

College Assembly  
Minutes of Meeting  
November 28, 2016

Members Present: Jeremiah Godfroy, Julie Lakin, Giovanni Scaringi, Alison Sheridan-Brennan, Michael Kinney, Mary Donnelly, Carine Surdey, Scott Kavulich, Jamie Heron, Joe DeAngelo, Angie Bergholtz, Tracy Curtis, Kevin Drumm, Francis Battisti, Michael Sullivan, Sesime Adanu, Robert Greaves and Penny DelFavero  
Members Excused: Denise Abrams, Dave Michalak  
Members Absent: Mary Gilbert, Howard Streby, Fermin Romero, Rosanne West, Mark Ryan, Jason Boring  
Guests: Amanda Soto, Rachael Hagerman, Venessa Rodriguez, John Ruck, Joe O'Connor

• Call to order: 3:03 PM. Giovanni opened the meeting and welcomed the group. Quorum was established, the agenda was approved and the minutes of the November 14<sup>th</sup> meeting were approved as submitted.

• CA Report:

- Giovanni reported that he received some information from Heather Darrow on Starfish. There was some discussion on faculty input. Giovanni distributed a handout of the report from Heather.
- He reached out to the calendar committee; thanks to Laura, Julie, Marty and Rachael for agreeing to work on the committee which will meet Friday to plan the 3-year academic calendar.
- The (draft) strategic plan for diversity was distributed by email. Venessa and Scott are seeking endorsement of the plan from CA. There was some discussion on the draft. It's a very comprehensive plan and brought to light some data. We are moving into an area where we need to do more. It is an 18-page document; Giovanni passed a copy around.

• Student Assembly Report:

- Amanda reported that elections for student senators and trustee for next semester are underway; will be done December 1<sup>st</sup>. The 24 hours of giving event is going on. Student Assembly is donating time and baked goods; this is tomorrow from 10 until 5. Friday December 2<sup>nd</sup> there will be a Title IX training and on December 3<sup>rd</sup> there will be a strength quest for Student Assembly members.

• COI Report:

- Carine reported that COI will be working on issues from Your Voice Matters. The shared governance chairs didn't meet due to the snow day so some issues have not been discussed for referral. New business includes a student concern on study spaces, and the difference between study and recreational space.

• CAI Report:

- Mary reported the CAI heard from the textbook committee and there was discussion on investigating the use of OERs (Open (or Online) Educational Resources). This could eliminate the need for hard copies of anything; this is being looked at.
- Math 115 becoming a Gen Ed course means that Math 116 is off the books. There is some complexity about students who had taken Math 115 in the fall and couldn't take Math 116 in the spring.
- There was a discussion on the venting in the Natural Science Center and this was referred back to COI.
- The SWOT analysis is complete. Different groups did the SWOT analysis different ways; it was good to have it done as a group as the conversation was valuable.

- Some minor bylaws changes were passed. One was sort of an emergency measure: the secretary could be a person who is not a member of the body. We had a terrible time getting a secretary this year and had to bully someone into doing. If there is another way to handle it that would be better. We also clarified the replacement of a vacancy. Everything now remains in the hands of the constituency.

• President:

- Dr. Drumm hoped that everyone had a Happy Thanksgiving and a nice break.

- A report was received on the timeline of the hoods going down in the NSC. Giovanni will be bringing this up under new business.

- Two Thursdays ago was a celebration for the national champion soccer team and there will be a dinner for the team and their parents. Dr. Drumm and his wife will be going; Giovanni can also go.

- Michael will be going over this in more detail but we are facing some budget challenges. We are ahead in enrollment but not ahead of budget. Use of the fund balance: we paid two years' worth of raises for two unions in one year. We are now down almost to the minimum fund balance. This year is an anomaly with the two larger unions. ESPA was done last year. The budget was done in May and did not project all of the expenses that we were going to have. Miscellaneous revenues are down; tuition revenues are up, and we've added faculty and staff. We have a deficit this year that we've got to tackle. Enrollments have held steady. Fast Forward grew but traditional enrollments dropped.

• Executive Vice President and Chief Academic Officer's Report:

- Everything is related to everything else. We are reorganizing in the Academic Affairs area and looking at a little belt-tightening.

- Achieving Success is working very well. This morning met with chairs of the core and data teams; trying to drill down to where are the issues we need to look at.

- Tech Fee this week, meeting with the deans later this week.

- The SUNY Applied Learning conference was held in Binghamton. About 300 attended; a lot of our faculty and staff participated. Dani Berchtold and Beth Mollen did a lot to pull that together.

- Health for Haiti has a number of fundraisers going on. Jen and Maureen should be on CNN Heroes.

- The COACHE survey will be out in January for the teaching faculty; the campus climate survey should be coming out this week.

- There are ongoing discussions on assessment.

• Vice President for Student & Economic Development:

- Debbie reported that Colombia was fabulous. Dr. Miller, Dr. Battisti and she presented to more than 400 people on leadership, innovation and entrepreneurship. They visited four different colleges and universities and a government agency. The peso is devalued in Colombia. They would like us to work in Colombia, either with a non-credit model, a credit model offered in Colombia or perhaps a credit model here on campus. A grant called Partners for America is a program similar to Study Abroad in Colombia. Dental hygiene is one program of interest. There will be international ESL this summer. They are very interested in logistics, healthcare quality and business courses.

