General Membership Meeting
Minutes of October 28, 2010

Convener: Janiece Jankowski, Chair

Recorder: Kathleen M. Kielar, Secretary

Agenda:

1. Approval of the minutes of October 14, 2010

2. Guest Speaker: Scott Nostaja

3. Report of the Vice-Chair– Ann Marie Landel


5. Adjournment

Minutes:

1. Meeting called to order by Janiece at 2:04 PM.

Minutes of 10/14/2010 were approved.

2. After a presentation of well-wishes for the retiring President, John Simpson, Janiece introduced Scott Nostaja.

Scott began the discussion about how much he has appreciated John Simpson as an administrator and as a person, saying that John has truly embraced UB and has cared deeply about this university from day one. John will be missed.

Scott then reported that Maureen Mussenden, associate counsel, SUNY Office of the University Counsel; had passed away earlier this week. She had breast cancer. She will be missed.

Discussion then went to the budget and how departments could absorb the cuts without letting people go. From that discussion, development of an incentive was born. Our projection was 225 people would retire. That was an important number because about 80 people every year retire. If you're going to do an incentive you want to have double of that to rationalize the incentive. At the end of the day, it looks like 308 people have opted to leave the university. The net savings is
$277 million dollars. About $8 million of this were faculty, which equates to 75 faculty members retiring. Our guess 100 percent of the faculty retiring will be replaced with new faculty members. In fact, we'll probably end up increasing the faculty as we’re able to split many retiring faculty members’ salaries to create two positions. Professional and staff positions will be reviewed/re-engineered for replacement. After that occurs and lines have been replaced, the net savings will be 6-7 million dollars in real savings. The cost of doing that was a lump sum payment of 6 month's pay. A number of universities across the country are looking at us as a model.

How are the retirements going to translate into a negative affect on grant money? The presumption was that many of the faculty that retired weren’t that productive as compared to the levels that they were early on in their careers. The Deans feel research and teaching productivity will increase with the addition of new faculty members.

Where's the University going now?

The question raised among the deans and VP's on a recent retreat was: The university's vision is to be the best research university. Is it the right vision and is it obtainable? Each of the deans said it is the right vision. It needs to be a great research university. It was an affirmation that what we started out 6 years ago remains true today. So...can we do it? We needed to create more critical mass in the critical academic areas. The path seemed to be increase more students, which would fund more faculty. If you have more students, faculty, etc...then you need more space. Then this turned the community on...more work building etc. The state has come in and said that we are taking 60 Million from you. How do we build if the pot is shrinking? State funding has gone down 30%. The thought was that we can't do it to achieve UB2020 given the current time frame, but the long-term vision of UB2020 is still achievable. The political reality will not allow us to pass legislation that we need for the university. We have no legislative reform, nor a budget support this vision. We need to shift the focus from growth to quality. We have to have the relentless approach of quality in every area that we can think of. Have to recruit excellent students, faculty, and staff and promote excellence and quality in everything we do. Quality comes at a price. Higher priced faculty means we have to have better programs, and thus better facilities.

The university today needs to act more entrepreneurly than how a traditional state institution would act. We need to look for different kinds of partnerships. We’ll look for other people's monies. An example is the partnership that we created with Dell. We need more of those kinds of deals. We need to start realizing that we can not financing our future on the backs of tax payers. Our dental school dean talks about UB having a great reputation internationally. In a number of emerging 3rd world countries if you look at people coming out of poverty, people want to get their teeth cared for. How are you doing to serve the dental needs of a billion people? There's a significant demand for dentists particularly in 3rd world countries. Partnering with these countries presents great opportunities for us. We need to exploit the opportunities that are out there.
Another area that we need to look at is fundraising. We have under performed compared to our peer institutions. Our culture is that fundraising is in the hands of the development office...rather than the responsibility of all employees. It needs to become the culture of all employees.

Our relationship with the community has grown. When the time came to advocate for the university to pass legislation, the community was there to back us. The challenge is that UB2020 is about job creation at the university. Well that may be true, but it is going to be less true as we move into the future. Our message should be that we want to create value to be innovative to create new businesses and create new inventions and industries.

We've done a great job in changing the culture at the University. The development of strategic strengths, as well as collaboration of faculty across the university to do research serves as evidence. Scott thinks we are at the forefront of that as many AAU Universities inquire how we’ve managed to do this.

Questions presented to Scott were:
What's the number one problem we have at UB? Communication. We don't seem to come together to leverage an idea. We'll continue to work on that. A new culture of revenue generation needs to exist. A culture of cost cutting will kill us, rather than promoting a culture that is willing to take calculated risks.

