

SUNY Polytechnic January 18-20, 2018



Special Thanks
To our Hosts

SUNY Polytechnic

Listen to the Mustn'ts

Listen to Mustn'ts, child, listen to the Don'ts.
Listen to the Shouldn'ts, the Impossible's, the Won'ts.
Listen to the Never Haves, then listen close to me.
Anything can happen, child, Anything can be.
~Shel Silverstein

The Internet is a great tool. Although it has fostered a large dose of interdependency in the media, it is still a mysterious tool in the sense that some people remain befuddled with tweets, posts, chats and all things social, oh my! In a nutshell, what folks are searching for is a way to make everything convergent and worthwhile.

Tired of writing up lengthy post-plenary reports for your home campus?

Weary of explaining initiatives to those outside the hallowed halls of academe?

Looking for that article that contextualizes an issue du jour?

We have an answer. Let's call it USF 2.0 and all you have to do is open up the link and explore. Boy Howdy, eh!

By: Joe Marren

Check out our new website: <http://www.sunyufs.us/>



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Senate Plenary Session Reports

A Preview of the State of the University System

Chancellor Kristina Johnson presented an overview of the four cornerstones of her vision for SUNY:

1. Innovation and entrepreneurship. Scholarship by our faculty drives innovation and provides significant returns in both economic and social capital. She is looking to ramp up scholarly and entrepreneurial work across the system. With 40% of our faculty nearing retirement age it will be critical to recruit the best and brightest new faculty to work with our distinguished faculty before they retire.

2. The digitization revolution. Digitization and advances in artificial intelligence are revolutionizing fields across our society. Who is building the education cloud and applying artificial intelligence to education? SUNY should take the lead in this area, given our size and the amount of information we have on the educational outcomes for our students.

3. Sustainability. How do we pass along culture and preserve civilization for future generations? We must develop a sustainable legacy. And a key step will be a clean energy initiative for SUNY. Our capital funding request for energy efficiency projects did not make it into this year's budget request, but we are looking for other funding support to include energy retrofits during critical maintenance projects, and for ways to use the buying power of SUNY to support clean energy.

4. Partnerships. Investments are needed to support the changes we want to see in SUNY. But unlike most large state systems, SUNY has no endowment at the system level. Even adding the campus endowments together across the system, SUNY lags in endowment dollars per student compared to our peers. We are looking to increase partnerships with corporations, non-profits, and philanthropic organizations to develop a system-level endowment and increase campus endowments.

The Chancellor's State of the University System address can be [viewed online](#).



Provost Report - Grace Wang

The Performance Improvement Fund (PIF) meetings had a number of common themes, such as leveraging best practices to work with limited resources, finding additional spaces for scholarly collaboration and professional development, enhancing the SUNY system's national competitiveness, and developing a shared infrastructure to leverage an economy of scale.

In order to address these goals, Communities of Practice were developed to coordinate projects across the SUNY system around themes important to students, professors, researchers, and the people of New York. The aim is to improve infrastructure that supports student success, provides more and better opportunities for applied learning and workforce needs, and more adequately addresses demographic realities. Additionally, the Community of Practice model is being used to coordinate the sharing of resources to build research collaborations across departments and campuses.

Work on the Open Access program continues to advance. The Provost's Office is developing policies and practices for SUNY-wide implementation pending Board of Trustee approval later this term. She also said her office was addressing the lack of faculty diversity across the system and was assessing how best to diversify the faculty.

Plenary Session Reports (continued)

Chasing Scarce Dollars for SUNY

Eileen McLoughlin, Senior Vice Chancellor for Finance and Chief Financial Officer

Senior Vice Chancellor for Finance Eileen McLoughlin said SUNY has made its budget requests to the Executive Office, and the governor has just released his proposed budget for debate by the Legislature. It's important to realize that budget discussions are now happening mostly around the margins. The direct support that SUNY receives from the state is on the order of \$1.6 billion, while discussions around "discretionary" decisions dealing with higher education funding are on the order of around \$50 million.

