



Chancellor

State University of New York

Albany, NY

THE SEARCH

As the world changes around us, the State University of New York (SUNY) seeks a leader who can transform higher education in New York to prepare the next generation of students to succeed in the mid-twenty-first century. SUNY seeks a Chancellor who understands that this position, because of the system size and breadth of institutional types, offers an unprecedented opportunity to be a leader in reshaping the path of higher education within and beyond the state of New York. The system, which includes AAU institutions, other major research institutions, academic medical centers, liberal arts and technical colleges, as well as community colleges, draws students from a diverse and changing set of demographic groups. These students will need to be prepared to address rapidly changing technology and dramatic social issues in this country and around the world. The SUNY system, with an all-funds budget in excess of \$13 billion and 64 campuses, provides an opportunity for a Chancellor who will, through the transformation of SUNY, reinvent all of higher education.

The Chancellor is head of the SUNY system, reporting to the 18-member Board of Trustees. The SUNY Board of Trustees seeks a visionary leader able to harness the collective energies of the SUNY institutions, transform education to match a rapidly changing society, and strategically build areas of excellence across the system, working with the nearly 500 professionals in the system's central administration and with its extended offices and campus leaders across the state to plan, execute, and develop SUNY's goals for the future.

SUNY's size and the diversity of its institutions magnify its potential for impact through education, research and scholarship, workforce development, K-12 partnerships, and job creation. In the fall of 2015, SUNY enrolled 442,940 students in credit-bearing courses, about half of them in community colleges. From a more complete perspective, in 2014-15, SUNY served nearly 1.3 million students, including nearly 600,000 in credit bearing courses and programs and nearly 700,000 through continuing education and community outreach programs. In 2014-15, the University received \$370.4 million in gifts and donations and annually receives \$900 million in sponsored research.

With nearly every New Yorker living within 30 miles of a SUNY campus, the Chancellor has a unique platform to impact research and educational quality, access, and success as well as enhance SUNY's influence on the economy and quality of life in New York State. The spectrum of SUNY's universities and colleges positions the system and its chancellor to address the challenges of the 21st century and be a leader in shaping the changes that will occur in the delivery of higher education. As the chief strategist and spokesperson for the SUNY system, the Chancellor will forge strong relationships with elected leaders, government agencies, foundations, and the private sector to develop funds as well as partnership opportunities for the benefit of SUNY students and faculty.

The Chancellor also plays an important role in ensuring the success of individual campuses through the recommendation to the Board of Campus Presidents. S/he empowers campus leaders and celebrates the distinctiveness of the campuses while identifying opportunities for common goals, shared services, and system-wide branding opportunities to increase the national and global prominence of all SUNY institutions.

A search committee reflecting the larger SUNY community representing college and university presidents, campus administrators, students, faculty, trustees, and alumni, as well as distinguished civic leaders, will review applications, screen candidates and make recommendations to the Board of Trustees for the selection of the next Chancellor.

Isaacson, Miller, a national executive search firm, has been engaged to assist with this important search. Inquiries, nominations, and applications should be directed in confidence to the firm as indicated at the end of this document.

History and Context

The State University of New York was founded in 1948 on the principles of equity and inclusion to serve those who had been turned away from other institutions for due to their race, ethnicity, and/or religion. Its commitment to these core principles continues today, and SUNY is guided by its mission to "provide the people of New York educational services of the highest quality, with the broadest possible access, fully representative of all segments of the population." SUNY initially represented a consolidation of 29 unaffiliated institutions, including 11 teachers colleges. Today, SUNY is the nation's largest comprehensive state university system, consisting of 64 colleges and universities. Each college and university within SUNY is administered by a president who builds and manages his or her own administrative team.

Of the University's four research campuses, two are AAU institutions (Stony Brook and Buffalo), one is consistently recognized by *U.S. News and World Report* as providing outstanding undergraduate education (Binghamton), and the fourth, which is located in the state capital (Albany), is deeply involved in public policy research and works closely with state government departments focused on service to the people of New York.

