The State University of New York is committed to the concept of Systemness, believing that study, reflection and experimentation of higher education management is at the core of SUNY's mission and history.

In this session we will explore selected examples of Systemness past, present and future.
Introductions

• **David King**, Dean of Graduate Studies and Research SUNY Oswego and Director, SUNY Professional Science Master’s Consortium

• **Brian Hutzley**, Vice Chancellor for Financial Services & CFO SUNY System Administration

• **Timothy Killeen**, President Research Foundation & Vice Chancellor for Research SUNY System Administration
SUNY Smart Track
Class of 2011

- Nationally, the average student borrowed $26,600 to earn a 4 year degree
- Unemployment for recent graduates at 8.8%
- More graduates being considered underemployed than in recent years
- **National average Default Rate is 13.4%**
  - Average for 4 year publics is 7.9%,
  - Average for 2 year publics is 18.3%
Access, Affordability, and Attainment

Increasing student financial aid and enhancing transparency around college affordability information

“By 2020, America will once again have the highest proportion of college graduates in the world... So tonight I ask every American to commit to at least one year or more of higher education or career training... every American will need to get more than a high school diploma.”

President Barack Obama

“Having easy-to-understand information will help students and families make smarter decisions about higher education. We don’t want students and families taking on more debt than they need. We don’t want them defaulting. Worst of all, we don’t want them deciding they cannot afford college.”

Arne Duncan, U.S. Secretary of Education

“On behalf of our students and their families, we simply must do a better job to ensure that college costs are transparent, financial aid opportunities are outlined clearly and comprehensively, and students are only borrowing what they need and what they can afford... Smart Track puts SUNY on pace to lead the nation in reducing student debt and creating a more financially sound future for our students and alumni.”

SUNY Chancellor Nancy Zimpher
The Reality
Knowledge and Data Gaps
The Reality

• Confused by the process
• Don’t understand their rights and responsibilities as a student loan borrower
• Campuses are challenged to provide educational resources that were previously provided by the lending institutions and banks prior to the transition to Direct Loans
• Lack of accurate and timely information leads to unnecessary borrowing
• Confusion could lead to delinquency or default
Vision

• All students attending a SUNY campus should have the same resources in making important financing choices
• No campus should have to deal with the issue of student delinquency and default on their own
• Attacking a campus-wide issue as a System will provide greater results
Approaching the default problem as a System

Extensive research on default prevention begins at System Administration

Established contact with federal servicer and U.S. Department of Education
• U.S. Department of Education staff from Federal Student Aid (FSA) - discuss default prevention
• Federal data shows characteristics of a student who is likely to default
• Discuss data driven approach to developing a default prevention plan
• Letter to SUNY Presidents
• Identify the default problem
• Invitation to a meeting with U. S. Department of Education
• Letter urging participation of staff from a variety of campus offices including academic affairs, financial aid, registrar, bursar, student affairs.
Kick off meeting is held at SUNY Plaza

FSA staff including Sue O’Flaherty, Deputy Director of FSA

Project team meets to discuss the use of data to identify students most at risk of default and how to provide interventions on campus to increase student retention and prevent default

Campus representatives meet with FSA staff to discuss change to cohort calculation and data driven default prevention
Establish a cross functional project team
- Financial Aid
- Provost’s
- University Life
- Academic Affairs
- Information Technology
- Institutional Research
- Diversity Affairs

Default prevention is not just a financial aid problem but a campus wide concern.
Resources

- Project Manager assigned to assist in program development
- Community College Task Force established
- Sub Committees created
  - student engagement
  - financial literacy
  - delinquency/default resolution
- Pilots (3 community, 3 State Operated)
Collaboration

- Continued involvement by campus staff ensures buy in and interest
- Campus expertise is invaluable
- Organized and consistent contact with campuses is crucial
- Support from System Administration is needed to organize the overall effort
• A comprehensive review of campus website and other campus related materials is conducted and this, along with information shared during the campus visit, is used to develop an initial communication plan
• Communication Plan is reviewed, edited by campus personnel
• SUNY Marketing and Communication Teams Engaged
Change Leadership

