

Academic Governance October 20, 2015

In attendance:

Faculty: Neal Abrams, Susan Anagnost, Colin Beier, Eddie Bevilacqua, Greg Boyer, Russ Briggs, Mary Bryant, Biljana Bujanovic, Paul Caluwe, John Castello, Mary Collins, Janine Debaise, Ted Dibble, Kelley Donaghy, Mark Driscoll, Joanne Ellis, Ted Endreny, Melissa Fierke, Marie Odile Fortier, Richard Hawks, Paul Hirsch, Ivan Ivanov, Dawnelle Jager, Doug Johnston, Mike Kelleher, David Kieber, Val Luzadis, Bob Malmsheimer, Jack Manno, Huiting Mao, Greg McGee, Tom McGrath, Bob Meyer, Anthony Miller, Sharon Moran, Doug Morrison, David Newman, Ruth Owens, Andrea Parker, Gordon Paterson, Dayton Reuter, Kim Schulz, Gary Scott, Bill Smith, David Sonnenfeld, Art Stipanovic, Steven Teale, Mark Teece, Kenneth Tiss, Scot Turner, Kurt Stavenhagen, Elizabeth Vidon, Philippe Vidon, Sarah Vonhoff, Chris Whipps, Ruth Yanai
Professional Staff: Ray Applyby, Brian Boothroyd, Debbie Caviness, Laura Crandall, Danette Desimone, Casey Duffy, Claire Dunn, Terry Ettinger, Kevin Guerin, Mark Hill, Rebecca Hilts, David Kiemle, Christine Langlois, Pattie Mayette, Michele McNeill, Karen Moore, Brandon Murphy, Wendy Osborne, Dana Piwinski, Aaron Rounds, Katherina Searing, John Turbeville, Suzette Vandeburg, John View,
Management Confidential: Lisa Campagna, Maureen Fellows, Bob French, Beverly Gracz, Brenda Greenfield, Tom LeRoy, Mark Lichtenstein, Anne Lombard, Gary Peden, Neil Ringler, Joe Rufo, Scot Shannon, Bill Shields, Chuck Spuches, Quentin Wheeler
Students: Terrance Caviness, Margaret Foley, Jordan C'Dealva-Lenik, Erika Sykes, Denali Trimble, Samantha McVey, Ben Taylor, Makayla Comas, Emily Artruc, Nathan Sleight, Scot Bergey, Alex Poisson, Tyler Shields, Eugene Law

Welcome: UFS President Peter Nefer

Minutes accepted.

Overview:

Strategic plan overview and reference to e-mail on this topic today.

Chronology of what has happened since the last meeting. Overview of what a Visitation means from SUNY for a campus mediation.

“Good afternoon and welcome to the 1st business meeting of Academic Governance for the 2015-2016 Academic year. I would like to take a moment to welcome my guest, Dr. Peter Knuepfer the University Faculty Senate President. In addition to being Senate President, Dr. Knuepfer is also an Associate Professor of Geological Sciences and Director of the Environmental Studies Program at Binghamton University. As UFS President, Pete tours each campus every other year, and meets with either the Executive Committee of the Governance body or as in today's case, attends a meeting of the body. Welcome President Knuepfer.

I posted the minutes from the September 23rd Open Forum, yesterday. Are there any corrections? May I have a motion to accept the minutes?

The last time we came together you asked for several additional pieces of information, I want to call your attention to them, one was the Bruce Mau Report which can now be found on the faculty/staff portal and has been shared with our student members. Additionally, the 9/15 draft of the strategic planning document was made available as well. I hope you've seen this morning's email from the strategic planning committee, I'll be happy to answer questions or defer them to the other members of the committee when we get to that on the agenda, as you probably noted, the committee has set aside this draft but will use it as one of many resources as they move forward.

Most importantly, at the end of the September 23rd, open forum, I indicated that I would ask SUNY for their advice and assistance. That advice came from UFS President Peter Knuepfer; UFS has a set of Campus Consultation and Visitation Procedures designed to address and find resolution to conflicts between parties on an academic campus. A Visitation process can be invoked when there is serious conflict that may result in a vote of no confidence; I believe

that what I heard at the Open Forum last month, although somewhat unclear about how widespread, would be considered a serious conflict. What follows is a chronology of what has happened in the last month.

The UFS President provided the Consultation and Visitation procedures to the President, the Interim Provost and myself on the evening of Sunday, September 27th. The Visitation Process would engage members of the UFS with several people from SUNY system administration. This visitation team would be charged with making inquiries into the conflict, working with the President and Campus Governance Leader and ultimately preparing a report, which would include suggestions and recommendations to the local governance body and administration. To begin the process a joint request, from the campus governance leader (in our case the Executive Chair) and the President, is made to the President of the UFS asking for assistance. Quentin and I spoke at length about this process over the next several days, and then resolved to bring it to our respective advisors; in my case the Executive Committee and in his, Chancellor Zimpher and Provost Cartwright.

