President Kermit L. Hall’s 2005 Spring Speech to Faculty

University at Albany
April 27, 2005
Paradox of Place & Purpose

*Where We Are*
Paradox of Place & Purpose

Where We Are

- A place that prides itself on academic success,
  - BUT ranks as the nation’s #1 party school!
Paradox of Place & Purpose

Where We Are

- A place that dramatically expresses the international style of architecture,
- **BUT** is the least internationalized of SUNY research centers.
Paradox of Place & Purpose

Where We Are

- A place that has made a bold step forward in science,
- BUT has a half-empty Life Sciences Research Building.
Paradox of Place & Purpose

Where We Are

- A place that avows its commitment to undergraduate education,

- **BUT** where students struggle to find the courses to meet general education requirements.
Paradox of Place & Purpose

Where We Are

- A place that depends on transfer students,
  - **BUT** leaves them to fend largely for themselves.
Paradox of Place & Purpose

*Where We Are*

- A place that has pronounced its determination to become one of the top 30 public universities in the nation,

- BUT languishes in the third tier of *U.S. News and World Report* rankings.
Paradox of Place & Purpose

Where We Are

- A place that claims academic excellence,

- BUT offers its best prepared students an episodic menu of honors programming.
Paradox of Place & Purpose

Where We Are

- A place that pursued a half billion dollar campaign,
- BUT did so with an existing endowment of less than $16 million.
A campus with significant diversity in its student population,

**BUT** with few administrators of color and even fewer connections to the neighborhoods that lend color to its community.
Paradox of Place & Purpose

Where We Are

- A place that sits in a city,

- **BUT** that has no urban strategy.
Paradox of Place & Purpose

*Where We Are*

- A place that proposes to inform the world about how to plan,

- **BUT** has no signage to direct its visitors across the podium.
Paradox of Place & Purpose

Where We Are

- A place that has increased its share of group one students,

- **BUT** has lost enrollment and revenue necessary to finance its ambitions.
Paradox of Place & Purpose

Where We Are

- A place that depends on shared governance,
- BUT has little in the way of shared values upon which to govern.
Paradox of Place & Purpose

**Where We Are**

- A alumni board begging to make a difference,

- **BUT** an alumni giving rate well below the national average.
Paradox of Place & Purpose

**Where We Are**

- A University Council determined to make a difference,
- **BUT** whose existence seems to make no difference at all.

**University Council**

George M. Philip, Esq., (Chair)  
Pierre L. Alric, Albany  
Kevin M. Bronner, Ph.D.  
John R. Fallon, Jr., Esq.  
Frank T. Gargano, Esq.  
Dr. Thomas J. Malesky

Michael A. Montario  
Daniel C. Tomson, Esq.  
Daniel Fingerman  
Brittany Ekleberry  
Professor Carolyn MacDonald  
Anthony Giardina, Esq.
Paradox of Place & Purpose

Where We Are

- A place with the nation’s #2 criminal justice program,
  - BUT where students in its downtown neighborhood are concerned about gun fire, knifings, drugs, & break-ins.
Paradox of Place & Purpose

Fountain Day
A Tale of Two Pities
A Tale of Two Pities

Spring Speech to Faculty

The Story of Public Support for Higher Education in the Pacific Northwest and the U.S.

Presented at the Pacific Northwest Association for Institutional Research and Planning Annual Conference

DAVID LONGANECKER
Executive Director
Western Interstate Commission for Higher Education
October 14, 2004

(Slide inadvertently deleted from final version)
A Tale of Two Pities

Our Story...

Public Support for Higher Education in the Northeast and the U.S.

- It is the **best of times**.....
- It is the **worst of times**.....
A Tale of Two Pities

Public Universities

- They educate 65% of the workforce with four-year degrees.
- They provide 53% of the graduate degrees.
A Tale of Two Pities

The Rise of the Creative Class
A Tale of Two Pities

Differing Views: Gov’t & Higher Ed
A Tale of Two Pities

The First Pity: Where’s the Love

They Don’t Love Us Any More

- They **being** the policy makers…
- Us **being** higher education…
A Tale of Two Pities

The First Pity: Diminishing State Resources

- From higher education’s perspective -
  - Why don’t they love us like they used to?

