



Vol. 24, No. 1 October 16, 2017

### Welcome to New Trustees

Nine new Trustees were welcomed to the Board of Trustees:

- **Kimberly A. DeTrask '95:** Sr. Vice President of Capital Management at State Street Corporation, a worldwide financial services holding company based in Boston, MA.
- **Stephen T. Jackson '82, MBA '87:** Partner at Ernst & Young and head of International Tax Services in the National Tax Department.
- **Chris M. Kelly '83:** Partner at the law firm of Jones Day based in the Cleveland, OH office.
- **Mark Lema, MD, PhD '71:** Chair of the Department of Anesthesiology, Critical Care and Pain Medicine at Roswell Park Cancer Institute
- **Rev. Cy Opeil, S.J.:** Associate Professor of Physics at Boston College
- **Michael Todaro:** Executive Vice President with M&T Bank responsible for Mortgage, Consumer Lending and Customer Asset Management divisions.
- **Rev. Jeffrey von Arx, S.J.:** Rector of the LaFarge Jesuit Community in Cambridge, MA, and former President of Fairfield University.
- **Lillie Wiley-Upshaw '90:** Former Vice-Dean for Student Engagement and Inclusion at SUNY Buffalo's Law School.
- **Pauline Will '93:** As the current President of the Canisius College Alumni Association she serves as a member of the Board during her term of service. Ms. Will is a founding partner of the law firm Bennett Schechter Arcuri & Will LLP.

### President's Report

President John J. Hurley reported on the status of the the New York State "free tuition" program, Excelsior. According to a recent press release, 22,000 students have been awarded Excelsior scholarships, out of more than 75,000 applicants. This number is generally in line with the original estimates from the state's Budget Office. Combined with Excelsior, the Governor has indicated that 210,000 of New York students are attending college tuition free because of TAP, PELL, and other forms of aid. Private institutions similar to Canisius were impacted the most by the program. Mr. Hurley reported that the Commission of Independent Colleges and Universities plans to develop a marketing program promoting the value of private higher education. Mr. Hurley reported on the Faculty Retirement Incentive Program and said that 34 faculty have accepted the offer. Of those positions, approximately, seven will be replaced. He added that a search committee has been formed for the Dean of Wehle School of Business position. In the meantime, Dr. Richard A. Wall, who is serving as interim dean, is working through a number of critical issues in the school. Mr. Hurley reported on a visit to Boston College with Dr. Margaret McCarthy, vice president for academic affairs, to learn about their extensive mission and identity programs. Boston College has generously offered to help Canisius with its M&I work and create opportunities for faculty and students to participate in some of their programs. Mr. Hurley said that he expects to fill the Mission & Identity Director position in the next budget year. On federal relations issues, Mr. Hurley said that Canisius stands with many universities nationwide advocating for DACA (Deferred Action for Childhood Arrivals) students. In a recent meeting with Rep. Chris Collins, he addressed matters of concern to Canisius including: DACA; projected cuts to critical financial aid programs like PELL and SEOG and to higher education through proposed amendments to the Higher Education Reauthorization Act; and costly overregulation of higher education by the federal government. Finally, he reported that at the recent Association of Jesuit Colleges and Universities meeting of the presidents, they discussed the ongoing mission examen process and the future of American Jesuit higher education.

### Report on Excellence Within Reach

On October 3, 2017 Canisius announced that it was reducing the published tuition price by 23% beginning in Fall 2018. Mr. Hurley reported to the Board that the *Excellence Within Reach (EWR)* campaign has been positively received and has reached over 2.5 million households through print, online, radio, and television marketing. Traffic on the Canisius website, to the EWR landing page, and on social media is up significantly. The feedback and web analytics are promising, but the college will closely monitor the application and deposit trends as a measure of the campaign's success. Mr. Lee Wortham, Chair of the Board, commended all of those involved in the planning and execution of the tuition reset strategy for their excellent work.

### Report on Strategic Planning

Mr. Hurley presented the Board with a final report on the outcomes of the 2017-18 annual operating plan. He indicated that the majority of the objectives were met or were in progress and that Canisius is advancing all of the goals of *Canisius 150: Excellence, Leadership, Jesuit*. Next steps include implementing or finalizing objectives that were not completed last year, developing a Campus Master Plan, and regularly assessing the plan.

**Executive Committee Resolution**

The Board unanimously approved a resolution to accept the membership of the Committees of the Board of Trustees and the Committees of the Corporation, as required by New York State law.

**Retirement Plan Committee Resolution**

Mr. Marco Benedetti, vice president for business and finance, reported that the college's advisors have strongly recommended the formation of a Retirement Plan Committee to comply with new ERISA and DOL regulations and fiduciary best practices for the management of the college's 403(b) plan. The RPC is comprised of the vice president for business and finance, the associate vice president for human resources and compliance, and two faculty members designated by the president. The RPC is charged with overseeing investment options and fees and functioning as the plan record keeper. The Board voted unanimously to adopt the RPC charter presented at the meeting, approve the committee membership, and delegate authority to the RPC for the oversight of the 403(b).

