

Chancellor Q&A

University Centers:

Q1: Given the fallout from SUNY Poly and Buffalo Billion, will you share your insights on what reforms may be needed for protecting the interests of SUNY, the broader economic development strategies?

A: Our job is to stabilize and move forward SUNY Poly as an institution. Alex is currently in charge of SUNY Poly and is working deliberately to recruit an interim president. We need to secure the stability of the finances, academics and research for the institution.

Q2. What can you do to reduce salary and other inequities in gender and race?

A: I encourage you to probe the data. I think it will work better for us if we can give instances and take them to the trustees, presidents and provosts. We can't just make a case; we need to know what the history has been.

Q3. In light of the June 2016 memo titled Amendments to the Guidelines for Conducting Presidential Searches for State Operated Campuses and the related revised Guide to Presidential Searches, what are your expectations for implementation of these processes, what do you think is the appropriate balance of faculty, professional staff, and student representation?

A: We revise our recruitment of presidents regularly because it is difficult to get it right. We will continue to revise it. If there are not enough faculty on the search committee I hear about it.

Comprehensive Colleges

Q1. The comprehensive colleges sector recognizes the importance of the TeachNY process, and will provide feedback as the process goes forward and promote conversations on our individual campuses. We plan to propose a Conversations in the Disciplines proposal. Will you commit to supplement beyond the funding from CID?

A: If people want to get together to solve problems across SUNY and need funding, the answer is "Yes. Yes." It's a small price to pay.

Q2: What progress has been made on developing system-level strategic enrollment management, and how will campus-driven and system-driven enrollment efforts be coordinated as we go forward?

A: Conversations with the Provost have convinced the Chancellor that a focus on the completion agenda means we must also focus on recruitment, otherwise we will decrease our student enrollments.

Q3. We have discussed the potential to have a conversation about what makes all of our campuses distinctive. Have you had any further thoughts about this topic, and if so, what role our campuses, along with system, can play?

A: There are going to be similarities across the comprehensive campuses. "We didn't go through Seamless Transfer for nothing!" We need, as a collective, to think about how our work is different.

Health Sciences Centers

Q1. It is our understanding that SUNY is very close to hiring a new Vice Chancellor for the Health Sciences sector. Can you tell us what the responsibilities of this position will be? Will the purview included the hospitals, Health Science Centers, College of Optometry, Colleges of Pharmacy and/or other health professions? Can we be assured that faculty will have adequate impute into strategic planning processes?

A. Ricardo Azziz joined us just a couple of days. He has taken a position that neither he nor we have totally nailed, but I think broadly it should include other of the health professions, optometry, veterinary, pharmacy, etc. but the concentration initially will be the academic medical centers. It's a little bit of an experiment for him and it is an experiment for us because our doctoral campuses and medical schools are helping to support this position.

Q2. In June of 2012, the SUNY Trustees supported legislation (S4853 and A7277) to make all SUNY Campuses tobacco free. Where does this legislation stand? How can we help to support making SUNY Tobacco Free and create an environment of health and sustainability?

A. I don't really know where we are but it falls nicely under the purview of this position that you asked for the description of and Alex (Cartwright) will have to get an update on how campuses are progressing.

Colleges of Technology

Q1. Many of the leaders are new to system and the campuses. We know that you and your colleagues work with the Presidents, Provosts, CFOs and others to acclimate then to SUNY. What more can be done to acclimate each new leader to their campus culture, sector AND the campus to the new leaders?

A: "I like cautious optimism of new senior leadership." There is already a mentorship of new campus presidents. Proposal to create a SUNY Administration SWAT team to assist the process of acclimating senior administration.

Q2: The Tech Sector is in the forefront of Applied Learning and has been for decades. Applied learning includes the curriculum, internships and practicum. Our challenge is that these programs are very expensive and special purpose funding has not been available as an offset. We ask that you create a task force to examine the mission and vision of the tech sector within the system, including opportunities to grow the enrollments in lower-cost programs.

A: "We need to do more to celebrate long tradition of applied learning in technology sector. Need better connection with business and industry"

Specialized and Statutory College Sector

Q1: There has been an increased emphasis on institutional assessment and reporting, both externally and internally, externally from Middle States and professional accreditation such as ABET, internally from SUNY initiatives and requests for campus reports on progress. What are the ways we can work together to ensure support for campuses to succeed in reporting and assessment ?

A: When I was first here in 2009, I had a board that wanted all of the info from the SUNY colleges to use however they liked in assessing the colleges and deciding how to support them. Colleges resisted that approach and took time to decide what metrics they wanted, which was a big endeavor. Now there is a Performance Improvement Plan on each campus, by which each campus decides how to manage their own information and what to emphasize. We are in a better place.

Q2. You have done a tremendous job at centering the importance of academics in the academic - industrial partnership. What is your plan to keep academics central and keep the public education aspect primary?

A : There is a national dialog about public education and the ownership of education as a public commodity that will only intensify. To be an economic driver, we need academic excellence. On the shift to a new chancellor and keeping academics central, the Faculty Senate has to be vigilant. The search committee does have the academic piece as important, so hopefully that will be emphasized in the search itself.

Q3: With the new Alfred University president, Mark Zupan, the situation at New York State College of Ceramics at Alfred University has visibly improved. There have been concerns voiced about the New York Statutory Colleges being increasingly pressured to mingle Statutory and Private side programs. What kind of steps do you see possible to strengthen the Statutory and SUNY relationships ?

A: The Alfred situation has been improved, hooray! I am proud of the progress and hope it will continue. The MOU still needs to be signed.

Campus Governance Leaders

Q1. Chancellor, you have inspired many of us to engage with and reinvigorate shared governance on our campuses and throughout the SUNY System. We would like to draft a set of Shared Governance Principles for SUNY that would provide concrete guidelines to our community and further serve to institutionalize shared governance across SUNY. Will you work with us to develop such a set of principles and then assist us as we bring this to the Board of Trustees?

A: I think it's a great idea as long as we don't call it the Zimpher Doctrine

Q2. Campus governance leaders continue to struggle with their place at the table in important decisions such as applied learning, micro-credentialing and diversity plans. What kinds of structures within SUNY exist to help educate the Board of Trustees, campus college

councils/boards, presidents, provosts, and vice presidents about shared governance? Further, where can campus governance leaders contribute to the training of presidents and provosts?

A: SWAT team idea: we could maybe have a 4 or 5 member team with faculty included. We haven't been as good at matching presidents with mentors, but UFS has a model of visiting campuses and has worked effectively, maybe that is the model in mentorship and building on that model.

Q3. We have found that while Councils/Boards are required to invite governance leaders to these meetings, the nature of that invitation varies from silent observer to engaged participant. A resolution has come forward to this body for discussion requesting that governance leaders have a seat on College Councils/Boards with all the rights and responsibilities of members. We were wondering what your opinion might be on this matter.

A: Hey, I would give it a run. I would just editorially say that even getting nominations for college councils and boards of trustees is overwhelmingly slow. We have councils that can't vote because they don't have a quorum. I think it's a great idea and it's just something we have to work through the political system and I'm willing to try it.