



**College Council Meeting
September 19th, 2023**

**Office of the President
Dr. Mary Bonderoff, Acting President**

I am excited to start my second year at SUNY Delhi. This summer was busy and productive. From teach-out agreements to summer transition programs, faculty and staff were engaged and committed to providing a quality experience for our students.

At the President's house, we warmly welcomed new EOP students and orientation leaders for an ice cream social. I also had the opportunity to meet with new residence hall directors and resident assistants. At the end of the EOP summer program, a reception was held at the Bluestone Restaurant.

This semester, I have asked our leadership team to read *Becoming a Student-Ready College* and have encouraged the campus to participate as well. We will be holding monthly opportunities to discuss what we have learned. Campus leaders also participated in a Trama Informed Practices presentation.

Move-in and Welcome Weekend went smoothly and was a great success. I had the pleasure of participating in several activities throughout the weekend, including axe-throwing! Campus activities and facilities collaborated to establish a new tradition for incoming students. A bonfire celebration was entertained at the track.

I've been asked to serve on the System-wide Transfer Task Force, along with Lisa Tessier. It is critically important for us to be part of this group, to address transfer issues across SUNY. Additionally, Dr. Brower has been invited to participate in the SUNY Cannabis Task Force. With the cannabis industry estimating tens of thousands of jobs, we are seeking to develop a lab and curriculum to meet the local and regional needs.

Finally, we are seeking students to consult and advise on initiatives and priorities pertinent to the student experience. We created the President's Student Advisory Council this past spring and are eager to continue brainstorming ideas and addressing concerns this academic year.

Fiscal Stability

Thanks to the advocacy efforts of SUNY System and generosity of Governor Hochul, SUNY Delhi was allocated additional operating aid and other funding to enhance support for mental health, food insecurity, internships, and students with disabilities. Campus leadership and staff spent extensive time researching to propose plans to best support our students in the long term. Investments proposed include personnel, on-site professional development opportunities, and software to complement the student experience. This includes but is not limited to evening and weekend tele-counseling services, job dashboard software, literacy software, extended food pantry hours, and more.

We are routinely meeting to finalize the forthcoming Facility Master Plan. Recently, a presentation was shared outlining recommendations to address capital enhancements including addressing caps in high demand programs. It is our hope that with these improvements, we should be able to decrease student waitlists and support the state's workforce needs.

We continue to meet regularly with SUNY's Chief Financial Officer's team to address the looming deficit. Chelsea Mathieu is diligently working on a stabilization plan. My sincerest thanks to her office and the Budget and Planning Committee for combing through the submitted budget requests and setting OTPS targets for the coming year. Their careful attention resulted in our positive cash position at the conclusion of the recent fiscal year.

The Personnel Review Committee is actively addressing attrition and has expanded reviews of requests for adjuncts, extra service, temporary appointments and promotions. Additionally, the Campus Resources and Space Utilization committee will be vetting software requests to examine alike needs across departments. The intent is to sunset several instances of software to decrease OTPS.

Strategic Enrollment Management and Retention

We are pleased to share that SUNY Delhi has enrolled the highest number of students in many years. Besides a peak year in 2017, this is the largest cohort of newly enrolled students in eleven years.

Nazely Kurkjian, Dr. Brower, Mark Sullivan, and Dr. Edwards are meeting weekly to determine the Strategic Enrollment Plan (SEM) priorities for this academic year and ensure it is implemented in a timely manner. Relatedly, a portion of the campus budget is dedicated to advance recruitment and retention efforts.

To strengthen the persistence and success of students participating in various opportunity programs, numerous summer programming occurred, including the EOP Summer Program, bringing Access & Equity and CPASS students to campus early, and a pilot program for students who were academically dismissed.

The Admissions office is adding capacity to recruit for our online degree programs. Mark Sullivan crafted marketing plans for online degree completion programs and online master's programs. With strategic marketing efforts to attract master's degree seeking students for Criminal Justice, the results were successful. The intent is to build on this for other online programs offered at the college.

Admissions is also ready to begin collecting applications through the Slate CRM. They will begin training campus constituents shortly. In the long term, our goal is to develop dashboards for academic leaders to review application data in real time.

Lastly, Nazely and Dr. Edwards are planning data-focused training and working meetings for the Senior Council. The Senior Council welcomes engagement with all employees on campus. This year, our goal is to develop baseline definitions for data collection and leverage tools to sustain student retention.

Academic and Operational Alignment

Starting August 1st, a new academic restructuring took place, consolidating from five schools to three. The Resnick Academic Achievement Center (RAAC) has also undergone several changes. With a substantial increase in the number of enrolled EOP and CPASS students, searches for additional staffing are currently underway. SUNY System is currently reviewing plans for the utilization of incremental

funds to supplement and bolster support for students. Given the rising number of students from Spanish-speaking backgrounds, we are committed to providing English Language Learner (ELL) services to help students advance their reading, writing and speaking skills.

A teach-out agreement with Medaille University permits us to extend veterinary technology education in an online format. Dr. Meckel and the vet sci faculty worked very hard to get this off the ground this fall. This was the first expedited academic program review process. We are thrilled that SUNY is working assiduously to improve these processes.

This is the first semester the campus is utilizing Brightspace, our new learning management system. Vancko Hall has been replaced with Online Delhi. I appreciate the work to implement and transition to this system. Kudos to CIS, the Callas Center for Technology and Instruction, and all faculty.

Community Engagement

Dr. Brower, Michael Sullivan, the Deans and I are actively engaged with industry partners to submit grants for updated equipment in high demand programs. Through the Heckscher Foundation for Children, we were awarded a \$400,000 grant to create jobs for underserved young adults in New York State. Specifically, this will support workforce development in the manufacturing sector. In addition, a major gift was donated to expand spay and neuter services. This is a tremendous step that will allow us to create a new community-facing animal clinic on campus.

Over the summer, Alumni Relations hosted a full group of alums from across New York State at the Saratoga Racetrack. Additional convenings are planned for Washington DC and San Francisco. SUNY is planning several advocacy days in the nation's capital.

We had the privilege of hosting Senator Kirsten Gillibrand at SUNY Delhi. We gave her a tour of campus spaces, including the cyber and culinary labs. She had a great time meeting our students and we hope to welcome her back soon.

