



THE STATE UNIVERSITY *of* NEW YORK



**Strategic Planning Review  
64-Campus Tour Notes**

**September 30, 2009**

# Strategic Planning Review of 64-Campus Tour Notes

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## **Summary**

From June 1 through September 3, 2009, The State University of New York's twelfth chancellor, Nancy L. Zimpher, completed an ambitious tour of SUNY's 64 campuses. The Campus Tour is Phase I of a statewide collaborative process to develop and implement a SUNY-wide strategic plan that will guide the State University of New York for the next five years. During the tour, Chancellor Zimpher met with many SUNY stakeholders including SUNY faculty members, staff, students, college councils, alumni groups, affiliate organizations, local elected officials, and community and business leaders. In addition, the chancellor met with congressional and legislative representatives, the SUNY Board of Trustees and the SUNY campus presidents. The vast feedback from these meetings and the campus visits was compiled and has rendered fifteen preliminary themes and several enterprise issues. The following material includes a list of the major themes and enterprise issues that emerged and supporting staff notes from the campus tour.

## **Over-Lying Theme**

### ***Economic Revitalization and Quality of Life in New York State***

Adirondack – Can provide more jobs and increase NYS's revenue base

Binghamton – Task Force to examine options by which to drive employment by bringing ideas to student business incubator

Canton – We need a recognized strategy to help NYS recover economically; translate economic impact into political power

Cayuga – Economic Development is a key focal point. Stardust Entrepreneurial Institute (opened in August 2009) is partnership created to spur economic development and social progress in the region

Cornell College of Agriculture and Life Sciences – \$85 - 90 m in state/federal funding, economic development; transfer at SUNY schools; Economic Development Task Force – We need to do a better job at providing institute linkages so we retain students. Keep alumni's in NYS

Cortland – We do annual downtown and economic impact statements; work closely with Chamber of Commerce

Erie – Quinn - University can and must generate real economic change

Nassau – Revenue shortfalls could be addressed with a new vision that includes economic recovery - building our revenue base

Niagara – Culinary program discussed

Onondaga – Transformation of the economic base is critical to NY's future; story line that can be understood and invested in, education is a growth industry

Oswego – Focus on economic development partnerships in region and cultural development; Community Development Leader “We need technology restructured to reach our next set of economic goals”

Rockland – Jaffee: Community Colleges can play a substantial role in economic development and quality community revitalization in terms of life; job training is substantial. Nurses are needed

Schenectady – We have to work together better as a system to address economic development agenda

Stony Brook/ Southampton – Barbara lived here before there was a university and in 50 years she has seen a huge benefit to the area. Stony Brook opened new world to people

University of Buffalo – Buffalo community has belief in the future. SUNY can be the solution to just about any problem

Upstate Medical – Has great relationship with other partners, such as SU, that helps Upstate serve as economic support and neighborhood stability for Syracuse area; Ed Boone “Campuses are catalytic to economic development in this region”

Westchester – John on economic development. South has done a good job; we need to catch up

## **Review of Themes**

### ***Innovative Teaching and Learning and Experiential and Distance Learning***

Cortland – Local BOCES and P-16 approach

Downstate Medical (Cabinet Meeting) – Team training approach for students

Downstate Medical (Faculty Meeting) – Herkimer collaborated with Downstate for the online courses

Cornell Industrial and Labor Relations School – Extension Learning 34 Street. KR extension office NYC

Empire State – Distance learning and mentoring program; flexibility - no structured curriculum; design a degree after an assessment of prior educational experience; “open universities”

Erie – Would like to offer a virtual campus

New Paltz – 1700 online registration. Summer goal is to correct/complete sequence/flow

Niagara – Hospitality Institute; economic development opportunity; modeled after CIA

Optometry – Focus on Regional Continuing Education with some virtual training

Potsdam – Experimental Learning, Internships, triangle relations, student, faculty and site combined with 12 programs; volunteer, service learning, and workshops

Sullivan – Students are here with a purpose, doing multiple things: raising family, working and going to school. Faculty have lives themselves, students feel that. Teach a lot of theory but also try to apply to real life

### ***Energy, Sustainability and Environmental Studies***

Alfred State – Developing spot for wind farm, plans are for largest wind farm on a college campus; Bob - Wants to further integrate large projects in renewable energy into curriculum

Binghamton – Sustainability/environment/energy

Buffalo State – How do we use “green initiatives” state-wide?

