

**Buffalo State
State University of New York
COUNCIL MEETING
October 16, 2018 4:00 PM
Cleveland Hall 518
MINUTES**

COUNCIL MEMBERS PRESENT: Chair Linda Dobmeier; (video teleconference) Mr. Todd Brason; Ms. Melissa Brinson; Mr. Charles Naughton; Mrs. Cindy Odom; Mr. Robert Zak, Mrs. Leslie Zemsky and Student Representative Malik Albert.

FACULTY & STAFF PRESENT:

President Katherine Conway-Turner; Provost Melanie Perreault; Vice President for Finance and Management, Laurie Barnum; Vice President for Student Affairs, Timothy Gordon; Vice President and CIO, Jackie Malcolm; Chief Diversity Officer, Karen Clinton Jones; Vice President for Institutional Advancement, Jim Finnerty; Chief of Staff and Secretary to the College Council, Crystal J. Rodriguez; Dean, School of Arts and Humanities, Benjamin Christy; Associate Vice President, College Relations, Tim Walsh; Buffalo State College Senate Chair & Professor, Communications, Joe Marren; UUP President and Associate Director of Admissions, Dean Reinhart; Staff Assistant, Melissa Slisz

CALL TO ORDER

Ms. Dobmeier called the meeting to order at 4:05 p.m. Ms. Dobmeier welcomed everyone to the meeting.

ACTION ITEMS

Ms. Dobmeier called for a motion to approve the minutes from the May 15th meeting. Mr. Zak moved that the minutes be approved; the motion was seconded by Mrs. Zemsky. The motion carried by unanimous vote.

Ms. Dobmeier called for a motion to approve the Annual Report 2017-18. Ms. Brinson moved that the Annual Report be approved; the motion was seconded by Mr. Brason. The motion carried by unanimous vote.

Ms. Dobmeier welcomed Mrs. Cindy Odom to her first Council meeting along with our Student Representative Malik Albert.

PRESIDENT'S REPORT

President Conway-Turner thanked Ms. Dobmeier for her report. The President also welcomed Cindy and Malik to the Council meeting.

The President reviewed the highlights of her written report to the Council (see attached).

The 4 Goal areas are discussed in her report:

- Provide an excellent education inside and outside the classroom
- Continue to create an engaged community
- Enhance institutional effectiveness
- Provide the appropriate resources necessary to succeed

She then introduced our new staff members: Her new Chief of Staff, Crystal Rodriguez; Vice President for Finance and Management, Laura Barnum; Vice President for Institutional Advancement, James Finnerty; Vice President and CIO for Enrollment, Marketing and Communications, Jacqueline Malcolm.

The President introduced Vice President Barnum who reported on the Budget (see attached).

The President introduced Chief Diversity Office Karen Clinton Jones who then gave diversity report (see attached).

The President thanked all for their presentations.

- Homecoming event was a wonderful event and thanked all for attending.
- This year was the 10th anniversary of the Anne Frank Project on campus, again another successful event.
- Open House took place on October 13th and we had 750 people, wonderful turn out. The next Open house will be November 17th.

Committee Reports

Facilities

Ms. Dobmeier delivered the facilities report (see attached).

Student Affairs

Mr. Naughton delivered the Student Affairs report (see attached).

ADJOURNMENT

Ms. Dobmeier called for a motion to adjourn the meeting. Mr. Zak moved to adjourn the meeting and Mrs. Brinson seconded the motion. The motion carried by unanimous vote. The meeting was adjourned at 5:05 p.m.

Respectfully Submitted,

Crystal J. Rodríguez, Esq., LL.M.

Secretary to the Council

Report to College Council on Strategic Campus Goals (2016-21) October 16, 2018 Yearly Progress Report

The Strategic Plan has four main goals: to provide an excellent education inside and outside the classroom; to continue to create an engaged community; to enhance institutional effectiveness; and to provide the appropriate resources necessary to succeed. This report summarizes the progress in each of the main goals and indicating areas where more progress is needed.

Summary:

Buffalo State is beginning year 3 of our 5-year strategic plan. Many goals have been completed and more movement is expected over the next 3 years.

Areas of significant accomplishment: Buffalo State continues to make significant progress in a number of areas identified in the Strategic Plan, especially in student academic support, advisement, use of new technologies to reach prospective and enrolled students, and more deliberative use of actionable data in decision making.

Another highlight has been the widespread adoption of civic engagement and service learning in many academic departments and in partnership with multiple units in Student Affairs. Professional Development opportunities through the Office of Equity and Diversity expanded significantly in AY 17-18, and early assessments suggests the programming is reaching a larger audience on campus.

Weigel Health Center reported significant changes AY 17-18 based on needs assessments conducted last year. In addition to restructuring to shift a greater emphasis to health promotion, the Weigel professional staff launched significant outreach efforts to engage the community in wellness efforts.

The movement from paper to electronic processes continues to grow across academic and non-academic departments. Reducing paperwork has the dual impact of lessening the environmental impact of the college while streamlining processes to become more efficient.

Goal 1: Provide an Excellent Education Inside and Outside the Classroom.

Buffalo State's strategic plan rightly places educational excellence at the forefront, with all other goals and sub-goals designed to support the primary mission of the college.

- 1.1 **Evaluate undergraduate curriculum to determine whether it is reflective of contemporary social, cultural, and economic environments.** One new undergraduate program was approved last year: Environmental Geography, designed to appeal to students interested in sustainability.

1.1a. Revise general education. The General Education Task Force has completed its proposal and will present it to the College Senate. As written, the proposal is innovative and reflective of the college mission and designed to engage students throughout their academic careers.

1.1b. Value faculty engagement in Gen Ed in P&T process. No progress to date.

1.1c. Adopt all-college learning outcomes. COMPLETED.

1.1.d Create undergrad certificate programs. In AY 17-18 four new undergraduate certificates were approved locally and forwarded to SUNY. Two have been fully approved: Digital Design and Fabrication and Jewelry Arts. Geographic Information Systems and Mathematical Logic are currently awaiting SUNY approval.

1.2 Create specialized College programs within undergraduate education that provides high-ability students, both intellectual and entrepreneurial, with individualized attention and challenge.

BSC is making steady progress towards increasing its Honors Program, with the goal of having a fully developed honors college by 2021. The creation of the Dean's Honors Program doubled the number of students who will have an honors experience, and the diversity of the honors program reflects the diversity of the student body. We also brought significant Scholarship Programs under the Honors umbrella. We have opened Bishop Hall as an honors/academic achievement residence hall and expect it will offer significant recruiting opportunities in the coming year.

1.3 Ensure every student engages in multiple high-impact practices during their academic career.

- a. **Offer applied learning opportunity to every student:** The campus voted to not require it for graduation but increase opportunities for all.
- b. **Develop comprehensive retention, engagement, persistence framework:** The Committee on Undergraduate Retention (CUR) continues to promote efforts throughout the college.
- c. **Increase learning communities:** Communities were increased from 5 in 2015 to 21 in 2018.
- d. **Increase undergraduate research:** Campus created an Early Undergraduate Research Opportunity program (EURO).
- e. **Develop Supplemental Instruction program:** We secured funding from SUNY Performance Improvement fund (PIF) to develop a formal supplemental instruction program, beginning fall 2018.
- f. **Include faculty participation in High Impact Practices (HIP) into evaluations:** No progress to date.