Michael Sullivan and I met with Senator Chuck Schumer to discuss SUNY Delhi's role in educating leaders for tomorrow's workforce. Senator Schumer has been actively seeking funding, in partnership with the Delaware County Electric Cooperative (DCEC), to modernize electrical and telecommunications infrastructure in rural areas.

Academic Programs and Services
Dr. David Brower, Interim Provost

School of Applied Technologies and Architecture

The Architecture Program has set up a meeting with the National Architectural Accrediting Board (NAAB) on September 26th. This will be the first meeting in a four to five-year process to get the new

five-year BArch degree accredited. We need to acquire the accreditation to validate delivery of the degree. We had an unsuccessful search for the open Architecture faculty position that requires a PhD. The Program successfully hired Madisyn Woods-Heath as a new instructional support technician. Ms. Woods-Heath will be instrumental in organizing and securing the materials and information for the NAAB accreditation.

The Automotive Program achieved re-accreditation from the Automotive Service Excellence (ASE) Education in July. Justin Beers was hired to fill an open position.

Construction Technology and Management program students completed a concrete materials sculpture in front of Smith Hall, to complement the existing steel materials sculpture. We had two unsuccessful searches for open Construction faculty positions. We will repost them again this month, with some modifications to the job requirements.

The Electrical Programs expanded our first-year seating to 75 students and filled those seats. We successfully hired Instructor Ryan Klein as a new position to accommodate the increased numbers. In addition, we successfully hired a part-time Instructional Support Associate (ISA) Matt Ross to accommodate the extra students. The program also received a donation of a "Hot Stick" trailer for the Utilities program as well as three new utility poles, from Delaware County Electric Cooperative (DCEC). The National Electric Contractors Association (NECA) club received a nomination for the "Chapter of the Year" award.

The Mechatronics Program Received a donation of \$200,000 worth of machining equipment from TRAK machine equipment. A special thanks to Sportsfield Specialties in Fraser, as they unloaded and stored this heavy equipment for us. The program was awarded a grant of \$390,000 from the Heckscher Foundation to expand our hydraulics / pneumatics / robotics capabilities. The team will be creating new curriculum this semester to address the needs of industry

The Plumbing, Heating, and Pipefitting Program expanded our first-year seating to 44 students and the program is full. We also successfully hired Instructor James Manon as an Instructional Support Associate to accommodate the increased student numbers.

The Refrigeration Program expanded our first-year seating to 48 students and that is also full. Matt Ross joins us as a temporary Instructional Support Associate (ISA) to assist with the increased class size. In addition, the program received a donation of a large chiller from JBT/Wolf-tec that will enhance the commercial capabilities of the program.

The Residential Construction program mirrored industry best practices and procedures for running a jobsite, by outfitting our trailers with customized tool storage systems (built by our students in the wood shop) to maximize efficiency and organization. We have all the tools on site that we might need to complete our projects.

The Welding Program also expanded our first-year seating to 40 students. John Bouck has joined us as an Instructor and Hunter Bevins was hired as an Instructional Support Technician (IST) to accommodate

the increased enrollment. The program applied for funding through a transformational SUNY grant to offer sanitary process pipping to our students. Eleven of our graduate welding students submitted their work to the New York DOT for X-ray testing of their work and nine passed this rigorous inspection.

School of Nursing, Arts and Sciences

The combined new school had its first joint retreat on August 18. Members had time to get to know each other and worked on the provost 2023-2024 goals based on SUNY Chancellor's Four Pillars.

Nursing

Leadership is working on the Substantive Change Form for ACEN.

Karen Sitterly joined us as an Assistant Professor.

Ten students will be attending a weekend Remote Area Medical (RAM) clinic September 9 -10 in Olean for the service-learning opportunity. They can assist with providing medical, dental, vision and veterinary care.

Cecilia DeCotes will be attending the Accreditation Commission for Education in Nursing (ACEN) fall 2023 Program Administrators Workshop in Atlanta, GA, which will help maintain our accredited status. Dr. Cheryle Levitt has reviewed three manuscripts for the Journal of Nursing Education & Practice. Quarterly report for the graduate's cohort 2023 is up to 89% NCLEX pass rate, it is above our 85% benchmark for this year. And these are the students taking their boards using the New Generation NCLEX (National Council Licensure Examination) style questions.

Arts and Sciences

Dr. Sanum Shafi has joined Delhi as an Assistant Professor of Psychology and Michele Frazier completed her doctoral defense.

Our first online MS in Criminal Justice (CJ) launched this fall with 22 incoming students. All our CJ faculty joined to hold the first online orientation. Nikki Hoffman and Carrie Fishner joined to provide their support.

Dr. Jason Cash's paper, "The Crystals' Blessing': Technogaianism and Skepticism in *Final Fantasy* and *Stranger of Paradise*," was accepted for presentation at the 2023 Northeast Popular Culture Association Conference in October.

Dr. Jack Tessier published a book chapter and presented it at a professional scientific conference. The book chapter is about a course that was team-taught at Delhi with Alissa Burger and is titled "Monster movies and science: an interdisciplinary approach to teaching SYFY's filmic monsters". The presentation was given at the 2023 Northeast Natural History Conference and was titled "Soil compaction causes *Erythronium americanum* to produce aboveground droppers".

Dr. Lindsay Walker organized the second annual domestic violence symposium and secured a CADI Mini grant for \$250.00 to help with future field trips. Dr. Walker also chartered the Pi Zeta Iota Chapter of Alpha Phi Sigma the Criminal Justice Honor Society, attended the ACJS 60th Annual Meeting: Critical Connections between Civil Rights, Crime, Social Justice, was a guest presenter on the Poetry, Religion,

and Basketball WIOX 91.3FM radio program and a guest speaker at the Schenectady Special Victims Taskforce Meeting in Schenectady.

Dr. Kathryn DeZur won the Photography Award for the second year in a row at the Fenimore Museum's juried art show, Art by the Lake, in August 2023.

Dr. Simon Purdy has completed a community research project focused on substance use across the rural Catskills region. The study was conducted in partnership with the Margaretville Hospital and the Catskills RCORP (Rural Communities Opioid Response Program) Consortium (a grant funded collective which SUNY Delhi's Criminal Justice program is a part of). The results of this study are already being used to help inform and direct efforts aimed at reducing overdoses and addressing the stigma surrounding substance use across the region.

