

**UNIVERSITY POLICY AND PLANNING COUNCIL  
2009-10 CHAIR: JOHN DELANO**

**APRIL 9, 2010  
MEETING MINUTES**

PRESENT: I. Murakami, E. Eisenbraun, B. Shaw, M. Range, P. Ferlo, R. Bangert-Drowns, R. Johnson, S. Birge, J. Fossett, J. Delano, D. Wagner, S. Beditz, S. Phillips

GUESTS: None

MINUTES: Minutes of March 26, 2010 approved with revisions

**ACADEMIC AFFAIRS REPORT**

No report was given

**CHAIR'S REPORT**

No report was given

**Status of UPPC Budget Data Motion from 3/26/10 meeting**

Dr. Delano updated the council on the status of the proposal that was personally delivered to the President's office on March 29<sup>th</sup>. Dr. Delano reported that he had received a telephone call from Vince Delio confirming receipt of the motion. Dr. Delano has followed up with Mr. Delio and has not yet received a reply. Chair Range has also contacted Mr. Delio, who relayed that the request had been forwarded onto Financial Management and Budget; a response is anticipated early next week.

**Discussion of Organizational Studies Ph.D. Reactivation Proposal**

Dr. Delano introduced the proposal as a reactivation of a program that had voluntarily suspended admission into the program within the last couple of years, noting that the GAC has voted in favor of reinstating the program from the academic quality perspective with unanimous approval. UPPC will focus on the resource implications of program reactivation. Dean Siegel from the School of Business (SOB) will attend the UPPC meeting on April 23<sup>rd</sup> to address questions. Dr. Delano will relay any 'flags' that may come up during discussion today to Dean Siegel prior to the next meeting so that the concerns may be properly addressed. Dr. Wagner expressed an interest in explanation given in the proposal for anticipation that SOB would be able to fund this program from other sources. How much does 'large part' mean, and is that proportion likely to be maintained long term or is this likely to draw resources from graduate stipend funds. Dr. Fossett asked how much of a cross-subsidy is there in the program design – a lot of what is driving the program seems to be participation by non-compensated, non-SOB faculty. He asked whether there would be reciprocation of course availability for students in other programs. Dr. Johnson, as a faculty member in this program, spoke to the resource allocation

question – he felt that the Dean would like to retain that external funding proportion over time. Admissions to the program were suspended in 2007 or 2008; historically Psychology had been actively involved in leading and chairing dissertations in Organizational Studies. Currently, mostly Management department faculty members handle the work with tangential involvement from external faculty. Part of the goal is to expand more offerings within SOB; another goal is cross-pollination – the more we (SOB) can partner with other disciplines to bring students in, the better.

Dr. Delano noted that only 4-5 admissions are anticipated per year, and wondered if the program could have credible numbers with that volume. Dr. Fossett commented that the multi-department arrangement offers a way to assemble critical mass. Dr. Johnson concurred that this would strengthen the program. Dr. Range posed a question regarding low program expenses – he would like more specific data regarding which courses students would be enrolled in, and would like to see supportive statements from other departments involved. Dr. Shaw inquired about history of deactivation / reactivation in a short period of time. Dr. Wagner noted that this particular program deactivation does not seem to fit the pattern of other deactivations the Council has seen. Dean Bangert-Drowns cautioned that the Council should be sensitive to trying to avoid stifling academic initiative in the departments, expressing his support of reactivating the program since the deactivation reasons may not have been fully vetted. Dean Bangert-Drowns also raised the question of finances coming from external sources, and asked the Council to revisit funding sustainability plans. Dr. Delano was favorably impressed with idea of external GA funding, but wondered if there is there a backup plan should the funding not materialize. He also asked whether the organizational studies program itself is accredited (it is not subject to accreditation). The Council agreed that the proposal is not seeking additional faculty hires, which Dr. Johnson confirmed. Dr. Johnson pointed out that senior doctoral students serve as faculty in introductory courses – the accrediting board would see ABD's (All But Dissertation) as better qualified to teach. This issue will be noted for Dean Siegel's input at the April 23<sup>rd</sup> meeting.

### **UPPC Views on Public Higher Education Empowerment and Innovation Act**

Dr. Delano requested that the Council share their perspectives on the empowerment and innovation act presentation that Mr. Delio presented at the March 26<sup>th</sup> UPPC meeting. Dr. Range expressed his support of the principles expressed in the act; the resolution mentions that certain areas need to be addressed more carefully; what does differential tuition mean exactly, i.e. additional costs for particular programs would be imposed on all students on a particular campus, and whether doctoral programs or other specific programs should be singled out. Dr. Fossett posed a question of fact – how far does this act envision transfer of discretion – are we proposing to move towards a decentralized campus based

model that other state university systems use, or does power devolve to SUNY Central. Mr. Beditz responded that tuition would stay on campus. The framework is there; policy decisions have not been discussed in detail. At this point it is unclear how much SUNY Central would be involved. Provost Phillips pointed out two issues 1) Rational tuition increase, a systematic indexed increase without legislative approval (1.5x hepi index). 2) Differential Tuition policy – charge differently for programs, 4 year vs. comprehensive, etc. – equity of access and cost issues from a consumer perspective. We may get to campus differential, but the program differential would be a logistical nightmare. Many of the tuition decisions may be handled by the trustees.