1.4 Grow distance education presence to enhance student success and address the academic needs of targeted sub groups.

- a. **Establish oversight for management of distance-education presence:** Office of Institutional Effectiveness was charged with developing a new group in fall 2018.

- b. **Identify opportunities to facilitate degree completion through distance-education offerings:** proposal in development.
- c. **Prioritize course-development efforts through analysis of degree audits and student exit surveys:** No progress to date.
- d. **Explore potential for stackable distance-education certificate programs.** No progress to date.

1.5 Increase Affordable International Experiences.

- a. **Closely align cost of attendance on campus with costs abroad.** In progress.
- b. **Increase number of short-term study-abroad programs.** We have made significant progress in our study abroad numbers by increasing the short-term programs and lowering costs. We have gone from 74 students who studied abroad in 2015 to 177 in AY 2017-18.

1.6 Increase funding to support students studying abroad. Some progress has been made in specific areas but more general funding needed.

1.7 Grow Graduate Programs Strategically.

- a. **Evaluate existing graduate programs to determine whether they continue to generate sufficient student interest to remain viable.** ONGOING
- b. **Identify new opportunities for graduate programs consistent with our mission and capitalizing on our urban location.** We have made significant progress here. In AY 17-18, the new Urban Education M.S degree was launched, Data Analytics was created as a track within Multidisciplinary Studies in preparation for a separate graduate degree, and several programs are working their way through various stages of the curriculum approval process, including Dietetics and Nutrition and Conflict Resolution. A proposal to create a Master's of Business Management went through the SUNY process and the campus is working to develop a final proposal to go to the curriculum committee.
- c. **Pursue innovative structures, such as stackable graduate certificates, 4+1 programs, 3+2 international programs, and executive models of delivery.** New 4+1 programs in TESOL, Public Administration, Applied and Computational Mathematics were all approved. We still do not have programs with an executive model of delivery, and that will be a goal for the coming academic year.

Focus Area Two: Enhance Academic Support Services.

2.1 Assess existing academic support services to determine effectiveness and identify any gaps. Academic Commons personnel have established assessment regimes for all activities and will provide annual reports.

2.2 Build the Academic Commons: On target for completion on time Jan 2020.

2.3 Reininvigorate academic advising.

Mandatory advising for all students, every semester began fall 2017. The College Senate voted to include advising under “service” in faculty promotion and tenure documents. Early indications suggest that while there was a small increase in student advising appointments, the numbers increased. Students responding to the Student Opinion Survey reported greater satisfaction with advising than in previous years.

2.4 Maximize use of technology to provide real-time academic support according to student need.

RITE team is currently working on mobile device strategies and better integrating student support into student cellphones. In AY 17-18 RITE worked to fully integrate the Banner and Starfish systems, allowing information in Banner to populate the Bengal Success Portal (BSP). Students may now use the BSP to schedule meetings with faculty and tutoring sessions within the Academic Commons.

2.5 Provide academic support for international undergraduate and graduate students.

The Writing Center has specialists who work with international students, but there is currently no centralized academic support service dedicated to assisting international students. Work in this area is ongoing.

2.6 Commit to hiring full-time faculty when feasible and where enrollment levels support the need.

Despite budgetary and enrollment challenges, we have hired multiple tenure-track faculty and Full-time non-tenure track in priority areas.

2.7 Utilize multiple strategies to recruit, hire, retain, tenure, and promote diverse faculty.

Campus hired the first two Diversity Faculty Fellows this year to advancing the recruitment of diverse faculty who will ultimately join the tenure-track ranks either at BSC or another university. We also used diversity search waivers to hire additional faculty.

2.8 Increase support for faculty research/grant/creative and professional development activities.

This area is in progress and we have increased opportunities for professional development and started a new fund to support staff development.

2.9 Increase the pay of part-time faculty to that of our peer institutions.

Adjunct pay increased to minimum of \$2,500 in fall 2018. New UUP contract calls for gradual increase to \$3,000 in next three years.

2.10 Support staff professional development.

The Office of Equity and Diversity administered a Professional Development Needs Assessment survey and increased professional development workshops from 15 in AY 16-17 to 30 in AY 17-18. The office also implemented a strategic marketing plan for workshops, with a goal of increasing participation by 20%.

2.11 Evaluate staffing levels and job duties across campus to determine appropriate targets.

As part of institution-wide budget rebalancing, each VP area has worked to assess the staffing in their units and changes have been implemented as appropriate.

Goal 2: Continue to Create an Engaged Community

Improving student recruitment, retention, and engagement is a critical concern for the duration of the strategic plan. Progress in these areas will assist in increasing the academic success of BSC students and will provide stability to the fiscal outlook.

2.1 Develop Enrollment Master Plan.

Enrollment management submitted a 5-year plan June 2018 and it will be refined as necessary.

2.2 Utilize new recruiting strategies consistent with the College mission. Ongoing and under development.

2.3 Work to address housing shortage by implementing the Housing Master Plan.

The Housing Master Plan is being re-evaluated based on enrollment trends and changes within our geographic area.

2.4 Enhance dining venues, explore potential new venues, and increase variety of menu options.

Dining services made significant improvement in AY 17-18. Rebranded residential dining as the Bengal Kitchen to be more welcoming to campus. Upgraded furniture in retail area. Used the Chartwell survey to gain student feedback and make improvements. As a result, client satisfaction went up 20%. Satisfaction scores have steadily increased each of the last four quarters.

2.5 Enhance the residential education program to ensure greater faculty involvement and engagement.

Learning communities increased from 5 last year to 14 in AY 17-18 (21 in AY 18-19). The New Student Family Program Office developed Camp 1871 for fall 2017. Sixty-two first-semester students participated in the weekend camp designed to offer experiential learning and bonding to the college to ensure a good start to college.

2.6 Assess adequacy of critical student services, such as the Counseling Center and Health Center.

After conducting a needs assessment, Weigel made significant changes in AY 17-18.

Weigel Health Center reorganized to merge with the Wellness Center, with a renewed focus on health and behavioral health promotions. This department increased from 1 full-time professional to 3, with subsequent increases in outreach programs and collaborations with units across campus.

Based on results from two studies conducted last year, the staff developed new wellness programs running 6 days a week and saw an increase of 400 student participants. As one example of specific changes based on the data collected, Weigel staff conducted a prehypertension study and used the results to develop a specific program to help clients reduce high blood pressure and prediabetic symptoms through dieting.

2.7 Create student cultural laureate program.

No movement as of yet.