Scott talked about the Advertising push called Reaching Others. These are stories about drugs that have helped babies across the world. There exists another story about the Cardiac pacemaker association with UB. All of these are risks that we’ve taken that have paid off significantly for our University and faculty.

Scott is looking for entrepreneurial ideas for professional. The Office of Economic engagement is newly emerging office. Scott invited ideas to come to his office. How can we expand our services and comment on them? Keep thinking.

Comments athletics? Can we look at new facilities? It can be a great source of fundraising based on athletic success. Some examples he thought of was expand the Organizational Development Program to offer professional development opportunities to businesses/other universities for a price.

Are we looking at cutting programs? As long as we sit back and take what the state gives us, we are going to hurt ourselves. We need to think about taking our future into our own hands. We need to take some risks.

Update on great places to work. It's become part of the culture. There are dozens of programs aimed at trust, pride, and camaraderie. We are trying to add programs that foster that. At some point the institutional effort can only provide so much. Where it really meets the road is at the unit levels.

Scott talked about four or five characteristics of the next president to successful in Buffalo and in Albany. He said we need a strong leader. We need a person who is going to make decisions for
their organization. They have the ability to carry out the vision or strike a new vision and bring the community along. Secondly, you want to have a President who does understand the political and economic realities that UB has. The game has changed. The President has got to understand how to forge the two partnerships. We want a President that preserves the vision of the university teaching and research of the University.

Janiece asked Scott about a policy to let people off of work to attend professional opportunities, i.e. training, eap, wellness events. This frustrates Scott a great deal as he also sees the needs, but feels that it is not the right time for such a policy given the staffing shortages in many departments. He doesn’t want to create confusion.

How do create more efficiency in our operations? How do we leverage technology? We think we can take it to the next level by reorganization, etc. We should reduce the administrative/paperwork game. Do more value added activities...not process paper.

Jim Jarvis looked at the workforce development model. They are continuing to examine this and begin partnering with agencies. They are defining where are the hot jobs are at the University and in the region, and how do we develop people for those positions.

What are your thoughts on the interim president duties? He considers himself a candidate.

Kat asked about responsibilities that Scott has assumed and how he’s managing all these new responsibilities. Scott mentioned that he has been able to manage many of these newly assumed duties by the support he has from key staff members such as Jim Jarvis and Jennifer Bowen.

3) Ann Marie had committee updates:
There is a Diversity potluck lunch coming up. Sign up and come. Robinette said to sign up because the event is next week. There will be food, music and dancing.

Area III had their area meeting last night at Average Joes. There were about 20 people there to try and connect with others. This was very successful

Area IV meeting was Wed., Nov. 3 10:30 at Berts. Coffee some goodies were served

UB scholarship Gala, Nov. 6, at 6 - 11:00 PM. Feel free to volunteer for this event.

There will be some financially safe seminars coming up on November 16 and December 9. Small fee for $10. “Has anyone seen my Identity?” and “Understanding your Credit Report” will be the topics presented. Grab a brochure and sign up.

4) Janiece talked about the plenary, which is a group of administrators across SUNY that met at Alfred State University. First presenter they had was the President of SUNY who talked about the budget issues. There was a short discussion on PHEEIA. For all intensive purposes PHEEIA is dead. The expectation is that the administration of SUNY will go back to the legislation in the fall and asking for some of the elements as part of PHEEIA. Future legislation will most likely come under a new name. The administration is going to take a different angle with a
legislative approach. There will be an $8 billion budget shortfall for the next year. The Union is not agreeable to public/private partnerships. They are agreeable to purchasing procedures and regular, small incremental increases in tuition. It appears that’s what the Chancellor would also hope for. Last week a $23.5 million cut was assessed to the SUNY budget for this year (mid-year cuts). This is another $3.7 million to UB.

Student enrollment caps are being looked at for Fall 2009, starting Fall 2011. There will be no financial benefit for institutions to over-enroll to get tuition and the residential fees, etc. It appears more freshmen were pushed more and more into triples. As a result of increase enrollments, many of the schools are finding that professors are overworked, the facilities get used more. SUNY is going to cap enrollment to help out in this area. There was concern about the educational experience of freshmen and sophomores, hence the cap.

There was a question of who we should be voting for governor. Is Andrew Cuomo a friend to SUNY – his father made some of the most detrimental cuts to SUNY while he was in charge?

Budget cuts...many aren't feeling the hit like UB is. Many schools are pushing for new graduate programs and not consulting with the faculty. Many are finding that they are relying on adjunct professors to cover the class loads. New faculty come in with research expectations, but are pushed to teach courses they don’t really want to teach. Others are finding that many graduate programs cost more than they bring in!

