



THE STATE UNIVERSITY *of* NEW YORK
Board of Trustees

Task Force *on* Efficiency *and* Effectiveness



January 27, 2004

Task Force Members: Vice Admiral John W. Craine, Jr. USN, (Ret.) • President Judson H. Taylor, former President, SUNY Cortland
Mr. Thomas J. Malone, Operations Manager, The Research Foundation • Mr. Craig W. Abbey, Consultant

Task Force on Efficiency and Effectiveness

Presentation to
The State University of New York
Board of Trustees
January 27, 2004

Charge from Chairman Egan

- Provide recommendations to:
 - Enhance efficiency and effectiveness of SUNY
 - Benchmark ourselves against other major higher education systems
 - Continue to streamline
 - Deregulate SUNY
 - Enhance quality throughout SUNY

Task Force Direction

- Review previous studies and reports
- Baseline comparison 1994-2003
- Interview SUNY leadership
- Analyze functions/roles for State University
- Benchmark state systems and campuses
- Develop a Best Practices program
- Look for policies, laws and regulations that limit the University
- Provide recommendations to enhance SUNY

General Comments

- We received universal support throughout SUNY
- We conducted in-depth review of functions
- Overall, we found SUNY to be an efficient and effective organization that's providing its students with a quality education
- This report addresses our recommendations to continue to enhance productivity throughout SUNY
- Many recommendations have been implemented

Review of Previous Studies

- Reviewed findings/recommendations from “Rethinking SUNY”, “Realigning for Excellence”, Strategic Enrollment Management Review, the Enterprise Risk Management Report and other associated studies
- These studies, particularly Rethinking SUNY, resulted in significant enhancements and efficiencies for SUNY
 - Impact will continue to be felt for years to come

Major Enhancements since 1994

- Increased campus autonomy
- Development of Mission Review/Memorandum of Understanding
- Elimination of programs
- New Budget Allocation Process
- Vice Chancellor for Community Colleges
- More emphasis on distance learning
- Implementation of System-wide General Education requirement
- Increased research, philanthropic and federal funding
- Reengineered business services

Baseline Data: 1994-95 and 2002-03

Baseline Findings

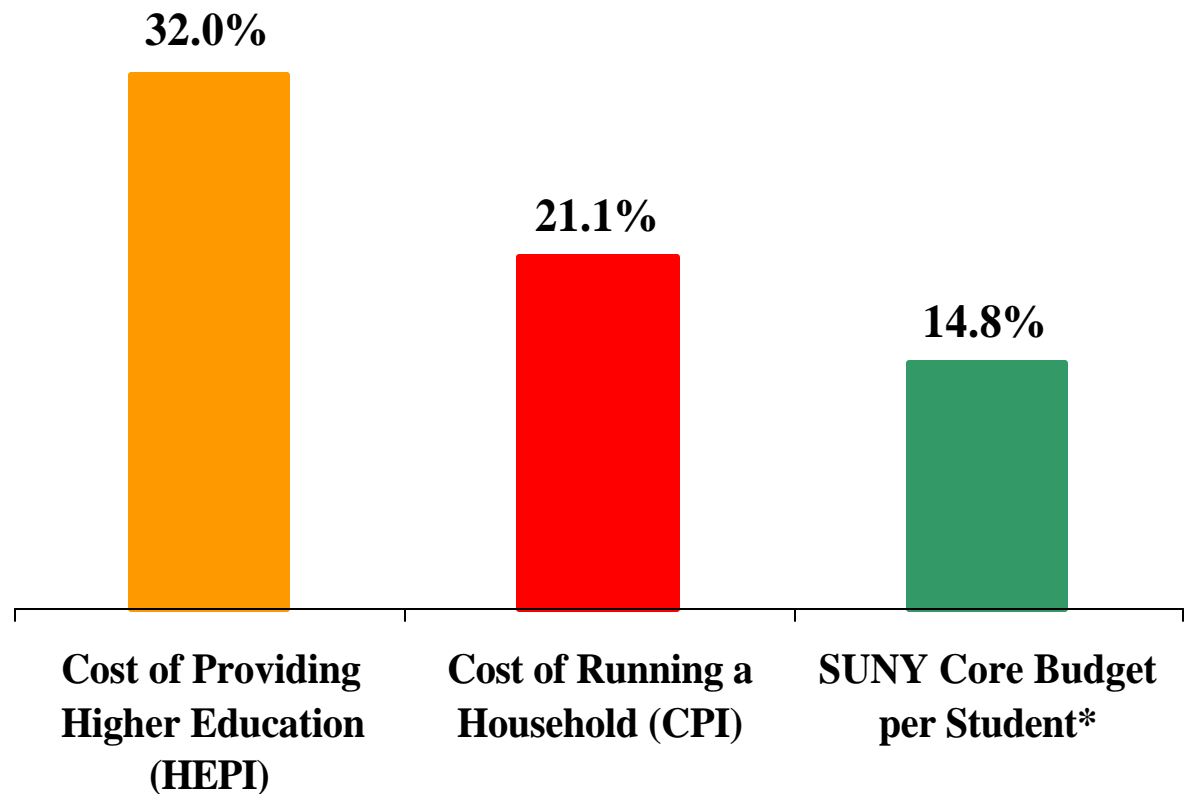
1994-95 to 2002-03

- Students
 - Headcount up 11,000 (2.8%) to 403,000 (410,000*)
 - Full-time equivalent (FTE) students up 25,000 (7.8%)
 - Average SAT score up 43 points to 1128
- Employees
 - Up 669 FTE at State-Operated Campuses excluding hospitals
 - 98.5% of new hires funded by non-State revenue
 - Campuses hired more flex/part-time employees
 - System Administration employees were reduced by 17.1% while University-wide program employees reduced by 1.4%, while adding new programs

* - preliminary 2003-04 head count

Price Indexes vs. Core Budget Growth (1994-95 to 2002-03)

- HEPI measures cost of providing higher education
- CPI measures cost of running a household

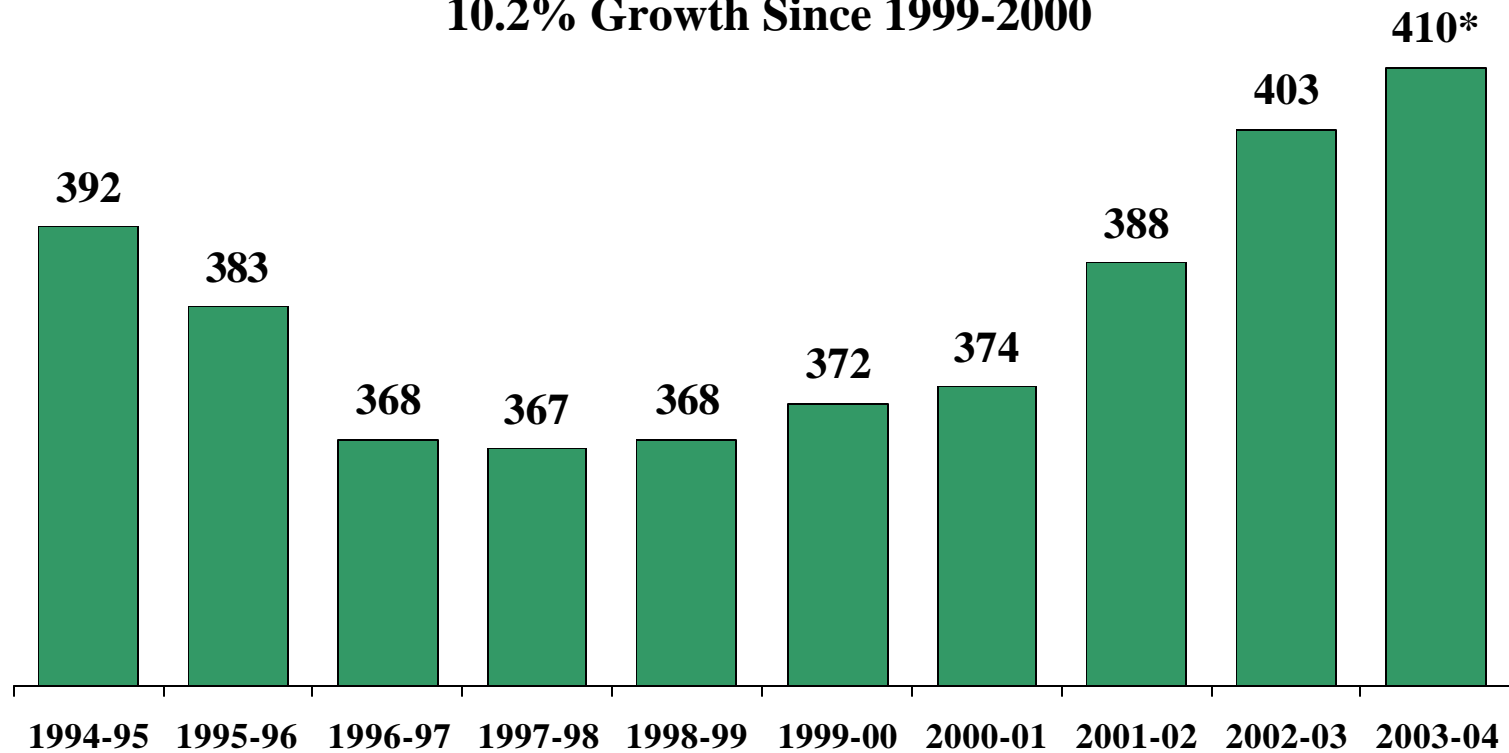


*-Annual Average Full-Time Equivalent

SUNY Enrollment

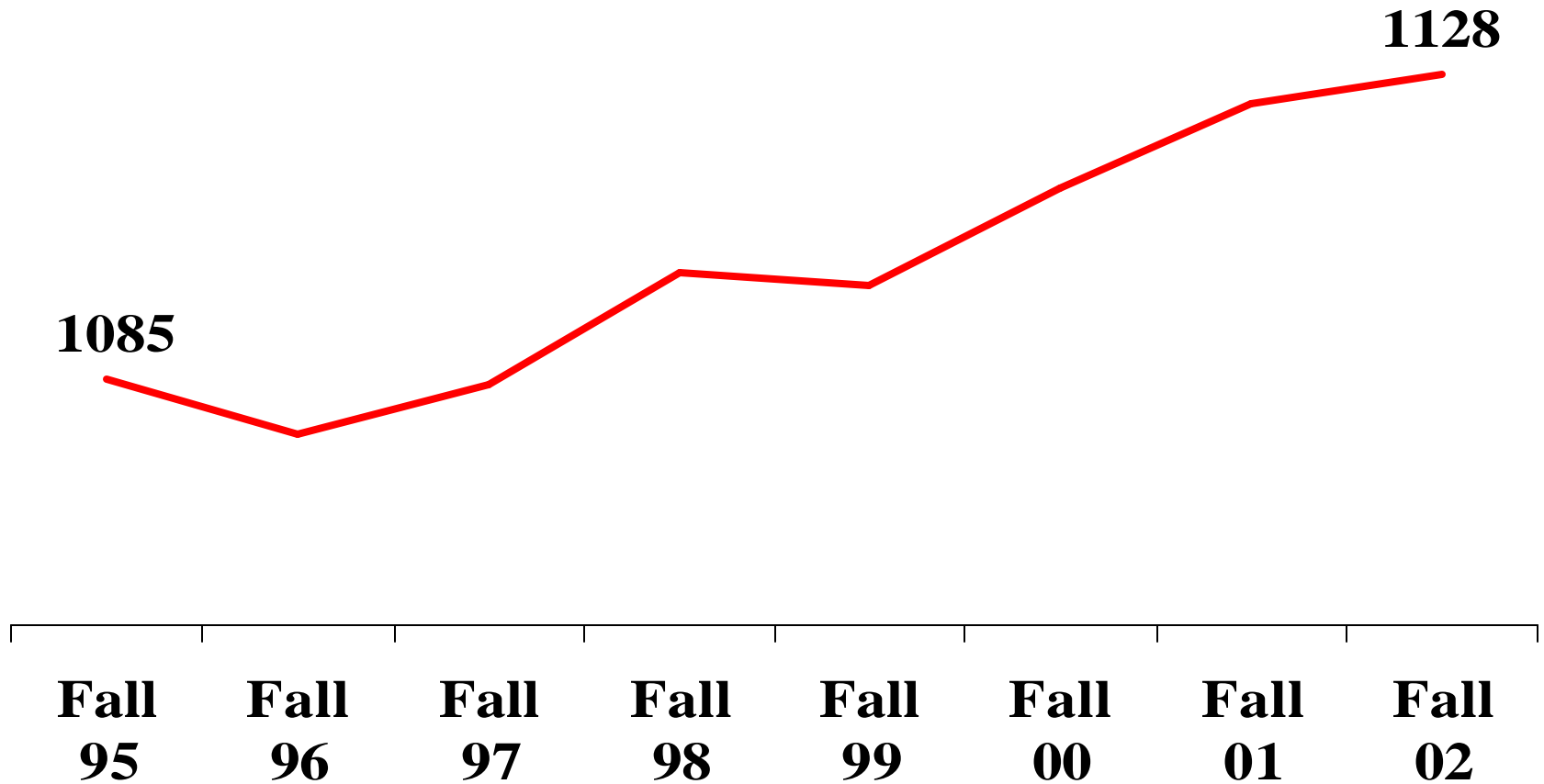
(Students in Thousands)

