STATE UNIVERSITY OF NEW YORK

COLLEGE OF ENVIRONMENTAL SCIENCE AND FORESTRY

Board of Trustees Meeting

February 5, 2010

9:00am

SUNY-ESF Syracuse Campus

Board Room

Call to Order

Chair McGarry called the meeting to order at 9:00am and welcomed everyone. He also welcomed Trustee Leslie Talbot and Trustee Bob Moses attending via phone. Chair McGarry said that there was not a quorum of members here today, but that the meeting would proceed in the usual manner and vote on the actions. He would ask the two members that were not present to ratify those actions at a later date before the next meeting. There were no objections.

Chair McGarry also welcomed guests Katarina Bendz-Saering representing the Graduate Student Association and Mr. Glenn Coin, Staff Writer from the Post Standard. Mr. McGarry reminded everybody that the meeting was being webcast and thanked Steven Marks for assisting with web casting arrangements.

Chair McGarry pointed out a slightly different format for the meeting. There will be discussion at the end of each subject, and encouraged board members to discuss matters that were brought up.

Board Members Present

Mr. William McGarry, Chair

Mr. Niazuddin Ahmed, Student Trustee

Mr. Thomas Buckel

Mr. Robert Davis, representing the DEC Commissioner

Ms/ Vita DeMarchi

Mr. Charles G. Fox

Mr. Matthew Marko

Mr. Robert Moses – attended via conference call

Ms. Leslie Talbot – attended via conference call

Board Members Absent

Mr. Daniel Fitts

Dr. Nancy Cantor, Syracuse University

Mr. John J. O’Connor, Officer in Charge, State University of New York

Dr. Richard Mills, Commissioner of Education

Mr. Richard Ravitch, Lieutenant Governor

Dr. Stephen Sloan, Vice Chair

College Personnel Regularly in Attendance

Dr. Cornelius B. Murphy, President

Dr. Bruce C. Bongarten, Provost and Vice President for Academic Affairs

Dr. Maureen O. Fellows, Director, Governmental Relations & Institutional Planning

Dr. Robert C. French, Vice President for Enrollment Management & Marketing

Ms. Brenda Greenfield, Director of Development

Ms. Nancy Otts, Secretary to the Vice President for Administration

Mr. Joseph L. Rufo, Vice President for Administration and Secretary to the Board

Guest

Ms. Katarina Bendz-Saering, Graduate Student Association representative

Mr. Glenn Coin, Staff Writer, Post Standard

1. Approval of Meeting Minutes of October 17, 2009

Upon the motion of Trustee DeMarchi, and seconded by Trustee Davies, it was unanimously;

**RESOLVED** that the minutes of the Board of Trustees meeting held on

October 17, 2009, be and hereby are approved as previously circulated.

1. Personnel Actions Presented for Board Endorsement

Upon the motion of Trustee Fox, and seconded by Trustee DeMarchi, it was unanimously;

**RESOLVED** that (a) the following individuals be recommended for Permanent Appointment:

 Raydora Drummer Francis

 Staff Associate (Director of Multicultural Affairs)

 Multicultural Affairs

1/26/11

 That (b) the following individuals be recommended for Emeritus Status:

 Gary Colella

 Director of Physical Plant and Facilities Emeritus

 Physical Plant and Facilities

 9/17/09

 That (c) the following individuals be recommended for Sabbatical Leave:

Gregory Boyer

Professor-10

Chemistry

Spring 2010 and Fall 2010 Semesters

At Half Salary

Study at the Mass Spectrometry Centre for Proteomics and Biotoxin Research at the Cork Institute of Technology in Cork, Ireland.

Kathleen Stribley

Professor-10

Landscape Architecture

Spring 2010 Semester

Full Salary

Continue research and interviews in Michigan started in 2004. The results of the pilot interviews were reported at the EDRA meeting in 2005. Recently presented initial research and census findings at the EDRA/40 meeting in Kansas City; this sabbatical will finish interviews and write papers for publication as well as further presentations.

