PSS Executive Committee Meeting
Thursday, March 1, 2012

Agenda

1. Call Meeting to Order
2. Approval of Minutes
3. Report of the Chair
4. Guest Speaker: Sean Sullivan
5. Report of the Vice Chair
6. Old/New Business
7. Adjournment

Meeting Minutes

1. Call meeting to order

Ann Marie called the meeting to order at 2:30 pm.

2. Approval of Minutes

Minutes from the Feb. 2, 2012 meeting are delayed and will be distributed at a later date.

3. Report of the Chair

Updating of PSS Areas

PSS has 5 areas:
1. Health Sciences Academic Units
2. Core Campus Academic Units
3. Student Support Service Units
4. University Support Service Units
5. University Administration and Operations Units

Senators’ terms are listed on the PSS website. Areas II and III will have the most changes because of reorganization. Athletics will have the most changes—it’s currently in Area II and is moving to Area III. Athletics has about 100-200 people. Therefore, Area II will need fewer senators, and area III will need more senators. Seven Area II senator terms and six Area III senator terms will be expiring on June 30, 2012.
We will need additional senators for 2012-2013. Ann Marie asked the Executive Committee to take some time to think about who would be good, participating senators. The PSS needs people willing to participate and attend meetings.

Janiece Jankowski commented that Area I needs a lot of people. They should have 22 senators, and currently they only have eight. Area I and Area II look like they need about 20 each. Area IV needs nine and Area V needs 17. Area IV is usually well-represented. Area I is not well represented. Areas II, II, IV and V are getting better.

Ann Marie asked if anyone has recommendations. Senators have a two-year term.

Phyllis Floro mentioned that maybe we should try to get someone from Athletics, since they are not engaged with PSS.

Executive Committee members recommended the following people as senators:

- Katy Ryan
- Dawn Reed
- Sharon Sanford
- Kelly Piper
- Laurie DeFranco (Athletics)
- Calvin Worthy (Env. Health & Safety)
- Becky Goodman (Nuclear Medicine)
- Alicia Taggart-Powell (Area I)
- Matt Deck (Dentistry)
- Sally Sams (Nursing)
- Candy Morris (Pharmacy)
- Jennifer Hess (Pharmacy)
- Donna Tyrpak (Nursing)
- Karen Dunn (Area II, CFA)
- Catherine Trapinowski (Area II, CFA)
- Eileen Fleischman
- Joe Helfer (Area II)
- Dean Wedekindt (Area II, CFA)
- Jude Butch (Area III)
- Darren Portis (Area III, CAS advisor)
- James Ramsey (Area III, EOP)
- Elaine Renouf (Area II)
- Lorenzo Guzman (Sub Board I)
- Elaine Cusker (Area III)
- Tim Matthews (Area III)
- Sara Robinson (Area III)
- Matt Weigand (Area III)
- Linda Zilgme (Area III)
- Nancy Hensel (ask if she has any ideas)
- Jay Friedman (Area V, Alumni Relations)
- Patty Starr (Area V)
- Sue Chamberlain (Area V)
- Tom McArthur (Area V)
- Linda Burey (Area I?)
- John Prizner (Area V)
- Mark Moriglia (Area V)
- Linwood Roberts (Area V)

Submit additional names to Ann Marie as you have them. Senator election process will be held in May. Arlene Kaukus said she can ask people in her department if they know anyone who would be interested in becoming senators. Reach out to the employees who attended the welcome reception.

Susan Steck brought up the UUP benefits orientation: bring this up with the welcoming committee. Janiece said that Anne Bielinski is supposed to be handing out PSS information at that orientation, but she doesn’t talk about PSS. This would be a good opportunity to reach out to new employees. Phyllis Floro suggested asking if any advisors in the College of Arts and Sciences.
Meeting Calendar for 2012-2013

We are beginning planning events for next year.

Normally in June we have a potluck picnic. Amy Wilson said she can help with this again. Last year the picnic was on Wed., June 29, and we had a very good turnout. PSS will provide hot dogs, hamburgers, veggie burgers, paper products. We will plan this for the last week in June again. Check to make sure it’s not conflicting with any other large picnics or events on campus.