2.8 Increase opportunities for civic engagement and service learning.

The college was already engaged in significant work in this area, and in AY 2017-18 we increased these opportunities. The new Office of Civic and Community Engagement began reporting to Academic Affairs in fall 2017, with the goal of more intentionally aligning the academic and service missions. The Civic Action Plan Implementation committee was formed to assist the campus in adopting the recommendations of the plan. The end of the year report demonstrated significant advancement in this area.

2.9 Assess commuter student participation across the spectrum of activities and shared governance at the College.

The Student Life Office will be assessing commuter student engagement by looking for increased attendance at events, increased satisfaction with variety, quality, quantity of programs/activities, and an increase in time spent on campus. A yearly assessment is part of Student Affairs annual report. Collected data regarding satisfaction with events and time on campus at commuter-specific events, will be analyzed to make future improvements.

2.10 Assess transfer student experience and develop programs specifically targeted to their needs.

Enrollment Management created a virtual transfer center online to provide a centralized place for transfer students to inquire about their application status, transfer credit, and college transition issues. Ongoing assessment continues.

2.11 Capitalize upon the urban location for academic and co-curricular programming.

Academic and non-academic units reported many achievements for this goal. The Music Department worked with the BPO and many local music groups on performances, workshops, and outreach events. The Graduate School expanded its outreach to local business and industry leaders and participated in the WNY Adult Consortium recruitment events. The vast majority of academic departments reported on internship programs or clinical placements in the city and many courses have direct ties to the city. Nearly $\frac{1}{4}$ of all students took a service learning class last year.

2.12 Connect procurement to local vendors where possible.

Procurement Office has expressed concerns about how to do this and maintain compliance with other regulations requiring MWBE and SDVOBE contracting, as well as limitations with state contract procedures. They indicate that once the new e-Procurement system is running in the coming year we can examine it to see whether there would be a way to fulfill this strategic goal. Buffalo State joined other anchor institutions to assess local spending and we saw a strong baseline currently as we move forward.

2.13 Participate in Start-Up NY initiative and evaluate its success in engaging students and faculty.

Ongoing and expanding.

2.14 Capitalize on various cultural initiatives, including the Art Corridor and the Niagara Street Gateway.

Buffalo State is part of group of Elmwood Avenue cultural destination and is in the process of branding and creating an arts and cultural district through the City. They have created a proposal, map and logo. The proposal currently awaits city approval.

2.15 Maintain Carnegie Community Engaged Campus designation.

Buffalo State continues to meet this standard. The Office of Civic Engagement has established specific metrics to increase civic engagement and service learning and will assess biannually.

2.16 Assess the capacity of the Child Care Center, with consideration of expanding services to the neighboring community.

The Child Care Center operates at maximum capacity; its Board continues to weigh options for increasing and expanding services.

2.17 Develop a more robust summer programming for students and community members.

Events Management and Academic Affairs have collaborated on a number of events, but there is significant capacity for growth. The Music and Theater Departments offer robust programming for high school students in the summer, and the Physics Department offers a summer camp. The Athletic Department offers numerous summer sports camps, and other groups such as Upward Bound bring students to campus.

Summer 2018 saw the launch of new and expanded summer bridge programs. EOP and Say Yes continued to offer their programs, while COMPASS offered its first summer bridge.

Continuing and Professional Studies has been charged with creating an Elderhostel-like program for summer 2019, in collaboration with Hotel Henry and BSC's Event Services.

2.18 Fully realize the community oriented policing philosophy.

The Community Policing Advisory Council meets regularly and has formed two subgroups: one focused on community policing initiatives and the second focused on data collection and analysis. In AY 17-18 the committee established specific metrics that will allow them to track progress in this area.

2.19 Diversify the University Police Department to be more reflective of the campus community.

UPD increased its diversity in AY 2016-17, adding a diverse cohort of new officers. Additionally, UPD worked to increase the pipeline of diverse officers by partnering with UB to offer test prep classes and recruitment sessions.

2.20 Provide sufficient resources to ensure a safe environment for the campus community.

For cyber security and awareness, RITE is considering, evaluating, and implementing various ways to secure encryption, access control, information security, and information storage.

2.21 Make campus beautification a priority.

Grounds is working to develop consistent policies regarding use of herbicides and pesticides and restructuring of personnel has provided greater attention to grounds in general.

Goal 3: Enhance Institutional Effectiveness

3.1 Assess the website to determine current and future use and maximize its value to different user groups.

Review of website completed, working on migration to Drupal 7. Shifting of website to focus more on strategic marketing underway.

RITE and Creative Services have worked with multiple departments to develop new content for website, particularly in video.

3.2 Marketing budget must be evaluated to determine the proper appropriation for strategic goals.

No progress on this area, as College awaits larger budget discussions.

3.3 Engage students, staff, faculty, and alumni in advocacy efforts.

No overarching plan has been developed, though progress has been made in “telling our story” through a series of videos, marketing materials, and outreach efforts.

3.4 Augment the use of technology to reach prospective students and other audiences.

Adoption of new CRM delayed due to procurement issues but currently being implemented.

Implementation of Bengal Success Portal in AY 17-18 expected to have significant positive impact on early intervention for students struggling academically.

Admissions and Student Affairs increased social media presence for recruitment and retention.

Admissions added text messaging as a new communication strategy with prospective students.

Butler Library increased its digital outreach by digitizing large collections of archival material, thus making them accessible to a wider audience. Library faculty and staff also focused attention on the LibAnswers project, an online reference desk that has a 24 hour or less turnaround on assisting students and community members with their research questions.

3.5 Move to all-funds budgeting process to increase transparency and strategic use of funds.

In progress.

3.6 Adopt annual budget planning cycle to facilitate campus-wide participation and to support funding prioritization.

Under development.

3.7 Create online Strategic Planning and Budgeting System to connect initiatives in the strategic plan with funding necessary to achieve the goals.

The Office of Institutional Effectiveness adopted Taskstream as the new system to collect annual goals, unit-level strategic plans, and mapping to the College strategic plan. It is still a work in progress, but 80% of identified units have entered data.

3.8 Transform data into actionable information to drive decision making processes; ensure streamlined and reliable access to data and information for faculty and staff to empower them to fulfill their roles.

BSC is making significant progress in this area, though personnel changes have delayed some of the efforts.

3.9 Develop regular evaluation process for all employees, including administrators and tenured faculty.

A new evaluation process for administrators was developed and implemented in fall 2017, allowing greater campus-wide feedback on performance. We have not begun discussions regarding an evaluation of tenured faculty, which would require input from UUP and from the College Senate.

3.10 Move all paper processes to electronic where possible.

Significant progress has been reported in this area. Everything from academic appeals to parking pass purchase has moved into an online format. Annual reporting in Academic Affairs and many other areas was moved into Taskstream rather than paper, and course evaluations have moved online for A&H, SOP, and other departments in the other schools.

The Admissions Office moved much of their communication into online outreach, sending 25,000 individual messages in AY 17-18. Weigel and the Speech Clinic have moved from paper records to electronic.

Work continues on adopting an eProcurement System and moving HR processes into an electronic format.