Just Look at Our Diminishing Share of State Resources


Author’s calculations based on data from Center for Higher Education and Educational Finance; Bureau of the Census, Department of Commerce.
A Tale of Two Pities

The First Pity: Per Capita Income

- Just look at our diminishing share of state funding per $1,000 of personal income.


Author’s calculations based on data from Center for Higher Education and Educational Finance; Bureau of the Census, Department of Commerce.
A Tale of Two Pities

The First Pity: Decreasing State Aid

- Just look at the declining share of higher education resources from the state.


Author’s calculations based on data from Center for Higher Education and Educational Finance; Bureau of the Census, Department of Commerce.
A Tale of Two Pities

The First Pity: Increasing Tuition

- Reductions in state support have forced increases in tuition.

A Tale of Two Pities

The First Pity: Greater Reliance on Tuition

- Reductions have forced greater reliance on tuition revenue.

A Tale of Two Pities

The First Pity: Pell Grants Based on % of Student Expenses Decline

And the Feds are no better - the value of Pell has atrophied over time.

A Tale of Two Pities

The First Pity: Erosion of Student Grants

- As a result, the federal role has shifted from grants to loans.
A Tale of Two Pities

The First Pity: Faculty Salaries

- Percent comparison of public and private faculty salaries.
A Tale of Two Pities

The First Pity: Where’s the Love Gone…

- Our share is diminishing.
- Their priorities have shifted.
- We’ve been shafted.
A Tale of Two Pities

The Second Pity: Government’s Perspective

Why is higher education whining?

It is getting more than ever.
A Tale of Two Pities
The Second Pity: Approps/Student Increase

- State and local tax appropriations per student

A Tale of Two Pities
The Second Pity: Education Funding by State

- Total educational funding per FTE, percent change by state

Notes: Total Educational Funding is the sum of Educational Appropriations plus Net Tuition Revenue. Constant 2003 dollars adjusted by SHEEO HECA. Source: SHEEO SHEF
A Tale of Two Pities

The Second Pity: Pell Grants in Terms of Constant $ Have Increased

Maximum and average Pell grant awards, in constant 2002 dollars: 1973-74 to 2002-03

Source: U.S. Department of Education, Pell Grant End of Year Reports.
A Tale of Two Pities

Why Don’t They Get It…

Why doesn’t government understand our pain?

Their answer:

- Demographics
- Finances driven by entitlement mandates
- Uncertain future revenues
A Tale of Two Pities

Demographics

- Trends in public high school graduates

NEW YORK

TEXAS

ARIZONA

FLORIDA
A Tale of Two Pities

*Where to Go…*

These figures mean we must:

- Build a greater proportion of our budget from sources other than the state.
- Become very good at managing enrollment.
- Maintain our social compact while acting more like a private institution.
- Carry out a new mission of developing the state’s economy.
The Pity Perpetuated
The Pity Perpetuated

We should measure what we value, not merely value what we can measure.
The Pity Perpetuated
Dashboard

The Performance Dashboard

This dashboard can be found online at:
http://www.albany.edu/ir/dashboard.htm
The Pity Perpetuated

University Dashboard

State Appropriation as % of All Funds

- 24.6 in 1999
- 24.3 in 2000
- 26.3 in 2001
- 22.4 in 2002
- 14.2 in 2003
The Pity Perpetuated

*University Dashboard*

**Revenue: All Funds**

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue (in Millions of $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>247.1</td>
</tr>
<tr>
<td>2000</td>
<td>263.1</td>
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<tr>
<td>2001</td>
<td>283.6</td>
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<tr>
<td>2002</td>
<td>317.4</td>
</tr>
<tr>
<td>2003</td>
<td>389.5</td>
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</tbody>
</table>
The Pity Perpetuated

