



September 22-23, 2010

Minutes

Wednesday September 22, 2010

Meeting Called to Order 12:50pm Brian Hutzley

Vice Chancellor's Report

Monica Rimai

1. Board of Trustees Meeting –

Restructuring of Board:

- reduced number of subcommittees
- each senior staff member chairs a subcommittee
- 13 subcommittees consolidated to a smaller number resulting in greater numbers in each committee – their efforts are now very focused.
- Board is interested in how we are performing.

2. Strategic Plan Implementation See Handout “Phase IV – Implementation of the Power of SUNY

- “we are not kidding”
- Must create a report card – will be published first May 2011 and annually thereafter.
- Infrastructure – need to be sure it is in place
- Organizing features: work done through committees.
- Three categories of implementation committees.
 - 1. Research, Policy and Data Advisory group. They will help define metrics. One meeting has taken place.
 - 2. Innovation teams – tri chaired. Chairs selected, working on 6 big ideas. Their job is to gather proposals and working on idea implementation. Chairs:
SUNY and the Entrepreneurial Century -- Shaun McKay, Sam Stanley, John O'Connor
SUNY and the Seamless Education Pipeline -- Aaron Podelefsky, Johanna Duncan-Poitier, Beth Bringsjord
SUNY and a Healthier New York -- Cathleen McColgin, Philip Nasca, David Smith
SUNY and an Energy-Smart New York -- Neil Murphy, Bahagat Sammakia, Yacov Shamash
SUNY and the Vibrant Community -- Joyce Brown, Ray Cross, Candace Vancko
SUNY and the World -- Stephen Dunnett, Mitch Leventhal, Jeff Straussman
 - 3. Transformation teams, There are 7 transformation teams that will focus on core infrastructure issues and ensuring implementation of the proposals identified by the innovation teams. Rimai and LaVallee will spend their time with these groups.
- Commitment to communicate
- First year focus – creating metrics for report card

3. Budget Task Force-Resource Allocation

- SUBOA well represented. – Leif Hartmark SUBOA liaison
- Goal – new model on how to allocate resources.
- Model served well until budget cuts started. Healthy to reinvigorate process every 5 years.



- First Meeting – established principles. 1. Balance campus needs vs. being a good university system. 2. Willing to entertain the notion that all money goes back into the pot – eliminates “mission” adjustments. Homework – do your own research – what models exist?
 - Second meeting – talked about other models that are in existence. Monica shared Ohio and Wisconsin Systems. Starting place is looking at Ohio’s model. Two basic models – enrollment along; hybrid – enrollment and “something” else (performance). Committee consensus – explore the hybrid model...this incents the strategic plan. Homework – display how current resources are allocated – create a baseline.
 - Model can be staged – implemented over several years. Something in time for 11-12 budget. Same
4. Enrollment Caps
- Consequences of budget cuts?
 - Some sort of policy on capping enrollment for 11-12, decision will be made prior to recruiting season.
 - Concept has been discussed with campus presidents
 - Not applicable to continuing students, rather caps would be focused on freshman and first year transfer students.
 - Must protect quality.
5. Procurement.
- Plea from Monica to answer the question of why we are why aren’t we more efficient with consolidated buys.
 - What are the opportunities for regional and or system wide initiatives?
 - Focus is on procurements outside of state contracts.
6. What happened to PHEEIA?
- Advocacy was not sufficiently transactional.
 - Not enough critical partners.
 - System is not backing away – strategy is persistence.
 - Will reevaluate how we “ask”.
 - Everything came down to tuition – new approach would be to “lead” with proposals about how we ensure student access then we talk about a five year tuition plan.
 - Maintenance of effort – restoration.
 - PPE – pause, do more of them under the current guidelines.
 - Procurement relief – monetize cost of current regulatory systems. Dust off study that was done – **ACTION ITEMS – 1. “dust off” study that was previously completed by SUBOA. 2. Take issue to research, policy, and transition team – how to monetize the cost outside of SUNY – i.e. DOB, OSC.**

President’s Report

Brian Hutzley

1. ABB/Purchasing/HR – Expectations
 - What are the groups and what are they doing?
 - HR and PPAA. What is their focus and does SUBOA set it? **ACTION - Joint Meeting of SUBOA, PPA and HR executive committees to discuss focus of groups.**
 - SUBOA – CCIO/SECUS/ITEC Boards – regular updates. Who is the SUBOA representative?
2. System Admin & SUBOA – SUBOA liaisons on which committee. **ACTION – continue working on identifying all from SUBOA serving on committees.**



3. SUBOA Mentors. Jean Boland Morrisville. Karen Porpiglia from Fredonia.
4. Communication and Archives – will use confluence
5. Relationship with system administration – get involved in everything that we can.

