

UNIVERSITY SENATE  
ATTENDANCE

Meeting of: February 27, 1995

Don Peelle	Carol Anderson
Greg Stevens	J. Gullahon
Carl Santiago	Connie Cahill
J. Passinelli	MARK DURAND
Raul W. Wallace	Annamma George
Jacob Bastian	Jim Brannon
Judy Kershoff	Jon Jochler
Miller Kelly	Jeff Klement
Tom Mc	<del>XXXXXXXXXXXX</del>
Alvaro Gomez	Rich
L. W. Schwall	Dirk Fauer
DeJong	Wm. Lambert
C.A. McCloud	David Strogatz
C.J. Croucher	J. F. Volkwein
R. Lowry	Mark Steinberger
Knewton	Steven Rich
Steve Schuler	Alfred B...
Shobha Chempalambath	James Wolfson
Neil Hart	Tom Mason
John Murphy	James J. Klepper
Charles J.	Jud Meyer
Mary Lickner	Philip Espand
Laura Williams	H. Bakker
Walter Brown	M. Miller
Vanetta Smith	Peter Blom
STEVE DEDITZ	John Collier
	R.H. Johnson, Patricia



**UNIVERSITY AT ALBANY**  
STATE UNIVERSITY OF NEW YORK

**UNIVERSITY SENATE**  
**Monday, February 27, 1995**  
**3:30 p.m. -- Campus Center Assembly Hall**

**SPECIAL MEETING**

**AGENDA**

- 1. President's Report**
  - a. Budget Update



**UNIVERSITY AT ALBANY**  
STATE UNIVERSITY OF NEW YORK

**UNIVERSITY SENATE  
SPECIAL MEETING  
February 27, 1995**

**Present:** V. Aceto, C. Anderson, J. Baskin, D. Biggs, P. Bloniarz, L. Brannon, C. Cahill, I. Chengalur-Smith, R. Collier, P. Eppard, R. Farréll, J. Genshaft, R. Gibson, E. Gossen, J. Gullahorn, K. Hitchcock, J. Jacklet, S. Jones, J. Kiepper, W. Lanford, S. Messner, J. Monfasani, A. Morris, J. Pasquill, D. Reeb, S. Rich, C. Santiago, J. Schulz, L. Smith, M. Steinberger, G. Stevens, D. Strogatz, H. P. Swygart, J. F. Volkwein, P. Wallace, W. Young

**Guests:** H. Bakhru, S. Beditz, J. Blumenthal, C. Carlucci, H. Desfosses, M. Durand, A. George, W. Gibson, C. Groudine, R. Hall, R. Hart, H. Kirchner, K. Lowery, C. A. McCloud, J. Meyer, J. Murphy, K. Murray, S. Schafer

The Special Meeting of the University Senate was called to order by Chair Schulz at 3:35 p.m. Chair Schulz welcomed those attending to the extraordinary meeting of the Senate. She noted there were two items of business on the agenda: the President's Report and a Resolution.

**1. President's Report**

President Swygart stated this is a meeting to review the state of the University's budget and the State of the State budget. Today we face a set of circumstances that provide us with challenges like the ones of the 1970s.

This challenge couples academic management skills with a greater and heightened sense of our shared vision and philosophy, he said. Since we are a mature public University, any dialogue should begin with our principles, maturity and the excellence we celebrated last year. We have seen a decline in State tax dollars over the past several years. If we are subject to these cuts, it would be the greatest withdrawal to anyone's knowledge. More time is needed to cope with the reduction in State money.

In response to the question of what the University at Albany needs to do to affect the political process, the President indicated that the solution could include letter writing, telephone calls, and supporting union and student activities to seek total restoration.

The University's responsibilities include a need to evolve a Mission that should encompass a shared commitment to excellence in programs, student retention and recruitment, staff support and the University's service to the community and the nation, said the President.

Turning to enrollment, the President noted that the University exceeded its enrollment target last year. This year applications to Albany, as well as the SAT scores, are stronger than in the past and at other campuses in the system. We are in the middle of recruitment for the Fall 1995 class and cannot tell parents what the tuition will be, whether EOP will still be in existence, or what kind of support will be available to graduate students.