Drs. Daniel Gashler and Peter Brusoe organized two spring trips for our students with the History Club. One to Gettysburg, PA and the other to Washington, DC, at no cost. Students were able to earn one-credit for each experience.

Dr. Peter Brusoe offered a one-credit Independent Study POS296: From Revels and Archibald to Jeffries and Stewart-Cousins: The Quest for Black Legislative Representation. The resulting working paper was accepted by the Southern Political Science Association for their summer virtual meeting.

School of Veterinary and Professional Studies

The newly restructured School of Veterinary and Professional Studies includes Business, Hospitality, Culinary, Golf Course Management, Professional Golf Management, Natural Resources Recreation and Sports Management programs.

The Veterinary Science department is partnering with Medaille University (closing Aug '23) to teach out students in their on-ground AAS and BS Vet Tech programs. They are also now fully approved through SUNY, New York State Education Department, and AVMA (accrediting body) to offer our AAS in Vet Tech in an online delivery. 25 students from Medaille have transferred into this new program offering for the fall semester. New students will be able to enroll starting with the 2024 Spring semester.

Veterinary Science also received an anonymous gift of \$215,000 to support the current and future Spay/Neuter services that we offer to local humane societies and community. The bulk of the funding would help staff equip and run the clinical facility in the renovated Farnsworth Hall (expected move-in Summer '24) over a three-year period.

Through recruiting efforts of Dave Arehart, Joe Burgin, Jim Lees and Ben Czyzewski, the Golf Programs (PGM and Golf Course Management) are welcoming their largest group of incoming new students since 2014 in a continued upward enrollment trend.

PGM students participated in summer internships at golf courses throughout NY and out of state ID, IL, NJ, PA and VA.

The College Golf Course at Delhi organized another successful Golf Instruction Summer Program. The program includes the Stamford Golf Club Junior Golf Camp, Delaware Chamber of Commerce Clinic, The College Golf Course at Delhi Five Week Clinic, the EOP Summer Camp and provides free faculty and staff lessons during the period of non-obligation.

Linda Blocker and Dr. David Brower took a group of Hospitality Club members to the Sagamore in Lake George during the Spring 2023 semester. They were able to meet with management and recent graduates to discuss opportunities for job placement in the Hospitality Industry.

The 2nd Annual Michael Barnes Golf Invitational was held on May 5, 2023. Students, Alumni and Faculty/Staff contributed to the event which benefits student scholarships.

Farm to School: Tomato Sauce Project was awarded the Community Service of the Year Award through the O'Connor Center for Community Engagement in April 2023. This project continues its next phase of sauce distribution to local schools within DCMO BOCES and evaluation of a processing facility for future processing.

The Hospitality faculty awarded over \$30,000 to returning students during their annual Hospitality Banquet held in late April.

Resnick Academic Achievement Center (RAAC)

Advising and Retention Initiatives

We welcomed 28 students to the new Bronco Reboot program for the fall 2023 semester. These students attended an orientation workshop to elevate their academic success skills while building a sense of community within the group. They will continue to work together throughout the semester with the goal of earning good academic standing.

The Advising Office is working to expand its outreach with our early intervention program and provide additional support for students with registration issues. With the restructuring of the RAAC, we have taken the opportunity to expand the outreach for students identified as struggling by our student success management tool, Starfish Success.

Academic Exploration Program

Through summer outreach, we had 27 students that have been moved from undeclared to their major of choice. This fall, we have 27 students enrolled in AEP (Academic Exploration Program).

Tutoring

Tutorial Services created the Peer Tutor Recommendation Survey on Starfish Success. At the end of each semester, the coordinator sends out a survey to instructors who teach courses that historically have a high demand of peer tutoring requests. The purpose of the survey is to identify students who can serve as potential peer tutors earlier and hire them early in the semester. As a result of the Spring 2023 survey, 15 peer tutors were hired ready to help students this semester.

Career Center

Robert Mazzei will serve as the new Director of Career and Transfer Services following the departure of Kristin DeForest.

Career Ready Event to be scheduled with O'Connor Center; Mock Interview events within select classes will be set up and we will be discussing Networking events with alumni.

We are working on and planning career presentations and student meetings to include an overview of documents, career exploration, preparing for an interview, how to conduct job searches, reviewing sites such as LinkedIn.

Plans for Employer tabling and recruitment are in the works, and we are working on job postings and referrals as we transition to Handshake.

Resnick Library

The Resnick Library finished out the spring semester with a strong engagement with students who participated in the Stress Less programming and activities the last two weeks of the semester. The Therapy dog visits were incredibly popular, with over 20 students attending each event. Students also dropped into plant and decorate a small flowerpot and created their own wizard wand on other days. Each event is planned so that students have the opportunity to take a break from studying for a few minutes to do something creative that will help their mental health during a very stressful time.

Overall, the library had 30,657 visits from students during the 2022-2023 academic year. This is a 37% increase over the visits from the 2021-2022 academic year. The Librarians conducted 48 instruction sessions for faculty in classrooms, this is a 17% increase over the 21-22 academic year. The library was also able to provide two additional small study rooms for student use by converting office spaces no longer in use.

In August Carrie Fishner presented to the 65 incoming EOP students on library resources and provided an orientation to the library. She also presented during RA Training and the MS Nursing Orientation Program.

Through the academic restructuring, the office of Institutional Effectiveness, registrar and Continuing Education and Workforce Development now report directly to the provost. Future updates will be included in this section.

Division of Student Life **John Padovani, Interim Vice President for Student Life**

It was a busy summer for the division of student life. Staff took the opportunity to re-energize and rejuvenate while also preparing for the upcoming fall semester and academic year. Traditionally the summer months are filled with employment searches, training and workshops, and innovative programs and initiatives.

The departments within student life provided support for summer transition programs for the college's new students in EOP (Educational Opportunities program), C-Pass (Collective Pursuits of Academic and Social Supports), the Bronco Reboot program, and Access and Equity. Health and Counseling Services, University Police, Student Rights and Responsibilities, Residence Life, and the Center for Student Leadership and Engagement all provided valuable workshops to students.

This year, the Division of Student Life will be focusing on four overarching goals: student success and retention, enhancing diversity, equity, and inclusion efforts within the division, increasing student engagement as it relates to the "college" experience, and improve and manage fiscal resources.