Cornell Industrial and Labor Relations School – 14k acres, culture of sustainability model, waste and energy research

Cortland – Sustainability, no funding for, but lots of work, energy management system is a huge opportunity. Past gathering around sustainability; Presidents climate commitment - STARS; Bruce Smith of Physics Dept/Sustainability PSM degrees, environmental biology, Energy Sustainability will move through Cortland to system by spring. ESF gateway center - I have new method for building energy teaching jobs - energy operations - integration of faculties with instruction, STARS

ESF (Students) – Green Directive - carbon centralizing 2015 - rest of system; ESF inform the system on sustainability; SUNY Plaza could be a test site; name is maybe a deterrent Environment Consciousness (green consciousness) is what runs through the philosophy - no matter what career you choose this is on the mind Economic engines and ESF can be the leader in sustainability. NYS is unique in that it has forests and water that are still unfettered

Fredonia – Tracy Bennett, sustainability initiative, members of Presidents Climate Commission, campus sustainability committee

Geneseo (Student Meeting) – Environment coalition SUNY students across the state so this system/social consciousness activism

Herkimer – Study for wind and geothermal to NYSERDA

Onondaga – Task force that meets monthly to discuss ideas and plans for how to incorporate green issues into campus life

Orange – Sustainability, what is important for system level to do about sustainability; need to integrate sustainability into teaching and daily being

Sullivan – Sustainability focus; wind turbine; green focused businesses; wind technology program in approval; sustainability infused in all curricula

University of Buffalo – State Energy Effort - NYSERDA looking to find groups -Brookhaven, Stony Brook, Cornell, and Binghamton - State money gives more leverage than federal money

### ***The Education Pipeline: Access, Success and Completion for ALL***

Alfred State – 40% first generation college students. Many don't have academic background/money for alternatives

Brockport – Association with private colleges because of the 19 in the area

Buffalo State – Access and Academic Preparedness with financial resources

Cortland – We are losing the battle on affordable low interest loan programs

Downstate Medical – Outreach to the high schools and middle schools

Dutchess – Dutchess County - 91% of graduates go to college - 60% to college before DCC - 37% of the 91% come to DCC

Empire State - Student success and student support services. Need to be able to support the unique situations these students are in; students are at the center of the goals, increase these services

ESF – Partner institute with the Syracuse High Schools Partnership for Affordable Education promoting the local education

FIT – Strategic recruitment - demographic shifts, industry shifts, marketing study - have them in place next year for new open enrollment

Genesee – President initiative for promoting graduation; need to do more with remediation; do a lot with P-16 initiative improve connection with the K-12 folks - STEM issues

Herkimer – Under preparedness of students - How do we deal with this? Common testing? Need to make STEM a priority

Jamestown – Discussed Sinclair Community College article in NYT's business section on Saturday. All about retraining "How many times have you been told you are not college material." Sue Benson: 2nd chances also - so many adults coming back. There are so many populations who need opportunity - so many industries need trainees

Jefferson – Higher Education Center; 4 year degrees need to be readily available with Potsdam - Applying for sectional branch campus. Weekend nursing and respiratory training. Free money to get masters to teach here; seamless transfer; dual admissions. Workforce building being rebuilt to house partner institution

Monroe – MCC and Brockport pipeline is strong, student mobility works

Niagara – Students who drop out; the numbers are shocking and the issue is critical; (open forum) Continued support for childcare. Critical to mission and student success

Onondaga – 70% first generation students at OCC; There is a new consensus among students - they don't want debt, they are realizing that they don't have to start at a school that costs \$50k and then go to a job that will never recover their loans

Orange – Challenge is population of students needing remediation

Oswego – We would like to see a strong commitment to Access

Tompkins – Funding for student aid - in this area, lots of students don't have the means - need help

Westchester – Provide access to students taking ESL. Graduation rates are same level/% as entries but graduation rates are not good. Strategic plan must tackle graduation rates.