**Academics Committee**

Dr. Margaret McCarthy, vice president for academic affairs, provided updates on a number of matters including: the Wehle School of Business dean search; mission and identity initiatives; the faculty retirement and separation process; the faculty teaching load pilot program; faculty handbook updates; and new initiatives including the Institute for Global Education and the Writing Center. Dr. McCarthy also provided updates on the work of the Academic Program Board in AY 2016-17, along with a status on new program development. Dr. Lindauer, dean of the School of Education and Human Services, summarized initiatives including the creation of the Center for Urban Education, the formal partnership with the Buffalo Public Schools and the Teacher Residency program. Dr. Karl Kozlowski, chair of the Faculty Senate, summarized the Faculty Senate's goals for AY 2017-18. He also discussed areas of concern for the faculty and recommended ways to increase engagement between the Faculty Senate and the Board.

**Audit Committee Report & Resolution**

Mr. John Connolly reported that Audit Committee had met to review the college's 2017 audited financial statements. Canisius received an unqualified opinion from Deloitte and the Board voted unanimously to accept the audited financial statements for the fiscal year ending May 31, 2017.

**Enrollment Management Committee Report**

Mr. Matthew Wojcik, associate vice president for marketing and communication, presented the marketing and media plan for the tuition reset campaign and discussed the impact on undergraduate brand awareness. He was joined by Ms. Julie Zulewski, director of graduate enrollment and corporate engagement, to present the search strategy and marketing plan for graduate admissions. Ms. Zulewski also presented the fall 2017 graduate results and discussed the fall 2018 recruitment plan. Mr. Justin Rogers, director of undergraduate admissions, presented the fall 2017 undergraduate recruitment results and reviewed the plan for fall 2018. Ms. Kathleen B. Davis, vice president for enrollment management presented the results of the fall 2017 international recruitment strategy and discussed key initiatives for the coming year.

**Finance & Facilities Committee**

The committee reviewed the final 2017 year end audited results. The performance was consistent with projections and reflected a significant decrease in student revenue from the prior due to declining enrollment. Expenses were primarily lower in the compensation and benefits area, which partially offset the reduce tuition revenue. Other expenses came in at budgeted amounts. The FY 2018 financial projections were reviewed. They included a smaller freshmen class of 552 as of October 1, 2107 compared to the budgeted class of 600. Mr. Benedetti indicated that the lower fall and summer enrollment results will need to be offset by lower expenditures throughout the year. The committee discussed the rollout of *Excellence Within Reach* campaign and its potential to close future budget deficits. The committee heard a report from the Investment Advisory Committee on the status of the pooled endowment fund. The committee also discussed the formation of a Retirement Plan Committee and voted unanimously to recommend approval of the proposed charter and committee to the full Board of Trustees.

**Mission & Identity Committee**

The committee heard a report from Mr. Hurley about his and Dr. McCarthy's recent visit to Boston College to learn about their mission and identity programs. Mr. Hurley was impressed with the number of innovative programs BC offers its faculty, students and staff that help them connect their work and roles to the mission of the university and the fluency with which people speak about mission. Fr. Jack Butler, S.J., vice president for mission and identity at Boston College, has generously extended opportunities for Canisius faculty, staff, students, and board members to participate in some of their retreats and special mission-related programming. The committee also discussed the importance of hiring for mission and mission and identity formation for Board members. The committee will continue to explore opportunities to expand mission across the Board committees and continue to use the Statement of Shared Purpose as a basis for measuring progress.

**Institutional Advancement Committee**

The committee heard a presentation by Kathy Cole, president of West Wind Consulting, on her assessment of the state of the college's Institutional Advancement Division and its readiness to undertake a major fundraising campaign. Ms. Cole will present her analysis and recommendations to the full Board of Trustees at the December meeting.

**Investment Advisory Committee**

The committee reported a continued increase in the endowment and strong year-to-date investment returns. As of September 30, 2017, the endowment was valued at \$128 million.

**Student Life  
Committee**

The committee heard a report from the Undergraduate Student Association by Connor Rosenecker '18, USA vice for business and finance, who discussed several goals and initiatives for the 2017-18 academic year, including matters related to diversity, justice and sustainability. Dr. Julie Anna Golebiewski '04 representing the Faculty Student Liaison Committee of the Faculty Senate, reported that their committee also intends to focus on similar goals and described a number of initiatives to support them. Dr. Golebiewski also reported that the committee is looking at opportunities to improve the online course evaluation forms. Dr. Terri Mangione, vice president for student affairs and Title IX coordinator, provided the committee with a brief overview of New York State's Enough is Enough sexual violence prevention legislation (A129B) and reported that Canisius was found to be in compliance following an audit conducted this summer. Dr. Mangione also provided a final report on the Campus Conversation on Race Task Force. She described plans to transition to a Racial Diversity Team in 2017-18 tasked with developing educational programming for students, faculty, and staff; administering a campus climate survey to assess racial issues on campus; and strengthening exposure to diversity in the classroom through the creation of a tool kit for faculty.

**Upcoming Dates**

**Board Meetings:**

- December 4, 2017
- February 26, 2018
- May 7, 2018

**Erica C. Sammarco, Secretary**