Senators Orientation is usually held in August, but this is a difficult time. Suggestion is to move the orientation to earlier, June. Senator terms do not begin until July 1, so we will keep the orientation in early August. It’s usually a two-hour meeting with breakfast.

Ideas for meeting speakers for the four executive committee meetings and three general membership meetings in the fall:

- We usually have the president come to at least one meeting
- Two new VPs: invite them to attend a general membership meeting (VP of Finance Administration, Laura Hubbard)
- New provost, cultivate this relationship, need support on the business end
- Emergency preparedness from the University Police
- International Education, Stephen Dunnett
- Heart of the Campus, Sean Sullivan
- Wellness Education, Sherrie Darrow, Anna Sitello-Perrier
- Institutional Analysis, Craig Abbey
- Roundtable discussions: decide on topic ideas, maybe efficiencies in your area
- CURCA, undergraduate research, get students to talk about their research
- Follow up after the conference, speed networking

Ann Marie suggested that PSS host one of the University Club events.

4. Guest Speaker: Sean Sullivan, Associate VP for Planning and Budget

Sean Sullivan manages the budget process on campus, manages interaction with university units, and manages the interaction with external groups, SUNY, Division of the Budget, construction fund, Governor’s staff.

Sean’s presentation will focus on Budget Realities 2011/12 and 2012/13. Sean’s presentation slides are available online (PDF).

2011/12 Fiscal Year

A lot of action has taken place in this fiscal year:

- we took a budget reduction
- late approval of NY-SUNY 2020
- new budget model in place
enrollment loss
engaged units in three year planning
3E fund

Looking ahead to 2012/13:

- NYS Executive Budget: what does it mean to us?
- SUNY Resource Allocation
- UB maintaining course and making sure we meet our 2020 objectives

Strategic Objectives
- Rise in the ranks of AAU
- Improve US News & World Report metrics
- Increase the quality of our education and research: excellence, engagement, efficiency
- Improve partner interactions
- Optimize our resources: efficiency

2011/2012
We started the year with a budget challenge that was extraordinary. In May 2011, after the budget was passed, we had a budget reduction of $4M from 2010 that we had to take. We received a $17M state budget reduction, which became $19M after it went through SUNY. Salary increases for 11-12 that we had to fund, and we had gap in our financial plan of $4M. So, we had a $30M budget challenge by July. That has kind of corroded all of the good things about NY-SUNY 2020. We’ve had to take these reductions at the same time we’re putting NY-SUNY 2020 in place. But, think about what it would have been like if we had to take $30M without it.

Objectives of NY-SUNY 2020

UB promised the chancellor several things:
- Grow ladder faculty by 300 FTE
- Replace 300 FTE faculty who leave over the next five years with 400 FTE faculty
- Improve academic support infrastructures
- Relocate the School of Medicine and Biomedical Sciences facility downtown
- Strengthen the regional economic impact in several quantifiable ways: number of jobs, number of start-up companies

NY-SUNY 2020 Actions

- NYS was responsible for increasing resident undergraduate tuition by $300 per year, implementing the academic excellence fee, and increasing non-resident undergraduate tuition by 10% per year.
- UB had to take 25% of the resident undergraduate tuition revenue and put it back into financial aid.
• SUNY had to increase tuition in all other program categories: medicine, pharmacy, dental medicine, in order for the full financial effect of 2020 to take place in terms of tuition.

Medical School Relocation
• NYS gave us $20M and also gave us the ability to borrow $215M in tax exempt bonds and the ability to reappropriate $50M of our capital budget from other projects to the medical school project. For example, it is estimated that it would take $175M to renovate Cary Farber Sherman. What if we don’t renovate it and we go downtown? We save the state $175M in renovation costs. So we asked the State to give us $50M of that savings for the medical school building financing plan. Cary Farber Hall will be demolished.
• SUNY and UB would make sure that we meet all of our minority and women’s enterprise participation rates at 20% as we do the medical school project.
• UB agreed to raise $50M in gifts and make $25M in medical school cash available.
• UB agreed to pay the debt service on the $215M in bonds, estimated at between $13M - $15M per year for 30 years.