1. Administration

Chair McGarry invited Vice President for Administration Joseph Rufo to report on college administration.

Vice president Rufo explained that he would be discussing the operating budget in three parts. First to review the 2009-2010 budget, look into our 2010-2011 budget and then to try to project five years out under a set of assumptions.

Review of Financial/Budget Planning - Impact of $993K mid-year Cut in 2009-2010 budget year. Of the $90 million midyear cut to SUNY, the ESF share is $993 thousand. This will be a permanent reduction, which is about 4% of our operating budget. About half of that was taken out of our operating base state allocation or state aid, and the other half will come from our reserves.

Revenue and Expense Reduction Mitigation – In an effort to manage the budget, some examples were given of plans to bolster revenues and reduces expenses.

Revenues

* Additional Student enrollment at the Ranger School.
* Adding a summer program on the main campus in 2010.
* Increasing the student Athletic and Student Activity Fees.
* Common Application Fee.

Expenses

* Minimizing energy use during summer and winter breaks.
* Move 3 Physical Plant Employees salary expense to the Capital Budget.
* Reduce Accessory Instruction Costs.
* Retirement Initiatives – Reducing backfill and a targeted Retirement incentive.

Revenue and Expense Budget for FY 2010/2011 - The budget for next year is about $40 million, which represents a 4% increase over the current year. State aid and tuition and fees make up about 94% of total revenues, with the remaining coming from reserves.

Five Year Financial Planning – Mr. Rufo gave a brief review of Financial/Budget planning over the next five years.

* Base State Allocation – We expect the state allocation to remain the same over the next 3 years with a fairly modest increase of 1% to 1-1/2% increase in the next two.
* Tuition and Fees – Tuition and fees is driven by two factors, the ability to recoup inflation in our tuition rates and increases in enrollment.
* Funding from Reserves – We are looking to use funds from reserves for the current fiscal year and over the next three years or so to cover operations.
* Personal Service Regular – There is expected to be a 3% - 4% increase in the cost of labor each year over the next five years.
* Accessory Instruction – We are assuming there will be approx. a 2.5% increase.
* Utilities – There have been a number of energy saving measures taken on campus. An initiative with the NYPA will allow us to save about $350 to $400 thousand a year in utility cost. Another is the Gateway building will probably save another $200 to $300 thousand per year.
* Total Reserves- We will have to go into reserves over the next few years to cover state aid shortfalls.
* Base State Allocation – There was about an overall 9% increase in the base state allocation from budget years 2005-06 to 2009-10.

SUNY Proposed Flexibility Legislation – Mr. Rufo talked about the components of the proposed legislation and the flexibility it would allow to the SUNY campuses in several different areas.

* Tuition Policy – The tuition policy component of the legislation would allow for differential tuition by campus and in certain cases by program.
* Land Use, Public Private Partnerships and Construction Fund – Would eliminate preapproval of construction contracts by both the State Comptroller and the Attorney General.
* Procurement Efficiencies – Would broaden SUNY access to the Office of General Services centralized contracts for goods and services, and streamline approval for resident halls.

Discussion – There was further discussion on the Flexibility Legislation.

1. Report of the President

Chair McGarry asked President Murphy to review College activities since the last board meeting.

President Murphy explained that he wanted to give a sense of how the Capital Plan and our vision for the future (Vision 2020) have evolved and to give the newer trustees a better understanding of the history. He presented a time line of events from 2001 when Vision 2020 started through the completion of the planned Gateway Building in 2012.

2001 – Vision 2020 started through documents and developed ideas of what our campus should look like, and targets we should try to achieve by 2020.

2003 – ESF Strategic Plan - A strategic plan was developed and approved by the ESF Board of Trustees. The plan identified several targets to achieve by 2020.

