



**College Council Meeting
February 21, 2023**

**Office of the President
Dr. Mary Bonderoff, Officer in Charge**

We kicked off the spring semester with a college-wide Assessment Day, followed by our Spring Opening Meeting. Assessment Day focused on the upcoming Middle States visit, with multiple options for employees to review the self-study.

It's been wonderful to welcome back our students. The spring semester is a particularly exciting and eventful one. I'm happy to share that I attended numerous events such as Meet the Greeks, several home athletic competitions and a Student Senate meeting. We're celebrating our outstanding resident assistants on February 15th, which is SUNY Delhi's Resident Assistant Appreciation Day. I'm also looking forward to eating at the Student Restaurant at Bluestone, which is returning this month.

Since the start of the semester, I have been to the Academic School meetings, Student Development Opening Meeting, the Foundation Board meeting, and multiple meetings with college presidents and Chancellor King. Chancellor King announced SUNY's key priorities, including student success, diversity, equity and inclusion, research and scholarship, and economic development and upward mobility. We are proud to share that many of the initiatives underway at SUNY Delhi complement SUNY's vision. We are eager for Chancellor King to visit. His goal is to visit all 64 campuses this spring. Additionally, there was a call with the Chancellor, presidents, chief enrollment officers, and government relations to go through the executive budget process and understand SUNY's legislative priorities. I will be attending the Friends of SUNY reception in the Legislative Office building next month, in addition to the President's meeting.

Fiscal Stability

Vice President Chelsea Mathieu is spearheading a Spending Pause Review Team to evaluate all purchase requests to ensure we are reducing expenses without affecting critical operational needs and services to students. These requests are reviewed weekly and approved by the Cabinet.

Also, we have implemented a hiring freeze by which replacements and newly proposed hires must be vetted through a Personnel Review Committee. These requests are reviewed on a monthly basis. We continue to use attrition to evaluate and strategize campus needs and positions.

These are proactive measures that would be required by SUNY if we were not fiscally solvent. In any event, it is important to understand the full scope of purchasing and personnel as we prepare a budget plan for SUNY.

Strategic Enrollment Management and Retention

Nazely Kurkjian hosted a retreat for the membership of the Strategic Enrollment Management (SEM) planning process. Institutional Research provided a fantastic presentation with a wealth of data to inform the councils and subcommittees in developing strategies and tactics for recruitment and retention. Additional meetings were held to finalize the recommendations, identify key stakeholders for implementation and create actionable timelines. An SEM Open Forum for the college is being planned in March.

Academic and Operational Alignment

We are pleased to announce a restructuring of Facilities. Shawn Brislin has been promoted to Associate Vice President for Operations. In this role, he will continue to oversee CIS and absorb Facilities. As such, Shawn will be added to the President's Cabinet. We are delighted to have Shawn joining us in this permanent capacity. It is important to note that these adjustments reflect significant cost savings for the college.

Leadership from the SUNY Construction Fund visited SUNY Delhi to engage in a strategic meeting with short- and long-term improvements to address capacity challenges for waitlisted programs. Our goal is to expand opportunities in all the Applied Technologies programs. This meeting was a tremendous success. The Construction Fund has committed roughly \$6.5 million to improve and expand the space, equipment, technology, and materials to bring in more students for our highly desired academic programs. To add, renovations will be made in Alumni Hall and Mac Hall for our renowned culinary program. This effort will greatly assist with expanding enrollment, making improvements in our spaces, and meeting the critical workforce needs of New York State. Looking ahead, we are also advocating for additional capital funding to address other space needs on campus.

Complementing the strategy, we have initiated a Campus Prioritization Use Committee to examine the utilization of space. This will be helpful in effectively planning class schedules around capital projects. Associate Vice Presidents John Padovani and Shawn Brislin are leading this group. We are starting a Capital Planning Process in March that will expediate space utilization as a top priority.

Community Engagement

Michael Sullivan and I recently took an advancement trip to Florida. We met with Alumni who have given generously to SUNY Delhi in the past to cultivate relationships and increase financial commitments to the foundation.

I was asked by the President at SUNY Oneonta to serve on the Regional Innovation Council: <https://suny.oneonta.edu/community-relations> Joining Steering Group which meets quarterly. My first meeting is on February 22, 2023.

Michael Sullivan and I met again with Delaware County Electric Cooperative. We are exploring grant opportunities, work force development collaborations, a summer program for high school students and a fun community event. We are excited about this partnership and will certainly have more to share as this moves forward.

Academic Programs and Services
Dr. Thomas Jordan, Provost

School of Liberal Arts and Sciences

Our faculty and staff bios are now available on the website: [LA&S Faculty and Staff Bios](#)

We have two faculty searches in progress: Visiting Assistant Professor/DEI (Diversity, Equity & Inclusion) Coordinator and a Psychology Assistant Professor. Finalists will soon be invited to campus for interviews. School meetings have been held for faculty and adjuncts to provide college updates and discuss concerns and questions.

The Science faculty have been meeting with Architecture+, the design company for the science lab renovations, so we can plan ahead.