3.11 Incorporate ethic of environmental stewardship into institutional practices.

Faculty are pursuing an environmental studies interdisciplinary program.

Goal 4: Provide the Appropriate Resources Necessary to Succeed

4.1 Address aging facilities throughout campus including both academic and support areas.

The Facilities Master Plan is updated frequently as circumstances warrant. The campus prioritizes safety issues and continues to address the high priority facilities needs on campus. Upton Hall safety renovation continues, and the PAC is scheduled for renovation in AY 18-19.

4.2 Seek increased funding through state appropriations and SUNY.

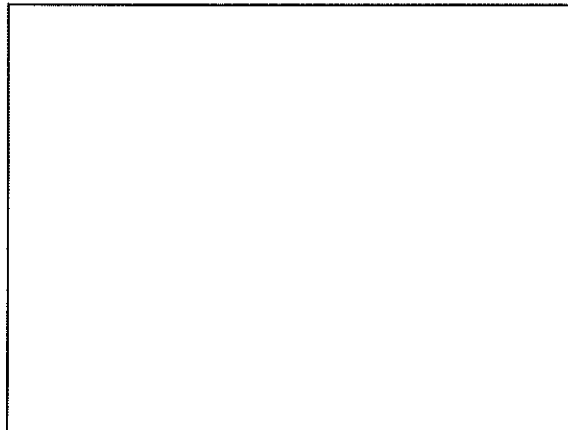
Continual process.

4.3 Tie development targets to strategic priorities.

Development team aligns funding priorities with campus strategic plan and with guidance from the president.

4.4 Reduce ancillary costs to students through increased use of Open Educational Resources or low-cost alternatives to textbooks where faculty determine the educational outcomes for the students will not be adversely affected.

Buffalo State is taking a leadership role in SUNY in this arena and will house SUNY's OER rep for WNY region in AY 18-19.



Mission, Vision, Values

Mission
 Buffalo State is a diverse and inclusive college committed to the intellectual, personal, and professional growth of its students, faculty, staff, and alumni. Our mission is to empower students to succeed and to inspire a lifelong passion for learning. Buffalo State is dedicated to excellence in teaching, research, service, scholarship, creative activity, and cultural enrichment.

Vision
 Buffalo State College will be a nationally recognized leader in public higher education known for its caring and rigorous academic environment where lives are transformed through education; the intellectual and creative accomplishments of its faculty, staff, students, and alumni; its cross-culturally competent community dedicated to developing leaders for an increasingly global society.

Values
 We, the Buffalo State community, are committed to:

- actively facilitating access to public higher education;
- excellent learning experiences in and out of the classroom;
- being student centered;
- the rigors, joys, and fulfillment of intellectual discovery;
- engagement, applied learning, and partnerships with the community;
- social responsibility;
- respect for diversity and individual differences;
- supportive and collegial relationships;
- opportunities for individuals to realize their full potential.

Source: Buffalo State Strategic Plan

THE STATE OF THE BUFFALO STATE COLLEGE BUDGET

College Council Meeting
October 16, 2018

Strategic Goals

- **Goal 1: Provide an Excellent Education Inside and Outside the Classroom**
 - Create Engaging and Distinctive Academic Programming
 - Enhance Academic Support Services
 - Strengthen and Diversify the Faculty
 - Support Staff Development
- **Goal 2: Continue to Create an Engaged Community**
 - Recruit New Students for Undergraduate and Graduate Programs
 - Provide an Outstanding On-Campus Student Experience
 - Support an Engaging Co-curricular Program
 - Serve as an Anchor Institution
 - Safeguard Our Physical and Human Resources
- **Goal 3: Enhance Institutional Effectiveness**
 - Tell Our Story Externally
 - Promote Fiscal Transparency
 - Ensure Data Integrity
 - Enhance Culture of Continuous Improvement
 - Foster Sustainability
- **Goal 4: Provide Appropriate Resources Necessary to Succeed**
 - Address Aging Facilities
 - Seek Increased Funding
 - Tie Development Targets to Strategic Priorities
 - Reduce Ancillary Costs to Students

Source: Buffalo State Strategic Plan

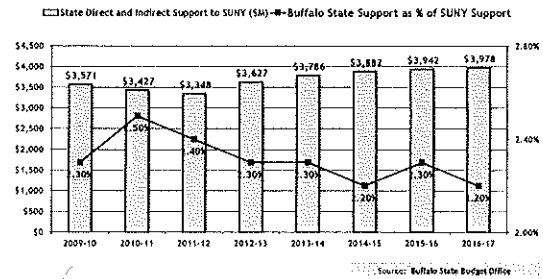
Presentation Overview

- Mission, vision, values, strategic plan
- College financial capacity
 - National and SUNY budget context
 - State of the campus
- Future planning
 - Launching the Strategic Resource Planning Process (SRPP)
- Integrated resource planning: context and environment
- Next steps

College Financial Capacity:

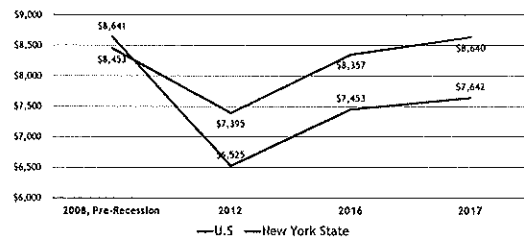
National and SUNY Budget Context

Trend: Buffalo State Direct and Indirect Support as Percentage of State Direct and Indirect Support to SUNY

