

## Faculty Governance meeting

Those in attendance: Ted Endreny, Greg Boyer, Greg McGee, Chris Whipps, Jacqui Frair, John Farrell, John Waisel, Bruce Bongarten, Joe Rufo, Q. Wheeler, Bob French, Steve Weiter, Brian Boothroyd, Jack Manno, Doug Daley, Lindy Quackenbush, Val Luzadis, Anne Lombard, JoAnn Ellis, Jessica Clemons, Kim Schultz, David Sonnenfield, Beth Folta, Bob Davis, Neil R., Isreal Cabasso, Ted Dibble, Claire Dunn, Brenda Greenfield, Mike Kelleher, Teresa Selfa, Gary Scott, Terry Ettinger, David Newman, Chuck Spuches, John Wagner, Tristan Brown, Sean Cleveland, Richard Hawkes, Isabella Fernandez, Jamie Vanucchi, Philippe Vidon, Elizabeth Vidon, Andrea Parker, Eileen Baldassarre, Emily Gleason, Mary Triano, Laura Crandall, Colin Beier, Tim Volk, Paul Otteson, Whitney Lash, John Turbeville, Neal Abrams, Larry Abrahamson, Tom Amidon, Janine DiBaise, Ruth Owens, Laura Rickard, Jane Verestock, Ken Tiss, John Hasset, Biljana Bujanovic, Doug Morrison, Bob Malm., Giorgos Mountrakis, Robert Meyers, Lee Newman, Kevin Reynolds, Gord Patterson, Martin Dovciak, Shannon Farrell, Eddie Bevilacqua, Susan Dieterlan, Karen Moore, Mark Teece, Shijie Liu, Suzette Vandenberg, Ann Moore, Klaus Doelle, Bill Powell, Chuck Maynard, Susan Sanford, Benette Whitmore, Scott Blair, Yu Ming, Jonathan Cohen, Nazri Abde-Aziz, John Stella

USA - PJ Connell, GSA - Scott Bergey

### **Executive Chair's Opening Remarks**

The Executive Committee has asked Dr. Wheeler to speak today about the budget situation as it has been unfolding. My guess is that none of you will be surprised to learn of the problems that we face in our current business model. Quite simply our income falls short of our expenditures and without some drastic and significant changes, we will expend our reserves within a few years. In an institution where almost 80% of our costs are people, that's scary. In a world where institutions across the board are finding themselves in similar financial crises, programs are being cut and tenured faculty are finding themselves on the job market. Just a few exits West on the Thruway, for example, the speech pathology program at Geneseo was cut and tenured faculty let go as recently as three years ago. While I'm sure there are more current examples, this one is particularly cogent because it was done without faculty input. The current higher education business model, not just ours, isn't working anymore. Faced with eroding public financial support, tuition levels reaching unrealistically high levels while trust in higher education is reaching all time lows, and with a changing student demographic and a rising cost of operation, Colleges and Universities around the world are searching almost desperately for new revenue streams. ESF must join this search and embrace change.

Over the next few weeks we will be asked as a campus to engage in a strategic planning process. I am looking forward to hearing Dr. Wheeler speak about the process today and how he and the Executive Cabinet plan to include all of us in the generation and refinement of ideas. As the process unfolds, I would ask you to engage with it, to ask questions and to always keep in the back of your mind – how will doing this make us more sustainable? I would ask you to

provide a diversity of ideas, of thoughts, of opinions. To truly listen to each other and as Harvard's Noted Leadership Professor John Kotter would encourage, "think creatively so that we can act boldly!"

As your elected leader, I would be remiss however if I didn't tell you that I'm worried. I'm worried about making changes of the magnitude needed and what will happen if we choose the wrong path. A member of the Executive Committee voiced a concern that's been nagging at me for a while – what if we choose a pathway, or a set of questions and they are wrong, unlike comprehensive colleges, we don't have the depth in other areas to absorb an error. Further, although I know why we need to make decisions quickly and formulate a pathway for change, I'm worried that in our haste to make the bottom-line, that some of the more slowly percolating ideas won't surface and opportunities will be overlooked. I'm worried about how to make sure the diversity of ideas are truly considered and we all have an opportunity to provide insight and to impact the directions we take as a College. As your advocate, I'm worried I won't be able to ensure others hear your voices above the fear and anxiety of the budget crisis or management's own ideas. I think, however I am most worried about not changing, of not embracing the challenge of change and of being unable to change. A wise ex-president once told me that an organization isn't healthy if it's not growing, I would add to that, an organization is not healthy if it's not evolving and changing. As I see it, complacency is not an option, we need to change, to grow revenue and we need to do it with a true sense of urgency, a "want-to" attitude and a "determination to move and win."

