

SUNY University Faculty Senate

Post Plenary Report

Special Thanks
To our Hosts

University at Buffalo

ACCOUNTABILITY

Responsibility equals accountability equals ownership. And a sense of ownership is the most powerful weapon a team or organization can have.

~Pat Summitt~

If you have ideas to share with the chancellor related to some of these questions (within), and in response to her request for ideas, please send them to Gwen Kay (gwen.kay@suny.edu)

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News from Gwen Kay

President's Report Recap



In line with our theme of accountability for this session, we took some time to review the post-resolution process. For those resolutions that ask for response from System Administration, we share those answers out and also post them on our website. For those resolutions that ask for campus action, we are now tracking that as well, and holding ourselves to the same

standards to which we are holding others.

What UFS Can and Can't Do

- Can't interfere in local governance matters; can't override local governance decisions
- Can help in other ways: informal advice, interpretation of bylaws issue (only a suggestion), two more formal processes described in Governance Handbook to help campuses in distress
- Consultation Process: started in 2007; CGL, Executive Committee reach out to UFS Exec Comm, who will select two experienced governance people to intervene early, following charge, timeline, budget from UFS President
- Visitation: if things are much more dire, request needs to come from CGL and ideally campus President; team will be put together (2 from larger UFS talent pool, 2 people from System Administration) with charge, timeline, budget; these visitations can take place over a year; only a handful over the decades but all have eventually resulted in removal of campus President
- There have been examples of wins in both of these visitation categories. One of these examples would be SUNY Fredonia. They went from crisis to winning Shared Governance Award

SUNY Budget Highlights

- Overall decrease in direct state aid to SUNY, mostly because of \$78.6M lost to hospitals, with a decrease to CCs of about \$8M
- Total SUNY budget was \$1.5B; first year SUNY got more than K-12 education
- \$225M critical maintenance restored
- Hospitals (40% of SUNY budget): Got a one-time offset of \$92M; not clear if it will be there next year; specifically for behavioral health and behavioral health training
- Mental health tele-counseling support doubled to \$600K, allowing pilot to continue into next yr. (Upstate, Oswego, Cortland, OCC)

Resolutions Process

- Gwen writes letter to Chancellor, detailing action items
- When she gets a response, it gets posted on the website
- This is why she's asking Senators to set a good example by taking these resolutions back and actively talk to senate bodies about the actions required by campuses.

Shared Governance

- Shared governance collaboration orientation for new Presidents and the new System Provost: Gwen and Nina met with Joe Porter for an hour; both shared key documents with him. They will continue to work with key people to ensure new administrators "get" shared governance.
- Who's going to do the work? Kristina, Grace, potential new Provost all think this is important. Joe Porter's portfolio. Incoming Provost very passionate about shared governance and introduced it in places it hadn't been before.
- How high a priority will it be? It is being said, repeatedly. Gwen and Nina working hard to ensure there's follow-through.

News from Gwen Kay President's Report Recap

Board of Trustees

- Micro-credentialing: Looking for people (any faculty and professional staff on your campus) in very specific areas to work on task forces figuring out how to implement BOT policy; FCCC and UFS have been invited to submit one name for each of the four task forces
- Open Access Policy: Board passed resolution on this, driven largely by our resolutions. Part of language in BOT resolution is very clear: faculty, students, staff encouraged to pursue publication in peer-reviewed publications; local policy to be developed via robust shared governance process.
- What are best practices for implementation? Stony Brook is a great example of how to go forward.

Other Matters

- Sexual Harassment Prevention and Consensual Relations policies on your campus question went out to CGLs. Expect to see SUNY policy coming.
- Food insecurity on college campuses. Governor mandated that every campus have a food pantry. BOT called for creation of Food Insecurity Task Force. First meeting in late March. Clear tasks for various subcommittees. Good news is that most of our campuses have food pantries. Bad news is they're needed.
- Tobacco-free campuses policy. Tobacco-free campus initiative passed in 2012, encouraging campuses to develop policies. Legislation has stalled each year ever since. Initial bill asked for adoption by 2018. Azziz's Office has assisted campuses. Questions about fairness to international students, as there is more smoking in many parts of the world than in US. Sessions on tobacco addiction and prevention needed. Added complication to issue is that CCs typically don't have health centers, which would be a great place to help people quit smoking. Different campuses deciding to do different things. Constant, recurring education needed, as we get new students, faculty, staff each semester.