- Housing: conduct issues are down from last year. Trying to keep everyone busy. There is some construction going on; some structural issues related to the windowsills and windows.

- There are tickets available for the Hunger Banquet on December 6<sup>th</sup>, from 11 – 1. It's about food insecurity on a global level.

- Bookstore: Joe and Rick will visit each division every semester to find out what their needs are.
- The search committee is accepting applications for the VPSA/CDO and getting the word out. They will be interviewing in January and by July will have a person on board.
- Amanda Soto article: take a look at it if you haven't seen it.

- Vice President of Administrative and Financial Affairs Report:

- Michael distributed a handout and gave an updated report on the latest phase of budget analytics. We are looking at the trends, not the why or the how, but an analysis of the institution and where we've been, and where we need to get to. This is being examined from a corporate level. There is an expense trend issue; there is softness on the revenue side.

A key contributor is the payroll rate. Pay and benefits are 85% of the budget. We should make every attempt to spend in personnel and contractual what we spent last year. The target is to spend at the same level.

Enrollment and revenue are in a declining slope, and the expense base is going in an upward fashion 5 ½ to 6% over the last five years. There's been a 4% decline in enrollment. Strongly recommend revising the budget to last year's actual trend level. Revised budgets for this year will represent either last year's actual or this year's budget, whichever is lower. The fund balance reliance is to be reduced; this is for cash flow and emergencies.

Fund balance is about 5 ½ %. Our budget is not sustainable based on revenue related to operating expense.

There is a 1% contingency account (\$500,000) as part of the sustainability plan.

Four years of actuals have been included to examine the trends. What we need to spend in this year is what was in the trends for last year. This year is not that much different. There have not been a lot of significant changes.

There will probably be some exceptions.

The target is not to use the fund balance. The forecast is based on the current trends. The real driver of balancing the budget is payroll and benefits. As vacancies occur, we should carefully review and be mindful of areas that are declining or are no longer as relevant. The team has taken the PAR form and added a requirement that the department provides justification in order to fill a position. This way we take a look at possibilities as they occur and make sure it's critical that the resource be allocated.

Instructional labor costs are related to student enrollment. Enrollment is a work in progress. The target is the expense based on the projected revenue. In a continuous improvement environments we have to optimize the use of every square foot of space. Can we improve by 3%? To be increasingly efficient we have to ask how we can continuously improve. How do we optimize our labor cost?

The handout includes enrollment information by division. Based on declining enrollment, are we right-sizing? This will help to drive discussions at the division and department level.

Fast Forward growth has masked the net enrollment number. The chart looks at FTE growth at the department level.

There was a 2% payroll increase last year and we settled at 3%. This year's budget included a 2% increase and we ended up at 4%. The 2% not in the budget is \$600,000, and we've grown staff 15 FTEs. Instructional staff is growing even though enrollment is declining.

We need to provide good data and critical issues that we need to target. More information will be coming on a monthly basis. The revised reports will go to the deans and division heads. The challenge for the leadership will be to get back to last year's spending levels.

- New Business:

- Starfish: Any discussion points?

- Strategic Plan for Diversity: Mary Donnelly moved to endorse and Scott seconded. After some discussion the motion was withdrawn. It will come back to the group in two weeks and we will look for endorsement then. The plan is in “wet cement”. Unless it’s a law or based on regulations, it’s just a plan. SUNY already has a draft of the plan. Any questions, comments or suggestions on the draft plan can go to Giovanni, Venessa or Scott.

Other Business:

- Thanks to Carine and Mary (COI and CAI); we will be meeting to gather input on shared governance assessment.

- Thank you to Dr. Drumm and to Public Safety. Faculty members have expressed interest in establishing a committee or workgroup to look at safety regulations and where we stand as on them as an institution.

Joe O’Connor explained that there is a committee: Campus Safety and Security. They meet a minimum of once per year by law, and are composed of two from faculty, two from Student Assembly, and two who are appointed by the President. The committee members have an annual term. There is also a chemical hygiene plan required by law; this was just revised and submitted to the Department of Labor.

There was discussion on the perception of the problem from different meetings. This is a factual concern but there has been a misunderstanding in different groups. Student Assembly had received two completely different stories.

It’s important that faculty and staff need to feel like they can say what they need to say regarding safety. It was also noted that this was not a one-time occurrence.

Do we need to form a workgroup from CA? Does the response meet the needs? Adding another committee may not solve anything. We need more efficiency and less bureaucracy. If the existing structure is to be used, we need to make sure they meet and resolve issues. Can we bring topics to them? Safety concerns can be brought to the (Public Safety) office. The Safety app has anonymous reporting.

There was more discussion on the makeup of the committee. Can we have more members than are required?

John Ruck is the chair of the Chemical Hygiene Committee. Diane Kelly is the chair of the Safety and Security Committee.

The Chemical Hygiene Committee has not met.

Dr. Drumm will take recommendations for safety committee members. Discussions should take place in the committee. Alison volunteered and added that Dan will also volunteer. COI and CAI will ask for more volunteers.

Any issue should be able to be taken to a committee.

There being no further business, the meeting adjourned at 4:35 PM.

Next meeting date: Monday, December 12th at 3:00 PM.

Respectfully submitted,

Penny DelFavero  
College Assembly Secretary