The semester started with a successful move-in and welcome weekend and a successful first week of classes. Below are some of the highlights from the summer and fall semester.

Athletics

The Athletics Department welcomed three new full-time Head coaches: Rasul Jackson, Women's Basketball; William Stephens, Swimming & Diving; and Jonathan Annan, Men's Basketball.

The Athletic staff participated in pre-year training and readiness Highlighters included; Dr. Yanira Dawson, Assistant Director of Athletics/Head Trainer, updated the staff on CPR and First Aid training and the department hosted a campus “Active Shooter” training facilitated by University Police.

Pre-season athletics practices and required NCAA compliance began on August 18. 114 students returned early and tried out for fall athletics teams. Official competitions begin on September 1 with Men’s Golf and Women’s Soccer, followed by Cross Country, Women’s Volleyball and Men’s Soccer. The current finalized fall team rosters total 88 student-athletes. Over 40 home athletics events are scheduled for the fall 2023 semester. Go Broncos!

Details are being finalized for the 15th SUNY Delhi “Athletics Hall of Fame” induction ceremony, October 13-14. The Hall of Fame will induct four new members: Senator Peter Oberacker ’83, Baseball and Basketball, Mr. Kevin Parrott ’84, Wrestling, Mr. Cedric Hawkins ’94, Track and Field, Mr. James Gordon ’00, Lacrosse.

Aquatics

The summer Aquatics Program held a full slate of programs including Water Aerobics, Deep Water Aerobics, Swimming Lessons, and Open/Lap Swim. Back by popular demand, the Aquatics staff is sponsoring two pool party events for students in September as part of the developing fall schedule. The program is recruiting additional lifeguards.

Welcome Weekend - New Student Orientation

Over 900 new students participated in the Fall 2023 Welcome Weekend program kicking off the start of the 23-24 Academic year. The program included sessions to help new students transition to college life. Traditional programming included academic advising, social events, and student support information and training. The orientation staff implemented a new tradition called “The Bonfire Experience” incorporating touching the Bronco Statue in the Agora for good luck and holding a bonfire ceremony signifying the start of their college experience on the track field. Also, the weekend saw a Veteran Student Orientation and Reception and a special session for Commuter students. The next steps are to collect data from attendees, staff and faculty, and Orientation Leaders to better serve future students.

College Association at Delhi, Inc. (CADI)

CADI purchased the “Chow Hound” Food Truck to expand offerings on campus. Free lunches were offered as part of the training process, and the truck made its debut at the Delhi Farmers Market and Fair on the Square events this summer. There will be a contest to rename the truck throughout the fall semester. CADI will develop a plan in collaboration with the Center for Student Leadership and Engagement to utilize the food truck as an additional way to engage students on campus and support campus activities and events.

Twenty student employees arrived at campus early to participate in training on several topics ranging from communication, food preparation, and safety.

In response to student concerns, the 19 meals per week plan was added back as an option. Forty-one students switched to this plan on the first day the plan was opened.

Counseling Center

Completed onboarding for the utilization of TAO (Therapy Assistance Online) and BetterMynd on online mental health assistance programs. The next step is to communicate with the campus.

Emily Tylock has joined the team as our new mental health counselor. Currently, a search is underway to hire an additional Mental Health Counselor for the department.

Revise record of withdrawals in EHR (Electronic Health Record) to improve data collection and assist with retention efforts.

A plan was submitted to SUNY administration for the use of Incremental money provided to support student mental health services.

Custodial Services

Summer building preparations including deep cleaning were completed for all campus buildings. Replaced lounge furniture in O'Connor Hall and replaced mattresses in all Residence Halls. Murphy Hall was painted this summer.

Fraternity & Sorority Life

The "Meet the Greeks" event was held on September 6.

B. Davis, Coordinator of Fraternity & Sorority Life and Multicultural Student Services, completed mandatory in-person Anti-Hazing training for all recognized chapters during New Member Education Teams (ie. President and New Member Education/Risk Manager) and for all Potential New Members for Fall 2023 semester students.

Health Services

Provided Women's Health and Birth Control programming for EOP students, along with programming on what health and counseling services are offered on campus, provided EOP leaders training as well provided Narcan training for all RA (Resident Assistant) staff.

Vaccinated 140 vet science students with the Pre-exposure Rabies series.

Working with Student Financial Services and the IT (Information Technology) department to implement the optional student pharmacy fee effective in the spring 2024 semester.

International Student Services

Successfully enrolled international students in their health insurance plans.

Recently added Mark Sullivan and Galya Nocheva as DSOs (Designated School Officials) in SEVIS. The staff is looking to verify that all international student SEVIS records are present.

Intramurals

The intramural Flag Football Captains meeting was held on September 6. Intramurals is sponsoring a trip to the New York Jets game on September 24.

O'Connor Center for Community Engagement (OCCE)

Overhaul of the Regalia Food Pantry and Career Closet, to include additional signage, new layout, refreshed & re-organized stock.

Ann-Lis Glenn, Coordinator for the O'Connor Center for Community Engagement and Veteran Student Support, led Community Service Day for students in the EOP Program; Over 60 students, 8 Peers, & 6 professional staff served at six project sites.

Annual Opening Meeting Food Drive Competition was held; 427 items collected for Regalia Food Pantry & Career Closet. Re-established the traditional Community BBQ on the Village Square for off-campus students and village residents held on September 18.

Piloted an on-campus Community Service Fair on September 6, inviting community partners to campus to meet with students and help advertise volunteer opportunities.

A plan was submitted to SUNY administration for the use of Incremental money provided to combat student food Insecurities.

Residence Life

On the first day of classes in 2023 compared to 2022, the residence halls are up 180 residents on campus and 41 residents at Riverview Townhouses.

Delhi organized a day of joint residence life professional staff training with Broome Community College, Onondaga Community College, Hartwick, Upstate Medical, and Oneonta, and student staff training with Broome Community College and Oneonta.

Developed FYE (First Year Experience) Passport program to aid in campus involvement and retention. Students completing their passports in their first semester (fall 2023) will receive a \$200 room scholarship for spring 2024. Those who complete a second passport in spring 2024 will receive a \$400 per semester on-campus room scholarship for the following three years if they maintain eligibility including 1) maintaining good academic standing, 2) having no violations of the student conduct code, and 3) maintain residency during the academic year in on-campus housing.