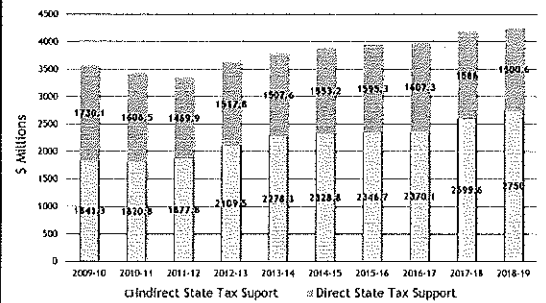


Disinvestment in Public Higher Education

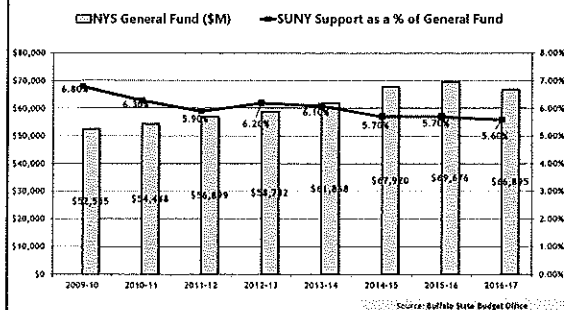
Educational Appropriations per FTE



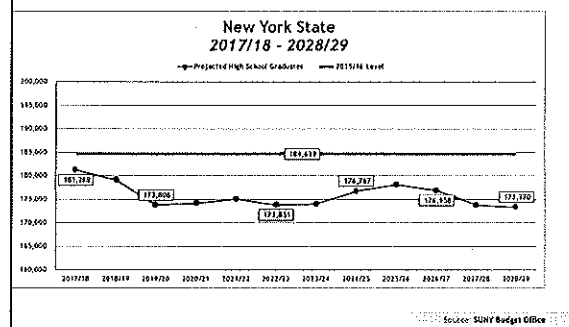
New York State Total Support to SUNY

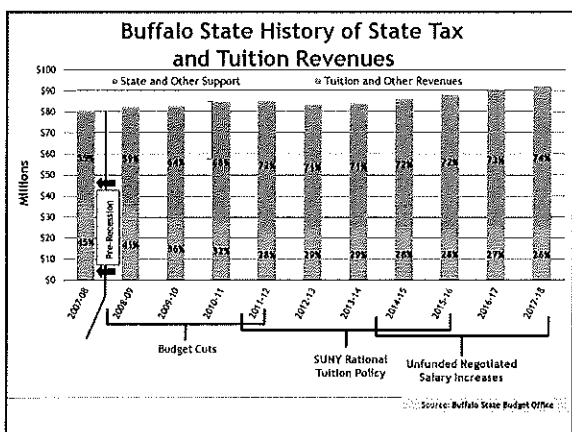
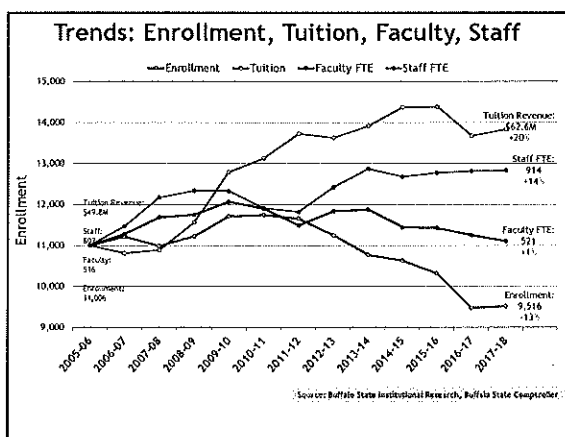
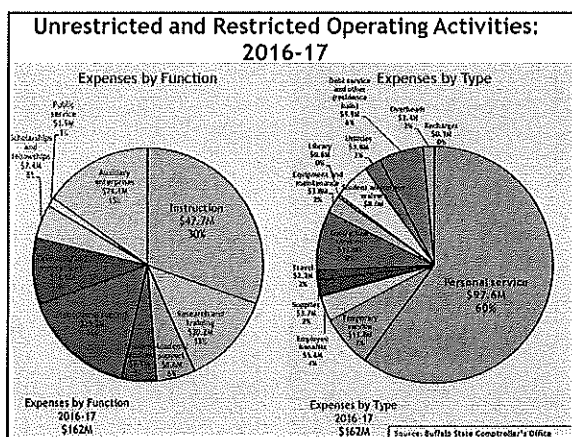
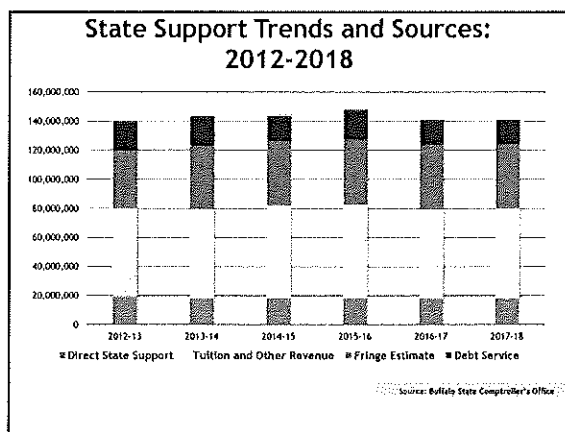
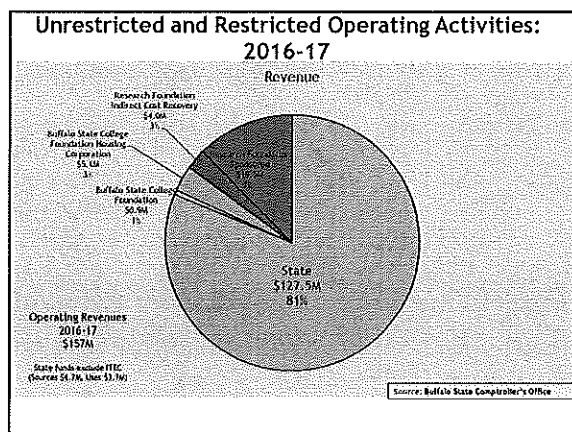


Trend: SUNY Direct and Indirect State Support as Percentage of NYS General Fund Revenue



All SUNY Campuses: Student Demographics

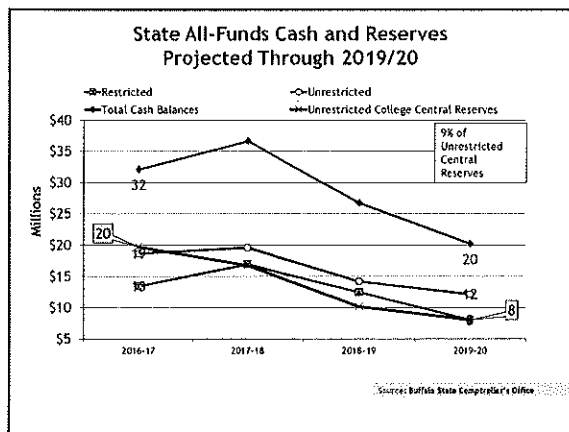




Emerging Issues for Consideration: 2018-19

- Enrollment shortfall: Impact of \$3.1M
 - Tuition: \$1.4M
 - Housing: \$1M
 - Fees: \$700K
- Center for the Development of Human Services
 - \$7.3M+
- Campus expansion
 - TBD
- Resolving structural deficits in budgets (SUTRA, DIFR, State, RF)
 - \$5.3M

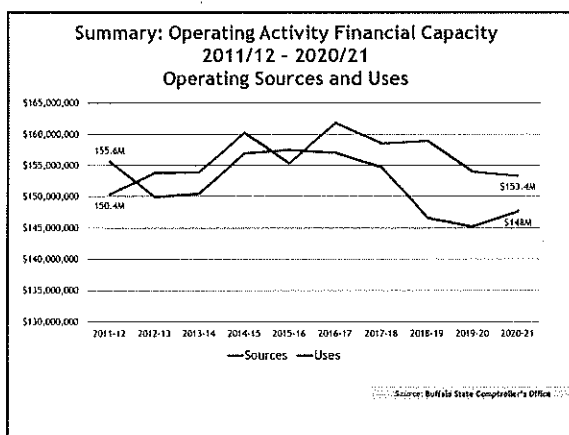
Source: Buffalo State 2018-19 Financial Plan



Unrestricted State Reserves, 2018-19

College Central Reserves as of June 30, 2018	\$16.9M
Projected Unrestricted Operating Loss	(5.4M)
Voice over Internet Protocol (VoIP)	(1.3M)
Projected Central Reserves as of June 30, 2019	\$10.2M