School of Business & Hospitality Management

Douglas Gulotty has successfully completed the requirements to re-certify through the Society for Human Resource Managers (SHRM) as part of their Senior Certified Professionals program. This certification “is for individuals whose work includes duties such as developing HR policies or procedures, overseeing the execution of integrated HR operations, directing an entire HR enterprise or leading the alignment of HR strategies to organizational goals.” As a faculty member who teaches many of the major-specific courses in our Human Resource Management degree, this designation helps to reaffirm Professor Gulotty’s mastery of relevant topics and helps to lend additional credibility to the program.

Charles Mole completed a 16-hour training by the Association Tax Preparer for 2022 Taxes, (federal) and 8-hour training by NYS department of Taxation and Finance for NY State Forms. He is a certified NYS Tax Preparer and a registered Federal Income Tax Preparer. We have three accounting students who have passed their IRS certification and VITA certification.

Since October, Linda Blocker has been writing a monthly article for her [Culinary Math Teaching Series](#) published in the Center for the Advancement of Foodservice Education (CAFE) Journal of Best Practices. Each month she shares strategies for teaching culinary math topics to support fellow foodservice educators across the United States.

Linda has also been working with the Hospitality Management Department and the Liberal Arts Math Department to solidify plans for a two-part Hospitality Math course that satisfies General Education Math credit. This course will provide our students with an exciting opportunity to master math topics specific to the various hospitality sectors. These courses will elevate their learning in their subsequent classes and align the math they are studying with their passion.

Desiree Keever and David Brower continue to work on tasks associated with launching the Healthcare Management program as an online completion degree. When the program was originally approved by SUNY, it was approved to be delivered both online and on-campus. Several courses need to be developed for online delivery, and components including orientations and student support are being discussed.

Brianne Smith, Linda Blocker, and David Brower attended the NYC Alumni Event on November 30 and met with numerous hospitality and business alumni. Additionally, they toured the Conrad Hotel with David Tortora, a SUNY Delhi graduate and Director of Operations at the hotel. Following the tour, the group visited Chef Gerardo Vega and the culinary arts program at Innovation Charter High School in East

Harlem. There they presented SUNY Delhi's hospitality-related programs and met two students who planned to apply for fall admission.

Brianne Smith, Tracy VerValin, and David Brower escorted a group of students from the Hospitality Management Department to Turning Stone Resort and Casino in November. Students toured various restaurants, meeting and event space, guestrooms, and the casino floor. They received key insight from the executive chef, event planners, and human resource professionals. Students learned about a variety of employment opportunities available including internships and permanent placement as well.

A few interactions with local BOCES and high school programs have been facilitated through the School of Business & Hospitality Management. David Brower and Brianne Smith hosted a group of students and their teachers from Broome Tioga BOCES. Both culinary arts instructors from this school are Delhi graduates. Sean Pehrsson participated in the Career Day activities at Putnam Northern Westchester BOCES, the institution he attended while in high school. Brianne Smith and Linda Blocker are planning to make presentations to students enrolled in the Family and Consumer Sciences programs at East Greenbush Central School, and the Hospitality Management Department will host a group from Transit Technical High School from New York City on February 1.

Tracy VerValin and faculty and students from the Hospitality Management Department hosted two final Happy Hour events in November and December. These events have helped to boost morale and build community while raising money for student scholarships

Sean Pehrsson attended the First Annual SUNY Cannabis Conference in Niagara Falls in January. The day-long event provided an opportunity for attendees to interact with the brightest minds in cannabis as they learned about the latest technologies, methodology, and legislation affecting cannabis in the State of New York. This conference was helpful to attendees with a variety of backgrounds and levels of experience. There were sessions geared towards those who are new to the legal cannabis industry, educators, members of the public, and experienced industry veteran looking to grow their businesses. Networking and other professional development opportunities were leveraged. This conference supported the development of the curriculum for Chef Pehrsson's new course, Cannabis: From Cultivation to Cooking which is being piloted this spring.

Along with members of the senior administration, David Brower participated in a meeting with the SUNY Construction Fund to advocate for resources to enhance facilities and physical spaces on the campus. He hosted tours of MacDonald and Alumni Halls to showcase the needs in these respective spaces.

The faculty of the Hospitality Management Department are very proud of alum, Sakari Smithwick's valiant effort as a member of the cast of season-21 of Hell's Kitchen. Sakari was voted off the show after falling short on a few of the challenges set forward by the show's host, Gordon Ramsay. Sakari has worked at some of the nation's best restaurants including Eleven Madison Park. Additionally, he participated in the Food Network's *Chopped* in 2019.

Tracey Caponera attended and led a series of training sessions from the last report. She led a DEI-focused (Diversity, Equity & Inclusion) discussion at the Sharing Teaching Ideas group. The topic was "educating students about learning disabilities and Translating Diversity Knowledge Gained in College to the Workplace.": She participated in SUNY Professional Development Workshop on Tips for Ensuring

Authentic Online Assessment. This was also partially focused on building rubrics in Brightspace. In January, she participated in SPARK Teaching touch-ups and Trauma-Informed Education Practices.