The other units of the University, many receiving national recognition for their excellent programs and service to students, include three specialized doctoral-degree-granting institutions, two freestanding academic health science centers, seven residential technology colleges, 13 comprehensive liberal arts colleges, and 30 community colleges. SUNY's community colleges are unique entities not only within SUNY, but across the nation. Each college is sponsored by a county, or collection of local entities, and each has its own appointed Board of Trustees that help guide the academic and financial direction of the institution. However, each college is also ultimately overseen by the greater SUNY Board of Trustees and receives funding from the State of New York, making them a collaborative effort between localities, SUNY, and the State.

In addition, the University maintains five statutory colleges¹: four at Cornell University and one at Alfred University, which began as a college of ceramics. The State University has three hospitals (each with academic medical centers) under its jurisdiction – the State University hospitals at Brooklyn, Stony Brook, and Syracuse.

During the late 1990s and early in the first decade of the 21st century, the SUNY system experienced tremendous growth, with total student enrollment increasing by more than 15 percent. Since 2008, total enrollment in the four-year campuses has held more or less steady within one percent of 220,000. Community colleges had an even more dramatic increase in the late 1990s and early 2000s, increasing enrollment by about 25 percent, but since 2010 have seen their enrollments decrease by about 10 percent as the economy has improved. The fall 2015 enrollment in the four-year campuses was 219,942, including graduate-level enrollments of more than 40,000 students. Community college enrollment in fall of 2015 was 222,998 students. System-wide retention and graduation rates have been steadily increasing and the SUNY system is planning enrollment management practices to attract additional students and provide greater access to the campuses.

In the last several years, SUNY has developed and started to implement the concept of “systemness” with a goal of better integrating the resources of the various colleges and universities into a unified system, while also recognizing the distinctiveness of individual campuses and their mission. Significant progress has been made in this direction through guaranteed seamless transfer of credits to and from all SUNY campuses. On a regional level, a growing number of research and educational programs are sharing resources from multiple institutions. Other efforts to leverage the power of a large, multi-dimensional system into a cooperative venture across a variety of institutional types have begun, including Open SUNY, the world's largest consortium for online learning with 472 online programs and 20,000 course sections. Since its launch in 2014, more than 230,000 students have enrolled in Open SUNY classes, using it to fit classes into busy schedules and accelerate their progress toward a degree.

¹ The governance of SUNY's five statutory colleges (four at Cornell University and one at Alfred University) is divided between the State University and the private host universities, Cornell University and Alfred University. Authority for the day-to-day administration of the statutory colleges vests in Cornell University and Alfred University, respectively. The State University is vested with general supervision of the statutory colleges.

Across the system, SUNY has actively supported the evolving role of diversity in higher education, including recognition of “inclusive excellence.” In support of this, SUNY created a System-wide Office of Diversity, Equity and Inclusion in 2007 and made diversity central to its strategic plan beginning in 2010.

SUNY’s research programs are a critical economic and human capital resource for New York State. In the 2014-15 fiscal year, SUNY received 193 invention disclosures, filed 244 patent applications, was awarded 70 U.S. patents, executed 47 licenses, and received over \$18 million in royalties. This year SUNY attracted nearly \$900 million in funding for 6,800 research, training, and public service projects.

New York is investing in innovations that reach the greatest number of students across the state. With more than 7,500 degree and certificate programs, SUNY, supported by its more than 90,000 employees, enrolls students each year from all 50 states and more than 170 countries. In brick-and-mortar, SUNY has invested \$6.1 billion in capital construction since 2009 to ensure students learn and faculty teach in modern, accessible facilities. The state and SUNY are also working together to tackle the pressing problem of college completion. The state recently provided SUNY with \$18 million, and through innovative budgeting and savings, the system grew the state’s investment into a \$100 million Investment and Performance Fund that was opened up to every part of the SUNY system to develop innovative efforts to increase student success.

