Minutes of the Academic Affairs Committee  
of the Board of Trustees  
of the State University of New York  
June 20, 2017

Pursuant to a notice of meeting duly given on June 5, 2017, the Academic Affairs Committee of the Board of Trustees of the State University of New York held a meeting on June 20, 2017 at 3:45 p.m. at SUNY Plaza in Albany, New York with video connections to the University of Buffalo, Buffalo, New York.

Committee Members Present:
- Trustee Ron Ehrenberg, Chair
- Trustee Peter Knuepfer (served as Acting Chair for majority of the meeting)
- Trustee Marc Cohen
- Trustee Angelo Fatta
- Trustee Eunice Lewin
- Trustee Stanley Litow
- Trustee Marshall Lichtman
- Trustee Richard Socrarides
- Trustee Carl Spielvogel
- Trustee Cary Staller
- Trustee Nina Tamrowski

Other Trustees Present:
- Chairman Carl McCall
- Trustee Courtney Burke
- Trustee Eric Corngold
- Trustee Robert Duffy

Others Present:
- Nancy Zimpher, Chancellor
- Alexander Cartwright, Provost & Executive Vice Chancellor
- Eileen McLoughlin, Senior Vice Chancellor for Finance and CFO
- Johanna Duncan-Poitier, Senior Vice Chancellor for Community Colleges & the Education Pipeline
- Joseph Porter, Senior Vice Chancellor for Legal Affairs and General Counsel and Secretary of the University
- Elizabeth Bringsjord, Vice Provost & Vice Chancellor for Academic Affairs
- Grace Wang, Vice Chancellor for Research and Economic Development
- Robert Haelen, Vice Chancellor for Capital Facilities and General Manager, SUNY Construction Fund
- James E. Mackin, Provost & VP of Academic Affairs, SUNY Oneonta
- James Cerullo, Asst. Prof. Health & Fitness, SUNY Oneonta
- Eileen Morgan-Zayachek, Assoc. Provost, SUNY Oneonta
- Nancy Smyth, Dean, School of Social Work, University at Buffalo (video)
- Graham Hammill, Vice Provost, Graduate Education, Dean, Graduate School, University at Buffalo (video)
- Fred Hildebrand, Associate Provost, SUNY System
- Lisa Montiel, Assistant Provost, SUNY System
Meeting Convened

Trustee Ehrenberg convened the meeting of the Academic Affairs Committee and provided brief opening remarks. He recognized that this would be the last Committee meeting for Trustee Knuepfer as his role on the Board would conclude with the end of his term as President of the University Faculty Senate. He affirmed the important role that faculty and student governance leaders play as Trustees. He noted that Trustees Knuepfer and Tamrowski have made substantial contributions to Committee deliberations, regardless of their non-voting status. He said that Trustee Cohen, now a graduate student at the University at Albany, continues to demonstrate why it is so important for the Board to listen to the students’ voice.

Trustee Ehrenberg explained that for health reasons he has had to participate via video in all but two of this year’s Committee’s meetings. He thanked Trustee Knuepfer who filled in for him as acting Chair, facilitating the meetings in person. He said that in honor of it being his last meeting, and with the permission of Chairman McCall, he would like to turn today’s meeting over to Trustee Knuepfer.

Trustee Knuepfer thanked Trustee Ehrenberg for his kind words. He acknowledged that in fact this would also be Trustee Ehrenberg’s last Board meeting and thanked him for his leadership.

Approval of the Minutes

Trustee Knuepfer noted that there were two sets of meeting minutes to approve; the first from the Committee’s May 2nd meeting, the second from a special meeting focused on TeachNY that was held on June 13th.

- Trustee Knuepfer called for a motion to approve the minutes of the May 2, 2017 meeting.
  
  The motion passed unanimously.

- Trustee Kuepfer called for a motion to approve the minutes of the June 13th meeting.
  
  The motion passed unanimously.