The President then explained in detail the proposed Executive Budget and two models of tuition revenue depending on SUNY's decision. He also indicated that we can and should press to become more of a State-related University committed to providing regional institutionalization. The University Centers are cross subsidizing the other campus. The University can take on greater responsibility and the University community will have to do more. This will be accomplished through the Budget Panel, the University Senate and other committees, he said. The Budget Panel will reach out to the faculty for dialogue on the budget situation.

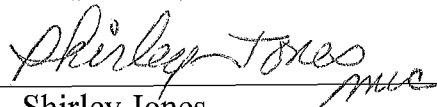
President Swygert and Vice President Carlucci answered questions concerning the budget models presented. President Swygert reiterated that the four University Centers generate almost 40 percent of the undergraduate credit hours in SUNY. The whole system will be affected if campuses close or exclude programs. Concerning early retirement, a bill was introduced in the Legislature for SUNY employees. Those eligible must be 50 years of age and have at least 10 years of service. Employees will lose 5 percent of their retirement for every year under 55 years of age. Human Resources Management is developing profiles of eligible persons for this program. The impact of this program is unknown.

**2. Resolution**

Senate Resolution 9495-04R was distributed. Senator Baskin moved adoption of this resolution. The motion was seconded and passed unanimously.

There being no further business, the meeting adjourned at 4:45 p.m.

Respectfully submitted,



Shirley Jones

Secretary



**UNIVERSITY AT ALBANY**  
STATE UNIVERSITY OF NEW YORK

*Joyce*  
*FMT*

<b>To:</b>	President Swygert
<b>Company:</b>	
<b>Phone:</b>	
<b>Fax:</b>	
<b>From:</b>	Sheila A. Mahan
<b>Title:</b>	Senior Assistant to the President
<b>Phone:</b>	518/442-5400
<b>Fax:</b>	518/442-5418
<b>Date:</b>	02/26/95
<b>Pages:</b>	5

Attached is an outline of the points you made during the discussion this afternoon as well as some additional suggestions from Ron. I have a copy of this at home and can make any changes, additions, etc. this evening or tomorrow.

Reachable at home Sunday evening at 674-8145.

I have an 8:30 am appointment but should be in the office by 9:30 at the latest. If you need to reach me at that time, I'll have my beeper. The number is 342-3089. Just dial it and when you hear the beep tones, put in the number you want me to call you at.

*I'll also have cellular phone: 441-0321*

*(Document: G:\ofepres\all\sen 2-27.doc)*

**President's Report**  
**University Senate/Special meeting**  
**February 27, 1995**

**1. Purpose of the meeting**

- provide you with information regarding the proposed budget, the political world within which it is being decided, and the implications for the University at Albany
  
- provide my thoughts on directions we can, and must, take to respond to this reality.

**2. Foundations:**

Before we turn to the numbers I want to remind you of the philosophical and operational foundations upon which we stand. These are apparent in the following statements of principle that have been a part of this University's recent history:

Inaugural Address of 1991

Report of the Advisory Committee on Campus Priorities and the *Mission*

*Statement of 1991*

*Financial Planning Principles*

*Enrollment Planning Principles*

*Principles for a Just Community*

*Principles of Teaching Responsibility*

These statements reflect our sense of ourselves as a mature public research university -- the oldest public institution in New York State and one whose programs have always been characterized by excellence.

**3. New Realities:**

World around us is changing. We can and should call upon this sense of ourselves to respond to the changes in the external environment.

I believe these are more dramatic and more fundamental changes than we have ever seen before.

And the only way to respond to a sea change is to sustain ourselves with a vision of who we are and what we want to accomplish. The vision to be a more self-directed, self-sustained institution.

Take the new view of higher education seriously and begin to move toward a self-directed and self-sustained model for this University. It is in some ways a private model, but it must be a private model enriched and invigorated by the very best aspects of public higher education -- access to excellence.

Not throwing in the towel. Not giving up. But would be irresponsible in this environment -- in both the state and the nation -- not to begin planning for a different future.

**4. Political realities:**

Many of us have been down this road before. We have heard Chicken Little say the sky is about to fall. And the sky has not fallen. But as you see on the chart, the sky has certainly gotten lower.

Legislative response: Senate and Assembly actions predicted

Gubernatorial response: five year tax cut.

Real budget difficulties

Different view of public higher education -- devaluing of public education  
[chart: Decrease in state support over the past 10 years]

Past change has been a ratcheting down. We are now looking at a sea change.