10.2% Growth Since 1999-2000

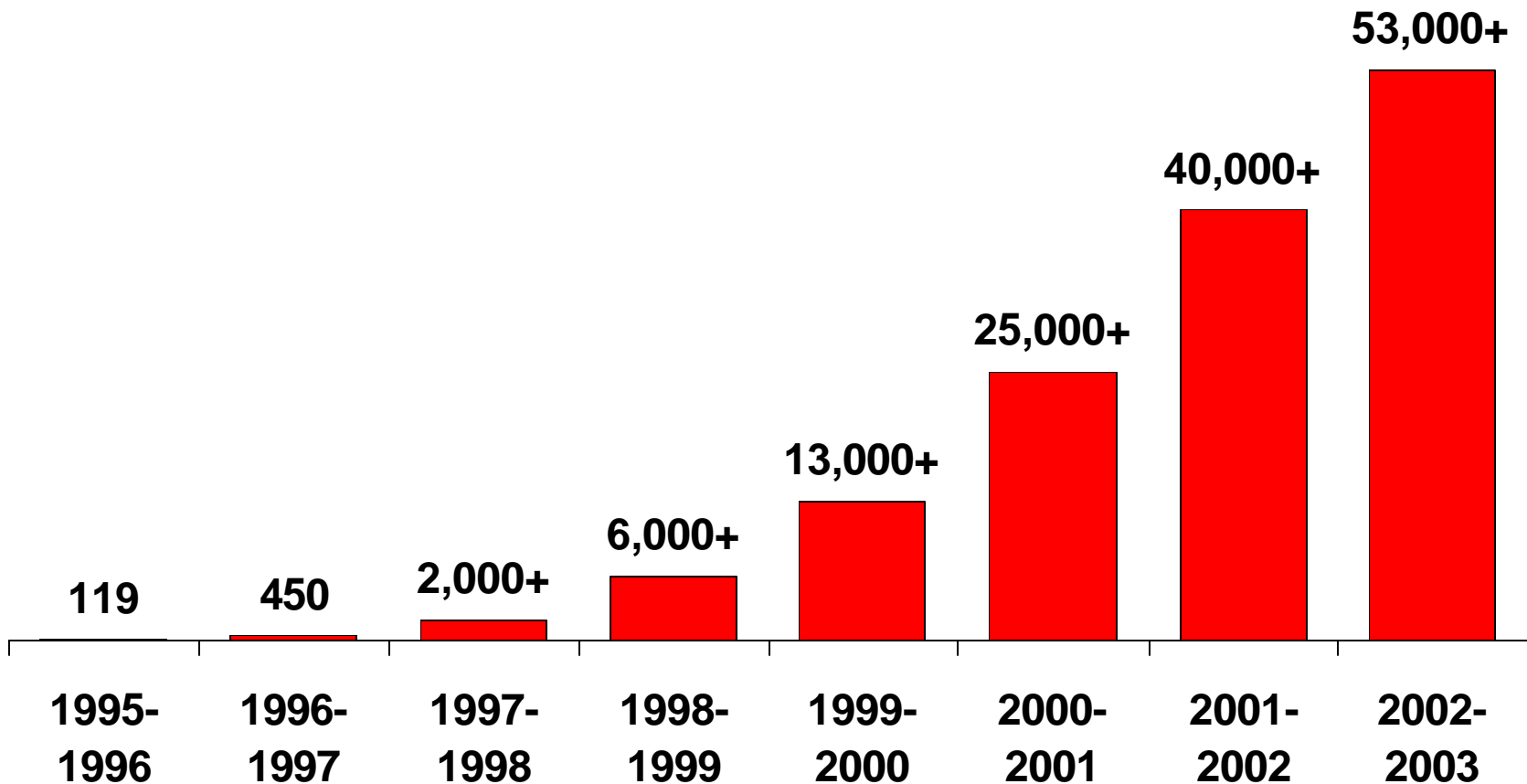


*-Preliminary Estimate

State-OP SAT Scores

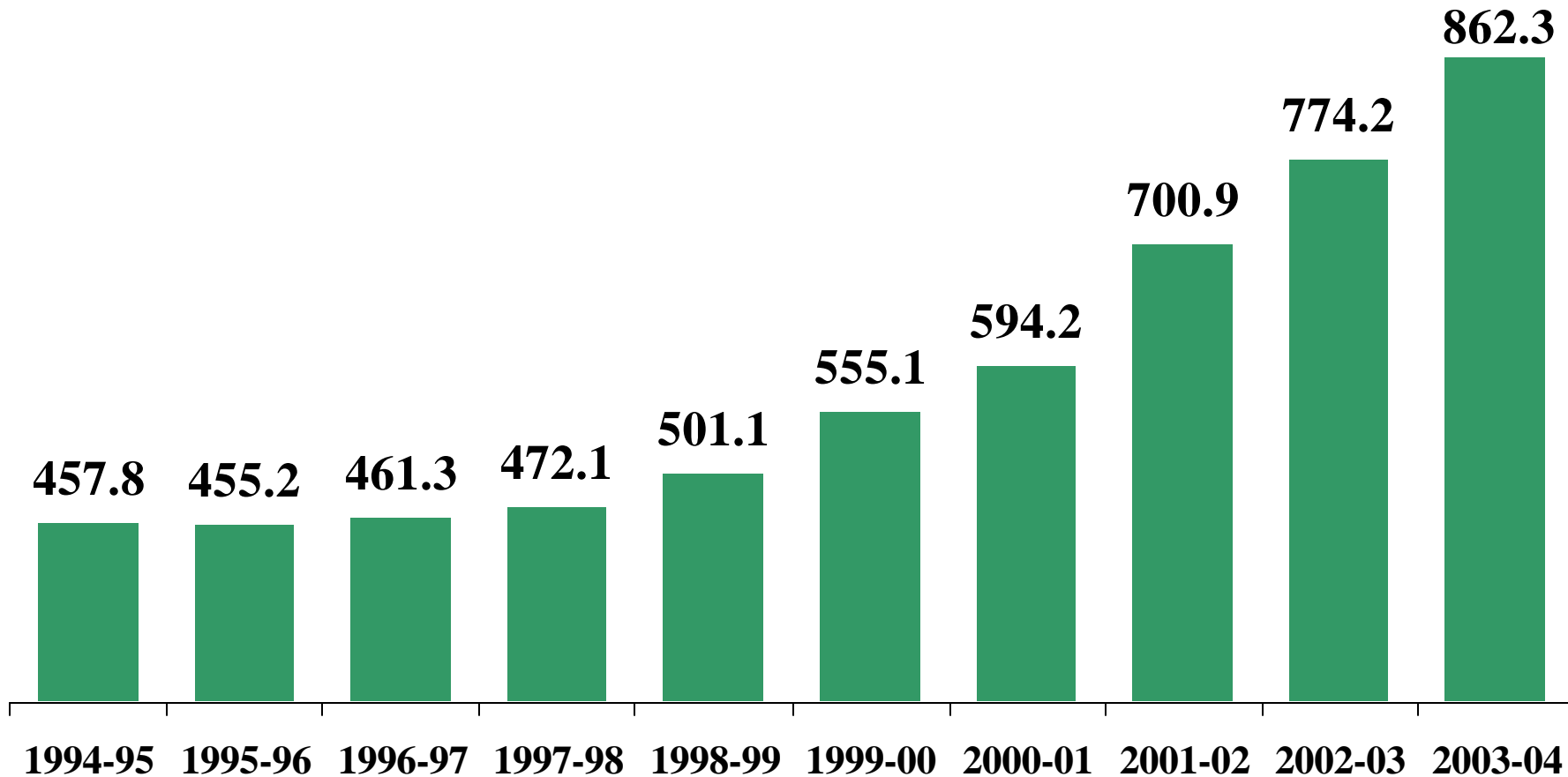


SUNY Learning Network Enrollments



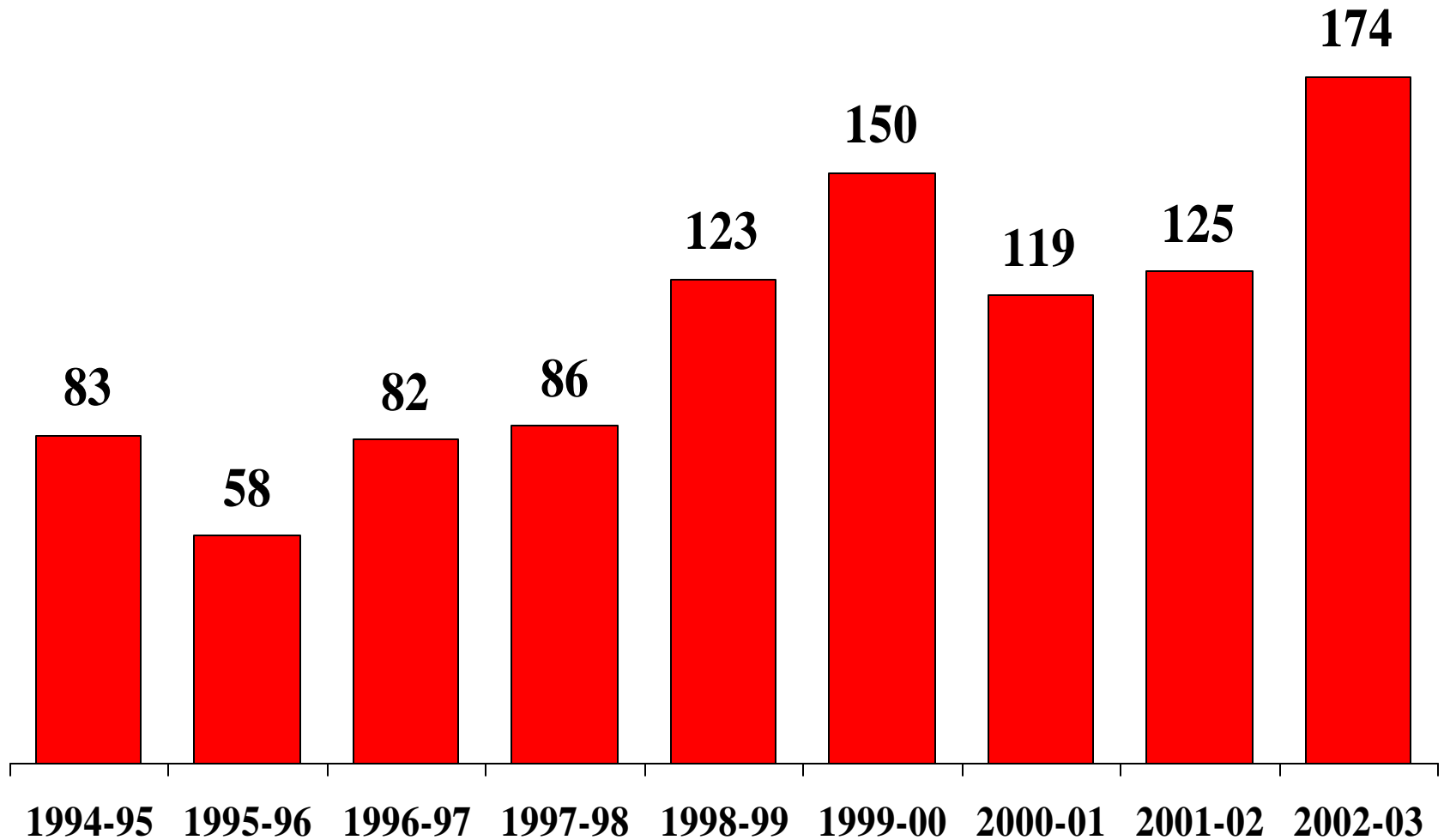
SUNY Sponsored Research

(\$ in millions)

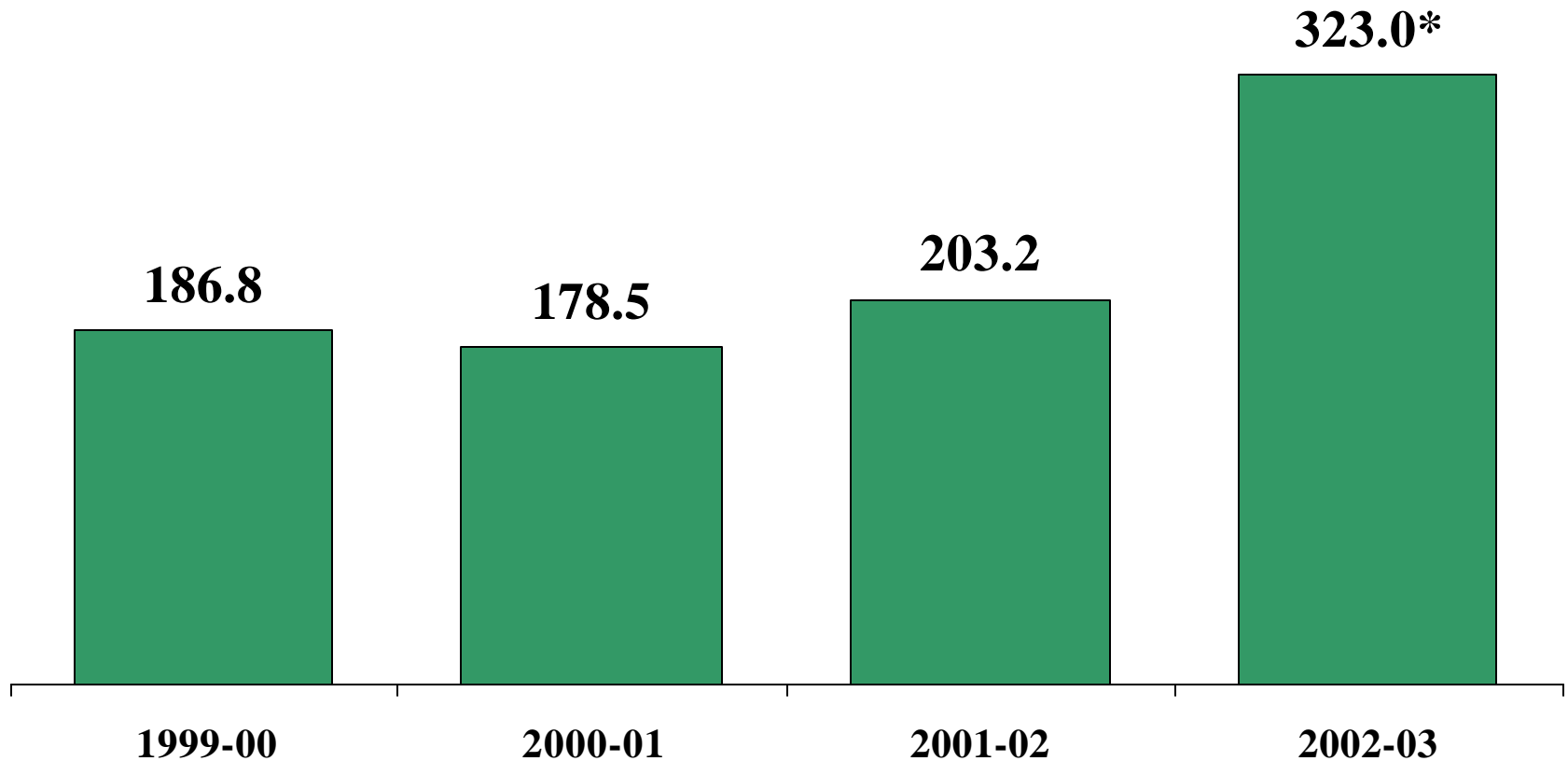


*-2003-04 based on estimate.