Student Activities

Student group advisors will go through a training workshop aimed at improving advisor's efficacy and support of student led organizations.

Student Life Division Office

The Student Life Division held an all-staff meeting on Thursday, August 10 in conjunction with CADi Training days. Diversity Speaker Pathy Leiva led the group through several Self-Identity practices involving several inquiries to consider, and small group discussion. Assessment was sent to attendees to determine if they came away with increased awareness of one's role and responsibilities for enhancing inclusion and belonging; how to foster positive identity development regarding their self-diversity; and an enhanced awareness of multicultural humility skills related to communicating across differences.

Delhi Broncos Voter (the campus Voter Engagement Committee) has been busy planning on several new ways to collaborate with campus departments (e.g.: OCCE) to market opportunities for the campus community to increase their civic engagement. This semester will see an increase in communications through Delhi Today, Bronco Bulletin, Campus Voice, and the Instagram page.

John Padovani, Interim Vice President for Student Life, will resume evening hours in Farrell Center every Thursday from 6 p.m.-8 p.m. Students are encouraged to walk up and talk.

John Padovani is serving as the campus homeless liaison with the newly established SUNY Liaison Learning Network and partnering with School House Connections.

Student Mail Center

Kept unit open for summer students mail delivery.

Looking to hire 1 or 2 student employees for the year. Will need to systematically purge graduated students from mail software to clean up records.

Student Rights & Responsibilities

Trained RHDs (Residence Hall Director), RAs (Resident Assistants), and peer mentors, and presented to EOP summer academy, Admissions staff, Access and Equity transition students, and Orientation on topics such as student conduct and confrontation, SRR Student Rights and Responsibilities services and resources, Title IX reporting, Restorative justice community circles, and bystander education.

Outreach throughout the summer and August, working on the goal to get all returning students to complete the Bronco SPARC Refresher training requirement by the first week of classes. As of the end of August, we have approximately 1400 students who have completed the course, which is well over 50%.

Welcome, Rebecca Harrington, Assistant Director for Student Rights and Responsibilities, and Deputy Title IX Coordinator.

Student Rights and Responsibilities completed off-campus student visits on September 12 and attended the Community BBQ on September 18; complete multiple educational tables on topics such as alcohol and fentanyl; get at least 75% of the returning student population to complete the Bronco SPARC refresher course.

Transportation

Welcome to Christine Mugrauer, the new Bronco Bus driver hired this Fall to take students to job sites and assist with transporting students to Lower Campus for Vet Science, Auto, Turf, Carp, and electrical classes.

University Police

Officer Jason Lonecke was promoted to the rank of Lieutenant; Jason has been with the New York State University Police for 8 years and previously served with the Windham Police Department.

Department members presented the Civilian Response to Active Shooter Event (CRASE) to the Athletics department and several other campus staff. Members also provided the same training to Residence Assistants. CRASE supplements the Run-Hide-Fight training that our students have received from K-12 schools by teaching CRASE's Avoid-Run Deny-Hide Defend-Fight mass shooting response.

University Police hosting its first "Meet Your First Responders" on September 9 with local Police, Fire, and EMS. This event allowed students to meet area first responders in a non-emergency event.

On September 12, University Police with SR&R and Interim Vice President visited off-campus housing talking with off-campus residents about building community relations.

Veteran Support Services

Hosted Breakfast for local VA support representatives, faculty, student, and staff veterans, and members of the Veteran Student Support team during Welcome Weekend – 12 in attendance

SVA Lounge organized and staged with additional flags, banners, and plaques

One goal this semester is to establish a monthly meeting for the extended Military Affiliated Student Services Committee.

Office of Diversity, Equity & Inclusion Lou Reyes, Interim Chief Diversity Officer

Interim Chief Diversity Officer, Louis A. Reyes Jr., created a standing Chief Diversity Officer Tech Sector Meeting. This was created in collaboration and request of Chancellor King. Goals include but are not limited to greater collaboration by Tech Sector CDO's, promoting best practices, sharing of successes and challenges, and learning opportunities. SUNY's Vice Chancellor for Diversity, Equity, and Inclusion/Chief Diversity Officer, Ricardo Nazario-Colon, has received positive feedback from these meetings.

The Interim Chief Diversity Officer has been actively engaging with the campus community as part of the listening tour. The listening tour stretched between the Delhi Campus Child Care Center (DC4) of the Valley Campus and the Applied Technologies Complex of the main campus. This listening tour is serving as an internal assessment to identify needs related to Diversity, Equity, and Inclusion.

In collaboration with our Office of Institutional Research, SUNY Delhi is preparing for a system wide campus climate survey in the Fall of 2023. We are seeking to market completion of the survey and assess its results. This survey will accompany what we learned from the listening tour to better inform strategic education and support for our campus community.

The Interim Chief Diversity Officer is working on establishing Employee Resource Groups on the campus of SUNY Delhi. Employee Resource Groups have proven to be a powerful tool. It brings together people of shared interests. While creating a sense of belonging, it also opens the door for innovation that can better the campus community.

The Diversity, Equity and Inclusion Advisory Board (DEIAB) is seeking a tri-chair for the board. The tri-chair will consist of a staff member, faculty member, and fully remote member. The Interim Chief Diversity Officer will support and collaborate with this tri-chair. We currently have two thirds of the chairs filled. DEIAB is also seeking students to be members of the board.

Diane Hanna (Director of HR) and Lou Reyes (ICDO) co led the Tripartite hearing committee training. We also put out a call for membership for the Affirmative Action Committee through Delhi Today.

Collaborated with the Interim Vice President for Student Life (John Padovani) and Director of Rights and Responsibilities (Lacey Williams) to revisit and reimagine our Bias Response form and team.

Educational Opportunity Program (EOP)

The Search Committee has already held on campus interviews for final candidates in the EOP Counselor Search.

Under the leadership of Interim Director of Opportunity Programs (Gabriella Vasta) and collaboration from SUNY systems, Enrollment Services, Student Financial Services, EOP Counselors and Campus Leadership; The Educational Opportunity Program brought in their largest class since before Covid. We also brought in our largest in-house opportunity program class (CPASS). We brought in over 80 new CPASS students. To enhance support of the CPASS program we are hiring additional support and incorporating best practices that mirror that of SUNY's EOP, ACE and ASAP.