~

Open Educational Resources (OER) Mark McBride (Library Senior Strategist)



OER Looks for mechanisms to help support SUNY campuses and libraries. OER was not on SUNY or CUNY legislative agenda for last academic year. The OER team had to develop plan for getting money out the door quickly, simply, equitably; in retrospect, Mark wishes he had reached out to UFS and FCCC, even under time crunch he will do things differently this time around.. Financial incentives in place this academic year so far are : \$20K base, plus \$8/\$15 student

OER Fast Facts

- Started at Geneseo: Open Textbook initiative. Built out from there.
- DOB asked for greater collaboration between SUNY and CUNY, reducing redundancies, and building relationships--they were all learning on the fly, together
- Engaged SUNY SA; talked with Marc Cohen and others on what they would like to see, how to publicize with SUNY students.
- 49 institutions represented at workshops. Dialogues so rich, they often went twice as long as planned. 14 on books for this spring. Suffolk and Erie CCs requested Saturday workshops.
- Open-NYS.org was developed in conjunction with CUNY so they have a single web presence.
- 65,817 SUNY students enrolled in OER course in AY 2017-2018
- \$7,460,733 saved relative to previous semester's textbook costs (if not known, used figure of \$100 [national average]; if textbook not used previously, used figure of \$0)
- Top disciplines: Math, English, First Year Experience, Business, Psychology
- Open Education Conference (10/10/18-10/12/18 in Niagara Falls, NY)
- International conference with about 1000 attendees
- Creative Commons Panel in Toronto: 5 SUNY faculty did such a great job that they were chased down hallway with questions.

~

Sector Q & A with Chancellor Johnson

News from Chancellor Johnson



Chancellor Johnson briefly reviewed her work this past year to put her leadership team in place, and the campus visits she has made. Some of the main themes that have come from the campus conversations have been:

- The safety of students, faculty, and staff on campuses. This includes not only active shooter situations, for which campuses are working on active shooter training for campus members and response procedures for campus security, but also issues of interpersonal violence. In the wake of the recent student murder at Binghamton, system administration is working with campus officials on an after-action analysis.
- Effective seamless transfer. How do we do this well as a system? What tools are needed? What is the role of certificates or badges?
- Having more of our faculty full-time will be important to promote excellence and innovation across the system.
- Civility and respect at scale

Campus Governance Leaders (McLean)

Question: Faculty consultation in the selection of interim academic vice presidents and deans is called for in the SUNY Board of Trustees Policies, but in practice consultation for interim positions is often not implemented well. We would like to see System-level best-practices documents for interim M/C appointments. How can the CGLs share their campus-level experience in the development of such documents? Where would they go, where would they reside, how would they be distributed?

Chancellor: There should be a process for interim appointments at each campus. If there are issues around interim appointments at the campus level, such as interim appointments that go on too long, then system could play a role in providing guidance around best practices for interim appointments. The chancellor would be happy to work with CGLs on this.

Question: State budgets have a consistent pattern of sometimes funding new initiatives, but not funding increases in continuing costs. Do you have insight on why this happens?

Chancellor: She and her team had will continue to meet with state legislators and advocate strongly for the needed ongoing funding for SUNY, to fund unfunded mandates, and also to bring in new resources through philanthropy, foundations, or grants.

Question: The recent audit of campus foundations found multiple issues of concern, including no-bid contracts, potential conflicts of interest, and a lack of oversight. Given that the mission of these foundations is to support campuses, we have an interest in their proper and accountable operation. So we wonder if you have a response to these audits?

Chancellor: She said she read the audits, and while there has been progress compared to some past practices, oversight is important. They have worked to get more contractual relationships in place, and look to add more audit staff, which the Board of Trustees supports.

Colleges of Technology (Wolfe)

Question: The Colleges of Technology have a long history with initiatives such as microcredentials and applied learning. Of the initiatives that you have laid out in your State of the University System and at UFS Plenaries this year, which of those do you think will bear fruit the soonest, and how can the Colleges of Technology best play a role?

Chancellor: The chancellor highlighted a number of programs relating to her four themes from the State of the University System address: incentive programs to get students involved in research; the focus on individualized education that will be a focus for the new provost; a new option for credit for applied learning experiences in Puerto Rico; energy and sustainability initiatives that seem to be a natural fit for the colleges of technology; and a general focus on developing new partnerships across the system and not just at the university centers.

