

**165th Plenary Fall Meeting**  
**October 24-26, 2013**  
**SUNY Maritime**

**Friday, October 25**

**Call to Order**

**SUNY Maritime– Welcome** Maryellen Keefe, UFS Senator; Aimee Bernstein, Vice President for University Relations

**Introduce Resolutions**

*Resolution on Failure of Consultation/and Shared Governance Regarding SUNY Educator Preparation Programs and the New NY Education Reform Commission.*

*Resolution on the Board of Trustees recommendation on the use of admission criteria for teacher education programs*

**Sector Sessions**

**Sector Elections**

Henry Flax – Health sciences sector

Tim Gerkie – Tech sector

**Sector Reports with Chancellor Nancy Zimpher**

*Comprehensive colleges*

Q1. According to the census populations, NY is continuing to lose people. If Open SUNY is to get more students, who or where do you see these students coming from? We want student success. How can we help or ensure that, given how disparate our student population will be?

A. We are diving in to online courses, but the big question *is* about our students. We do need to know where these students are coming from, without cannibalizing our current populations. For us, this is about educating more people, and educating them better. Don't think that primary audience is traditional population; rather, it's the 6 million NYS adults who may not have a HS degree, let alone any college work. We need plan to guard against current enrollment (flat), and find and serve the high demand of students out there. These courses will not be cheaper than currently but they may be faster.

Q2. The misinformation is that online courses are cheaper, but we know they're not. Where will that funding come from to help with staffing, online courses?

A. The costs will be the same, if not more.

*University centers*

Q1. To facilitate successful seamless transfer, we think SUNY should establish, with appropriate governance, an assessment to provide relevant data after 2 years (and 5 years thereafter), to see how seamless transfer is doing.

A. We have been thinking about this process for decades, and are many years ahead of many other institutions. Think it is a good idea to do assessment; we are hindered by multiple systems across system but are trying to do this.

Q2. Given the recently announced SUNY Networks of Excellence, and concerns the University Centers have raised in the past, what does SUNY plan to do to provide financial incentives to attract high quality graduate students?

A. What is beyond this? The goal of Networks is to better find funding and move the dial on better research, funding. If we have better revenue, we can perform better (currently under performing) and can use to better attract students. Can use these monies to attract high quality faculty, and students.

Q3. How do you think SUNY can reconcile importance of campus and faculty responsibilities of determining course content with “systemness” and seamless transfer?

A. Course content is always province of local campuses.

*Special and statutory college*

Q1. ESF is happy. Cornell Vet needs more space. IT is concerned about CNSE and private investors, plus state selling some land. Alfred College of Ceramics doesn't have a budget person. There is no web presence,

A. Good news is good news: ESF cannot replace Neil Murphy but will be good new president; launching a search at Maritime; will check on situation at Cornell. CNSE is clearly a partnership with state of NY but haven't tapped out our capital financing so shouldn't be a problem but see this as a magnet for investment with SUNYIT.

*Technical College*

Q1. Many of the schools (Morrisville, Cobleskill) are without permanent leadership. What is the process, and timeline, for this?

A. Are working on this. At Morrisville, things are going well –good leadership in place now, good donor. At Cobleskill, things are in process. Might not have a date set to commence these searches (likely in the spring). At Potsdam/Canton, there are searches underway.

Q2. Concern with credit caps and credit lids with seamless transfer.

A. Will hold firm on seamless transfer –would like to see how well it works. Will have full vetting about where kinks are, make it all even better. We are not going to reinvent this process; we need to test this out first.

Q3. Can you back-fill financial problems at hospitals and Stony Brook?

A. Stony Brook –if this is about property sold at less than market value, governor has invested \$60m to close this gap, and SUNY will as well because it's a too big a figure for the state to fill all of this.

*Health sciences sector*

Q1. What is your position on operating SUNY-owned hospitals as part of academic med centers mission.

A. the resolution of managing academic medical centers and the hospitals that provide space for them is, and should be, one of the highest priorities for the system. It is a large task to unravel how to move forward –what is life like (UB) when don't have own hospitals; what is life like when partner (SB) with other hospitals –to see how these are working, or not.