Collective Pursuit for Academic & Social Supports Program (CPASS):

Welcome to Jessica Bene, the new CPASS Counselor.

Office of Marketing, Communications & Enrollment Management Mark Sullivan, Vice President for Marketing & Enrollment Management

Enrollment Management

During this final phase for the upcoming Fall 2023 term, Enrollment Management has generated over 7,000 completed applications compared to 5,300 from last year. Additionally, Admissions accepted nearly 5,500 students for all programs. Last year, the college only had 3,750 accepted students at this point. The most important metric is net deposits. Currently Admissions has close to 1,300 deposits compared to the target objective of 1,210 deposits.

For campus-based programs, which include 1st year, transfers, readmits and reentry students, we have exceeded the 815-target for first year students, and 200 for combined transfer, readmit and re-entry students. We now have over 1,000 new campus-based students. The Fall class was able to enroll 65 more applied technology students, due to increased capacity with innovative scheduling, more teaching faculty and course materials needed to bring more students. Additionally, with the Medaille University teach-out agreement in the last four months, Admissions enrolled 24 new online vet tech transfer students, plus 9 campus-based vet tech students.

In graduate programs, Admissions is tracking ahead of the Fall term target objectives with 25 new masters' students from the recently launched MS in Criminal Justice program. The collective graduate student forecast enrollment is now close to 75 students, compared to the original forecast of 50 graduate students. Admissions for online degree completion undergraduate programs, that close on October 23, 2023, for the Fall term, is close to 150 new paid students, compared to the YTD goal of 125. Admissions is still receiving applications weekly. The new forecast has raised the total of online bachelor's students to 165 for this Fall term. This will be the first year of online growth over the last seven years of decline.

Overall, Enrollment Management has achieved its largest incoming calls since 2017, with close to a 15% improvement over the previous year. This six-year enrollment record validates the strategy of focusing on key technical degree programs within applied technologies. But capacity limitation is still a major issue moving forward as 12 individual programs closed in just the last 6 weeks. We still have waitlisted

students for Fall 2023, who will most likely not be coming to SUNY Delhi this Fall. Added teaching space and more faculty in these technical areas are needed to continue the expansion path that this college has seen over the last two years.

By working closely with our provost and faculty members, we continue to expand new articulations agreements with BOCES, community colleges, high schools and now with international institutions to increase applications, deposits and newly enrolled students. Additionally, with all the academic leaderships initiatives, enrollments have also been increased due to new online programs and implementing events such as the RN to BSN Bootcamps.

Additionally, the new scholarship initiatives (Presidential, Residential and Merit) have yielded a higher GPA student with a better show rate. However, SUNY Delhi has limited yearly funding of just \$240,000 per year compared to Alfred State and Farmingdale State Colleges. These scholarships were launched with the help of Slate, the new CRM software platform. Additionally, Slate has provided new email drip campaigns and event management capabilities with recruitment programs including open houses, accepted student days and selected private students' events hosted at the SUNY Global Center located in Manhattan. The Enrollment Management team should now implement text messaging campaigns to urge prospective students to complete all aspects of the application process. This will be a critical phase in making Fall 2024 enrollment forecast numbers.

In closing, with a modest growth in Fall 2022 of 3.2 % (and leading most of the other technical colleges), combined with the projected total 2023 growth of 15%, we are experiencing a total growth of over 18% in just 24 months. The strategy of adding new regional admission advisors, better CRM systems and more events, and a greater focus on technical academic programs, this college has experienced sustainable growth to reverse the negative trend of the last six years.

Marketing and Communications

We are developing targeted email communications to high school juniors and seniors through Slate. A number of campaigns have already been sent, and we are further customizing and expanding messaging to specific groups and needs. Upcoming Slate campaigns include promoting our Fall Open House events.

After being in development for a year, we are close to finishing a new WordPress-based segment for the SUNY Delhi website which will enable us to host a "blog" under our domain and navigational structure. The blog can host visually appealing stories, news releases, and other updates, all categorized by topic or academic area. Our previous storytelling solution, Exposure (exposure.co), took visitors from our website to a third-party site, which not only resulted in losing traffic on our own site but had limited customization and branding capabilities. Once the new WordPress blog is fully set up, we will begin importing stories and images from Exposure and setting up categories for academics, student life, news, and more.

Our website homepage has been updated with a new, colorful design. It now hosts visible "apply now" and "request more info" links as well as links for specific different student groups (first year, online, graduate, EOP/C-PASS, etc.). The top image on the page is designed to have a wide appeal with a call to action to apply to Delhi, visit the campus, explore our programs, etc.

We are working to enhance our virtual campus tour through our vendor YouVisit. We will be updating the photo and video content, creating text highlights, and providing detailed accessibility info.

Our growing social media platforms continue to engage our various stakeholders. When academic semesters are in session, we do a weekly “week in review” post with photos and news from different campus areas. We are also doing an “events this week” feature on Mondays to highlight upcoming campus events. We are looking to hire two student content creators to make on-trend, entertaining social media content for Instagram and Tok-tok.

We’ve sent several press releases, which include highlighting our strong enrollment this fall and the college’s collaborations as well with local partners in veterinary technology and applied technologies.

This summer, we have worked with a hired videographer to create a promotional video highlighting our young culinary arts alumni. This video will be finished in time for the upcoming recruitment cycle. We also created a video for our email campaign to promote our online degrees in Criminal Justice.

Our photography services for the past quarter include numerous headshots for both students and employees, event coverage, and daily campus activities.

Office of Finance and Administration
Chelsea Mathieu, Interim Vice President for Finance & Administration

Within the Academic Enterprise, we ended last year (2022-2023) in a positive cash position. We started 2022-2023 with \$3.2M and generated \$31.6M revenue, which was offset by \$32.4M in expense. As such, we ended the year with \$2.3M in cash within the Academic Enterprise.

This year (2023-2024) we are projecting a negative ending cash balance within the Academic Enterprise, as our expenses will exceed our anticipated revenue. While we were allocated additional State support for operating aid, monies to support student success, and transformational funds, we will no longer receive HEERF support. As a result, revenue is projected to decrease by ~\$2M vs the prior year. Furthermore, we are anticipating an increase in costs driven by increases tied to contractual obligations. We have made improvements to our spending justification form/process in which all spending requests are processed prior to receiving purchasing approval.