Trustee Knuepfer noted that the resolution on the TeachNY policy, discussed on June 13th, would come before the full Board of Trustees for consideration the following day. He wanted to inform the Committee that a question which had been discussed at the meeting on the 13th has since been resolved; regarding whether or not the newly proposed policy effectively replaced the current policy and addressed what was considered to be its most essential elements. He explained that staff have since done a thorough analysis of the key elements of the initial policy, of what is now required by state and federal regulation, and the new policy, and found that all items in the initial policy are addressed. He noted that Dr. Bringsjord has copies of the analysis.

Agenda

Resolution: Degree Authorization, University at Buffalo (Doctor of Social Work)

Trustee Knuepfer turned to Associate Provost Fred Hildebrand to present the first resolution, a degree authorization for the University at Buffalo.

Dr. Hildebrand recognized two guests from the campus joining by video: Graham Hammill, Vice Provost for Graduate Education and Dean of the Graduate School and Nancy Smyth, Dean of the School of Social Work.

Dr. Hildebrand explained that a Degree authorization is necessary as the award represents SUNY Buffalo’s first use of the D.S.W. degree.
Dr. Hildebrand explained that the proposed D.S.W. will give working professionals holding the Master’s in Social Work degree (M.S.W.), a doctoral-level, practice-based, degree path. He said that the program positions graduates to incorporate and influence complex clinical approaches in interdisciplinary clinical settings. He added that it meets the specific needs of practitioners to remain competitive in the field as the proposed D.S.W. responds to the growing employment preference for practice doctorates in fields such as nursing, pharmacy, psychology, physical therapy and now social work.

Dr. Hildebrand highlighted the University at Buffalo’s existing expertise in the field, noting that its School of Social Work is ranked 27th in the nation, according to U.S. News and World Report, and is known for its strength in delivering quality online programs and courses.

He referred the Committee to the summary description in the resolution, noting that this D.S.W. program is designed to be consistent with the recommendations of the National Institutes of Health and other groups concerned with quality care in behavioral health. Entering students must already hold an M.S.W., have completed at least two years of post-master’s degree direct client-based practice as a professional licensed social worker, and have access to a practice population.

As SUNY Buffalo already offers an online Master’s Degree in Social Work and a Doctorate of Philosophy in Social Welfare, Dr. Hildebrand said that the proposed 39-credit D.S.W., including nine elective credits, will complement the university’s overall offerings. He explained that it is a part-time, fully online program and would be the first in the SUNY system.

Trustee Staller mentioned the earlier reference to the School of Social Work ranking as 27th in the nation; he asked how many total programs there are nationwide. While there was a problem with the audio of the video connection, Dean Smyth managed to signal the answer: 250.

- Trustee Knuepfer called for a motion to approve the resolution titled Degree Authorization for the State University of New York at Buffalo.

  A motion was made and second received.

  The motion passed unanimously.

Resolution: Master Plan Amendment, SUNY Oneonta (B.S. in Exercise Science).

Associate Provost Hildebrand then presented the next resolution, a Master Plan Amendment for SUNY Oneonta. He introduced three guests from SUNY Oneonta who were attending the meeting in person: James E. Mackin, Provost and Vice President of Academic Affairs; James Cerullo, Assistant Professor of Health and Fitness; and Eileen Morgan-Zayachek, Associate Provost.

Dr. Hildebrand explained that this proposed Bachelor of Science Degree in Exercise Science required a Master Plan Amendment as it represents the SUNY Oneonta’s first baccalaureate degree program to be offered in the discipline of the Health Professions.

He emphasized the fact that the proposed curriculum includes many related-area courses drawn from some of SUNY Oneonta’s strongest programs, including its bachelor of science programs in Dietetics, Biology, and Psychology. He said that the new program builds on existing curricular strengths, requiring students not only to take 40 credits in Physical Education subjects such as Kinesiology, Biomechanics, and Cardiac Rehabilitation and Exercise, but also 29 additional credits of interdisciplinary science preparation necessary for true proficiency in exercise science. The college has committed to other forms of support to ensure the success of the program, including increasing faculty lines, starting with an Associate Professor of Kinesiology.
Dr. Hildebrand explained that the growing interest in Exercise Science programs correlates with the new emphasis within American healthcare on disease prevention. SUNY Oneonta’s proposed program responds to this, focusing on healthcare strategies linked to nutrition, health, and fitness, and works to teach students how physical activity programs can promote health, prevent lifestyle diseases, facilitate rehabilitation, and enhance human performance.