University Dashboard

Tuition and Fees: UG (bot), Grad (top), Year $^6$

<table>
<thead>
<tr>
<th>Year</th>
<th>UG (bot)</th>
<th>Grad (top)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>4,625</td>
<td>5,770</td>
</tr>
<tr>
<td>2001</td>
<td>4,720</td>
<td>5,810</td>
</tr>
<tr>
<td>2002</td>
<td>4,820</td>
<td>7,934</td>
</tr>
<tr>
<td>2003</td>
<td>7,934</td>
<td>7,890</td>
</tr>
</tbody>
</table>
The Pity Perpetuated

*University Dashboard*

**Total Externally Funded Research**

<table>
<thead>
<tr>
<th>Year</th>
<th>Dollars in Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>114.7</td>
</tr>
<tr>
<td>2000</td>
<td>126.6</td>
</tr>
<tr>
<td>2001</td>
<td>122.4</td>
</tr>
<tr>
<td>2002</td>
<td>193.3</td>
</tr>
<tr>
<td>2003</td>
<td>234.2</td>
</tr>
</tbody>
</table>
The Pity Perpetuated

*University Dashboard*

**Endowment Funds**

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (in Millions of $)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>9.7</td>
</tr>
<tr>
<td>2000</td>
<td>10.5</td>
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<tr>
<td>2001</td>
<td>12.8</td>
</tr>
<tr>
<td>2002</td>
<td>14.1</td>
</tr>
<tr>
<td>2003</td>
<td>15.8</td>
</tr>
</tbody>
</table>
The Pity Perpetuated

*University Dashboard*

**Total Enrollment: Campus, Fall**

- 2000: 16,751
- 2001: 17,204
- 2002: 17,426
- 2003: 16,998
- 2004: 16,293
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*The Cost of Under Enrollment*

- **Enrollment Projections**: 600 Students
- **Revenue Shortfall**: Over $2 Million
The Pity Perpetuated

*Structural Deficit*

- Further complicating matters, the university’s **structural deficit is $4.1 million.**

- A **constant drag** on our ability to deal with:
  - Faculty size
  - Facilities improvements
  - Student-based program services
The Pity Perpetuated

*University Dashboard*

**New Freshman Applications, Fall**

- 16,440 (2000)
- 17,021 (2001)
- 17,665 (2002)
- 17,328 (2003)
- 17,171 (2004)
The Pity Perpetuated

#1 Party School Reputation

- The reputation of many fine UAlbany students suffers as a result of the few.
The Pity Perpetuated

*Student Applicant Trends*

Group One: 600 Applicants

Group Two: 600 Applicants

Transfer Students

600 Applicants

600 Applicants
The Pity Perpetuated

*Student Opinion Survey*

**The Academic Experience**
- **Skill Development**: Low
- **Classroom Experience**: Very Low

**Academic Services and Facilities**
- **Library Services**: High
- **Student-Faculty-Staff Relations**: Extremely Low

**Institutional Environment & Services**
- **Personal Integration**: Low
- **Health Services**: Extremely Low
- **Student Harmony**: Low
- **Campus Security**: Very Low
First-Year Retention Rate %

- 1999: 83.4%
- 2000: 83.7%
- 2001: 84.3%
- 2002: 84.2%
- 2003: 83.8%
The Pity Perpetuated

University Dashboard

Six-Year Graduation Rate %

- 1994: 59.0
- 1995: 62.0
- 1996: 63.0
- 1997: 66.0
- 1998: 64.0
The Pity Perpetuated

University Dashboard

- Ranked in the 90th Percentile and 40th in the country under the new NCAA Academic Progress Rate (APR).
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New Traditional Frosh: % in Quality Group 1

Year: 2000 2001 2002 2003 2004
Percentage: 30.5 30.3 29.9 36.1 39.8
The Pity Perpetuated

Out-of-State Students: % of Matric Undergrad.
The Pity Perpetuated

University Dashboard

Multicultural Students: % UG (top), % Grad (bot)
Faculty Headcount: Full-time (top), Part-time (bot)
The Pity Perpetuated

Changes in Faculty Distribution

- The number of full-time faculty in the College of Arts and Sciences has decreased.