This fall the Campus Resources & Space Utilization Committee will be in full swing. This committee is charged with reviewing and making recommendations related to space assignments and the allocation of various Campus resources. ADA accessibility and information security reviews are part of this committee’s review.

The Hiring Freeze Committee has rolled out an expanded form to include requests for adjunct, extra service, temporary appointments, as well as promotions. The Committee will be meeting weekly through September.

Student Support & Development

Current SUNY Delhi In-State Cost of Attendance for 2023-2024 academic year and 2022-2023 comparison:

	2022-2023	2023-2024
Tuition	\$7070.00	\$7070.00
Mandatory Student Fees	\$1650.00	\$1640.00
Room Rent	\$8090.00	\$8340.00
Meal Plan	\$5950.00	\$6250.00
Total Billable Costs	\$22,760.00	\$23,300.00
Books and Supplies	\$1300.00	\$1300.00
Transportation	\$1560.00	\$1560.00
Personal & Misc	\$1304.00	\$1428.00
Total Non-Billable	\$4164.00	\$4288.00
Total Cost of Attendance	\$26924.00	\$27588.00

Typical Maximum Federal and State Aid for In-State Student:

NYS Tuition Assistance Program (TAP/SUNY TC):	\$7,120.00
Pell Grant:	\$7,395.00
Federal SEOG Grant (limited funding)	\$1,000.00
Federal Direct Student Loans:	\$5,500.00
Total Aid	\$21,015.00

Funding Gap for Billed Costs:

Semester Bill	\$23,300.00
Less Max Aid (including student loans)	(21,015.00)
GAP:	\$2,285.00/per year

As of 09/01/2023, 2,820 students are being billed for the Fall 2023 semester for a total of \$23.7 million. The total amount still outstanding is ~\$4.8 million, for a current collection rate of ~80%. 396 students are enrolled in our semester Payment Plan.

Current Financial Aid processed to date:

Financial Aid:	Fall 2023
Student loans received	\$4,801,193
Parent loans received	1,556,722
Excelsior Scholarship	616,851
Other Grants	5,478,099
College Scholarships (Foundation, Merit, Presidential, ResLife)	384,762
External Scholarships	348,633
<i>TOTAL AID Paid/Anticipated</i>	<i>\$13,186,260</i>

On a more specific level, the VP for Finance and Administration office employed a student over the summer, Soulemene Ly, a senior this year in the Business Administration program. He worked on data entry, reconciliations, record retention, and helping to set up for the new academic year. He did a wonderful job and gained some valuable work experience.

Investing in People, Staff Excellence

The Division of Finance and Administration is currently transitioning through several organizational changes.

- Maureen O'Connor will be serving as the Director of Business Affairs. In addition to overseeing Budget and Revenue Accounting, Maureen will have under her purview Accounts Payable (AP), Contracts, Purchasing, and Travel.
- Cindy Healey and Student Financial Services (SFS) will now report directly to Chelsea Mathieu, Interim VP for Finance & Administration.
- Amy Brown will be working on special projects related to business processes.
- Approximately 28 new employees attended the Abbreviated New Employee Orientation on August 15, 2023. Computer Information Services and the Center for Excellence and Innovation provided a snap-shot of the services they provide. There was Active Shooter training, as well as a new session called "Inclusivity on Campus", presented by the CDO Louis Reyes, Interim Director of Accessibility and Opportunity Programs Gabby Vasta, UUP Chapter President Kelly Keck, and Jackie Howard. A benefits fair for all members of the Campus community was held concurrently in the Farrell Student and Community Center, where approximately 15 vendors shared information and answered questions.
- We are also hosting "Monthly Trainings" beginning in September providing a brief overview of selected topics from across Campus. These trainings are open to all faculty and staff; however, our newest employees will receive a personal invitation. Each program will begin at 9 am and is expected to conclude at 10 am. The trainings will be live in 131 Bush Hall and are also available via Zoom.
- The Personnel Review Committee, which reviews all faculty and staff positions, has expanded the Hiring Freeze form online to include requests for Adjuncts, Extra Service, Temporary Appointments, and Promotions. All Requests must be submitted for review by Monday for reviews on Wednesdays. The Committee meets monthly – the last Wednesday of each month.
- Mandatory Staff and Faculty Trainings have moved to Online Delhi. Live and in-person training announcements are in Bronco Connect.
- HR representatives have attended over 12 Job Fairs over the last several months working with various agencies to help recruit for our open positions. Check out our Facebook page at SUNY Delhi Human Resources to help share our current employment opportunities!

Projects, Construction, Innovations, Procurement

The Department of Education is doing a complete overhaul of the Free Application for Federal Student Aid (FAFSA) slated to be released for the upcoming 2024-25 school year. The goal is to simplify the FAFSA application and make it easier for students and families to complete, while expanding eligibility. There will be a significant reduction in questions asked on the new FAFSA. Due to the complete overhaul, the actual release of the new FAFSA for the 24-25 academic year will be delayed to an as yet to be released date in December 2023. Typically, the FAFSA opens on October 1st. This overhaul of the FAFSA will have a big impact on Financial Aid and IT staff in the coming months as we prepare and reconfigure our student information system, packaging rules, and reports as information is released. In addition, Financial Aid staff will have to learn a whole new awarding methodology in terms of understanding how awards will be calculated, new terminology and rules, while simultaneously trying to inform and guide our students and families. It will be a challenging time for sure.

Computer Information Systems

CIS accomplished a great deal this spring and summer. Staff were busy rolling out new tools and replacing existing technology. The Enterprise Systems team collaborated with the Records and Registration Office to implement Parchment, an e-transcript tool. This will allow current students as well as alumni to have Delhi transcripts electronically sent to other colleges or employers. This service has become the industry standard and will eliminate some of the manual work that was previously done in Records and Registration. Within the first few weeks there were over 160 transactions for transcript requests. CIS also instituted multi factor authentication for many student systems including Bronco Web. This results in a much more secure environment and brings the college into compliance with the SUNY mandate for the new learning management system (LMS).