In support of the University’s Strategic Plan, The Power of SUNY, the State University has adopted a performance system, SUNY Excels, utilizing a set of metrics to measure the achievement of goals in the strategic plan and to provide an instrument of accountability. SUNY Excels represents the University’s commitment to an ambitious set of goals moving SUNY toward continuous improvement and excellence in five key areas: access, completion, success, inquiry, and engagement. To ensure accountability, for the University system and the public, in 2015 each campus developed comprehensive Performance Improvement Plans that include a narrative about their strategic priorities as well as commitments for improvement through 2020-21 on a standard series of metrics. These plans are working documents that will be updated annually to reflect new developments and to report on progress.

Governance

The Chancellor reports to an 18 member [Board of Trustees](#), 15 of whom are appointed by the Governor, by and with consent of the New York State Senate. The president of the Student Assembly serves as the 16th voting trustee. In addition, the president of the University-wide Faculty Senate and the president of the Faculty Council of Community Colleges serve as *ex-officio* non-voting members of the Board.

SUNY shared governance groups include:

- [University Faculty Senate](#)
- [Faculty Council of Community Colleges](#)

- [SUNY Student Assembly](#)
- [Association of Council Members & College Trustees](#)
- [New York Community College Trustees](#)
- [SUNY Voices](#) – *an initiative to provide support for strengthening shared governance at the system level, at the campus level, and between and among the campuses and SUNY System Administration*

Shared governance at SUNY includes the structures and processes through which administration, faculty, professional staff, governing boards, and students participate in the development of policies and in decisions that affect the whole institution. These shared governance systems are integral to SUNY's operations, and they were included in the implementation phase of the University's strategic plan. Carried out effectively, shared governance serves as the foundation for a sustainable system of higher education that is operating at its highest potential in service to each of these groups as well as its other stakeholders in government, businesses, and communities.

FINANCE AND ADMINISTRATION

SUNY's All Funds budget for 2014–15 was \$13.3B, supported by direct General Fund dollars from the State for the 30 community colleges, 29 state-operated campuses, five statutory colleges, three teaching hospitals, and myriad university-wide programs of approximately \$1.6B, supplemented by \$8.1B in revenue either self-generated by tuition and fees, patient receipts, or local sponsor support for the 30 community colleges. The remainder of the All Funds Budget is comprised of indirect state General Fund dollars for the cost of state-operated campus benefits (\$1.3B) and debt service costs related to improvements to state owned, or related, physical assets (\$0.6B), as well as campus generated sponsored research activity (\$0.9B) and within the campus related foundations and auxiliary services corporations (\$0.8B).

In 2011, Governor Cuomo established the NYSUNY 2020 program to keep tuition increases low and predictable while providing \$470 million in additional revenue to New York's public colleges and universities. After five years of predictable tuition, New York's public four-year resident rates remain the lowest in the northeast and in the lowest quartile nationally, contributing significantly to the goal of student access to higher education. For FY2017 the state budget freezes in-state resident tuition, but allows for increases in non-resident tuition at the four University Centers by ten percent, while keeping non-resident undergraduate rates flat at all other campuses. In addition, this program has provided new capital matching grant funding for a public-private Challenge Grant Program that links higher education to economic development. Twenty-five percent of the additional revenue generated went directly to students to ensure that highest-need students continue to attend SUNY institutions tuition-free. Additional funds were used to support faculty and improve instruction.

Foundations on each campus provide the colleges and universities with a mechanism for receiving and managing gifts for the purpose of advancing the welfare and development of the campus. The value of the endowments held by foundations system-wide at the end of FY2015 was \$2.8 billion. Most development activities are handled individually on the campuses with the expectation that philanthropic gifts are generally raised in support of individual campuses. In recent years the Chancellor's role in seeking private financial support has expanded beyond providing overall leadership and support. The Chancellor increasingly seeks large gifts and grants that support systemwide activities that are unlikely to be provided for an individual campus. The funds raised by the Chancellor are intended for support of across-the-system activities on the campuses. In 2011 SUNY launched a \$5 billion system-wide capital campaign. The University expects to meet the halfway mark in the next year and a half.