Source: Buffalo State Comptroller's Office



Total Buffalo State Capital Budget (in Millions)

	2018	2019*	2020*	2021*	2022*	2023*
Critical maintenance (CM): Restricted to existing facilities	\$14.9	\$9.6	\$9.6	\$9.6	\$9.6	\$9.6
Allocation to campus: Not restricted	--	--	--	--	--	--
High-priority CM lump target**	\$20.4	\$24.4	\$24.4	\$24.4	\$24.4	\$24.4
Total potential	\$30	\$34	\$34	\$34	\$34	\$34
Total need	\$54	\$54	\$54	\$54	\$54	\$54

* Future budget years: Five-year plan requiring NYS legislative approval
 ** High-priority CM lump is allocated by project at the discretion of State University Construction Fund - average campus need

Source: State University Construction Fund, Buffalo State Facilities Planning

Unrestricted State Funds Budget Projections (in Millions)

	17-18 Budget	17-18 Final	17-18 Variance	18-19 Budget	18-19 Current Projection	18-19 Variance
SOURCES						
Tuition & Other Revenue	58.8	58.6	(.177)	60.3	58.9	(1.4)
State Tax Support	24.1	24.1		24.1	24.1	
Summer Session Revenue	3.9	4.0	.16	4.0	4.1	.08
Unrestricted P&H Revenue	4.8	5.0	.23	4.8	4.8	
TOTAL SOURCES	\$91.6	\$91.7	.22	\$93.2	\$92	\$(1.3)
USES						
Projected Base Budget	86.6	83	(3.7)	84.2	84.0	(.2)
Projected Salary Costs	5.4	1.6	(3.8)	5.7	6.1	.46
Summer Session Budget	5.0	4.8	(.16)	4.8	5.0	.25
Unrestricted P&H Budget	2.3	2.7	.32	2.4	2.4	
TOTAL USES	\$99.3	\$92.0	\$(7.3)	\$97.1	\$97.3	\$-.31
NET RESULTS	\$(7.8M)	\$(1.1M)	\$7.3M	\$(3.8M)	\$(5.4M)	\$(1.6M)

Source: Buffalo State Comptroller's Office

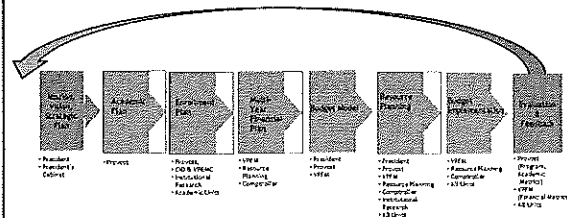
Summary of Financial Capacity

- State tax support is flat, similar to other campuses across the U.S.
- We are increasingly dependent on tuition revenue and continue to experience enrollment volatility
- Most of our resources are in existing base budget: We need to be very thoughtful about how we deploy these resources going forward
- Need to continue to engage in cross-divisional planning activities to align our recurring sources and uses -- to sustain our financial future and our ability to embrace new opportunities

Source: Buffalo State Vice President for Finance and Management

Future Planning: Launching the Strategic Resource Planning Process (SRPP)

Roles and Responsibilities



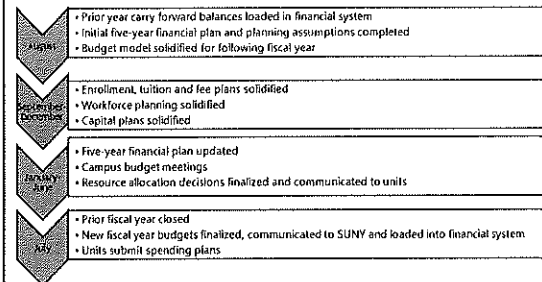
Source: Buffalo State Vice President for Finance and Management

Overview of Strategic Resource Planning Process

- Integrated resource planning
- Roles and responsibilities
- Calendar
- Multi-year financial plan
- Base budget
- Budget model

Source: Buffalo State Vice President for Finance and Management

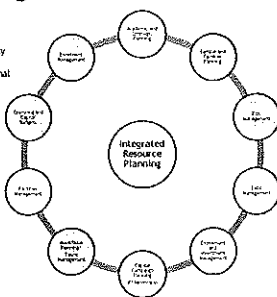
Calendar: Strategic Resource Planning Process



Source: Buffalo State Vice President for Finance and Management

Best Practices Model: Integrated Resource Planning

- All Funds
- Comprehensive asset/liability management
- Integrative: single institutional point of view
- Long term in nature
- Analyzes returns on investments
- Proactive
- Dynamic and scenario-based
- Transparent

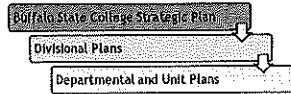


Source: Buffalo State Vice President for Finance and Management

Integrated Resource Planning: Context and Environment

Strategic Goals and Objectives

Resource planning begins with a plan:



Aligned budgets help institutions achieve overarching institutional and unit objectives:

- Transparency
- Accountability
- Risk Management
- Accreditation

Source: Buffalo State Vice President for Finance and Management

Integrated Resource Planning

Static Planning



Active Planning

- | | |
|---|--|
| <ul style="list-style-type: none"> • One time event • Outdated on day one • Updates are infrequent • Employs numerous files and sources • Difficult to consolidate • No integration | <ul style="list-style-type: none"> • Multiple versions and scenarios (what-ifs) • Frequent updates based on business inputs • Common platform • Integrated data and analytics • Easy to consolidate • Fully integrated and connected |
|---|--|

Source: Society for College and University Planning

Data

Integrated resource planning is informed by data and information:

- Enrollment
- Credit hours
- Tuition revenue
- Tuition vs. state tax support
- Student fees
- Faculty and staff FTEs
- Graduation rates
- Philanthropy
- Research
- Residence hall occupancy
- Spending plans

Static planning → Active planning

Source: Buffalo State Vice President for Finance and Management

Budget Model: Guiding Principles

Strategy

- We align incentives with our mission and with strategic behaviors

Predictability

- We build models that provide reliable foundations for planning

Flexibility

- We build planning models that anticipate and are responsive to changes in the economic environment; we incorporate appropriate risk management strategies

Integration

- We consider the university as a whole and make intentional connections between varying types of organizational needs and priorities

Stewardship

- We exercise prudence in managing our resources, diversify revenues to promote resilience, maintain appropriate reserves, and reward efficiency and effectiveness

Source: Buffalo State Vice President for Finance and Management

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What is Integrated Planning?

