

University Colleges
Jim McElwaine, Purchase College
January 27, 2012

Reported concerns at the UFS plenary

- In your State of the University Address, you mentioned “the complete transfer of a SUNY AA or AS degree [will] satisfy gen-ed requirements at a SUNY four-year institution.” Does this mean that receiving campuses with additional gen. ed. requirements (beyond the SUNY core) must be dropped?
- Would you please elaborate on the Open SUNY concept you referenced in your State of the University address? How do you see Open SUNY evolving and what role will open and online learning play in the SUNY system across the next decade? How do you think Open SUNY can converge with or contribute to "systemness." Who will be the entity or institution to deliver Open SUNY?
- Shared services have implications beyond sharing presidencies and administrative efficiencies. Specifically, geographically proximate institutions are in conversation about sharing courses. For example, one campus may provide foundation courses for another. What are the implications for the campuses that provide and the campuses that request?

Other concerns

- Does Strategic Enrollment Management mean that priority will be given to those disciplines directly associated with specific job training? If this is true, will curricula that provide training for jobs needing workers be given priority over the rest of the disciplines that traditionally create a broad-based education?
- What are the criteria being considered that would drive the performance-based funding aspects of shared services?

Specialized and Statutory Colleges

Ron Sarner, SUNY IT

January 27, 2012

This sector includes:

- Cornell
 - Veterinary Medicine
 - Human Ecology
 - Industrial and Labor Relations
 - Agriculture
 - Ceramics
 - Environmental Science and Forestry
 - Maritime
 - SUNYIT
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- Cornell and ESF have long-standing experience with shared services that should be examined by others in the system. While there certainly have been successes, for example, sharing of courses across the endowed and statutory colleges at Cornell, there have also been consequences that may not have been foreseen. As an example, as business services were moved out of the individual colleges at Cornell and centralized, user dissatisfaction has increased; finding the correct person to solve a problem has become more difficult and faculty spend more time chasing down solutions, resulting in decreased faculty productivity. Senators from Cornell also report that when a global financial tool was deployed it did not work properly for seven months and units did not have adequate financial information.
 - ESF extensively shares services with Syracuse University and has also been in discussions with Upstate Medical Center.
 - Senators throughout the sector noted that delays in getting program approvals (both new programs and program revisions) from the State Education Department was causing difficulty on their campuses.
 - The Senator from the College of Ceramics at Alfred University reported that tensions between the College of Ceramics and Alfred University have subsided lately. During the discussion at the plenary Chancellor Zimpher inquired whether the website issues have been resolved and the Senator from Ceramics responded negatively. Subsequently, the writer of this report has verified that the link for the College of Ceramics on the SUNY website points to the Alfred University home page, and further that the Alfred home page has no direct link to the College of Ceramics, and finally that the "Academics" link on the Alfred home page produces a list of links that does **not** include the College of Ceramics.

University Centers
Peter Knuepfer, Binghamton University
January 27, 2012

- **Presidential Searches.** We begin by thanking you for listening and responding to concerns of faculty about wording (and process) of the new guidelines, and that several key compromises were reached that we believe increase the integrity of the process as originally proposed. We retain some concern about the limited representation that professional staff have been afforded in searches, and about the lack of explicit identification of groups that should meet with presidential candidates in “representational” searches. We see increasing evidence on our campuses that these kinds of secretive searches are moving “down” to lower and lower levels in administrative positions and hope you can encourage presidents to ensure that searches are inclusive and as open as possible.
- **Shared services.** Recognizing the potential for savings, we hope that appropriate measures and procedures can be developed to ensure that campus presidents actually make and apply savings from administrative elements to the academic side of the house. We also want to be certain that shared services aren’t done at the cost of local help with students (e.g. financial aid, admissions, etc.).
- **Strategic Enrollment Management.** We are concerned about two implications that we see in the initiative as you expressed at the State of SUNY address. First, if new funds are to be directed to “high needs” areas, we worry that this will drive academic development by short-term labor market “needs” that someone has defined, at the expense of the maintenance and/or expansion of the continuing academic center of higher education (which cannot be exclusively job training). Indeed, even as you continue to make the case for SUNY’s role in economic development, we cannot lose sight of the fact that future jobs depend on an educated citizenry, and the broader that education, the better prepared our citizens are to be prepared for all kinds of present and future job opportunities.

Colleges of Technology
Karen Spellacy, SUNY Canton
January 27, 2012

- We are interested in exploring "systemness" in student mobility and academics as faculty led projects within the Colleges of Technology. For example, we believe that it may be possible for us to improve student mobility from Associate of Applied Science degrees to Bachelors of Technology and Bachelors of Business Administration degrees. We are in the process of discussing this at our campus levels with our Academic Vice Presidents or Provosts.
- In the search for cost savings, campuses have found that future cost savings may require initial outlays of funds. We asked if funds would be available from System for such projects or would they have to be funded from campus budgets.
- We applaud Chancellor Zimpher's initiative to collaborate with K-12 in order to address the need for remedial education at the college level.

Campus Governance Leaders
Howard Reid, Buffalo State College
January 27, 2012

- The shared services initiative began with the identification of six campuses which were to have joint presidencies. It is our understanding that the mechanism of shared services has evolved, and that joint presidencies will not be necessary. Is our understanding correct? And, for example, when can the affected campuses anticipate being empowered to conduct presidential searches?
- There is a proposal to shift 5% of administrative funding to academics. We applaud this emphasis upon education. We would, however, like to know how this percentage was determined, why it is the same for each institution, and how the success of this initiative will be assessed. We would suggest that this shift in funding be directly reflected in the addition of new, full-time, tenure-track faculty lines.
- The linkage of budget allocations to metrics such as graduation rates could lead to a reduction in academic standards as well as the desired increase in educational efficiency. Thus, this initiative could end up exacerbating, rather than fixing, problems. How would this be detected and prevented? Finally, will there be common metrics?
- With the increased emphasis upon shared services it appears likely that the number of distance education courses offered by SUNY will increase, perhaps dramatically. Is this a reasonable conclusion? If so, how will this be supported? And do you see this as positive?