Administratively and financially the State University is subject to many of the same rules and regulations governing New York State agencies. The Board of Trustees and SUNY employees are bound by many provisions of state law and reporting requirements. Collective bargaining contracts for state-operated campuses are negotiated by the Governor's Office of Employee Relations (GOER) and require approval by the Legislature. Community colleges' financial transactions, purchasing, contracting and payroll, and collective bargaining are done locally at the campus or county level, subject to applicable state regulations and audits by the State Comptroller.

OPPORTUNITIES AND CHALLENGES

The State University of New York has tremendous opportunities to make major advances. SUNY will use to its advantage its position as a truly unified system of higher education, encompassing major research institutions, statutory colleges, comprehensive universities, community colleges, and technical institutions. The Chancellor will be expected to play a major role in planning, leading, executing, and communicating the goals of excellence in SUNY's educational and research programs and in its contributions to the economy and the quality of life in the State of New York.

The new Chancellor will be expected to address the following as priorities among the many issues a broad and diverse system faces:

Lead the SUNY System in meeting 21st century education and economic challenges

To aid in fulfilling SUNY's aspirations, the system seeks a leader of vision who understands the major changes facing American higher education in the next decade. The next Chancellor will bring an ability to anticipate change and prepare the system, and the institutions within it, to thrive in a rapidly changing environment in which many universities have merely survived. The breadth and diversity of the SUNY system could position it to be a national model in innovative education, research, scholarship, and economic development.

While serving as a change agent to lead SUNY through the disruption and reconfiguration higher education faces, the Chancellor must fully appreciate and balance SUNY's many institutions with varied missions to leverage one another's strengths to enable SUNY to fully contribute to the state and the nation.

Continue SUNY's positive trajectory and increased visibility in New York and the nation, and strengthen its institutions to lead the system toward a position of preeminence among systems of national and regional colleges and universities.

SUNY anticipates that its next Chancellor will build upon the momentum that it has developed over the last several years utilizing the concept of "systemness." SUNY has set directions and goals that will enable its individual campuses, and the University as a whole, to be a major leader in the development of knowledge, and in offering a high-quality education to its students as it gains recognition as a preeminent institution of higher education.

The Chancellor, working with campus presidents, will create opportunities for system-level initiatives that could not exist solely at the campus level to leverage programs, better prepare students, support innovation by faculty, and foster the growth of quality programs of research and scholarship. By combining the distinctive strengths of individual campuses with collaboration across campuses, SUNY will contribute to the development of the workforce, the attraction of industry, the understanding and reduction of social ills, and the promotion of arts and culture throughout the state. The System will focus specifically on areas that will contribute to building economic strength in portions of the state that have been particularly hard-hit economically and are prepared to move from an industrial economy to a knowledge economy.

Communicate effectively with trustees, policymakers, and national higher education leaders while serving as the public face of the University.

The Chancellor will work with legislative and gubernatorial leadership to obtain the resources needed to build academic excellence and raise SUNY's profile as a leader in higher education nationally and internationally. It is also critical that key policy leaders in New York, particularly the governor and state legislators, are educated and made aware of the accomplishments of the System and its campuses and their contributions to the state.

The Chancellor will be the key communicator of academic values throughout the SUNY System and to the state's residents - promoting an atmosphere and attitude that supports academic quality. Recognizing the different missions of institutions within the University system, the Chancellor will encourage the constituent parts of the University to be mutually supportive in achieving this goal.

The next Chancellor will also work to establish relationships with national higher education associations, foundations, corporations, and business organizations that focus on education. Further, the Chancellor will advocate for higher education generally, as well as the SUNY system specifically, in both Congress and important federal funding agencies.