Sector Q & A with Chancellor Johnson

Specialized and Statutory Colleges (Hay)

Question: In light of your commitment to shared governance, what policies and procedures will you implement to ensure new and interim presidents involve faculty governance in transitions and beyond?

Chancellor: She referenced her engagement of Senior Vice Chancellor Joe Porter in the training of new presidents, and was open to the idea that a team of experienced UFS senators could play a role in helping Porter advise new presidents in effective shared governance.

Question: Regarding SUNY Poly, could you please give an update on the progress towards stabilization of the budget and organization, including the next administrative appointments?

Chancellor: She described what has been done in terms of refinancing debt and engaging the Research Foundation on managing their funds to help stabilize the budget. There should shortly be some announcements about new partnerships for SUNY Poly, and the chancellor mentioned the opportunity to build on the work that has been done in nanoscale production to make programming available across SUNY. Future steps will be conducting a search for a new president and to reestablish effective shared governance relationships on campus.

Health Sciences Centers (Green Donnelly)

Question: In light of the limited funding (\$200 million) for critical maintenance how can campuses and System work together to address the critical facilities needs at the Academic Medical Centers, such as the limited classroom and laboratory space for tuition-paying students and dilapidated garages for facility, staff, student and patient needs?

Chancellor: Critical maintenance is needed across the system. The \$550M that SUNY received in the final state budget is less than is what was requested by SUNY, and that will have to be used strategically. As maintenance and renovations are occurring across the system, there will be a focus on integrating energy reduction technologies to reduce energy costs and carbon footprint. Thanks to Grace Wong, NYSERDA will be partnering with SUNY on these energy efficiency projects.

Question: You presented a philanthropic focus for SUNY at the Winter Plenary and in the State of the University System in January. Could you update the Senate on those plans and specifically the progress made relative to the Academic Medical Centers?

Chancellor: There will now be a focus on the Academic Medical Centers, with the assistance of Dr. Azziz. More will be presented at the Fall Plenary, and look for a major partnership regarding AI to be announced.

University Centers (Little)

Question: Given that the budget is being based more on a tuition model, we are concerned with the ways our research is being impacted by the following conditions:

- Workload increase/creep related to teaching is negatively affecting research, how would you like us to work together to strengthen research success and a mutually supportive research and teaching environment?
- To demonstrate your commitment to research, will you restore the research incentives line item to the budget?
- What can we do with you to develop protocols for how Overhead funds redistributed?

Chancellor: She responded that there are questions about how supervision of graduate students should trade off against teaching load, and how department teaching and other workload should be balanced across faculty with high or low levels of supported research activity, but that these issues are probably best determined at the sector level. Similarly, given differences across campuses in their missions and research maturity, there is probably not a one-size-fits-all or even one-size-fits-most solution to how best to distribute Overhead funds on campuses. The chancellor and her team is working to decrease the cost of managing sponsored research projects, and looking to find more support for research across the system. Can the grant incentive program be expanded beyond the STEM fields used in the recent pilot, and what are the correct incentives to encourage graduate student participation?

Comprehensive Colleges (Simon)

Across the University Colleges--or the Comprehensive Colleges as our sector is denoted in UFS--we have both unique and common challenges, as well as stories and models to share, and we wish to do so in the same spirit of collegiality and collaboration that we've developed. Some of our Comprehensive Colleges are leading within Communities of Practice around diversity; some are making cutting-edge capital investments that enhance sustainability; and others are showing us all how to work together to resolve financial challenges. All the Comprehensive Colleges are deeply committed to applied learning and student success.

Senate Plenary Session Reports

Comprehensive Colleges would like to learn from the successes within our sector, maintaining and accelerating momentum, sharing best practices, leveraging resources and expertise, and responding to the particular functions and contingencies of the each college. What we'd like to ask you is whether you might meet with us--that is, with a group of senators and CGLs to discuss the ways System can help coordinate more effective, sector-specific communities of practice (genuine communities, engaged in sustained conversations, sharing of resources) for best practices and shared effort in seeking investment in the colleges.