Patent Applications



Philanthropic Support (\$ in millions)



* - preliminary estimate

Baseline Summary

1994-95 to 2002-03

Bottom Line

SUNY is more effective and efficient and is providing more education at less cost to the State per student

Recommendations from Leadership Discussions

- Accelerate upgrade of SUNY Administrative Computer Systems
- Include all relevant community college metrics in SUNY data warehouse
- Standardize data submission definitions
- Create strategic planning unit
- Integrate system and campus visions and goals

Recommendations from Leadership Discussions

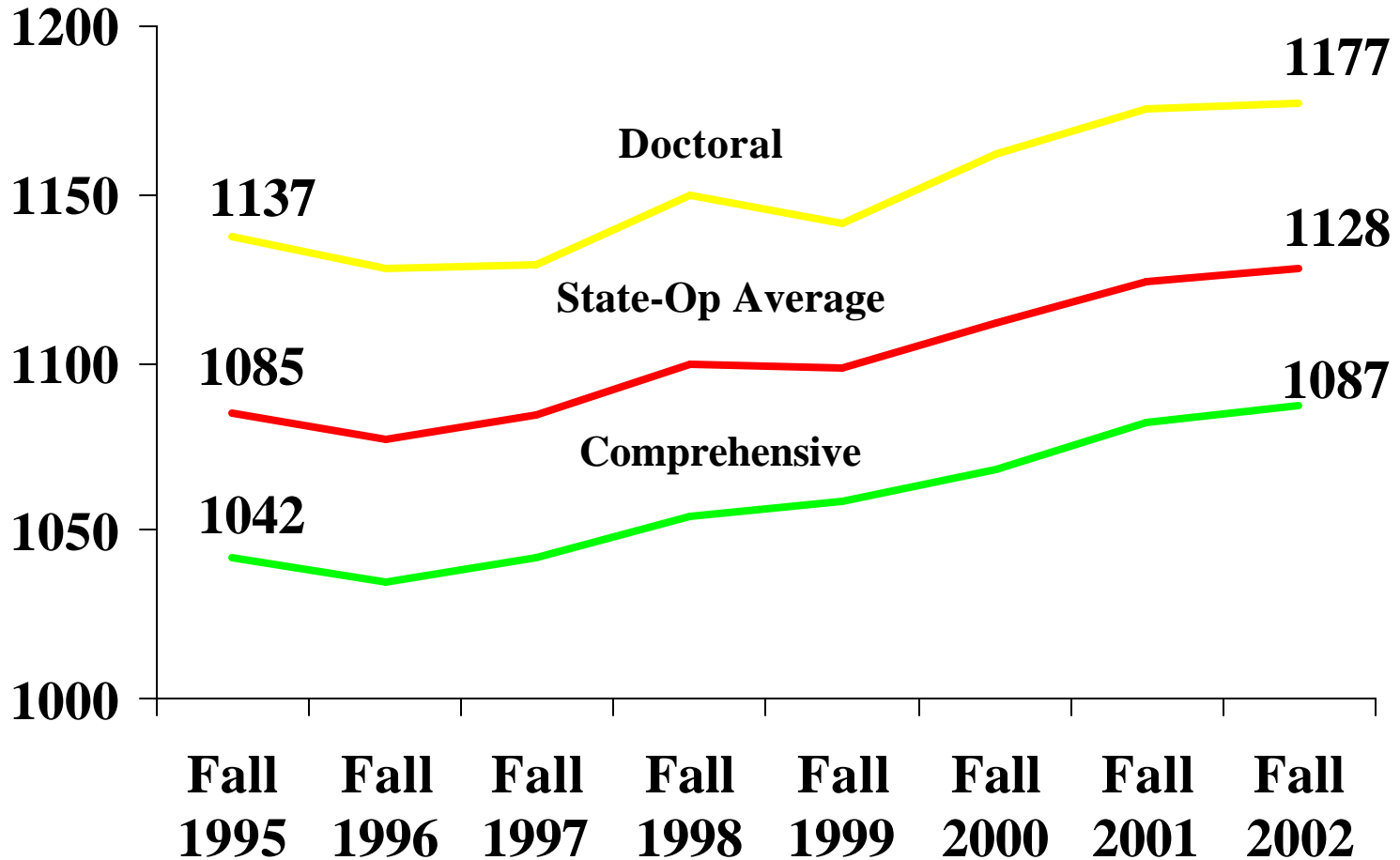
- Complete SUNY Impact Study utilizing a common set of economic measures
- Demonstrate SUNY value to public officials
- Reorganize System Administration to better align functions to increase flow of communication throughout staff

Analysis of System Administration Functions

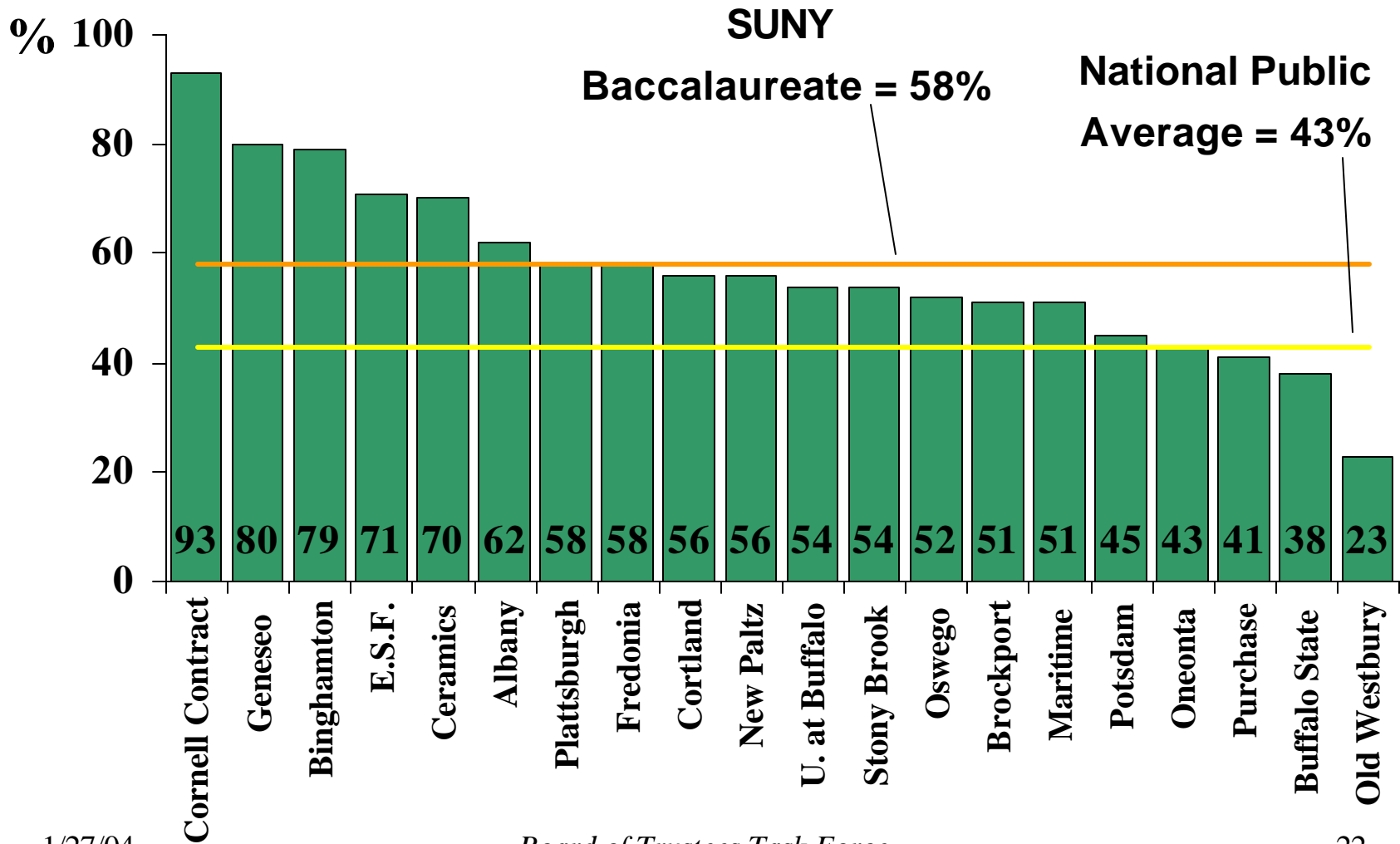
Academic Affairs

- Highly professional staff
- Efficient course program approval process
- Collaborative Mission Review process
- Improved student quality
- Graduation rates above national averages

