Governance Should:

- Enhance Public Trust
- Encourage Innovation
- Provide Loyal Stewardship
Governance Models:

- SUNY AMCs
- External AMCs
Developing a Model

Review National AMC Governance Models

Acknowledge Evolving Health Care Landscape

Consider Existing Relationships Within Each SUNY AMC

Provide a Pathway for Stability and Innovation
Governance Models

**President (Advisory with Limited Delegated Fiduciary)**
- Reports to Chancellor/President and Board of Trustees/Board of Regents
- Advised By Key executive hospital leadership

**Local Board (Advisory)**
- Oversee day to day decision-making, credentialing, operating and capital budget
- Stony Brook's QARB is an example of a type of advisory board, specific to quality that could be expanded

**Local Board (Fiduciary)**
- Full decision making authority and ability to delegate decision making to others within the local enterprise
- Members may be selected by President with a committee structure in place to assist in board decision making and recommendations

**System Board of Trustees/Regents (Fiduciary)**
- Delegation of Powers to local level for specific day to day operational issues, major strategic decision making requires Board approval
- Health Affairs Committee - membership from Board of Trustees or Board of Regents

**Separate Board (Fiduciary)**
- Full decision making authority and ability to delegate decision making to others within the entity
- Members selected by Governor with a committee structure in place. Example: SUCF
## Challenges and Opportunities

<table>
<thead>
<tr>
<th>President (Advisory with Limited Delegated Fiduciary)</th>
<th>Local Board (Advisory)</th>
<th>Local Board (Fiduciary)</th>
<th>System/BOT/Regents (Fiduciary)</th>
<th>Separate Board (Fiduciary)</th>
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<tbody>
<tr>
<td><strong>Opportunities</strong></td>
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<td>No Culture Change</td>
<td>Multiple Stakeholder Consultation</td>
<td>Full Authority and Accountability at the Local Level</td>
<td>No culture change</td>
<td>Distinct Structure for AMCs</td>
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<td>Good Local Coordination with AMC (Education and Research)</td>
<td>May allow for Coordination with AMC (Education and Research)</td>
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<td>Allows for Strategic Planning and Synergy Across Institutions</td>
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<td>Accountability at the Local Level</td>
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<td>May Allow for Coordination with AMC (Education and Research)</td>
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<td><strong>Challenges</strong></td>
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<td>Single person accountable</td>
<td>Culture change</td>
<td>Accountability at the Board Level</td>
<td>Not Local</td>
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<tr>
<td>Reporting</td>
<td>Limited Ability for Board of Trustees to Opine on Decisions at the Local Level</td>
<td>Single Health Care Committee Board Structure</td>
<td>Separate from Overall University System Board</td>
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<td>Consistency</td>
<td>Reporting Consistency</td>
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<td>Political and Legislative Involvement</td>
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<td>Limits Synergy Across System</td>
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<td>System/BOT/Regents (Fiduciary)</td>
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</tbody>
</table>
Next Steps for SUNY

Board of Trustees Resolution June 2014

Governance Task Force Summer/Fall 2014

Preliminary Governance Report November 2014

Final Governance Report January 2015