Question: We have a specific proposal: This first meeting could be convened, as it has been once in the past, concurrently with your gathering of presidents. It could be immediately followed by a meeting that includes the presidents. We would be eager to do the same with your CAOs and CFOs, as a build up to broader summit within the sector. Regardless of the feasibility of this specific proposal, we look forward to partnering with you to advance the specific educational, research, and civic mission of the Comprehensive Colleges sector.



Provost Report Grace Wang

Interim Provost Wang discussed four main areas dealing with academic initiatives across SUNY: individualized education; microcredentials; academic advising; and Re-enroll to Complete.

- Individualized education is one of the Chancellors four themes, but should not be confused with personalized education. SUNY's diverse programs and the scale of offerings across SUNY should be able to provide flexibility in student pathways, and bring options to educate all students, despite different backgrounds and resources available to them.
- Microcredentialing can provide a variety of benefits to students, such as job-relevant skills development, just in time professional development, and stackable credits that students can use when pursuing their degrees. Microcredentials should be initiated by the campuses working through shared governance processes, and represent quality experiences for our students. Four teams have been set up to guide the implementation of microcredentials across SUNY, looking at policy, readiness assessment, reporting structures in SIRIS, and digital transcripts.
- The broad range of programs across SUNY can be daunting to students, and quality academic advising is critical to student success. SUNY is putting in place tools to assist academic advisors in their conversations with their students, including DegreeWorks and Transfer Finder. While analytics and big data cannot replace the personal relationships between students and advisors, they can be resources to draw on.
- Re-enroll to Complete is a new program to encourage students who have stopped out to return to SUNY to complete their degrees. In an initial pilot, 1185 students who had stopped out were contacted with messaging about the financial benefits of degree completion, and about 20% of those re-enrolled at SUNY.

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Liaison Reports

FCCC President Nina Tamrowski



Efforts by SUNY to move Community College funding away from a strict FTE model to provide a baseline of support regardless of enrollment were not successful in the current budget cycle. Even though the budget includes a \$100 increase per FTE, enrollment declines are leading to budget losses at 17 of the SUNY community colleges.

FCCC is working with UFS on several initiatives. This coming year the Student Mobility Steering Committee SMSC will review up to 20 of the established transfer paths within Seamless Transfer. To make it easier for students to explore new majors across SUNY campuses, SMSC is also exploring processes to document course equivalencies that have been established on each campus, so that the Degree-Works can show students how their courses would be counted toward programs across SUNY.

The Governance committee for FCCC is developing a rubric for evaluating shared governance on campuses, which might



SA President Marc Cohen

The Student Assembly continues its robust advocacy efforts. On the state level, some of the main initiatives have included: maintaining and expanding last year's pilot to provide tele-counseling for students on mental health issues; supporting the proposal to move Community College funding from FTE-based to a baseline-support plus model; ensuring the restoration of funding for EOP programs; advocating for greater funding for capital investment and for the hospitals; and supporting the DREAM Act for our undocumented students (which again passed in the Assembly, but failed in the Senate).



Liaison Reports (continued)

UUP Vice President Jamie Dangler



There are concerns that the Janus v. AFSCME case currently before the Supreme Court will have detrimental effects on public unions nationwide, by allowing employees to receive collective bargaining benefits without having to pay any association dues to their unions. New York State is taking steps to mitigate the potential impacts by maintaining paycheck withholding mechanisms for processing dues payments and notifying UUP of new hires. With regards to the the current round of contract negotiations, the State and UUP are close to resolution on most issues; money on base is the biggest remaining issue.

In terms of advocacy, there are several issues that UUP is currently working: the flat SUNY budget is inadequate, given rising costs, although the restoration of EOP funding was good; the future of public hospitals is of concern, and SUNY's hospitals continue to be underfunded; UUP is working to remove the 3.0 GPA requirement for admission to teacher education programs, and to return control of admissions standards to the local campuses; and finally there are concerns for the protection of faculty intellectual property, in the wake of reports about students selling course materials to commercial companies for resale to other students.



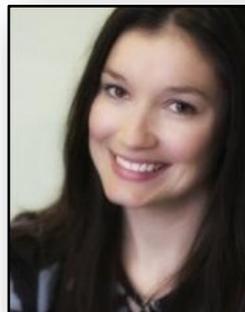
Elections

At the plenary, we voted for a new Vice President, and each sector voted for their representative to Executive Committee for the coming year. All of those positions, which start July 1st, 2018, will be added to our website and announced at the end of June, 2018. Two candidates stood for VP position: Frederick Walter, from Stony Brook; and Keith Landa, from Purchase College. Questions were asked of the candidates Friday morning by the Sector Reps, and the election was held Saturday morning. Landa was elected 32 to 16 over Walter, for the 2018-2020 term.