SUNY SAT Scores

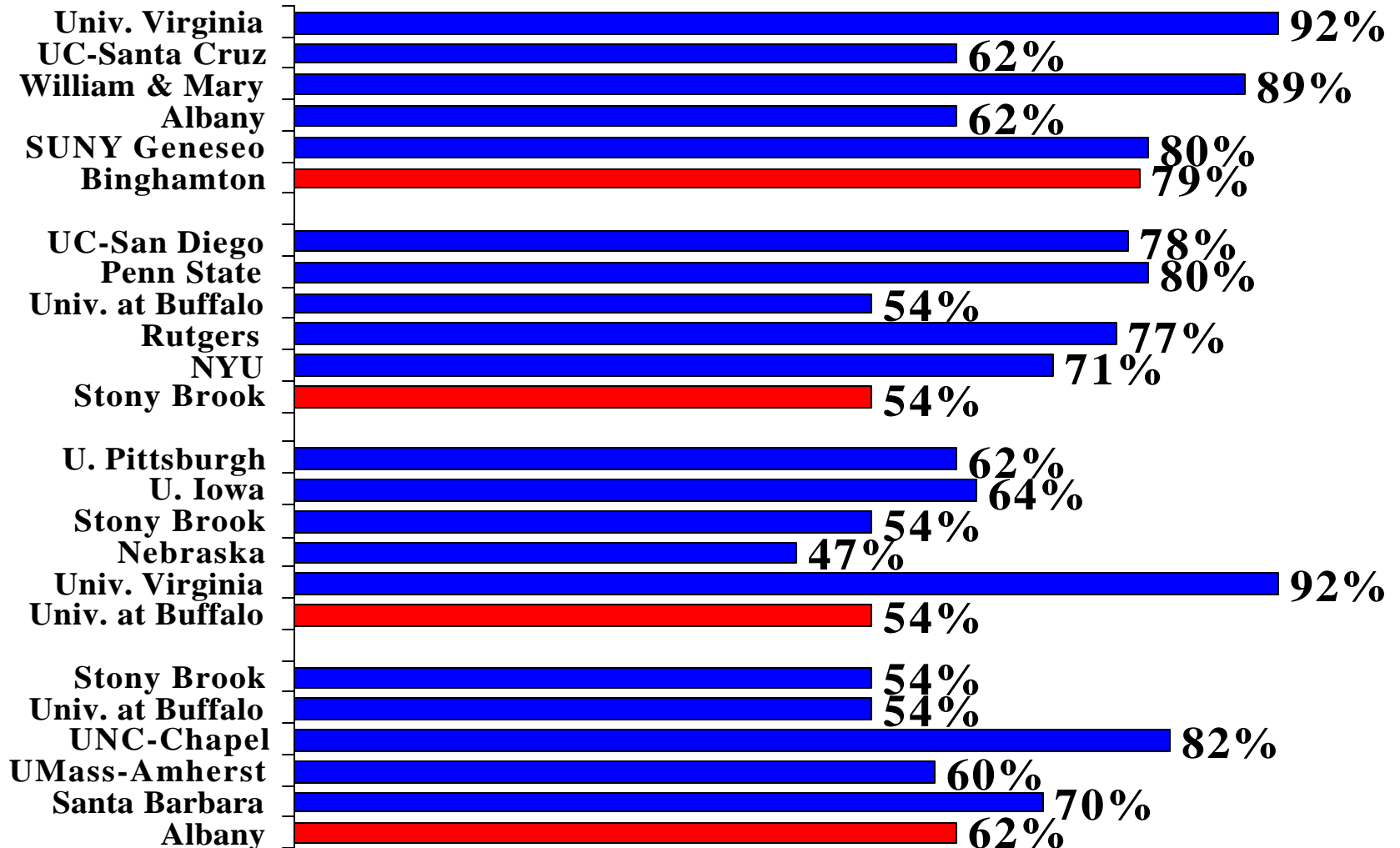


6-Year Graduation Rates for Fall 1996 Cohort

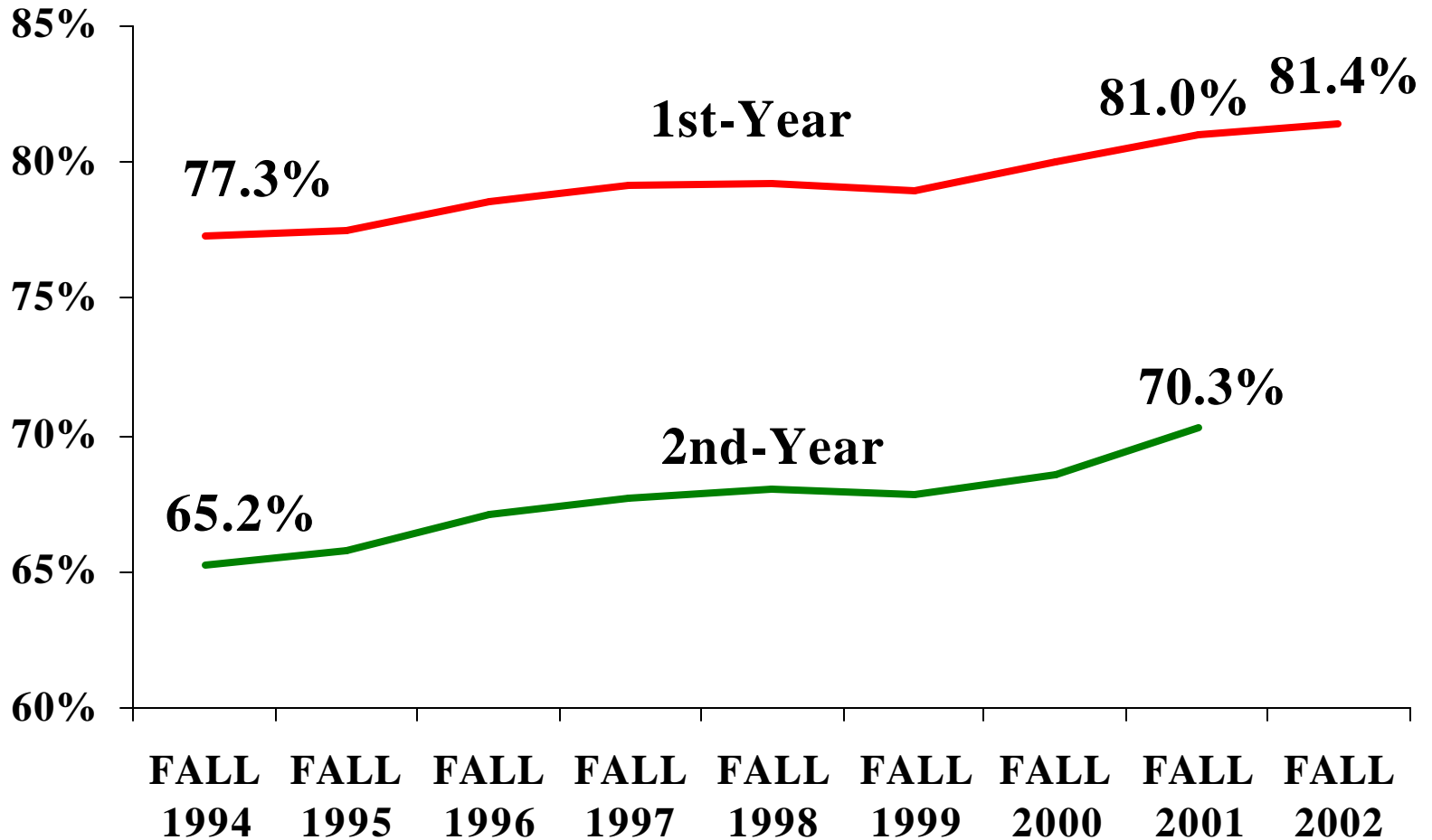


Graduation Rates vs. MOU

Benchmark Institutions



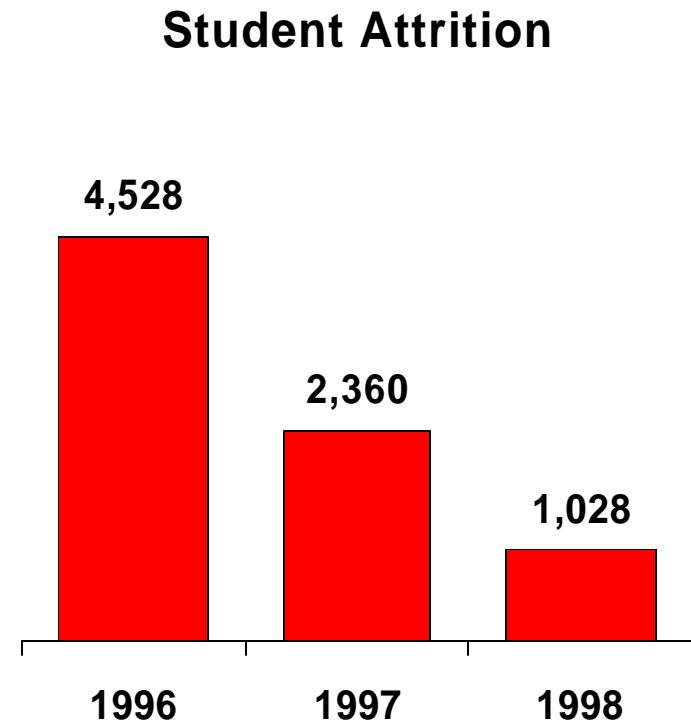
1st and 2nd Year Retention Rates



*-slide updated with fall 2002 data on 1/29/04

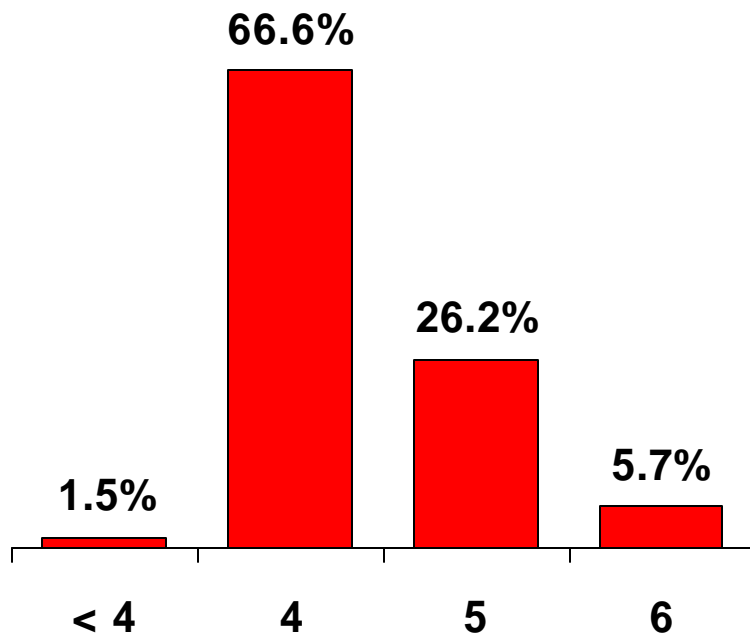
Cost of Attrition

- From the Fall 1995 entering cohort, 7,916 students left without graduating.
- These students consumed \$138.8 million in state support without earning a degree



Cost of Longer Time to Graduation

Years to Graduation



- 68.1% of SUNY students **who persist** graduate in 4 years or less
- The 31.9% who graduate within 6 years cost up to \$48.6 million more in state support

Academic Affairs Recommendations

- Increase focus on campus retention goals
- Verify accuracy of Institutional Research data
- Prepare campus enrollment information earlier
- Consolidate Master Plan for SED with Mission Review
- Designate Mission Review by years it covers
- Utilize rolling strategic plan for Mission Review

Academic Affairs Recommendations

- Include all SUNY functional areas in future mission reviews
- Include SUNY-wide overarching goals in review
- Establish a staff and faculty expertise database
- Continue articulation and transfer efforts
- Implement Teacher Education Transfer program
- Provide Educational Opportunity Program stable funding

University-Wide Programs

- A diverse set of non-campus-based entities
- Funding from federal, state and private sources
- Several of these programs are outside of University mission

University-Wide Program Recommendations

- Consolidate business management under the CFO
- Expand NY Network role
- Change name of NY Network to SUNY TV
- Continue to expand and enhance use of the SUNY Learning Network
- Reexamine SLN tuition/fee structure

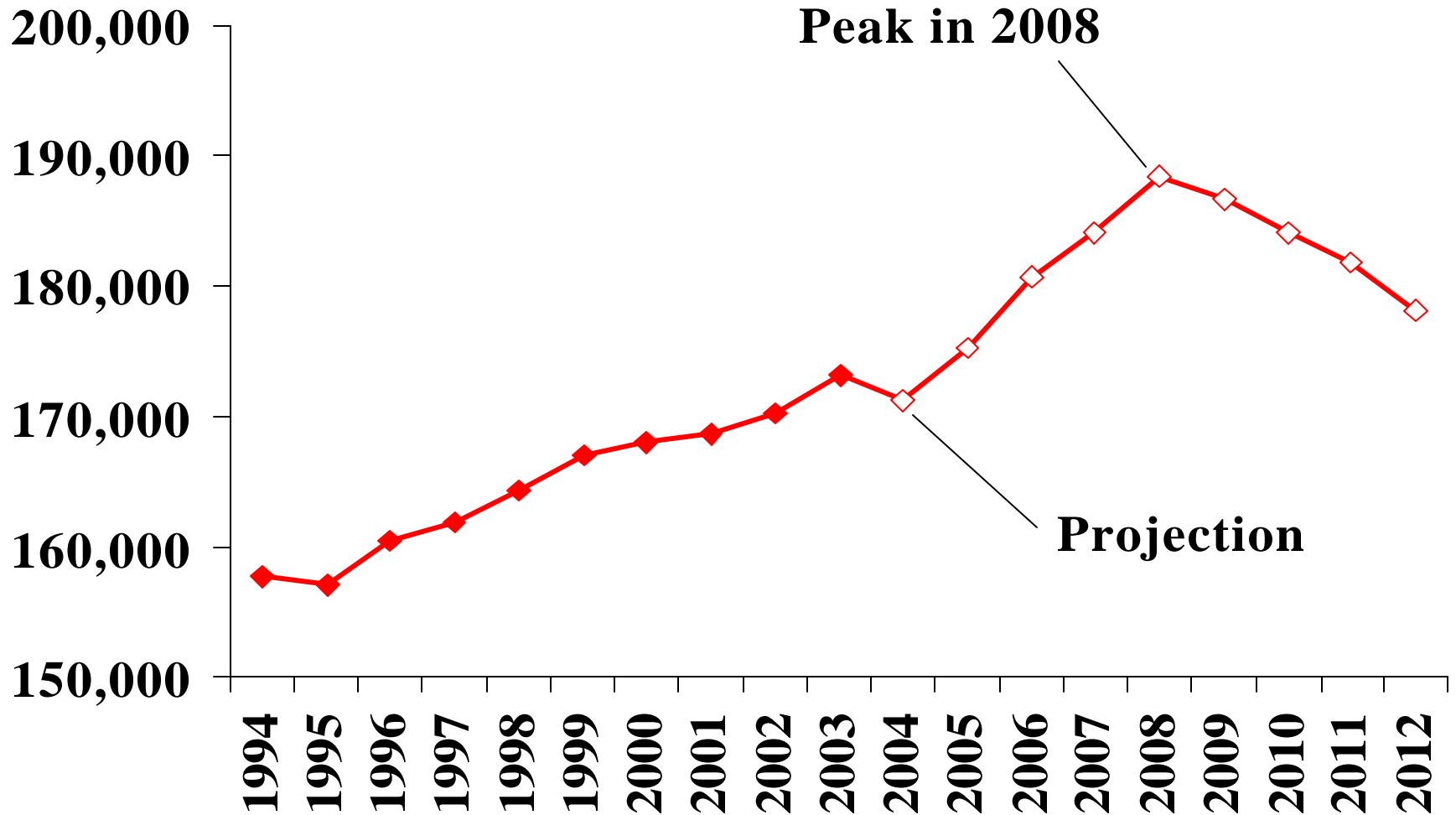
Enrollment Management

- Technologically up to date with latest purchases
- Centralized application processing makes sense
- Limited use of online application

Online applications vs. other state systems

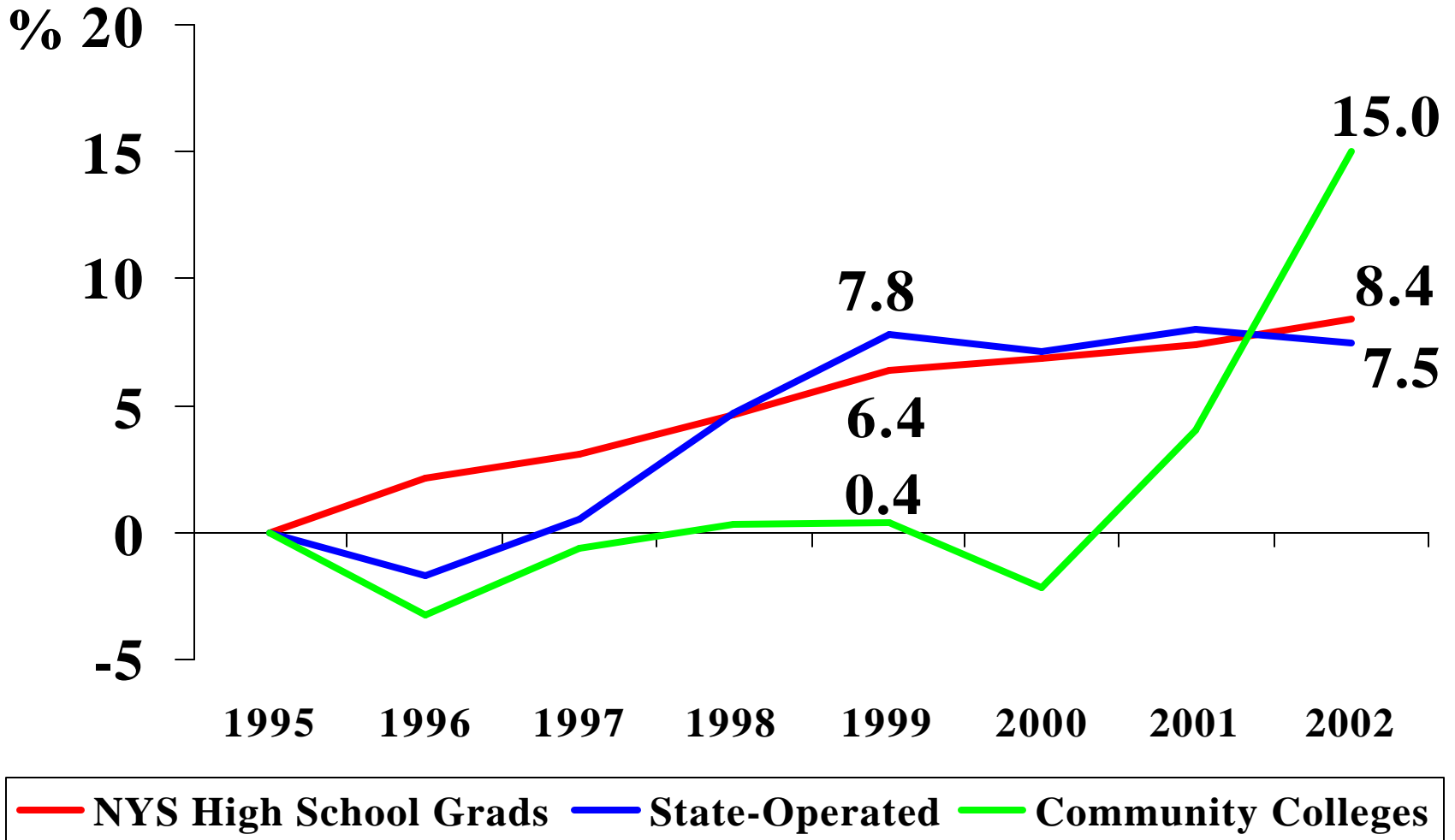
School	% Online Applications
University of Georgia	60%
University of Maryland	45%
Penn State	65%
Oregon State University	60%
Cal State Fullerton	70%
SUNY	22%