SUNY Oneonta contracted with consulting firm Noel Levitz for a “demand study”; the firm’s report noted that 55% of prospective students expressed interest in studying exercise science at the baccalaureate level. Dr. Hildebrand said that currently four SUNY campuses offer programs in Exercise Science (Cortland, Brockport, Plattsburgh, and SUNY Buffalo), and enrollments are strong and in some cases, exceeding capacity. He added that the appeal of this program also stems from the broad career preparation it provides students. Graduates can pursue a wide range of employment opportunities including cardiac rehabilitation and wellness programs in corporations, communities, and hospitals.

Trustee Staller asked if there were similar programs nationally? Both Dr. Hildebrand and Dr. Mackin said that there were programs nationally and also within SUNY. They reiterated that demand is currently exceeding capacity within the SUNY programs. Dr. Mackin noted in particular that SUNY Brockport was supportive of SUNY Oneonta offering the program.

Trustee Lichtman asked if faculty were doing research in this field that would also engage students. Dr. Mackin said that the college has a strong undergraduate research focus and that he anticipated that this was something that would happen.

Trustee Knuepfer asked what it was in the Exercise Science program that classified it as a health program. Dr. Morgan-Zayachek explained that the program is very focused on preventative healthcare strategies, including nutrition, exercise planning, and wellness. She said that there is a strong science component—chemistry, biology, anatomy and physiology, kinetics. Trustee Knuepfer said he imagined that this was not the program for students who wanted to help people in their local gym. Dr. Morgan-Zayachek said graduates of this program could do that, but may feel slightly over-qualified. She explained that the college’s Sports Management program was likely more appropriate for those interested in commercial work.

Trustee Staller asked if ‘exercise science’ was the typical name for these types of programs. Dr. Mackin said that it is the most common but that there could be others, perhaps something like Health and Fitness Professions.

**Trustee Knuepfer called for a motion to approve the resolution titled Master Plan Amendment for the State University of New York College at Oneonta.**

A motion was made and second received.

The motion passed unanimously.

*Data Brief: Diversity, Equity and Inclusion*

Trustee Knuepfer then turned to Provost Cartwright for a review of the latest update to the data brief on Diversity, Equity and Inclusion. Provost Cartwright used a PowerPoint presentation to guide his report (copy on file in the Office of the Secretary).

Provost Cartwright thanked Trustee Knuepfer and said that he wanted to begin with a related update on the implementation of SUNY’s Diversity, Equity and Inclusion policy. He said that since his last update to the Committee in January, Dr. Medina and staff have communicated with every campus about their submitted *Strategic Diversity Plans*, required under the policy.
He reminded the Committee that there were several model plans submitted, focused on practical strategies and tactics for addressing recruitment and retention of both students and faculty as well as campus climate. He said that there were 16 remaining campuses with whom Dr. Medina is continuing to work to: 1) strengthen their plans; and, 2) secure community agreement on the revised document.

Provost Cartwright said that he was hoping all plans would be finished before the start of summer; however, to ensure faculty and campus community consultation, he said that it will likely be early fall before those remaining plans are finalized.

He also reported on campus progress in appointing Chief Diversity Officers, noting that the policy requires that CDOs be in place by August. Provost Cartwright said that there are eight campuses who still need to name a CDO and another seven who have Interim or Acting CDOs. He said that he has asked Dr. Medina to reach out to all of these institutions to offer assistance.

Provost Cartwright also reported that Dr. Medina has been searching for the right web-based or ‘train the trainer’ diversity training, but hasn’t yet found the right fit. He explained that this was an effort focused on how best to train search committees. He said that he has asked Dr. Medina to put together an RFP to see if we can identify a resource to help us build something that is interesting enough, and flexible enough, to allow for some customization at the campus level.

