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

<table>
<thead>
<tr>
<th>Cost of Providing Higher Education (HEPI)</th>
<th>Cost of Running a Household (CPI)</th>
<th>SUNY Core Budget per Student*</th>
</tr>
</thead>
<tbody>
<tr>
<td>32.0%</td>
<td>21.1%</td>
<td>14.8%</td>
</tr>
</tbody>
</table>

*-Annual Average Full-Time Equivalent
SUNY Enrollment
(Students in Thousands)

10.2% Growth Since 1999-2000

392 383 368 367 368 372 374 388 403 410*

*-Preliminary Estimate
State-OP SAT Scores

1085

1128

Fall 95  Fall 96  Fall 97  Fall 98  Fall 99  Fall 00  Fall 01  Fall 02
SUNY Learning Network
Enrollments

119 450 2,000+ 6,000+ 13,000+ 25,000+ 40,000+ 53,000+
Patent Applications

<table>
<thead>
<tr>
<th>Year</th>
<th>Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>1994-95</td>
<td>83</td>
</tr>
<tr>
<td>1995-96</td>
<td>58</td>
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<tr>
<td>1996-97</td>
<td>82</td>
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<tr>
<td>1997-98</td>
<td>86</td>
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<tr>
<td>1998-99</td>
<td>123</td>
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<td>1999-00</td>
<td>150</td>
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<tr>
<td>2000-01</td>
<td>119</td>
</tr>
<tr>
<td>2001-02</td>
<td>125</td>
</tr>
<tr>
<td>2002-03</td>
<td>174</td>
</tr>
</tbody>
</table>
Philanthropic Support
($ in millions)

1999-00: 186.8
2000-01: 178.5
2001-02: 203.2
2002-03: 323.0*

* - preliminary estimate

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Board of Trustees Task Force
The State University of New York
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
6-Year Graduation Rates for Fall 1996 Cohort

SUNY Baccalaureate = 58%

National Public Average = 43%

Cornell Contract

Geneseo
Binghamton
E.S.F.
Ceramics
Albany
Plattsburgh
Fredonia
Cortland
New Paltz
U. at Buffalo
Stony Brook
Oswego
Brockport
Maritime
Potsdam
Oneonta
Purchase
Buffalo State
Old Westbury

Cornell Contract
Geneseo
Binghamton
E.S.F.
Ceramics
Albany
Plattsburgh
Fredonia
Cortland
New Paltz
U. at Buffalo
Stony Brook
Oswego
Brockport
Maritime
Potsdam
Oneonta
Purchase
Buffalo State
Old Westbury

National Public Average = 43%

SUNY Baccalaureate = 58%
Graduation Rates vs. MOU
Benchmark Institutions

<table>
<thead>
<tr>
<th>Institution</th>
<th>Graduation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Univ. Virginia</td>
<td>92%</td>
</tr>
<tr>
<td>UC-Santa Cruz</td>
<td>89%</td>
</tr>
<tr>
<td>William &amp; Mary</td>
<td>78%</td>
</tr>
<tr>
<td>Albany</td>
<td>80%</td>
</tr>
<tr>
<td>SUNY Geneseo</td>
<td>82%</td>
</tr>
<tr>
<td>Binghamton</td>
<td>62%</td>
</tr>
<tr>
<td>UC-San Diego</td>
<td>54%</td>
</tr>
<tr>
<td>Penn State</td>
<td>47%</td>
</tr>
<tr>
<td>Univ. at Buffalo</td>
<td>54%</td>
</tr>
<tr>
<td>Rutgers</td>
<td>71%</td>
</tr>
<tr>
<td>NYU</td>
<td>77%</td>
</tr>
<tr>
<td>Stony Brook</td>
<td>80%</td>
</tr>
<tr>
<td>U. Pittsburgh</td>
<td>79%</td>
</tr>
<tr>
<td>U. Iowa</td>
<td>80%</td>
</tr>
<tr>
<td>Stony Brook</td>
<td>64%</td>
</tr>
<tr>
<td>Nebraska</td>
<td>47%</td>
</tr>
<tr>
<td>Univ. Virginia</td>
<td>92%</td>
</tr>
<tr>
<td>Univ. at Buffalo</td>
<td>54%</td>
</tr>
<tr>
<td>Stony Brook</td>
<td>54%</td>
</tr>
<tr>
<td>UC-Santa Cruz</td>
<td>54%</td>
</tr>
<tr>
<td>UNC-Chapel</td>
<td>82%</td>
</tr>
<tr>
<td>UMass-Amherst</td>
<td>60%</td>
</tr>
<tr>
<td>Santa Barbara</td>
<td>70%</td>
</tr>
<tr>
<td>Albany</td>
<td>62%</td>
</tr>
</tbody>
</table>