The following Sector Representatives were elected for the coming year:

**Campus Governance
Leaders:
Dominic Licata**



**Colleges of Technology:
Barat Wolfe**

Elections



**Health Science Sector:
Phil Glick**

**Specialized & Statutory
Colleges:
Kelley Donaghy**



**University Centers:
Barry Jones**

**Comprehensive Colleges:
Bruce Simon**



Committee Reports

Many of the committees have asked campuses to follow up on the various projects or other issues that they are working on. For a collated list of those requests, please visit

<https://docs.google.com/document/d/1ZiRZ74I5GpV7qkkCZ5EvJMLfpg0wXyW13Lr10pi6phk/edit?usp=sharing>

Governance Committee

The committee chair used some anonymous polling to get feedback from the body. The new election procedures with time for question and answer with the candidates was well received. Members of the body provided feedback that our bylaws and guidelines are somewhat obscure, and there was confusion about the processes involved in campus consultations and visitations around shared governance issues. Given the focus at this plenary discussing how and when to request consultation and visitation processes, members expressed the sense that they would be more likely to avail themselves of assistance from the Executive Committee, should issues of shared governance arise on their campuses.

Actions completed or underway by the Governance Committee this year include: revising and updating the UFS Bylaws and Guidelines; updating the Governance Handbook; working with SUNY Council on Assessment to develop a rubric to assess shared governance; the resolution on CGL sign-off on program changes adopted in the Winter Plenary; and researching issues around unequal access to legal counsel in campus governance issues, which has resulted in the resolution requesting the establishment of an Office of Ombuds Services.

Graduate Research Committee

The committee chair presented highlights the "[Final Report on the Graduate Fellowship Incentive Program](#)".

Committee Reports (continued)

This program was created in response to a UFS resolution from 2015, and provided a budget of \$40,000 per year for two years to provide incentives and assistance for graduate students to write and submit research grants. Over the two years of the program, 164 students participated in the grant-writing training, and 40 received incentive funding for submitting grant proposals. Eight proposals were funded, totaling over \$700,000. This represents a solid return on the \$80,000 allocated to the program, and although the current program has expired, the committee is looking for ways to resume it in the future.

In other activities, our committee has a subcommittee jointly with the Operations Committee to look at best practices and policies around Interprofessional education. This is a critical component of curriculum in many disciplines, where instruction mirrors the types of professional collaborations that students will experience in medical and other fields. This subcommittee has submitted a Conversations in the Disciplines proposal on Interprofessional education. Also, the recent format for the Graduate Research Day has been to include visits to state legislators along with the opportunity to share research with graduate students from around the system, and this approach will be used again for the upcoming graduate research day.

Programs and Awards Committee

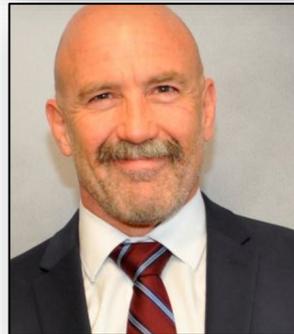
The committee is presenting two resolutions to expand the eligibility for the Faculty Service award and the Scholarship and Creative Activities award to include full-time non-tenure track faculty. Full-time non-tenure track faculty are already eligible for the Faculty Teaching award; these resolutions will make all three awards uniform in their availability to faculty.

The committee received 23 Conversations in the Disciplines applications totaling \$110,000; they were able to fund 11 proposals, given the \$40,000 available. Announcement of the awards is waiting final approval from SUNY. The committee is developing a proposal to increase funding for the program, given the number and quality of proposals that are being submitted.

