

Academic Governance College-wide Meeting
15 November 2016
11:00 AM to 12:20
Gateway A&B

Attending:

Faculty: Neal Abrams, Tom Amidon, Gregory Boyer, Mary Bryant, Biljana Bujanovic, Emanuel Carter, John Castello, Mary Collins, Paul Crovella, Douglas Daley, Janine Debaise, Theodore Dibble, Kelley Donaghy, Mark Driscoll, Joanne Ellis, Theodore Endreny, Richard Hawks, Ivan Ivanov, Dawnelle Jager, Michael Kelleher, Valerie Luzadis, Jack Manno, Gregory McGee, Robert Meyer, Anthony Miller, Jaime Mirowsky, Sharon Moran, David Newman, Ruth Owens, Lindi Quackenbush, Gary Scott, John Stella, Arthur Stipanovic, Lemir Teron, Kenneth Tiss, Jane Verostek, Elizabeth Vidon, Philippe Vidon, Timothy Volk, Sarah Vonhof, Benette Whitmore, Ruth Yanai

Professional Staff: Ray Appleby, Scott Blair, Brian Boothryd, Debbie Caviness, Laura Crandall, Kevin Guerin, Rebecca Hilts, Dave Kiemle, Christine Langlois, Michele McNeill, Karen Moore, Paul Otteson, Joe Pagcaliwagan, Susan Sanford, Katherina Searing, Mark Storrings, Mary Triano, John Turbeville, John View, Heidi Webb

Students: Terrance Caviness, Jordan C'Dealva-Lenik, Carolyn Chang, Gabrielle Donnelly, Jacquelyn Gier, Michael Jones, Richard Monaco, Ryan Scheel, Tyler Shields, Caitlin Slife, Erika Sykes

Guests: Danette Desimone, Heather Engelman, Maureen Fellows, Sara French, Brenda Greenfield, Sophie Gublo-Jantzen, Aaron Knight, Mark Lichtenstein, Alana Lindsay, Brandon Murphy, Susan Nevins, Joe Rufo, Ragan Squier, Thomas Smith

The meeting was called to order at 11:05 a.m by Tom Amidon.

Tom said that he will continue to try to facilitate communication and develop a positive path forward.

The minutes of previous meetings were approved by voice vote, none opposed.

President Wheeler's Statement (Quentin Wheeler)

I want to begin by congratulating our women's soccer team, who almost got a national title yesterday at Virginia Beach. They had a great season, one we all should be proud of. In fact, let's acknowledge the successful season all our sports teams had this fall.

Recent months have been very difficult for us all. I know that many of you have expressed your concerns and anxiety in different ways — most significantly through the vote of no confidence. I respect the democratic process and I thank those of you who expressed your concerns through that means.

I want to fully acknowledge that I have heard your concerns expressed through this vote, the campus climate survey, and the listening sessions. Here and now, I publicly acknowledge and take full responsibility for my own actions, inactions, and words that may have contributed to the

sequence of events culminating in the vote.

You expressed concerns through the vote, survey, and other mechanisms. While I do not want to list every example of what I could have done differently, they do include sharing details of the college's structural budget deficit before there had been time to formulate a path to permanently close it, trying to rush a draft of strategic objectives without assuring that all relevant views were incorporated, and clarifying my understanding of the role of counsel. Building relationships is important – and I need to become better at it.

This community has had to deal with a lot: We have highly qualified faculty and staff, but they are too few in number and over-worked; we have fantastic graduate students, but they are inadequately funded; and, we have had to navigate the uncertainties of resetting a century-old relationship with Syracuse University. We are working in a decades-old infrastructure that needs upgrading. And I began navigating all of this as soon as I arrived... giving you no time to get to know me or to have a track record for you to evaluate.

I commit to you that I am formulating specific actions that will respond to these concerns, beginning with an elevated focus on relationships, communications, college priorities, shared governance, and leadership. I am building on positive, intensive work with the chairs, with Tom Amidon, and SUNY to bring our community together.

My sincere hope is that we make today a turning point. I stand ready to address my own shortcomings and to engage the entire community in addressing the challenges and choices we face to assure that ESF and our students remain successful.