<table>
<thead>
<tr>
<th>Year</th>
<th>FT Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2002</td>
<td>392</td>
</tr>
<tr>
<td>Fall 2004</td>
<td>345</td>
</tr>
</tbody>
</table>
The Pity Perpetuated

Top Ranked Programs

Programs ranked in top 25 by U.S. News and World Report:

- Criminal Justice - #2
- Information & Technology Management - #4
- Public Management & Administration - #6
- Public Finance & Budgeting - #9
- Counseling and Personal Services - #13
- Library Science - #15
- Social Welfare - #19
- Public Policy Analysis - #25
- Sociology - #25
The Pity Perpetuated

University Dashboard

U.S. News and World Report Tier Level

<table>
<thead>
<tr>
<th>Year</th>
<th>Tier Level</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>3.0</td>
</tr>
<tr>
<td>2002</td>
<td>2.0</td>
</tr>
<tr>
<td>2003</td>
<td>3.0</td>
</tr>
<tr>
<td>2004</td>
<td>2.0</td>
</tr>
<tr>
<td>2005</td>
<td>3.0</td>
</tr>
</tbody>
</table>
The Pity Perpetuated
The Way Forward
The Way Forward

Home Cooking, Planning & Re-Calibration

- Re-calibration of our basic planning and budget processes.
- Re-commitment to the student experience.
- Re-energized alumni and development program.
- Renewed dedication to an urban mission.
- Revitalized program of Government, Media, and Public Relations.
Settle on goals associated with a great public university.

Develop and hone our story.

Know who we are, why we exist, what we value, and what difference we make.

Develop a compelling case.

Develop a rational budget process.
The Way Forward
UAlbany Planning Documents
The Way Forward

Student Experience
The Way Forward

Proposed Action Items

Items for Action
The Way Forward

Proposed Action Items

Bold. Vision. Campaign has ended.

New Campaign Priorities:

- More scholarships & fellowships.
- More endowed professorships and program support.
- Selected capital facilities.
The Way Forward

Proposed Action Items

Priorities for Development:

- Vice President for Development
- Open office in New York City
- Engage alumni base
- Review the University at Albany Foundation
The Way Forward
Our Social Compact

UAlbany = Economic Engine

A CAPITAL INVESTMENT:
The $1.1 Billion Economic Impact of the University at Albany
The Way Forward

Downtown Campus Neighborhood

Responsible drinking makes for a safer neighborhood.

At UAlbany, we've taken many steps to reduce excessive alcohol consumption such as distributing information and talking to students about alcohol-related issues. Today's typical UAlbany student consumes zero to four drinks when they attend a party and 68 percent of them sometimes or "usually" choose not to drink any alcohol.

If you see a problem, call the appropriate city department, then call our Off-Campus Hotline.

We'll all be helping UAlbany students be your good neighbors.

Source: National Institute on Alcohol Abuse and Alcoholism (NIAAA)
The Way Forward

*Diversity, Schools, Outreach*

- Make a commitment to community and schools.
The Way Forward

*Our Important Role in the Region*

- The University needs to take advantage of being in the capital of New York, one of its most important media centers.
  - Creating a new office of the Vice President for Governmental, Public and Media Relations.
The Way Forward

Initial Steps

- **Re-engage** the social compact that has frayed.
- **Re-direct** attention to our student population.
- **Re-affirm** our commitment to making Albany and the region a better place to live, work, and study.
- **Re-energize** our efforts to tell our story even better than we have.
Celebrating UAlbany

Celebrating Our Success...

University
Accomplishments
Professor Matthew Martens and Dr. Dolores Cimini were awarded an $850,000 grant by the National Institute on Alcohol Abuse and Alcoholism.

- **Title of the Project** - “The Effects of Peer-Facilitated Alcohol Intervention.”
Celebrating UAlbany

Financial Aid

- Following the move of the Office to Finance and Business, new leadership has resulted in faster processing of financial packages.
  - Freshmen packages are 12% ahead of last year.
  - Transfers at 65% ahead of last year.
  - EOP at 250% ahead of last year.
Private gifts and pledges for FY 04-05 are running **62% ahead** of FY 03-04.

- UAlbany Graphics Standards manual received the national CASE Gold Award.

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Celebrating UAlbany

*University Advancement*

- UAlbany Graphics Standards manual received the national CASE Gold Award.