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The State University of New York
1\textsuperscript{st} and 2\textsuperscript{nd} Year Retention Rates

- 1\textsuperscript{st}-Year:
  - Fall 1994: 77.3%
  - Fall 1995: 81.0%
  - Fall 1996: 81.4%

- 2\textsuperscript{nd}-Year:
  - Fall 1994: 65.2%

*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

- 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

<table>
<thead>
<tr>
<th>School</th>
<th>% Online Applications</th>
</tr>
</thead>
<tbody>
<tr>
<td>University of Georgia</td>
<td>60%</td>
</tr>
<tr>
<td>University of Maryland</td>
<td>45%</td>
</tr>
<tr>
<td>Penn State</td>
<td>65%</td>
</tr>
<tr>
<td>Oregon State University</td>
<td>60%</td>
</tr>
<tr>
<td>Cal State Fullerton</td>
<td>70%</td>
</tr>
<tr>
<td>SUNY</td>
<td>22%</td>
</tr>
</tbody>
</table>
NYS H.S. Grads over Time

Peak in 2008

Projection

State-Op vs. Community Colleges
(\% Change in First-Time, Full-Time Students Since 1995)


-5 0 5 10 15 20

NYS High School Grads
State-Operated
Community Colleges
Community Colleges and Unemployment

- Community College FTE
- Unemployment Rate


- 0%
- 2%
- 4%
- 6%
- 8%
- 10%
## Pop. Growth Rates by Region, 1990-2000

<table>
<thead>
<tr>
<th>Region</th>
<th>Growth Rate</th>
<th>Campuses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mohawk Valley</td>
<td>-4.0%</td>
<td>Utica-Rome, Fulton-Montgomery CC, Herkimer CC</td>
</tr>
<tr>
<td>Southern Tier</td>
<td>-1.7%</td>
<td>Alfred State, Ceramics, Cornell, Binghamton, Oneonta, Delhi, Corning CC, Broome CC</td>
</tr>
<tr>
<td>Western New York</td>
<td>-1.5%</td>
<td>Buffalo Univ., Buffalo State, Fredonia, Erie CC, Niagara CC, Jamestown CC</td>
</tr>
<tr>
<td>Central New York</td>
<td>-1.3%</td>
<td>Oswego, Cortland, ESF, HSC@SYR, Cayuga CC, Onondaga CC</td>
</tr>
<tr>
<td>North Country</td>
<td>0.3%</td>
<td>Postdam, Plattsburgh, Canton, Jefferson CC, North Country CC, Clinton CC</td>
</tr>
<tr>
<td>Capital</td>
<td>2.6%</td>
<td>Albany, Cobleskill, Schenectady CC, Hudson Valley CC, Adirondak CC, Columbia-Greene CC</td>
</tr>
<tr>
<td>Finger Lakes</td>
<td>3.3%</td>
<td>Brockport, Geneseo, Genese CC, Monroe CC, Fingerlakes CC</td>
</tr>
<tr>
<td>Long Island</td>
<td>5.5%</td>
<td>Stony Brook, Old Westbury, Farmingdale, Suffolk CC, Nassau CC</td>
</tr>
<tr>
<td>Mid-Hudson</td>
<td>7.6%</td>
<td>Purchase, New Paltz, Sullivan CC, Ulster CC, Dutchess CC, Orange CC, Rockland CC, Westchester CC</td>
</tr>
<tr>
<td>New York City</td>
<td>9.4%</td>
<td>Maritime, Optometry, Fashion Institute, HSC@Brooklyn</td>
</tr>
</tbody>
</table>

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The State University of New York
Fulton-Montgomery CC
International Student Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>International Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>1995</td>
<td>39</td>
</tr>
<tr>
<td>1996</td>
<td>50</td>
</tr>
<tr>
<td>1997</td>
<td>60</td>
</tr>
<tr>
<td>1998</td>
<td>57</td>
</tr>
<tr>
<td>1999</td>
<td>77</td>
</tr>
<tr>
<td>2000</td>
<td>77</td>
</tr>
<tr>
<td>2001</td>
<td>113</td>
</tr>
<tr>
<td>2002</td>
<td>117</td>
</tr>
</tbody>
</table>