Secretary's Report

Jackie DiStefano

- Website/Confluence
 - **Action - Confluence Training - one hour before next meeting.**
 - **Action - Send Items for the Web site to Jackie.**
 - **Action – Ensure that minutes are approved each meeting**
 - **Action - Brian will send link for confluence**

Treasurer's Report

Judy Nolan

- Bank Balance - \$13.9K. Down from \$18K 3 years ago. Dues the same this year, but moving forward we should discuss fees and “dwindling” reserve

Fee White Paper follow-up (attachment)

Lyle Gomes (Karol Gray)

- SUBOA will make an official response.
- **ACTION– feed back to Carol by October 20, 2010.** Will present the final report at the November meeting. Hope for implementation 2011-12. We should conclude by January 2011 to allow appropriate timeframe for implementation for 11-12.
- **ACTION Look at old minutes – Brian recalls extensive notes that may be relevant.**
- Need to liberalize the intent of some of the fees. Given the \$40M cut it is no longer the case that fees are solely used for specific purposes.
- Course fees vs. differential tuition. We should provide input to system on this.
- Relationship of fees to rationale tuition policy – do they go away or not if we get a rationale tuition policy?
- Concern (or not) about sufficiency of IFR allocations?
- Opportunity to equalize the comprehensive fees?
- Policy should address access.

Reserve Policy

Jim VanVoorst (not in attendance)

System has drafted a policy for appropriate level of reserves. Wendy will be sharing the draft. ABB has also been working on this. **ACTION ABB will send information they have created.**

Annual Meeting

Ken Levison

2010 Recap

- Success. Best attended over 150 attendees. Lost money - \$1200. Reasons – Speakers were compensated and registration glitch. Raised \$21.5K in sponsor support.
- 2011 Annual Meeting to be Held at NACUBO annual meeting. July 9-12 in Tampa, FLA. **ACTION – Judy and Paul will make necessary arrangements with NACUBO**

Cross Registration Policy

- October 31, 2010 is the revised deadline for the comment.



- Coordination with the academic officers is critical.
- **ACTION Bill Shaut will gather comments for SUBOA.**

Sector Meetings

Technology/Comprehensive:

- How to fund SUNY? – Increase College fee to \$50 all retained at System to fund their operations
- Enrollment Caps – majority of campuses against the cap/most presidents may think differently. Political argument? Sweeping tuition to fund SUNY?
- PHEEIA – got nothing and this is the first time in anyone’s recollection that we ended up with a “worse” budget than what the governor proposed.
- Financial Plans – increased FTE prohibited.
- Procurement. SUNY internal audit do an economy and efficiency audit. Such a small % of OTPS – why are we focusing on this. SiQuest just a means to fund a procurement system for the RF
- IT Enterprise System – very costly, short useful life – exceed bond life
- Going Global Initiative. Several Concerns about the direction this is headed.

Doctoral

- SUCF Master Plan Process. Data intensive.
- ERI. Impact on the specific campuses. How are they handling refilling? Varied
- Budget cuts – most coming from the administrative units. Many are starting to look at academic programs.
- Ability to close programs/retrenchments. Outsource – difficult due to hr restrictions.
- IT transformation – standard computer profile, centralizing IT services – possible savings.
- HR and Financial Activity – centralizing these services.

Thursday, September 23, 2010

Meeting called to order 8am by Brian Hutzley

Committee Liaisons (SUBOA Only) Leif Hartmark – Resource Allocation

Handout – Notes from September 8, 2010 meeting

Concepts, Concerns and/or Clarifications Needed:

- It will be a hybrid models – performance and workload – no indication of the split between the two.
- Tuition retention? No signals. While there is recognition that we wish to retain; the allocation methodology can not be rationale if you are not allocating all of the resource.
- Concern of impact on unique programs.
- Must be some sort of base funding
- Other systems experience has demonstrated that performance funding has never worked
- How will the performance measures be defined?
- How is system funded? Advocate for the “college fee” proposal noted above.
- Performance funding should be “one time”.
- Process & Formula should result in a predictable amount of funding.