NYS H.S. Grads over Time

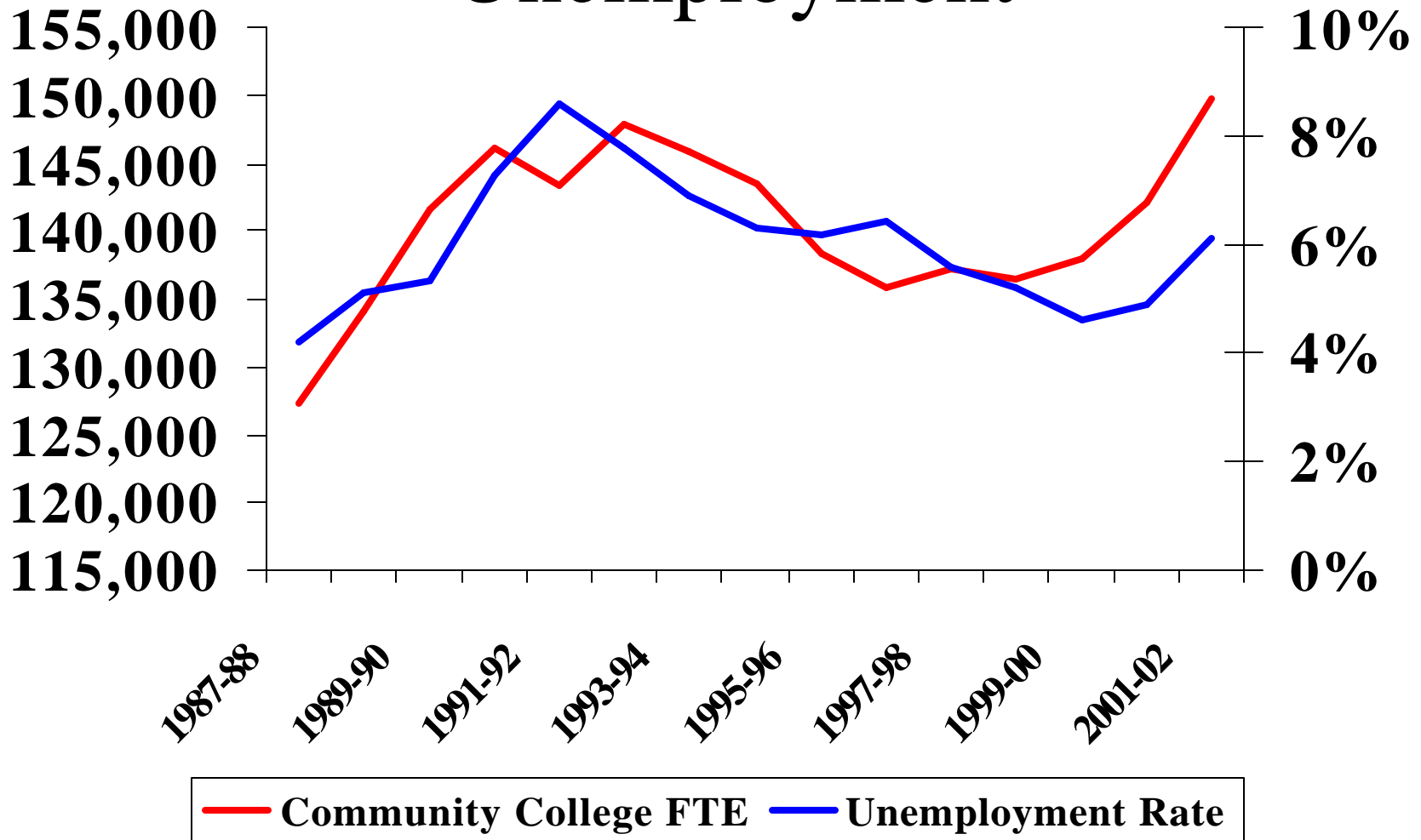


State-Op vs. Community Colleges

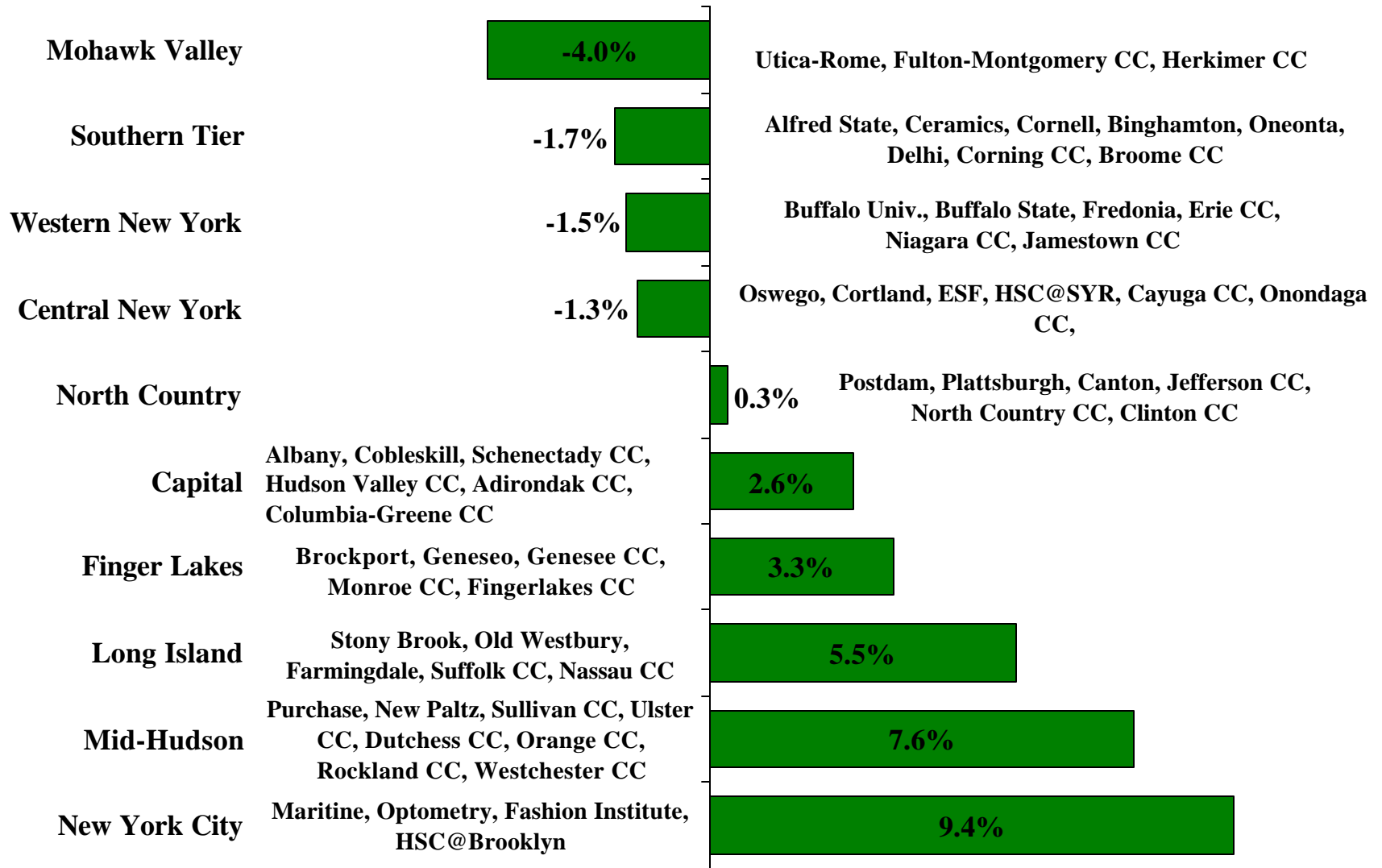
(% Change in First-Time, Full-Time Students Since 1995)



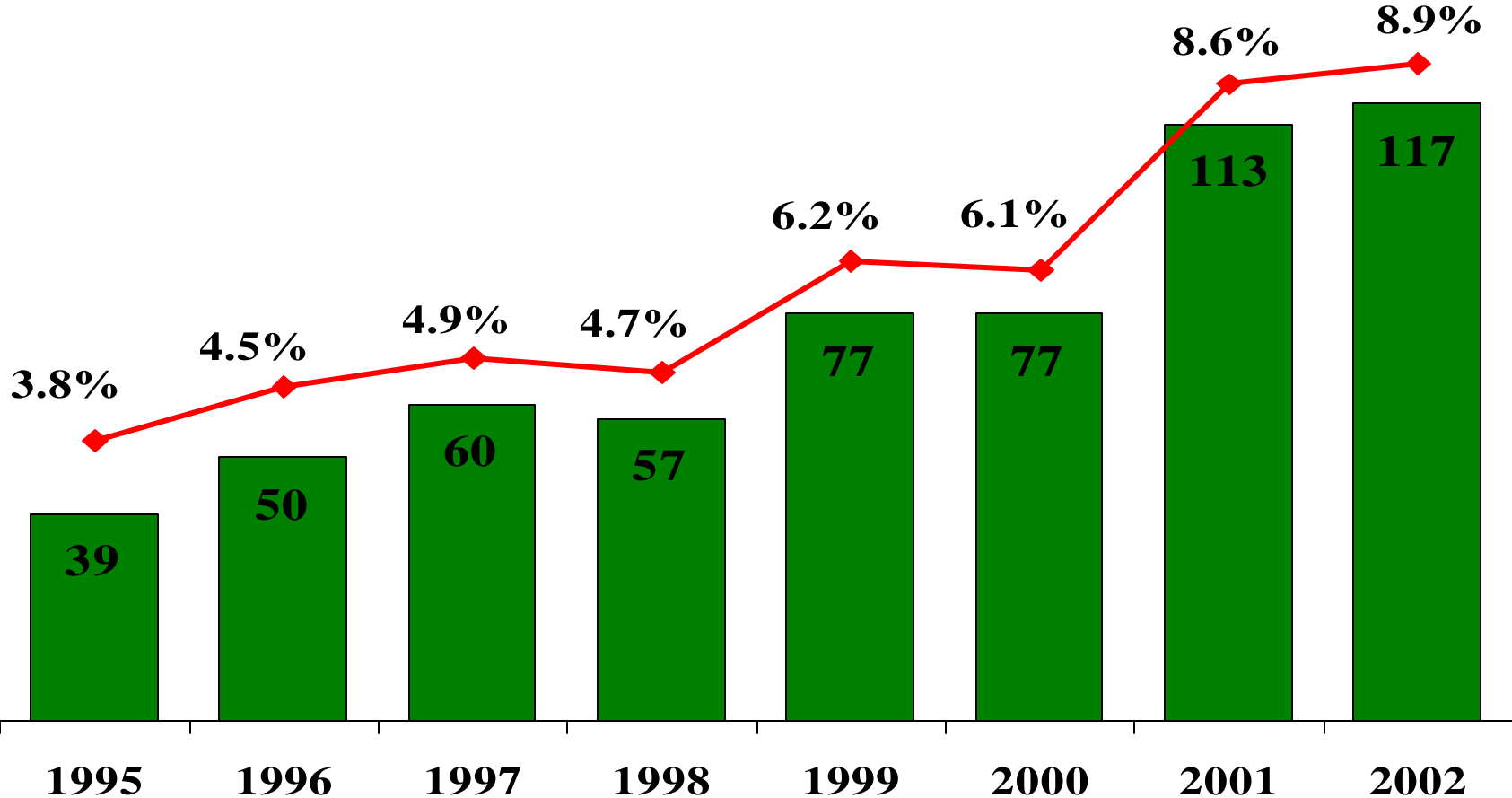
Community Colleges and Unemployment



Pop. Growth Rates by Region, 1990-2000

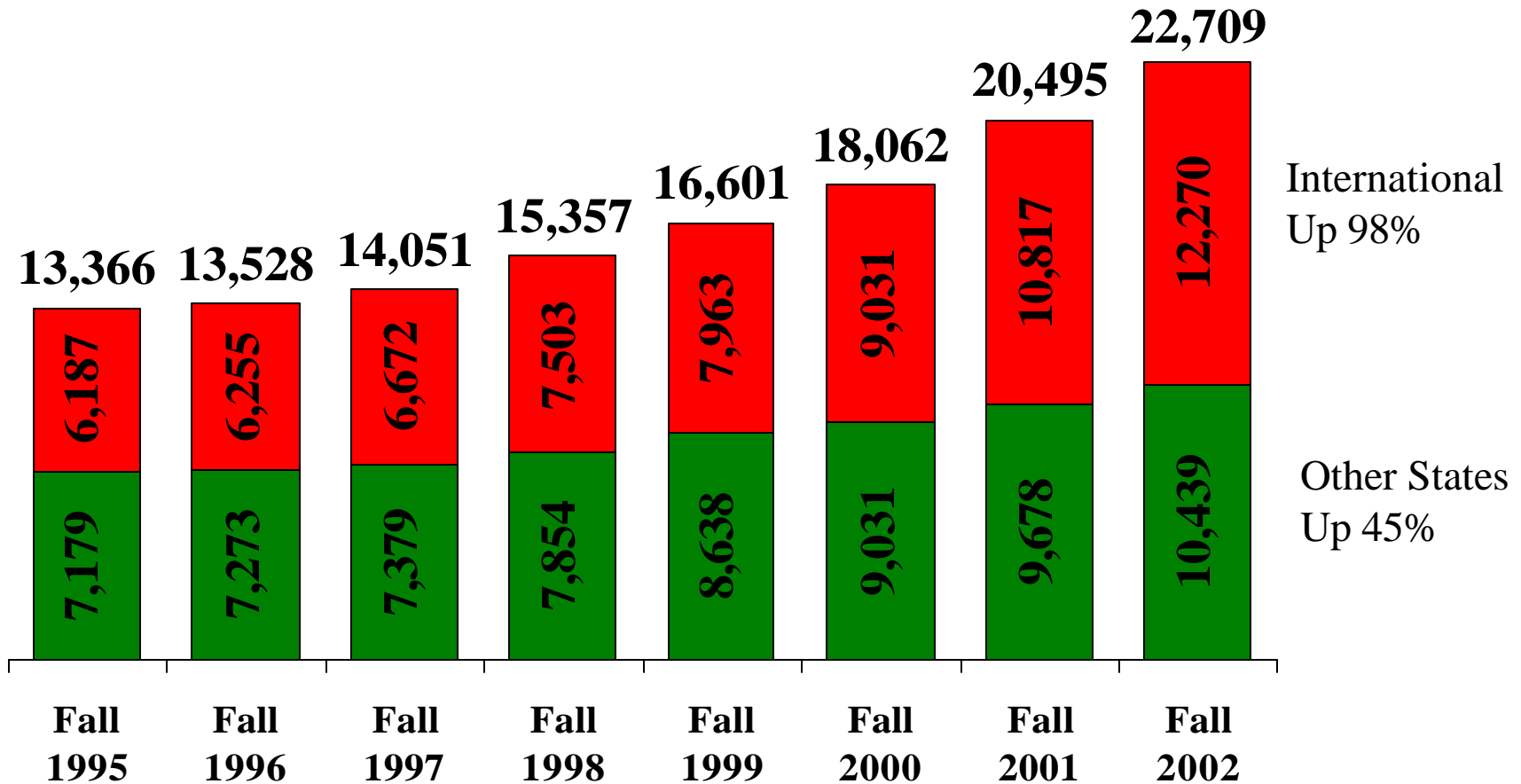


Fulton-Montgomery CC International Student Growth

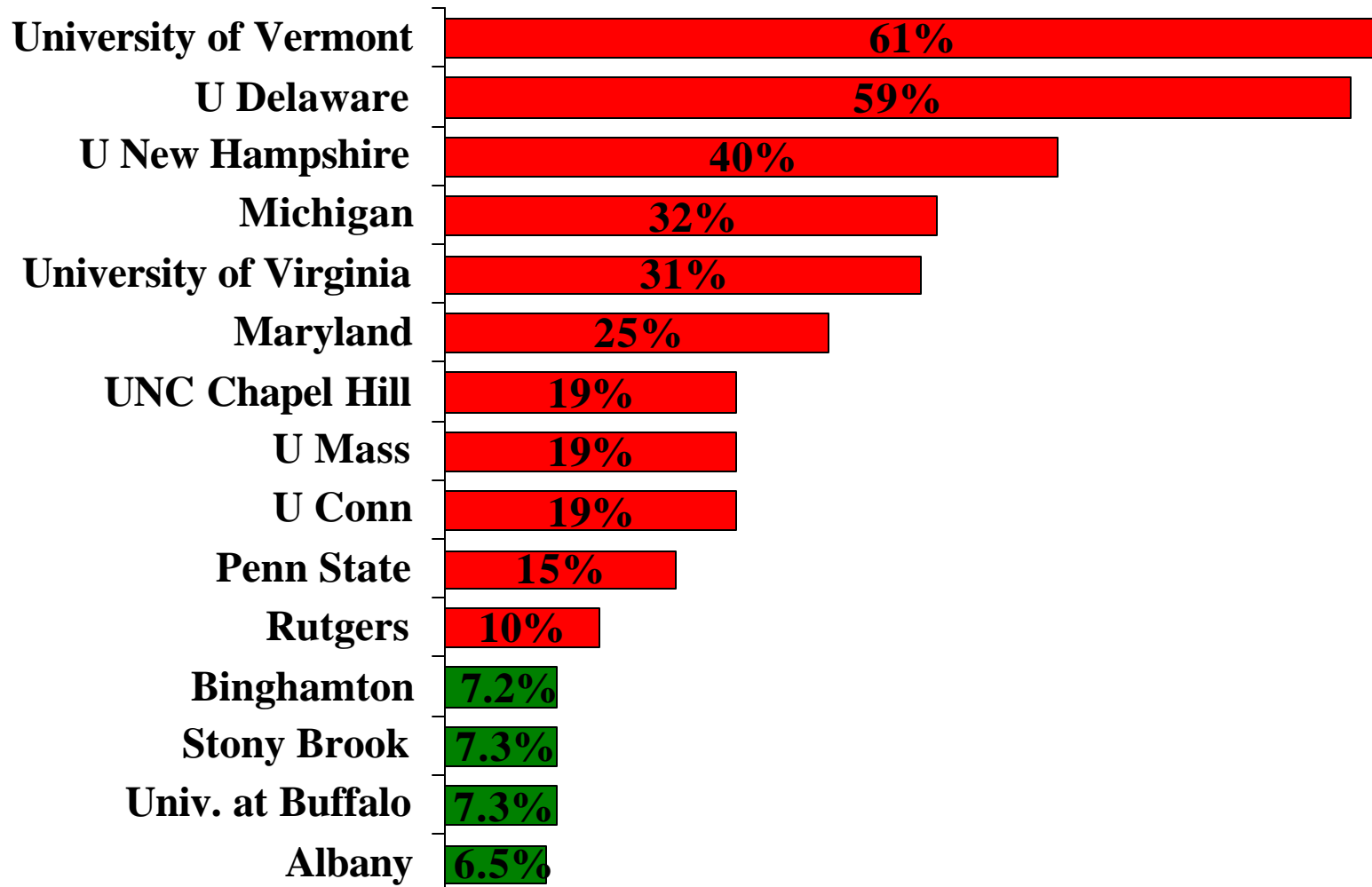


Out-of-State Student Trend

(total full-time undergrad and grad)