Percentage Growth:
- 1995: 3.8%
- 1996: 4.5%
- 1997: 4.9%
- 1998: 4.7%
- 1999: 6.2%
- 2000: 6.1%
- 2001: 8.6%
- 2002: 8.9%
Out-of-State Student Trend
(total full-time undergrad and grad)

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall 1995</th>
<th>Fall 1996</th>
<th>Fall 1997</th>
<th>Fall 1998</th>
<th>Fall 1999</th>
<th>Fall 2000</th>
<th>Fall 2001</th>
<th>Fall 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>13,366</td>
<td>13,528</td>
<td>14,051</td>
<td>15,357</td>
<td>16,601</td>
<td>18,062</td>
<td>20,495</td>
<td>22,709</td>
</tr>
<tr>
<td>Other States</td>
<td>6,187</td>
<td>6,255</td>
<td>6,672</td>
<td>7,503</td>
<td>7,963</td>
<td>9,031</td>
<td>10,817</td>
<td>12,270</td>
</tr>
<tr>
<td>International</td>
<td>7,179</td>
<td>7,273</td>
<td>7,379</td>
<td>7,854</td>
<td>8,638</td>
<td>9,031</td>
<td>9,678</td>
<td>10,439</td>
</tr>
</tbody>
</table>

International Up 98%
Other States Up 45%
Undergraduate Out-of-State Student Comparison, Fall 2002

University of Vermont: 61%
U Delaware: 59%
U New Hampshire: 40%
Michigan: 32%
University of Virginia: 31%
Maryland: 25%
UNC Chapel Hill: 19%
U Mass: 19%
U Conn: 19%
Penn State: 15%
Rutgers: 10%
Binghamton: 7.2%
Stony Brook: 7.3%
Univ. at Buffalo: 7.3%
Albany: 6.5%
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

Top 5 Countries Nationally

- India: 66,836
- China: 63,211
- South Korea: 49,046
- Japan: 46,810
- Taiwan: 28,930

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The State University of New York
## International Undergraduates

