

State University of New York
University Faculty Senate
Governance Committee

Selection of Campus Presidents
Fall Plenary
October 2004
Maritime College

Rationale:

The importance of the selection of a president can not be underestimated. A successful presidency can be extremely beneficial to the campus, to the greater community, and to the reputation of the State University of New York. A turbulent or unsuccessful presidency can have a profound negative impact upon the campus, the community, and the University.

The selection of well-qualified public servants is recognized in law, and is ensconced in the New York State Constitution which requires appointment to be on the basis of *merit and fitness* (New York State Constitution Article V, Section 6).

A selection process that provides a full range of information regarding candidates, particularly finalists, is more likely to result in a successful presidency than a selection process that relies upon limited information. In SUNY's history there have been several troubled presidencies that might have been avoided had the search committees involved had more complete information with respect to the candidate's prior performance.

In the academic world it is a common, but not universal practice in senior-level searches for a small visitation team to be dispatched to the places of employment of finalists, and while there for the team to personally meet with a variety of constituencies including superiors, subordinates, lateral administrators, faculty leaders and student leaders. These visits are undertaken for precisely the reason that they provide the search committee with a wider perspective of the candidate's past performance than can be obtained through telephone reference checks.

Resolution:

Whereas the selection of a campus president is one of the most important decisions in the life of the campus, and

Whereas the quality of a presidency can have profound positive or negative effects upon the campus, the community, and the State University of New York, and

Whereas the likelihood of a successful presidency is enhanced where there is thorough knowledge of the past performance of candidates, and

Whereas there is a New York State constitutional mandate Article V, Section 6 to assess merit and fitness of candidates for appointment,

Now therefore be it resolved that the University Faculty Senate recommends to the Chancellor that he recommend to the Board of Trustees that the 1997 Guide to Presidential Searches be amended to provide that the search committee may, prior to its final deliberations and at its sole discretion, establish a team of not fewer than three members, at least one of whom shall be a faculty member, to visit the finalist's place of employment, for the purpose of meeting with superiors, subordinates, lateral administrators, and other appropriate constituents in order to more fully evaluate the candidate's merit and fitness upon their return to report their findings to the full search committee.

SUNY-defined Categories in Core Operating Budget and All Funds Budget¹

SUNY-defined Functional Areas in State-Funded Core Operating Budget	
Budget Areas by Function	Function Includes the Following
Instructional & Department Research	Faculty Support Staff
Academic Support	Library and Instructional Media Organized Activities, Organized Research Public Service and Extension
Student Services	Student Activities and Services, Student Health Services Admissions and Enrollment Management Registrar/Student Records, Financial Aid, Career Development, Counseling,
Institutional Support:	President's Office Institutional Advancement Development & Community Relations, Marketing & Media, Alumni Relations
<ul style="list-style-type: none"> • General Administration • General Institutional Services 	Finance Budgeting, Accounting, Purchasing, Student Billing, Payroll, Human Resources Administration Facilities Planning, Central Stores, Duplicating & Printing Services, Mail Services Security and Safety Telecommunications, Computing Services
<ul style="list-style-type: none"> • Plant Maintenance & Operations 	Facilities Management, Support Staff, Custodial Services, Heat Plant, Grounds

Sources of Revenue in All Funds Budget

State Funded Core Operating Budget (allocated by campuses in functional areas listed in table above)

- Direct State Tax Support - appropriated by Legislature
- Tuition and misc. offset fees (incl. technology and course-related IFR fee revenue)- appropriated by Legislature

Indirect State Tax Support - appropriated by Legislature

- Debt service
- Fringe benefits

Other State Funds (flowing through TAP, IFRs, Research Foundation state grants and contracts)

Federal/Other Government (flowing through Pell grants, other Federal financial aid, RF federal grants and contracts, IFRs)

Auxiliary Services

- Auxiliary Services Corporations (Food Service, Bookstore, Vending)
- Residence halls (through DIFR)
- Intercollegiate Athletics

Other Income Fund Reimbursable revenue (IFRs such as student health fees, parking, other service use fees)

Private Funds, Endowment, Sponsored Activities

- Research Foundation private grants and contracts
- Campus-related Foundations
- Interest on Endowment Funds and Investment income

Core Operating Budget by SUNY-defined Object of Expense

Personal Services Regular (PSR: salaries)
Temporary Service (TS)
Savings
Other than Personal Services (OTPS)
Supplies, Equipment
Contractual Services, Accessory Instruction
Utilities
Library Acquisitions