- Private gifts and pledges for FY 04-05 are running **62% ahead** of FY 03-04.
Celebrating UAlbany

*Information Technology Services*

- Inauguration of high-performance computing services for researchers.

- Faculty/researchers using this are from:
  - CAS
  - *East Campus*
  - *Nanosciences*
We have not lost a single day of network service to all of ResNet in nearly a year.

This has been accomplished through:
- Superior network management.
- Improved security.
- Devoted user support.
Celebrating UAlbany
School of Education

- Three New International Fellows (the New Harbison Fellows).
- Forged innovative partnerships.
- Extraordinary number of faculty books published.
In partnership with IT Commons, hired a second faculty member with cutting-edge IT skills. Implemented the first criminal justice information technology concentration in the country.

In partnership with IT Commons, hired a second faculty member with cutting-edge IT skills.
Celebrating UAlbany
School of Criminal Justice

- On April 28-29, the School will host the inaugural **Albany Symposium on Crime**.

- This event will:
  - Bring together 20 universities, 100 faculty, and criminal justice practitioners representing the U.S., Canada, and the U.K.
Celebrating UAlbany
School of Criminal Justice

- There is also our #2 ranking by *U.S. News and World Report* for Criminology Ph.D. programs.
Celebrating UAlbany

School of Business

- Approved a new policy to admit Group 1 freshmen directly into the School beginning Fall 2006.

- Approved a Scholars Program for direct admit freshmen.
Celebrating UAlbany

School of Business

- The Dean’s Advisory Board has:
  - Awarded two research grants to faculty members.
  - Provided more than $200,000 in support for the School.
Celebrating UAlbany

Division of Athletics

- Intercollegiate athletics has notable successes:
  - Ranked in the 90th percentile and 40th in the country under the New NCAA Academic Progress Rate (APR).
  - Ranked #13 in the Men’s Lacrosse National Poll.
Celebrating UAlbany

Rockefeller College

- Ranked in the **top five percent** of public affairs programs in the country.
- Special excellence in the areas of:
  - Information Technology and Management in Government ("E-Administration") - #4
  - Public Finance - #6
  - Public Administration - #9

UAlbany
State University of New York
The Center for Legislative Development received major new funding from the Agency for International Development.

The Center is involved with institutions of the national government and has most recently targeted its assistance at the local level.
Celebrating UAlbany
School of Social Welfare

- The School of Social Welfare increased research grant success.
- Federal research grants such as a K Award.
- New NIH submissions and awards.
Celebrating UAlbany
School of Social Welfare

- Successful international outreach initiatives with:
  - African Nations
  - Peru
  - Korea
  - Russia
  - Tsunami victims in Indonesia
Celebrating UAlbany

School of Social Welfare

- Contributed over $3.5 million to counseling and administrative services each semester.
Celebrating UAlbany

University Libraries

- Strong satisfaction ratings from Albany undergraduates.
- Making needed improvements for graduate students.
Celebrating UAlbany

University Libraries

- Successfully implemented the Ex Libris ALEPH Library System.
Celebrating UAlbany

School of Public Health

- In three years the School has gone from 20 to 60 recruiting visits.

- Received 60 additional applications this year.
Over 3,000 public health workers and students from around the world successfully completed on-line training.

Continuing education programs reached all 50 states at 450 sites.
Celebrating UAlbany
College of Arts and Sciences

- A new nuclear magnetic resonance spectrometer was installed in December.
  - One of the most modern in the Capital District.
The Economics Department was awarded $25,000 in funding by the Council of Graduate Schools.

- One of 17 projects chosen by the Council.
Celebrating UAlbany

Undergraduate Studies

- 660 students are eligible to graduate with honors at commencement in May.
  - 293 cum laude
  - 194 magna cum laude
  - 173 summa cum laude
Celebrating UAlbany

College of Arts and Sciences

- The Second Annual University Honors Conference on Undergraduate Research and Creative Expression will be held May 12th & 13th.

- Student presentations and exhibitions will be on display from two schools and eight departments.
Celebrating UAlbany

College of Nanoscale Science & Engineering

- Global Nanotechnology Student Exchange program with Technische Universität-Dresden (TU Dresden).