**5. Fiscal Realities:**

[Budget summary chart, including possible models]

Projected state appropriation (dotted line for tuition)

Distribution of University at Albany budget across VP areas

[Pause for questions]

**6. Our response: Shaping our own Reality:**

All of us -- faculty and administrators -- need to be differently engaged, to reconceptualize our responsibilities and our performance of those responsibilities:

-- *generate our own resources: be more entrepreneurial.*

    -- Mention Dennis Tillman in financial aid

    -- Charge to Candace Groudine to raise the funds to meet our moral obligation to our EOP students and to students of modest means

-- *meet enrollment goals*

-- *tuition policy of self-finance to maintain the enrollment principles*

-- *assume an even greater role within the regional higher education community.* The higher education community is interdependent and we have a vested interest in its strength

-- *flexibility and independence in management*

-- *Tactical considerations:*

time is required to phase in this fundamental change. Can't turn an individual institution or an institution like SUNY on a dime  
time for full dialogue  
time to begin generating our own resources  
freedom to manage our resources



7. **Role of Faculty:**

Now turn to you, the faculty, the members of the University Senate, the academic leaders:

Need your best thinking. If we are to avoid retrenchment -- and I remain committed to avoiding retrenchment -- we must be creative and energetic. We must think in ways we have not thought before.

Looking for your input on both substance and process.

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## SUNY 1995-96 BUDGET SUMMARY

APPROPRIATION (Permission to spend)	94-95		95-96
	\$ 1,518 M	(-\$74M) <i>4.8% reduction</i>	\$ 1,444M <i>fixed #</i>
<b>REVENUE</b> (Capacity to spend)			
STATE \$	\$ 918 M	(-\$289M)	\$ 629M <i>about 43%</i>
TUITION \$	\$ 600 M	(+ \$215M)	\$ 815M

### UNIVERSITY AT ALBANY 1994-95 BUDGET

	TUITION \$	STATE \$	TOTAL \$
<b>APPROPRIATION</b>	\$ 41 M	\$ 56 M	\$ 97M

#### POSSIBLE BUDGET SCENARIOS

### UNIVERSITY AT ALBANY 1995-96 BUDGET

*This model reflects cross subs*

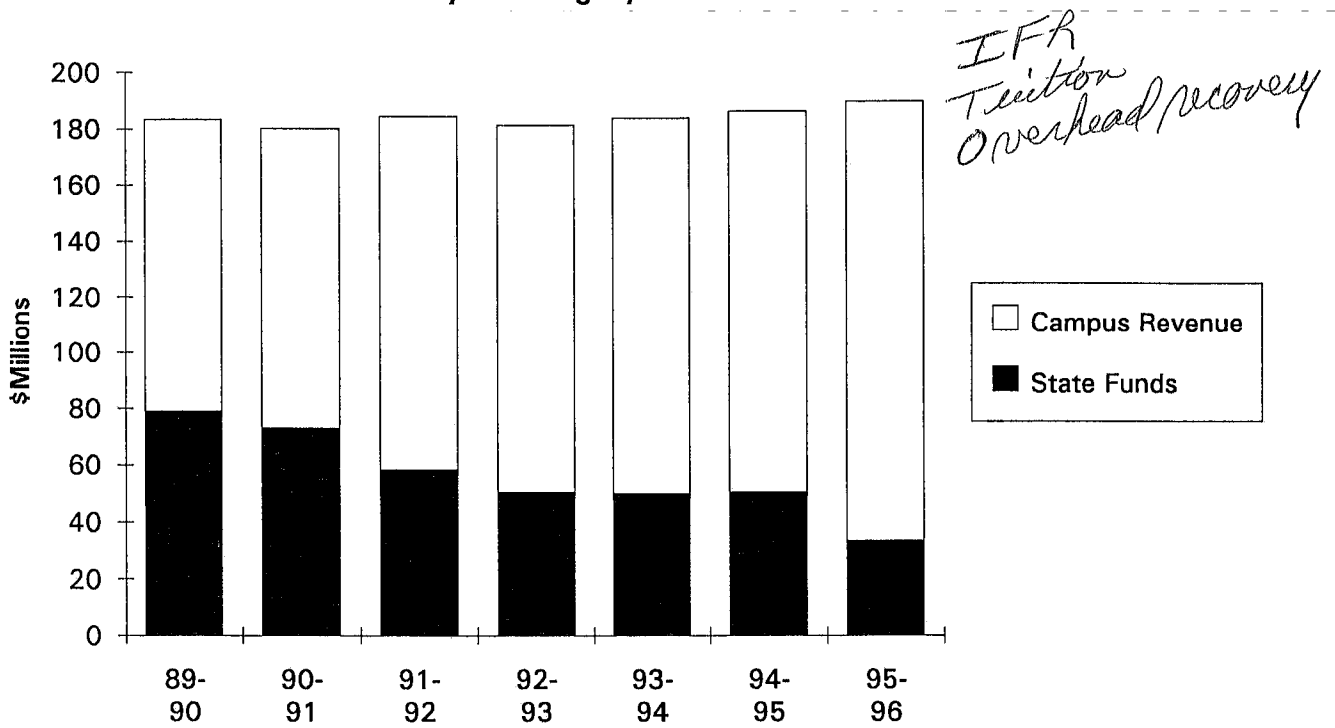
	94-95		95-96
<b>APPROPRIATION</b>	\$ 97 M	(+ \$2M SALARY ADJ)	\$ 99.2M
With Benchmark% of \$74m cut		(-\$5.9M)	\$ 93.3M <i>→ can calculate #</i>
<b>STATE \$</b>	\$ 56 M		\$ 33.2M
* From SUNY Enrollment Model			41% Reduction