On October 8th, the Executive Committee, including the President and the interim Provost, considered, at length, the process of Visitation as described by UFS. It was clear that there was a variety of opinions on the matter, whether we should engage the process, should it come before or after a vote, what could be some of the outcomes. At the end of the meeting I believe that the Executive Committee felt that the process could be helpful and would support it, if both the President and I entered into the process jointly.

After that Executive Committee meeting, the President conferred with Chancellor Zimpher who indicated they might have some other potential solutions. The President indicated to me that he would need to wait for feedback from the Chancellor's Office before deciding about a Visitation request.

On October 15th, the President, Chief of Staff and myself participated in a conference call with Provost Cartwright. I expressed to the SUNY Provost that I was concerned about how divided the campus seems and how difficult some meetings had been recently. Finally that I clearly sensed that the campus was in need of a constructive way of expressing concerns and needed some help and recommendations to overcome the perceived divide once it is clear what is causing the problems, an assessment shared by the President and Chief of Staff.

The SUNY Provost indicated that he would support a 3rd party consultation process and that SUNY would hire an outside party to conduct a Campus Climate Survey that would employ several methods of data collection including anonymous surveys and interviews with all groups on campus. The President and I agreed to the process, I, however, expressed some additional concerns. The UFS Procedures are very clear about who gets the reports, how the reports are used and responded too, it also has a clear timeline for carrying out the review. I was concerned that the report from the 3rd party would not be shared with the campus senior leadership, and that instead it would be only advisory to the SUNY Provost and the Chancellor. Further, the President, Chief of Staff and I wanted to be sure that we could help shape the process, ESF presents some unusual challenges for collecting data as previous climate surveys have uncovered and I felt that the firm would need inside perspective as they prepared to conduct the review for best results and active participation. I also wanted there to be more opportunities for the Senior Leadership of ESF (the Executive Chair, the President and the Chief of Staff at a minimum), the SUNY Provost and the third party facilitator to sit together and discuss the report outcomes and steps to be taken to move the campus forward. The SUNY Provost agreed that these were legitimate concerns and has will work with the Senior Leadership, and the firm, such that all parties receive necessary feedback and input into the process. Once a firm is identified, it was agreed that the SUNY Provost and the Senior Leadership will work with them to make sure the process will engage the campus community fairly and fully and that the results of the reports are received by, and communicated to, the appropriate parties.

Yesterday, October 20th, the SUNY provost, Quentin, Mark and myself had a conference call with one potential third party consultant from Cornell's School of Industrial and Labor Relations. As she described the process, it would start with the assembly of a team of consultants, who would meet with Senior Leadership, to begin the process of creating surveys and arranging interviews—two potential methods that could be used. The consultant would then ask the community to help them create survey questions—if that's the method we choose to use. These surveys would be deployed with privacy and anonymity practices clearly communicated. Additionally interviews with the upper administration and key stakeholders could be held. The team chosen to run the consultation would gather all data, none of it would be gathered by anyone associated with ESF, SUNY or UFS. A report would then be drafted by the consultants and brought back to the SUNY Provost, and the Senior Leadership of ESF. Once the report is finished, SUNY Provost Alex Cartwright has agreed to work with the campus to move forward on the report's recommendations.

Throughout this past month I have consulted with the Executive Committee frequently. The viewpoints while scattered, were generally in agreement that a process would be needed to resolve the perceived divide, but that there was some concern about (a) why we weren't used the established procedures and (b) about the timing, reactive or pro-active. The division amongst the executive committee alone, therefore, has led me to believe that this is the right path for this campus to take. Regardless of any action that this body takes today or in the future, with respect to a vote of no confidence, we will need some kind of external help to re-build the bridges (faculty/staff-to-faculty/staff

and faculty/staff-to-administration). We – SUNY Chancellor Zimpher, Provost Cartwright, Quentin, Mark, and I - believe that this will be a comprehensive process that will help us immensely, including with our strategic planning and that it will be an objective evaluation of the President and his team, and other conditions on campus.

We need to understand what brought us to this point, be provided recommendations for concrete healing steps and then receive the necessary assistance to take those steps as we rebuild a healthy campus community.