SUNY's requests for new or enhanced funding this year included several proposals to meet needs and also prepare the system for going forward:

- covering the collective bargaining agreement
- stabilizing funding for the Community Colleges so they can transition away from their FTE funding model
- providing matching funds for SUNY to develop public-private partnerships
- allocating funds to support students returning to SUNY after they stopped out without getting a degree.

In addition, SUNY made a number of capital requests:

- to deal with critical maintenance issues
- to provide updates for the educational platforms used by faculty and students
- and a program to bring SUNY buildings down to net-zero energy status, which would lead to long-term savings on utility costs.

None of SUNY's requests for operational increases were included in the Executive Budget coming out of the governor's office. The budget proposed for SUNY does include maintenance of effort (but not cost of living increases or the collective bargaining agreement), and rational tuition that allows the BOT to increase tuition within limits set by legislation.

Several University-wide budget items added by the Legislature last year were stripped from the governor's budget proposal this year. These may be added back in negotiations, but only at the expense of other "discretionary" items. The most

promising avenues for advocacy going forward deal with non-direct support, such as providing SUNY the authority to charge differential tuition for popular programs, or flexibility for border campuses to charge competitive tuition rates compared to neighboring states.

Capital funding requests may also be a fruitful area for advocacy as the budget discussions move to the Legislature. SUNY is the steward for 40% of the state's building facilities. Critical maintenance issues for SUNY impact a large proportion of the state's infrastructure. The chancellor's background is in energy studies, so working toward a net-zero energy infrastructure for SUNY's buildings can be presented as a compelling story.

CFO McLaughlin closed with a brief review of the impact of the Excelsior program so far: Preliminary numbers show an 11% increase in the number of SUNY students taking 15 credit-hour loads this past year, and a 9% increase in the number of applications to the state-op campuses. About half of the 35,000 students eligible for Excelsior this first year signed up for the program, with the difference reflecting that some students are already fully covered by Pell and TAP, and some students not meeting the academic criteria for the program. Tuition for the program is still frozen at the 2016 level for all Excelsior cohorts, so there will be an increasing tuition gap for campuses going forward.





Senate Plenary Session Reports

With a Little Help from Our Friends

Associate Provost Fred Hildebrand presented “*A Little Bit on the University Faculty Senate & System Admin*” - part history lesson, part organizational chart for SUNY, and very much a map on how senators and the UFS can get things done when working with SUNY System. The UFS derives its standing from being established through BOT policy, and is charged with engaging in the governance of the university. As such, the UFS works both with local campus governance, and with the chancellor’s office

A principal tool used by the UFS is the resolutions that are passed, most of which are sent to the chancellor for action. While the chancellor reads all of the UFS resolutions, invariably they are delegated to the provost, some office in Academic Affairs, or some other System department. This can result in resolutions getting side-tracked and lack of timely notification back to the UFS. UFS President Kay and Associate Provost Hildebrand are working to ensure better tracking and reporting back on the fate of our resolutions.

In terms of cultivating personal connections, two questions were raised. The Standing Committees have fewer face-to-face meetings than they had in the past, and this makes it more difficult to develop personal connections with the System liaisons. Also, when it comes to the liaisons from counsel’s office, counsel represents campus presidents as the local officers of the BOT and attorney-client privilege will always take precedence over any relationships that local campus governance attempt to develop.

How Do We Make Sustainability Sustainable?

What do we mean by sustainability and how do we achieve it? Based on her work with the SUNY Sustainability Coordinators, Lisa Glidden from SUNY Oswego said we need a fundamental shift if we are going to meet our sustainability goals.

If we are trying to take care of resources today so that we don’t reduce options for future generations, we can certainly focus on individual behaviors and what we can do to encourage more sustainable choices by individuals, such as programs to educate and raise awareness among individuals, incentives to recycle, and campaigns to bring our own water bottles. But these individualistic approaches are unlikely to provide long-term solutions.

Instead, Glidden argued that systemic changes are needed by SUNY and society to effect real progress on sustainability. For example, replacing drinking fountains with hydration stations make bringing a reusable container the easy default choice. By drawing on frameworks such as ecological economics, environmental and social justice, or green political theory, it will be possible to develop systemic changes that put SUNY on the path to sustainability.