The question of the hour is, should SUNY run hospitals. In June budget submitted to Assembly, these hospitals were part of that. At this point, have RFP out for LICH. Have asked Upstate for scenario planning for their future. Are concerned about offshore payments for placements as well, especially with Downstate. Deeply engaged with this crisis but ultimately, have a governor and department of health, plus legislature, labor, hospital management, concerned citizens, judicial branch and no consensus about how to move forward.

Q2. We are ten months from end of appointment of Dr Williams (Downstate); when will pres search be convened and how will faculty involvement be in place.

A. At 18 months, will evaluate his position (February) and whatever happens (extend term or start new search) will happen with faculty consultation.

Q3. Dearth of communication across sector about LICH and Downstate's financial situation. This has an impact across the system, on admissions (medical education, health professions).

A. If can find better way to do this, would.

Q4. All have loss of clinical placements b/c private institutions pay for those spaces. Is there any consideration of SUNY paying affiliates for placements?

A. See above for how resolving issues with Downstate.

### *CGLs*

Q1. Educational mission. For the past few years, view SUNY as economic driver. Many employers want skillset including those from liberal arts education so why are we emphasizing economic impact rather than value of education?

A. Think it is important to help state recover from its economic travails; if we want state to invest in SUNY, helping drive the economy is both altruistic and practical. Arguing how we can help (energy, etc.) is also part of a solid academic goal. We can put our academic mission in service to a better quality of life for the state, so emphasize that SUNY is an asset (helps with funding, e.g.) this is why we have protected GE curriculum, want students to achieve solid liberal arts education before they move to baccalaureate institutions are.

Q2. Consultation: what are you doing to guarantee and safeguard this role.

A. Commitment to shared governance has not wavered. If something fell short, need to work harder on both sides. We will try to get it better but don't see some seismic shift in administration's commitment to this.

Q3. New NY and Start-up NY started in the governor's office. Can you please comment on the politicization or corporatization of education.

A. This is a foreign idea. Need to get funding from legislature, even though have own board of trustees. This is a tenuous situation: need to get funding that is needed even as need to balance. Could be that governor likes what we're doing but also takes charge of some of it, or it seems to; getting credit for this on one hand but also support on the other.

### **Q & A with Chancellor Nancy Zimpher**

If look at math, now in 5<sup>th</sup> year of Big Ideas, so need to look ahead to next 5 years. Got legislature to allocate revenues with 5 years, started with revenues and worked for rational tuition. Would like to dust off power of SUNY, think about strategy for investment for the next 5 years and take this to the net level. See three buckets at academic aspirations; innovation; commitment to efficiencies to allow us to reinvest in student experience. Cannot ignore demands for students to step in to workforce, ready to go. And what will that enrollment growth look like, and mean for the economy of NY. In terms of program excellence, need to continue this conversation. Asked Board of Trustees to lead conversations about academic aspirations. For innovation, looking at what should our targets be and how can we get there? Will Start Up NY add to this, or create additional burden? For efficiencies, multiple ways to think about shared services, but first, need to convert IT system (and need NYS to help with this). Need to know more, and more quickly, so need fluid system that can work across all of system to help get information, and run smarter university to use data to improve operations.

Q. What will happen after NYC mayoral elections, given DiBlasio's commitment to keep LICH open?

A. We're paying attention.

Q. We have questions about resources, and resources management, to help offer online classes, and how/who gets financial credit when students take classes one place and have home institution ?

A. Have people working on this but don't it all in place yet. Working to resolve revenue problem, but until we have a business plan, don't have much detail yet.

Q. State used to contribute 50% to educate students, but over time the state contribution has declined. What can you do to help sustain state support, or improve it, so we truly are a state-supported system?

A. Yes, states have stepped away from their commitment to fund higher education. No one intended for higher education to become more discretionary, but there have been some other things that have demanded resources. This is partly why doing a five year plan to place SUNY front and center, and to get governor to invest in public higher education (and phrasing as reinvestment). This is why emphasize that efficiencies, academics and innovations generate revenue.

### **UUP Report – Fred Kowal**

UUP, at its core, believed that union needs to work with all of its allies, across the system, because of common interests. Not a great time for SUNY but UUP and FA agree on core principles: it is *our* institution –we have built this and continue to do so by bringing in young scholars and nurturing them; need to defend university against those who would change it, to its detriment (radicalization, politicization).