<table>
<thead>
<tr>
<th>Institution</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fashion Institute</td>
<td>872</td>
<td>13.4%</td>
</tr>
<tr>
<td>University at Buffalo</td>
<td>841</td>
<td>5.5%</td>
</tr>
<tr>
<td>Nassau</td>
<td>671</td>
<td>5.1%</td>
</tr>
<tr>
<td>Stony Brook</td>
<td>598</td>
<td>4.7%</td>
</tr>
<tr>
<td>Plattsburgh</td>
<td>391</td>
<td>7.8%</td>
</tr>
<tr>
<td>Binghamton</td>
<td>277</td>
<td>2.8%</td>
</tr>
<tr>
<td>Rockland</td>
<td>269</td>
<td>7.3%</td>
</tr>
<tr>
<td>Westchester</td>
<td>258</td>
<td>5.2%</td>
</tr>
<tr>
<td>Albany</td>
<td>192</td>
<td>1.8%</td>
</tr>
<tr>
<td>Cornell</td>
<td>175</td>
<td>3.4%</td>
</tr>
<tr>
<td>New Paltz</td>
<td>146</td>
<td>2.7%</td>
</tr>
<tr>
<td>Mohawk Valley</td>
<td>125</td>
<td>3.2%</td>
</tr>
<tr>
<td>Fulton-Montgomery</td>
<td>117</td>
<td>8.9%</td>
</tr>
<tr>
<td>Broome</td>
<td>101</td>
<td>2.4%</td>
</tr>
<tr>
<td>Purchase</td>
<td>93</td>
<td>2.9%</td>
</tr>
<tr>
<td>Suffolk</td>
<td>89</td>
<td>0.8%</td>
</tr>
<tr>
<td>Empire State</td>
<td>86</td>
<td>3.4%</td>
</tr>
<tr>
<td>Tompkins-Cortland</td>
<td>81</td>
<td>4.1%</td>
</tr>
<tr>
<td>Monroe</td>
<td>81</td>
<td>0.9%</td>
</tr>
<tr>
<td>Geneseo</td>
<td>79</td>
<td>1.5%</td>
</tr>
<tr>
<td>Hudson Valley</td>
<td>78</td>
<td>1.3%</td>
</tr>
<tr>
<td>Potsdam</td>
<td>76</td>
<td>2.2%</td>
</tr>
<tr>
<td>Geneseec</td>
<td>75</td>
<td>3.0%</td>
</tr>
<tr>
<td>Erie</td>
<td>75</td>
<td>1.0%</td>
</tr>
<tr>
<td>Herkimer</td>
<td>69</td>
<td>3.4%</td>
</tr>
<tr>
<td>Oneonta</td>
<td>63</td>
<td>1.2%</td>
</tr>
<tr>
<td>Buff. State</td>
<td>60</td>
<td>0.8%</td>
</tr>
<tr>
<td>Cobleskill</td>
<td>56</td>
<td>2.5%</td>
</tr>
<tr>
<td>Oswego</td>
<td>54</td>
<td>0.8%</td>
</tr>
<tr>
<td>Morrisville</td>
<td>54</td>
<td>1.9%</td>
</tr>
<tr>
<td>Brockport</td>
<td>51</td>
<td>0.8%</td>
</tr>
<tr>
<td>Alfred</td>
<td>45</td>
<td>1.5%</td>
</tr>
<tr>
<td>Old Westbury</td>
<td>44</td>
<td>1.8%</td>
</tr>
<tr>
<td>Ulster</td>
<td>43</td>
<td>2.9%</td>
</tr>
<tr>
<td>Onondaga</td>
<td>43</td>
<td>1.0%</td>
</tr>
<tr>
<td>Delhi</td>
<td>43</td>
<td>2.1%</td>
</tr>
<tr>
<td>Dutchess</td>
<td>41</td>
<td>1.2%</td>
</tr>
<tr>
<td>Orange</td>
<td>37</td>
<td>1.3%</td>
</tr>
<tr>
<td>Utica-Rome</td>
<td>34</td>
<td>2.8%</td>
</tr>
<tr>
<td>Fredonia</td>
<td>33</td>
<td>0.7%</td>
</tr>
<tr>
<td>Cortland</td>
<td>30</td>
<td>0.5%</td>
</tr>
<tr>
<td>Clinton</td>
<td>30</td>
<td>2.4%</td>
</tr>
<tr>
<td>Maritime</td>
<td>26</td>
<td>3.6%</td>
</tr>
<tr>
<td>Niagara</td>
<td>25</td>
<td>0.8%</td>
</tr>
<tr>
<td>Alfred Univ.-Corning</td>
<td>21</td>
<td>3.0%</td>
</tr>
<tr>
<td>Sullivan</td>
<td>20</td>
<td>1.8%</td>
</tr>
<tr>
<td>Farmingdale</td>
<td>14</td>
<td>0.4%</td>
</tr>
<tr>
<td>Columbia-Greene</td>
<td>9</td>
<td>1.0%</td>
</tr>
<tr>
<td>Canton</td>
<td>9</td>
<td>0.5%</td>
</tr>
<tr>
<td>Adirondack</td>
<td>9</td>
<td>0.5%</td>
</tr>
<tr>
<td>Env Sci-Forestry</td>
<td>7</td>
<td>0.6%</td>
</tr>
<tr>
<td>Finger Lakes</td>
<td>6</td>
<td>0.3%</td>
</tr>
<tr>
<td>Jefferson</td>
<td>5</td>
<td>0.3%</td>
</tr>
<tr>
<td>Cayuga</td>
<td>5</td>
<td>0.3%</td>
</tr>
<tr>
<td>Jamestown</td>
<td>4</td>
<td>0.2%</td>
</tr>
<tr>
<td>Upstate-HSC</td>
<td>3</td>
<td>1.8%</td>
</tr>
<tr>
<td>North Country</td>
<td>3</td>
<td>0.3%</td>
</tr>
<tr>
<td>Downstate-HSC</td>
<td>1</td>
<td>0.7%</td>
</tr>
<tr>
<td>Schenectady</td>
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<td>0.0%</td>
</tr>
<tr>
<td>Corning</td>
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</tr>
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</table>
Study-Abroad Students, 1995-2002

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>2,046</td>
<td>1,957</td>
<td>2,373</td>
<td>2,300</td>
<td>3,213</td>
<td>3,294</td>
<td>3,648</td>
</tr>
</tbody>
</table>
Study-Abroad Students
Summer, 2001-Spring, 2002