* Additions to several campus Buildings.
* Surge space to facilitate the renovation of older campus facilities.
* A student Center.
* A residential building exclusively for ESF students.
* A biotechnology research center to be operated in cooperation with Upstate Medical University.
* At least one new academic building.
* Additional Parking space and facilities.
* Larger meeting and conference facilities.
* Improve campus roads and walkways, designed for both safety and ease of maintenance.

2006 - A steering committee was formed and developed a master plan which included signing an American College and Universities President’s commitment to climate change, to green our campus and reduce our carbon footprint. It also included a combined study with Architectural firm King and King to develop a program study.

2008 - The combined site and program study took concepts from the strategic plan. It was completed and approved by the ESF Board of Trustees. The study proposal for existing buildings included;

* + Rehab and update existing buildings.
	+ Increase space utilization from 50% to 65%.
	+ Increase seat utilization from 48% to 75%.
	+ Building expansions.

2009 – The Master Plan for sustainability started, and Architerra began the building design for the Gateway building.

2012 – Planned completion of the Gateway Building.

The combined study program identified a need for more space including new buildings as well as expansion of existing buildings. Dr. Murphy gave updates on the status of the proposed new buildings.

Gateway Building – The Gateway Building will be a state of the art high efficiency operated building using approximately 37.5K BTU per square foot. It will be approximately 34000 gross square feet and will have LEED Platinum certification. It will have meeting and conference facilities, display and dedicated museum space and flexible use space.

Academic Research Building (ARB) **–** Will be located on the Standart and Raynor Street block. Anticipated to begin the design in late spring with completion in 2014. The building will cost approximately $86 million. Of that $44 million has been secured from the NYS Senate and Assembly. Current request have been made to the CNY legislation for the additional 42 million needed for the project.

Student Residence **-** A development team has been retained, and the bank for the financing has been selected. The project has been approved for the issuance of tax exempt bonds. Construction will begin on May 15, 2010, and be ready for use on

August 1, 2011. It will house 454 students.

Biotech Research Center (CNY BRC) – Through a partnership with Upstate Medical University, the Biotech Research Center Project is moving forward. Funding has been secured from several different sources. The building is expected to be completed in 2011.

Student Center - In the 2008 combined study program the need for a Student Center was also identified. This will be the next project we will advocate funding for. The building would house Student Services Office, Café/Dining area, Student Organizations, Student Lounge and Student Mailboxes and lockers.

Existing Campus Buildings – There is also a need to upgrade and improve existing buildings on campus. The strategy is to improve the energy systems and increase the space utilization. There is a preliminary schedule to rehab all of the existing building over a ten year period.

Adirondack Ecological Center – The Stone Garage on the Newcomb campus – $2.5 million was secured from the NYS Senate and Assembly for renovations.

Campus Workshops – Sustainability Master Plan – Several planning sessions were held which led to our green initiative for our campus. In terms of our future planning we will retain our values as an institution in the types of planning we do by making our campus more of a living teaching laboratory.

Role of SUCF and Campus Advocacy (ESF BOT and Admin) – All capital funds go the State University Construction Fund, a separate NYS agency. The SUFC advertises hires, holds and executes contracts and bids from both the design team and the contractors. They are responsible for the completion of the project within the capital budget. As a client of SUCF, ESF’s responsibility is to plan and advocate for what we need.

Discussion – There was further discussion regarding the State University Construction Fund’s role and responsibilities.

 <Break>

1. Academic Affairs

Chair McGarry asked Provost Bruce Bongarten to report on Academic Affairs activities.

Middle States Association Reaffirmation of Accreditation **-** Dr. Bongarten explained that Congress through the US Department of Education requires institutions of higher education to meet acceptable levels of quality. Our review and reaffirmation of accreditation is required every ten years and will take place over the next two and a half years. Every fifth year requires is a midterm report.