Provost Cartwright said that another way System is supporting policy implementation is through the Educational Effectiveness and Strategic Enrollment or EESE planning process that he has been reporting on. He said that at each one of the meetings that he and CFO Eileen McLoughlin, and Senior Vice Chancellor Duncan-Poitier led, they had conversations about diversity goals and about campus climate. He said that campuses identified challenges, and also best practices to scale.

Provost Cartwright said that as the System moves forward with linking investment funding to the EESE process, it is going to be supporting campus projects related to diversity and inclusion. All campuses who receive this funding would then become part of the Diversity and Inclusion Community of Innovation. He said that the work of the Community of Innovation will be informed by campus and System needs and best practices, and also by essential data, including the information provided in Diversity, Equity and Inclusion data briefs.

Provost Cartwright then began a review of the 2017 data brief.

He reminded the Committee that annually updating the diversity data brief was a requirement under the policy. In retrospect, however, he said that maybe the Board should consider modifying that to every two- to three-years because, in a system the size of SUNY, there isn’t going to be big movement in just one year. On the positive side, he noted that annual reporting does provide a consistent reminder of the work that needs to be done.

Provost Cartwright began with student enrollment. He explained that as a percent of SUNY’s total enrollment, Under-Represented Minority or URM enrollment is up from: 15.1% in Fall 2006 to 25.3% in 2016, a 10 percentage point increase over ten years, and a 1 percentage point increase since last year.

He explained that what is happening to individual populations varies: the proportion of White students continues to decrease, by almost 9 percentage points since 2006; Asian student enrollment has increased slightly over time, by 1.4 percentage points since 2006; Black or African American students increased just over 2 percentage points since 2006; and Hispanic/Latino student enrollment increased 6 percentage points since 2006.

Provost Cartwright highlighted an analysis showing how SUNY’s URM student population compares to that of public universities nationally. At the baccalaureate level, he said just over half of U.S. states exceed SUNY in terms of URM student enrollment. New Hampshire has the
lowest percent of URM enrollment at 6.4%, Washington DC the highest at 71.4%. He noted that at 51.6%, CUNY has the third largest percent of URM enrollment in the country at its four-year institutions. At the associate level, again, just over half of the states exceed SUNY in URM students. At 69.5%, New York’s CUNY two-year colleges have the second largest percent of URM enrollment in the country.

Trustee Litow asked what these numbers would look like if we looked at faculty; Provost Cartwright said that information is in the data brief and the results are similar. More than half of the states have greater URM full-time faculty than SUNY, making our recruitment and retention efforts all the more important.

Trustee Ehrenberg asked if there was a comparison of these percentages to the percentages of high school graduates in each state. Provost Cartwright said that we do have that information but didn’t make the correlation; he said it was something that should be added to this analysis going forward. Trustee Staller suggested also normalizing the data by state size.

Trustee Lewin said that she was interested in URM enrollment by discipline. Trustee Knuepfer pointed out where that information can be found in the data brief. Provost Cartwright said that this data is important for SUNY to continue to monitor because it shows that we have real work to do in increasing URM enrollment in certain professions like teaching and medicine.

Provost Cartwright then spent time focused on SUNY’s efforts to close the achievement gap. He urged the Trustees to make this a key priority moving forward.

He said that retention rates of URM (first-time, full-time, associate or baccalaureate seeking) students have shown steady improvement since the Fall 2011 entering cohort, increasing from 61.8% to 65.7%. However, with respect to the achievement gap, the challenge is that retention rates for other student populations have also improved. URM students have the lowest first-year retention rates, lagging the rates for White students by approximately 7 percentage points.

This phenomenon is similar with graduation rates as well, explained Provost Cartwright. Student achievement gaps continue to persist as non-URM students have higher graduation rates at both the associate and baccalaureate levels. The exception, Provost Cartwright noted, is the two-year associate graduation rates, where the gap between URM and non-URM students has steadily increased.