Using Predictive Analytics to Enhance Student Performance and Reduce Student Attrition - Ron Sarnier

How can we use our data to make advising more effective? Can we help our students devise a personalized schedule of classes that will set them up for success, rather than failure? How do we let our students know which of their courses they might find personally more challenging. These questions were examined by a pilot study from the Computer Science department at the Utica campus of SUNY Polytechnic, using predictive analytics.

The basic approach is straightforward - combine demographic information for students (major, cohort, high school average, SAT scores, etc) with course grades across classes for the past 5 academic years. Look at the grade outcomes for students in high-enrollment courses, and use basic decision tree analysis to predict likelihood of success in each of the high-enrollment courses for incoming students, based on the past performance of prior students with similar demo-

Plenary Session Reports (continued)

graphic characteristics. The idea is to not set up an incoming student for failure by putting the student into several “risky” courses during their first semester at college.

We must keep in mind that these patterns are not deterministic, but are probabilistic. Students may succeed in courses that are predicted to be difficult for them (maybe especially so if they are aware of the situation). And students should take challenging courses if they are to be successful in their discipline. These patterns, though, can provide an early notification to faculty which students might need additional support to be successful, and can give students a realistic view of the effort needed to succeed in their courses.

The Distinguished Academy, a Relatively New Kid on the Block

Although Distinguished ranks have existed in SUNY since 1964, it was only in 2012 that former Chancellor Zimpfer established the [Distinguished Academy](#) as a means of increasing the opportunity for scholarship, service and research among Academy members. Janet Nepkie presented an update on the activities of the Academy, and options for senators to become involved. The Academy has a number of new committees that are ramping up their activities: Presentation Committee; Mentoring Committee; and Visiting DA Scholars Committee. Of particular interest, given the push to increase the amount of external funding for scholarships and research across SUNY, is an outreach program by the Mentoring committee. Young investigators in the system can submit drafts of grant applications to the committee, and members with experience will provide feedback on the draft. To find members of the Distinguished Academy by field, rank, or campus, visit the [Member Profiles database](#).

News from the Faculty Council of Community Colleges (FCCC)

Nina Tamrowski, president of the Faculty Council of Community Colleges, reviewed numerous issues and initiatives.

Open Educational Resources. Adoption has been widespread, with significant savings to students on textbook costs. Academic freedom issues have been limited. Some faculty at two campuses were instructed, rather than invited, to use OER, but overall governance principles have been followed in the roll out of OER. Governance is also being well-respected in the development of Open Access and Micro-credentialing policies, which are coming to the Board of Trustees.

Community College initiatives. Two notable SUNY initiatives are being led from Community Colleges:

- MCC leads a ten-campus cohort on Guided Pathways, coordinating services and curriculum to maximize chances for student persistence and completion.
- OCC is leading a co-req model for developmental writing, with credit and non-credit components, somewhat similar to the Quantway model

Student Mobility Steering Committee. The committee is currently working on a number of projects.

- SMSC is working with SUNY IR to collate data on transfer outcomes for cohorts of students before seamless transfer in order to establish a baseline for comparing the transfer outcomes for future cohorts.
- There are plans to review the transfer pathways every three years. This March a survey will go out to campuses assessing potential needs to revise any of the existing pathways.
- A Course Equivalency Project is attempting to address gaps in course-level data, to improve transparency for transferring students.
- The committee is also reviewing how and whether grades below C– transfer among the various campuses.

Financial model for the community colleges. Probably the biggest challenge facing SUNY com-

Senate Plenary Session Reports

munity colleges is the FTE-based funding model for support from the state. With declining enrollments across this sector, a fixed funding per student FTE, or even slight increases per student, still results in declining overall support to the CC campuses. This makes it difficult to cover the fixed costs of maintaining and operating the campuses. FCCC continues to pursue operational financial aid from the state, which is based on actual costs instead of enrollment. The chancellor and BoT approve of this model, but it is hard to explain to the Legislature, especially since NY-SUT and CUNY (where enrollments are increasing) are still focused on an enrollment-based model.

