



THE STATE UNIVERSITY *of* NEW YORK

December 6, 2011

Carl T. Hayden
Chairman
Board of Trustees

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Hon. Andrew M. Cuomo
Governor
State of New York

Dear Governor Cuomo:

Since 2007, I have been privileged to serve the people of our state as Chairman of the Board of Trustees of the State University of New York. Serving in this capacity has been one of the great honors and responsibilities of my life. Today, I submit my resignation as trustee effective December 31, 2011.

Most observers would agree that the last four years have been, for SUNY, the most tumultuous since its founding. A severe economic contraction produced unprecedented cuts in state support, calling into question whether SUNY could remain true to its public purpose of providing a high quality education for all New Yorkers, and particularly those of limited means. SUNY's presidents, faculty and students responded by rethinking nearly every aspect of the traditional educational experience. I am proud to tell you that through all the triage SUNY succeeded in maintaining both quality and access.

SUNY's future is bright. Chancellor Nancy Zimpher is the most dynamic leader in American public higher education. The partnership you have struck with her has been transformative. Thanks directly to that collaboration, the seminal question of who owns tuition has been resolved in favor of our students. And New York will at long last leverage SUNY's intellectual capital as a strategic asset in the urgent work of revitalizing our economy. After a generation of disinvestment, SUNY has finally found a champion.

SUNY's Board of Trustees is immensely talented. It thinks strategically and acts collaboratively. Chairman H. Carl McCall is a seasoned, distinguished, adept leader. I depart now, not out of any sense of unhappiness or disappointment, but because my personal experience convinces me that it is rarely a good idea for a former chair to hang around. This board is in good hands and you will soon make appointments that will make it even stronger.

It has been my privilege to serve. New York has a great public university. With your help, it will be greater still.

Respectfully,

Carl T. Hayden

Cc: Hon. Sheldon Silver
Hon. Dean Skelos
Hon. H. Carl McCall