Closures, Consolidations & Expansions of Major Functions & Campuses

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President, SUNY Delhi
Officer in Charge, SUNY Cobleskill
A Little History

- Young, large system
- Small campuses with 100 year histories
- Early 90’s – state budget shortfall; closure rumors
- 1995 – “Rethinking SUNY” encourages strategic alliances
University Colleges of Technology

- Created in response to “Rethinking SUNY”
- Increased awareness of smaller campuses
- Set stage for enrollment increases through addition of baccalaureate programs
- Failed to achieve operational efficiencies
  - SUNY incentivized mutual projects (EM, alumni)
  - Competitive presidents did not “buy in”
SUNY Systemness

- Chancellor: new approach to small campuses needed
- SUNY as model for Governor’s mandate for efficiencies
- Can’t disagree with goal: “Reduce admin. costs, invest in academics, students”
Shared Services

- Shared presidents provide leadership, ensure “buy in”
- Maintain campus identity
- Flexibility to create organizational models to achieve goals
Joint Cabinet

- Special Opportunities:
  - Failed presidency - Cobleskill
  - CFO changes - both campuses
  - Enrollment Dean retires - Delhi

- Retreat – develop admin. structures to support both campuses

- Opportunities/Challenges

- Conclusion: significant support needed at Cobleskill
Joint Cabinet Team

- Provost/COO & Student Life VP at each campus
- Shared VP’s
  - Business & Finance
  - College Advancement
  - College Relations
  - Operations (HR, Facilities, IT)
- Each Cabinet meets weekly
- Shared VP’s at both 2-3 days
Early Wins

- Savings
- Best Practices
- Shared Expertise
- SUNY alignment – Counsel & SCF
## Initial Savings

<table>
<thead>
<tr>
<th></th>
<th>Salary</th>
<th>Cobleskill</th>
<th>Delhi</th>
</tr>
</thead>
<tbody>
<tr>
<td>C. Vancko</td>
<td>249,000</td>
<td>124,500</td>
<td>(124,500)</td>
</tr>
<tr>
<td>D. Zingale</td>
<td>195,000</td>
<td>(70,500)</td>
<td>(124,500)</td>
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<tr>
<td>Cabinet</td>
<td>848,398</td>
<td>(27,500)</td>
<td>(342,898)</td>
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<td>Admin. Adds</td>
<td></td>
<td></td>
<td>28,700</td>
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<tr>
<td>Add’l Coby Savings</td>
<td></td>
<td>(80,000)</td>
<td>(37,000)</td>
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<tr>
<td>Add’l Coby Revenue</td>
<td></td>
<td>7,700</td>
<td>(533,098)</td>
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<tr>
<td>Totals</td>
<td></td>
<td>(185,700)</td>
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</table>
Big Wins

- **IT**
  - > bandwidth; $40k savings each
  - Joint IT procurement position

- **Facilities**
  - In house capital crew saves time, money

- **HR**
  - Centralized employment, background cks.

- **Enrollment**
  - Shared AVP - EM
More Big Wins

- Business
  - EMR
  - Regional procurement pilot
- College Relations & Advancement
  - Joint webmaster
  - Internal communications - Coby
  - Restructured Alumni Assoc. - Delhi
- Grants & Sponsored Research
  - Shared Director, new shared asst.
Next Steps

- Academic program alignment
- Enhance online offerings
- Increase retention/graduation rates
- Increase student mobility
- Build on successes
Challenges

- Different cultures
  - Campus buy in
- Middle States Standard 5
- System issues
  - Payroll/shared expenses
  - Collective bargaining
- Administrative productivity
More Challenges

- Changing role of the president
  - Public face
  - Fund raising
  - Students
What’s ahead?

- Imbedding shared services
- Campus leadership
- Academic program alignment
- Enhanced student outcomes