Uncivil speech is sadly on display across the country and now, I regret to say, on our campus in the form of hateful words and symbols that appeared in Centennial Hall over the weekend and in the defacement of women and other faculty offices in Marshall Hall a few weeks ago. This kind of abuse of speech will not be tolerated and we must make it clear, as a community, that we are understanding and caring of one another. Please be vigilant for any further inappropriate speech or actions and support one another and the principles we hold dear.

A letter to campus will be going out today reminding us of these things and of the resources available to you on campus if you are victim to such incivility.

Thank you.

Provost Search (Emanuel Carter)

We have been fortunate to have had 44 applicants for the position. Nine have been invited to Syracuse for off-site interviews this Friday and Saturday. A smaller number will be invited to campus for interviews from Nov 30-Dec 6. The quality of the pool was exquisite, it was hard to narrow it down and it will be even harder to choose our next Provost. I look forward to the future of the college.

Endorsement of College-wide Student Learning Outcomes Assessment (Kelley Donaghy)

Thanks are due to the committee: Nasri Abdel-Aziz, Shannon Farrell, Sophie Gublo-Jantzen, Lindi Quackenbush, Scott Shannon, Kurt Stavenhagen, Mary Thompson, and Sarah Vonhof. They reviewed the student outcomes, and found that there was not enough information to evaluate Scientific Reasoning. For Quantitative Reasoning, they had relevant samples of work, but mostly from APM and the chemistry department. For Critical Thinking, evaluating first-year writing samples is not enough, as we are developing their capabilities over four years. Recommendations include more targeted data collection and assessing higher and lower knowledge skills in Bloom's taxonomy in upper and lower division classes. Actions taken include a survey by department, for changes between last years and this year's report, and looking for where to use certain types of student work. Table 3 breaks down the student learning outcomes into objectives and the source of student work to be used for each, which should simplify the collection of student work from each area. Table 4 – As part of closing the circle on assessment, we asked the departments to provide for us a list of program refinements that were done based upon the 2014-2015 report. We wanted to make sure that we were using the information and looking at seamless ways of integrating CwSLO's with our department and program curricula. Recommendations for future assessment: Hoping to streamline the process without losing quality. The timeline for the 2016-2017 report is provided, we should have a draft in January to present to you in March and April and approve in May. The outcome areas to be reviewed this time are: scientific reasoning (again), communication, technological and information literacy, and values, ethics and diverse perspectives.

The committee is asking for your endorsement of this report.

Tom: The report has been up on the web site for several weeks. It represents a lot of work from a lot of people.

The report was accepted by voice vote, with none opposed.

University Faculty Senate report (Kelley Donaghy)

The University Faculty Senate met in Cortland, Oct 20-22. Campus governance leaders also meet at these events; Donaghy, Amidon, and Doelle attended. The Cortland Plenary Report has been distributed. The Provost will be visiting campuses with an 8-person team. The search process for Chancellor is underway.

A freedom of expression statement, hopefully like the Chicago statement.

Chancellor Zimpher gave a session on teacher education.

We often ask for campuses to endorse resolutions made at the University Faculty Senate. There were five of these this time. One of these is about widening the Conversations in the Disciplines, one is about putting non-voting faculty representatives on the college councils or boards of trustees (we are the only campus that has a Board of Trustees, others have College Councils), and one is to fill the empty seats on these councils. There are two about faculty input on applied learning and microcredentialling.

There was a motion and a second to endorse these resolutions, but discussion focused on the need for more time to review them. A motion to table was seconded and approved by voice vote, none opposed.

Goals-Strategies for Diversity Strategic Plan (Scott Blair)

The 30-page document is available on line, it's been up on the web site for a month. I hope for discussion and approval of the plan. It will remain fluid and we will continue to revise it. This draft was submitted to SUNY on November 1, and they will provide comments to all 64 campuses over the next two months. We are proud of the work so far and look forward to your questions and answers and comments.

Greg Boyer: We are endorsing something that we haven't read, again. Can you give us a one-minute summary of the changes?

Scott: We reorganized the document, history items were moved from the assessment section.