### ***Commitment to Community***

Adirondack – Work with local Chambers of Commerce is important. We are focusing on and need more partnerships

Alfred State – We feel we can step further into applied research vs. theatrical research – work with industry to strengthen products. Partnerships and business relationships are fed through internships, cooperative placement. System should incentivize partnerships.

Buffalo State – Vision for community involvement at Buffalo State and SUNY; Barriers and incentives to move forward; #1 = leadership. Reputations are made locally. Urban schools are the new institutes

Cobleskill – High level of need in student body - homeless students - not sure where next meal is coming from - huge range of needs

Cornell Industrial and Labor Relations School – Using cooperative extension to connect with community

Cortland – Downtown Partnership Program and community meeting space; American Democracy Project; Building community leaders program

Delhi – 11,000 hours of student community service logged last year

Downstate Medical – Jerry Deans graduated in 1958, has been a physician and faculty member. Treating the community is the key to understanding the patients. We have a cable show and newspaper columns; Dr. Do It - 3rd grade; Doctors against murder - high school; Summary of several community outreach programs, school programs and research studies

Dutchess – Student organizations are steered towards community service activities

Erie – Community and corporate partnerships; College to Church Program

ESF – Community service and engagement is translated into over a million dollars in service. From 18th year there is a community created with the class.

Purchase – Engagement with community - Center for arena and museum and also academics bridges program

Rockland – Community Service is an important focus for us

Stony Brook – Football team works in cancer ward; adopted a child with cancer; African American brotherhood while in high schools; EOP and career centers; science high school outreach; community service awards

Stony Brook/ Southampton – Plans for a Children's Hospital

Sullivan – Community Colleges have to be very responsive to student, adults, communities - all things to all people - When does more with less end?

Upstate Medical– Community Outreach and Education. Office is one year old; migrant worker focus

### ***Global Affairs and International Programs***

Alfred Ceramics – Would like better support for international programs better

Canton – Increase international presence and ‘global’ conversation. International role vs. out-of-state role

Clinton – Strong influence of Canadian economy; CUTEC agreement aeronautics training with international students; major partnership – local, state, Canada, Federal clients etc.

Cornell Veterinary School – Significant need for new vets – international also – possible to link in Qatar – Ameer wants to inquire in negotiations – 2 year; City University of Hong Kong opening a veterinary college and wants to connect with Cornell

Cortland – International mission of Cortland is important; Stephen Burwood – international programs first international program 1964, first continuously running 1967 – teaching exchange – 1981. Turkey dual degree – global service learning.

ESF – Greater presence internationally and in NYC

FIT – International student body 6-8 % 50 countries. Often already have BA – then take another AS cooperative international programs. Istanbul (SUNY initiated) dual degree, faculty and student entering two Chinese dual degrees with one semester agreement – non matriculated – one year (3<sup>rd</sup> year students) receive AS – sites in Florence, Milan

Old Westbury – Would like to expand international programs with recruitment of international students and developing study abroad programs. Take advantage of NYC to promote global presence

Plattsburgh – President Ettlting remarked: Education is a priority. Intellectual capacity to deal with this topic. Canada hub of SUNY international. Quebec government representative in NYC-Rockefeller Center

Stony Brook – Create a global SUNY campus; proposal to create alliance with schools to build a 2 + 1+ 1 program in Korea – USC will probably join

Tompkins – Able to train for jobs but also trying to train students to be comfortable in the world; international programs; first time out of country – maybe out of state – tackle ignorance International is critical. NYS companies are all over the world – can they help us?

Upstate Medical– Would like to grow the global medical track

### ***Diversity and Social Justice***

Brockport (Cabinet & Student meetings) – Diversity is part of the core mission so infused throughout the campus; use data to understand how this affects the workforce. This needs to be a system wide initiative

Buffalo State – Equity and Diversity are so important

Downstate Medical – Diversity here is the model for other campuses

ESF – There isn’t a system wide goal for diversity

FIT – Goal to achieve greater level of diversity

Genesco (Student Meeting) – Sr. History major. College ordinances spurred an interest in Social Justices - opens possibilities

Monroe – Global student association has amazing enrollment from different countries

Old Westbury – Target and focus on expanding enrollment of black men; our campus is most diverse – how do we protect that as more schools become larger?