Trustee Litow indicated that SUNY is not alone here and that this is a national problem. He also mentioned the achievement gap for low-income students, of all races. Trustee Ehrenberg agreed, noting that he would like to see this information controlled for income. Provost Cartwright noted that this could be added to the analysis.

Provost Cartwright said that the brief does include data on achievement gaps between Pell and non-Pell recipients. He explained that for the two- and three-year graduation rates of first-time, full-time associate degree students, the gap has increased; while the gap for four- and six-year graduation rates of first-time, full-time baccalaureate students has decreased. Provost Cartwright also highlighted achievement gaps by gender. He recommended support of strategies to resolve achievement gaps as priority for the investment fund and more broadly, as strategic priorities for the University.

Trustee Staller said that another factor to consider in retention for all students is whether or not SUNY is making the experiences it provides meaningful to them. Provost Cartwright agreed and said that there is a lot of recent related research on this topic. Trustee Litow said that we need to use data analytics to determine what factors relate to students leaving.

Provost Cartwright said that one of the things this conversation highlights is the richness of the data that we have but at the same time, the need to continue to grow in the sophistication of our analyses. Trustee Ehrenberg noted that 10 years ago, institutional research offices were
essentially focused on mandatory reporting; they have already come a long way. Provost Cartwright agreed.

Trustee Socarides asked about the definition of non-resident alien and asked if there was a more accurate term for that. Provost Cartwright said that the term does have a specific meaning and is commonly used in reporting.

Trustee Lewin asked about breaking down further the categories of African American and Hispanic to look at what region of the world students are coming from. Provost Cartwright said that we currently do not collect that data but could definitely see what we would want to do that as people want to be more clear in how they identify themselves.

Provost Cartwright then highlighted data from SUNY’s Student Information Survey.

In 2016, he explained that the student opinion survey was administered to community college students (he noted that the administration alternates between state-operated campuses and community colleges). In response to the question, “How frequently have you witnessed acts of prejudice based on gender identity or sexual orientation at this college?”, on average, students’ mean rating was 4.39 on a Likert scale of 1 to 5, where 1 was Very Frequently and 5 was Never. Notably, he said that for those students who identified as LGBT, the average rating on this question was 4.0, and for those who did not identify as LGBT, the average was 4.44. Similar to what we saw previously with the State Operated survey, Provost Cartwright noted that perception of the campus climate varies and that this is something we need to carefully consider.

Provost Cartwright said that SUNY has another round of data from students who voluntarily opted to self-identify their gender and sexual orientation. He reminded the Committee that the purpose of collecting this data is to: inform our student support services; and, to see if this is a population where there might be achievement gaps that could be addressed.

Students who identify as part of the LGBTQ+ community are highest in the Comprehensive College sector at 8.0%, similar in the Doctoral and Technology sectors at 4.8% and 4.6% respectively, and lowest at the Community Colleges sectors at 4.1%. At SUNY overall, the total for this community is 5.3%.

The staff combined the number of students identifying as: “Trans man/woman, Gender queer/Gender-fluid, Questioning or unsure, and a gender identity not listed.” The total percentage of this aggregate group of students is highest in the Comprehensive Colleges sector at 1.3%, followed by the Technology sector at 1.2% and lowest in Community Colleges at 0.7% and Doctoral institutions at 0.6%. For SUNY overall, the total of these groups is 0.9%.

In the spring, Provost Cartwright said that we should be able to look at first-year retention data for those responding.

He explained that it was also time to revisit the survey tool and to look at available choices/options to ensure that it was keeping pace with changes in the LGBTQ+ community. He explained that while Dr. Medina is going to be started an ACE fellowship in June, part-time, one of his biggest charges is to get the Diversity Advisory Board up and running to help with this survey administration.

Provost Cartwright said that the Advisory Board will also follow-up on resolutions adopted by the Student Assembly about support and accommodations for transgender students and the use of preferred pronouns.

Trustee Socarides expressed his thanks and appreciation to the Provost and his team for getting this survey up and running. He said he was sure that SUNY was one of only a few
institutions in the country to be collecting this data and that it is going to be very meaningful going forward. He applauded the Provost’s leadership in bringing this to fruition.

