

UNIVERSITY POLICY AND PLANNING COUNCIL

November 6, 2019 – 2:45 p.m. to 4:45 p.m.

UNH 306

MEETING MINUTES

Present: S. Axley; Y.H. Chen; S. Chengalur-Smith; C. Fauchon (Recorder, non-voting); R. Gil-Garcia; C. Kim, Provost (Ex Officio); T. Knight; Z. Lawrence; L.A. McNutt; J. Mower (Chair); J. Rivera-Wilson.

Guests: A. Pradeep, CEAS; J. Bartow, Graduate Education; G. Berg, CEHC; S. Galime, Provost Office; J. Goodall, CEHC; A. Silver, CEHC; J. Stefl-Mabry, CEHC; B. Szelest, President Office; T. Williams-Hart, CEHC; K. Winchester, Undergraduate Education; M. Young, CEHC.

I. **Approval of the Minutes from October 9, 2019**

Minutes of the October 9, 2019 meeting were unanimously approved without amendments.

II. **Provost's Report**

Provost Kim reported that we will be holding our Student Showcase in late April 2020. We will be highlighting and celebrating the work of our undergraduate and graduate students and, through them, the work of our faculty. Disciplines across campus will be represented, including the arts. This is a great opportunity to increase the University's visibility and to invite on campus not only the media, legislators, alumni, and community members, but also prospective students and their families. Faculty members can help encourage participation in the events: for instance, while developing their Spring syllabi, faculty members can make sure not to schedule exams during the Showcase. There are also plenty of opportunities for faculty and students to serve on the committee and sub-committees that are being formed. One of the Council members pointed out that the American Educational Research Association (AERA) is having its annual meeting April 17th to April 21st in San Francisco. This is the kind of information that would be useful to share with the committee.

Other updates by Provost Kim:

- Possible collaborations with SUNY Cobleskill, such as the development of four + one projects and other academic relationships.
- The Strategic Enrollment Management Council will be sharing their results with the campus shortly.
- Possible reinstatement of the “Campus Read”, using Toni Morrison’s novel The Bluest Eye, as 2020 is the fiftieth anniversary of the novel. Discussions are welcome.

III. **Chair’s Report**

Chair James Mower attended Vice-President Todd Foreman’s presentation on the University budget and the President’s University Fall Address. Regarding the current budget shortfall, both presentations echoed much of Gerard Marino’s presentation to UPPC at its October meeting. However, administration is currently discussing and implementing strategies for increasing recruitment and retention numbers, notably with the intent to implement direct admission to programs and metamajors.

IV. **Sub-Committees Reports**

UFC: University Facilities Committee:

The University Facilities Committee is working with Senate Chair Zena Lawrence to identify and recruit additional members. The goal is to have representation from all campuses, and from the undergraduate student population as well.

UFC Chair Louise-Anne McNutt held a conference call on 9/23/2019 with the Vice President for Finance and Administration and the Associate Vice President for Finance and Business to discuss future plans for the Committee. The Chair proposed topics raised by Senate leadership and topics raised last year on UPPC. The VP and Associate VP added to the list. The UFC current working list is:

- Process: Stay open to additional items for committee consideration
- Process: Schedule meetings with appropriate frequency (i.e., two meetings per semester)
- Process: Work toward earlier notification of planned updates on facilities to UPPC to obtain feedback
- Discuss signage related to departments and programs on campus (follow-up of discussion from last year)
- Discuss areas where costs can be reduced given the current budget constraints

RAPC: Resource Analysis and Planning Committee:

Resource Analysis and Planning Committee Chair Karin Reinhold was unable to attend today's meeting. A detailed report of the RAPC's activities has been posted on the UPPC's OneDrive and is also attached to these minutes.

AAC: Administrative Assessment Committee:

Administrative Assessment Committee Liaison Joette Stefl-Mabry will be presenting her report at our next Council meeting, December 4th 2019.