Students will develop a tomato sauce recipe to be utilized in local school lunches through a partnership with 607 CSA, DCMO BOCES, and the Rural Health Network of South-Central New York. This will bring over 9,000 pounds of local tomato sauce and lightly processed local produce to K-12 schools in Delaware, Chenango, and Otsego counties. This project is funded through a New York State Farm to School Grant from the NY Department of Agriculture and Markets. Beyond the hands-on lab component of creating and processing the sauce, students will be able to network with local students, research strategies, and offer recommendations for long-term processing and distribution of local products that analyze the balance of meeting both school budget requirements and paying farmers a fair wage.

Stakeholders: The 607CSA, Food & Health Network of South-Central NY, AmeriCorps Farm to School, Sidney Central School Farm to School Coordinator, DCMO BOCES- Representing 11 local districts, and SUNY Delhi Students, Faculty and Staff.

Where we've been: From July 12, 2022, to October 2022 we processed close to 11,000 pounds of farm fresh Roma tomatoes sourced from Weaver's Farm in Morris. Additionally, more than 125 pounds of fresh basil was processed (chopped, packed with olive oil, and frozen).

Where we are: The upcoming task is to produce close to 9,200 pounds of tomato sauce using the processed tomatoes from the summer and fall. The team will process more than 1,000 pounds of garlic to be utilized in the sauce production. On January 22, Brienne Smith and a team of 10 volunteers processed more than 800 pounds of carrots to support NY Thursday lunches during the month of January. The team will meet on Friday, February 3 to discuss action plans and logistics. There will be school-based taste testing in Sidney, Unatego, and Walton later in February. Processing of the following items will be completed throughout the semester: onions (500 pounds over three weeks – February 20 – March 10), potatoes (1,350 pounds during week 11 – April 12-14), and tomato sauce from March 1 – April 21. Marissa Lombardi has been awarded honors credit for this course, and as such, will be completing a nutritional analysis of for the sauce. During the final week of the course, the team will visit the farms and connect with farmers who grew the produce used in this project.

Where we're going: Phase two of the project will commence during the fall 2023 semester where the team will participate in order fulfillment and will assist with coordination of delivery of tomato sauce to schools. Furthermore, the team will continue to participate in NY Thursday Lunches and promotion of tomato sauce at partnering DCMO districts. Additionally, they will conduct a research and analysis project that assesses the sustainability of a processing facility/facilities to support the farm-to-school initiatives. Lastly, a presentation to key stakeholders will be made.

School of Veterinary and Applied Sciences

In January, Terry Hannum led 10 Veterinary Technology students to South Africa. This trip marks the 10th year Delhi has conducted this trip (with two years of COVID excluded). The students were able to visit wildlife conservation, veterinary, and sanctuaries across South Africa.

RATS Camp for SUNY Ulster Students will occur on two Saturdays in February and April. Veterinary Science faculty and staff provide hands on skills to those students.

In January, Bret Meckel and Andrea Balcom attended the Cornell University Center for Veterinary Business and Entrepreneurship Veterinary Business Roundtable to provide input regarding employment and salaries of Veterinary Technicians.

The College Golf Course concluded a very successful 2022 season and is busy planning for the 2023 opening in April. Many new projects are slated for the spring season where Golf Turf students participate in real hands-on golf course projects.

Jim Lees is once again coordinating the Golf in Schools Program where PGM students teach local high schoolers the basics of golfing.

Resnick Academic Achievement Center

Advising

Four offices came together to support our students during the last few weeks of the fall semester to help students who had holds and were unable to register for courses. The offices of Advising, Student Financial Services (SFS), Health Services and the office of Student Rights & Responsibilities all helped students handle the holds. We met with hundreds of students at the beginning of December, and there were 356 students in residence who were not registered for the spring semester. By December 15, that number dropped to 227.

During the regular registration period, the Advising Office offered sessions to all students to work with our professional staff to register for the appropriate course in their major.

The academic advising office also offered three training sessions for advisors during the winter session.

Student Support Services

Starfish Success showed 8,968 appointments; 6,484 Flags and 6,269 Kudos were raised. There were 189 Referrals to offices (SFS, Tutoring, etc.); and 3,021 To-Do's that were given to students. The usage of this Student Success Management System continues to be strong and utilized across the board.

C-PASS (Collective Pursuit for Academic & Social Supports) worked with their fall cohort as well as previously enrolled students on success strategies. On a very positive note, seven of the Fall 2019 cohort students are still on campus and will be graduating with their bachelor's degrees in the next two semesters.

Access and Equity currently serves 15% of our student population (over 360 students), this increase is the expected trajectory with the rise in mental health post-pandemic and is also the trend nationwide. This past semester, the coordinator evaluated the housing and dining accommodation process and revised it as needed to ensure equitable access for students needing campus accommodations outside of academics. They offered several help sessions to their students on success strategies.

Access and Equity continue to work closely with the New York State Disability Council and will be participating in Advocacy Day later this semester. The office brought in Christina Irene during Disability Awareness month, and she presented on Invisible Disabilities. Additionally, staff in that area also presented on several disability awareness topics during the month of October. This professional development for staff and students has been extremely helpful to our campus.