Need to improve outreach, including politicians, private sector unions. Work with leadership of SUNY to work in cooperative way moving forward. Willing to work with anybody, but must be treated as equals. Do not want symbolic consultation after the fact; need to be consulted before and during process, not after.

Of particular concern is Downstate and Brooklyn Hospital; see [brooklynhospitalplan.org](http://brooklynhospitalplan.org) -- UUP plan –to work on public health care delivery in Brooklyn, educating students at Downstate; physician-created plan. No better way to do medical education without clinical placement so this plan incorporates that. Focus is on primary sources in borough; use of LICH facility in this way.

Privatization and a drive to corporatization may be counter to SUNY's mission, which is delivery of education. Need a public commitment to a public education. Will defend quality in education. Finally, will defend the work we do.

### **Executive Committee Report**

May also reach out to FIT, CAOs at universities to broaden scope of UFS business.

Much time discussing resolutions, keep on tweaking to prepare them for tomorrow's vote.

### **Start Up NY – Jim Malatras**

Goal: increase job growth, decrease unemployment (and have many open jobs); the number of jobs that will require BA or MA are increasing. Corners of triangle for State Up NY: academics + entrepreneurship + How do we leverage opportunities that we have, or do, on campus to larger state ideas? Create tax-free communities; eligible campuses (all); types of space (won't displace current academic spaces); eligible businesses (all are possible); strategic properties; academic missions (needs to be central to these proposals).

Challenge: turning idea into action. Thinking especially about academic mission –want strong linkage between these programs and schools, through coops or other things. How? Link business to higher education; think about experiential learning part of the academic mission (easier to do internship if company on campus); core academic competencies; collaboration is critical (presidents must collaborate with faculty, businesses, local government, as per the law). Keys to success? Campus outreach and local outreach are critical –the program is here, it is the law, and it is going to happen. Aggressive time line: start date is January 1; just released (draft of guidelines. [See http://startup-ny.com/](http://startup-ny.com/)

Q. This idea has been proposed, and implemented elsewhere. Did you look at successes and failures elsewhere?

A. What's new is state is giving up money (income tax) long term. College already is tax-free (property tax), but can you maximize the local impact in a positive way.

Q. What will you do to ensure that faculty governance (and involvement) is central to this?

A. We looked carefully, to make this prescriptive: legislation requires that there is outreach but faculty must be aggressive to make sure these happen.

Q. In small communities, already a lot that is tax-free. People aren't happy with more business w/o contribution to tax base.

A. For Morrisville, e.g. how can you maximize those new people within the community.

Q. What do we use to determine which businesses fall into “approved” businesses, and some don't. Where is the appeal process if we don't think academic mission piece if being met?

A. Retail, food and personal services cannot be on campus under this program and this would sort out in the application process. There is no real appeals process, save bringing a lawsuit against the campus.

### **SUNY Shared Services Report – Brian Hutzley**

We are not leveraging our assets, or our purchasing power, or our IT power, so there are many opportunities (that are somewhat simple). Shared services must support SUNY's mission and goals, to enhance experiences of students, faculty and staff. The reason we do is to increase focus on, and resources for, core mission activities (academics). The more cohesive and coordination we can be across SUNY, the better.

Why? There are many challenges facing higher education (budget pressures, climbing tuition, more scrutiny of university spending, increasing competition, shrinking applicant pool, rapid changes in technology). Shared services high on the agenda across higher education.

Update: working with campuses to develop refined shared services plan, based on review of what was in place. McKinsey advised more focused approach, engage more campuses, so are engaging leaders about recommendations; aligning select priorities; deciding on process; and developing and agreeing on principles for working together. Are putting in print principles of shared services, how to make it work well. Priorities: procurement; IT infrastructure; IT enablement (end user services); finance; HR; academic and student support. Process? Design, pilot and expand, working with campuses every step of the way. Common themes across campus: services, value, quality to benefit students, and campuses themselves while being mindful of individual campus identities and needs.