If all those things happen on the tuition and fees side of the equation, tuition revenue would grow by $88M, the fee revenue would grow by $9.1M. At the end of 2015-16, we would have almost $100M of recurring money. We lost $83M in four years of reductions; we will get is all back plus more.

On the expense side, UB said we would spend:
• $30M for ladder faculty
• $48M in support
• $10M in start-up
• $8.3 in need-based aid (We wouldn’t risk affordability while raising our price.)

We will grow faculty by 300 in chunks of 55-60 over the time frame.

Because this is largely a compounding revenue growth, you get more money in the out years per year than in the earlier years. Grow the faculty a bit more in the out years of the plan.

Relocating the Medical School: $375M
• 520,000 sf of space
• $400/sf to build
• $58M in soft cost: design, fees, permits
• $47M in furniture, fixtures, equipment
• $2.8M land costs for the site proper
• escalation costs
• parking garage
• land costs for parking
• escalation of parking garage
• About $600/sf in total costs
• This budget has been meticulously examined. Many people at UB, SUNY, Construction Fund. This is a good industry standard, escalation built-in, full cost project budget.
• The governor wasn’t going to give us $215M in bonded proceeds until he was sure that we could cover the debt and that we had the right costs.
• There is a $200M development campaign underway in the School of Medicine, of which $50M would be for the furnishings. Don’t rely on gift money for the construction of the building. Medicine has to come up with $25M.
• Debt coverage is built into this financing approach.
• Land is being acquired as we speak. (Main and High Street); we will be integrating with the NFTA. UB will be building down Main Street.

Internal Funding Plan

The building is entirely funded by the Medical School or by funds the Medical School raises or by money given to us by politicians to support the project itself. There will not be a massive reallocation of other school resources to the medical school project. This is a critical message for people to hear. We are not sucking the university dry. Even though we are spending a lot of our internal money, we’re spending it from the Medical School – either what they have now or what they can raise. We have worked with the Med School on this; they will pay $11.2M of the debt. Not a dollar is being reallocated from other places. We’re working very carefully to see how we do this over time. They aligned their expenses and their fundraising and their use of cash on hand and revenue streams to pay for this project. There is enough time to get our house in order because it will be four years before we’re paying debt.

Impact

The combination of the tuition program and the Medical School relocation means we can do a lot of things:
• Invest in faculty across the institution
• Make sure we’re improving academic programs
• Increase degree attainment
• Offer more course sections
• Improve 4-year and 6-year graduation rates
• Create jobs: 3,300 by the end of this project; 3,200 construction jobs
• $518M total spending impact for the region
• $200M increase in the market value of our endowment
• 100 new faculty in key medical areas, bringing 20 new clinical areas online
• 40 more MD students trained each year – by 2024 that’s 160 new MDs; more physician talent to stay in WNY
• UB becomes the glue that brings together an academic medical center.
• 10 new start-ups; 200 start-up jobs.
• $8M additional in annual patent income
These are specific metrics that we said we would achieve by virtue of the NY-SUNY 2020 program. We want to make sure that our internal activity, our three-plans, and the way we invest our money result in these outcomes/impacts.

Through the 3E program we are just about to put into place an energy diversification investment to look at diverse energy sources. We will be adding faculty in energy who will be exploring the feasibility and commercialization of very different energy resources. There is a lot of focus on water resources, because of our location. NY-SUNY 2020 plan has specifics on each of these areas and where we are going to focus faculty hires to best take advantage of this region and our existing strengths.

In hiring 300 new faculty, the idea is to right-size the faculty to national norms. There will be no increase in students. Right now we have faculty members who are teaching big loads and we’re asking them to do a lot of research. They can’t do both. All the national studies show that student-faculty ratio is critical; we want ours to match our AAU peers. And then there is no excuse for faculty not producing research that is equivalent to our peers. Right now there is a built in, good excuse for why that can’t happen. Even if you add students, it makes no sense to do so with a thin faculty base; you will degrade the quality of the academic programs.

There will be an equal number of staff hired, about 300. There is more money invested in support ($48M) than faculty salaries. The plan does not cheap out on support. One of the other recognitions, in addition to making the student-faculty ratio right, is making the environment faculty work in and students learn in right as well.

