



State University of New York

Memorandum to Presidents

Date: **August 12, 1991**

Vol. **91** No. **4**

From: **Office of the Provost and
Vice Chancellor for Academic Affairs**

Subject: **SUNY 2000 Phase II
Linking Campus and System Planning**

To: **Presidents, State-operated Campuses
Presidents, Community Colleges**

SUNY 2000 Phase I seeks to articulate a vision and goals for the State University of New York as a system, in response to the changing educational needs of its students and its State in the last decade of the twentieth century.

We discussed with you, at the Chancellor's Forum, the nature of the next stage, which is SUNY 2000, Phase II. Reactions at the Forum and subsequent correspondence with the Office of the Provost indicate a positive reaction to the proposal. Comments and recommendations you made have been incorporated into this memorandum, which describes this next phase: the process, the implementation steps, and (in the attachment) the types of information that will be shared between the campuses and the Central staff.

We are sending this SUNY 2000 Phase II policy memorandum in advance of the publication of SUNY 2000 Phase I. This will ensure that your campus is aware of the planning and performance review procedure and will provide sufficient time for campuses with reviews scheduled in December, 1991 to prepare for the process.

SUNY 2000 Phase II provides a systematic approach for implementing major elements of Phase I. It seeks to develop a responsive planning process that builds a creative and coordinated plan for the system based on the aspirations and achievements of its State-operated and community college campuses. It recognizes that, while a coordinated plan is more than the sum of its individual parts, it can be no better than the contribution of each of the campuses. One of the purposes of this initiative is to ensure that campus presidents and their staffs and the Chancellor and senior staff in Central Administration have a formal, predictable and focused way in which to discuss, assess, and exchange viewpoints about campus directions and initiatives and their relation to the system-wide directions and goals articulated by the Board of Trustees in SUNY 2000 Phase I.

Phase II of SUNY 2000 should provide the missing link between campus and system plans. The process is intended to ensure a timely review of campus plans and performance and a coordinated response from the Chancellor, Provost, Vice Chancellors, and where appropriate, the Board of Trustees. It ensures that campus presidents and vice presidents and the Chancellor and senior staff will have the opportunity to review and discuss long-term campus plans and system goals together, and to concentrate on broad topics of common concern, rather than immediate issues and pressing problems.

The objective is to ensure a joint consideration of campus concerns and system needs that produces a common action agenda. This collaborative process should assure both campus autonomy and system accountability, linking campus aims and achievements to system goals and state needs presented in SUNY 2000 Phase I.

THE PLANNING PROCESS

The planning process will ensure a review of the major plans and the overall performance of every community college and State-operated campus at least every five years. The intent is to incorporate, not duplicate, existing campus plans and their planning processes. The process will reflect, but not replace, annual enrollment and budget requests and the program approval procedure. A major goal is to produce campus plans and proposals that meet the needs identified in SUNY 2000 Phase I. SUNY 2000 Phase II will be coordinated to coincide with the five- and ten-year Middle States Association accreditation process to take full advantage of campus self-studies and the external reviews. The Office of the Provost will coordinate the timing of the planning process with Middle States Association reviews. The materials required for SUNY 2000 Phase II, listed in the attachment, utilize fully the reports traditionally developed for campus and system planning and those prepared for the MSA accreditation reviews.

Campuses scheduled for review will begin the process by providing to Central Administration a series of concise reports that outline plans, projections, and performance in the context of campus, State, and system needs (Stage One). The Chancellor and senior staff will review the campus reports and provide reactions, questions and an agenda for a meeting of campus and system leaders (Stage Two). At this time, the Office of the Provost will provide a statistical summary of selected campus indicators that forms a common basis for discussion. Following the meeting between the campus and system leadership (Stage Three), a summary of proposed campus plans and performance will be prepared by the Chancellor and senior staff in consultation with the president. The summary will include proposed actions and timetables for implementation.

A summary report on campus and system planning will be presented annually to the Board of Trustees. Where campus plans propose a change in mission or major goals, a special report with the Chancellor's recommendations will be submitted to the Board of Trustees, and the campus president will be present to discuss the proposed changes. This process will allow the Board to review campus plans and performance and reaffirm or revise campus missions.

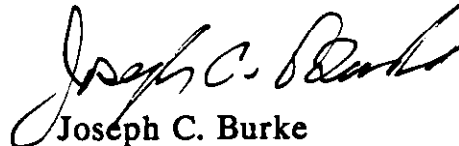
IMPLEMENTATION STEPS

We expect to begin the new process in late fall 1991 and review approximately 12 campuses each year. We will schedule meetings with six campuses in December and January, and another six in June and July. The Office of the Provost will contact each campus to coordinate the timing of stages of the planning process and identify specific dates for meetings. Materials identified in Stage One will be provided by campuses approximately two months before the meeting in Stage Three. SUNY Central will respond with questions and an agenda approximately three weeks before that meeting.