Next step? Continue with campus engagement; enhance role of steering committee; align priorities, process and principles for shared services; develop specific business, implementation or operating plans for selected priority activities. All of this (including consultation) was to reaffirm that project itself worthwhile.

Have these monies in fact been returned to campuses? Goals haven't changed but some campuses needed to catch up more than others from budget hit.

### **Open SUNY – Carey Hatch**

\*Remember: each department/program determines what courses they will accept for major

What Open SUNY is not/issues of concern: system will not grant degrees; will not get into curricular issues; business model; online course quality; short time frame before launch; access to affordable broadband; ability to resolve current policy issues; student technical skills.

Why? Significant portion of NYS residents don't have college degree (56%); unemployment rate higher w/o college experience or degree; more than 30% higher education students are enrolled in at least one online course; more than 38% enrolled students over 25 yo; already offer 12,000 online sections across system (2011-12 AY). Are first honing this to target NYS, to become more competitive in job market, and millions more potential students in other states, around the world.

Open SUNY can serve students (access and completion), faculty (enhance quality instruction), colleges & universities (sustainably support unique nature of each institution), and state (meet needs of employers).

Intensive process to develop mission, vision but emerging view of key elements.

Thinking about how faculty can drive, innovate, engage in this process.

Moving aggressively towards launch in January 2014 with support for limited number of programs, prepare for expansion. For more, go to [open.suny.edu](http://open.suny.edu)

Faculty own course content; campus/department determines what to accept.

### **Provost's Office Report – Beth Bringsjord, Interim Provost and Vice Chancellor**

Focus: building a culture of student completion and success

Challenge: using network of communication, strengthening them

Actual and projected SUNY enrollment – now, decline in enrollment but starting to turn the corner; to reach chancellor's target of 100k, need help from faculty, campuses. We need strategic enrollment: align our academic programs to meet state needs and to maximize job opportunities for graduates across the state. Areas of particular need include engineering, information technology, engineering technology.

Student graduation rates and student success: contextual analysis of retention & graduation rates; four, five, and six year graduation rates for first time, full time students (baccalaureate, associate); national benchmark groups determined by Carnegie Class.

Can we shift graduation rates, so 5 year graduation rate becomes our 4 year rate? Focus on foundation: build a culture of student completion and success, scaled up across system. What contributes? Clear expectations (HS curriculum, performance, orientation, regular advisement, program and course requirements and sequencing).

Seamless transfer: policies are vitally important, especially in terms of student completion. Students move around, a lot. Committed to getting this right. Working with faculty, campuses to clarify pathways. Every campus will need to do work, look at their programs on their campuses to see if things look correct for each campus. In first two years, need 7/10 areas (30 credits) GE in first 60 credits + foundational courses in major.