S · U · B · O · A

STATE UNIVERSITY OF NEW YORK BUSINESS OFFICERS ASSOCIATION

- Caution in comparing to other systems (i.e. Ohio and Wisconsin). Neither system has the same diversity of institutions as SUNY and they have variable tuition.
- Clear signal that system is looking for funding for the strategic plan.
- One model or is the model sector based? How do we decide what goes in these buckets.
- What is the starting point for enrollment target? Not from 5 years ago must be more current.
- What about campuses that have structural deficits?
- Review of the \$85M of “special” allocations. Nick has the list and can share it. What is the purpose behind some of these special allocations – reevaluate? Given and then never evaluated?
- Elephant in the room – can all campuses continue to be supported?
- Committee talked about phasing in the impact in the changed allocation methodology so that “losers” are not immediately disadvantaged.
- Subcommittees being formed – mechanics; determining performance metrics.
- Budget task force – no connection to transformation team and resource allocation team.
- **ACTION – SUBOA should submit nominations to be on committees.**
- Impact for statutory colleges who are allocated differently in the reevaluation of \$85M
- Can UWide programs statutorily be added back to the pool?
- System taken totally off taxpayer support. Increase overhead in IFR’s to pay for system – and they would have to submit a budget. This may be problematic due to cost of fringe benefits.
- Cost drivers not recognized. What is in the model beyond just workload?. Key to add – utility and technology funding. Geographic differential. Salary increases – not allocated?
- System – what are their reserves? What is their revenue stream in funding recharges.
- Sector differential – regional location maybe more important than sector
- Fringe benefit offset – impact on the model?
- **ACTION Issue notes before next meeting – each campus should react.**

Construction Fund Update

DASNY Funding

Phil Wood/Bob Haelen/Bob Fraser

Karren Bee-Donohoe

1. Haelen –
 - \$800Mm PIT bonds issued 6/30/10 for SUNY. Should cover thru 12/31/10.
 - Bond Cap Concern. May reach the bond cap (4% of PIT is the cap for total principal outstanding) in 11-12. What’s at risk? If a strategic initiative has not yet started it may be hard to get started. Decision point will be before starting a contract. It is possible that if we have done design we may not be able to start construction.
 - Conversations with DOB. Critical Maintenance – looks good. Strategic Initiatives – go public with list; but don’t expect funding. Res Hall – self supporting, but how big is it? Understand the hospitals less and are less optimistic – will work specifically with the hospitals to advocate and increase DOB’s understanding of their needs. .
 - Statutory report – going to board in November.
2. Fraser –
 - Campus lets –



S · U · B · O · A

STATE UNIVERSITY OF NEW YORK BUSINESS OFFICERS ASSOCIATION

- 10 campuses have 90% of the campus lets. Data is critical to allow SUCF to make accurate projections to ensure appropriate bonding. \$200M in slippage due to campus let. Increased campus visits.
 - Changing SUCF corporate data base. Schedules will be cost loaded, and campuses will have a tool that will determine cash flows. RFP going out and new system should be available next year.
 - Bidding climate continues to be very good. \$120M bid in the last 3 weeks – savings about \$20m.
 - Campus master plans. SUCF believes that this is very successful – alignment of academic and facility plan. Not a funding request – but more to develop the need and inform the requests.
3. Karen Bee-Donohoe
- Res Hall Cap Plan –Bond sale of \$128M will close next week. Will last only through June 2011. Bond Cap will be an issue. Will work to clean up old bonds. Appropriation - \$695M need got \$450M will last until April. Concern about the ability to move projects forward.
 - Energy – Troy and Banks – will be offering audits to campuses. Looking to find out if utility companies have been overcharging you – campus keeps 82%. Karen will be sending information out.
 - EHS – diesel retro fit – report due 10/22.
 - Bed Bugs – Barbara Boyle is getting educated and will be a resource for campus staff.
4. Phil Wood
- Urgent request – pay serious attention to campus let program. Don't give DOB a reason to slow us down.
 - Critical Maintenance Policy – must adhere!!
 - Project Milestones – critical to keep these currents. Allows management of cash flows
 - Other Concerns
 - Every campus continued to pay bills during april, may and june – when there was no ability to do so
 - OCS complaining about contract rejections
 - MBE participation
 - Campus letting contracts without funding
 - Coordination of seqr process with fund
 - SUCF operations. Eliminating position cap – will be hiring 35-40 employees.