So as the planning process unfolds and we begin to generate and refine ideas, let us work together as a community to find the best path forward for ESF – not the best path for us as individuals, or our department in particular, but for ESF. We need a cultural shift! As academics, and particularly, as highly –active, research-focused academics, we're mini-corporations unto ourselves where success is measured in how much grant money WE get as individuals, how many publications we individually publish, how well the little microcosm we manage every day is doing. To be competitive and to survive, we, as a community of scholars, need to embrace a different business model, where we are in it for the good of the company not for the good of our individual research and teaching programs: A model where success is based upon our College's sustainability.

We are posed at a cross-road – one road that is business as usual - while the other road is unknown and perhaps a little scary but where great rewards may be found.

*"Two roads diverged in a wood, and I –  
I took the one less traveled by,  
And that has made all the difference." (Robert Frost)*

To survive, we must find and take the road less traveled by...let's do it together and it just might be less scary.

It is my pleasure to introduce our newly installed and truly official, President, Dr. Quentin Wheeler!

### ***President Wheeler***

We are at a fork at a road (the status quo road is short and ends at a cliff) – we have to create another path.

Meeting this morning on Multicultural Affairs position – this is a delay, it isn't alone (10 in line) until we figure out how to stop leaks in the budget, also wants to reexamine the job description and making sure the position is also for recruitment and outreach (the previous job descry did not cover all of this).

Yesterday – good news that we got 20M from SUNY to create the Water Research center.

Pulled the plug on the SU land swap for the ARB (losing \$58K/mo and would have lost another year at that rate). Range of options, including Block D, but also adding to Illick, taking up the quad.

Having conversations with SU on our shared services.

Retirement option to get people to retire.

Discussion and planning sessions will be posted for conversations on how we can figure out how to save ESF.

State supper/tuition – 94% of revenue – lost 5.3 million (12% of total revenues, 20% of state support)

Labor, utilities & SU shared is 81% of expenditures

ESF is 60% dependent on state revenues and is disproportionally vulnerable to reductions

The decreases in

Increases in tuition ends in 15/16 and will reduce income

Reductions in support have created this gap – we absolutely have to

This year, 14/15, we will exhaust our reserves – if we don't take steps, we have no safety net after next summer. We have to reduce this by 1 million this year (0.5 M in cuts, 0.5 M in revenues). If we do nothing, we are out of business in 18/19. This has to be addressed.

**Revenue** – Grow enrollment and increase out of state students.

ESF Foundation to provide \$

Construct ESF Dining hall – cut students costs for food at SU

Increase timber harvest

Convince SUNY that we should have same tuition costs as SUNY centers

**Expenses** – Hiring chill, delay filling vacancies, retirement incentives, program realignment

Close some northern properties in winter

Reduce costs of SU accessory instruction (which is actually really low) and student services contracts.

We have to take major steps to remain fiscally sustainable for the long term.

## Strategic Plan

We need to dream big, we need to think about how we can be unique and different.

Retreats have been held to pound out the process on how to best do this, but it starts now.

Trying to minimize faculty time (without adding to their already considerable load), so making it efficient.

First phase (Visioning) is starting now, with the conversations (9/24 and 10/1) and web input being an open process. 10/15 first draft report and share with board of trustees, AC, FEC.

Second phase (Prioritization) – winnowing down all the input to 5 big ideas, Mentoring colloquium day would contribute to this.

Third phase (Strategies and Goals)

See PPT for details on dates and goals...

### Big Questions:

What learning objectives and experience should be common to ESF students, without regard to major, in order to prepare them for environmental leadership. This will be handed off to the faculty and staff and make it happen.

How should ESF engage with its communities to better them and build

What are the “right” questions for ESF? – Topics

What are the greatest problems facing science, society and the rest of the world?

Which one is the one ESF should target? Others universities may be better positioned to do this, we shouldn't pursue things we can't do well.

Do away with all academic departments and reorganize collaboratively around the big questions or status quo.

How can ESF improve public science literacy and contribute to a diverse future workforce?

How can ESF create a unique brand and maximize its visibility and reputation? We have to be highly visible in order to attract funding.

David S. – how do people give input? Open community sessions, for UG, grads, faculty, staff. Website as well.

Family Medical Leave and Stop the Clock policy – writing down the unwritten rule

Increases transparency, removes stigmatization, reduces biases

Gender neutral – both males and females can do this

SUNY BOT – change to qualified rank, reduce salary by X% and/or take leave without pay

Call for questions...

Phillipe – Assist Prof going up, would work count if they got papers published during their “leave” – yes. The body of work is not

David S. – What is the ?

Steve -

Neal A. – It does look funny to go from AP to Adjunct?

Kelley – this is a SUNY BOT matter, that she's hoping to take up and try to change.

Steve called the question – all who recommend?

Unanimous voice vote – no nays, no abstentions

**New faculty member introductions.**

**Curriculum Committee – Doug Daley**

Provided deadlines and next meeting date (10/15) – go to website for information.

**Committee on Research – Philippe Vidon**

McIntire-Stennis RFP out

**SUNY Chancellor's Awards – Richard Hawks**

Nominations are due

Next meeting 10/29...