V. New Business

a. Letter of Intent: M.S. in Emergency Management (CEHC)

Michael Young, Professor of Practice (Homeland Security) presented the "Letter of Intent for a new College of Emergency Preparedness, Homeland Security and Cybersecurity graduate degree program leading to a Master of Science in Emergency Management". Also in attendance to answer questions from the Council: Amber Silver, representing the Emergency Preparedness program and Tiffany Williams-Hart, Manager of Graduate Studies. The M.S. in Emergency Management program proposal was developed over fifteen months under the leadership of Amber Silver. The purpose of the program is to provide graduate education and training for individuals interested in preparing for, responding to, recovering from, and mitigating against these types of crisis. The program will include sixteen new courses. Seven existing faculty can be committed at 25 to 50% of the load, and additional adjuncts can be used to cover the Undergraduate courses until the growth of the program justifies new full-time hires. An external assessment of the proposal has been conducted by Wiley Educational Services. Although the Wiley report is not available to distribute at the moment, Dr. Young shared its highlights and key recommendations. The report indicates a reasonably competitive landscape, with average to above average market growth. Recommendations include sharing core courses with related degrees at UAlbany to save resources while being able to offer multiple options to prospective students, and utilizing existing courses for concentrations within related degrees to maximize enrollment. While Wiley estimates the average program size to be at thirty-five, Dr. Silver and her colleagues are more optimistic and project an enrollment of fifty in year five.

Council members asked about other institutions existing programs. Dr. Silver specified that this M.S. program is not a carbon copy of other existing programs. Council member and Senate Chair Zina Lawrence recommended that an explanation of what would

make this program unique should be included in the full proposal in light of the target goal of fifty students in a market that's relatively small and to demonstrate how we can arrive from the thirty-five students projected by Wiley to the fifty students targeted. The possibility of offering some/all the courses online offering was also discussed, although Dr. Young made it clear that it would not happen for a while. Faculty are still getting comfortable with online teaching and all the courses involved in the program are new courses.

Vice Dean for Graduate Education Jon Bartow reminded the Council that members need to be satisfied that the financial commitments necessary to move the proposal forward from concept to development are in place. Provost Kim pointed out that the Letter of Intent proposal does not include any information on possible revenues. This will be needed in the full proposal, especially at a time while we are dealing with enrollment issues University-wide. Provost Kim also spoke of the need to have a system in place to provide feedback after a year or two, so that we can justify providing resources for future years. This applies to all proposals, not only this particular one. Chair Mower proposed that this could be a stand-alone project that the Council could undertake with the Provost Office.

The College of Emergency Preparedness, Homeland Security and Cybersecurity presenters were asked to leave the room. A motion to vote to approve the Letter of Intent to create a Master of Science Program in Emergency Management was made by Chair Mower and seconded.

Vote: Yes = 7; No = 0; Abstain = 1

b. Revision to the B.S. in Computer Science (CEAS)

Pradeep Atrey, Associate Professor in Computer Science and Program Director, presented the "Proposal to Revise the Bachelor of Science in Computer Science Program". If approved, the proposal will take effect in Fall 2020. The change in the program is needed to meet the new ABET accreditation requirements. The ABET accreditation is demonstrable proof that an engineering and applied sciences program meets the standards essential to produce graduates prepared to enter the critical commercial and industrial markets. The accreditation was allowed to lapse in 1999 and it is essential for the Computer Science department to re-apply and receive ABET accreditation.

Dr. Atrey went over the ABET topics covered in required CSIC courses, as well as the needed changes. While a number of required courses from the original program would be affected by the proposal, no new courses will be added. The net result of all the changes only increases the total number of credit hours by five credit hours. Current faculty numbers are sufficient to support the additional credit hours, and the Department is also in the process of hiring an additional tenure-track faculty member.

Dr. Atrey was asked to leave the room and a motion to vote to approve the Proposal to Revise the Bachelor of Science in Computer Science Program was made by Chair Mower and seconded.

Vote: Yes = 8; No = 0; Abstain = 0

c. Proposal: B.S. Cybersecurity (CEHC)

Chair Mower explained that this proposal just came to us. Because members did not have much time to look at the documents in the proposal, the Council will have the opportunity to decide whether to vote today on the proposal, or to delay the vote.