Create a Sense of Urgency - Open and honest dialogue about the need for change needs to occur

Create a Vision for Change - an overall vision that people can grasp easily and remember

Form a Powerful Coalition - ensure that you have a good mix of people from different departments and different levels within your company

Communicate the Vision - Talk often about your change vision. Openly and honestly
Remove Obstacles - Create a structure for change, provide resources

Create Short-term Wins - Nothing motivates more than success. Create short-term targets that are achievable

Build on the Change – Build on the momentum, drive continuous improvement, keep ideas fresh

Anchor the Changes in the Organizational Culture - Talk about progress every chance you get. Tell success stories about the change process
The Solution
Smart Track
An innovative and transparent system wide approach to promote awareness and understanding regarding college choice, college financing options and responsible loan borrowing

Standard award letters, education and financial literacy and on going student engagement is the formula for SUNY students to achieve success!
### Estimated Costs in the 2013/14 Academic Year (Subject to Legislative Changes)

**Estimated Cost of Attendance**

<table>
<thead>
<tr>
<th>Item</th>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and fees</td>
<td>6,593</td>
<td></td>
<td></td>
<td>6,593</td>
</tr>
<tr>
<td>Housing and meals (on-campus resident)</td>
<td></td>
<td></td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>Estimated books and supplies</td>
<td>14,400</td>
<td>1,200</td>
<td>0</td>
<td>15,600</td>
</tr>
<tr>
<td>Estimated transportation</td>
<td>0</td>
<td>600</td>
<td>0</td>
<td>600</td>
</tr>
<tr>
<td>Estimated other educational costs</td>
<td>0</td>
<td>450</td>
<td>0</td>
<td>450</td>
</tr>
</tbody>
</table>

Costs will vary based on enrollment status.

### Grants and Scholarships Offered – Estimated Gift Aid

(No repayment needed; aid is subject to change based upon verification, enrollment confirmation, and legislative changes)

**Total Grants and Scholarships (No repayment needed)**

<table>
<thead>
<tr>
<th>Source</th>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institutional (SUNY school) Grant</td>
<td>600</td>
<td>600</td>
<td>0</td>
<td>1,200</td>
</tr>
<tr>
<td>Federal Pell Grant</td>
<td>1,750</td>
<td>1,750</td>
<td>0</td>
<td>3,500</td>
</tr>
<tr>
<td>TAP</td>
<td>1,110</td>
<td>1,110</td>
<td>0</td>
<td>2,220</td>
</tr>
<tr>
<td>SEOG</td>
<td>250</td>
<td>250</td>
<td>0</td>
<td>500</td>
</tr>
<tr>
<td>SUNY Tuition Credit</td>
<td>75</td>
<td>75</td>
<td>0</td>
<td>150</td>
</tr>
<tr>
<td>Other scholarships</td>
<td>100</td>
<td>100</td>
<td>0</td>
<td>200</td>
</tr>
</tbody>
</table>

### Estimated Remaining Cost after Grants and Scholarships

**Net Cost**

Cost of attendance minus total grants and scholarships

<table>
<thead>
<tr>
<th>Source</th>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>15,673</td>
</tr>
</tbody>
</table>
New SUNY Award Letter – A standard format for presenting financial aid offerings at a campus while also displaying campus-specific graduation rates, default rates, and the median student loan debt of the campus’ students.

Student Loan Center Expansion – The Center will be expanded to serve all SUNY campuses and provide additional services to support SUNY Smart Track. Currently used exclusively by SUNY’s state-operated campuses, the SUNY Student Loan Center provides only Perkins Loan servicing for students and their families.

Early Engagement – Data-driven early-warning initiative that will use SUNY enrollment and federal student loan data to identify the root causes of loan default enable campuses to “flag” students who possess a high risk.

SUNY Smart Track Website – SUNY’s financial literacy resources will be made available at a central online hub that will be a one-stop resource for borrowers to answer questions and offer advice to students and families they move through the financial aid process.

Net Price Calculator – The Net Price Calculator enables prospective students to calculate the net costs of the attendance at any SUNY school by providing tuition, room and board costs, and fees for all campuses.