Undergraduate Out-of-State Student Comparison, Fall 2002



Enrollment Management Recommendations

- Provide overarching SUNY enrollment goals
- Increase marketing to out-of-state/
international students
- Provide incentives for top students to apply
- Assure user friendliness of on-line application
- Share best recruiting practices
- Assess campus capacity
- Market campuses with excess capacity

Enrollment Management Recommendations

- Update SUNY/campus web pages
- Provide Metropolitan Recruiting Center feedback
- Continue to assess state employment trends
- Utilize graduate employment information in marketing SUNY
- Adjust application fee to support increased marketing and campus application processing

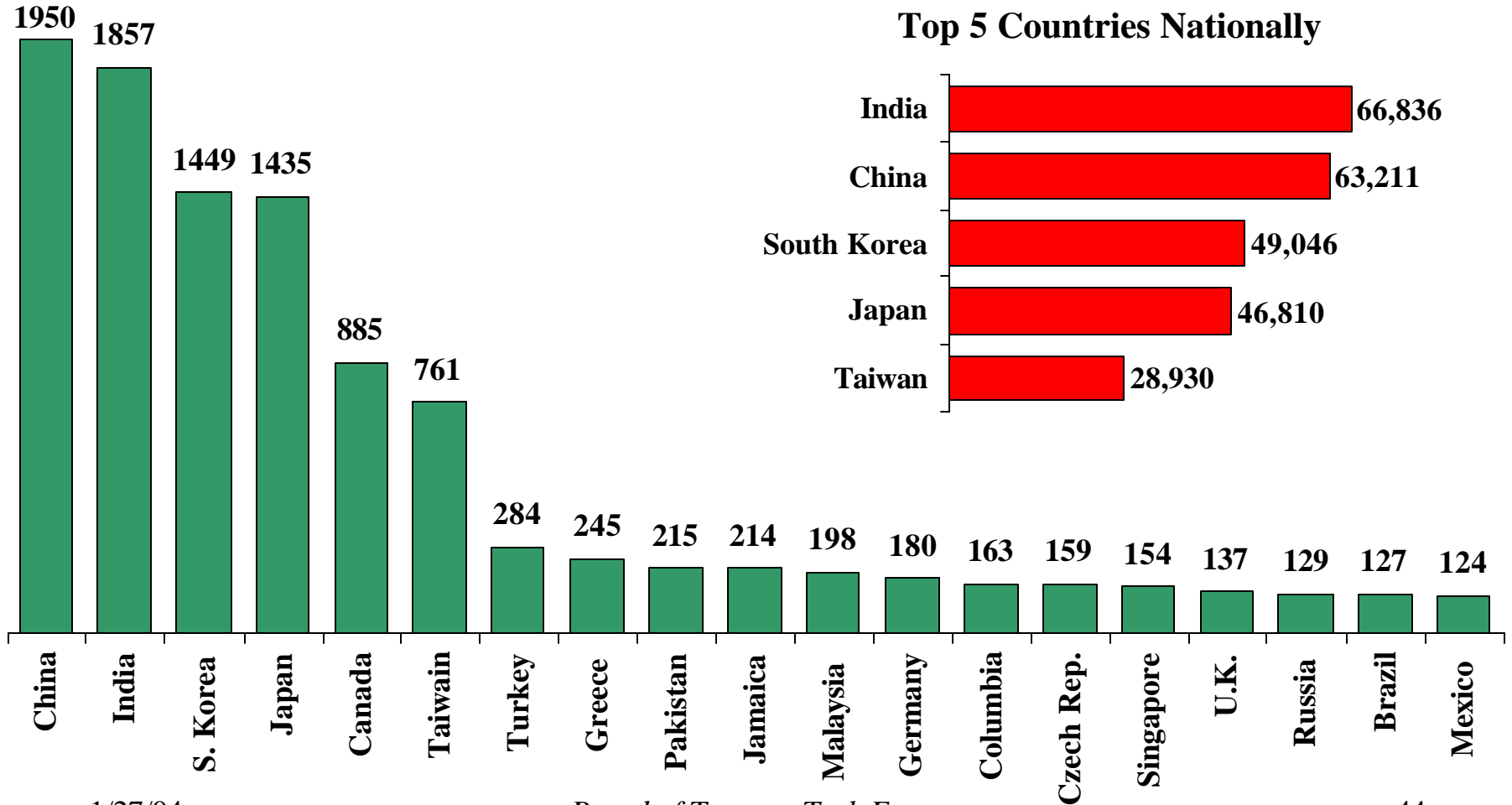
Student Life/Public Safety Recommendations

- System Administration should receive copies of annual campus fire safety inspections
- Require uniform reporting of crime statistics

International Programs

- Student study abroad has increased significantly
- International student enrollment is 3.7% - below national average of 4.3%
- Campus support for international students varies greatly
- Expand focus to more countries
- Joint degree program with Turkey is promising

SUNY International Students by Country

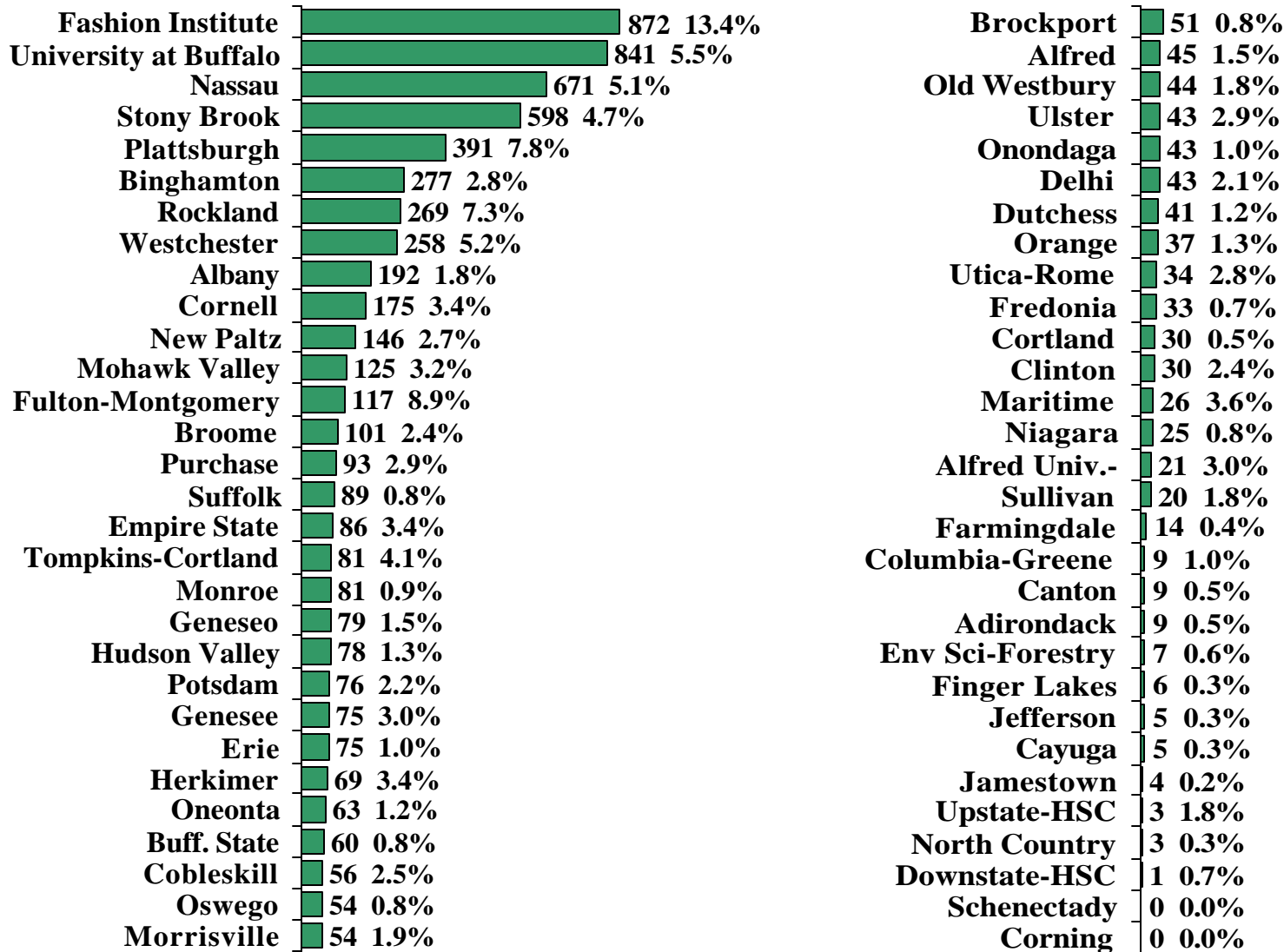


1/27/04

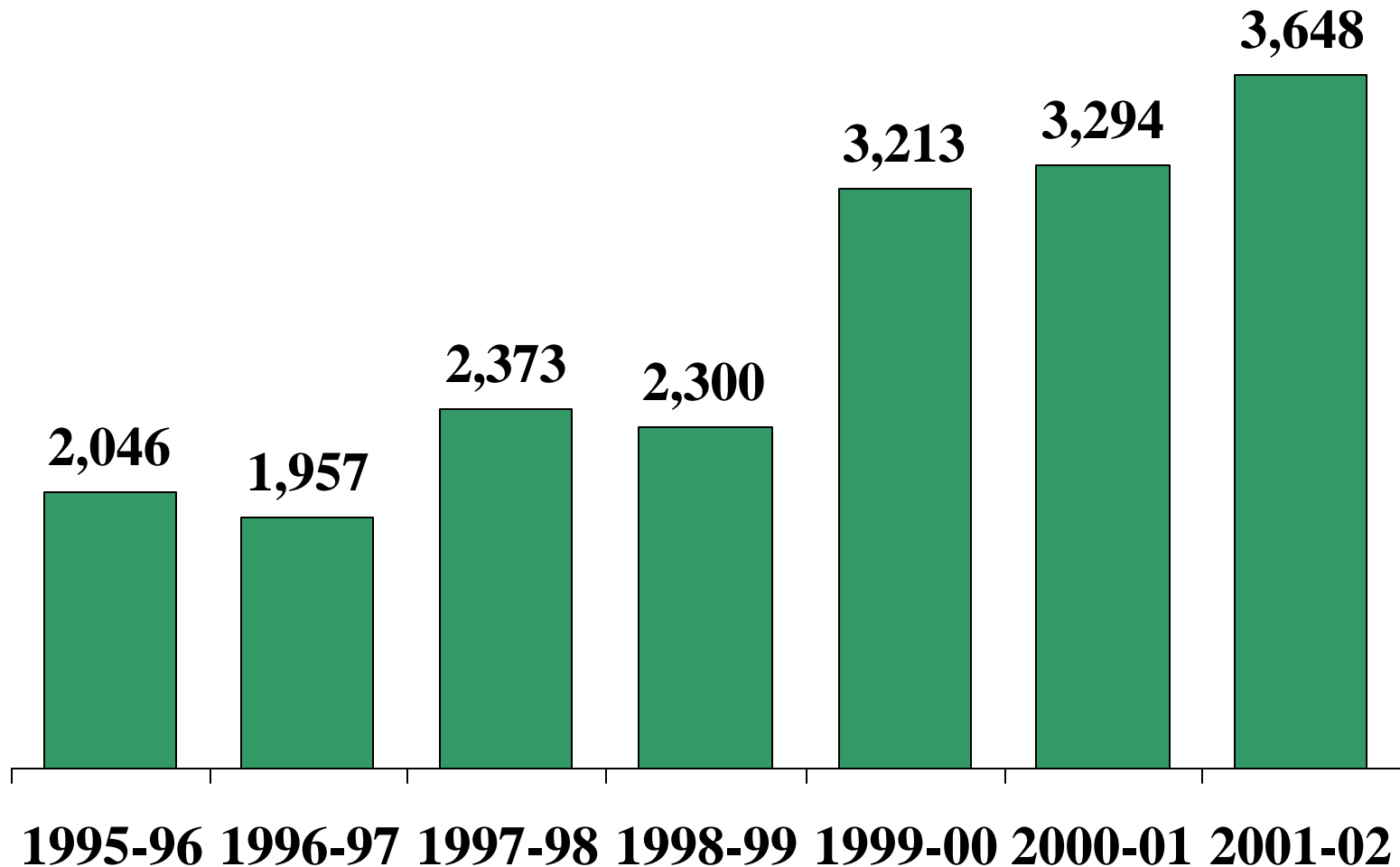
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International Undergraduates