Workforce training cannot by itself solve the funding issues for community colleges since such programs are relatively expensive and are actually subsidized on campus by the cheaper liberal arts programs, where the bulk of community college enrollments are.

Governance “Roadshows”. The FCCC has developed a campus visit format that involves a four-hour event bringing together all stakeholders (from presidents to students) to discuss shared governance. These have proven to be very effective in supporting discussions of shared governance on campuses.

News from SUNY Student Assembly - Marc Cohen

Marc Cohen, President of the SUNY SA, reported that they are focused on four primary advocacy priority areas.

Affordability and Investment. SA supports the operational aid model for community colleges, and will continue to fight for true Maintenance of Effort funding for SUNY, including inflationary adjustments and negotiated salary increases. SA would also like to see TAP and Excelsior expanded.

Sustainability. The governor’s budget includes funding for a food pantry on every campus. SA favors this. The language could be changed to refer to “access to”, to support campus-community partnerships. SA is also committed to supporting SUNY initiatives to reduce waste,

promote clean energy, and reduce our carbon footprint.

Campus Safety. Last year SA partnered with legislative leaders to get funding for piloting a tele-counseling program. Although funding is not in the governor’s proposed budget, they hope to add funding to expand this pilot. Cohen noted that recent changes in the Title IX Review Process at the federal level, while opposed by SUNY SA, have limited impact due to state protections for victims. SA supports protecting the rights of all, including the accused, while also ensuring that students feel safe on campus.

Deferred Action for Childhood Arrival (DACA) students. SA is lobbying at a federal level for a solution for DREAMers to be found before the March date ending the program. At the state level, SA encourages granting DREAMers eligibility for TAP and Excelsior funding.

The Student Assembly has been growing stronger, with record conference attendance. SA has also been developing collaborations with student government associations across the state and country.

Members of the governor’s staff contacted SA officers, asking about revamping the student activity fee policy so that students vote individually on the various budget lines to which the fees are allocated. (Currently, campus SAs act as 501(c) 3 organizations, funded by a student vote on the total fee.) The governor’s staff seems to think changing policy could happen quickly, whereas it would actually require action by the Legislature. They were informed that SUNY SA holds no authority over the campus SAs.

In Q&A, Marc was asked to support getting Smoke-free Campus legislation out of committee to a State Senate vote. Marc noted that SUNY SA has not taken a position on this, due to concerns about unintended consequences.

Senate Plenary Session Reports (continued)

News from United University Professions - Fred Kowal

Fred Kowal, UUP president, said UUP is focusing on four principle areas:

Restoring SUNY funding. We are unlikely to make any progress in the current budget cycle for getting true maintenance of effort funded, given the current fiscal situation in the state. Instead, UUP will look for areas that are likely to get traction in the budget discussions that have now moved to the Legislature. The top priority is to fix the TAP gap problem, which would take about \$65 million to address. Similarly, there is now a developing Excelsior gap. Given the call for more faculty in the governor's proposal, this is an area UUP feels progress can be made.

Support for SUNY hospitals. Funding for public hospitals under the Disproportionate Share (DISH) program is being phased out, with the idea that funding under the Affordable Care Act would take care of the Medicaid patients involved. Now with the attacks on the ACA, SUNY hospitals are being severely impacted by the loss of this funding support. Uncertainty around the Children's Health Insurance Program is also causing problems. UUP will lobby to have SUNY subsidy funds which have been transferred to capital budgets returned to the operating budgets for SUNY hospitals.

Opportunity funding across the system. The governor's budget has removed all of the system-wide opportunity funding (EOP and related programs) that the Assembly added to last year's budget. While it is likely that the Assembly will once again add these programs back into the final budget, this type of political gamesmanship does a disservice to the vulnerable students who rely on these programs. The union will lobby to have these fully restored.

Program innovations. There are two program innovations beyond budget that UUP is advocating for. The first deals with medical education. The field of healthcare is rapidly changing, with more emphasis on outpatient care and community health systems. UUP supports a program of medical teaching fellows at the Buffalo medical school to

supervise the training of interns and residents in these community-based medical facilities. The second area is to fund baccalaureate programs in "green energy" at the colleges of technology, supporting SUNY initiatives on sustainability and revitalizing economic development in upstate New York.