The Chancellor will partner closely with the SUNY Board of Trustees and shared governance organizations, communicating with them about key innovations to ensure that the direction of the system and its initiatives align with policy goals and prepare the system for challenges and trends in higher education nationally.

Develop a system-wide enrollment management strategy that will increase access to higher education, address demographic change within the state, foster student success, and explore new revenue streams.

A commitment to diversity and equity was a primary factor in SUNY's founding in 1948. The SUNY system came to be, in large part, to serve those who had been turned away from private institutions due to their race, ethnicity, and/or religion. SUNY's statutory mission statement specifically states that the University's educational services will be provided with the "broadest possible access, fully representative of all segments of the population."

In fulfillment of this core mission, in 2015 SUNY created an aggressive diversity, equity, and inclusion policy following the recommendations of a system-wide Diversity Task Force. The policy set clear goals, aspiring and taking decisive action to make the State University of New York the most inclusive state university system in the country.

In striving to meet this goal, SUNY is fortunate to have an unparalleled variety of campuses and programs. Retaining the ability of each campus to select its students, the System should develop a plan for reaching out to potential students, both within New York and beyond the state's boundaries, to inform them of the strengths of its campuses. The enrollment management strategy should go beyond admissions and explore data analytics to enable early identification of students at risk and provide mechanisms that will enhance the chances of enrolled students being successful in the completion of their studies. The challenge to the System is to ensure that all students who reach its campuses have a high probability of achieving success. The Chancellor will be expected to provide leadership and advance expectations throughout the System for the development and delivery of necessary support mechanisms to promote the success of students. While the primary goal of enrollment management is student success, a strong secondary goal should be enabling each campus to function at full capacity and to enhance its revenue streams through attraction and retention of students and balancing its programs.

Encourage the growth of research, including externally funded research, in the system and, where appropriate, the transfer of intellectual property to aid the expansion of the economy in the state and beyond.

SUNY has several highly active research universities and medical centers within the system and many faculty at its other institutions who conduct research programs. These research programs should be encouraged to cooperate where cognate programs across campuses could leverage support for growth, increasing the significance of the research and scholarship. Collectively, these efforts will expand new knowledge, increase creativity in the visual and performing arts, enhance understanding in the humanities and social sciences, and contribute to an understanding of society and the physical world.

SUNY reflects both the land-grant mission reborn and a reputation for embracing new thinking and brighter ideals. Where appropriate, the system wishes to encourage faculty groups to compete for major funding. The Chancellor's office is uniquely positioned to work with campus leaders to explore building research teams that cross campuses to conduct high-quality research and obtain major-funded research centers. System-level research leadership, working closely with the campuses, can inspire others to foster a culture of cooperation across multiple campuses in the research enterprise.

The Chancellor's office can also assist in the development of partnerships for the translation of research and innovation in the marketplace and align SUNY with a broad range of industry partners. The challenge is to develop a strong and trusted research office at the system level to assist in the growth of outstanding relationships between the campuses and the leaders of major corporations. If successful, the next Chancellor will expand public/private partnerships to generate funding; support technological development and commercialization; and engage SUNY and its campuses in assisting economic development while informing New York's citizens and creating revitalized communities.

Encourage the exploration, development, and utilization of data analytics in decision making and in setting strategic direction on campuses and in SUNY's central administration.

The Chancellor's office can facilitate the building and utilization of large datasets to analyze potential approaches to make decisions about future actions, assess where change may be needed, and improve direction. Many institutions across the country are at the early stages of generating and intelligently using "big data" to inform enrollment, to make early interventions of students at risk, and to cultivate decisions about investment of resources to develop faculty and disciplinary strengths. In a system as large and diverse as the State University of New York, it is especially important and relevant to utilize the full potential of this emerging tool.

Employ the size and breadth of the SUNY system to appeal to large donors who can impact multiple campuses and programs, using the System as a laboratory to explore educational innovation in a variety of settings.