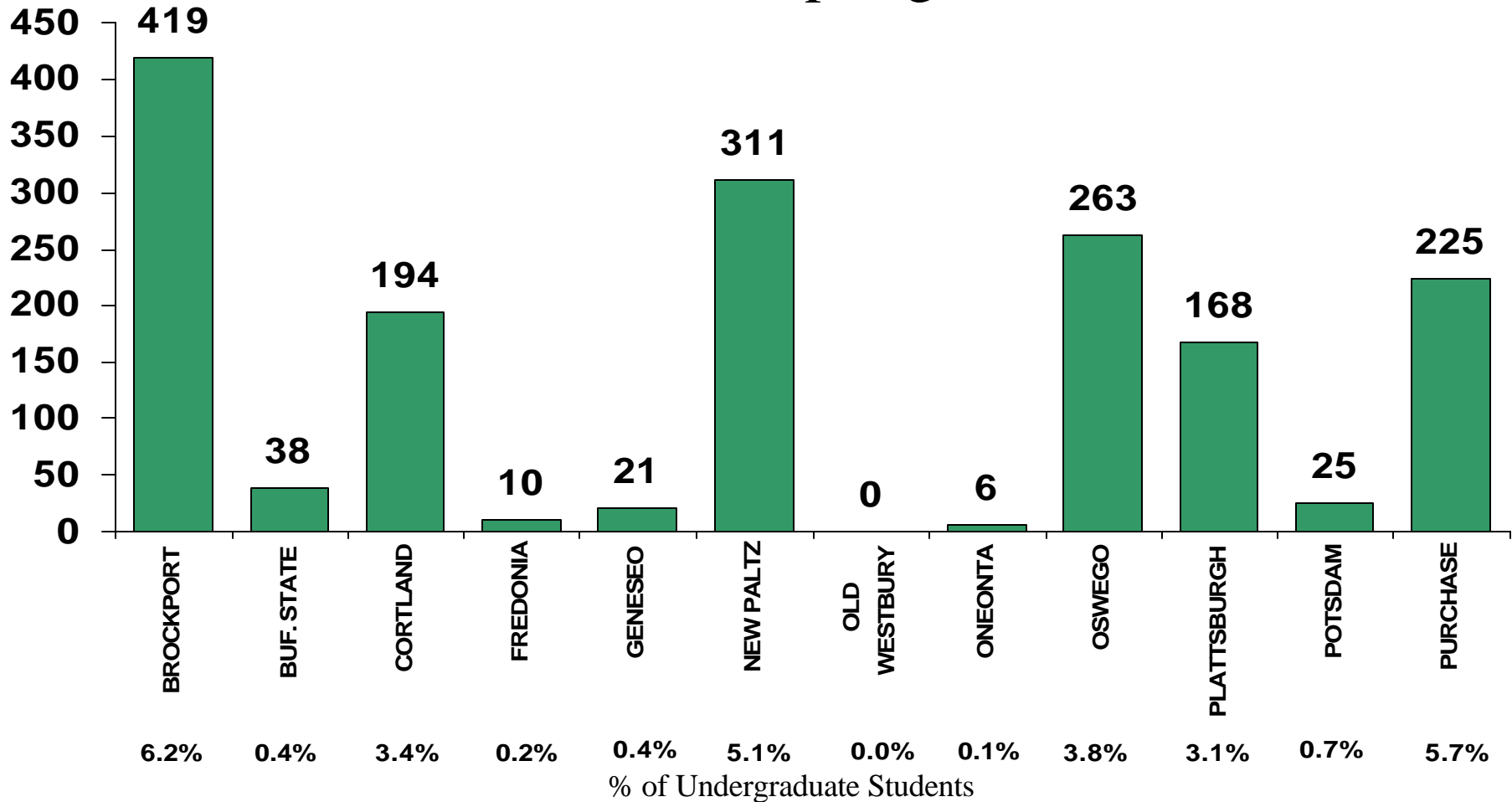


Study-Abroad Students, 1995-2002



Study-Abroad Students

Summer, 2001-Spring, 2002



International Program Recommendations

- Set System-wide and campus goals for international students
- Increase emphasis on student study-abroad programs
- Increase use of faculty and students in Center for International Development projects
- Expand marketing efforts to Asia and neighboring countries – Canada and Mexico

Community College Recommendations

- Continue articulation and transfer reforms-- focus on upper division programs course changes
- Review online course equivalency models from other states
- Rewrite C.C. Student Goals Survey to include transfer information
- Review course/program availability at upper division colleges
- Encourage participation in National Benchmark Project

Budget and Finance

- Tremendous budget expertise within SUNY
- Impressive staff management of limited resources
- Numerous recent organizational enhancements centrally aligning budget functions
- Numerous other enhancements

Budget and Finance Recommendations

- Continue to assess management options for hospitals
- Update BAP model
- Implement a predictable tuition policy
- Continue to consolidate financial responsibility
- Implement a centralized procurement process
- Expand central payroll processing

Energy Management Recommendations

- Very well managed
- An exemplary area for SUNY-- \$22M savings
- Move SUCF Energy office into System Administration - action complete
- Increase campus awareness of energy usage
- Increase participation in energy buying groups

Human Resources Recommendations

- Develop a System Administration career progression plan
- Expand Employee Relations staff

Audit Recommendations

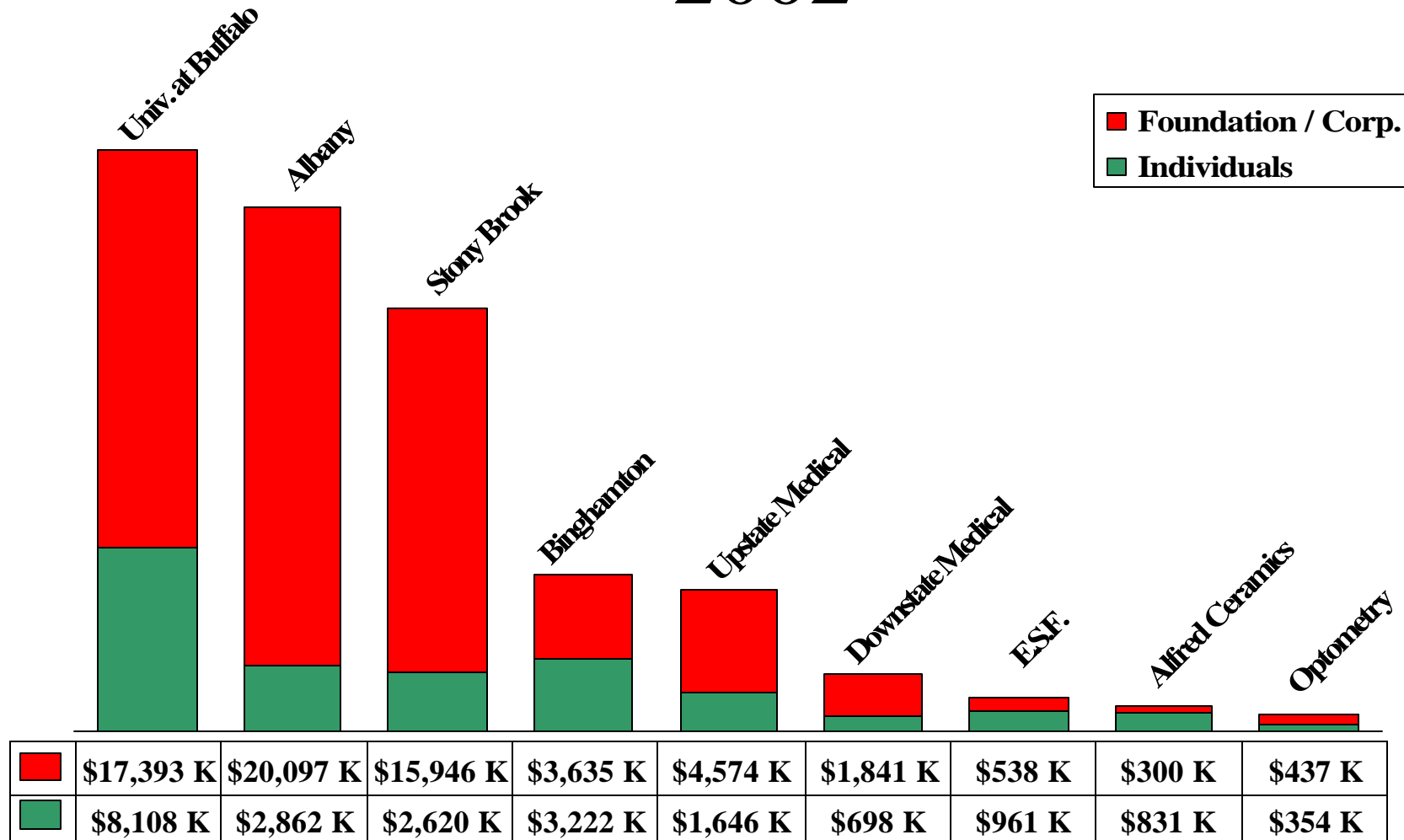
- Augment staff to conduct internal investigations
- Analyze Enterprise Risk Assessment Report

Philanthropy

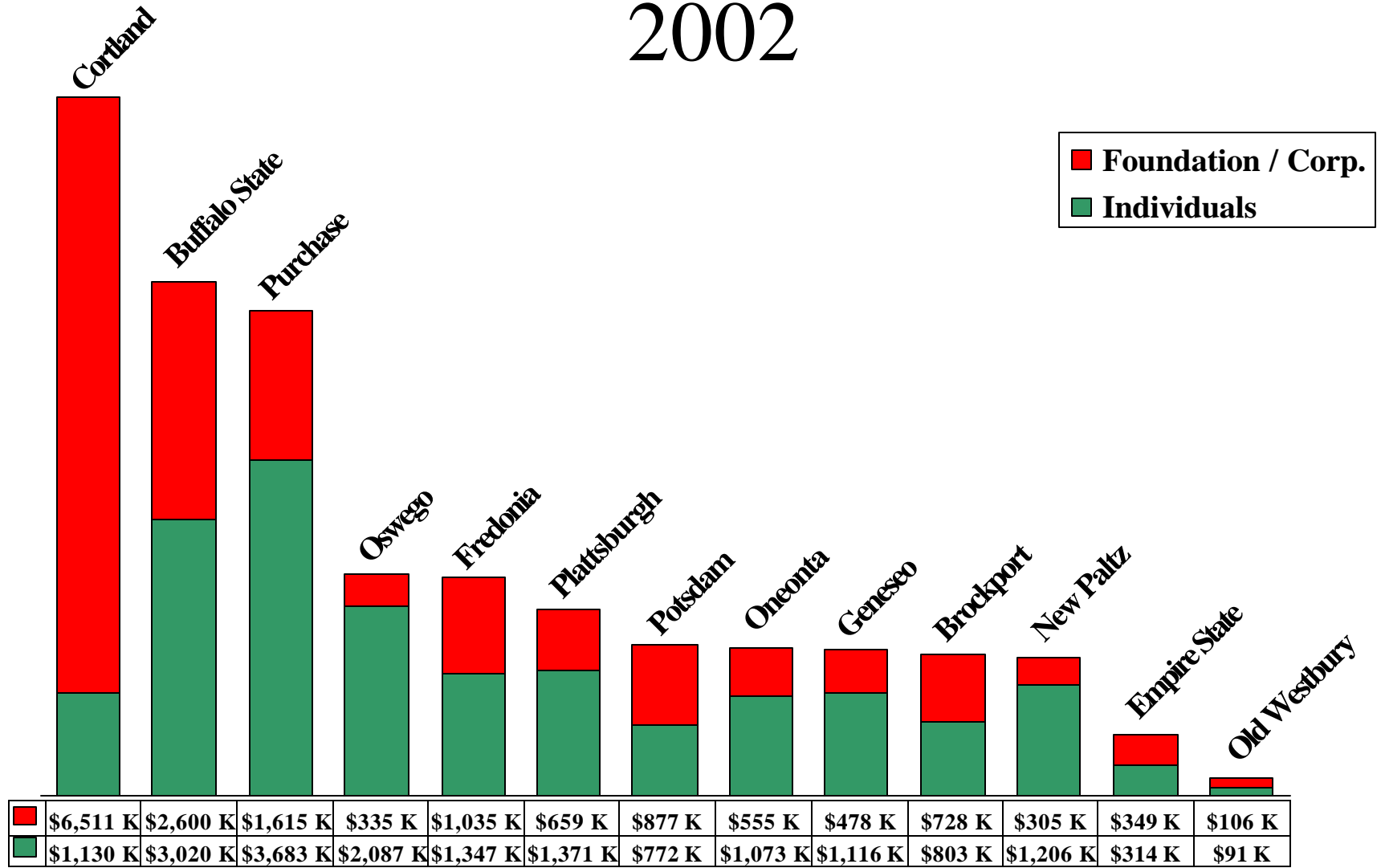
- Gifts up 72.9% in 2003 since 1999-2000
- \$789 million raised by State-operated colleges
- \$102.5 million raised by Community Colleges
- New Philanthropic guidelines should help future development activities

*-2003 philanthropy figures are preliminary and subject to revision.