### UNIVERSITY AT ALBANY 1995-96 BUDGET

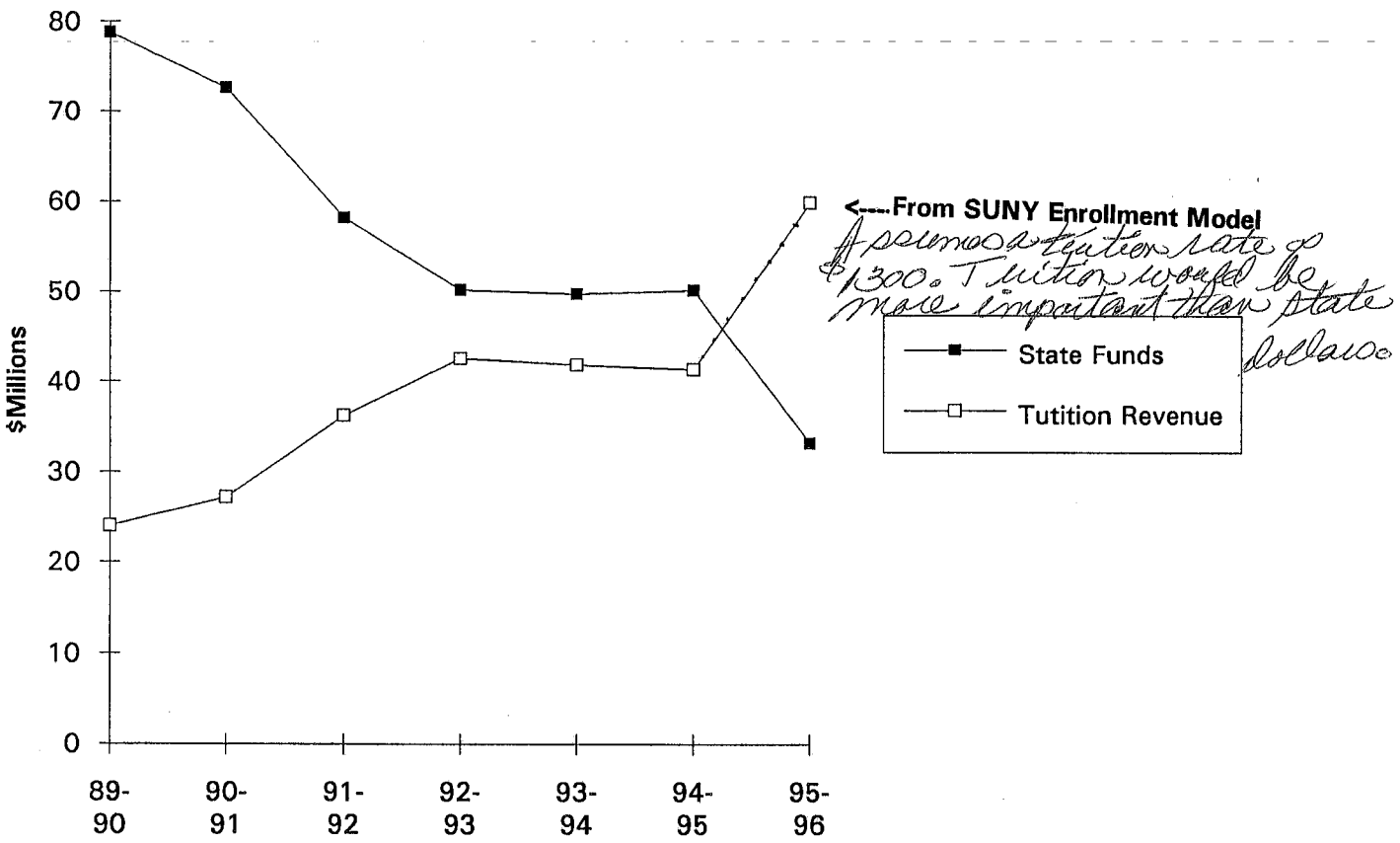
*Distribution of state dollars.*

	94-95		95-96
<b>APPROPRIATION</b>	\$ 97 M	(+ \$2M SALARY ADJ)	\$ 99.2M
With Benchmark% of \$74m cut		(-\$5.9)	\$ 93.3M
<b>STATE \$</b>	\$ 56 M		\$ 38.0M
From SUNY Benchmark Distribution			32% Reduction

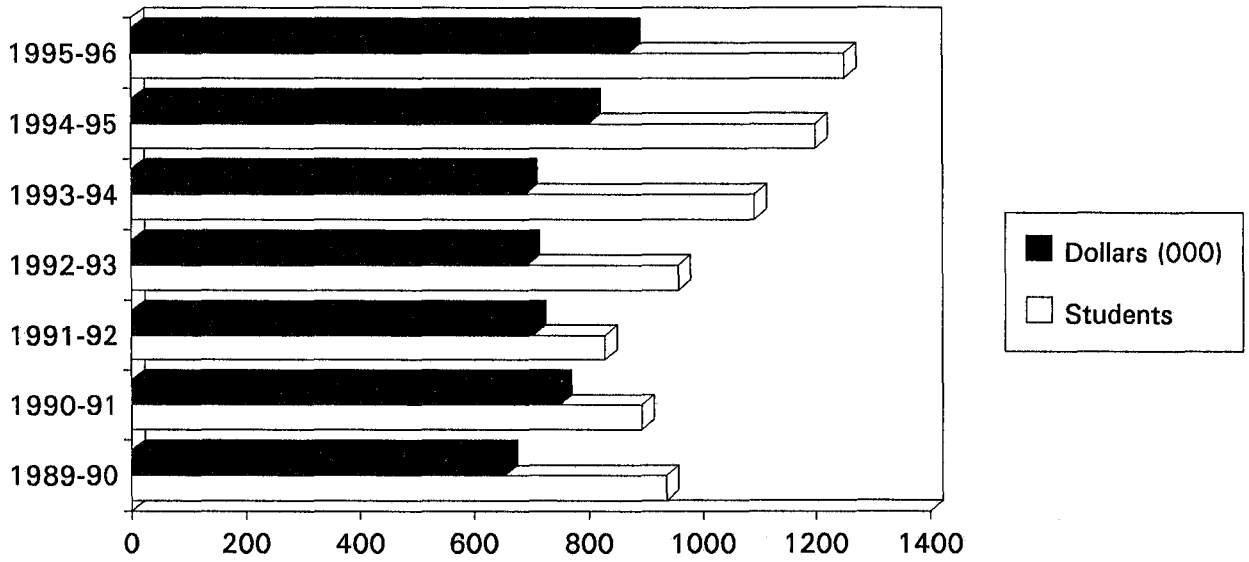
### University Funding By Source



### Revenue By Source



Work Study Program



# 1995-96 Executive Budget Proposal and Impact

## Proposed Reduction for SUNY system

An overall reduction in state support of the of \$290 million (-31.5 percent from this year's \$919 million in state support) Proposal includes the following:

- a reduction of **\$74 million** (or 4.5 percent ) from 1994-95 levels in the level of expenditure that SUNY is authorized to make;

*AND*

- the requirement to generate in new revenue, **\$215 million**, the majority of it through a tuition increase. This would require tuition increases well in excess of \$1,000 per year per student at all SUNY campuses (*assuming no loss of enrollments*). It is important to note that falling short of this revenue mark will require an even greater reduction in expenditure.