Oneonta – Diversity needs to be on front burner – the demographics

Oswego – Would like to increase diversity

Sullivan – Diversity challenges in area

Westchester – Toni: Year of diversity – Westchester Community College on forefront of being in inclusive organization – gateway etc.

### ***Innovation and Entrepreneurship***

Broome – Apple / iTunes agreement <http://itunes.sunybroome.edu/> BCC was first before SUNY wide

Buffalo State – Working to get innovation and development included. Regional/local efforts are most important. Often academics don't have as much exposure to entrepreneurs.

Cornell Industrial and Labor Relations School – Entrepreneur Stability entity. Never been asked to help translate these successes to other schools but we're happy to talk about it. Part of mission

Delhi – First online BSN (Bachelor of Science in Nursing)

FIT – Robin – Arts Dean – Business and Technology – Business and Design – Entrepreneurship – hope to begin in 2010 – “want to give graduates seeds” online degree in Fashion Design; International trade (hope 2010) - Networking opportunities

Herkimer – NY is to get kids into business early co-op, translational research; 3<sup>rd</sup> in the country for patents on university-based research but behind in the commercialization

Jefferson – Entrepreneurship – small businesses are one of biggest areas of employment - Entrepreneurship center launched last year

Niagara – SBDC center – community; brain drain; enhances academic profile

Onondaga – Regional higher education center started with one partnership and now it's expanded to over 7 colleges that can give BAs and MAs

SUNYIT – Partnerships are integral. This should be a priority and use skilled work force

Tompkins – Brain drain – actually lack of brain gain. SUNY as job producer – cutting edge and tech transfer and entrepreneurship is hard to do – Silicone Valley has diversity of lands of people. Key is small business.

## ***Healthcare Delivery and Professional Preparation for ALL***

Adirondack – Nursing educators are needed

Cornell Veterinary School – One Medicine – Human health/Animal health

Downstate Medical – School of Public Health is a partner in training and hospitals

Erie – Synergies with University of Buffalo; regional hub; nursing initiative

Jefferson – Health Planning Organization – Workforce shortage in healthcare hits us hard; obviously not graduating enough.

Upstate Medical – Efforts to create Fort Drum Medical Center, is the only fort without a hospital. Bring healthcare to the North. Wants to open a Watertown Campus

Upstate Medical – Spans adults and children, not just one or the other and would like to expand nursing program – need more Ph.D.'s in nursing

## ***Achieving Research and Academic Excellence in Programs and Students***

Cornell Industrial and Labor Relations School – Consider their research to be the best in the area

Downstate Medical – One of seven best practices programs by the U.S. Dept. of Health & Human Services

New Paltz – This student/faculty research partnership is an opportunity for sponsoring cross pollination across the campuses; SUNY does not sponsor high-powered research conferences

Onondaga – Access and quality – SUNY does well with access but not quality, how do we make people understand that the two go hand in hand?

Oswego – Excited about new science building – teaching research is hard to get funding to support

Rockland – Honors program is thriving

## ***Workforce Development: Job Growth and Retraining***

Buffalo State – We think we have opportunities to help New York State in workforce development

Corning – SUNY needs to be more aware of displaced workers

Erie – Workforce Development: Bio manufacturing, NYSERDA energy smart learning center, NYSERDA Photoelectric, Society and Health, Leadership, Manufacturing and Technical, Workshops

Finger Lakes – Trying to train and re-train for green collar jobs

FIT – Lisa – Dean Continuing & Professional Studies; every possible mode, level, age, etc. 'Portal' to NYC, also lots of pre-college (2000) workforce issues and training – extend into life of NYC

Genesee – Programs that have two year workforce development; certified but can't get it done in two years

Monroe – Pipeline – Key to the intersection of creating jobs, workforce development. Our campuses should be the conveyers

Nassau – We need to “beef up” our workforce development

Orange – Continuing and Professional Education – stackable certificates

Potsdam – Potsdam is probably largest employer. Higher Education is the largest industry in St. Lawrence County; collaboration with four year schools; planned giving partnership solicitation; Clarkson/Potsdam

Rockland – Department of Labor gets much of the training money to dole out and **WIBs** (Workforce Investment Boards). BOCES get much of it. Rockland is trying to partner with these entities

