



Faculty Council of Community Colleges

Resolution in Support of SUNY Excels Performance Measurement System

EC1: 2014-2015

Passed Unanimously by the Executive Committee on 12/18/14

Whereas the University Faculty Senate passed a resolution on the SUNY Excels performance measurement system on October 25, 2014, and

Whereas because the Faculty Council of Community Colleges shares the concerns expressed in the UFS resolution we have borrowed language from that resolution, and

Whereas the State University of New York system recognizes that its strength lies in a “geographically distributed comprehensive system of diverse campuses which shall have differentiated and designated missions...,” and

Whereas the principle of shared governance has a longstanding role in the development of college and university strategic planning, with the AAUP 1966 Statement on Government of Colleges and Universities declaring that, “the framing and execution of long-range plans... should be a central and continuing concern of the academic community,” involving input from all participants in campus governance, and

Whereas performance measurement systems are designed to measure the results of services or programs, and the selection of specific measures often directs organizational activities and resources, and

Whereas the Middle States Commission on Higher Education requires its members to demonstrate institutional effectiveness with outcome measures, and

Whereas the success of performance measurement systems depends upon the active participation and support of all stakeholder groups responsible for implementing them, including faculty, and

Whereas the State University of New York system has been engaged in the development of SUNY Excels, a performance measurement system for both the system and its campuses since 2013, and

Whereas the SUNY Excels process for developing campus-level outcomes and indicators does not include steps to consult with faculty governance to discuss the potential impact of indicators on the missions of campuses, programs or departments, and

Whereas the implementation of performance measurement systems are more successful when they are reviewed and revised as all stakeholders gain knowledge about the processes and their outcomes,

Therefore Be It Resolved that the support of the Faculty Council of Community Colleges for the SUNY Excels program is contingent upon satisfactorily addressing the following concerns:

- Performance measures be used for purposes of continuous improvement and not for inappropriate comparisons among institutions and programs with different missions and populations, consistent with the longstanding positions of the Faculty Council of Community Colleges,
- Both individual campuses and the SUNY system engage all participants in governance including faculty, staff and students in the development and implementation of campus-specific performance measures that are integrally linked to their campuses' unique institutional missions;
- Each campus, through the existing shared governance processes, and SUNY carefully assess the impacts of pursuing multiple different performance measures simultaneously;
- SUNY and its institutions, through the existing shared governance processes, systematically review the validity and reliability of their performance measures on an annual basis; and,
- SUNY adopt procedures for amending performance measures and their systems as part of a process of continuous improvement for the System and its campuses.