We added some graphs to help visualize the data. Other than that, it's the same document.

Ted Dibble: There are a lot of numbers and survey results that are more than 20 years old.

Could the existing studies been made public?

Scott: Some of them are on the web site: The climate survey, "from the ground up", and that's what the committee learned.

Tom: We need to do a better job of pointing to the information on the web site.

Doug Daley: Can you clarify the motion? We are approving a draft that is going to change?

Tim Volk: We will be asking for editing, but we are ready with the content of the plan and we need to get it to SUNY by the end of the month. We want to move on and get it into action.

We approved by voice vote, none opposed.

Academic Research Building Update (Brian Boothroyd)

The design work on the Academic Research Building (ARB) is 99% Complete. Pre-bid documents (1882 pages of specifications and 303 pages of drawings) are under review by the project team. The review is being conducted by the State University Construction Fund (8 or more in their design and construction groups), Whiting-Turner Construction Co. (Construction Manager), Genesys (Commissioning Agent), BAER Associates (Estimators) and ESF Campus Personnel (PP&F, LA, EFB). About 1,500 comments are projected which need to be analyzed and incorporated into the documents over the next 3-4 weeks. Cost estimating has been completed on the Pre-bid documents, and reconciled by SUCF's in-house cost management group. We have a few decisions to make yet concerning Add Alternates or detail modifications, but we're in a manageable position.

December 12, 2016	Project Advertised and Bid Documents published.
January 10, 2017	Bids Accepted (may be delayed by a week or two)
Contract Award	45 days after bid date, presuming that bids are within our budget.
Contract Approval	~3 to 4 months from bid date.
Notice to Proceed	May 15, 2017 (projected)
Contract Completion	30 Months from Contract Approval, ~November 2019

Parking Lot P1 (NE corner of the campus) will be turned over for construction staging. Campus parking will be available on the Block D site, which was paved and stripped on 11/14/16.

There is planned enabling work to relocate and repair the steam line serving Marshall Hall. This

work will be conducted by Syracuse University, and is expected to begin in early April 2017 and be completed by mid-July 2017.

Both the steam line modification and the quad rehabilitation will necessitate relocation of the telecommunication ductbank that crosses the quad. The ARB building construction will also necessitate changes to our Internet feed (via fiber optic cables) from Syracuse University. These changes will be completed prior to April 2017 and communicated to the campus community. Disruptions of services are expected to be minimal and manageable.

The ARB project includes a redesign of the ESF quad, along with its landscaping and plantings. Access to buildings during the ARB construction, as well as required egress, will be maintained throughout the construction. Much of the quad work is expected to be deferred to summer 2018, with the intent of minimizing the disruption to campus operations.

Concurrent with the ARB construction, SU is expected to be working on its own projects, including the Dome Roof Replacement and Archbold Gymnasium projects. There will be competing or concurrent demands for construction affecting Forestry Drive and Sims Drive. Overall impact is not yet clear, but under continuous discussion between the campuses.

Greg Boyer: I'm excited about the new building, Brian, don't get me wrong. But the quad as we know it will no longer exist. Students and alumni will need a lot of notification and discussion to avoid negative reactions.

Jet Lewis: USA set up a forum to have that discussion with students. We asked a lot of questions because we like our quad.

B. Boothroyd Post-Meeting Notes: The project design team, led by Ellenzweig Architects, provided a presentation to the campus on October 28, 2015. The overall program and design have not changed significantly since that time. This presentation included an extensive review of the landscape features of the project, including the plans for the quad development, presented by Don Leopold, Doug Johnson and Andropogon Associates. Immediately following this meeting, the presentation was posted on the ESF website at: <http://www.esf.edu/arb/>. Illustration boards were also posted in the Gateway Center concourse, where they remained for several weeks. As noted by Jet Lewis, Brian Boothroyd provided a presentation of the ARB project to the Undergraduate Student Association on October 18, 2016.

The Facilities Group in Physical Plant and Facilities is happy to support additional campus and alumni information and outreach initiatives relative to this project.

Art Stipanovic: Last I heard, the building was only going to accommodate 12-13 research laboratories. Not all the faculty in Illick.