ERI

Curtis Lloyd

- 890 ERS workers leaving the payroll at 9/30. \$41M – 50% savings. Total SUNY Headcount (f/t)40K-2/3 unclassified; 1/3 ERS. Possible for another 1500 leaving.
- Part time compensation – Morrell sent guidance.

Procurement (PP Presentation)

Chris Wade

- Committee. Dave DeMarco, Lyons, Hutzley, K. Gray; Mike Levine, Brian Legg (Monroe CC)
- Is there low hanging fruit? Vendors on state contract – if we consolidated buying power can we get a better price than state contract? **Action: Send Dave DeMarco ideas.**
- **Action.Chris Wade will share Siquest data analysis**



- Any unexecuted contracts can be accessed by all affiliated corporations.
- Cash net, nelnet, sally may – campus wide contracts in place. Will be talking to bursars about access and/or use of these contracts.

University Audit Update (Handout)

Mike Abbott

- Questions on SUNY Fraud Policy and IG Reviews should be directed to Mike.
- OSC review suggested increased use of P-Card. Ensure supervisory review and approval.
- Expect more campus visits for the osc state expenditure audits on procurement, receiving and payment processes.
- Mike will share OSC audit plan if he gets it.

Global Affairs (Handout)

Mitch Leventhal (Did not participate)

- Concern about 8% “tax” to fund this activity
- Mitch looking for Volunteers – Val from tech sector; Jackie from comp;
- No more agent contracts – bring in under global affairs. 8% comes into play when using agent contracts
- Goal to have agents in many market; but not to have as many agents
- Enrollment decisions? And how will agents understand the many different enrollment requirements
- For Mitch –
 - what is cascading application work and how does it work
 - How does the process interface with the enrollment cap issue
 - What is in this to help students that want to study abroad
 - What is the business plan? What are the revenues and what expenditures will it cover and what are we getting
 - How do the campus strategic initiatives interact with the system wide initiative?

Legal

Marti Ellermann

1. Sodexo \$15M settlement. Jeff McGrath Request.
2. AG credit card marketing. Email to campuses. Best practices. Marti’s review suggests that we are not marketing credit cards.
3. LCD litigation. Refer to email sent to campuses.
4. Using Blind & Visually Handicapped Vendors. SUNY officially opposed (Handout). Governor is likely to pass. Idea – enter into an MOU to modify some of the more onerous contract requirements. CUNY does not have to comply .
5. Long Island Court issued a ruling on the Stony Brook decision to close the south campus because the College Council did not approval. Court says education law requires the campus council be advised and approve “major plans”. What is the impact for each of the campuses and how they interact with their College Council? Marti is working on defining “major plan” for the trustees in November 2010.
6. Executive order 18 – bottled water are we required to comply? **ACTION JoAnne Navarro will review with Jeff McGrath and let SUBOA know.**
7. Records retention – further guidance forthcoming on the reporting requirements.

Legislative Update (Handouts)

Brian Hutzley

Nominations for SUBOA Participation in Strategic Plan Implementation Committees



University IT Collaboration. Jean Boland
Strategic Enrollment. Val Dixon
Shared Governance. Ken Levison

ACTION - Brian will submit nominations

Agenda Items for Next Meeting

Resource Allocation
Fee Policy
Enrollment Caps
2011-12 Budget

Adjourn 11:37

Reminders

2010-11 Meeting Dates

- a. Sept. 22 & 23, 2010
- b. November 17 & 18, 2010
- c. February 2 & 3, 2011
- d. April 13 & 14, 2011
- e. 2011 Annual Meeting: At Nacubo July 9-12, 2011 Tampa Florida

SBOA-L is all the officers, delegates, some secretaries/assistants, SUCF, committee chairs, System Admin people.

SBOA-Business is the business officers and their alternates only.

Key Projects 2010-11 & SUBOA Liaisons

1. Resource Allocation. Leif
2. Procurement - Karol
3. Fee Policy - Karol
4. Reserve Policy - Jim
5. Public-Private Template
6. Enrollment Caps
7. Guests Speakers – Paul Tucci
8. SUNY Strategic Plan