### ***Public Policy Leadership***

ESF – Government Relations – not a clear champion or message for SUNY which is difficult now – not served well during this time of turmoil in government and economy

New Paltz – “University needs to be seen as a resource in public policy” – Gerald Benjamin; Rockefeller Institute is a good example of cross-system role

### ***Agriculture, Food and Natural Resources***

Delhi – Golf Course Management program – Working on PGA accreditation. It would be the only one in the Northeast

Jefferson – Agriculture – huge business for NYS – easy to overlook because of its distribution

Morrisville – Agriculture industry concern. CALS (College of Agriculture and Life Sciences) produced 95% - now with light sciences this shift upsets industry; Morrisville needs to be allowed to remove this void – equine, dairy

Plattsburgh – LED lights, fish waste, hydra vegetables, and heat system – inexpensive way to run green houses. Algae feeds the fish, extract lipids, algae, sequestering carbon. Is it economically feasible?

### ***Culture and the Arts and Humanities***

FIT – Creative hub; semiannual retail CEO Roundtable. Publishing is important; 100 articles on fashion industry

Fredonia – The arts and creative working and thinking is important to campus. Attendance at events is impressive; cultural, education exposure. Music students are really extraordinary

Maritime – Maritime publishing and museums; History Channel courses to get Maritime College credits

Oneonta – Draw from State, country and world; inclusiveness works in practice with Music Industry Studios in Oneonta. Cross pollination

Potsdam – Cranes School – started professional music teacher training; Graduates an estimated 50% of music teachers in NYS are from Potsdam, 75% go on to teach. 1 in 6 in nation; Theater Program

Purchase – Integrated learning goals with a fantastic fine and performing arts program; engagement with community – Center for arena and museum; also academic bridges program

### ***Urban Serving Rural Populations/Rural Serving Urban Populations***

Alfred Ceramics – Urban/Rural context. Different issues yet the same

Cornell Industrial and Labor Relations School – Urban outreach – extension office

ESF – Good Nutrition is one of the key Infrastructures money needs to grow and focus within the urban centers

North Country – First generation students, challenges of rural American vs. Urban American

Upstate Medical – Rural need university experience – 90% rural who go through stay in rural

### ***New York State Urban Corps***

Buffalo State – Service is important; domestic Peace Corps. Make New York a leader in this area. Needs to be rewarded, recognized, bragged about - perhaps Chancellor Award

## **Review of Enterprise Issues**

### ***Student Mobility***

Adirondack – We need a vision for Student Mobility that addresses general education and transfer opportunities

Buffalo State – Would like easier cross-registration and collaboration with SUNY campuses in region/ SUNY ATM card

Corning – Q&A - Can you talk about mobility issues? General education requirements reviewed and need to engage in major transfer. Electronic transcripts. SUNY needs a website to tell students where they are transfer wise. This is major issue

Cortland – Student mobility is an issue. We need to determine methods for transfer completion

Delhi – Transfer problem; system of coordination between schools

Empire State – Active role with Veterans, military personnel – system wide Veteran Affairs program

Fredonia – Short circulating of general education program – one size fits all approach. Fear loss of individuality because so formula driven; Fear SUNY won't exist in ten years; positioning self to go private if needed

Genesee – Committed to outcomes first; need a seamless system of student mobility

Herkimer – Transfer issues were discussed; some colleges are receptive but others don't have an interest

Mohawk Valley – MVCC doing more with IT technology and student transfers – joint cabinet meetings.

Monroe – Student Mobility and the Florida system were discussed; MCC and Brockport pipeline is strong, student mobility works; SUNY in the west region works; out of region transfer is the issue

Nassau – Transfer mission – articulation agreements, many include priority dorm assignments and guidance. Better with privates. Our challenge is remediation rate.

New Paltz – 45% of student population is transfer; more flexible general education mandate to benefit student mobility

Niagara – Student mobility is an issue; 1998 general education mandate; teacher template customized school by school; was also brought up in open forum

Old Westbury – Open mike fielded question “I need to take classes at Stony Brook and I need to keep my job here. How can this work better?”