Dean Bangert-Drowns inquired as to whether there would be a University Senate resolution issued regarding the Empowerment Act. Dr. Delano suggested that the Council could carry a ‘sense’ of UPPC support to Senate, but nothing formal at this point. Dean Bangert-Drowns spoke in favor of our Senate taking a positive stance toward this resolution. The University position is very thoughtful; it does endorse the principles behind the proposal and enunciates the line items. Dean Bangert-Drowns favors recommending that UPPC takes a detached stance to support principles embodied in the act. Dr. Wagner echoed this support, and raised the point that United University Professions (UUP) is not supporting the proposal. In light of this, UPPC needs to be explicit about our support in contrast to the union position. Dr. Range noted that as the faculty is the membership of UUP, the position has been determined by union leadership and not the membership – this is how we can express a view independent of the union leadership. He further stated that the resolution seems good, but noted that so far it has only been passed by the SUNY wide Executive Committee; a very small body. If posed to the SUNY wide Senate later this semester, there will likely be differing opinions; we should wait until the plenary meeting is done. The UAlbany Senate may see it in May. Dr. Bangert-Drowns sees a UAlbany Senate endorsement as potentially influencing the SUNY wide Senate decision. Dr. Wagner commented that the system is so much larger, and comprised of entities that do not have the same character of the centers; he sees the other campuses as having more influence with UUP. Dr. Fossett opined that the influence of the other campuses makes it even more important that we make an aggressive stance toward adopting the decentralized mode of governance and finance is one that’s in place everywhere else; if you look at the great public universities, they could not have emerged under the governance system that we have. This is the biggest obstacle to our growth and emergence on the national scene.

Dr. Delano noted that historically, SUNY funding has been inversely proportional to tuition; we should be alert to the historical trend. We are in crisis this year with a backing away in funding and must look at the financial context of the proposal – the Governor sees this as a cost saving measure for the state

budget. Dr. Delano asked Provost Phillips about where our tuition would need to be when state support zeros out. Dr. Phillips responded that it would be somewhere in the \$10k range. Dr. Fossett strongly approved of that number as it still makes us a bargain as compared to other public institutions. Dr. Wagner agreed with the analysis of the inverted relationship – as long as we continue to operate under the control of the governor and legislature, our hands are tied and our only response is to move for greater independence so we can set our house in order to garner greater control. The lower state support gets, the worse off we will be. Dean Bangert-Drowns stated that this proposal feels like a historic moment – taking the radical stand might lose support from the other campuses, but the SUNY Executive Committee stand is very balanced, and he would like to endorse it. Dr. Delano praised the innovation component - although we would not be the first to try that, he would like to see what institutions have done this in some form and how they have fared; has it been as good as we hope it would be, or are there problems. Mr. Ferlo expressed his support for the program – the SUNY Executive Committee clearly took time with this and the recommendations are sound. Dr. Range queried whether the Council would like to put a resolution on the table for Monday’s Senate meeting and see where it goes. Dean Bangert-Drowns asked if it would be beneficial to have it come from UPPC. Dr. Delano asked called a straw vote to get a sense of the council’s support of the SUNY wide Executive Committee statement. A show of hands indicated that UPPC unanimously favors the position.

### **Planned Budget Cuts**

A request has been made from Ken O'Brien (SUNY Senate) to campus leaders; they would like latest info regarding campus planned budget cuts by Monday. Provost Phillips has not been provided with numbers or campuses to target – we have the information that George put out last week regarding BAG III, but we don't have our dollar target from SUNY yet. If the Executive Budget goes through, \$152 million SUNY wide cut, but our portion is not year clear. Dr. Fossett recommended that we put out one of our 'death spiral' worst case scenarios – i.e. shuttering one-fifth of CAS or closing SSW altogether. Provost Phillips expects a statement in a month and a half, and does not recommend putting anything out there at this point.

Dr. Delano distributed a spreadsheet regarding GA numbers since 2004-05, which corrects data from a previously distributed report to clear the records of what the right numbers, and answers what happened between 07/08 and 09/10 as numbers of supported Graduate Assistants declined. Provost Phillips explained that this demonstrates the shift from supporting many different heads with fewer dollars to fewer getting more dollars beginning in 07/08. 09/10 numbers are attributed to students

exiting at old stipend levels and not being replaced with the new model. The other issue is the 09/10 'tsunami' which reflects \$1.5m cut. Support dollars were not reduced as previous data indicated.

Motion was made to adjourn at 5:03pm with Dr. Delano's thanks to all in attendance.

Respectfully submitted,  
Stacy Stern