The testing center worked with the Callas Center and CIS to determine a camera system for the Testing Center. Staff also utilized an in-house test sign-up process created through Microsoft Office Forms. Staff organized and proctored 525 exams this semester.

Career Services offered presentations on documents, etiquette and interviewing to over 330 students. Additionally, they offered individual appointments for students to hone their skills and documents. They hosted 10 employers and five other visits directly to academic schools. The office posted over 151 jobs to the current job board. They also worked with Applied Science and Construction Management students who participated in mock interviews.

The current document repository for Career Services changed titles from Optimal Resume to SkillsFirst, and will offer templates for students to use to develop professional resumes.

Tutoring Services continues to use Starfish Success for students to request a tutor as well as applying to be a peer tutor. There were over 300 student appointments created directly through Starfish Success for peer tutoring. Peer tutoring served 41 course subject areas. These students attended a two-session training on professional development, pedagogical training, utilizing Starfish Success, managing group sessions, VARK assessment (Visual, Aural, Read/write Kinesthetic) and Human Resources.

To further promote usage of our Tutoring Services, the coordinator leverages flyers, emails, class visits & faculty/staff tutorial services FAQ sheet, to encourage usage of the Math, Writing Center and Peer Tutoring Program.

The Coordinator of Tutorial Services visited different classes to host presentations covering student success strategies and tutorial services overview. The class visits allow for another student support touch point. There were 195 students in these sessions that lasted from 45-75 minutes.

The Math & Writing Center had 1,431 scheduled appointments for 66,670 scheduled minutes.

Resnick Library

We closed out the semester by hosting multiple activities in the annual Stress Less @ Resnick Library series for finals week. Students were able to participate in person by visiting with certified therapy dogs, attending drop-in craft sessions, or picking up grab and go stress buster kits; a virtual guide is also available for students that contains guided meditation, online puzzles, and additional tips.

The library remains an active and engaging space for students. A total of 15,268 visits were recorded in the library over the fall semester. Librarians answered 391 research reference questions from students during the fall semester; with an additional 326 contacts logged for routine questions around locations of items, other offices, and hours. Questions are answered in a variety of formats including phone, online chat, email, in person, and via Zoom conference.

Sarah Meisch-Lacombe, Carrie Fishner, and Peter Brusoe had a collaborative conference presentation accepted, and Sarah and Carrie presented it at the American Library Association's LibLearnX Conference in New Orleans, LA in January.

Institutional Effectiveness

Accreditation: Institutional Effectiveness has been working diligently to prepare for the accreditation site visit expected to take place from February 26 – March 1. A draft schedule of meetings is being circulated

with this report. We have been advised that this meeting schedule will likely change as site visitors read through our self-study. The current site team roster is also being circulated with this report.

Assessment: The assessment committee is pursuing the possibility of using the new learning management system, D2L Brightspace, as the primary method for assessing learning outcomes. Members of the committee are partnering with the Callas Center to develop a robust development and testing process.

Continuing Education and Professional Development: The continuing education group has been building out a plan for events, workforce development offerings, grants, and third party events to increase revenue over the next 12 months. This plan will be forwarded to the budget and planning committee for consideration. Activities include launching micro-credentials and apprenticeships. CEPS is also making plans to move away from their current registration platform as Slate is implemented this summer.

Learning Management System (LMS) Migration: Callas Center continues to work on the implementation of the new LMS system this summer. A robust group of faculty from each school have volunteered to help test the system and lead their areas through the changes that come with the new system.

-Strategic Enrollment Management: The data team has partnered with student financial services and health and counseling to obtain information related to students utilizing services. Institutional Research has transformed the data to protect student identities and to abide by all FERPA and HIPAA laws. The team is beginning to investigate key elements to student success using this information.

Strategic Planning: Phase two of the mission and vision refresh has started. The committee is selecting themes from the new mission and vision and defining what the future looks like in each of those areas. Next steps include laying out high level goals within 4-5 themes.

Professional Development: Prior to spring semester beginning, the Center for Excellence and Innovation in Teaching and Learning (CEITL) put together a day-long training for faculty and staff on topics related to trauma-informed pedagogy; diversity, equity, inclusivity, and belongs; and the new learning management system.

Micro-credentials: SUNY has evaluated our first draft of a micro-credential policy and has requested some revisions that we are currently undertaking. The new policy will go to SUNY for review first before coming back before the shared governance bodies for final approval.

General Education Changes: The registrar has been working with the schools and curriculum committee to identify which courses will contain the new general education requirements. This is the first of two phases to implement the SUNY mandated changes to general education requirements. The next phase will be updating the requirements for AOS degrees by fall 2024.

e-Transcripts and Diplomas: After doing a thorough analysis, the registrar's office is implementing e-Transcripts and outsourcing diplomas to Parchment. This will save the college at least \$10,000 a year.

Division of Student Life
Dr. Tomás A. Aguirre, Vice President for Student Life & Chief Diversity Officer

Athletics: Coaching staff is continuing recruiting efforts for the 2023-24 academic year and maintaining full competitive athletics team rosters. Many of our Athletics programs are very competitive in the North Atlantic Conference.

