Memorandum to Presidents

Date: January 25, 1974

From: Office of the Executive Vice Chancellor

Subject: Report of Task Force on Energy Conservation

Enclosed is the report of the University Wide Task Force on Energy Conservation.

The report deals primarily with the identification of elements of consideration and recommendations for contingency plans in the event of a severe statewide energy shortage in relation to academic calendar; relocation of campus activities, personnel problems, major capital expenditures, education and public information and transportation.

Your reaction, comments and suggestions will be appreciated; in addition, I would also appreciate receiving from you a contingency plan for your campus assuming a 25 percent shortfall of energy beyond the reductions you have already achieved.

Thank you for your cooperation. Please let me have your comments and, if at all possible, your contingency plan by February 15.

James F. Kelly

Enclosure

cc: Chancellor Boyer

This memorandum addressed to:
    Presidents, State-operated campuses
REPORT OF UNIVERSITY WIDE TASK FORCE
ON ENERGY CONSERVATION
MEETING OF DECEMBER 14th, 1973

Chairman: James F. Kelly, Executive Vice Chancellor
Secretary: Herbert B. Gordon, Assistant Vice Chancellor for Capital
            Finance and Administration

Clifford Bishop, Plant Manager, Brockport
Thomas Colahan, Vice President, Academic Affairs, Geneseo
Howard Dorfman, Vice President, Administration, Downstate
Edward Doty, Vice President, Operation & Systems, Buffalo
    University
Frank Eck, Professor of Biology, Stony Brook
Tom Greene, Student, Geneseo
Robert Hart, Professor of Physics, Binghamton
Dave Heaps, Student, Purchase
Charles Laffin, President, Farmingdale
Donald J. Lambert, Director of University Physical Plant
    Support Services
Lila Moore, Associate Director of Residences, Albany
Caesar Naples, Assistant Vice Chancellor for Employee
    Relations
James Perdue, President, Oswego
Donald Snyder, Plant Manager, Upstate
John Stewart, Vice President, Morrisville
Robert Whittam, Plant Engineer, Albany

The Task Force considered as its primary objective the identification of
elements of consideration and recommendations for contingency plans in the event of
severe statewide energy shortages. This will supplement the work being directed by
Dr. Oscar E. Lenford in the Office for Campus Development relative to the comprehensive
energy conservation program now operational both in Central Administration and
on each state operated campus.

The Task Force was divided into sub-committees to develop elements of consider-
ation and recommendations in connection with academic calendar, relocation of
campus activities, personnel problems, major capital expenditures, education and
public information, and transportation. The following was reported by each sub-
committee:

Sub-committee on Academic Calendar

1. Each campus must be considered as a unique unit. The use of energy for
heating and cooling, as well as for illumination, differs widely from campus to campus due to the following considerations:

- The state of campus development (building program)
- Temperature variations within the state
- The amount of weather in different areas
- Extent of cloud cover
- Snow belt

Due to such widely differing conditions, calendars will undoubtedly have to be differentiated.

2. Basic integrity of the instructional program depends on a minimum of seventy-five class days of instruction. This position appears to be supported by a substantial amount of research on the learning process; the advantage of spaced learning. The availability of time for study, absorption, recreation, outside work and travel.

3. The four-day week appears (without any detailed study) to be of questionable value in terms of energy saving factor in colleges and universities. This question should have further study.

4. Contingency calendars should have built-in flexibility. If conditions appear to require the closing of an institution for more than a week, the opening of a term might be delayed by one week and in effect put two weeks in the bank by providing the possibility of extending the term. If all of the delay were put at the beginning of the term and the problem turned out to be less severe than anticipated, one would have created a greater problem than necessary.

5. Calendars should be arranged in such a way as to afford minimal dislocation of personnel -- faculty and staff.

6. The Chancellor's office should be notified of any campus's desire to change their calendar and should have the opportunity to react to the suggested change.
7. It is essential that campuses be provided with lead time necessary to close down the entire operation. Notice needs to be given to faculty, staff, students, etc.

8. All campuses are urged to consider alternative calendars for future use based on the assumption that the present situation will be a continuing one rather than a one-time crisis. Such calendars should develop priorities relating to essential buildings -- which buildings would remain open under which conditions.

9. Wide publicity should be given to the reasons why it would be unwise to develop a uniform calendar for all State University units.

10. Campuses should be able to identify the point at which it is better to close the institution than to try to remain open simply by creating further hardships and difficult working conditions.

11. It appears that a period of shutdown of less than a week (including vacations) would be uneconomical. Further factual information is needed on this assumption. If the assumption is true, campuses should be notified in order that this could be taken into consideration in the building of the calendar.

12. Faculty and staff should reassess in radical terms the patterns of teaching and learning on campus.

Sub-committee on Consolidation of Activities

1. University Priorities

As guidelines for several campus plans, SUNY Central Office in consultation with established advisory inputs, shall develop overall priorities of teaching program, research activity, publication and public service. Where necessary, flexibility in established residence, credit, or time requirements shall be sought from State Education Department.

2. Implementation Authority

In the event that a campus knows for certain its fuel supply will be reduced
approximately one-third of anticipated amount for a period of time it will implement a Contingency Plan previously approved by SUNY Central Office.

3. Planning Development

Each integral campus unit of SUNY system, in consultation with appropriate campus personnel, shall submit a Contingency Plan (or Plans) to SUNY Central Office for review and approval.