Kowal also presented a brief update on the state of contract negotiations. The climate for negotiations is more positive this time around. The basic parameters of the contract are fairly determined at this point: a 5-year contract (we would already be in year 2); a 2% raise each year; and no major changes in health benefits. Negotiations have been slow, however, as there is one chief negotiator on the state side dealing with all of the units that have contracts under negotiation. Also, the change in leadership at SUNY has impacted negotiations, with the new Chancellor and Interim Provost needing to be brought up to speed on the negotiations.

Q&A with Chancellor Johnson

Campus Governance Leaders (McLean)

Question: Thank you for sharing your “Rules of Engagement” memo to your executive leadership team. The emphasis on teamwork, trust building, and results is inspirational. We look forward to seeing this translate to your work with the campuses. How do you envision faculty and staff governance at the campus level becoming involved in SUNY strategic planning?

Answer: Credit where it is due: those “Rules of Engagement” were inspired by a message by Gordon Gee. It is very important to have faculty, staff, and students involved in the strategic planning process. With representation from faculty, staff and students, we’re hiring a new provost at the system level, and are on track to have someone on board by July 1. Strategic planning will be led by the new provost and will have “tremendous representation,” it has to.

Q: In our experience, presidents on many campuses have fallen into the bad habit of making appointments of key administrators without a full search or meaningful consultation through campus governance. This includes Interim appointments, which sometimes then continue for many years, becoming de facto permanent. The Policies of the SUNY Board of Trustees call for faculty consultation about academic positions. There doesn’t seem to be any campus-based solution. How can we work with you to resolve and prevent this?

A: The most robust organiza-

tions are ones that have a hybrid model, with both bottom-up and top-down influences. Joe Porter has been appointed to a new position, senior vice chancellor for executive leadership and employee development. He will be responsible for coming up with onboarding, evaluation, and briefing of all new administrative leaders. One of the topics is shared governance, what it means, and what it means in the context of SUNY. Education of administrators needs to be front and center. Policies will be developed to ensure that we all understand our shared responsibilities.

Q: State funding has declined over the years and shows no likelihood of increasing. In Delhi, you shared a vision of additional support for SUNY through external funding sources. How can campus governance be a part of the conversation about how new funding resources will be identified and woven into the educational mission to ensure that increasing reliance on public-private partnerships and philanthropy doesn’t negatively change SUNY’s mission as an institution of public education?

A: The state has been very generous with what it provides to SUNY. We will be able to do more through partnerships, but it comes down to having policies and guidelines so that gifts can be stewarded well. When someone makes a gift, we’re incredibly grateful and want to use it wisely and effectively, but we need to keep it focused on educational mission. We need to be very clear on guidelines and the rules of engagement. The best funds to raise are annual fund dollars and endowments that are unrestricted. They’re the hardest to

raise, but there are ways to do it. We’ll need to work across the system. In the chancellor’s cabinet Joe Porter and the new provost will distill in writing what our expectations and rules are.

Other topics of significant discussion included

The tobacco-free campus law which has passed the state Assembly but is stuck in Senate committee. To many CGLs, this appears to be the necessary next step in advancing this cause.

Offering new, or newly widespread, forms of support needed by students (and even staff): financial, immigration status, food security, mental health, substance abuse, etc. In most cases, system-wide coordination and support would be welcomed.

Support for undocumented students, potentially including DACA students in the near future. There was particular concern about eligibility for in-state tuition, which these students apparently lose four or five years after completing high school.

The proliferation of mandatory training, which seems to be absorbing more and more faculty time with little meaningful impact. Online administration is convenient, but enables proliferation without full awareness of the consequences.

A spirited discussion occurred concerning the revitalization of state financial support for SUNY. While all decried the reduction in support relative to historical levels, there were many different opinions about what future changes were realistic, as

Q & A with Chancellor Johnson (continued)

well as about what sort of advocacy or influence could be wielded, and by whom.

