

Academic Planning and Resource Allocation 2006/2007

Charge: It shall review budgetary procedures and priorities for planning and resource allocation in the Presidential, Provostial, and Vice-Presidential areas. It shall be consulted by the Administration on these matters and on proposals for new colleges, schools, and inter-collegiate programs, and it shall seek advice from other University committees whenever appropriate.

Chair: Gary Marker, Chair, elected 9/06

Humanities and Fine Arts:

Aaron Godfrey	Euro. Lang., 2-6546	AGodfrey@notes.cc.sunysb.edu	9/07
Hugh Silverman	Philosophy, 2-7592	HSilverman@ms.sunysb.edu	9/08

Social and Behavioral Sciences:

Gary Marker	History, 2-7510	GMarker@notes.cc.sunysb.edu	9/07
Joan Kuchner	Psychology, 2-7695	JKuchner@notes.cc.sunysb.edu	9/08

Natural Sciences:

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Jiuhua Chen	Geosciences, 2-8058	jichen@notes.cc.sunysb.edu	9/09

Library:

Aimee De Chambeau	Library,	adechambeau@notes.cc.sunysb.edu	9/08
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College of Engineering:

Alan Tucker	Applied Math, 2-8365	ATucker@notes.cc.sunysb.edu	9/09
Anita Wasilewska	Computer Science, 2-8548	AWasilewska@notes.cc.sunysb.edu	9/08

Health Science Center:

Irene Solomon	Physiology, 4-1043	Irene.Solomon@sunysb.edu	9/07
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Mary Woodward	Procurement, 2-9849	MWoodward@notes.cc.sunysb.edu	9/08

Students:

Graduate (1): Louis Esparza - lesparza@notes.cc.sunysb.edu

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Administrative Contact:

Robert McGrath, Provost

Advisors :

Dan Melucci, Strategy Planning and Analysis, Ex-Officio

Jane Yahil, Dean's Office, HSC

CAPRA REPORT 2003-2004

CAPRA met throughout the year and considered or took action on the following issues:

1-The Chemical Biology and Drug Development Institute was proposed by the Chair of Chemistry and the proposal was supported by the Provost, the Vice President for Research and the Vice Dean for Research of the School of Medicine. CAPRA met the above individuals to learn about the details of the proposal and the thinking behind it. The committee also gathered information from faculty who would be or might be affected by the existence of the Institute. After several CAPRA meetings at which the proposal was discussed, CAPRA made a report to the Faculty Senate in which it endorsed the formation of the institute but which also contained several suggested changes in the plans which it believed should be made before the Institute was made official. In particular, concern was voiced about diversion over a period of years of large amounts of institutional funds to this project at the expense of others. CAPRA called for specific earmarking of some funds that could be seed money for other projects. It also pointed to the planned dominance of non-faculty in the governance of the Institute, the lack of a provision for selecting a successor to the Institute Director and to the exclusion of the clinical faculty of the School of Medicine from the Institute membership.

2-CAPRA met with the Dean James Staros of the College of Arts and Sciences to discuss the on-going restructuring of the Social Science Interdisciplinary Program. The change had been started without the involvement of the Faculty Senate and there has been a long-standing Senate procedure for elimination/restructuring of departments and programs. CAPRA learned from faculty teaching in the program that provision needed to be made for advising of students and for clearing them for graduation. It also became aware of concerns about meeting the need of some students for a broad education in Social Sciences. Finally, the impact of dissolving the program on the departmental affiliations of its faculty was seen as a potential problem which should be addressed by advance planning rather than reaction. Dean Staros took note of the issues raised at the CAPRA meeting and indicated that he would address them.

3- There was a delay in the adoption of the New York State Budget last year and some budgetary matters were carried over from the year before. Daniel Melucci, Associate Vice President for Planning and Mark Maciulaitis, the University Budget Director, met with CAPRA to describe the outcome of the previous year's SUNY budgeting process and the changes in budgeting for the current period. In the previous year, adjustments were made to use excess allocations on some campuses to cover shortfalls on others. Changes would occur in the Resource Allocation Methodology which puts weights on students of various types. An attempt will also be made to compensate campuses from which allocations were diverted. This may result in allocations which more closely match needed support for educational activities but, at the end, some shifts from one unit to another will always be necessary within the University budget to cover actual shortfalls in individual units.