- Integrated planning is the linking of vision, priorities, people, and the physical institution in a flexible system of evaluation, decision-making and action
- It shapes and guides the entire organization as it evolves over time and within its community
- For additional information:
 - Integrated Budget and Resource Planning at Colleges and Universities: Society of College and University Planning, 2011
 - Evolving Higher Education Business Models: American Council on Education

Sources: Society of College and University Planning; American Council on Education

Strategic Resource Planning Process in Development: 2018/19 - 2019/20

1. Enrollment and resource planning integration

- Scholarship strategy and planning (Excelsior/TAP credit)
- Housing rates and occupancy strategy
- Academic planning and support

2. Campus capital planning process

- Instructional facilities plan
- Space standards and utilization

3. Campus multi-year financial plan

- All funds multi-year financial plan
- Utilities/energy planning

4. 2019-20 budget model development (December 2018) and planning

- Investment pool
- Enrollment growth
- Base budget
- Alignment of recurring sources and uses

5. Continue to evaluate Budget Committee Support Group recommendations

6. General College Service Fee (GCSF) review

7. Business Services: Procurement (Jaggaer) and reimbursements (TBD)

Strategic Resource Planning Process, Future: 2020-21 and Beyond

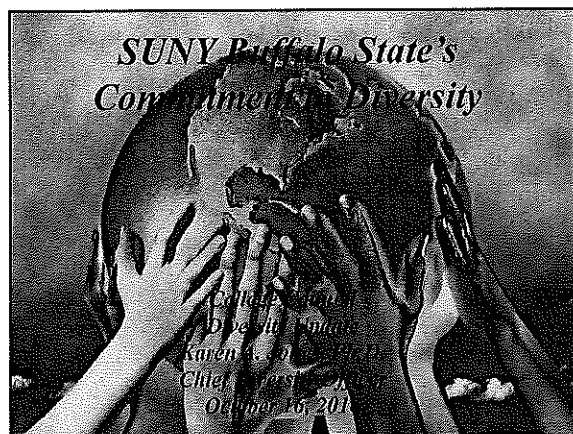
- Three-year planning process - all funds
- Spending plan development
- Unit staffing plans (workforce planning)
- Composite financial index (CFI)
- Enterprise risk management (ERM)
 - Risks/contingencies aligned with resources and future investment
- College: Review of all fees/revenue streams
- Business systems: Financial reporting and planning improvements
- Evaluation of college-subsidized activities
- Integrated resource planning calendar
- Campus overhead analysis

Next Steps

- Stay the course on 2019-20 budget rebalancing
- Continue position control
- Continue campus enrollment and student retention/completion efforts
- Continue cross-divisional planning activities to identify and analyze opportunities to generate new resources and strategically deploy current resources

Next Steps

- Implement formal resource planning process and governance structure - update December 2018
 - Financial Capacity
 - Strategic Resource Planning Process



Measure of our Diversity

Diversity Recruitment Initiatives

- ❖ The campus has set aside funding for two Faculty Fellows, both began teaching for the 2018-2019 academic year. This initiative follows previous recommendations to "grow our own."
- ❖ Continue our partnership with SUNY for the SUNY Diverse Faculty program.
- ❖ We will continue to review and consider inviting and hosting women and underrepresented faculty as "Distinguished Lecturer" guests as part of the President's Speakers Series. Diane Nash served as the first speaker.
- ❖ The Graduate School and several academic departments have partnered with several HBCU's to attract graduate students. The chemistry department has admitted students from Fayetteville State College (NC).
- ❖ Continue to partner with the Southern Regional Education Board (SREB) COMPACT (Institute for Teaching and Mentoring) to increase our applicant pool for historically underrepresented tenure-track faculty hires.
- ❖ The Provost has charged each academic area to create and operationalize their diversity strategic plan - to create an action plan as to how they can increase historically underrepresented faculty in their respective areas, particularly for those areas that continue to have placement goals.
- ❖ Providing workshops on culturally competent pedagogy.

Measure of our Diversity

College Workforce Demographics by Job Group

Job Group	Total	M	F	W	Hispanic	AA	LA	NA	II	PI	JP
(U) Executives	72	11	19	36	6	2	1	9	2	0	0
(B) Admin and Managerial	16	7	9	11	3	0	0	0	0	0	0
(C) Directors	43	29	34	30	13	12	0	1	0	0	0
(D) Associate/Assistant Directors	25	6	17	21	4	3	0	0	1	0	0
(F) Professors	100	70	30	89	20	6	10	1	3	0	0
(B) Associate Professor	197	66	91	140	37	7	18	1	14	0	0
(C) Assistant Professor	61	27	34	42	19	3	10	1	4	0	1
(D) Lecturer/Adjunct	410	215	234	416	37	11	15	1	9	1	2
(J) Admin Professional	211	101	110	173	30	23	9	1	4	0	2
(B) Admin/Coord Tech	41	31	34	42	13	12	2	1	4	0	0
(C) Tech Tech	110	46	41	98	15	8	7	0	1	0	0
(B) Librarians	11	6	8	13	1	0	1	0	0	0	0
(F) Clinical	190	9	171	163	17	13	0	0	3	0	1
(C) Medical Techn	40	19	1	53	7	3	0	1	3	0	0
(F) Maintenance	150	10	52	78	54	16	0	1	9	0	0
(B) Services (Public)	52	27	5	30	2	2	0	0	0	0	0
Total	1,129	497	602	1,428	296	148	72	5	34	1	4
		43%	53%	63%	27%	13%	6%	0%	3%	0%	0%

Measure of our Diversity

National Recognition Awards

- ❖ Receipt of the Insight Into Diversity's Higher Education Excellence in Diversity Award for the 6th consecutive year.
- ❖ Receipt of the American Association of State Colleges and Universities Professional Development and Diversity Award (2016, 2018).
- ❖ Carnegie Foundation's For the Advancement of Teaching Community Engagement Classification (2015)
- ❖ Higher Education Anchor Mission Initiative Member
- ❖ Military Friendly School
- ❖ Anne Frank Project
- ❖ Travel Abroad Programs
- ❖ Bengal Day of Caring

Measure of our Diversity

College Workforce Progress by Units and Job Group

Academic Units and Departments Showing Progress with Minority Representation:

VII, Academic Affairs
Dean, School of Professions
Career Services
Environmental Health and Safety Office

Institutional Job Group Areas Showing Progress: (As compared to 2016-2017)

Progress is made when it is found that a previously established placement goal no longer exists within a job group.