Colleges of Technology (Wolfe)

Question: There seems to be a disconnect between the legislative and executive branch with regard to funding SUNY. The Tech sector is especially vulnerable to these funding shortcomings because of the TAP GAP. What strategies do you have to advocate for our students and our operational funding needs?

Answer: Chancellor Johnson expressed her support for providing adequate funding for higher education and promoting diversity on campus, and related how tuition and fees support was critical for her undergraduate education. She would like to see an undergraduate scholarship program that would help students with the other costs of college, which would be in line with the call for more partnerships she will make in her State of the University System address.

Q: You have a known track record of improving faculty diversity. In the tech sector, we recognize the need for hiring diverse faculty as we have the most diverse student bodies. Given the lower salary structure in the tech sector, how can we hire and keep extraordinary people?

A: Philanthropic initiatives around developing chaired professors can help in this area. In particular, we could make strategic use of chaired positions to support pre-tenure faculty to become established in their fields and on their campuses. They would then rotate off and the positions could be reused to bring in the next co-

hort of talented and diverse young faculty.

Q: Given the evidence showing the success of the EOP program in graduating at-risk students and magnifying these students' eventual contributions to our state, what can you do to advocate for an increase in funding for EOP so we can raise the cap and number of students on each campus?

A: The EOP program shows that when we have individualized resources to offer students (e.g., childcare, tele-counseling, food pantries), we increase the chances that our students will finish their degrees and then go on to realize their potential.

Health Sciences Centers (Green Donnelly)

Question: While there seemed to be good communication between Dr. Azziz's office and the Presidents/Administration, the Senate has had little contact with his office. Could you provide examples of work that has been done through his office and plans from that office to address Academic Medical Center Budgetary concerns at both the state and national level?

Answer: The Chancellor meets weekly with Dr. Azziz. He had a personal day so he couldn't attend the meeting. Dr. Azziz quoted that 30% of our undergraduates have some mental health matters and that 10% are significant. He is pushing for tele-counseling, which has been piloted through Upstate Medical University. They will meet this week to address the budget for the hospitals. Chancellor Johnson will communicate the importance of him attending the next meeting.

Q: Stony brook, Downstate and Upstate are experiencing consider-

able pressure from competing private entities, for example Northwell. Concerns exist with respect to placement of students, recruitment of faculty and staff. Each campus has or is working on implementing a regionalization strategy. Is SUNY support-coordinating these initiative and if so how?

A: The Chancellor has been briefed on the competition from the private sectors. She believes the regionalization strategy is a great idea and she and Dr. Azziz would like to be briefed on that idea.

Q (in two parts): Part A. With increasing tuition at SUNY campuses we are challenged to compete with well-endowed Private Institutions that are able to provide significant financial support to students. What can we do as individual campuses and a system to address this issue?

Part B. In order to increase participation of underrepresented students in Health Professions Programs, have there been discussions or plans to develop a program at the graduate level similar to the Excelsior scholarship?

A: It would be fantastic to have an Excelsior program at the graduate level similar to the undergraduate level. She thinks about this every day. It is important to her because she encounters graduate alums everywhere and recognizes that this is a need.

Specialized and Statutory Colleges (Mizer)

Our sector is pleased to provide you with a short report in person. Alfred Ceramics is encouraged by a 50% enrollment in Art and Design. Alfred is, however, seeking a better understanding of how to

Q & A with Chancellor Johnson

move forward in releasing the SUNY - Alfred U MOU and initiate a search for a new head. Maritime College has been strengthened with their new administration, established in great part with assistance from System. However, concerns do remain about the timeline for the replacement of their training ship. We have two questions for you.

Question: Recognizing the value of the programs offered by the campuses of SUNY Poly, could you please update us on the state of SUNY Poly and your vision of its place in the System in the next few years?

Answer: The current focus is to ensure the financial stability of SUNY Poly. System is planning to provide a loan to SUNY Poly once a campus budget is approved. Follow-up steps will then include defining the private, non-profit partnerships that are needed, and to determine the appropriate academic structure. Shared governance will be involved in the decisions needed to chart SUNY Poly's future, and the Chancellor is very open minded in what those future directions might be.