4- An Out-Of-State Undergraduate Student Recruitment proposal was discussed with Associate Provost Manuel London. The underlying principle was that Stony Brook could enrich its undergraduate environment if it attracted students from other states and countries. Research concerning places where demand for

undergraduate education was not met by local supply led Stony Brook to make recruiting efforts in particular states such as New Jersey, Connecticut and Massachusetts and countries such as India, China, and Korea. The process may take several years before it bears fruit but a good start has been made in creating liaisons and hiring staff to run the recruitments. A side benefit of the recruitments from out-of-state is that tuition paid by those students is higher than the in-state tuition. Aggregate tuition revenue can therefore be increased without increasing the size of the student body. Balanced against this benefit is a need to develop amenities and activities for students who are not near home and will be on campus for more of the time and are not familiar with the area or even the country.

5- Another CAPRA project was gaining an understanding of the budget process of University Hospital. Dennis Mitchell, the Chief Financial Officer of University Hospital led the committee through the disbursement of hospital income to provide patient care, maintain programs and physical plant, and carry out the administrative functions. CAPRA was gratified to learn that the Hospital was fiscally sound, was more than meeting its clinical and educational obligations, and was implementing its long-term plans which include new programs and replacement of aging plant. As least for the moment, the Hospital even has small amounts of money to help support research. CAPRA noted that the fiscal plans are well thought out and that the current NYS policy of leaving the hospital in a pay-as-you-earn mode is facilitating management of both the revenue and the expense budgets.

6- The two standing subcommittees of CAPRA functioned well throughout the year. Members of one subcommittee participated in the Academic Reviews held during the year and investigated the implementation of recommendations from prior Academic Reviews. The other subcommittee continued to sort out the issue of the bases of success and lack of success of transfer students once they are at Stony Brook with the goal of increasing the success rate.

7- Finally, members of CAPRA served as representatives of the Faculty Senate at the Presidents Budget Hearings. They saw an orderly process for creating and implementing plans on this campus which deal with the continuing but hopefully short-term University Budget constraints. The CAPRA members were particularly attentive to the effects on hiring of needed faculty and staff, maintenance of physical plant, and support of the educational process.

Respectfully,

Bernard P. Lane, M.D
For CAPRA

ANNUAL REPORT, 2002-2003

COMMITTEE ON ACADEMIC PLANNING AND RESOURCE ALLOCATION

Charge: It shall review budgetary procedures and priorities for planning and resource allocation in the Presidential, Provostial, and Vice-Presidential areas. It shall be consulted by the Administration on these matters and on proposals for new colleges, schools, and inter-collegiate programs, and it shall seek advice from other University committees whenever appropriate.

Members: Ruth Ben-Zvi/Christine McCormick, Peter Baigent, Aaron Godfrey (co-chair), Norman Goodman (co-chair), David Hanson, Enrico Johnson, Joan Kuchner, Bernard Lane, Maureen Shaiman, Hugh Silverman, Charles Simpson/Daniel Kinney, Irene Solomon, Alan Tucker, Anita Wasilewska, and William Weisberger

Ongoing responsibilities: CAPRA is involved in several ongoing campus activities and processes, and appoints a liaison from the committee to each. These responsibilities include: *Academic reviews of departments and programs* (Hugh Silverman), *FSA Financial Committee* (Charles Simpson/Daniel Kinney), *President's Budget Hearings* (Bernard Lane and Alan Tucker), *Provost's Budget Hearings* (William Weisberger), *Vice President for Administration Office* (Hugh Silverman).