Importance of accreditation and the Self Study Report – The Middle States Commission on Higher Education is responsible for setting standards approved by the Department of Education.

* Required by Congress through the Higher Education Act of 1965 reauthorized as Higher Education Opportunity Act of 2008.
* Required for eligibility for Title IV student funding (Federal Financial Aid).
* Some federal grant programs require accreditation.
* Acceptance of course credit by other institutions often requires accreditation.
* The Accreditation process includes a self study, an on-site evaluation by our institutional peers and a periodic review.

The Standards and Characteristics of Excellence in Higher Education – Dr. Bongarten pointed out some of the standards on which the college will be assessed as an institution and its educational effectiveness.

Decennial Self-Study Process – The Institutional Self Study looks carefully at educational programs and services. Determines how well we fulfill our mission, accomplish our goals, and meet MSCHE standards. The process will produce a report that represents the perspectives of the campus constituents. Below is an overview of the

Self Study and Peer-Review Process in five steps:

1. Design for self study - The institution prepares its design for its self study process.
2. Approval and Orientation – Commission staff approves the design and visits the institution.
3. Self study – The institution examines its own programs and services.
4. Peers Review- visiting teams and the commission evaluate the institution.
5. Possible Follow up – the Commission may require follow-up activities.

Dr Bongarten gave a timeline by semester of the study.

* Spring 2010 – Design and approval of Self Study.
* Fall 2010 – Study groups will work to write reports.
* Spring 2011 – Study group to complete draft report.
	+ - Steering Committee will prepare a full draft.
		- Review by Constituents.
* Summer 2011 – Final Report will be sent to HSA.
* Fall 2011 – Evaluation Team will visit ESF Campus.
* Spring 2012 – Receive report from Commission and provide a response.
* Summer 2012 – Receive the Commission’s actions.

Steering Committee Charge and Membership – The steering committee is composed of staff, administrators, faculty and students, Valerie Luzadis will be chairing the committee. The committee will provide leadership for the entire self-study process.

Self Study Model – The approach we have adopted for the self study is a comprehensive self study with emphasis on “Sustaining the Green at ESF”.

Role of the Board of Trustees –

* The Board will receive regular updates on the reaccreditation progress.
* Board representatives will meet with Middle States Vice President, Linda Suskie to assure that the Board is informed and engaged.
* The Board will be asked to review the self study report draft before it is finalized.
* Board representatives will meet with the Evaluation Team during site visit.
* The Board will review the evaluation report and response from ESF.
* Receive the Commission Action.

Discussion – It was discussed how the self auditing process leads to improvement. The whole purpose of the process is to find areas for institutional improvement.

New Academic Programs

PSM / MPS Programs – Professional Science Masters degree is composed of science and engineering along with skills required in business management, policy, and law. We expect approval of this program in the Paper Bioprocess Engineering and Environmental Resource and Forest Engineering departments by the end of the current semester. Programs are also anticipated in Conservation Biology, and Environmental Science.

Ranger School AAS in Natural Resources Conservation – we are anticipating adding a third AAS degree in Natural Resources Conservation. The first class will enter in fall of 2011.

Environmental Health Initiative – A faculty committee recommended that ESF develop a program linking human health and the environment. The program would be offered through the division of Environmental Science and would compliment Public Health majors offered at Upstate Medical University and SU.

Renewable Energy Initiative – A faculty committee is investigating curriculum initiatives in this area. There is a potential for adding a major in Energy Management and Policy, courses targeting high school students, and a bio-energy certificate program.

Departmental and Curriculum Name Changes (CMWPE and ERFEG) – Two of the engineering department are proposing name changes to more accurately reflect their current mission.

Construction Management and Wood Products Engineering would become >

Sustainable Construction Management and Engineering.

Environmental Resources and Forest Engineering would become >

Environmental Resources Engineering.

Discussion – There was discussion and interest in the Environmental Health Program and the Bioprocess Engineering Program at the graduate level.