Women's Soccer: North Atlantic Conference Champions and NCAA Division III Tournament Qualifiers (First team in school history!) Congrats to Coach Zachary Ward and the Women's Soccer program!

Currently over 200 students are participating in athletics, with a departmental goal of 225 for fall 2023. At the conclusion of the fall academic semester: 102 student-athletes were over 3.0 which represents (45%); cumulative GPA is 2.72; 198 student-athletes are in good academic standing (87%).

Department staff continue to utilize the information submitted on the Starfish early warnings system to help monitor the student-athletes' academic progress.

Aquatics: Student pool parties continue to be successful. Spring swimming lessons and water aerobics classes have begun, also with great attendance.

Bronco Ready Days and New Student Orientation: Successfully welcomed 45 new students during January Bronco Ready weekend.

Center for Student Leadership and Engagement: Student Programming Board welcoming a new Executive Board. Student Senate welcome their new President Alexis Schwarz & Vice President Julia Rios.

The November Farrell Fall Fest was a huge success! Winterfest ran from February 8 through February 15 with multiple activities and events. The Spring Activities Fair takes place on February 16.

Staff will begin rolling out the 2023-24 Student Senate Budget Process and begin planning for the Spring Carnival & Spring Concert on April 1.

Chief Diversity Officer: Currently working with EIAB as we implement several DEI&B initiatives over the spring semester.

Continue to assist Human Resources with DEI best practices, especially in the areas of recruitment and hiring. Currently assisting the School of Liberal Arts and Sciences with the search process for the Visiting Assistant Professor/DEI Coordinator.

Working with Dr. Leonel Diaz and some external constituents on the revision of our Land Acknowledgement statement.

Working with Human Resources on the creation and implementation of a Tripartite process.

Counseling Center: Hired temporary part time mental health counselor to increase student appointments by 10 or 11 per week. Hired 4 new Peer Educators to increase student staff to 6. Peer Educators work with a member of both the Counseling and Health staff to plan semester programming.

Produced laminated flyers advertising resources both on- and off-campus available to students to assist with mental wellness. Distributed in the residence halls, library, student center and athletic facility with the intent to also distribute in academic buildings.

Working with Purchasing and Finance to secure contracts to pilot both Therapy Assistance Online (TAO) and BetterMind on campus which will increase access to counseling and self-directed resources for all students on campus.

Test all Therapy Light devices purchased through HERRF and work with the Director of the Library to arrange for the start of loan out program for these devices.

Acquire all products and/or items approved to be funded by HERRF, including private spaces for use by students in residence halls and student center. These spaces are intended to provide privacy for activities such as online counseling services, use of TAO, meetings with advisors, meditation, stress reduction, etc.

Educational Opportunity Program: In the Fall of 2022 EOP had 13 graduates. 44% of EOP students had term grade point average (GPA) of 3.0 or higher.

With the support of Student Financial Services, direct aid was increased for most students. The average award changed from 3200 to 4500 dollars per academic year.

The Educational Opportunity Program is gearing up for the 2023 Summer College, while seeking input and support from our campus community to optimize our efforts. It Takes A Village to run a successful 4-week EOP Summer College.

To provide an additional layer of support to EOP students who are on academic probation. The staff has initiated an Academic Success Program.

Fraternity & Sorority Life: A new tradition began with a Winter Ball this past December, very well attended.

Hopefully on-board the new Coordinator assuming search is successful. Positions have been vacant since August of 2020.

Work on recruitment and new member education for Spring 2023 cycle.

Health Services: Successfully completed PReP rabies vaccination series for the entire eligible veterinary science program to meet accreditation program standards, this vaccination series will now be a requirement for all students entering into the vet science programs. Provided travel vaccination, medication, and education for students traveling to South Africa since the start of the pandemic.

Conducted a cost analysis on all services provided, reviewed expenditures in relation to services offered for free to students (OTC medications, point of care testing, first aid supplies) along with fee paid services (prescription medications, splints, vaccinations, and physicals) to better evaluate how/if we can continue. Do fees need to be assessed, do fees need to be increased in relation to current inflation. The goal was to determine if free services are covered by the revenue, we obtain from those services that have a fee attached to them. At the conclusion of the fall semester cost analysis has proven to be a net gain.

Implement a new health promotion/education activity monthly for the students in coordination with peer educators. Provide these programs in person, as well as online opportunities with possible webinars, podcasts, etc.

Attempted to obtain student feedback on services provided through Health and Counseling however the electronic version did not yield any input, will move to paper survey to hopefully obtain student feedback for improvement.

Housing and Residence Life: Implemented and trained Resident Assistant staff on eRezLife software which will track residence life programming, student staff selection, and evaluation. Completed Resident Assistant Training for 50 student staff members.

Restructured the department to create Residence Hall Director/Residential Academic Advisor to work with residential students who are academically at risk.

Working to develop new special interest housing options for the 2023-24 academic year. Housing selection will begin in mid-February for the next academic year.

International Student Services: Assisted two students with taking a break during the semester, supported two students to complete their graduation requirements for December 2022.