¹ University Overview: Campus Financial and Statistical Information, SUNY Office of Finance and Business (February 2000) and Task Force on Rational Fiscal Policy: Final Report (January 2003)

SUNY BUDGET TERMINOLOGY¹

All Funds Budget: the total campus spending plan, including Core Instructional budget, residence halls, auxiliary services, sponsored program activities, foundations, University-wide programs, self-supporting programs, and other spending related to the campus such as temporary sources of support (e.g., legislative member items). All Funds revenue includes: revenue directly appropriated to SUNY; revenue appropriated elsewhere in the State budget and transferred to the University; local assistance (for community colleges); and revenue not appropriated but generated by the campus (e.g., Research Foundation, auxiliary services corporations, private funds). Total revenue for SUNY All Funds Budget derives from following sources:

- A. **State Tax Support - Appropriated by Legislature**
 - **Direct Support** (part of Core Instructional Budget)
 - **Indirect Support:** Fringe Benefits and Debt Service (interest on outstanding debt, loan amortization)
- B. **Campus Generated Revenue - Appropriated by the Legislature**
 - **Tuition Revenue** (part of Core Instructional Budget)
 - **Residence Halls** (revenue from room rental fees through **DIFR**: Dormitory Income Fund Reimbursable; appropriated in Special Revenue Funds portion of State Budget)
 - **Income Fund Reimbursables** (IFRs: self-supporting special revenue accounts, including student fees, technology fees, parking, other service use fees)
 - **SUTRA**: State University Tuition Reimbursable Account (funded from tuition revenue collected from summer Income session, contract courses, overseas academic programs, and excess tuition revenue from Core Instructional Budget; appropriated in Special Revenue Funds portion of State budget)
 - **Hospitals, Long Island Veterans' Home** (through Hospital Income Fund Reimbursable: HIFR)
 - **Endowment Funds** (Restricted fund, proceeds from SUNY system-wide endowment held at Univ. at Buffalo)
- C. **Campus Generated Revenue - Not Appropriated by the Legislature**
 - **Auxiliary Services Corporations** (e.g., food service, bookstores, vending)
 - **Campus-Related Foundations** (interest from endowment funds, private and other external funding sources)
 - **Sponsored Activities** (e.g., research and training grants)
 - **Research Foundation** (sponsored research includes federal grants, state grants, contracts)

Core Instructional Budget: the appropriated budget for the State-operated and statutory colleges, System Administration and University-wide programs. It is supported by State tax dollars, campus-generated revenue from tuition revenue and fees, and University-wide income from interest earnings, overhead charges and reserves. The Core Instructional Budget of each campus is the fund most directly related to meeting the campus instructional mission. It is supported by revenue distributed through the Budget Allocation Process (**BAP**), and is appropriated within the General Fund of the State budget. The Core Instructional Budget is also referred to as the annual Financial Plan and the core or base Operating Budget.

Capital Projects: funded by direct State tax dollars or by bonding. Direct appropriation of bonding authority is included in the Capital Projects portion of the State Budget. Capital projects for SUNY academic buildings are managed by SUCF, the State University Construction Fund. SUCF facilitates the development of five-year campus capital plans by retaining the services of architects, engineers and educational planners to assist campuses in assessing and prioritizing critical maintenance and plant adaptation needs. The bonding authority and project management of residence hall construction resides in **DASNY**, the Dormitory Authority of the State of New York.

Fiscal Year: the State fiscal year begins April 1; SUNY fiscal year for state-operated and statutory colleges begins July 1.

Function: budgetary areas defined by SUNY to describe types of activities in the core operating budget, such as: Instruction and Departmental Research (I&DR), Academic Support, Library Services, Student Services, Maintenance and Operations (M&O), General Administration, General Institutional Services.

Object: budget categories defined by SUNY by type of expense, such as Personal Services Regular (PSR: salaries), Temporary Service (TS), Savings, Utilities, Other than Personal Services (OTPS: includes Supplies, Contractual Services, Equipment, Accessory Instruction, Library Acquisitions)

Student Aid: funded from federal sources, such as college work study and Pell grants; this is appropriated in the Special Revenue Funds/Federal portion of State budget. In addition, a revolving loan fund (supported by repayment from students) is available to assist students in financial need; this is appropriated in the Fiduciary Fund section of the State budget.

¹ University Overview: Campus Financial and Statistical Information, SUNY Office of Finance and Business (Feb. 2000) and Task Force on Rational Fiscal Policy: Final Report (January 2003)