1. Enrollment Management and Marketing

NAIA Affiliation - ESF is now a member of the NAIA, a smaller version of the NCAA. We are now a NAIA independent which means we are not a part of a league or conference within the NAIA.

Athletic Plan 2009-2014 - The five year athletic plan submitted to the SUNY Chancellors Office has been approved. The plan would be to add five new teams to the already existing 5 teams by 2014. Some of the possible additions would be track, skiing or basketball. This would depend on funding, student interest and facilities.

Student Fee / Referendum – Students will vote on referendum on February 14th to increase the current $90 activity fee by $50 per year and to add a new $50 athletic fee. The increase would take effect next fall. If passed, the fee revenues for the athletic program would be approximately $75,000 in 2010-2011.

Success of Men’s and Women’s Teams in 2009 - There are about 80 student athletes participating in the 3 sports that are currently offered. Dr. French offered highlights of the team’s successes in 2009.

Men’s Soccer – 5 Wins – 4 Ties – 0 Loses – 24 students participating

Women’s Soccer – 6 Wins – 3 Losses – 24 students participating

Golf – 4 matches this fall – 17 students participating – Won Syracuse Invitational

Cross Country – 7 meets – 17 students participating – several second/third place finishes.

Discussion – A discussion followed about the athletic fee and how it is budgeted.

Undergraduate Enrollment Goals 2009 - 2019

* Increase the number of freshman and keep the number of transfers stable.
* Increased quality and diversity of undergraduates.
* Increasing out of state from 16% to 20% of the total undergraduate student body.
* Increase part time students by 200 students (36%).
* Increasing the number of schools participating in ESF in the High School.
* Full- time undergraduate total growing to 1,660 students.

Growth Factors – Dr. French talked about some factors that will effect long range enrollment planning.

* Adding the new Gateway Building, Residence Halls and Academic Research Buildings.
* Adding new programs at the Ranger School.
* New Programs such as a summer session at the Syracuse Campus and the Environmental Health Program we talked about earlier.
* Intercollegiate Athletics and additional student activities.
* Greater selectivity of students to help retention.
* Online and continuing education programs.

Graduate Student Enrollment Goals 2009 - 2019

 There is significant potential to increase the number of graduate students in the MPS, PSM and certificate programs. There are expected to be small increases in funded PhD students.

Desired Growth – Looking forward at long range enrollment planning, our goal would be to increase the total student population over the next ten years from 2624 (2081 undergrads – 543 graduate) students in 2009 to 3065 (2415 undergraduate –650 graduate) students in 2019.

A discussion followed about international student recruitment and efforts of the college to offer international experiences to our students.

Comments From The Board

Trustee Moses said it was a good meeting.

Trustee Marko thanked Dr. Murphy for the presentation and discussion of the capital plan. He sees the construction as progress and is impressed with Dr. Bongarten’s new programs.

Trustee DeMarchi is pleased with the vision and is an advocate of the SUNY Empowerment Act. She is very excited about the new curriculum. Good luck to Bruce with the accreditation. The sports program has come a long way-- GO MIGHTY OAKS & OAKIE!

Trustee Ahmed is surprised at the changes to campus since he came in as a freshman. And he is looking forward to the changes that are coming in the future.

Trustee Davies said that as an old “Stumpy” it is great to see all of the activity on campus, and proud to be a part of it. The SUNY Empowerment Act can be incredibly beneficial. The Environmental Health program is a perfect fit for ESF.

Trustee Fox said it was a good meeting and could feel a sense of momentum. In favor of the SUNY Empowerment Act and would like to help in any way. Great new programs and encouraged to get them done ASAP.

Chair McGarry offered his thanks to all of the presenters. He also said he appreciated the new format for the meeting with the discussion at the end of the presentation.

The next meeting will be Friday May 14, 2010.

Adjournment

With no further business, the meeting was adjourned at 12:05pm.