Lest anyone think I have acted without significant consultation and input, I would like to thank the people who advised, counseled and negotiated with me over the past month, specifically, the Executive Committee of Academic Governance, SUNY Provost Alex Cartwright, UFS President Pete Knuepfer, UFS Immediate Past President Ken O'Brien, ESF Board of Trustees Members Vita DeMarchi and Matthew Marko, ESF President Quentin Wheeler, ESF's College Chief of Staff Mark Lichtenstein, Emeritus Provost Bruce Bongarten and Awards Chair, Richard Hawks. Further, I would also thank OPEC, the Organization of Past Executive Chairs; their advice and solace was much needed as a path forward was sought. Finally, it has not been easy to be my friend these past few weeks, and I greatly appreciate those who reached out and steadied me; it is always nice to hear from Charlie Hall, George Curry, James Hassett and Dudley Raynal.

Tom – can anyone give a list of what has brought us to a potential vote of no confidence?

Kelley – there isn't a list of particulars that she knows of at this point and this is what would be needed, but she said that there is a large number of faculty who are pushing in this direction as those who feel blindsided.

Scott Bergey – students did not know about the Visitation process & have no idea what a VONC means and how this compares to what is planned now?

Kelley : A vote of no confidence is a very simplistic measure that indicates just how many people may be on either side of the controversy. It clearly indicates what the split is and to which side. While the Bill of Particulars that should be drawn up for a vote to be exercised appropriately, would help to illustrate the issues it is not an unbiased document. Ultimately VNC's have no formal authority, the President answers to the Chancellor and the SUNY Board of Trustees. The real power of a no confidence vote is the power to shift opinion of either the Board or the general public.

A third party consultation would examine the depth of the problems identified, be an unbiased review of the entire campus climate and the President's team and administration. From the data that this third party consultation would collect a series of recommendations would be made to help the institution move forward. This report may also help shift opinion of the leadership but it does it in a way that will help the institution move forward. It isn't quite so black and white as a vote of no confidence.

At other institutions, (Harvard in 2005, New York University) these votes have had mixed results, in Summers case, the board and the institution removed him, at NYU, the Board rallied around the Sexton and he is still there. In 2015 alone, there have been at least 11 votes of no confidence against College Presidents. An article in Inside Higher Ed points to increased financial stress which resulted in President's needing to make tough, unpopular decisions without using a thoughtful deliberative process. Ultimately VNC's have no formal authority, the President answers to the Chancellor and the SUNY Board of Trustees. The real power of a no confidence vote is the power to shift opinion either of the Board or the general public.

Peter Nefer – for the Visitation to be invoked, 4 people need to O.K. and at this point, all 4 didn't agree it was the best way forward. They talked and came up with a 3rd party group to do a Campus Climate survey. This will provide a mechanism to be more objective.

Kelley - A vote against the President sends a message to the BOT and to the SUNY Chancellor, yes, but it also sends a very public message that we are a campus with a rift. Short term this will mean difficulty recruiting good administrators, faculty and perhaps even students. Further, many see this as the nuclear option – it sets up an environment from which progress is even more difficult and there is no further action that can be taken.

A vote that fails, that goes for the President, strengthens the Administration tremendously. They are given the green light to stay the course and future consultation and influence of faculty would be weakened or at least become more difficult.

Should a vote be undertaken, it is the Bill of Particulars that is essential, a strong carefully developed bill that passes would be a strong indictment of the President, anything less will be viewed as petulant.

In sum, this is something that we should not enter into lightly, just by considering it, we've attracted the attention of SUNY Administration and the Press, we may be jeopardizing ongoing negotiations and grants (the administration's and our own) currently under review may also be viewed differently.

In some respects it is normal to have growing pains, it is how we navigate them is what will be most impactful.

Bob – what we're saying is that instead of the Visitation we are coming up with an alternative process. Why is the usual process not appropriate.

Kelley – Provost Cartwright feels that the process in recent visitations were not objective and that Presidents weren't given an objective chance. She (Kelley) felt that this made sense and that it would perhaps jeopardize

Mark – who is the campus senior leadership?

Kelley – Quentin and Kelley. If more are added it will be in consultation with SUNY and the BOT.

Mark – if others are brought in how will we make sure it is not skewed towards administrators.

Kelley – she wouldn't let that happen (Pete agreed) – we need to believe in this process and cooperate.

Neal – speak to the time frame? Especially with respect to other processes that are ongoing.

Kelley – Bruce Mau is on hold. Strategic planning is going forward as per e-mail. SUNY is engaged and she thinks it will go pretty fast... maybe 3 mos.

Colin – any other consultants lined up?

Kelley – no, this is someone that Cartwright has worked with in the past.

Jack – is the plan to ask for us to approve this?

Kelley – no, there is no motion, she/they have made a decision – the provost is waiting to hear if a VONC moves forward...