The following Job Groups have made progress:

(3B) Advisor/Counselor Professional Female Placement Goal
(3C) Technical Professional Minority Placement Goal
(4A) Clerical Minority Placement Goal

Measure of our Diversity

Immediate & Short Term Initiatives:

- Each Senior Leader must continue to hold staff accountable
- Employ new marketing & recruitment strategies for students and employees
 - SUNY Faculty Diversity Hires
 - SUNY Diversity Grants
- Continue to develop Presidential Speakers Series
- Each Senior Leader must continue to demonstrate their commitment to diversity, inclusion, equity, and belonging

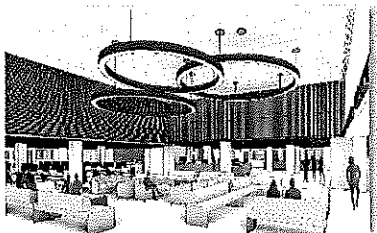
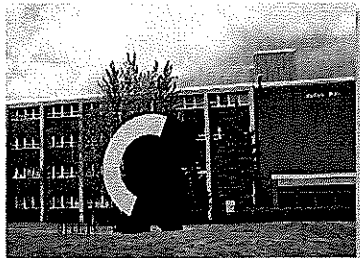
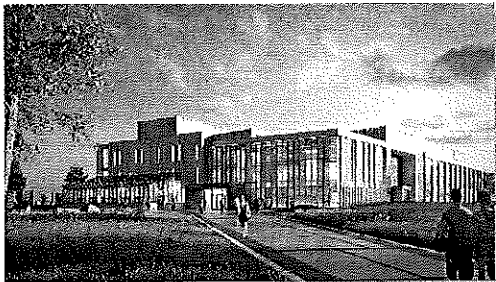


DRAFT: Facilities Committee Report to the Buffalo State College Council

October 16, 2018

<https://facilitiesconstruction.buffalostate.edu/>

For its fall 2018 meeting, the College Council Facilities Committee, joined by members of the full Council, toured a selected group of campus buildings. The August 2 tour featured buildings that were recently constructed or renovated, or that are currently in the planning or construction phase. The tour group visited:

	<p><i>Academic Commons, Butler Library</i></p> <p>This project will reconfigure parts of Butler Library to accommodate the Academic Commons, a "one stop shop" for academic support including tutoring, advising, writing assistance and student accessibility services. This \$17.7 million project began in fall 2018 and will end in winter 2019/20.</p>
	<p><i>Upton Hall</i></p> <p>Upton Hall houses design programs and their specialized academic equipment. This Phase 1 project includes rehabilitation of ventilation systems for the north wing, and specialized local exhaust systems; a new kiln room and new equipment in the glaze and clay mixing suite; and a renovated spaces for the Jewelry/Metals and Wood Furniture programs. This \$5.5 million project will be completed in winter 2018/19.</p>
	<p><i>Science and Mathematics Complex, Phase 4</i></p> <p>In the multi-part project to create the Science and Mathematics Complex, phase 1 provided a multi-story glass atrium, an advanced imaging suite, and state-of-the-art research and teaching facilities for the biology, chemistry, earth science and science education departments, as well as the Great Lakes Center.</p> <p>During phase 2 the north wing of the existing Science Building was renovated to house classrooms, labs and offices for departments in the sciences. Phase 3 demolished the south wing of the existing Science Building. During phase 4, a new south wing is being constructed at a cost of \$28.4 million. It will include a planetarium, a greenhouse, labs, classrooms and lecture halls. This final phase of the project got under way in summer 2018 and will conclude in fall 2020.</p>



Tower 3

The Tower 1 and Tower 4 residence halls have been renovated in recent years. Rehabilitation of Tower 3 is currently under way. Improvements will include entrance, lobby and elevator rehabilitation; lounge and laundry room renovations; and updates to student suites. This \$14.75 million project will conclude in summer 2019.



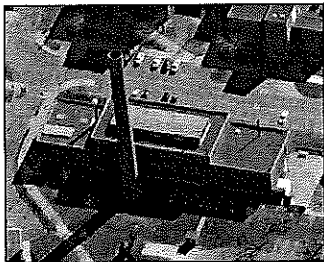
Classroom Building

Plans are under way for a phased renovation of the Classroom Building. This project will improve the data infrastructure, replace ceilings and lighting, upgrade the building's lecture hall and reconfigure its space.



Jacqueline Vito LoRusso Alumni and Visitor Center

This recently-completed building, approximately 10,500 square feet in size, serves as a campus visitor center and starting point for tours and other special events. It also provide offices, reception space and meeting space for the Alumni Affairs Office. The project cost was \$6.9 million.



Central Heating Plant

Buffalo State's current steam plant is at the end of its life cycle. This project will replace boilers and all associated equipment with new and more efficient versions. This will reduce costs for fuel, operation and maintenance; reduce harmful emissions and the potential for harmful fuel leaks; and provide a more reliable source of heat and hot water for the campus. This \$20.8 million project will begin in spring 2019.



Bishop Hall

Bishop Hall has returned to its original use as a residence hall. The building has been reconverted to a 204-bed corridor-style residence for honors students. It has kitchen, study, lounge and recreation spaces distributed throughout. Renovations created restrooms with privacy and updated the building's mechanical, electrical, plumbing and fire safety systems. This \$16.1 million project was funded through the Dormitory Authority of the State of New York (DASNY).

Student Affairs Committee - Minutes & Report

The Student Affairs Committee regularly reviews non academic student-related issues and activities. The committee periodically assesses the quality of student life on campus to enable the College Council to prescribe for, and exercise supervision over, student housing and safety. The committee also periodically makes recommendations to the council related to its authority to make regulations governing the conduct and behavior of students. The committee meet as-needed, normally three to four times a year.

General

Student Affairs Committee Meeting - October 5, 2018 - 1:00PM

Student Affairs Conference Room - Cleveland Hall 514

Present: Dr. Timothy Gordon, V.P Student Affairs; Charles Naughton, Chair; & Cindy L. Odom

Agenda Items

Welcomed new College Council Member Cindy Odom to the Student Affairs Committee.

Dr. Gordon presented her with a synopsis of the role and functions of the Student Affairs Committee's oversight responsibilities for general matters of student life, student conduct and student housing and facilities as related to student life.

Dr.Gordon reported the following:

New Academic Year start went smoothly

Student Conduct

Consolidation of the student conduct adjudication systems into a single system is working well thus far. No major issues reported in the new system.

2018 Buffalo State Annual Security and Fire Safety Report

Just posted by Public Safety to the Buffalo State Web Site at:

<https://police.buffalostate.edu/sites/police.buffalostate.edu/files/uploads/Documents/annualecurityreport2018.pdf?fbclid=IwAR2wzAjO3caHlKw1afwCLrbRtOIEToDbQs7BdButDIHFPnAkNDBL0KZfzCI>

Public Safety

The report is a mixed bag, with some of the most serious sexual assault reports are down between 2016 & 2017,(from 13), but some trends are up, most notably burglary (from 12 to 23) and referrals related to drug use tied to controlled substance use/abuse (315 to 513).

- Safety measures have including upgraded lighting is constantly being improved when students or staff report any issues
- New campus shuttle on-line contracted with private company seeing an increase in usage which contributes to enhancing safety.
- Working with wellness folks to address student choices when it comes to drug and alcohol use
- There is a concerted effort to more meaningfully engage students to intervene tom prevent the escalation of problems.

Housing

- Bishop Hall is now open and fully functioning as a residence Hall
- Off site student housing status - Campus Walk - remains the only "off campus" student housing remaining which is expected to remain for 2 more years
- No more students housed at remote locations.
- Renovation of the last tower should take place this year....hopefully program will be complete within the next two years to remove the need to provide any off-campus housing.

Athletics

- There has been a lot of movement in athletics for coaches with several interim coaches.
- The department is in transition but the programs seem to be continued to be successful for Buffalo State's student/scholars