 10:00 a.m.-12:00 p.m.

six new positions, including admissions counselors and accepted student coaches, who will focus on maximizing the yield of students. In addition to increasing staffing, we will also be looking for a new place more central to campus for our enrollment team to do their work.

A number of other yield efforts are underway from the entire campus, and the Provost will offer more details in his report.

We discussed what strategies are used to help students decide to stay closer to home to help us recruit more students in our local area. We also reviewed how we are recruiting in a wider geographical area - Canada and out-of-state. About 5% of our students come from out-of-state, and we are working on increasing our capacity to recruit from a larger geographic area.

Members of the group contributed several additional ideas for recruiting locally, including working more closely with local educators and school districts. It was noted that the relationship building with local communities and educators has proven to be very effective based on past experiences. In addition, with a large proportion of people who move to the area from Puerto Rico, we discussed some strategies that could be helpful in creating more relationships there.

Members of the College Council asked some follow up questions of President Kolison. He clarified that the information in the slides would be shared with the council members. The physical location of the admissions and enrollment team is also key to the accessibility and in-person nature of prospective student and parent visits to campus. In addition, of the 8 vacancies mentioned, several have already been filled.

We took a moment to discuss the tuition incentives for out-of-state students: SUNY Fredonia is staying competitive for out-of-state students when considering the tuition they would pay at their home state's public institutions (in OH and PA). We should work harder to make this clear and raise awareness about this benefit.

State University of New York at Fredonia College Council Meeting Minutes Wednesday March, 15, 2023 10:00 a.m.-12:00 p.m.

We also took a moment to answer questions about instructional capacity - there are several faculty positions we will be onboarding for the Fall semester. To ensure that students have the highest quality instructional experiences, we are doing more than we have done in the last 5 years, and it is a top priority to ensure that we have the appropriate faculty in place. We clarified that the courses students need for their degrees remain available - this is not among the reasons that students leave.

We confirmed that the College Council had representation during the Chancellor's visit, and Richard Alexander, who attended on behalf of the College Council, offered an update to the members that many of the questions he had were addressed during the Chancellor's remarks.

Report from Finance and Administration

Presented by Mr. Michael Kelly, Vice President for Finance and Administration

Vice President Kelly offered several updates for the division. They are moving to a new model of book distribution. The Akademos partnership will offer service to students and faculty with less costs in staffing and stock.

In efforts to continue to underscore safety on our campus, University Police members are now using body cams when they answer a call. In addition, the buildings on campus have official addresses, and they have recently completed a project to upload these in relevant databases for emergency responders. Public safety officials can respond more quickly. The costs of these efforts are minimal, and these are examples of how we are continually increasing safety on our campus.

Fredonia has an agreement with the Civil Service to offer testing on our campus. There will be tests scheduled in April after a pause due to COVID-19. Hosting these tests on our campus is a great service to the community and our own employees:

State University of New York at Fredonia College Council Meeting Minutes Wednesday March, 15, 2023 10:00 a.m.-12:00 p.m.

This will help with the professional trajectory of current employees who can advance to new jobs and will help increase our exposure to people coming to campus to take the test.

Vice President Kelly summarized the progress of a number of construction projects: Jewett Hall renovations, Reed Library learning spaces, and Mason Hall updates.

The report for Finance and Administration was closed with a budget update. Enrollment was up for both fall and spring compared to what we budgeted. This, in addition to the graduate enrollment increases, has resulted in being ahead of budget. We anticipate achieving a balanced budget with no losses by the end of the fiscal year. Savings will come from vacancies of staff positions, savings in OTPS and additional sources of revenue are possible. Vice President Kelly answered questions about the budget numbers including the federal stimulus funds being one-time funding and how the deficit numbers are offset. The budget also includes mandatory salary increases. We clarified that there is a signing bonus for CSEA union members that is part of their contract for all state agencies, and there are no signing bonuses offered by Fredonia. Negotiated salary increases cost the campus approximately \$1M, and this is an example of ways that we need the state to help support campuses. The funding from the state is critical to help us fund these salary increases, and we emphasized the importance of the effort to help ensure the university is supported in the NYS budget process.

Report from Academic Affairs

Presented by Dr. David Starrett, Executive Vice President and Provost

We are strengthening several efforts to increase enrollments. These include continuing to build relationships with community colleges and connecting with students in community colleges in more meaningful ways.

State University of New York at Fredonia College Council Meeting Minutes Wednesday March, 15, 2023 10:00 a.m.-12:00 p.m.

We are also developing several new programs. Most recently, the MBA in Accounting and MS in Clinical Mental Health Counseling are in the process of external review and approval. To further strengthen the program array, we have a group working on assessing program health and anticipate the completion of their work in May. We are also on track to complete an Academic Program Master Plan by the end of the calendar year.

We are continuing to improve retention, especially of students who we lose between fall and spring. Fall to spring retention is a fairly standard part of university models, and we do interviews with students to learn the reasons they do not continue. We continue intensive outreach efforts to make sure we are putting supports in place where needed to retain as many students as possible.

The SUNY free application week has yielded great results in terms of applications, and we are now running ahead of our enrollment deposits from first time, first year students compared to the same point in time for the last three years. Graduate and transfer numbers are also looking very good. Provost Starrett will continue to keep the College Council members updated about these numbers.

Provost Starrett provided details about the yield efforts with some examples - he personally signed and sent over 4,000 letters to accepted students. The entire campus has been involved, and we are continuing to emphasize the role of everyone on campus in yield and enrollment efforts. There is a campus resource on "top 10" yield strategies that has been communicated to members of the campus to help faculty and staff engage with yield activities.