The proposed budget also calls for:

- elimination of the Tuition Assistance Program (TAP) for graduate students
- reduction of TAP for undergraduates to 90 percent of tuition, up to a maximum of \$3,500
- elimination of the Educational Opportunity Program.

## The Impact at the University at Albany

- In "benchmark" terms, Albany's share of a \$74 reduction would be approximately **\$6 million**.
- In "benchmark" terms, the new revenue requirement for Albany would be an additional **\$18 million** over current revenues to maintain existing budget, assuming no loss of enrollments.
- Graduate TAP supports 515 graduate students at Albany with over \$420,000 annually. Graduate TAP at Albany funds a substantial portion of the tuition relief that accompanies graduate assistantships and fellowships.
- 4,700 undergraduate students at Albany receive \$7.5 million in TAP support. Of that number, 1,850 students currently receive the full TAP award and would face a reduction if the proposed budget is adopted.
- 800 students enroll each year at the University at Albany's through the EOP program. Each freshman class includes about 160 EOP students.

## **Legislative Issues**

- Will State Budget be passed by April 1?
- Many causes will be vying for restoration by the Legislature.

## **System-wide issues**

- Chancellor Bartlett has said that “a loss of this magnitude at SUNY’s state-operated campuses will force an unprecedented consideration of:
  - the number of students enrolled;
  - drastic increases in tuition rates;
  - the number of campuses;
  - the number of faculty and staff;
  - and the range of programs and delivery of services.”
- Board of Trustees will be presented with recommendations regarding possible responses at the meeting of February 23. No information currently available about what system-wide options are under discussion.
- SUNY system is also reportedly working on an Early Retirement Plan to present to the Governor and the Legislature. The Executive Chamber plan under discussion is targeted only to classified service staff; SUNY is reported to be working on a broader plan. But we have no information regarding the specifics of either plan and no assurance that any plan will pass the Legislature.

**UNIVERSITY SENATE**  
**UNIVERSITY AT ALBANY**  
**STATE UNIVERSITY OF NEW YORK**

Introduced by: University Senate

Date: February 27, 1995

**IT IS HEREBY PROPOSED THAT THE FOLLOWING BE ADOPTED:**

WHEREAS, the Executive Budget recommendations for State University of New York, if enacted as proposed, would result in a \$289.5 million reduction in the budget (a 31.5 percent reduction) which includes a \$74 million cut (4.9 percent) in expenditure authorization, and

WHEREAS, the Executive Budget recommendations increase the revenue requirement for SUNY by \$215 million, which could increase student tuition by \$1,000 a year or more at SUNY institutions, at the same time that maximum TAP awards would be reduced from \$4,050 to \$3,575, and

WHEREAS, the Executive Budget recommendations would eliminate TAP for graduate students, remedial work, and for part-time study programs, and

WHEREAS, the Executive Budget recommendations would eliminate the Educational Opportunity Program (EOP), a program that has offered academic and economic assistance to students of strong potential from disadvantaged backgrounds, therefore

BE IT RESOLVED that the University Senate of the University at Albany, while understanding the difficult financial straits of New York State, strongly objects to the imposition of a 31.5 percent cut in State funds to the State-operated campuses of SUNY. In addition, it decries the total elimination of the Educational Opportunity Program. These apportionments are an unfair imposition of the State's financial problems on students, their families, and the economically deprived.

BE IT FURTHER RESOLVED that copies of this resolution be forwarded to the Governor and to the members of the New York State Legislature.