## **Saturday, October 26**

### **President's report: Pete Kneupfer**

1. Open SUNY: UFS Exec Committee created an ad hoc committee on Open SUNY, given quick roll-out and need for nimble response.
  2. START UP NY: Campus presidents need to deliver "wins" for January; urged presidents to remember that projects need to be consistent with academic mission of institutions.
  3. LICH and Downstate: litigation has prevented SUNY from closing hospital. ER and much of rest of hospital was closed, but forced to re-open in September. LICH likely to lose \$89m by end of October. Meanwhile, SUNY is working to maintain University Hospital Brooklyn (Downstate's main teaching hospital). Not clear if/when SUNY can close LICH, nor what impact that will have on rest of system.
  4. CNSE-UAlbany: A separation was approved at special July meeting of Board of Trustees of College of Nanoscale Science and Engineering from UAlbany. While wording is "the Board of Trustees fully endorses the Chancellor taking immediate steps to implement the separation of CNSE and UAlbany, and to identify and assist in the implementation of the actions required to establish a new degree-granting structure that shall include CNSE..." this is being covered in media as 65<sup>th</sup> SUNY campus.
  5. Budget for 2014-15. In 4<sup>th</sup> year of "rational tuition" and "maintenance of effort" but not quite happening: no cut to SUNY's state allocation but no maintenance in real terms. Trying to frame request for additional funding. Chancellor floated "performance-based funding" --support and opposition. SUNY asking governor to invest in SUNY, particularly because "done his bidding" with Start Up and other initiatives.
  6. Shared services, mostly "back room" – IT, purchasing. May produce tension between campus autonomy and "systemness."
  7. Educator preparation. Deans of Education programs given a few days for feedback; none for UFS or FCCC. Got Board of Trustees to delay implementation until 2015-16, require SUNY to identify adequate placement opportunities.
  8. Student mobility: Memorandum to Presidents early this summer. This year, each campus needs to review their programs (majors, transfer information) to align with seamless transfer requirements; preliminary reports due end of January. Should involve considerable faculty input, to department level. Differences in interpretation remain. See [https://www.suny.edu/student/transfer/transfer\\_mobility\\_all.cfm](https://www.suny.edu/student/transfer/transfer_mobility_all.cfm)
  9. SUNY Voices: Shared Governance meeting in April 2014; second annual workshop on same for CGLs also.
  10. Presidential initiatives. Research Foundation has working group, including faculty from various sectors, to develop funding model to support undergraduate research (initially in STEM fields) at (large) scale across SUNY. Second, there will be a workshop on sustainability education in May 2014 to consider best practices, possible strategies for improving, integrating principles of sustainability across the curriculum.
  11. Chancellor is going to host a series of conversations, system-wide.
  - 13 November NYC (FIT, Anne Shivada) "Student Success: Where do we need to go to help our students be successful"
  - 25 November (location, host TBA) "What is changing in the student experience in the 21<sup>st</sup> c university"
  - 3 December (location, host TBA) "The future of innovation in NY" where should we be going next?
  - 4 December (location TBA, host likely Joe Belluck) "What does it mean to be a public university"
- Exec committee asked president to look at budget for UFS: what is the source of our budget (how much from campuses, how much from System); how much are we spending on plenaries, workshops, running the office, additional meeting that Exec committee does. Each campus contributes/person.

### **Faculty Council of Community Colleges Report - Tina Good, President**

Publishing a news letter (distributed) to reach out to constituents.

Teacher education: passed several resolutions regarding process by which this resolution passed the BoT. Also waited to see what UFS did, as we may take the lead. FCCC will support what UFS passes.

Seamless transfer: transfer pathways were first step, and then Seamless Transfer resolution in December, BoT said these transfer paths required in first two years of degree. This was a change; Student Mobility committee asked to create suggested paths of “should” and became “must.”

### **SUNY Student Assembly Report – Trey Price, President**

Discussion about advisement for students: how to help everyone, collaborate with best practices. Seamless transfer remains an issue. Services for veterans. Textbook affordability.

### **CUNY University Faculty Senate Report – Terry Martell**

Some hope for the future: Baruch added 60 faculty lines (from compact money –20 positions-- and some money from the system –40 positions); many parts of CUNY have done nothing about pathways, transfer, mobility. There are some ongoing lawsuits. Have formal process of budget and priorities. Current issues: changing doctoral education (moving from graduate schools to different model; governance issues).

### **Resolutions**

*Resolution on Failure of Consultation/and Shared Governance Regarding SUNY Educator Preparation Programs and the New NY Education Reform Commission.*

Whereas the SUNY Board of Trustees passed “Resolution on SUNY Educator Preparation Programs and the New NY Education Reform Commission” on September 18, 2013 that establishes specific admission criteria for teacher education programs without appropriate consultation with either the University Faculty Senate or the Faculty Council of Community Colleges, and

Whereas a core principle of shared governance is faculty responsibility for designing and teaching its curriculum, including setting admission standards for programs, and

Whereas there is a long history of effective partnership among faculty governance, the SUNY administration and the SUNY Board of Trustees on academic issues, and

Whereas Chancellor Zimpher has recognized the central role of faculty in matters of academics as well as having repeatedly voiced strong support for shared governance in the past,

Therefore, Be It Resolved The University Faculty Senate decries the passage of said resolution without consultation with faculty governance and requests that in light of this incident the Chancellor and the SUNY Board of Trustees uphold the long-standing principles of shared governance as published in the Policies of the Board of Trustees to produce a comprehensive strategy to continue to ensure the quality of students admitted to teacher education programs.