<table>
<thead>
<tr>
<th>Institution</th>
<th>Number</th>
<th>% of Undergraduate Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>BROCKPORT</td>
<td>419</td>
<td>6.2%</td>
</tr>
<tr>
<td>BUF. STATE</td>
<td>38</td>
<td>0.4%</td>
</tr>
<tr>
<td>CORTLAND</td>
<td>194</td>
<td>3.4%</td>
</tr>
<tr>
<td>FREDONIA</td>
<td>10</td>
<td>0.2%</td>
</tr>
<tr>
<td>GENESEO</td>
<td>21</td>
<td>0.4%</td>
</tr>
<tr>
<td>NEW PALTZ</td>
<td>311</td>
<td>5.1%</td>
</tr>
<tr>
<td>OLD</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>WESTBURY</td>
<td>6</td>
<td>0.1%</td>
</tr>
<tr>
<td>ONEONTA</td>
<td>263</td>
<td>3.8%</td>
</tr>
<tr>
<td>OSWEGO</td>
<td>168</td>
<td>3.1%</td>
</tr>
<tr>
<td>PLATTSBURGH</td>
<td>25</td>
<td>0.7%</td>
</tr>
<tr>
<td>PURCHASE</td>
<td>225</td>
<td>5.7%</td>
</tr>
</tbody>
</table>

Board of Trustees Task Force
The State University of New York
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

- Foundation / Corp.
- Individuals

- $6,511 K
- $2,600 K
- $1,615 K
- $335 K
- $1,035 K
- $659 K
- $877 K
- $555 K
- $478 K
- $728 K
- $305 K
- $349 K
- $106 K

- $1,130 K
- $3,020 K
- $3,683 K
- $2,087 K
- $1,347 K
- $1,371 K
- $772 K
- $1,073 K
- $1,116 K
- $803 K
- $1,206 K
- $314 K
- $91 K

Old Westbury
New Paltz
Empire State
Purchase
Fredonia
Plattsburgh
Potsdam
Oneonta
Geneseo
Brockport
Buffalo State
Cortland
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

- NY Privates: 93.5%
- CUNY: 88.1%
- SUNY: 95.5%
- Albany: 99.1%
- Binghamton: 96.2%
- Buffalo: 99.3%
- Stony Brook: 95.3%
- Brockport: 90.8%
- Buffalo State: 94.3%
- Cortland: 96.0%
- Fredonia: 98.6%
- Geneseo: 99.3%
- New Paltz: 94.2%
- Old Westbury: 90.2%
- Oneonta: 95.9%
- Oswego: 91.4%
- Plattsburgh: 95.3%
- Potsdam: 97.5%

1/27/04 Board of Trustees Task Force
The State University of New York
Student/Faculty Ratio

<table>
<thead>
<tr>
<th>Institution</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMP. COLLEGES</td>
<td>16.9</td>
</tr>
<tr>
<td>BROCKPORT</td>
<td>16.5</td>
</tr>
<tr>
<td>BUFFALO STATE</td>
<td>18.3</td>
</tr>
<tr>
<td>CORTLAND</td>
<td>19.3</td>
</tr>
<tr>
<td>FREDONIA</td>
<td>15.0</td>
</tr>
<tr>
<td>GENESEO</td>
<td>18.1</td>
</tr>
<tr>
<td>NEW PALTZ</td>
<td>14.1</td>
</tr>
<tr>
<td>OLD WESTBURY</td>
<td>15.5</td>
</tr>
<tr>
<td>ONEONTA</td>
<td>18.6</td>
</tr>
<tr>
<td>OSWEGO</td>
<td>19.1</td>
</tr>
<tr>
<td>PLATTSBURGH</td>
<td>16.8</td>
</tr>
<tr>
<td>POTSDAM</td>
<td>15.0</td>
</tr>
<tr>
<td>PURCHASE</td>
<td>15.4</td>
</tr>
</tbody>
</table>

National Public = 18.4
Comprehensive Colleges: BTU per Sq. Ft.

Median = 110,756
Dorm Utilization at Technology Colleges

- Utica/Rome: 81.8%
- Morrisville: 87.1%
- Maritime: 93.7%
- Farmingdale: 97.4%
- Delhi: 104.1%
- Cobleskill: 95.0%
- Canton: 101.0%
- Alfred: 89.2%
- Technology Colleges: 93.0%
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