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President's Report

President John Hurley announced that Scott Chadwick, Ph.D., vice president of academic affairs has accepted a new position as provost and chief academic officer at Xavier University in Cincinnati, OH. Dr. Chadwick will complete the academic year at Canisius. Transition plans are underway and an interim vice president will be selected in the coming weeks. The college will retain a consulting firm to conduct a nationwide search at the start of the 2011-2012 academic year.

Mr. Hurley recently participated in a meeting hosted by Bishop Edward Kmiec for the presidents of the Catholic colleges and universities located in the Catholic Diocese of Buffalo to conduct the 10-year review of the implementation of *Ex Corde Ecclesiae*. The discussions were positive and the universities were commended for their success in advancing their Catholic mission.

With budget concerns and the state and federal levels, Mr. Hurley reported that the college is working with the local federal delegation to retain federal PELL and LEAP grants, the latter of which is currently slated for elimination and would put our HEOP (Higher Education Opportunity Program) students at risk. At the state level, private higher education is faring better than public institutions. There are no proposals to cut the main parts of TAP aid, but a 10% cut to Bundy Aid is scheduled. Canisius has made provisions for this in the new budget. Mr. Hurley complimented the Commission on Independent Colleges and Universities for the work it does on behalf of New York's independent colleges and universities.

Mr. Hurley reported that the college received formal notification from NCAA that Canisius' athletic program has been recertified. A representative from the Middle States Commission on Higher Education also contacted Canisius to request permission to use the Canisius periodic review report as a model for other institutions in their training program.

Finally, Mr. Hurley discussed progress on the Organizational Review. The ten organizational review teams, which were charged with identifying \$3.2 million in new revenue or expense reductions, had developed proposals amounting to \$2.2 million. The teams are currently working to identify the remaining \$1 million. Mr. Hurley said there are many proposals that he will accept, but there are also some which require further investigation and a few that he will decline. He highlighted one example of an approved proposal for a new women's intercollegiate rowing team. The recommendation was accepted immediately for implementation this fall. A search for a coach is currently underway.

Resolution regarding the 2011-12 Operating and Capital Budgets

Following a presentation and brief discussion, the Board of Trustees approved the following resolutions presented by Patrick Richey:

Resolved, that the Board of Trustees approves the operating guidelines for the 2011-12 operating budget presented at this meeting, including full-time undergraduate tuition of \$29,600, an increase of \$580 or 2%, a 3% salary increase pool, and a 5% spending rate from the endowment.

Resolved, that the Board of Trustees approves the capital budget and plan for the 2011-12 fiscal year presented at this meeting.

Special Report on Strategic Plan

Mr. Hurley gave a brief presentation on the college's progress on the development of the strategic plan, a draft of which was included in the meeting materials. Since the trustee retreat in January, the college's Long-Range Strategic Planning Committee (LRSPC) has met three times to refine the mission statement, goals and objectives. A drafting subcommittee was formed to compile and edit the recommended goals and strategic actions. The current plan, entitled, A Transformational Education: The Canisius College Strategic Plan, is structured in five interrelated goal areas including: Creating a Dynamic Urban University, Living our Catholic, Jesuit Mission, Attracting the World, Celebrating Buffalo and Western New York and Securing our Future.

More than 100 participants attended a campus forum on March 10, which gave the president and the four vice presidents a chance to receive input from faculty, staff and students on the current draft of the plan. The participants heard a presentation on the objectives of the plan and had an opportunity to work in small groups to discuss what they heard and develop questions and feedback on the language of the plan. Comments from this event and from meetings of the LRSPC, Trustees, and Regents will be reviewed by the drafting subcommittee and incorporated into the plan. Over the coming weeks, members of the LRSPC and other campus leaders responsible for implementing the objectives will identify the resources needed to accomplish these tasks, the anticipated timeline, and the metrics used to measure progress on these items. The LRSPC intends to present the plan to the Board of Trustees for approval at the May meeting.

Special Report on the Statement of Shared Purpose

Canisius President-Emeritus Rev. Vincent M. Cooke, S.J., Assistant for Strategic Planning for Maryland, New England, and New York Provinces and Assistant for Higher Education, Rev. Michael F. Tunney, S.J., Rector of the Canisius Jesuit Community and Mr. Hurley led a discussion with the board about the possible development of a document that would reflect a shared understanding as to how the college, the New York Province and the local Canisius Jesuit Community would work together to preserve and enhance the college's Catholic and Jesuit identity.

Mr. Hurley and Fr. Cooke introduced the presentation with some brief remarks on the AJCU whitepaper enclosed in the board book and noted that the American Assistency for the ten provinces, including all Jesuit apostolates, have been called to work out statements of shared purpose.

The presentation articulated the importance of this undertaking from the perspectives of Canisius, the local Jesuit Community and the Province and how it would provide a mechanism for keeping Canisius Catholic and Jesuit. It also outlined the need for the Board of Trustees to understand what the college is committing and how it will insure that its commitments are met. The board must determine how to monitor performance and focus discussions around it. Mr. Hurley emphasized that the statement is not a contract or a legally binding agreement and does not create a partnership or joint venture of any type.

Mr. Hurley said that the Canisius president has a dual reporting relationship, accountable to the Board of Trustees and to the Provincial as the Director of the Work in Buffalo. Preservation and advancement of Canisius' identity becomes more important as the college contends with an aging and diminishing Jesuit community and an increasingly important need for Canisius to play a role in the international network of Jesuit organizations.

The statement will provide a basis for a "formal relationship" between the president and the rector. Although this has not been an issue for Canisius in the past, it could be different if the rector is not an employee of the college and does not have a background in higher education.