**Passed, with one abstention.**

*Resolution on the Board of Trustees recommendation on the use of admission criteria for teacher education programs*

Whereas the SUNY Board of Trustees has proposed specific admissions criteria for teacher education programs; and

Whereas, we strongly support the need for SUNY teacher education programs to attract and retain highly qualified candidates; and

Whereas, preliminary data indicate that the emphasis on GPA and test scores will have a significant negative impact on the numbers of candidates in critically-needed areas including STEM students, transfer students and students from underrepresented groups,

Therefore be it resolved that System Administration create a Task Force on Predictive Indicators of Teacher Candidate Quality which will include representatives from faculty governance;

And be it further resolved that this Task Force work with the Provost's Office, the SUNY Deans and Directors of Education, and appropriate faculty and staff to gather new data as needed to be combined with existing data and to analyze these data to determine effective indicators of teacher candidate success;

And be it further resolved that the Task Force be charged to complete its work by June 30, 2014;

And be it further resolved that the changes to admissions criteria be held in abeyance until the Task Force on Predictive Indicators of Teacher Candidate Quality has completed its work.

**Passed, with one abstention.**

## **Committee Reports**

### **Diversity and Cultural Competence Committee – Noelle Paley**

Distribution of Making Diversity Count position paper before end of November. Present at upcoming plenary. Planning for conference (recommendations due by November 23d to [noelle.paley@cortland.edu](mailto:noelle.paley@cortland.edu)). Issues of access, disparity for Native American, Veteran and LGBTQAI populations.

### **Ethics and Institutional Integrity Committee – Chuck Moran (Carlie Phipps)**

Increase visibility, awareness of ethics education, research, policy across SUNY. Working on draft policy statement on ethical and professional conduct. Will ask FS, CGLs for local campus policy.

### **Governance Committee – Shelly Mozlin**

Finished government handbooks. Presidential review on shared governance; separation of SUNY Albany and CNSE to also establish governance. Resolution on SUNY Educator Prep programs and BoT resolutions. SUNY Voices will support conference on shared governance April 23-24 2014. E-blasts will continue as effective and quick information dissemination. Situation at Alfred Ceramics –may have resolution regarding this for next plenary if not resolved as per Chancellor's commitment.

### **Graduate and Research Committee – Shadi Shahidipour-Sandvik (Anthony Hay)**

Graduate research symposium in 2013 was a success; planning for 2015, with liaison for transfer of best practices for undergraduate symposium. How to attract best graduate students to SUNY subcommittee. Disparity of student salaries across campuses. Provide more guidance, with RF, to help students apply for national fellowships (NSF, e.g.).

### **Operations Committee – Ed Warzala**

Study feasibility of university-wide library content fee. Can libraries handle demand of 100,000 new students? Broadband access in NYS. Start-Up NY on radar. Disseminate workplace violence policies.

### **Programs and Awards Committee – Dennis Showers**

Maintain and improve conversations in the discipline awards; help with roll out of two new chancellor's awards this year and look for improvements in program.

### **Student Life Committee – Kelley Donaghy**

Best practices in student textbooks white paper; veterans affairs survey; hazing & bullying white paper; inclusiveness initiative for gender & sexual identity.

### **Undergraduate Committee – Barbara Brabetz**

“Innovative Exploration Forum” --undergraduate research and creative activity, 1 April 2014 (LOB). Work on SUNY educator preparation programs and *New NY* education reform commission; introductory STEM education and undergraduate research initiative (Role of undergraduate research & retention, by Sandra Gregorman; NSF pilot); remediation –lessons learned from CUNY?; Open SUNY, MOOCs and seamless transfer.

### **Hospital Report (Downstate) – Henry Flax**

It remains unclear how all of this will end and what will be financial impact (for both Downstate and SUNY). Sustainability doesn't appear there. Communication is a problem: president hasn't had open meeting with faculty and staff since October 2012; all get more information from SUNY News Clips so rumors run rampant. Concern about presidential search (chancellor's information different from original information with presidential appointment); institution has been granted accreditation (had been placed on probation a few months earlier, in part because of closure of LICH and pulling residents from LICH). Most decisions are made by small group (consultants, administration), without input from faculty, clinical staff. Lost much professional staff, eroding faculty productivity.



Morale is extremely low. Impact on governance has been chilling.

**Adjourn**