Provost Starrett clarified some terms - deposits represent students who confirm their intent to attend SUNY Fredonia by paying a small fee to the university. Yields mean converting accepted students into deposits and enrolled students. He also clarified that Fredonia was the first SUNY campus this year to send out acceptance packets - this tends to ensure a higher yield.

State University of New York at Fredonia College Council Meeting Minutes Wednesday March, 15, 2023 10:00 a.m.-12:00 p.m.

Another newer program we are participating in is SUNY Match, which helps students who apply to but who are not admitted to university centers connect with Fredonia. There is also a SUNY Flagship matching scholarship to help recruit students from out-of-state. In addition, we have received additional funding from SUNY to invest in recruiting students from out-of-state and other efforts such as expanding text message marketing.

Provost Starrett followed-up on the President's report on enrollment services staffing plans and reviewed the searches underway in enrollment services. We have filled multiple recruitment counselor and yield maximizer (accepted student coach) positions.

The most recent two dean searches have been successful. The new Dean of the School of Business started in early March, and the Dean for the School of Music will begin in May. We recently posted our search for a Dean for the College of Education, Health Sciences and Human Services. A total of 16 faculty searches, scheduled to begin Fall 2023, are underway.

We reviewed several ideas for recruitment strategies from the group and discussed additional efforts that we are undertaking and future activities that we will implement related to the ideas.

Report from Student Affairs

Presented by Dr. Tracy Stenger - Interim Vice President for Student Affairs

Vice President Stenger offered some highlights from athletics - we have excellent student athletes - their GPAs remain impressively high and they have earned a number of honors and award titles. The athletics staff and coaches are highly involved in recruitment efforts, especially with students in regional schools and in the number of events they host with pre-college aged students. They are also very committed to the community - as an example, the hockey team recently hosted

State University of New York at Fredonia College Council Meeting Minutes Wednesday March, 15, 2023 10:00 a.m.-12:00 p.m.

their annual fundraising event, Pink the Rink, which surpassed a historical \$100,000 fundraising mark.

The residence life staff have also been engaged with students and host a wide range of programming to support students and keep them on our campus. Dr. Stenger reviewed a number of photos and examples of the most recent and most popular events.

Vice President Stenger updated the group on the two food pantries that are supported by community members and members of the faculty and staff. These food resources and other items donated are of tremendous help to our students.

Campus Life staff work with offices across campus to support additional programming. Some recent examples included a Super Bowl Watch Party hosted by President Kolison, and a job and volunteer fair that attracted many organizations and employers to our campus to connect students to the community and opportunities for their future.

We discussed concerns raised about the condition of the outdoor track, and we confirmed that the State University Construction Fund will invest \$3M to improve the track and surrounding fields, work that is estimated to be completed by October 2024. In addition to this, we are undertaking an Athletics Strategic plan, in which we will identify areas of distinction and excellence.

Report from University Advancement

Presented by Ms. Karen Rohr Vice President for University Advancement and Executive Director of the Fredonia College Foundation

Vice President Rohr reviewed the status of their fundraising efforts and offered the latest financial summaries. Chairman Pagano encouraged the College Council members to look for ways to contribute to the fundraising efforts through the Fredonia College Foundation. Council members should be leading the way and

State University of New York at Fredonia College Council Meeting Minutes Wednesday March, 15, 2023 10:00 a.m.-12:00 p.m.

helping to support Fredonia students. The Bicentennial Fund is continuing to raise funds. They will be using some of these funds to support recruitment and retention scholarships for Fall 2023 students. Vice President Rohr encouraged all in attendance to participate in the upcoming Fredlanthropy Day, April 19, 2023.

She also updated the group that fundraising staff have been able to travel more with fewer COVID-19 travel impacts, and the staff will be working with donors in Florida and New York City in March and June. Efforts are also underway to host more alumni events across the country through our network.

They will be moving to a new scholarship management software system - this will help streamline the scholarship application and awards processes.

In terms of Marketing and Communications updates, they continue the digital advertising campaigns. They are strategically increasing efforts in regions in which our deposits are running behind.

Vice President Rohr closed her report with some updates from the Alumni Association. There are a number of new members on the Alumni Board of Directors, and the alumni office is increasing their collaboration with the admissions team to help with recruitment events.

Homecoming 2023 is scheduled for October 20-22 and will bring a number of programs to campus, such as a jazz concert, geosciences anniversary, and class reunion celebrations.

Report from the University Senate

Presented by Dr. Bruce Simon, Chair of University Senate

Dr. Simon reported that the advocacy efforts on behalf of the university have been very positive. He has been meeting with several regional and state representatives. Their petition has received a lot of attention, and they are

State University of New York at Fredonia College Council Meeting Minutes Wednesday March, 15, 2023 10:00 a.m.-12:00 p.m.

continuing with strong efforts to move forward with a coordinated campaign. Dr. Simon encouraged everyone to help amplify our voices.

The faculty and staff offered positive feedback after the Chancellor's visit - the vision that he shared during his visit was very favorable for SUNY Fredonia.

In terms of other University Senate actions, most recently, the new strategic plan framework was approved. They are also working on many new programs, and the new B.S. in Financial Economics and Data Analysis will be their fifth program approved this year. They are working on ensuring the program health assessments and academic master planning efforts continue to position SUNY Fredonia to be attractive to prospective students.

Remarks from Chair of College Council and College Council Members

The President encouraged all College Council members to attend the Commencement ceremonies on May 20, 2023. He will be making announcements about the speakers in the next few weeks.

The group engaged in a brief discussion about local water supplies and recent proposals for back-up and emergency supply sources.

Chairman Pagano offered additional welcoming remarks to the new College Council members.

Meeting Adjourned

JoAnn Niebel made a motion to adjourn the meeting, which was seconded by Richard Alexander, and the meeting was adjourned at 12:17 p.m.