Onondaga – Seamless transfer and student mobility; certifications are not covering the gambit of grades; teacher education students have trouble transferring to four year within SUNY; need fluid transfer across system

Rockland – Student mobility is a huge issue

Schenectady – Opportunities to take courses should be opened up for more faculty at different campuses

Stony Brook – It is not always the receiving campus that is at fault for mobility issues

Tompkins – Transfer, teacher Ed template – big – bigger issue is covered transfer opportunity. Beginning to look at privates for partners; they are hungry for students. Understand decisions

made with four years because they have resource issues. But this is a system mess issue and a public policy issue

Upstate Medical – Need better student mobility

### ***Serving Distinctive Populations/Under-represented Populations and Veterans Affairs***

Buffalo State – Recruit Native American students; Lafayette is coming from a huge range of needs in the Seneca nation; also working with Veteran students and local Air Force base

Canton – Serves a high number of active military, dependents, and Veterans

Columbia Greene – High level of need in the student body, homeless students, not sure where next meal is coming from. Huge range of needs

Erie – Veterans Initiative – centralized number; Advanced Studies program and early college access for distinctive populations; 81% of students get aide in some way; childcare services on all three campuses; largest EOP and disabled population in the state

Genesee – Veterans programs – we need to find a collaborative, system-wide program

Herkimer – Retiree issue; there should be an overarching group that would deal with this issue

Jefferson – We do have to be responsive to Veterans/21-35s coming back – new organization – new cliental

Old Westbury – Target and focus on GI bill

Tompkins – Disability access – Students being exposed to technology in high schools – used to having things done for them. Not doing for themselves. Possibly because high schools don't have access to technology we use

Ulster – Would really welcome system leadership in recruiting Latino/ Latina students; statewide problem

Empire State – “Ready to work with SUNY in any way on Veterans and Military Education” (Alan Davis)

### ***Expanding Library Access***

Corning – Librarian – Want to copy or surpass OhioLINK. Need to know more about what we have now

Dutchess – Other states share library database for central point; we don't

FIT – Special library collection draws resources

Oneonta – Library – Resource sharing, need support from SUNY central and management

Optometry – Library services are good but we need electronic access to journals that we cannot afford

## ***Comprehensive Program Array and Enrollment Management System***

Adirondack – Need to look at the strengths of each campus and conduct a system-wide enrollment plan to serve the needs of NYS industries

Broome – Matching industry clusters to workforce

Buffalo State – Work in areas of enrollment management; “Here SUNY has a role to play”, Application control office problems : 1) no access to revenue 2) no access to data lately

Erie – Program review has been excellent and helpful but still need to recruit, speedup, SED. Treat campuses as clients

ESF – Enrollment management revamp is needed.

Herkimer – SUNY system-wide enrollment management plan

New Paltz – System-wide Enrollment Planning – How do you evaluate programs? Context and Data

Old Westbury – We need to grow to 5,000 students. How will the system help us do that and do so strategically?

Oneonta – There needs to be an overhaul of the enrollment system to accommodate the issues that span the entire campus

Onondaga – System-wide enrollment management and program approval (i.e. automotive partnership with Ford, was annoyed because Morrisville was approved for the same with SUNY and State Ed); encourage collaboration between the SUNY campuses

Stony Brook/ Southampton – Would like to see systematic enrollment management

Upstate Medical – Improve system-wide enrollment plan

Westchester – Program review – six or eight schools are teaching teachers; WCC cannot get pre-teacher approval; Need universal transfer

## ***Information Technology and Institutional Research***

Adirondack – Electronic transcripts and website for student transfer status

Empire State – Much discussion on IT systems and distance learning

Nassau – Challenges with implementation of IT and Banner; issues with financial management system

Oneonta – Evidence based data: IR needs to be studied as well as IT infrastructure to make this happen

Stony Brook – Emily: There are enormous battles in IR system. Stony Brook has long way to go, SUNY even further; electronic transcripts, etc

Ulster – Virtual Academies. Bring collegiums program virtually to international partners, ESL focus. Arbitration and credit transfer hangs this up.

