

## MEMORANDUM

Date: November 9, 2004  
To: Dr. Lawrence Cox, Academic Vice President  
From: Caroline Sawyer, Faculty Senate Chair  
Re: Mission Review II draft

At its meeting of 10-29-04, the Old Westbury Faculty Senate passed a resolution charging the Executive Committee with compiling faculty comments on the Mission Review II document and sending them to the Academic Vice President.

With the compilation, the Executive Committee submits this cover letter explaining its understanding of the overall process by which faculty governance has been involved in the drafting of the Mission Review II document. It is hoped that these remarks will be reflected in the procedural statement to be appended to the final MR II document, per the University Senate Resolution passed October 23, 2004, "On the Role of Campus Governance in Mission Review II."

Following are the references to Mission Review II in minutes of Spring 2004 Senate meetings:

- 2-27-04 Report of the AVP (Dr. Lawrence Cox), following mention of two other initiatives involving faculty (Middle States, upcoming, and NCATE), notes: "[There is a] 3<sup>rd</sup> report due—Mission Review II. How we articulate with 2-year colleges, and [sic] this will have an impact on how we do General Education on campus."
- 3-26-04 A question was raised following the AVP's report "on the nature of the MR II summary statement." In response, the AVP indicated that "the external deadline is 7-01-04—short turnaround frame for a document stating overall goals. Departments should be planning their goals."
- 4-16-04 In his report, the AVP states that he has met with "committee on Middle States." Presumably it is Mission Review II that was meant, since the Middle States process had not yet begun.

The issue of the Mission Review II process was raised at the first Senate meeting of Fall 2004, on September 10. The AVP indicated his expectation that the Senate Chair Senate would serve on the MR II steering committee by virtue of her position. She stated that she would decline to do so until the AVP made clear the process by which faculty governance would be involved.

In response, the AVP's office sent a list of faculty who had provided input into the document, but without indication of committee organization, leadership, or timeline. The Chair was invited to and attended a meeting of the Academic

Subcommittee on October 29. She was also invited to a meeting of the Steering Committee on November 1 but was unable to attend owing to schedule conflicts.

The deadline for the MR II draft has been extended several times, and several drafts have been produced. A final draft, dated October 7, was circulated to all faculty by e-mail on October 12, with a request that comments be sent to the AVP's secretary. By the time that draft was circulated, the agenda for the Faculty Senate meeting on October 15, had already been set, so there was no opportunity for substantive discussion by the Senate. At the meeting, the AVP did reiterate the request for faculty input, stating that the deadline for faculty input was Nov. 1.

On October 18, the Executive Committee met with the AVP and engaged in a substantive discussion of the Mission Review II document. The next day, on the basis of that meeting, the Executive Committee decided to clear the agenda as much as possible for discussion of the MR II document at the next Senate meeting, October 29. Later that day, the AVP's secretary sent a message to the faculty indicating that the deadline had been pushed up to October 22. Later, in response to the Executive Committee's urging, with the reinforcement of the October 23 University Senate resolution, the AVP pushed the deadline back to November 1 and then to November 5.

It is the Executive Committee's understanding that the drafting of the Mission Review II document is the responsibility of the campus president. Until November 3, 2004, the Executive Committee was not aware of the president's direct involvement in the process. During their first meeting with him of Fall 2004, in September, the Executive Committee inquired about Mission Review II. Dr. Butts expressed his confidence that faculty were being involved. When the Executive Committee met with the president a second time, on Nov. 3, the President expressed his concern about the document and his interest in the process, indicating that he had initially assigned responsibility for drafting the drafting of the document to the AVP.

Faculty have had input into the Mission Review II document, with some having produced substantial sections, apparently. It also should be acknowledged that, since September, the AVP has repeatedly expressed openness to faculty concerns. But shifting deadlines have made it difficult to plan for systematic review of the document. On November 3, the President stated his interest in extending the deadline still further and asked the Executive Committee to present him with names of faculty members who could carry on the coordination of the effort. The Executive Committee plans to do so once the Faculty Senate has endorsed the proposal at its next meeting, November 12.

Whether or not the drafting moves ahead, the Executive Committee remains concerned about the apparent lack of data and documentation that would be necessary to evaluate the plans articulated in the MR II document. Old Westbury has no Strategic Plan accepted by SUNY that would serve as a foundation for



constructing a vision for the next five years. There is supposed to be a working Strategic Plan, but it has not yet been presented to the Executive Committee. Moreover, the Executive Committee is not aware of any up-to-date budget figures. As far we know, none have been presented to the Senate in recent years. Further, as drafted, the Mission Review II document gives no evidence of articulation with the Campus Capital Plan

In summary, owing to the absence of formal records of substantive participation of faculty governance in Mission Review process, at this point the Executive Committee cannot verify that the document has been drawn up in accordance with the guidelines set forth in the University Faculty Senate resolution of October 23, 2004.

Cc: Dr. Calvin O. Butts III, President

Maureen Dolan, University Senator

Faculty Senate Vice President

Runi Mukherji Faculty Senate Secretary-Treasurer

Jill Edelson, Faculty Senate Parliamentarian

Anthony Barbera At-Large Representative to the Faculty Senate