Re-register SUNY Delhi to continue services with SEVIS/SEVP (government) and establish a change in the college's PDSO, which will transition to VP Mark Sullivan in the future.

MOSAIC: The following student groups have reformed and are active: Black Student Union (BSU), Caribbean Student Union, Pride Alliance (LGBTQ+). Mosaic is looking forward to supporting BSU's Black History month events and supporting Pride Alliance in their Drag Show event in April.

MOSAIC student employees continue to encourage peers to utilize Mosaic resulting in increased participation and event requests. Congratulations to Reginald Odamety, a MOSAIC student who was nominated for a SUNY Chancellor Award.

O'Connor Center for Community Engagement: Welcome to Ana-Lis Glenn, Coordinator for OCCE! Additional student staffing brings the current number to 5. Two successful blood drive days were held in early February.

Student Life Division Office: The Division held the annual January Retreat showcasing a professional development style agenda. Lacey Williams presented Verbal Judo, and Dr. Mary Wake presented, Distress Can Equal Success with Support. The Resident Assistants were invited to attend lunch with the Division staff and the presentations. It was an important connection to make between the students and staff that we are all here for a common purpose: all student success.

Student Rights & Responsibilities: Biennial Review completed and published. Completed and published Bronco SPARC Refresher course for returning students on mandated title ix annual training.

Held One Pill Campaign education tabling event, meeting with approx. 100 students on December 2.

Director Williams will meet with Criminal Justice Club to gain student involvement in post-probation AOD meeting processes. Develop and implement Smoking Policy survey for campus population.

Director Williams will be working on clarifying knife policy regarding type and size specifics. As well as finalizing and getting approval for a new Group/Org Policy and procedure.

University Police: Lieutenant Michael O'Donnell and Officer Troy Patterson received the Life Savings Award presented at the SUNY Chiefs Association Conference held in Saratoga in November. The Life Saving Awards are presented to any member of the New York State University Police who directly aids in saving someone's life.

Technical Sergeant Jason Lonecke and Officer Troy Patterson both received the Professional Service Award, which recognizes members for acts that greatly enhance the operation of their respective University Police Departments.

University Police is in the process of deploying body worn cameras.

This spring semester University Police will be conducting "Pizza with the Police" in Residence Halls as an outreach initiative.

Veteran Support Services: Reformed the Student Veterans Association and held several events during Veteran's Day week with support of campus partners.

Dr. Diaz will begin transitioning the OCCE Coordinator to oversee student veteran services. Including, finalizing the re-application process to continue serving student veterans.

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

The Office of Marketing, Communications, and Enrollment Management has made tremendous progress in reaching or exceeding target objectives for the upcoming Fall 2023 term in all student population areas: first-year, transfer, online degree completion, and online graduate degrees. With a year-end goal of 6,000 applications, which would bring the college back to 2016 and 2017 levels, admissions is currently now over 5,000 applications. Last year at this time, that number was 2,928. Additionally, the goal for accepted students for the end of May was set at 3,750. Our team has achieved 3,845 by February. That number continues to climb each week. The deposit timing is still early in this recruitment cycle. We are slightly over 220 deposits compared to 157 from this point last year. Our recruitment cycle goal for deposited students is set at 1,375. With six months to go tracking YTD results, we will most likely achieve this objective.

Increased Fall Student Forecast

The Fall 2023 total forecast was originally set at 1,168 compared to the Fall 2022 final number of 1,072. New student capacity anticipated with welding, electrical, HVAC, plumbing, refrigeration, and architecture programs has prompted Admissions to raise the forecast number to 1,233. This added 65-

student capacity also reduces the waitlist challenge that all technical programs have faced over the last decade. However, it will not eliminate this capacity issue.

New Strategies for Increased Enrollment

- The new Merit Scholarship strategy is exceeding our expectations with over 1,000 accepted students who qualified for this new modest scholarship of \$1,250.
- Promoting the two-year biology program has yielded close to 700 accepted students this fall. We are working closely with these students to get deposits by late May.
- The new flexibility in the TEAS Exam admissions procedures has produced over 230 accepted campus-based nursing students. All of them will be invited to the upcoming accepted student day events.
- The new 5th-year architecture program, combined with the existing two- and four-year programs, has driven our YTD acceptance to over 280 students.

Waitlist Challenges

Even with the good news associated with increased applications and accepted students by over 50% in Fall 2023, the forecasted student waitlist in the School of Applied Technologies will be around 207. While the newly added capacity will reduce this number by 65 students, around 142 students will enroll at another college.

New CRM Platform

Marketing and Communications is working closely with Admissions in implementing the CRM (Customer Relations Management) Software Platform that will personalize admissions events with online Slate registration forms integrated with admission webpages. Marketing also will use Slate for three new student orientation day events to engage students and minimize melt at the beginning of the Fall term. In fact, the new Slate system, combined with email drip campaigns, allowed us to start early in the promotion campaigns. Currently, 54 students have registered for the March 24 event, 46 students for the April 14 event, and over 20 for April 28 event.