4. Contents of Plan

Campus Contingency Plan or Plans shall include:

a. Statement of basic fuel or energy inputs known from experience to be sufficient for normal operation of educational and service programs.

b. Carefully plotted campus restraints from normal requirements to restrictions of 20%, 30%, 40% less fuel input. Such consolidations shall relate plant reductions, academic adjustments, and research or community programs as affected.

c. Detailed estimates of personnel consolidations resulting from item above.

d. Required estimates of cost of alternatives such as rentals, rehabilitations, or equipment if necessary.

5. Technical Assistance

While each college has qualified administrative and M&O staffs, Engineering and Technical Assistance in developing campus Contingency Plans shall be available upon request from Central Staff resources and data.

Sub-committee on Personnel Problems

The committee noted that the problems relating to personnel were diversified because of the nature of the different classes of personnel on campus and the variety
of contracts and union representation. While major policy decisions will be made by the Governor's office, it is incumbent upon the University to make appropriate recommendations and seek legislation, if necessary. Suggestions were made for the use of personnel for other than customary duties. There was additional discussion relating to administrative leave and furlough and the necessity to make every effort to continue employment. It was noted that there is case law which upholds the right of management to require that vacation or leave without pay be taken at the discretion of management.

Sub-committee on Transportation

1. The first thing the committee did was to identify the following areas of energy uses relative to transportation.

   a. Bus fleet - State owned. Used for field trips, off-campus laboratories, shuttle service, etc.

   b. Bus fleet - FSA owned. Used for athletics, music, dramatics, student organizations, public service, etc.

   c. Car fleet. Used for faculty, student, administration travel as well as for some field trips.


   e. Maintenance and operation vehicles including trucks, snow plows, lawn mowers, tractors, etc.

   f. Farm vehicles, trucks and tractors.

   g. Health service vehicles.

   h. Student and staff cars used for transportation to and from college including resident students as well as commuting students.

2. The committee felt that it would be impossible to make any percentage cut across the board, but rather each campus should establish their priorities in order
to reach an overall cut in fuel. This would necessitate, in the committee's mind, the elimination of some activities, the reduction of some activities and maintaining others at present levels as long as the college was in session. To illustrate, many field trips might be eliminated, shuttle service might be continued on a reduced time schedule while off-campus laboratories might not be cut at all.

3. Some consideration might be given to coordinating Statewide SUNY meetings in an attempt to consolidate these meetings on fewer days to make possible several people riding together to various meetings, thus reducing car transportation.

4. Consideration should be given to more telephone conference-line conferences instead of centralized meetings.

5. Consideration will have to be given to eliminating or drastically curtailing trips for athletics, music, etc. One possibility to also consider would be the combining of athletic team trips making possible two teams traveling on one bus.

6. Security forces will have to consider more foot patrols, using smaller vehicles or bicycles for campus patrol.

7. Grounds people might have to mow less frequently, but, in the opinion of the committee, snow removal will have to be maintained at present level for security reasons.

8. Maintenance vehicle travel will have to be monitored to reduce where possible this travel. However, essential repairs involving the use of maintenance vehicles will have to be maintained.

9. The committee felt that the farm vehicle use is in much the same category as the maintenance vehicles and the essential use of same will have to be continued.

10. The committee felt that campuses must maintain at least a minimum of health services' transportation for student and staff health safety.

11. The committee felt that campuses might consider eliminating all vacations of less than one week and that the use of car pools and public transportation will have to be used if students and staff are to get to and from campus.
Sub-committee on Capital Expenditures

1. Planning by individual campuses should be made in consultation with the Central Staff in order to identify capital projects.

2. Consideration should be given to rehabilitation of space for purposes of consolidation.

3. A lump sum capital allocation for energy conservation projects should be available when such projects are identified.

4. Capital projects for conversion to alternate sources of fuel should be studied.

5. Capital programs based upon elements identified in pilot projects presently undertaken by the Office for Campus Development should be developed.

6. Energy conservation projects should be substituted for projects already funded with a deferral of non-energy conservation projects where possible.

7. There is the need for more flexibility by the campus to accomplish rehabilitation projects with its own staff and resources.

Sub-committee on Public Information and Education

1. The need for communication of a factual information about responses to energy limitations suggests strongly that the various available media be used to provide publicity about energy-saving needs and effectiveness. Student newspapers, campus newsletters, town newspapers, SUNY-wide information sources, and campus and local radio stations should all be used for these public information functions.

2. Local campus effectiveness might be dramatized by charting energy-saving goals graphically and displaying them in public view; against these goals could be plotted monthly records of electricity, fuel oil, and other types of energy usage.

3. Energy-saving suggestions from all members of the university community should be solicited, perhaps linked to a reward system. Good suggestions should be publicized and implemented.
4. Wattage consumption of commonly used appliances could be listed and distributed to the community, especially to students in university housing.

5. Public education about the desirability of more efficient employment of transportation facilities, including buses and car pools, should be undertaken. Buses between various areas of the state should be arranged (1) for students at vacation times; (2) to permit campus visitations by parents and prospective students; and (3) for travel to distant athletic events.

6. The campus energy office should have representation from all segments of the University community.

7. The most difficult goal will be the inculcation of a spirit of individual involvement and responsibility in matters of energy conservation, for the common good of the University and of society.

January 17, 1974