FY 2011/12

How did we get through the year, recognizing the budget challenge and NY-SUNY 2020?

Made strategic decisions that accounted for $10M:

- Maintain the current position turnover assessment
- Grow revenue in auxiliary programs (housing, food service, international, etc.)
- Increased the salary recovery assessment on grants: 10% to 20%
  Faculty members will often write some of their salary into the grant proposal to the federal government, so that the university gets reimbursed for their time doing research. The university can then take that money and decide what to do with it: either give it back to the investigator or hire replacement faculty. We have been returning all of the salary recovery to each unit every year until 2010, when we put a 10% charge on that revenue stream, so that we could cover some reductions without passing that out to the units. We increased that to 20% for FY 11-12.
- Increased the General Use Services Fee from 10% to 13%. If we do this right, we’re passing costs that we would have had to absorb internally out to customers who use our services. We’re not overcharging the customer; we’re just recovering our costs. It changes the rate structure in a lot of service delivery units and it’s created some anxiety.
- Reorganizations and central contributions: We had a $20M reduction to units, but the revenues from NY-SUNY 2020 offset the reduction by $12M, leaving a net reduction $8M.
• Academic units get 52.5% of the marginal income in two ways: 1) profit sharing and 2) sales commission mentality 26¢ on the dollar on the growth that they themselves realize. Units are benefitting somewhat because of how big they are and somewhat for how industrious they are in increasing beyond their base.
• 22.5% goes to support units. Based pro-rated on the size of their State budget.
• 3E Fund gets 25¢ on the dollar.
• College of Arts and Sciences example: The College had to take a $4.2M cut (5.9% of our base)
  o They get revenue shares back of $3.1M; net reduction is 1.5%, which is a lot more manageable than 5.9%.
  o In years 2012-13 and 2013-14, the College will have $7.2M of new money (without any budget reduction).

Enrollment Loss and Late Approval of NY-SUNY 2020

We made an assumption that enrollment would not change in 2010-11. But, we had an enrollment shortfall of about $2.6M. In addition, NY-SUNY 2020 wasn’t approved until December and they said that we couldn’t charge the Academic Excellence Fee and the non-resident undergraduate tuition increase of 10% for the fall 2011 semester. This equals another $2.6M, for a total impact of about $5.2M. The question now is: should we apply the new budget model for both gains and losses?

Arlene Kaukus asked about enrollment. We see a trend where there will be more competition for the population coming in and a university expectation that we will be more competitive from the standpoint of the profile of the student. How do those two trends impact the ability to drive the enrollment strategy and deliver? Sean stated that we are really counting on two big components:

1. The incentives embedded in the plan will really engage deans and academic units to participate much more directly in the recruitment process than they have in the past. There is a much more substantive academic content to the recruitment effort – an engagement of faculty in the recruitment process. If you put a financial incentive out there, in the past it’s work very well. You have the incentive to recruit better.
2. The institution needs to form and really become effective in strategic enrollment management. Create an enrollment management capacity here that thinks about recruitment tactics but also thinks strategically about new programs, better distribution of students across our programs, how we keep attractive and relevant new financial aid strategies. We’re going into an area where with higher tuition, so we can’t get away with just merit scholarships and TAP. We have to think about a need-based program as well.

Three-Year Unit Plans FY 2012/13 - 2014/15

• We have to think about how this new money gets used.
• Purpose: Define unit contributions to larger university goals and to the expectations of UB NY-SUNY 2020.
• Going out to units with a structured format about what we want to see in the three-year plans consistent with our need to meet the expectations of NY-SUNY 2020. The governor will monitor these expectations every year, so we have to meet them. We have to make sure that the money that goes to units is used wisely. There is quite a bit of oversight on these plans.
• The unit plans must include: mission, goals, actions, hiring and outcomes plan, financial plan.
• Follow the plans and revise them each year.