Major issues addressed: CAPRA also examines issues that are currently relevant to campus planning and resource allocation, and does so by establishing relevant subcommittees and meeting with senior administrators like President Kenny and Provost McGrath. For the current year, the major issues addressed were as follow:

- *How the various vice presidents (and especially the Provost) were handling the impending budget cuts:* CAPRA met with President Kenny and several of the vice presidents and discussed their likely mechanisms for budget reduction. By and large, this was to be handled by not hiring to fill vacant positions and not filling positions when they become vacant.
- *The experience and success rate of transfer students* (Aaron Godfrey and Irene Solomon): Unfortunately, the relevant data to examine this issue has not yet been made available. Discussions with the Provost to provide the relevant data continue. Anecdotal information indicates that transfer students are not adequately served and many of them end up not graduating in a timely manner.
- *Review of the costs and programs of the proposed new Undergraduate Colleges* (Norman Goodman and David Hanson): Deputy Provost Mark Aronoff reported that \$200,000 has been allocated to this program from the Provost's Office for the first year, but that no decision has yet been made regarding the allocation for subsequent years. The budget crisis has had an effect on the development of these colleges, though the first one has been established and a second is planned. There is general unhappiness and concern among faculty and department chairs about both the cost of these colleges at this time and the process by means of which the concept has been developed and is being implemented.
- *The relationship between campus funding and expenditures* (Enrico Johnson and Bernard Lane): The idea behind this issue is to get a better handle on how the various offices use the funds available to them to carry out their responsibilities. The subcommittee, in consultation with CAPRA, decided to engage in this analysis initially with the Office of the Vice President for Research. It met with the Vice President for Research and her staff for this purpose and when the subcommittee report is completed in the near future, the relevant information will be posted on the CAPRA website.
- *Current status of teacher education on the campus* (Alan Tucker): Despite the current budget crisis, the Teacher Education Program was allocated funds to meet the needs of the upcoming certification process under the mandate of NCATE.
- *The marginal cost of enrollment increase* (Enrico Johnson and William Dawes of the Economics Department co-chair this subcommittee, which also includes Peter Baigent, Mark Maciulaitis, Douglas Panico, and Amy Provenzano from relevant administrative offices): Although the campus has a reasonable idea of the amount of money contributed by SUNY to the campus based on the BAP (Budget Allocation Process) formula, the actual cost of more students is not easily calculated. This subcommittee is charged with considering how to get a handle on both the quantifiable (e.g., more faculty, extra dormitory space) and the non-quantifiable cost (e.g., effect on the quality of education, campus reputation). This is a multi-year project and the subcommittee is initially developing an appropriate methodology to carry out its mandate.
- *The source of funding for "celebratory" events on campus* (Joan Kuchner and Ruth Ben-Zvi): The costs of celebratory events are generally borne by the offices sponsoring them and typically use non-state funds.
- *The funding of Stony Brook Manhattan* (Charles Simpson): Stony Brook University has a 10-year lease on its Manhattan site, at the cost of \$795,000 a year and the cost of rehabilitating that space for academic purposes was \$2,200,000. All of these costs are funded with IDC (Indirect Cost Funds) through RF (Research Foundation) accounts. The intent is to make Stony Brook Manhattan self sufficient through the income generated by its use.
- *The funding and proposed operation of the Wang Center* (Maureen Shaiman): Given the increase in the original cost estimate from \$25,000,000 to somewhere around \$40,000,000, the amount included for maintenance and whether this will be sufficient or require a campus contribution is not clear. Now that a Director has been appointed, CAPRA will schedule a meeting with the Director early in the next academic year to discuss the programming and process of consultation involved for the Wang Center.
- *Procedures and consequences of external reviews of academic departments and programs* (Anita Wasilewska and Hugh Silverman): This subcommittee considered the process through which these reviews take place as well as the consequences of the recommendations made by the outside reviewers. The subcommittee developed a set of "guidelines/topical areas" for these reviews to discuss with the Provost and a mechanism for following up on the recommendations for action by the department/program and the administration at some reasonable time after the review has been completed. The subcommittee focused on the reviews of the past

several years; specifically, it carefully examined and assessed the reviews of the Departments of Theatre Arts, Anthropology and the Graduate Program in Anthropological Sciences, Hispanic Language and Literature, Applied Mathematics and Statistics, and Geosciences; and where problematic areas were identified, the subcommittee met with department chairs to ascertain how the department and the administration have addressed these. Both departments and outside reviewers were appreciative of the fact that the consequences of these reviews are taken seriously by university governance and would be followed up.