We expect the planning process to come within six months to one year after the completion of the MSA accreditation or periodic review reports. This time lag will allow the complete cycle of campus planning and the MSA review or accreditation to be finished prior to the commencement of the system planning process.

We will hold workshops as campuses are scheduled for review to familiarize key campus staff with the SUNY 2000 Phase II requirements.

The following pages outline the stages of the review and the format of the reports. Any questions about SUNY 2000 Phase II should be directed to Dr. Thomas Freeman, who will be coordinating the process, to Dr. Richard Jarvis or to me.


Joseph C. Burke

Attachment

This memorandum for information to:
Deans, Statutory Colleges
President Coll
Provost Nesheim

SUNY 2000 PHASE II STAGES OF CAMPUS AND SYSTEM PLANNING

The Office of the Provost in conjunction with the campuses coordinates the timing of the stages of the planning process.

Stage One

Each campus provides Central Administration with the following:

- The campus mission statement (Appendix A)
- A copy of the campus self-study or periodic review report and a copy of the Middle States evaluation report and campus reactions
- A summary of the comprehensive campus planning document, if such a plan has been developed
- Undergraduate assessment: results and uses (2 pages)
- Graduate education, research and scholarly activity report (2 pages)
- Campus climate review (2 pages)
- Campus efforts and accomplishments in response to State needs as outlined in SUNY 2000 Phase I: health, economic development, environmental conservation, public education, and social services (2 pages)
- Identification of any system, regional or campus sector issues
- Future plans and projections (Appendix B)

Stage Two

The Chancellor and senior staff develop a response to the materials which will include questions and an agenda for the meeting in Stage Three. Material provided to the campus will include a statistical profile of selected campus indicators. (Appendix C)

Stage Three

Meeting of campus and system leaders

Stage Four

Chancellor and senior staff, in consultation with the president, prepare a summary of campus performance and proposed plans

Stage Five

Chancellor and senior staff prepare for the Board of Trustees a summary report of campuses that have been reviewed during the year

Appendix A

CAMPUS MISSION STATEMENT

In Stage One, campuses provide Central Administration with their mission statement, which should speak briefly to the following elements:

- Institutional type, philosophy and distinctiveness
- Students: level, source, selectivity and diversity
- Academic programs: quality, level, scope and emphases
- Emphases on instruction, research and service
- Quality of campus life and student services
- Faculty and staff; qualifications and diversity
- Campus governance

Appendix B

FUTURE PLANS AND PROJECTIONS

In Stage One, campuses should outline major changes in plans and projections for the next five years on the following:

STUDENTS (3-4 pages)

Recruitment

Major changes in recruitment efforts, especially in terms of promoting student diversity and quality

Enrollment Major changes in enrollment, especially in terms of student diversity and quality. Relation of enrollments to recruitment efforts

Retention/graduation Plans for improving or sustaining graduation and retention rates

FACULTY (2-3 pages)

Emphasis Current, and planned faculty emphases in instruction, research and creative activity, and service

Diversity Current and future plans for faculty diversity

Recruitment/retention Plans for dealing with faculty retirements, resignations and recruitment and retention

INSTRUCTION, RESEARCH AND SERVICE (3 pages)

Programs Plans for new programs, and changes in existing programs, plans for application of educational technology and new forms of program delivery, and responses to Statewide and regional needs. Plans for off-campus and overseas program efforts and plans

Research & Sponsored Programs Plans for new or expanded research initiatives. Projections for sponsored programs (volume & emphases)

Service Campus responses to State needs as outlined in SUNY 2000 Phase I: health, economic development, environmental conservation, public education and social services

CAPITAL AND EQUIPMENT (1 page)

Major capital and equipment needs

Major maintenance/rehabilitation problems

PRIVATE FUND RAISING (1 page)

Plans and projections

ORGANIZATION CHARTS

Attach current and proposed organization charts of major institutional units

Appendix C

PROFILE OF SELECTED CAMPUS INDICATORS

The comments, questions and agenda prepared for the meeting in Stage Three will include a profile of selected indicators showing the following:

- Enrollment trends and admissions profile
- Retention and graduation rates
- Diversity of students and staff by rank and level
- Distribution of full- and part-time faculty
- Dollar volume of sponsored research and programs
- Benchmark/budget condition
- Evaluation of building condition