Speaking of SUNY's LMS, D2L Brightspace went into production in May. All summer online summer classes were taught utilizing this system wide tool which CIS had worked with the Callas Center over the last year to migrate to. This was a large-scale project, however the college stayed on task and met all of the timelines set by SUNY. The infrastructure team replaced network switches in all buildings. This was much needed as many buildings had been running hardware that had outlived its useful life. The new switches will allow for great bandwidth speeds as well as redundant connections which will eliminate down time in some cases. There was also a large amount of classroom equipment replaced this summer. All classrooms on the second floor of Evenden Tower received updated projectors, document cameras and control systems. The refrigeration lab was also upgraded to accommodate a larger freshman class. This system features dual projectors so students on either side of the lab can have an unobstructed view. This October Windows Server 2012 will be the end of support and the Systems team has been working on upgrading and migrating any servers on that platform to the latest supported version. This is necessary to maintain servers that have the ability to be updated and patched against security risks.

The Customer Support Team spent much of the spring and summer completing the migration to Team Dynamix (TDX) our new IT service management tool. This system will help CIS manage issues and requests. TDX also allows CIS to provide self-help and knowledge base articles on common issues or questions that users run into. This tool is also being utilized by the Spending Pause and Campus Resource Committees in order to collect information and automate workflow for approval or denial. So far this has proven to be a very user-friendly system for those having to enter in requests.

Facilities and Capital Construction

Facilities was also busy this summer working on improvements to the campus as well as new projects. Some of the work accomplished by the maintenance crew included painting Murphy Hall, Smith Hall and Bush Hall. Some buildings were completely painted while others just received touch ups. Many of the crosswalks and handicap parking spaces were also redone. The Gerry Hall showers on the third floor were replaced. Leaks had been discovered in the late spring and tearing down to the studs, rebuilding and retiling was the only fix. This was one of the large projects taken on by the structural maintenance crew. A new service door with access control was installed in Russel Hall and the South Hall steps were repaired. The grounds crew removed several trees that were at risk of coming down along the Catskill parking lot, they added much needed green spaces in the agora and next to Dubois Hall and mulched flower beds and around trees. In addition, the facilities group are an integral part in the planning, setup, and tear down for our large events like commencement and Welcome Weekend.

Capital construction has several projects in the planning and construction phase. The facilities master plan refresh is well underway. The consultant has completed over 20 program reviews with various

campus stakeholders and has begun to share some of their initial findings with the campus. Work continues at Farnsworth Hall with the expectation that classes will take place in renovated space for the fall 2024. The replacement of building management systems in Bush, Foreman and Evenden towers are ongoing. The fire alarm system and building management system were replaced in Murphy Hall this summer as well. We have just kicked off a project to replace the three elevators in Evenden Tower. This project will span 18 months or so and see 1 car replaced at a time. The design to remodel all of the science labs in Evenden Tower is also moving forward and the project to replace fiber infrastructure to all campus buildings will be going to bid in a few weeks. This project will replace the aging 30-year-old infrastructure which will result in increased bandwidth and redundancy. This project had been discussed for several years and will finally kick off spring 2024.

College Advancement
Michael Sullivan, Vice President for College Advancement

Alumni Outreach and Programs:

The Alumni Office hosted a number of successful alumni engagements since the April 2023 College Council meeting.

- Boston Alumni Reception—April 20
- Delhi Alumni Reception (College Golf Course)—May 18
- 30th Annual College Golf Classic—June 19
- Alumni Day at Yankee Stadium--June 24
- Saratoga Day at the Races—July 27

Upcoming events and alumni engagements:

- [Homecoming/Family Weekend](#)--September 22 –24, SUNY Delhi hosts families and alumni for combined Homecoming and family weekend programs. This is the second year the alumni and student life divisions have partnered for this event.
- SUNY Delhi Athletics Hall of Fame--October 14, Athletic Hall of Fame welcome reception and induction ceremony. This year's inductees are Peter Oberacker '83 – Basketball & Baseball, Kevin Parrott '84 –Wrestling, Cedric Hawkins'94—Track and Field, and James Gordon '00—Lacrosse.
- College Foundation/Alumni Association Scholarship Reception—October 26, College Foundation and Alumni Association members host select scholarship recipients for a reception, followed by a joint Foundation/Association dinner.
- San Francisco Alumni Reception—Nov 16, first ever San Francisco alumni reception.

Fundraising and Development:

The Campus Community Campaign (faculty/staff giving campaign) launches late September. Historically SUNY Delhi has received strong charitable support from faculty, staff, and retirees. The campaign concludes in Nov with a Campus Campaign donor reception hosted by acting President Mary Bonderoff, at the President's Residence.

The Student Phonathon will return to the Student Call Center in Bush Hall in mid-September. Phonathon will begin with Parents campaign outreach, focused primarily on new (freshman) parents. Callers will conduct a brief fall alumni phonathon campaign through early November.

Enhanced Activity, Tracking and Outreach for Major Gift Program

The Blackbaud database has substantial tools for tracking major gift related identification, outreach, solicitations, and results. Additionally, a considerable body of work exists on best practices and Key Performance Indicators for Major Gift Programs. A Major Gifts Program scorecard is being developed to better track and monitor activity and progress related to major gifts. A major focus of this project will be tracking—and increasing—the number of asks each quarter.

Academic Advisory Boards

College Advancement staff will continue work with SUNY Delhi Deans and other academic leaders to expand the philanthropic potential of the various Academic Advisory Boards. Each Academic school, and many academic programs have Advisory Boards, initially established to provide insights into curriculum development, industry direction, and to advocate for and assist in securing resources for the various needs of the academic area.

The placement of alumni on these important boards is uneven across disciplines. Advancement staff will assist in identification of potential members and outreach to the same, while also providing guidance on how best to incorporate the role of philanthropy to these groups.

Vet Sci Spay and Neuter Grant

SUNY Delhi's Veterinary Technology program has received a major anonymous gift to expand its animal spay and neuter services. The \$215,000 gift will allow the program to establish a new community-facing animal clinic in Farnsworth Hall on campus to provide high-quality surgical reproductive services to humane societies, animal clinics, and the local community.

Students in both associate and bachelor's degree veterinary technology programs at SUNY Delhi train in surgical procedures, including assisting in providing spay and neuter services to local animal shelters and service organizations. Through the gift, the program's capacity to offer spay and neuter services to the community is expected to increase by over 200% with up to 400 spay and neuter procedures performed per year. The expansion will also provide the underserved local community access to an affordable spay and neuter option for their pets.