Q: Events related to governance are rapidly devolving at ESF. During the last week, morale has plummeted by the removal of nearly half of the department chairs five days before the start of campus classes. Just last night at a tumultuous student town hall meeting, it became clear how negatively impacted the current students are by the chaos, and some alumni have threatened to pull their support. In what way can system intervene to help resolve

this crisis?

A: She is aware of the issues at ESF, with the three chairs asked to step down. Presidents are responsible for appointing Deans and Chairs, the Chancellor is responsible for reviewing Presidents. It would be micromanagement for the Chancellor to step in without a process to change appointments at the campus level, but she takes the responsibility to hold officers accountable for their actions.

In addition, the Chancellor commented that she inquired about the Alfred MOU after the fall Plenary, and it's been signed. System will follow up and ensure that the next steps are taken. In terms of the Maritime training ship, the Chancellor has proposed a unique public-private partnership to the federal agencies involved - a private corporation would fund building the ship and the debt service would be paid by the government as they own the ship.

University Centers (Little)

Question: Now that you've been at the helm for some months, where do the research centers fit within your specific strategic vision? For example, in relation to state and federal levels, what are your short-term and long-term strategies to get more support for and partner with the research centers in this ongoing problematic economic and political climate?

Answer: Chancellor Johnson is working with Provost Wang to work on short-term and long-term solutions to provide support for research at the university centers. In the short-term, the goal is to enhance research op-

portunities and employ strategies, such as pre-submission review of research grant proposals and provide access to more pilot-research study funds, which will enhance the competitiveness of SUNY applications in grant and fellowship programs. Long-term strategies include conducting workshops for faculty and creating cross-campus and cross-disciplinary research teams on specific topics that address social concerns, such as developing AI technologies and human interfaces for industry, addressing the opioid crisis, and aging studies.

Q: We are aware that on at least one campus there is a plan to develop a policy for charging tuition and fees to Post-Docs and visiting Scientists to be paid by the PI. What should be the SUNY Administration policy on this negative development that make it difficult to retain and attract quality faculty and scientists?

A: Her philosophy is to be doubtful and skeptical of such practices. However, she wants more information on this and will be looking into it.

Q: Given that arts and humanities programs periodically get cut – happening at Stony Brook most recently but has occurred at other university campuses, leading to tenure-track faculty, lecturers, and adjunct positions being let go and courses necessary to and important for the general support of our combine graduate teaching and research missions, what role to you see playing as chancellor to help revive such programs and facilitate ways for us to maintain excel-

Q & A with Chancellor Johnson (continued)

lence in the liberal arts and sciences?

A: Chancellor Johnson emphasized that she is committed to Liberal Arts and Humanities and Social Sciences programs. She explained that successful innovation includes ideas and participation from researchers in these fields.

Comprehensive Colleges (Simon)

We decided to open with a single question and ask the Chancellor if she would allow follow-up questions. She graciously assented.

Question: What has been your most surprising discovery about our sector?

Answer: Not a surprising finding, but a reassuring discovery is how much faculty, staff, and students care about what we are doing. We graduate a third of all degrees in the state and 2/3rds of all public higher education degrees. 75% of our students stay in the state.

Q (follow-up): Has this discovery led to any realizations or reexaminations of any preconceptions you may have had about the mission and productivity of our sector before coming to SUNY, or in your early days on the job? If so, please explain.

A (follow-up): Probably the biggest one is what a rich and comprehensive system in a system it is, and how it informs

what a system is.

We took the opportunity to thank her for answer and indicated our interest in holding a sector meeting with her, as a follow-up to Chancellor Zimpher's.

This led into our final block of questions, each designed to highlight different contributions of our sector and how each connects to SUNY's mission and (our understanding of) the Chancellor's vision/agenda:

Q: How do you envision SUNY System Administration directly investing in and encouraging external investment in our sector's mission, significant ability, and productivity in contributing to citizenship, community, and professional development through the teaching of the liberal arts?

Q: How do you envision SUNY System Administration helping our sector represent and promote the value of the liberal arts for SUNY's access and completion agenda, applied learning, and professional training?