New York is fortunate to host many significant businesses, influential foundations, and individuals with large wealth and considerable generosity. Many of these currently support research, scholarship, internships, and programs on individual SUNY campuses. The Chancellor should be prepared to aid campus presidents as they continue to develop these positive relationships. The system also has the potential to foster relationships that go beyond campus-based ventures to attract and support system-wide goals. It is important for the next Chancellor to identify appropriate meta-campus goals, develop relationships with potential benefactors, and, involving the appropriate campus leaders, work together on system-level goals that will enhance the reputation and visibility of SUNY.

Bring new and diversified revenue streams to the State University of New York to enable the System to pursue its strategic mission while remaining accessible to all New Yorkers.

Even the most robust of today's public institutions rely on revenue sources beyond tuition and state support. The Chancellor will lead efforts at both the central office and, working with campus presidents, on the individual campuses to diversify and significantly increase revenue streams in order to support the strengthening of human capital, the enhancement of research, and the modernization of physical plant and facilities to ensure educational access for all students. New revenue streams are critical to maintaining affordability for students and their families. This will require an entrepreneurial approach to generate new funding for the campuses, the development of partnerships with industry in the state and regionally, as well as the development of philanthropic relationships.

Provide strong leadership and execute an organizational structure with systems and staffing to support SUNY's enhancement.

In addition to recruiting and maintaining strong presidential leadership on the SUNY campuses, the Chancellor will be expected to develop and implement a well defined, strong, and appropriate administrative structure in the Central Offices. The Chancellor will ensure the effective management of the System by promoting a culture of accountability among top officers in the System Office that will cascade to the campus CEOs, and through them, to leaders on the campuses.

QUALIFICATIONS AND EXPERIENCE

Candidates for Chancellor of the State University of New York should have an understanding of the complex nature of a large and decentralized organization, the political savvy to work with a range of public policy and governmental leaders, and an appreciation of the entire spectrum of higher education, including community colleges, technical and specialized colleges, comprehensive colleges, and research universities.

While no one candidate will possess all of them, the successful candidate will bring many of the following qualifications and attributes:

- A strategic and visionary thinker with an in-depth knowledge of issues confronting higher education today and an ability to forecast and prepare for those to come. This should be coupled with the organizational ability to ensure that strategic directions are effectively implemented and goals are achieved.
- A proven and impressive track record as a leader of a complex organization with the ability to build a team, motivate them, help them develop, and to hold them accountable for the achievement of agreed upon organizational objectives.
- The ability to balance the multiple needs of a large public organization including management, advocacy, and being a very visible and present public face.
- The experience of building consensus among multiple constituencies with a wide range of priorities and the proven ability to lead by means of collaboration and mutual respect.
- Broad and deep knowledge about and a demonstrated history and commitment to diversity within the entire university community.
- A demonstrated passion for and commitment to quality public higher education and the ability to create a presence for the university through communicating its outstanding academic quality.
- Experience working effectively with elected and appointed officials of all political persuasions, as well as leaders in business and civil society.
- Demonstrated ability to effectively seek resources from corporate, foundation, and private donors in support of the goals of the university.
- Credentials and experience befitting the stature of a chancellor of a world class university system.

Personal Attributes:

- Excellent verbal communication and interpersonal skills
- Integrity
- Ability to inspire confidence
- Ability to listen and learn from others
- Tact, diplomacy, and demonstrated ability to manage relationships with high-level public and private leaders

- A deep commitment to the multi-faceted mission of the State University of New York
- Resilience and stamina for the task at hand, personal grace in dealing with a broad spectrum of personalities, and good humor in leading the day-to-day work of the university system

TO APPLY

SUNY has engaged Isaacson, Miller, a national executive search firm, to assist with this search. Confidential inquiries, nominations, and applications should be directed through the Isaacson, Miller website at

www.imsearch.com/5920

**The search is being led by:
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