## ***Transparency and Accountability***

New Paltz – More transparency and accountability – also with System governance

## ***Brand Prestige and Integration***

Adirondack – Need better branding for Community Colleges and for SUNY

Broome – Apple / iTunes agreement <http://itunes.sunybroome.edu/> BCC was first before SUNY-wide (repeated in innovation & entrepreneurship)

Clinton – SUNY Board Promise – translates pride into product identity, etc – Proctor & Gamble example

Cortland – Branding is an issue – good schools/bad schools. Need for PR and communications to work centrally as it does not translate to the NY Times; System-wide Marketing

ESF – Messaging is key; imaging, branding

Farmingdale (Cabinet Meeting) – Branding - communication with the Legislature

Herkimer – We need to make a significant contribution to NYC and secure our presence

New Paltz – Branding tackling that problem is huge – mission creep via names? Create SUNY wide event for Legislature - possible addition to SUNY day

Old Westbury – Branding is an issue. If you use “flagship”, where do the rest of us stand?

Onondaga – SUNY has an identity crisis; need to tell our own story, promote ourselves (branding seemed a very large part of these discussion; faculty, students and executive council)

Plattsburgh – President Ettling remarked: Education is a priority. Intellectual capacity to deal with this topic. Canada hub of SUNY international. Quebec government representative in NYC-Rockefeller Center

Rockland – Image of the Community College is a concern. Rockland has worked hard to get past false stigma of “13<sup>th</sup>” year of high school

Schenectady – How to change the stigma of Community Colleges?

Stony Brook – Still lots of work to do in branding and recognizing name

SUNYIT – What’s SUNY’s reputation nationwide? SUNY has all entities under one umbrella retain distinction

Westchester – Joe: Major problem is not finance; it is lack of visibility/ knowledge of our good projects; Lori: SUNY Community Colleges need to be marketed better

Empire State – “Hope to create a synergy on this important initiative: please include us as you see fit on how we can work together” Alan Davis

## ***Leadership Development***

Genesee – Staff development and training for own people; growth in faculty and the leaderships development needs; commitment to professional development across the board

New Paltz – Increase faculty recognition – Create Ernie Boyer Award; leadership training at the associate dean level and more leadership development; loyalty needs to be built internally

Schenectady – Leadership programs and professional development needs to be bolstered

## ***Nimbleness/Temporary Systems***

Buffalo State – Flexibility issues are critical

Cortland – Rural tuition policy

Stony Brook/ Southampton – Differential tuition

Upstate Medical– SUNY is like Georgia and Texas but with an extra layer of regulation; need relationship building and more nimbleness

Upstate Medical – “Rules” limit ability to grow. Need more flexibility; land lease efforts are underway

## ***Five-Year Budgeting Process***

Adirondack – Concerned about the status of NYS funding for the SUNY system. Must review and determine how SUNY will be able to invest in growth. Need a five-year operating budget

Buffalo State – Finance office – suggest policy shift, budgeting, allocations, transparency

FIT – Funding model is different; 1) Same money per FTE as everyone else = 15% of total 2) generous local sponsor – 28% 3) out-of-state differential; tuition charges – difficult lower/upper design – lower=\$3k – increased \$300/\$600 tuition increase; facilities – older buildings – 31<sup>st</sup> Street residence hall – renovating 3 floors A bldg – state of art lab spaces – NYC capital money – very helpful in capital projects plan – fitness center, signage, green roofs, C square building – working on DASNY 3 year contract

Old Westbury – Need to develop an allocation plan with flexibility

Upstate Medical– Reality is that the budget looks grim. We need a multiyear budget like the capital budget

## ***System Role vs. Campus Individuality***

Dutchess – Make sure Community Colleges are recognized for what they are – often seen as an orphan child, changing

ESF – Working together better should be the goal for making this a system; Provost, managing the 64 campuses, how do you empower but still act as a system? Need to coordinate and allow them to do what they are best at. Reserve allocation

Fredonia – In fourth year of five year plan. This spring Fredonia will use SUNY plan as launch preceding new Fredonia plan

Genesee – There shouldn't be courses that can only be offered by one campus

Nassau – System involvement vs. embracing out autonomy – balance. Stronger relationships with BOTs

Plattsburgh – System vs. Unit - Doesn't know to be which? Unit: data system, voice to legislature, System: Diversity of impact

Sullivan – Liaison with provost office in Albany; faculty and staff can benefit from system – go to classes at other schools

University of Buffalo – Central/decentralization – feels SUNY has been very centrally operated. UB2020 argues for some decentralization.