The statement should contain some commitment by the Province to help the college support mission and identity initiatives, including the Province's commitment to make Jesuits available to the college, assist the college in future presidential searches, and better orient current and future trustees on mission and identity to prepare them to fulfill their fiduciary responsibility.

The Province would look to the college for a commitment to elect trustees who have a personal commitment to maintaining the college's Catholic and Jesuit mission and identity. This is important because the Canisius board is self-perpetuating.

The statement should also address the board and the college's support for the work of the rector and the local Jesuit Community. The statement would offer the Jesuit Community's support for the trustees and the senior leadership of the college so that the college is recognized as an important priority of the Community. The statement could specify a timetable for ongoing dialogue about mission and identity issues, such as an annual assessment or report, and a periodic evaluation of the statement of shared purpose.

A Legacy of Leadership Campaign

R. Carlos Carballada reported that the campaign stands at \$81.4 million. This figure reflects an adjustment of \$836,000 to account for a federal Department of Transportation appropriation that was turned down by the college because it was unable to meet Federal Transportation Administration guidelines. Slightly over \$8.5 million remains to reach our \$90 million goal by May 31, 2012.

Academics Committee

The Academics Committee heard a presentation by Rev. Patrick Lynch, S.J., chair of the faculty senate, on the implementation of the new core curriculum. The college expects to have sufficient seats in the justice and ethics attributes as well as the fields and other attributes. The class of 2012 will also complete the capstones.

Donna Shaffner, dean of admissions, gave a positive report on the freshman and transfer applications and deposits to date. Dr. Scott Chadwick reported on fall to spring retention. Together they gave an overview of the new developments in marketing the college, including the Simpson-Scarborough branding study that is ongoing.

Mr. Hurley spoke to his plans for the VPAA transition. He expects to appoint an interim soon and then conduct a national search next year for a permanent appointment in summer 2012. He expects to retain a search firm to assist.

The committee received a presentation on Professional Studies delivered by Dr. Chadwick and Khalid Bibi, Ph.D., director of the office of professional studies (OPS). The presentation focused on the plans for OPS as well the challenges and rewards of initiating professional programs.

Finance and Facilities Committee

The committee discussed the proposed 2011-12 operating and capital budgets which are based on 774 enrolled freshmen, 200 transfer students, residence hall occupancy of 1,483, undergraduate tuition increases of 2%, compensation pool increase of 3%, improvement in retention rate by 0.5%, and \$3.2 million in recommendations from the Organizational Review. The budget also includes funding for the expenses related to Phase I of Science Hall construction and for compact shelving in the library. Vacant faculty positions (14) will be filled and additional positions are budgeted in Admissions, Mission & Identity and Student Affairs. The budget also includes new funding for the marketing of the college and technology upgrades.

The committee recommended the approval of the proposed budget. They also discussed quarterly employment totals and many of the challenges facing higher education as articulated in the 2011 Moody's Report on Higher Education. The committee also reviewed endowment performance through January 2011.

**Institutional
Advancement
Committee**

John L. Langer '76, president of the Alumni Association Board of Directors, discussed the board's plans to assist the Alumni Relations Department as it moves from an events-based model to an engagement model of alumni relations. He emphasized the board's role in the strategic planning process as the department makes this transition.

Ann Celani, committee chair, and Craig Chindemi, vice president for institutional advancement, presented an update on the organizational review process. The Institutional Advancement team was charged with identifying an additional \$201,000 in increased revenue and/or efficiencies for fiscal year 2011 – 2012, with a plan to sustain or increase that number over five years. The team delivered proposals that exceeded this goal, identifying \$227,500 in newly generated revenue or expense reductions. Dr. Jennifer Koch, director of corporate & foundation relations, presented strategies to decrease corporate donor attrition. .

Mr. Chindemi presented an overview of the Institutional Advancement's goals for the college's strategic planning process. The goals include: 1) concluding the Legacy of Leadership campaign by May 2012; 2) building the Canisius Fund to \$3 million by May 2013; 3) transitioning the college's approach to alumni relations from an events-driven model to an alumni engagement model; and 4) identifying, recruiting, and engaging the next generation of volunteer leaders for the college. Mr. Chindemi shared projections and strategies for achieving these goals, along with ways in which members of the IA committee can assist in the plan's success.

Student Life Committee

The committee heard from Dr. Richard Falkenstein, chair and associate professor of fine arts, and Ms. Jane Cary, professor of fine arts, about the Arts Canisius program and academic offerings in the arts. They discussed new dance courses, including a possible 3-credit Pilates course. Popularity of the TV program, *Glee*, has increased interest in the musical arts programs, particularly for The Griffinry, a student a cappella group. A suggestion made was to include the Little Theater productions in the Arts Canisius brochure for the 2011-12 Season.

Katelyn Eldredge, USA president, reported that the student government is seeking a 4% increase in the student tax. Gary Everett, the Director of Public Safety, updated the committee on actions Public Safety is taking to protect the students at Canisius. Particular concern surrounds the nation-wide increase of sexual assault crimes. Canisius is acutely aware of this and will take efforts to stay far below national statistics for college age students. President Hurley reviews all public safety reports daily.

Future Dates:

2010-2011 Board of Trustee Meetings

- **Friday, May 6, 2011**

Other Important Dates

- **Regents Ball – Saturday, May 7, 2011**
- **Graduate Commencement Ceremony – Wednesday, May 18, 2011**
- **Undergraduate Commencement Ceremony – Saturday, May 21, 2011**

Erica C. Sammarco, Secretary