Gary Scott – who would the report go to?

Kelley – it would go to Kelley, Quentin,

Gary Scott - is it her (Kelley's) intention to share with the group?

Kelley – yes, what she can.

Alex Poisson – This body of AG represents who?

Kelley - faculty, staff and students.

John View – if there are more than one firm for the consultation in the running, how will they be chosen?

Kelley – the senior leadership would make the decision.

Tom – any idea of the costs?

Kelley – No, but SUNY is footing the build.

Meeting is being live streamed, but not recorded.

ARB building presentation 1 wk from today, please come to see – interesting architectural design.

Strategic Plan slide

Provost search was tied to the strategic plan – we are moving forward to search for a new provost
They are working through the start up phase now.

Any questions for the strategic planning committee members.
Reminder she's stepping down and someone else will need to step up. Overview of Board of Trustees meetings.
Student Affairs has been working on updating the handbook – Anne sent an e-mail.

Dayton Reuter - COC update overview of committee work and what they are charged with and deadlines.

Greg McGee – what the latest for the SUNY Seamless Transfer?

Kelley & Valerie – Sept 2015 they turned it on

Greg – will this require plan sheet changes?

Val – if you haven't heard from her, you are good.

David – so did this require anyone to change?

Scott S. – if there were any changes that were made, it was moved through COC last year. We requested and were granted a couple of exceptions.

Bob French – SUNY Excels

Delighted that so many showed up for his presentation...

Every campus is going through this process and every campus must submit a plan on this. It is an effort by the SUNY system to let every campus know of their 5 primary goals that every campus must move towards.

Access: grow the system by 36K students and 80K online students.

Completion (Retention): keep the students, support them.

Success: Make sure we prepare the students, internships, career services.

Inquiry (research): increase external investment by 50%

Engagement (public service goal): how much do we engage to make an economic and cultural impact?

Most goals relate to enrollment and retention.

As they set goals, they were looking at information provided by SUNY regarding doctoral institutions and teaching institutions. ESF falls somewhere in between with these.

The plan is about 2018 and 2020 and they've relied heavily on the 2020 plan, which was put together in 2003, for example, it says we should enroll 2500 students by 2020 and 1000 off site students (the same numbers as he came up with).

Aiming for 1900 UGs (1755 right now)

Aiming for 600 graduate students (551 in fall 2012) with most in non-thesis Masters (more later)

Online enrollment registrations (not students, courses enrolled in, which counts ESF in the high school students).

Want to keep quality high. Grow out of state numbers. Increase diversity – we need to address this – it is 17.9%, the lowest in the SUNY system.

Our first year retention rate is 85% - we can get to 88% pretty easily.

More STEM majors and we have the 5 yr LA program.

6 yr graduation rate currently is 71 or 72%, so 73% is achievable.

Increase retention via better advising software. Maybe a new model? Seamless transfer will increase a bit. Online courses might help. On-campus housing would be a positive move. New degree options? Reestablish learning communities?

To increase grad degrees – online courses, non-thesis Masters programs (not MPS). Other institutions offer this.

Online certificate programs.

Student success plan – we are a leader here – so hold steady here.

Strengthen multicultural experiences, study abroad, etc.

Lowest in student default.

Research – discuss with strategic plan... we are looking for 1.5M increase in outside funding for research by 2020. Will need to increase research faculty & graduate students. The ARB will help, grants for infrastructure to link to remote campuses, including computing.

Engagement Plan – maintain alumni giving, add new development staff, Startup NY, and outreach to the public

Discussion

Art Stipanovic: This is supposed to help the state, how about recruiting out of state?

Bob: If we plan to grow, we will not be losing seats for in-state students. We are ahead of other doctoral campuses. We have flexibility. The legislature doesn't have guidelines for this ratio.

Mark Driscoll: They want us to increase output, are they planning to increase our funding?

Bob: There has been no mention of funding except that without a plan, we won't get any. There is \$18M for proposals and we have asked for funding for on-line efforts & independence from SUNY.

Valerie: This has been raised as an issue.

Bill Smith: Shouldn't we have the highest retention rate in the system?

Bob: STEM majors graduate at a lower rate. Ours is 67% and the SUNY average is 69% for the doctoral campuses, 62% for the comprehensive campuses. Our yield for recruiting students (accepted students) is really really high at 40% - twice what other PhD-granting campuses get.

Scott: Grad students already don't have consistent funding. Increasing the numbers will not help this. Will MPS tuition be fed back to PhD stipends.

Bob: That's a strong possibility, but the budget has yet to be developed.

Old Business: None.

New Business: None.

Adjourned.