The 3E Fund

• Investment in high-impact, high-return initiatives in response to UB strategic priorities.
• Fund size was initially $5.2M, but then there was revenue loss.
• Criteria of funding:
  o impact on university performance metrics
  o cross university engagement and leveraging
  o engagement of external constituents
  o blending of seed money and recurring money
  o return on investment
• Received 101 proposals. Sixteen were funded with an $8M average annual investment. That’s central and unit funds – $2.6M is from the 3E Fund itself; $5.4M is from the units.
• 11 academic initiatives (in academic units themselves)
• 5 academic support initiatives (non academic units)
• 33 faculty added beyond current level
• 23 staff added beyond current level
• $15M projected growth in annual research expenditures
• 3E Fund by research strength to help us leveraging research strength/create research capacity, examples:
  o genomics and bioinformatics
  o energy diversification
  o biomedical information
  o arts and emerging technologies
• New and better forms of teaching and learning
• Center for Entrepreneurial Leadership will be expanding and teaching students how to be entrepreneurs and companies how to be better entrepreneurs
• Center for Excellence in Writing
• Virtual Learning Symposium
• eTextbook Initiatives
• Improving degree attainment and meeting enrollment goals: diversity recruitment and Finish in 4.
• Strategic enrollment plan and organization
FY 2012/13

- SUNY Operating Budget basically flat. The governor came through with his promise to keep it flat as opposed to cutting it. There is sufficient appropriation to allow tuition increases to occur. So the governor has met his promise to keep NY-SUNY 2020 going.
- Governor did not help us with decision to support SUNY in realigning the distribution of university-wide program allocations, which include MCEER, RIA. We’re taking significant budget cuts in several of our programs.
- SUNY Capital: all of our current programs are reappropriated. The 5th year of the critical maintenance program is reappropriated of $550M.
- This budget authorizes all of the funding for the Medical School relocation.
- They did not fund new hospital and residence hall capital appropriations.
- SUNY is seeking a new resource allocation model and is thinking about redistributing large funding pools in the base. No maintenance of effort at campus level. The chancellor reserves the right to reduce and increase budgets within the system. The threat to us is that we cannot meet NY-SUNY 2020 expectations. We would have to use price increase capacity to substitute base budget reductions. We could be bounced out of the AAU; Syracuse and Nebraska were.
- They want to unfund non NYS students. We would lose 6.2% of funded enrollment if they follow through with this. A place like Delhi would gain 18%; that’s crazy. The research universities would lose $12.4M; UB would lose $6.26M while the other sectors would stand to gain. This creates a disincentive to recruit non-resident students when our demographics say that we should be getting more national.
- At risk funding, $45M at UB and Stony Brook, has been identified as subject to be redistributed, without telling us how they would redistribute it. Worse case is we could lose $45M or 12.3% of our base. When you only hear about redistribution without the method through which it would be redistributed, all you think is we’re in trouble and we have to protect.
- If you look at our funding relative to our peers, we’re near the bottom. Ranking of funding per FTE student compared with peers. The higher your number the better funded you are relative to your peers. There is significant disparity in terms of funding per FTE student across SUNY. Our goal is to get funding based on this stratification, rather than some formula that has nothing to do with where we relate to our peers.
- We’re saying:
  o implement the peer model
  o create separate funding model for special mission campuses so they don’t confuse us
  o if you’re going to extract money, extract it based on the peer comparison, not on some other basis
  o discontinue destabilizing redistribution discussions
include campus input when decisions are being made regarding the redistributions

UB in 2012/13 Key Actions

1. Bolster enrollment performance: We cannot have another year where we have an enrollment shortfall. In fact, we have to put enrollment back to get the money back that we lost in the $2.6M of enrollment shortfall.
2. Continue advocacy for fair SUNY resource allocation model. We have to do this very well and have well-orchestrated advocacy.
3. Monitor implementation of three-year plans: stay on track to NY-SUNY 2020 goals.
4. Modify our internal budget model as needed to maximize the impact on our campus.

5. Report of the Vice Chair

Ann Marie shared the report of the vice chair, who couldn’t attend the meeting today.