Q: How crucial do you think a reinvigorated case for the value of the liberal arts would be to developing a compelling rationale for government and philanthropic investment in SUNY's teaching mission and in enhancing full-time faculty contributions to it?

A: The Chancellor joked that as an engineer she could count to five, so would answer all these questions together. She is convinced that the best policies come from an interplay of disciplines, where everyone involved

examines outcomes through various lenses with an eye toward differential impacts. The marriage of disciplines and sectors is the key. In her experience and to her knowledge, no one's done this well in the United States (but please tell her how it's old news on your campus!) As for the value of the liberal arts, when she put together a company during a sabbatical, she wanted individuals to work for her who understood history and philosophy, had critical thinking skills, were kind, and had the technical chops. How to get all SUNY students there is the big lift. The question she would ask—and probably it should be part of strategic planning—is “what do we mean by liberal arts?” She wants to use the UFS resolution to work together within SUNY and with NYSED, so that answering that question becomes a crucial part of our strategic planning.

Statements and Resolutions

Five resolutions were approved at the Plenary:

Support services for undocumented students. This resolution requests a system-level advisor to assess campus practices for undocumented students; that the Diversity Advisory Committee create a subcommittee on undocumented students; that campuses identify a contact person to deal with issues facing undocumented students and that there is a meeting this summer or fall for campus contacts to come together; that advising practices respect the special need for confidentiality on the part of undocumented students; that SUNY ODEI convene a meeting of campus contacts to discuss best practices; that development of campus emergency plans take note of undocumented student concerns about increased law enforcement presence; that campuses provide application procedures for local scholarship funds that don't discriminate against undocumented students; and that System share best practices FAQs with campuses for use by front-line staff. Origination: Equity, Inclusion, and Diversity Committee. Vote tally: 42 For; 4 Against, 1 Abstain.

CGL sign-off on program changes. This resolution requests that campus shared governance be involved in academic program change proposals; that SUNY program change forms be amended to include a sign-off from the CGL that campus governance procedures were followed in the development of the proposal; and that CGLs and CAOs work together as proposals progress through campus shared governance to ensure that proposal submission to SUNY is not delayed. Origination: Undergraduate Committee and Governance Committee, jointly. Vote tally: 36 For; 6 Against; 2 Abstain.

Diversity postdoctoral fellowships. This resolution requests the establishment of a SUNY Diversity Postdoctoral Fellowship program; and that the SUNY Faculty Diversity Program be modified to provide incentives for SUNY campuses to hire former Diversity Postdoctoral Fellows. Origination: Graduate Programs and Research Committee. Vote tally: 38 For; 2 Against; 3 Abstain.

International students advising. This resolution requests that advisors be advised of the need to refer international students to international programs staff when dealing with registration changes that could affect visa status; and that campuses develop mechanisms to identify such students to their advisors. Origination: Operations Committee. Vote tally: 37 For; 0 Against; 3 Abstain.

Review of the definition of Liberal Arts. This resolution requests a re-examination and update of the NYSED criteria for defining Liberal Arts course, to be conducted by a task group from NYSED, SUNY System, UFS, and FCCC. Origination: Undergraduate Committee. Vote tally: 39 For; 1 Against; 1 Abstain.

In addition, the Senate adopted the following changes to the Bylaws and associated standing rules (i.e., Guidelines):

Bylaws - Conduct of election: adding a candidate Q&A session to the Plenary when there is an election for office. Vote tally: 47 For; 3 Against; 0 Abstain.

Bylaws - Method of election: adding language for how to deal with a tie vote during a round of election. Vote tally: 44 For; 4 Against; 0 Abstain.

Standing rules / Guidelines: adding a Section J describing the duties of the Nominating Committee. Vote tally: 47 For; 2 Against; 0 Abstain.

Important Dates

[Complete Calendar](#)

Spring 2018 Plenary

April 19 - April 21

Host: University at Buffalo

Location: Buffalo Niagara Marriott
1340 Millersport Hwy, Amherst, NY 14221

June Planning Retreat 2018

June 4 - June 5

Location: TBD