Brian Boothroyd: That is essentially correct.

B. Boothroyd Post Meeting Note: The ARB page on the campus website will be updated soon, to include current design and schedule information, along with a current list of program spaces.

Close the Gap update (Valerie Luzadis)

We have been working diligently on the financial foundations of ESF. We have called it Closing the Gap because the focus is to eliminate the structural budget deficit we have had for a number of years. We have had several years of reduced state support, including lower state funding for

capital projects. We have coped by limiting hiring and deferring maintenance. We need to adjust to this ‘new normal’; we are not going to see a return to the higher budgets of a decade ago. We will remain a doctoral granting, high-level research institution. We will pursue growth, not reductions in workforce, administrative units, or academic departments. We intend to both eliminate the structural budget gap and also build the resources needed across the institution.

The plan is an all-enterprise view, including State, Research Foundation, and College Foundation revenue sources. We need new and expanded revenue sources to meet expenditures beyond those currently budgeted. Needs include program and research obligations, state mandates, and infrastructure.

Primary funding sources: The greatest source is \$40M from the state. \$20M is the Research Foundation, most of which is the direct costs of research. The College Foundation was \$3.4M last year, including their contribution to the budget gap. These support students, programs, and equipment. IFR is \$4.5M, the rest of what comes in, which helps with cash flow to float what we are doing. All these numbers are estimates and they are constantly updated.

This financial plan is based on marginal expenses and new and expanded revenues to achieve a steady-state or growing budget. Some of the marginal expenses include the furlough withholdings from previous years that we are now required to pay back, contract negotiations for salary adjustments, and the salary escalator. This year, we have 6 faculty searches, as I reported on last time, and we will also be hiring a Library Director, Chief Enrollment Office, Chief Diversity Officer, Chief Information Officer, Vice President for Research, Provost and Executive Vice President (all backfills except CDO, which is important, needed, and mandated). We have IT needs associated with our separation from SU, on-going maintenance needs, Diversity, Teaching and Lab Support which has declined over the past decade. There are four primary sources of new revenue: (1) Increase proportion of out-of-state students to ~40%, which SUNY supports. (2) Increased development efforts, initially targeting \$3M to support student aid, and then building relationships for philanthropic gifts. (3) Greater energy efficiencies, thanks to Josh Arnold, Physical Plant Team and the Sustainability Committee. (4) Online activities will be extended to new, enduring markets over the next 3-4 years. There are additional possible revenue sources that are more risky but are also being pursued in addition to all of the existing revenue sources.

Doug Daley: What is the amount of the structural deficit?

Valerie: The deficit varies from year to year but is about \$1M (less last year because heating needs were low); \$1.3M is the general deficit estimate given our current operating budget what we should aim for. I have been sharing the details when meeting with all the administrative and academic units, and I haven’t met with yours yet. Income streams will balance the budget in about year 4 or 5. I’ve been giving this talk a lot, and in the beginning I didn’t know when and how this would get turned around. Now I see that we can, which is really great news.

Doug Daley: Did you say that we spend \$3M on student aid? That’s a pretty sweet deal for us.

Valerie: Yes it is, it’s a way to free up operating funds if it can be replaced by donor funds, and it’s not the only thing. I look forward to talking to you all about the details.

Tyler Shields: Student assemblies presidents meeting in Albany. They don’t anticipate raising tuition.

Valerie Luzadis: We are using that assumption, that expenses will increase.

Mark Driscoll: The problem is that every time we get a budget, SUNY says it's fine. This makes it really hard for the unions to negotiate. SUNY needs to do their job and say that this is not enough.

Valerie: VP Fellows is working on this along with SUNY system.

Strengthening Our Community Task Force (Benette Whitmore)

The scoping survey conducted by Strengthening Our Community Task Force (SOCE) was completed back in May. On October 7, the ESF community received the comments. The SOCE will be meeting soon to design a set of recommendations, based on the survey comments, with a goal of distributing them to campus by the end of the year or early next year. Doug Johnston is on an accreditation visit or he would be here, as he co-chaired this effort.

New Business: None

The meeting was adjourned at 12:20.

Minutes respectfully submitted by Ruth Yanai.