Giving at Doctoral Institutions, 2002



Giving at Comprehensive Colleges, 2002



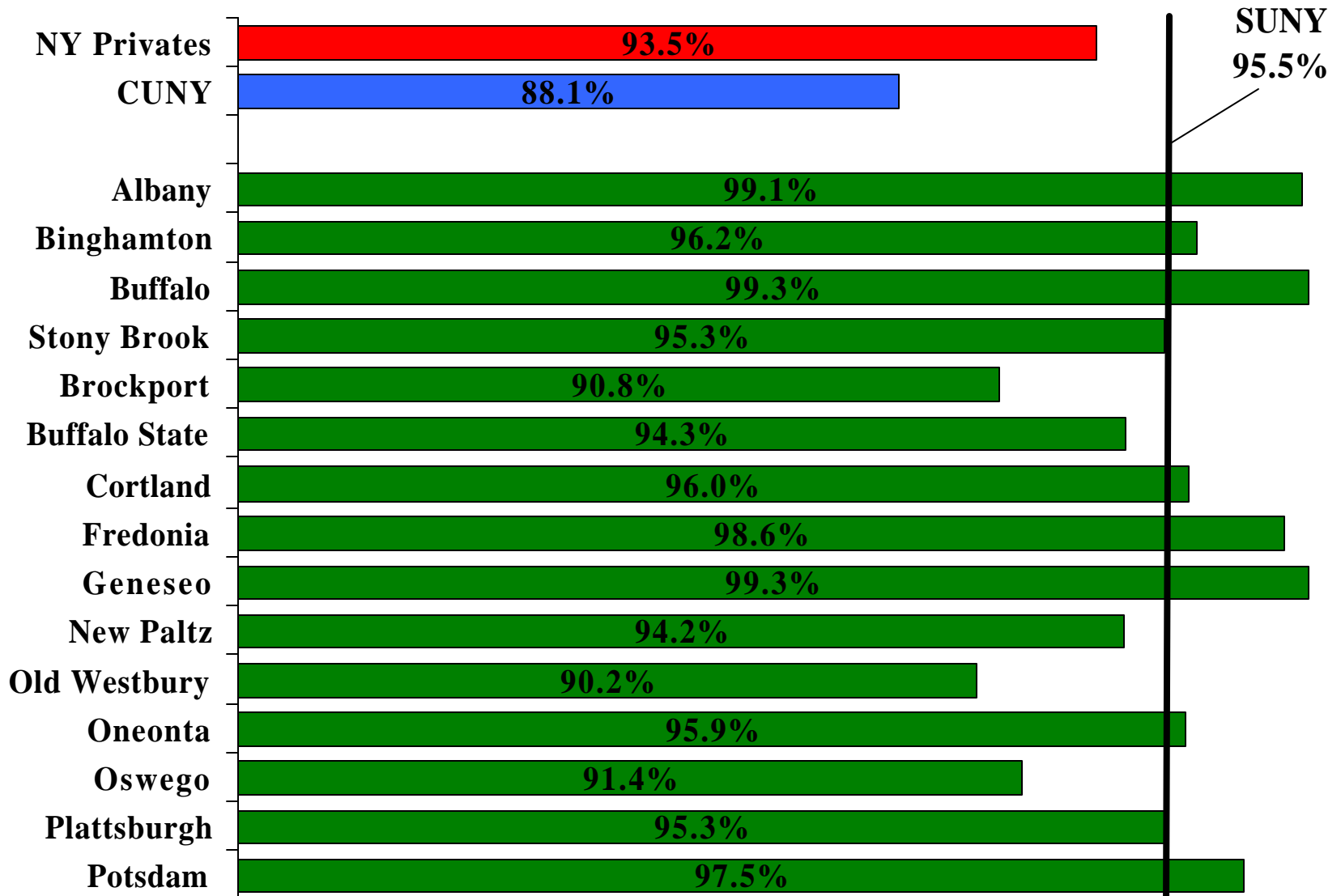
Philanthropy Recommendations

- Communicate opportunity for central funds management
- Continue to set philanthropic goals in collaboration with campus presidents
- Assist campuses in tracking alumni and regularly updating alumni rosters to expand outreach

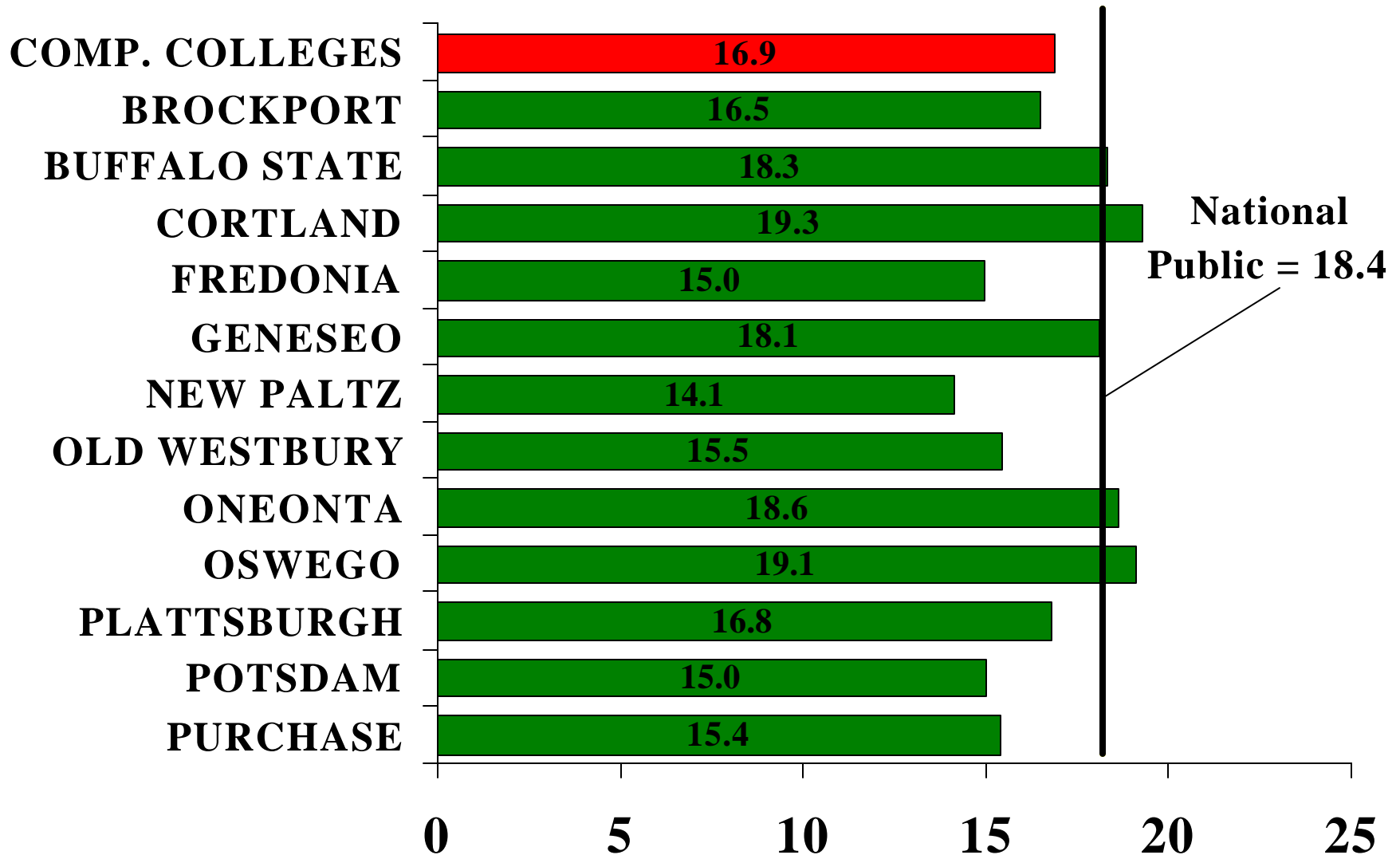
Benchmarking Recommendations

- Implement campus benchmarking program
- Share benchmarking data on a regular basis

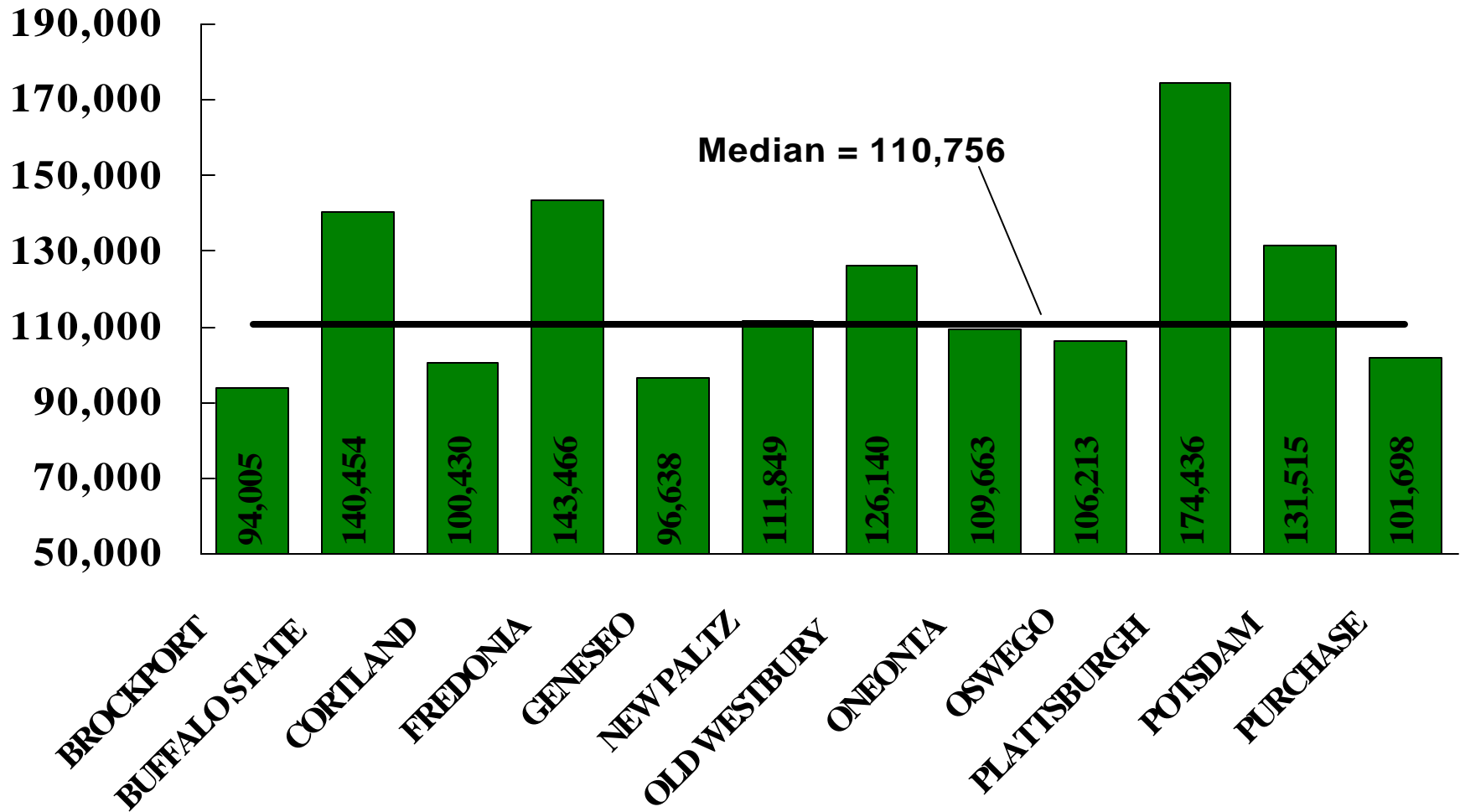
Teacher Certification Pass Rate



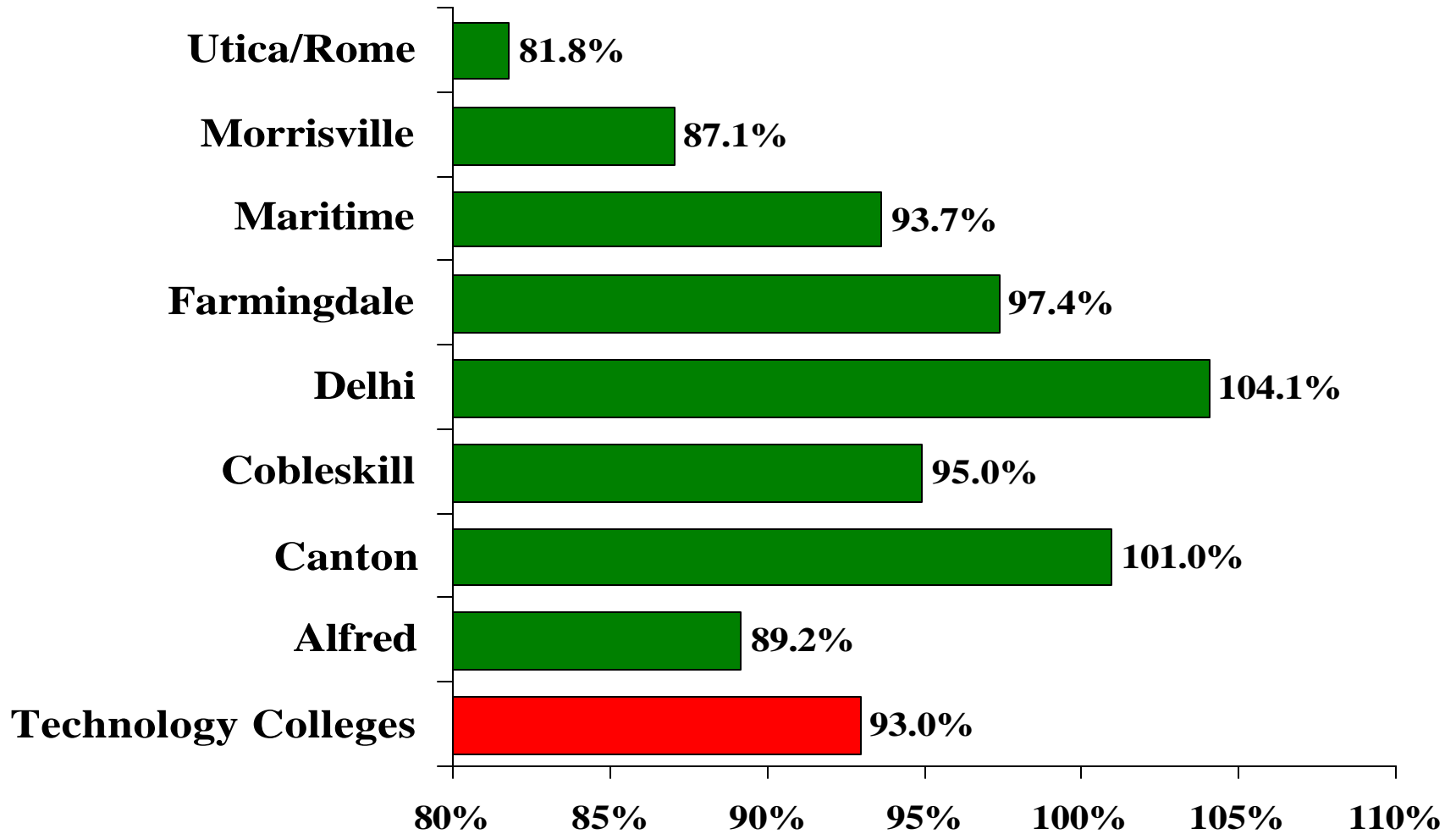
Student/Faculty Ratio



Comprehensive Colleges: BTU per Sq. Ft.



Dorm Utilization at Technology Colleges



Best Practices Recommendations

- Create a Best Practices program
- Formally recognize campuses for innovation
- Create Best Practices awards
- Update website/publication quarterly
- To date: 130 Best Practices identified totaling over \$7.5 million saved or avoided

Best Practices Examples

- UB saved \$30,000 via web-based parking registration
- Optometry saved \$25,000 with online course catalog
- Delhi saved \$411,000 per year via electric to steam heat conversion
- Brockport saved \$150,000 by partnering with DOT on road paving
- Potsdam reduced solid waste disposal cost by partnering with 2 other colleges and saved \$25,000.
- Stony Brook outsourced elevator maintenance saving \$150,000
- Empire State saved \$137,500 by centralizing academic support and providing services online

Deregulation Recommendations

- Collate laws, policies and regulations that inhibit efficiency and effectiveness
- Review what can be changed internally
- Develop collective strategy
- Highlight overall fiscal impact with elected officials

Summary

- Rethinking SUNY and subsequent studies have stimulated significant improvements throughout the State University
- Through innovation and effective fiscal controls our campuses and System Administration have enhanced quality
- Implementation of the recommendations in this report along with the establishment of the Best Practices and Benchmarking programs will advance further the original goal of Rethinking SUNY, “... a more efficient and responsive State University of New York.”

Next Steps

- Work with Chancellor and his staff to address and quantify these recommendations
- Prioritize and develop plans to implement recommendations
- Request periodic formal progress reports to Board on status of these recommendations making this a continuous effort