The full implementation of Slate across campus will take about two and a half years. Replacing three software systems, it will reduce costs while increasing capacity. The three older existing software tools are Fire Engine Red for email campaigns, Gecko for all online forms, and Signal Vine, which is currently used for text messaging with prospective students. Marketing and Admissions operational teams are in phase one with Admissions moving into phase two to process new applications for Fall 2024. The third phase will allow all key stakeholders across campus to use Slate for real-time data, analytics, and tracking reports.

New Team Members

Enrollment Management has added two experienced admission advisors to cover the western New York regions and New York City areas. They are already generating extremely high application rates in just over a three-month period. Lastly, the strategy to integrate both Marketing and Communications and Enrollment Management with one senior leader is creating the teamwork and strategies needed to be successful in reaching our goals.

Marketing and Communications

Videography

- We finished a promotional video project for the Construction Management program with videographer Alfie Alcantara/Ponderosa Productions. The video has been featured on social media, YouTube, and the CM academic webpage. We are also planning a social media ad buy to promote the video as well as personal outreach from faculty to applied students to encourage deposits.
- We continue to publish 1-2 weekly videos for social media following current Instagram and TikTok trends with our student content creator Nouha Semmar.
- We are also creating short academic program highlight videos regularly. These videos are featured on all social media channels, including YouTube.
- We are currently working with a professional videographer on a promotional video for Accepted Student Days.

Photography

Some of our photography projects for this period have included campus venue/classroom photography to assist the CEPS office with space rental advertising, academic program classroom photography, faculty and staff headshots, and RA groups shots and headshots.

Graphic Design

Graphic design projects include new, branded student handouts for the Career Center; web landing pages, postcards, and html email templates for nursing marketing campaign; tuition-matching program brochure; updates to program sheets; graphics for internal presentations; assessment report; and annual report.

Communications

- Delhi Today, Bronco Bulletin, and Bronco Brag continue to be widely used among the campus community for internal communications. These newsletters are managed daily through our office. Additional Delhi Today Extra emails are published for time-sensitive or critical information.
- Several RAVE emergency alerts have been sent over the last few months regarding class cancellations due to inclement weather.
- We have educated the Academic Council regarding Merit Pages, our publication platform for press releases and student accomplishments.
- Extensive outreach across academic programs to develop marketing and communications ideas.
- Recent press releases include UPD police awards, SUNY Delhi's Veterans Day event, and land acknowledgement plaque unveiling. Our press release click-to-open rate is almost 50%, which far exceeds the industry average. The press releases resulted in 157 mentions by news sources and 120k social shares.
- We are doing an unprecedented amount of direct outreach to prospective students and potential feeder institutions through Fire Engine Red. These campaigns consist of campus event promotions or personal outreach from faculty to prospective students and/or to BOCES or community colleges to establish connections.

- We continue DEI messaging on social media and Delhi Today to acknowledge cultural celebrations and promote a sense of belonging.
- Our social media audiences remain highly engaged with our content. For example, our ice sculpting class highlight video received 482 likes and 131 shares on Instagram alone.
- We plan to continue to feature academic programs and student/faculty highlights.
- Web updates include a new organizational chart and faculty directory.
- Our project request form continues to be utilized by campus partners requesting assistance for event publicity, graphic design, photography, etc.

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

Student Support & Development

Chelsea Mathieu, Interim Vice President for Finance and Administration, attended a recent Pi Nu Epsilon meeting, sharing a seminar related to Budgeting and Personal Finances.

Student Financial Services (SFS) is active on the Student Retention Council and Middle States Commission on Higher Education Committee. SFS is awarding SUNY initiated Out-of-State Tuition Match Scholarships, which identifies new students residing in six named states. Only residents from three of these states actually qualify for a match at our institution for the 2023-2024 year.

As of February 7, 2023, SFS has billed 2,265 students for a total of \$17,210,253, with 285 students in a college-sponsored payment plan. Approximately five hundred accounts remain unpaid, for a total of \$1,736,612, representing 90% collection rate.

The student-staffed Call Center has been dissolved, with the manager, Galya Nocheva, filling a position in Admissions.

The **Office of Human Resources (OHR)** has updated the student employment process, including a new workflow and forms created in Interview Exchange (IE); the weblink for “Student Employment for Supervisors” includes an updated PowerPoint regarding these changes. New and updated instruction forms were also created to provide additional detail for students regarding the process.

College Association at Delhi, Inc. (CADI) continues to provide students nutritional support and counseling, both virtually and in the Campus Health Center. Meal options at The Commons have been expanded, offering greater menu selections for lunch and dinner. CADI listened to student feedback and expanded C-Store hours: open overnight every day, closing from 10 am to 2 pm for cleaning and stocking. The new vending location at A-Tech Center continues to serve students in that area of Campus. Existing meal plans will be re-evaluated this summer to better meet the changing needs of students and maximize the value of meals and Bronco Bucks. CADI will offer students paid summer internships available in Catering and at the Bluestone Pub & Restaurant.

Investing in People, Staff Excellence

The **Budget Office**, in conjunction with the College Senate Budget and Planning Committee, recently rolled-out the 2023-2024 Budget Process; kick-off will be February 20.