Provost Cartwright then turned to the diversity of SUNY employees. He said that across all SUNY campuses, 76% of all employees (i.e. faculty and non-faculty) are White. Under-represented minorities (URM) make up the second largest group at 13.2%, followed by Asians at 5.0%, and then Non-resident Aliens at 3.8%. Within the URM population, the largest representation is Black and African Americans, 7.9% of all employees, followed by Hispanic or Latinos at 4.4% of all employees.

Provost Cartwright explained that the community colleges’ full-time faculty are less diverse overall than faculty at the state-operated campuses, with the percent identifying as URM at 8.1% vs. 7.9%, respectively. He said that as we become more practiced in inclusive searches and as – with retirements – we have more vacancies to fill, he believes SUNY can begin to move the dial. He stressed that as our student population becomes more diverse, it is imperative that our faculty diversifies as well.

Trustee Knuepfer said that we need to increase the diversity of our graduate students so we have a faculty pipeline. Trustee Litow said that we need to start even earlier to ensure that our URM students are supported through to completion.

Trustee Tamrowski said that retaining URM faculty has become challenging at her campus in part due to an inability to be competitive with salary.

Provost Cartwright noted that at both the state-operated institutions and the community colleges, two-thirds of the current presidents are male. At the state-operated campuses, two-thirds of the current Provosts and the current VPs for Business and Finance are male as well. At the presidential level: 82.8% (24 out of 29) of the current presidents at the state-operated institutions and 86.7% (26 out of 30) of the current community college presidents are white.

Provost Cartwright said that nearly twenty percent of the total Executive, Administrative, and Managerial staff at System Administration are of minority race/ethnicity. Of the total System Administration staff, 21.3% are a minority race/ethnicity. Of the 103 minority employees, 55 identify as black and 36 identify as Hispanic.

Chairman McCall asked in what offices URM employees work on campus and at SUNY System. Vice Chancellor Lloyd said that his office could do that analysis.

Chairman McCall also asked about campus strategic diversity plans as he missed the Provost’s opening report on policy implementation. Provost Cartwright provided a brief recap of his initial comments. Chairman McCall said he believes that the Board should have a careful look at System Administration’s diversity plan as well as the plans of the other entities such as the Research Foundation, Student Assembly, and Rockefeller Institute.

Provost’s Report

Provost Cartwright then provided a brief update on items of interest to the Committee.

Applied Learning

Provost Cartwright noted that in May, SUNY Applied Learning Director Elise Newkirk-Kotfila provided an update on the progress of SUNY’s applied learning initiative. At that time, she promised a more detailed written report in June, incorporating materials that had been submitted by campuses just the day before that May meeting.

Provost Cartwright said that the written report is now complete and has been posted in SUNY Blue in the Academic Affairs folder for Trustees’ review. He explained that the document
includes Sections I – IV of the SUNY Applied Learning Plan that Trustees have seen previously; but noted that the document has now been updated to include Parts V-VII:

- Feasibility Study;
- Collaboration Planning; and
- Graduation Requirement Consideration.

He said that a document discussing New York State Discrimination Laws and the New York State Human Rights Law as it pertains to applied learning is included, as well as an affiliation guide developed by SUNY’s Office of General Counsel.

Global Affairs

Provost Cartwright explained that several Trustees have asked about international enrollments in light of President Trump’s proposed immigration policies and also recent international acts of terrorism. He explained that, under the leadership of Associate Vice Chancellor Sally Crimmins Villela, this is something that is being monitored closely.

He said that the office of Institutional Research conducted a preliminary enrollment survey for fall 2017, and right now, campuses are reporting a projected decline in international enrollments of 5%.

Provost Cartwright said that there are a number of factors that potential students and faculty are weighing: Visa uncertainty; security fears; global economic factors; even the fact that the currencies that our incoming populations earn have been steadily losing buying power against the dollar. He said that Ms. Crimmins Villela will continue to keep the Board updated.