- Headquarters for the New York Center for Advanced Interconnect Science and Technology (CAIST).
Celebrating UAlbany

College of Computing and Information

- The School of Information Science and Policy is transforming itself into a new college: 
  - The College of Computing and Information

- This will provide a solid platform for preparing our students for the Information Age.
Celebrating UAlbany

Fountain Day

- A rousing success!
- UA students proved they could exhibit great school spirit, without alcohol.
Celebrating UAlbany

Celebrating Our Success

- New Honorees - Faculty and Staff
  - Collins Fellows
  - Distinguished Professor
  - Excellence Award Winners

- Check Presentations

- Celebrating Faculty and Students
Celebrating UAlbany

*Inaugural Student Scholarship Fund*

- No presidential inauguration.

- That $100,000 has been taken and permanently endowed in the *Inaugural Student Scholarship Fund*. 
Celebrating UAlbany

*Inaugural Student Scholarship Fund*

- $241,000 From Nearly 500 Contributors
We have four contributors here today to present checks to the University:

- Chartwells
- Barnes and Noble
- The Senior Class
- The Alumni Association

Each of these groups has pledged $10,000 or more to the Fund.
Both UPC and the Senate have given up their snacks and coffee.

That $10,000 will go annually to the Inaugural Student Scholarship Fund.
Celebrating UAlbany

Collins Fellows

Collins Fellow
Bruce L. Miroff
Professor of Political Science

Collins Fellow
Leonard A. Slade, Jr.
Professor of Africana Studies
Celebrating UAlbany

Distinguished Professor

Distinguished Professor
Professor Kajal Lahiri
Department of Economics
Celebrating UAlbany
Excellence in Faculty Service

Professor David Duffee
School of Criminal Justice

Professor Andi Lyons
Theatre Department

Professor Marjorie Pryse
Interim Dean of Graduate Studies
Celebrating UAlbany

Excellence in Librarianship

Mary Y. Osielski
University Libraries

Suzanne Turner
University Libraries
Celebrating UAlbany
Excellence in Professional Service

Vincent Franconere
Campus Safety Officer

Catherine Murray
Psychology Department

Mary L. Schimley
Director of Orientation
Celebrating UAlbany

*Excellence in Support Service*

Lt. Aran Mull
University Police Department

Kathleen Rose
Sociology Department

Karen Silinsky
School of Criminal Justice

Jayne S. Silver
Undergraduate Admissions Office
Celebrating UAlbany

Excellence in Teaching: Teaching Assistant

Christine Jumpeter
Department of Psychology
Celebrating UAlbany

Excellence in Teaching: Non-Tenure Track

Paul V. Morgan, Jr.
School of Business

Dr. Mary Arensberg Valentis
English Department
Celebrating UAlbany

Excellence in Teaching: Full-Time Faculty

Prof. Lee A. Franklin
Philosophy Department

Prof. David McDowall
School of Criminal Justice

Prof. Rabi Musah
Chemistry Department

Prof. Christopher Smith
Department of Geography and Planning
Celebrating UAlbany

Examples of Faculty Accomplishments

- Julio Aguirre-Ghiso - Awarded National Institutes of Health & National Cancer Center Institute grant.
- Zvi Gellis - Leading a project to study depression treatment.
- Richard Alba - New research on bilingualism in families of Latino immigrants.
- Theresa Pardo - Leading a project to develop strategies for preserving state government digital information.
- Thomas Birkland - Studying the impacts of the devastating tsunami.
- Fatemah (Shadi) Shahedipour of College of Nanoscale Science and Engineering (CNSE) recognized at 10th Annual Women of Excellence Awards.
- Eric Block - Part of a team that found the first evidence of neurons responsive to social odors.
Celebrating UAlbany

Extraordinary Students

Dara Stofenberg  Min Xie  Yuliana Antonia De Los Santos  Edgardo Sosa
University at Albany
*Charting the Way*

- Our task is simple but bracing:
  - Re-energize and re-invigorate this powerful place of learning.
  - Re-calibrate the social compact by which we exist and according to which we will be remembered.