Recent departures in **Facilities** provided the Campus an opportunity to reimagine our operational structure. Shawn Brislin has been promoted to Associate Vice President for Operations. In this role, he will continue to oversee CIS and absorb Facilities. As such, Shawn joins the President’s Cabinet. Donna Ackerman, Will Wilson, and Tim Kilmer will report to Shawn. We will be searching for an additional professional to oversee capital construction; this position will be funded entirely by the SUNY Construction Fund. Moving forward, Sharon McKee, Custodial Operations Manager, will report directly

to John Padovani, Associate Vice President for Enrollment Services and Student Life. These adjustments reflect significant cost savings.

Beginning in 2023, all New York State employees, which includes all SUNY Delhi faculty and staff, are required to attend OHR annual ethics training. Live monthly training is currently scheduled for February 13, March 13, April 3 and May 1.

Annual Workplace Violence training is available online via Vancko Hall.

OHR worked with the Chief Diversity Officer to establish the Campus Tripartite Committee, which will review Civil Rights Discrimination complaints. The Tripartite Hearing Committee is charged with reviewing all facts regarding alleged cases of harassment.

In collaboration with the Center for Excellence & Innovation, OHR is offering Micro-Aggression and Implicit Bias training, Levels 1 and 2.

Labor Law Posters are now available online under Human Resources, Forms and Benefits:

<https://www.delhi.edu/mydelhi/hr/forms/index.php>.

SFS has been participating in Ellucian training for setting up and implementing Banner 9 Self-Service.

Ivaylo Rachev, Director of Student Accounts, is an active Student Information and Campus Administrative Systems Accounts Receivable Functional Area User Group (SICAS AR FAUG) Chair.

Liz Berry, Financial Aid Director, is part of a SUNY workgroup to help steer the implementation of a SUNY-wide initiative to centralize the Education Opportunity Program (EOP) Financial Verification of students with a third-party vendor, Inceptia.

Donna Ackerman, Facilities Operations Manager, attended the SUNY Physical Plant Administrators Association (PPAAO) Conference in late January.

Projects, Construction, Innovations, Procurement

Facilities staff have been busy proceeding with several projects. Evenden science labs are now accessible work areas. Fire inspection violation corrections have been completed, with final Certificates of Occupancy issued in January 2023. The Replacement of Building Energy Management Systems Project for Evenden, Bush, and Foreman is underway. The project to replace and refurbish Evenden elevators has gone out to bid.

College Advancement

Michael Sullivan, Vice President for College Advancement

Fundraising Update

Fundraising related outreach to alumni and donors has returned by and large to pre-pandemic levels. At calendar year end, total giving (7/1-12/31) was slightly ahead of the totals for the same periods the previous two fiscal years. Three new scholarships have been created through charitable giving thus far this year, with additional new opportunities on the horizon.

As noted in the fall, College Advancement added the professional position to support our Annual Giving Program, and alumni engagement outreach. Morgan Moore '18, a former student phonation caller, has served in this role since summer of 2022. Annual Fund responsibilities include managing direct mail appeals, email appeals, and the college's phonation program. Under Morgan's leadership, fall 2022 was a successful period. While the approach (timing of mail, phone campaigns) has differed in each of the last three years, we anticipate the Delhi Fund experiencing its most successful year in many cycles.

Annual Fund Comparison

Period	Total Giving	Notes
7/1/22-1/10/23	\$61,114	
7/1/21-1/10/22	\$32,381	
7/1/20-1/10/21	\$31,366	

Alumni Events Update

Since the start of the fiscal year the Alumni and Advancement office has expanded alumni and donor engagement events. Often, alumni events coincide with major donor and prospective major donor travel.

Past Events include:

- Saratoga Day at the Races: 9/1
- Neil Riddell Field Ribbon Cutting: 9/1
- Homecoming: 10/1
- Athletics Hall of Fame Induction: 10/15
- Capital District Reception: 11/11
- NYC Winter Reception: 11/30
- NYC Leadership Breakfast 11/30

Upcoming Events:

- Architecture Alumni/Student Network: March/April 2023 (Albany, NY)
- Local Alumni Social (Delhi NY): April 2023
- Washington DC Alumni Social: April 2023
- Boston Alumni Social: April 2023 tentative
- NYC Young Alumni Event: March 2023
- SUNY Delhi Day at Yankee Stadium: June 2023

New Initiatives

Academic Advisory Boards

In the spring semester College Advancement staff will begin work the 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. 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.

Targeted Restricted Giving

While the Delhi Fund remains the top priority for annual fund outreach, this spring the Advancement Office will begin small scale, targeted fundraising campaigns, for restricted campaigns. These campaigns will focus on achievable, time-limited goals. For instance, the Athletics Department will hold a March

Madness themed campaign for specific program needs. Other projects potentially include raising funds for the Hot Foods Team travel fund, or for new mannequins for nursing or veterinary technology.

These campaigns will primarily utilize a peer-to-peer, digital, fundraising approach, similar in look and feel to Go Fund Me fundraising campaigns. We anticipate that these campaigns will help in acquiring first time and long lapsed donors.