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**SUNY 19**  
**APPROPRIATION**  
 (Permission to spend)

**REVENUE**  
 (Capacity to spend)

**STATE \$**

**TUITION**

*originals*

**95-96**

**1) \$1,444M**

**2M) \$629M**

**5M) \$815M**

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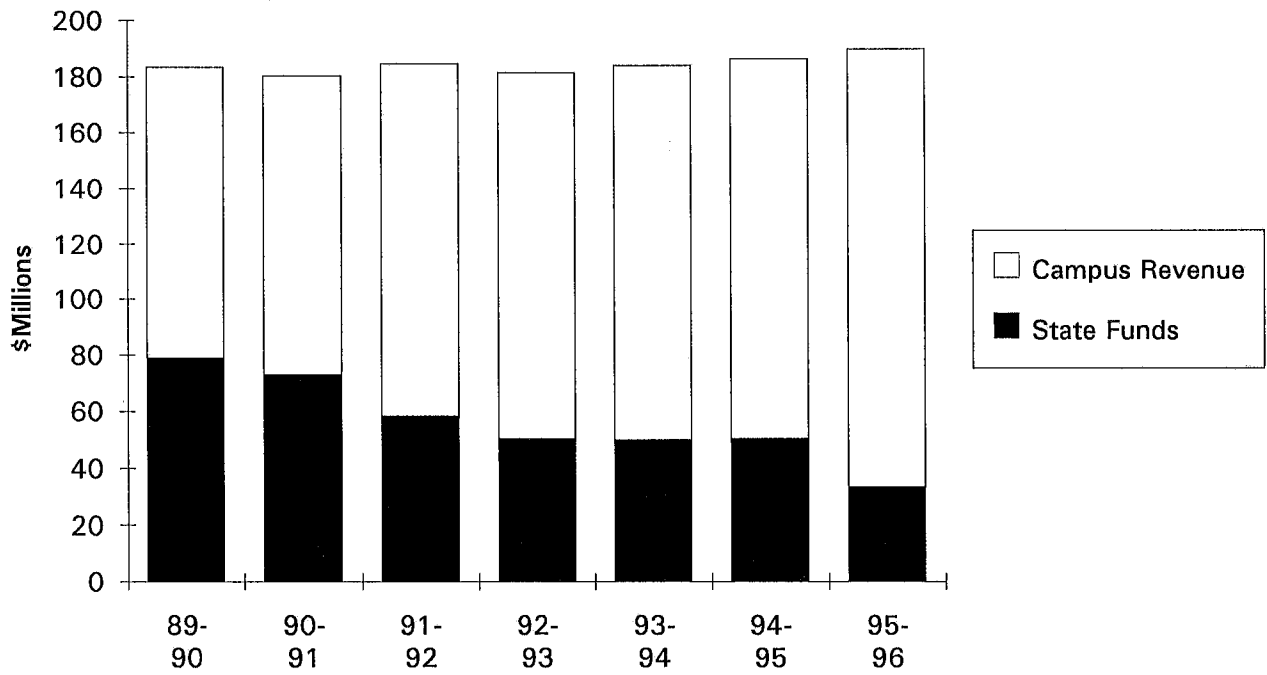
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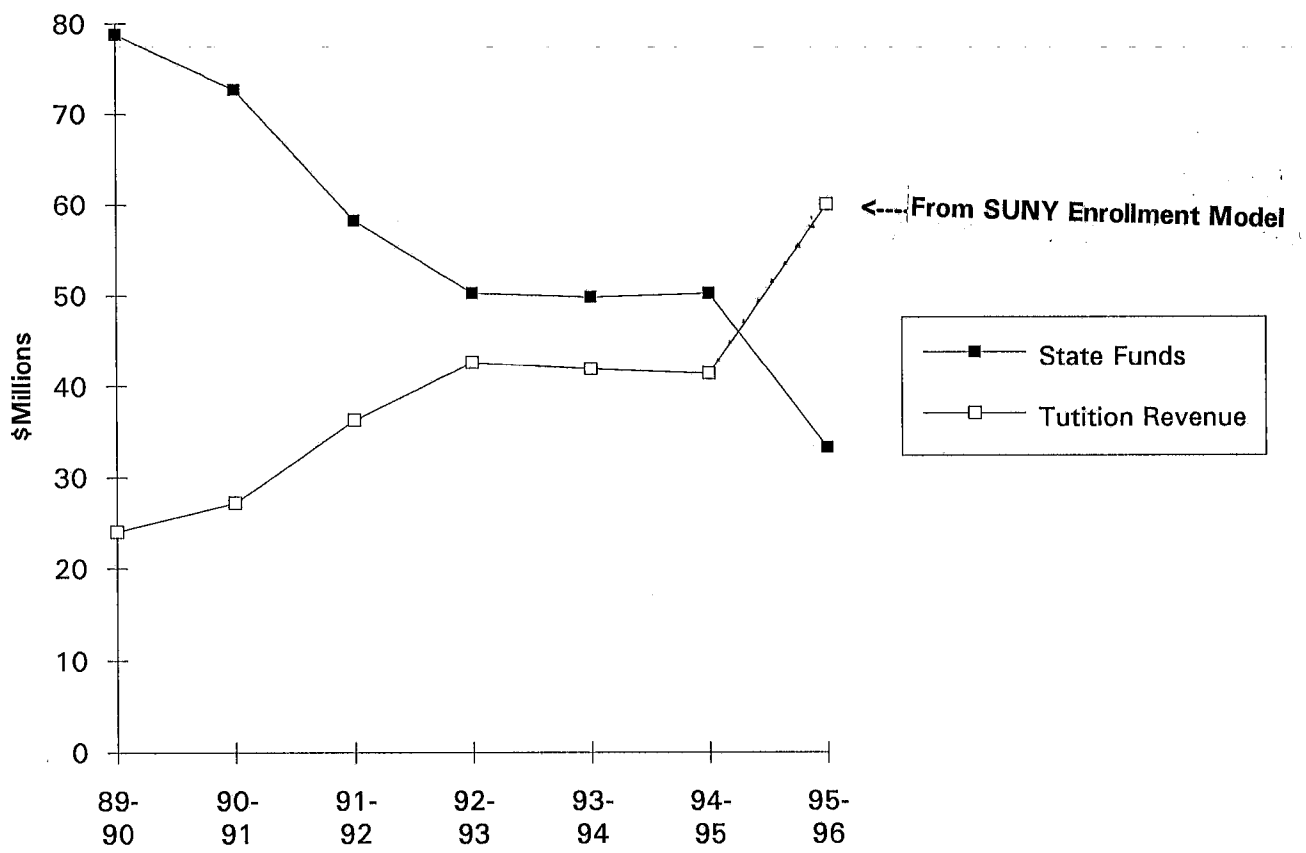
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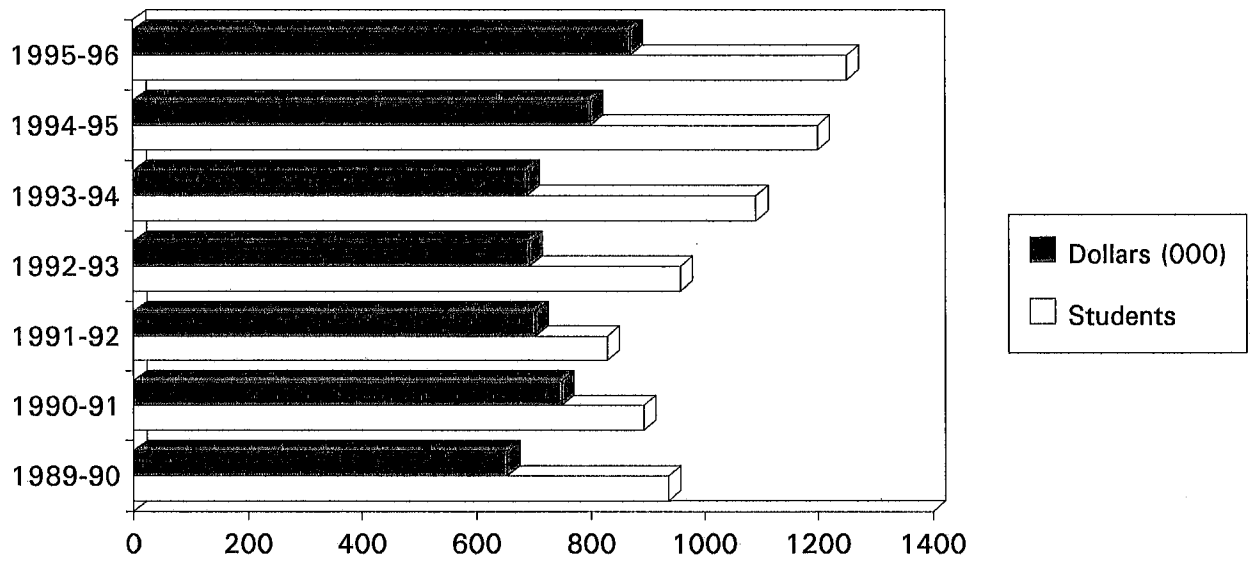
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