George Berg, Associate Professor, College of Emergency Preparedness, Homeland Security and Cybersecurity, presented the "Proposal for a Bachelor of Science in Cybersecurity". CEGC currently offers two concentrations in Cybersecurity at the Undergraduate level; the B.S. in EHC, which is more focused on cybersecurity policy and law, and the B.S. in INF, which is more technically focused. The proposal will disaggregate the concentration out of the INF B.S. and make it a stand-alone degree, keeping all requirements the same except that there will be no choice of concentration. It would be offered both as a face-to-face and as an online program so students could go through the program entirely on campus, entirely online, or hybrid. This process is known at SUNY as a Form 3B process ("Creating New Programs from Existing Programs"). The motivation for making Cybersecurity a stand-alone B.S. program is that there is a lack of clarity across the Campus in terms of Cybersecurity education. Dr. Berg explained that this proposal is also very student-centered, giving students more choices to study cybersecurity depending on their goals. In terms of resources, since by definition a Form 3B proposal may not include any changes, there are no changes in the resources. The Council asked about the students' target destinations for cybersecurity. Dr. Berg explained that there are a wide variance of job destinations, as well as students continuing to graduate studies, and the landscape is constantly changing. Cybersecurity is identified by the Department of Labor and other statistics as a reliably growing area.

The Council also discussed the importance of having dedicated web pages and targeted marketing. The long-term planning goal of eventually incorporating other disciplines and areas into the program was also discussed.

Dr. Berg was asked to leave the room, and a motion to vote to authorize an immediate vote was made by Chair Mower and seconded.

Vote to authorize an immediate vote on the proposal: Yes = 8; No = 0; Abstain = 0

Chair Mower then made a motion to vote on the Proposal to create a stand-alone Bachelor of Science in Cybersecurity Degree Program (through Form 3B Process).

Vote: Yes = 7; No = 0; Abstain = 1

VI. Adjournment

Motion to adjourn, seconded. Meeting ended at 4:55 p.m.

Attachment: 1

Minutes prepared by: Corinne Fauchon

Minutes Approved: 12/4/2019

ATTACHMENT TO THE UNIVERSITY POLICY AND PLANNING COUNCIL MINUTES (11/6/2019)

Report from RAPC meeting Oct 30, 2019, by Karin Reinhold

The committee met with Gerard Marino on Oct 30th.

We discussed RAPC' mandate with the following requests as part of the committee's work

- Review information about how decisions are made and why
- Help the Finance division in their efforts to improve financial literacy
- Serve as a consultative body on items related to university resources and planning.

This year the committee intends to focus on

- Budget
- Marketing
- Retention rates, and in particular, investigate retention rates in online courses

Budget: Marino explained how the current system is clunky and makes it difficult to extract some categories that were not set up appropriately or consistently. His office is leading an effort to benchmark our operations to facilitate comparison with peer institutions, including SUNY system. In particular, benchmarking admin expenditures.

- SUNY benchmarks colleges and centers in the SUNY system but there is no uniform reporting so it is difficult to compare across centers.
- Exploring ABC – Academic Benchmarking Consortium. Standard activity model (SAM) & per employee + students (IPEDS) data.

FTE Reports: Marino introduced a new tableau reporting item available in MyUAlbany

MyUAlbany -> Financials ->

- Historically funded FTE report
- Historically filled FTE report

where you can see historical data on personnel.

Temporary and contingent lines are missing. The committee requested to include information on contingent faculty and contingent professionals, as well as management confidential.

Additionally, since classifications may not be familiar to all members of the community, we asked to include definitions in an un-intrusive way (hoovering over, for example, “classified”).

Workforce committee. In an effort to expedite the work of this group, when there are questions about a case, there is 1-2 months delay in decisions. The committee recommended that representatives of units that requested positions be on call to clarify questions as need be.

Marino mentioned that the operation of the university is so lean that we no longer have lines to cut. Units feel overworked. The question to help balance the budget is then whether there are other forms of streamlining. Are there units that can be cut and contracted out instead?

The committee requested the composition of the Workforce Planning Committee:

1. Noelle Angelozzi (Budget Office)
2. Michael Christakis (Student Affairs)
3. Todd Foreman (Finance and Administration)
4. Steven Galime (Provost Chief of Staff)
5. Bill Hedberg (Academic Affairs)
6. Paula Kaloyeros (Research Division)
7. Marlena McNamee (University Development)
8. Bruce Szelest (President’s Office)
9. Denise Szelest (Human Resources)

Delaware cost study (faculty teaching load & cost of instruction) – will be available soon.

Dormitories: The dormitories are facing a reduced number of students in campus housing. Two dorms in the Alumni Quad are currently empty. The committee offered possible uses of the two closed dorms:

- Market to 50+ that come back to college
- Visiting scholars
- International students
- Office space for non-for-profit?
- Summer programs

Next meeting of RAPC: Dec 2, 2019