## **Other Content**

Adirondack – Aging facilities is an issue

Binghamton – Law School; advice on how to increase research funding for world class research; differential Tuition

Buffalo State – Need for more full-time faculty; there needs to be a priority for system strategic plan; possible SUNY regional campuses resource collaborations to deal with campus safety issues; UPD (system wide) jurisdiction issues – need policy for retirement package

Cayuga – Service work is a catalyst to partnerships and community; need greater partnerships with the region, industries and SUNY; Greater Central NY Education Consortium – Publics, Privates, BOCES, K-12, etc study will be completed in winter. Could be used as a model for other regions.

Empire State – “Saratoga is a great place to network. We have strong connections to the community. Please use us.” Alan Davis

FIT – Focus on student services

Jamestown – This is ninth largest metropolitan area in NYS. If we are going to grow and thrive, we need higher educational opportunities – As things change and develop you want places to try things out and to come back to – this was first Community College – try it again here – this is place to try it

Nassau – SUNY needs to be a client-centered system; would like some input in how BOT members are chosen

New Paltz – Increase faculty recognition – Create Ernie Boyer Award; sponsor high-powered research conferences

Old Westbury – Faculty retention issues with cost of living factors

Optometry – Collaborative efforts with SUNY Upstate and Downstate – policy issues hinder collaborations; no mechanism for tuition sharing; SUNY Eye Institute: Upstate, Downstate, UB, SB, OPT are pooling collective research and capacity; faculty recruitment challenges; recent board retreat that introduced public relations strategy and encouraged board members to be fundraisers; housing and health coverage issues for students

Schenectady – We have a regional need. We don’t partner enough but there is a lot of talent here; SUNY needs to be more collaborative and rise above the fray

Stony Brook – Rising tide can lift all boats. SUNY’s state message is unclear. Athletics can play a role; SUNY can play a better role in promoting inter-campus relationships and collaboration; collaboration – create SUNY Safety Institute by combing hospitals into patient safety institute. There are opportunities for funding

Tompkins – Major concerns with data collection, management, mandates

University of Buffalo – Differential tuition and support for UB2020; Increase in financial aid support; Dual department faculty appointments for recruitment and encourages activities; cluster hires; Increased campus safety

Upstate Medical – Faculty/Student ratios

Westchester – Space and capacity concerns for fall; need new and more faculty

## Campus Tour Dates

Adirondack	08/13/09	Hudson Valley	06/10/09
Albany	06/04/09	Jamestown	08/17/09
Alfred	08/18/09	Jefferson	07/28/09
Binghamton	06/06/09	Maritime	07/10/09
Brockport	07/22/09	Mohawk Valley	06/05/09
Broome	08/07/09	Monroe	07/22/09
Buffalo State	06/22/09	Morrisville	08/03/09
Buffalo University	06/23/09	Nassau	09/02/09
Canton	07/27/09	New Paltz	06/15/09
Cayuga County	08/20/09	Niagara County	09/01/09
Ceramics	08/18/09	North Country	07/30/09
Clinton	07/30/09	Old Westbury	07/07/09
Cobleskill	08/04/09	Oneonta	07/13/09
Columbia-Greene	08/05/09	Onondaga	08/21/09
Cornell	06/03/09	Optometry	07/01/09
Corning	08/19/09	Orange County	08/06/09
Cortland	07/17/09	Oswego	07/15/09
Delhi	08/10/09	Plattsburgh	07/31/09
Downstate Medical	07/09/09	Potsdam	07/29/09
Dutchess	08/06/09	Purchase	06/17/09
Empire State	08/12/09	Rockland	08/11/09
Env Sci and Forestry	07/16/09	Schenectady County	08/10/09
Erie	06/19/09	Stony Brook	07/06/09
Farmingdale	07/08/09	Suffolk County	09/02/09
Fashion Institute	06/18/09	Sullivan County	09/03/09
Finger Lakes	07/24/09	SUNYIT	06/11/09
Fredonia	08/17/09	System Admin	08/14/09
Fulton-Montgomery	06/09/09	Tompkins-Cortland	08/20/09
Genesee	07/23/09	Ulster County	08/05/09
Geneseo	07/23/09	Upstate Medical	07/14/09
Herkimer County	08/31/09	Westchester	06/30/09