General Education

Provost Cartwright said that initial discussions about the need to update SUNY’s general education requirement have begun—both in response to campus feedback and also changes in accreditation standards.

He said that he hosted an initial meeting with Trustees Knuepfer and Tamrowski, faculty from their respective governance organizations, the executive committee of the SUNY Chief Academic Officers group, and his staff. He said that there was a general consensus of the need to form a representative task force to study the current state of the SUNY General Education Requirements and to make recommendations to the Provost. He said that he will be discussing next steps with Chancellor Zimpher and Chancellor-Elect Johnson.

MOU between Ceramics and Alfred University

Provost Cartwright said that, as some members of the Board know, he has been working for some time to update the Memorandum of Understanding between the NYS College of Ceramics and Alfred University.

He explained that as the College of Ceramics has evolved, faculty there—as well as the SUNY Trustees—were eager for the college to have an identity that recognizes their distinct role as a New York State statutory college. He said that SUNY also wanted to ensure clarity around the funding for and role of the Unit Head of Ceramics. Provost Cartwright explained that he invited Alfred University President Mark Zupan and AU Provost Rick Stephens—who this Board appointed as interim head of the College of Ceramics—to a meeting here at System Administration to address remaining concerns and resolve any differences. He extended his thanks to Trustee Knuepfer, Beth Bringsjord, Sandra Casey and Cyndi Proctor, who staffed the meeting from SUNY; and to Josh Sager who lent his expertise to the group.
By all accounts, he said it was a terrific meeting where both sides were able to have a very candid conversation about needs and expectations. Provost Cartwright noted that one of the clear take-a-ways was just how supportive President Zupan is of the College of Ceramics, noting that he has become a true advocate.

Provost Cartwright said that just on Friday, he sent a revised draft of the MOU for President Zupan to review and that he was very confident that this will be concluded in several weeks, with an outcome that will be agreeable to all.

*Educational Effectiveness and Strategic Enrollment Planning (EESE)*

Provost Cartwright then provided a brief progress report on the EESE planning process, specifically the process of aligning Performance Investment Funding to support the strengths and challenges identified in that process. He reminded the Committee that areas for investment were divided into four key areas:

1. Shaping Effective Educational Strategy;
2. Strengthening Student Recruitment and Success Infrastructure;
3. Enhancing Diversity and Inclusion Across the System; and
4. Knowledge Creation, Creativity and Impact.

Provost Cartwright explained that we have now identified potential investment fund projects to be funded and have invited those campuses to participate in a planning process; a collaborative discussion with other campuses making similar proposals.

This process, based on the Communities of Innovation idea, will provide a platform for the development of scalable initiatives that have an impact throughout the SUNY System.

Provost Cartwright said that all awarded campuses will participate in a community of innovation that will be connected to all campuses. He said that he was so pleased with the way this process was unfolding. He thanked Chancellor Zimpher and Chancellor-Elect Johnson for their support and CFO McLoughlin who will continue to lead this effort in his absence.

*Provost’s Departure*

Provost Cartwright shared with the Committee that he would continue to work through the end of July. He said that it has been a pleasure serving as liaison to this Committee and getting to work with each of the Trustees. He thanked them for a terrific experience.

Ambassador Spielvogel told Provost Cartwright that he has set a very high bar for his successor; he said that he thanked and saluted the Provost for all of his hard work.

Trustee Knuepfer wished Provost Cartwright the very best in his new role as Chancellor of the University of Missouri-Columbus and said that he hoped that his experiences at SUNY have helped to prepare him for the challenges and opportunities ahead.

Trustee Ehrenberg said that he was amazed at all that Provost Cartwright has accomplished in his tenure at SUNY; that it was an honor to work with him and support him as Chair of the Academic Affairs Committee. Trustee Ehrenberg said that he was so happy about the new professional opportunities that lie ahead for Dr. Cartwright, which he said were well deserved.

*Adjournment*

- Trustee Knuepfer called for a motion to adjourn the meeting at 5:10 p.m. A motion was made and second received. The meeting was adjourned.