Many schooled increased enrollment. Enrollment was up between 100 – 500/600 in some institutions. Adjuncts are coving much of the load. Retirements are not being filled. Many Deans have been released and they are having the Chairs report to the Provost. As much as 12-78% of the teaching load is being covered by adjuncts. This is detrimental in so many ways, including the governance structure of the universities. New faculty are coming in with research expectations and are being kicked into courses that they aren’t interested in teaching. They won't be coming to SUNY institutions.

There was discussion on being able to measure the workload of faculty. Metrics would be determined to support how budget cuts would affect workload. They are now looking at how to create these metrics and what to measure.

Another speaker, David Lavalle, Provost, spoke about the need to find new ways to collaborate between and across campuses. Can we take advantage of our training team and market that to smaller institution? Can we have faculty teaching at more than one institution?

They also discussed the concept of strategic enrollment management – Giving campuses the tools so that they can look at the true investment/return of adding and/or diminishing programs.

There were questions about the reserves that SUNY has. There has been a lot said about some reserves. Distortions are beyond reasonable and practical. Each campus also has reserves. It is a misnomer in the terminology. Most of what is called a reserve should be called a fund balance. The reserves keep a float fund obligations.
There were questions on budget allocations and cuts and how this was to be done. It seemed very inconsistent. There was no great way to do cuts. Everyone took the same size cuts 5%.

The Chancellor then spoke. We are in the phase IV of the strategic plan. This is the process of implementing the SUNY strategic plan. There are six innovation teams -- the 6 big ideas. They are: SUNY and the Entrepreneurial Century, SUNY and a Healthy NY, SUNY and the Vibrant Community, Seamless Educational Pipeline, Energy Smart NY, and SUNY and the World attached to social issues. Along with those are 7 transformation teams working inside. This plan looks outward from the state university. Unusual perspective. We get $3 billion from state tax payers. For that Chancellor thinks the citizens of the state of New York need to have a better understanding of what we do and how we are involved in the larger service. Kate Foster from our Regional Institute as part of the project data management team. Diversity will be part of the conversation with every team.

As far as legislative efforts, we need a legislative strategy where issues of quality as defined by access but also as success and completion and convincing our legislative leaders that we are consolidating back office to work smart needs to be addressed with legislatures.

SUNY has never realized advocacy from the outside from business councils, chambers, non profits, parents, students, etc. Additional strategy is to ramp up to the degree possible a constituency.

A question was asked, what is your strategy for dealing with another round of cuts? Legislative session – in the debrief what occurred is that we got a lot of feedback. Part of it is how the empowerment act came to the attention of the legislature is through the governor’s office and dept of budget…They didn’t like that we didn’t ask us first. No, we asked you year after year since Rockefeller. We had the opportunity to push it through the governor. Was it the right governor – no. Should it have been in the budget – yes, we needed regulatory growth to have money.

Conversations with UUP, we had the same goal.

SUNY is searching for 6 presidents this year – issues of great importance. There is a lot of change, and need for leadership.

Community College Update -- among other things, student mobility to four year institutions. Community college enrollment is up –but they are having a very difficult time placing their students at 4-year SUNY institutions with our caps to soon be in place.

Jennifer Gottdeiner - funding for SUNY in a legislative sense is fundamentally different than CUNY. SUNY is a state agency versus CUNY. They don't get hit has hard as we do.

Finally, Janiece gave a preview of the upcoming speakers. We will have Dennis Black the end of November and Scott Weber coming in December.
Meeting adjourned.
Professional Staff Senate Meeting
Attendance

Meeting Date: Thursday, October 28, 2010
General Meeting

Attendance

Area I
Attended Kristina Costanza
Attended Fred Covelli
Absent Matt Deck
Absent Allison Garvey
Attended Tracey Gawron
Attended Rebecca Goodman
Absent Candy Morris
Absent Barbara Mulvenna
Excused Christine Stumm
Attended Cassandra Walker-Whiteside

Area II
Absent Thomas Albrechtinski
Absent Donna Banach
Attended Oliva Emrich
Attended Ilene Fielingsmann
Absent Paul Hutchings
Absent William Mcdonnell
Absent Katie Menke
Attended Cathleen Morreale
Attended Lawrence Osswald
Absent Susan Ott
Absent David Parisi
Absent Sarah Piraino
Attended Margie Poniatowski
Attended Letitia Thomas

Area III
Absent Emily Chabala
Attended H. Williams Coles, III
Attended Ellen Dussourd
Attended Phyllis Floro
Attended Brian Haggerty
Attended Jeff Kujawa
Absent Jennifer Morrison
Attended Mary Pitts
Attended Amy Wilson
Absent Laura Wirth
## Professional Staff Senate Meeting Attendance

### Area IV

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### Officers

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### SUNY Senators

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