Agenda Items for Next Year

In addition to its "ongoing responsibilities" (which are detailed above), the committee needs to follow up on several issues it began to examine this year:

- The funding of the Undergraduate Colleges and other special programs (e.g., WISE, FLC, LLC, Learning Communities)
- The experience and success rate of transfer students and information about variation in quality based on sending institution.
- The relation of funding sources to actual expenditures of the various administrative offices (continuing with the Office of the Vice President for Research and then other administrative offices).
- The marginal cost of enrollment increases.
- The funding of the Wang Center and the process of program planning at the Center.
- Stony Brook's possible involvement in a proposed SUNY program to supervise Secondary School Teacher Education students working in New York City.
- Information about how the recommendations based on external reviews of academic departments/programs are followed up both by the department/program and the administration.

Finally, CAPRA welcomes input from the Executive Committee and the Coordinating Council for items to be included in its proposed agenda for next year.

Respectfully submitted,

Aaron W. Godfrey and Norman Goodman

ANNUAL REPORT, 2001-2002
Committee on Academic Planning and Resource Allocation

Charge: It shall review budgetary procedures and priorities for planning and resource allocation in the Presidential, Provostial, and Vice-Presidential areas. It shall be consulted by the Administration on these matters and on proposals for new colleges, schools, and inter-collegiate programs, and it shall seek advice from other University committees whenever appropriate.

Members: Aaron Godfrey, Norman Goodman, Hugh Silverman, David Hanson, Charles Simpson, Anita Wasilewska, Alan Tucker, Ruth Ben-Zvi, Irene Solomon, Joan Kuchner, Maureen Shaiman, William Weisberger, Bernard Lane, Peter Baigent

CAPRA liaisons:

Academic Review Committees – Hugh Silverman.
Provost's Budget Hearing – Bill Weisberger
President's Budget Hearing –Bernie Lane, Alan Tucker
Representative to the FSA Committee – Charles Simpson
Contact for the VP for Administration Office - Hugh Silverman.

Issues addressed:

The Administration should utilize Senate Committees not appoint their own committees with overlapping functions.

The gap between the input and output in Presidential budget decisions.

The Provost's priorities.

The Capital Budget.

The Capital Campaign.

Plans for a School of Business.

Provost's Academic Plan: building academic/residential communities, the Residential College concept, the UCSD model, the first-year experience.

Classroom size.

Composition of the faculty: state and status of part-time faculty and lecturers on campus.

Growing teaching loads.

Concern with the plummeting ratings of the library among research libraries.

Unmet demand issues.

Consequences of External Academic Reviews; specifically what action is taken to follow up on the recommendations.

Transfer student issues; specifically, their experience and performance at Stony Brook.

Stony Brook Child Care Center; specifically, its utility for the campus community.

Non-tenure track faculty; specifically, the need to establish a joint University Senate/Provost committee to study their role on the campus without conflicting with the legitimate concerns of the UUP.

A proposal to establish a Naval ROTC program on campus.

An agenda for the year was developed and subcommittees were appointed to address some of the items. The entire committee met once a month to receive and discuss reports of its subcommittees and to deal with some of the items on its agenda. Significant time of the entire committee was devoted to discussions of how the impending 5% budget reduction was likely to be managed by SUNY as a whole and by Stony Brook in particular.

Subcommittees: The following subcommittees were established, and generally met several times a month, reporting monthly to the entire committee:

1. Transfer students – Bill Godfrey (chair), Irene Solomon, Alan Tucker, David Hanson
2. Consequences of external reviews – Anita Wasilewska (chair), Bill Weisberger, Charlie Simpson, Joan Kuchner, Hugh Silverman
3. Day Care – Norm Goodman (chair), Maureen Shaiman, Ruth Ben-Zvi, Bernie Lane
4. Teacher Education—Alan Tucker

Meetings with administrators: In addition to general periodic meetings with the president and the provost, CAPRA met with several administrators to discuss activities that were either ongoing or being planned in their areas of responsibility:

It discussed with the Provost his plan to establish a committee for strategic planning – SPACC – Strategic Planning and Coordinating Committee to produce a flexible five-year strategic plan through broad participation that includes mechanisms for implementation.

It discussed with Richard Mann, Vice President for Administration, the proposed capital plan. It discussed with Richard Laskowski, Dean Physical Education and Athletics, the athletic program and the move to Division I.

Respectfully submitted,

Aaron W. Godfrey and Norman Goodman



Created by Melissa Bishop
Modified by Laurie Theobalt, October 2006