- Tomorrow, Arlene Kaukus will meet with the 3E Committee to discuss how we could still roll out continuous improvement training in a different way. Arlene said that if anyone else is interested in joining the conversation, let her know.
- Middle States Open Forum on Monday, March 5, in 102 Capen Hall at 1:00 – 1:45 pm. Dr. Ellie Fogarty from Middle States will be there.
- April 5 is the Celebration of Student Academic Excellence. Research poster session at 1:00 pm; ceremony at 3:30 pm.
- Awards Committee: there is still time to submit nominations for Outstanding Service and Outstanding Service to PSS. Pick up applications in the PSS office.
- Fri., June 1: PSS Conference registration information coming soon.

6. Old/New Business

- Continue discussions about the calendar next month.
- In June we will hold the end of year luncheon for Executive Committee and senators.

7. Adjournment

Meeting adjourned at 4:33 pm.
### Area I—Health Sciences

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<th>Name</th>
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<tr>
<td>Shaun Hoppel (EC)</td>
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<td>Kimberly Krzemien</td>
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<td>Vita Milisauskas</td>
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<td>Barbara Mulvenna</td>
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<td>Jillian Reading (EC)</td>
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<td>Christine Stumm</td>
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<td>Cassandra Walker-Whiteside</td>
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### Area II—Core Campus Academic Units

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<tr>
<td>Thomas Albrechinski (EC)</td>
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<td>Donna Banach</td>
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<td>Michelle Chasse</td>
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<td>Paul Hutchings</td>
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<td>Domenic Licata</td>
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<td>William Mcdonnell</td>
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<td>Therese Meagley</td>
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<td>Katie Menke</td>
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<td>Cathleen Morreale</td>
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<td>Joseph Muscarella</td>
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<td>Lawrence Osswald</td>
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<td>David Parisi</td>
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<td>Sarah Piraino (EC)</td>
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<tr>
<td>Margie Poniatowski</td>
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<td>Danielle Vegas</td>
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### Area III—Student Support Services

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<td>Kristina Costanzo</td>
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<td>Elizabeth Colucci</td>
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<td>Shanna Crump-Owens</td>
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<td>Kate Doran</td>
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<td>Ellen Dussord</td>
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<td>Phyllis Floro (EC)</td>
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<td>Brian Haggerty</td>
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<td>Arlene Kaukus</td>
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<td>Kathleen Kielar</td>
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<td>Susan Mann Dolce</td>
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<td>James Mauck</td>
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<td>Jennifer Morrison</td>
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<td>Susan Ott</td>
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<td>Laura Stevens</td>
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<td>Amy Wilson (EC)</td>
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<td>Amy Wlosinski</td>
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<td>Amy Wlosinski (EC)</td>
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<td>James Zielinski</td>
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**PSS Executive Committee Meeting**

**Thursday, March 1, 2012**

**Attendance**
## Area IV—University Support Services

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<td>Miranda Ashby</td>
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<td>Chris Cheung</td>
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<td>Rita Ferri</td>
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<td>David Foti</td>
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<td>Jim Gordon (EC)</td>
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<td>Janiece Jankowski</td>
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<td>Christopher Keough</td>
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<td>John Mondo</td>
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<td>Amy Noworyta</td>
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<td>Pam Rose</td>
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<td>Eileen Sirianni</td>
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## Area V—University Administration

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<td>Donna Czaja</td>
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<td>Christopher Decker</td>
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<td>Deborah Hard</td>
<td>Attended</td>
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<td>Sharon Harezga</td>
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<td>Kelli Hennessy</td>
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<td>Kesha Lanier</td>
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<td>Erin Lawless (EC)</td>
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<td>Donna Malecki</td>
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<tr>
<td>Amy Myszka</td>
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<td>Sandra Pfohman</td>
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<td>Michael Randall</td>
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<td>Michele Sedor (EC)</td>
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<tr>
<td>Angie Rzeszut</td>
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<td>Susan Steck</td>
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<td>Julie Wesolowski</td>
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<td>Lee Zak</td>
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## Officers

<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Ann Marie Landel</td>
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<tr>
<td>Laura Barnum</td>
<td>Excused</td>
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<tr>
<td>Mary Henesey</td>
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## SUNY Senators

<table>
<thead>
<tr>
<th>Name</th>
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<tbody>
<tr>
<td>Jennifer Gottdiener</td>
<td>Absent</td>
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