Committee Chairs 2018-2019



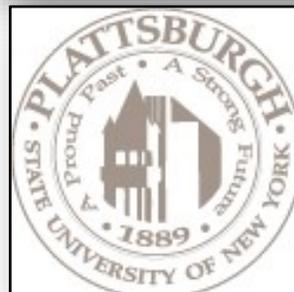
Communications:
Joe Marren



Equity, Inclusion & Diversity:
Tim Gerken



Ethics:
Sarah Battaglia



Governance:
Sandra Rezac



Graduate & Research:
Scott Goodman

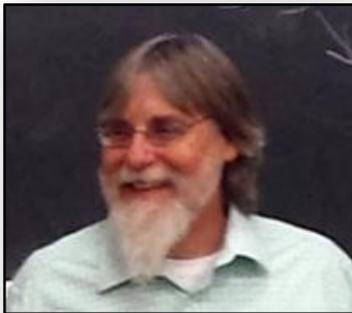
Committee Chairs 2018-2019



Operations:
Heather Maldonado



Programs & Awards:
Amitra Wall



Student Life:
Jan Trybula



Undergraduate & Research:
Ron Sarner

Resolutions

We passed several resolutions. One resolution, seeking an Ombuds Office within SUNY System, was referred back to the Governance Committee.

179-01-01; Resolution to Include Non-Tenured and Non-Tenure Track Faculty for the Chancellor's Award in Faculty Service

This resolution recognizes the challenge that our colleagues who serve in non-tenure lines have in applying for system-level recognition for their superior service contributions, particularly when that is often not part of their job description. These faculty already are eligible for the Chancellor's Award for Teaching; this and the following resolution seek to add the other two categories (service, and scholarly and creative activities) to the list. Working with Yvette Roberts, who helps with the Distinguished Academy, and shared the Awards Committee of Faculty Council of Community Colleges, this resolution seeks to resolve this dilemma.

Action: *We request that you adjust the eligibility requirements for the Faculty Service Award such that full-time non-tenure track faculty are eligible for the Chancellor's Award for Faculty Service on the same criteria as other full-time faculty.*

179-02-01; Resolution to Include Non-Tenured and Non-Tenure Track Faculty for the Chancellor's Award in Scholarship and Creative Activities

This resolution recognizes the challenge that our colleagues who serve in non-tenure lines have in applying for system-level recognition for their excellence in scholarship and creative activities. Those faculty who serve in non-tenure spaces often face more challenges as they try to engage in scholarship, often without the institutional support that tenure/tenure-track faculty enjoy. Previously, faculty in this category applied for the Chancellor's Award, and were recognized as being suitable applicants because there was no other space for them to apply. Working with Yvette Roberts, who helps with the Distinguished Academy, and shared the Awards Committee of Faculty Council of Community Colleges, this resolution seeks to resolve this challenge.

Resolutions (continued)

179-03-01; Resolution to Create a SUNY-wide Commencement Policy when Announcing the Names of Those Who Hold Current United States Military Rank at Their Commencement Ceremonies

This resolution seeks to honor at graduation those who wish to be recognized for their military service. In fulsome debate, we hashed out the challenges of verification, the distinction between retired and a veteran and a retired service member, and more. The desire to publicly acknowledge this service was palpable.

Action: *We recommend that you transmit to presidents of state-operated campuses that all graduating students who hold a current rank, or retired rank, in our Nation's military, should be afforded the opportunity to have their military title included if names are announced to the audience, or included in a program, at graduation.*

We further ask that each campus develop a method to verify proper military title through specific required documentation. This last will be tracked by the UFS office.

179-04-01; Resolution to Establish the University Faculty Senate Communications Committee

This resolution recognizes the importance of external, and internal, communication and seeks to codify the ad hoc committee by making it a standing committee of the body. We will read out language for our bylaws at the fall meeting, as per our requirements.

Action: *You need to do nothing, other than appreciate that the Board of Trustees moved a little .*

Important Dates to Add to Your Calendar

June Planning Retreat 2018 (EC members only)

June 11 - June 12

Location: Pavilion Grand Hotel at Saratoga Springs, NY

Fall Planning Meeting 2018 (Committee Members and EC only)

September 20—September 21

Location: Great Escape Lodge at Lake George, NY

180th Fall 2018 Plenary

October 18 - October 20

Host: Binghamton University

Lodging Location: TBD

181st Winter 2019 Plenary

January 17 - January 19

Host: SUNY Cobleskill

Lodging Location: TBD

182nd Spring Plenary

April 11 - April 13

Host: SUNY Potsdam

Lodging Location: Best Western Canton, NY

Thank you to the following for their contributions to this piece:

Keith Landa

Bruce Simon

Joe Marren

Peter Knuepfer