2013

Shared Services Summit Report

SUNY Cobleskill, Delhi, Morrisville

6/4/2013

William Mirabito (Interim President, SUNY Morrisville), Debra Thatcher (Acting President, SUNY Cobleskill) and Candace Vancko (President, SUNY Delhi) convened a Shared Services Summit on June 4, 2013. Over 150 faculty, staff and administrators from the three campuses gathered at SUNY Delhi to determine how each campus could benefit from the shared services paradigm. Fifteen (15) working groups of role-alike faculty and staff were charged with meeting and recommending three top outcomes of their sessions at the end of the Summit. Some groups had very specific charges; the remainder was asked to share best practices, discus challenges that the colleges may be able to help each other with, and consider any shared services/people that would be mutually beneficial to the organizations. A summary of each group's charge, participants and key recommendations follows.

I.   Inter-Institutional Academic Program Collaboration

Charge: *Discuss community college programs, possible shared courses, shared administration, mutual program development, site management.*

Participants:

Steve Calabrese	Assistant Professor/Coordinator/ OCC and TC3 - Delhi
Richard Golding	Associate Professor, Hospitality, Delhi
Charles Moran	Professor, Financial Services, Cobleskill
John Nader	Provost, Delhi
Christopher Nyberg	Dean, School of Agriculture, Sustainability, Business and Entrepreneurship, Morrisville
Linda Serdy	Program Coordinator - PACE - Cobleskill
Melissa Struckle	Assistant - PACE – Cobleskill
Tara Winter	Assistant VP for Enrollment Management (Cobleskill and Delhi)
Anita Wright	Director, PACE, Cobleskill

Shared Services Opportunities:

- ➢ Shared costs of on-line and conferencing facility expenses
- ➢ Shared Institutional Program Design
- ➢ Shared Admissions processing and program/course counseling and scheduling allowing sincere and effective face to face cross selling and support of each other's campus sponsored programs/courses.

II.   Golf/Plant Science Program Alignment

Charge: *Discuss alignment of Cobleskill and Delhi Golf and Plant Science programs.*

Participants:

Birgitta Brophy	Associate Professor, Applied Science and Building Technologies, Delhi
Chris Cash	Chair, Plant Science Department, Cobleskill
Lynn Dunn	Professor/Chair, Animal and Plant Science, Cobleskill
Alex Ellram	Professor - Agriculture and National Resources, Cobleskill
Vern Lindquist	Dean of Liberal Arts and Sciences, Delhi
Ben McGraw	Associate Professor - Applied Science and Recreation – Delhi
Timothy Moore	Dean, School of Agriculture and Natural Resources, Cobleskill
Eric Robert	Dean, Applied Science and Building Technologies, Delhi

Shared Services Opportunities:

➢ Continue to offer programs at each institution but better sync courses with similar content, in keeping with SUNY mobility initiatives.
➢ Explore online course options – consider offering six online courses, three from each institution.
➢ Work together to offer a winter term or Saturday courses/program, focusing on the expertise of each campus.

III.   Registrars

Charge: *Discuss graduation, transfer articulation and cross registration, as well as best practices, challenges and potential for sharing.*

Participants:

Jill Brinkman	Assistant Registrar, Cobleskill
Christine Johannesen	Registrar, Cobleskill
Nikki Pickett	Assistant Registrar, Delhi
Nancy Smith	Registrar, Delhi
Marian Whitney	Assistant to the Provost for IR and Effectiveness , Morrisville

Shared Services Opportunities:

➢ Campuses need to grow online options – Delhi has course developers and related resources that should be shared with the other campuses.
➢ The three campuses should agree on joint solutions for document imaging and electronic transmission of records to save money.
➢ Each campus needs business intelligence reporting solution. Needs are immense and constantly changing.
➢ Campuses have universal training needs that can be addressed jointly, especially Banner.

IV.   Emergency Planning and Preparedness

Charge: *Share best practices, discuss assisting each other in the event of an actual emergency, any challenges that we may be able to help each other with, and consider any shared services/people that would be mutually beneficial to the colleges.*

Participants:

Perri DeFreece	Chief, UPD, Delhi
Diane Dobry	Director of Communications and Marketing, Cobleskill
David Duchene	Lieutenant, UPD, Morrisville
Paul Field	Lieutenant, UPD, Morrisville
Timothy Hess	Lieutenant, UPD, Delhi
Janice Herrick	Environmental Health and Safety Officer, Cobleskill
Frank Lawrence	Chief of Police, Cobleskill
Dan Kowalski	Lieutenant, UPD, Cobleskill
Kim MacLeod	Director of Communications and New Media, Delhi
Tom Paciello	Environmental Health and Safety Coordinator, Delhi
Tom Rehberg	Lieutenant, UPD, Cobleskill
Michael Santulli	Lieutenant, UPD, Cobleskill

Shared Services Opportunities:

➢ Resources
➢ Personnel
➢ Knowledge
➢ Maps
➢ Plans
➢ Contact information
➢ Dispatchers

V.   Student Life/Student Affairs

Charge: *Best practices, points of pride, traditions, planning for future Tech Sector best practices summit.*

Participants:

Steve Ackerknecht	Vice President for Student Affairs, Cobleskill
Mary Conner	Complex Coordinator, Cobleskill
Karen Gabriel	Nurse Practitioner, Delhi
Martin Greenfield	Director of Student Activities, Delhi
Rita Goyette	Director of Student Activities, Morrisville
Ursula Herz	Director of Residence Life, Morrisville
John Huber	Assistant Director of Student Activities, Delhi

Barbara Jones	Vice President for Student Life, Delhi
Brian Kaiser	Director, Center for Community Engagement, Cobleskill
Larry King	Assistant Athletic Director, Cobleskill
Matthew LaLonde	Judicial (Cobleskill) and Veterans Affairs Coordinator (Delhi and Cobleskill)
LouAnn Matthews-Babcock	Director of Judicial Affairs, Delhi
Lynn Ontl	Co-director, Wellness Center, Cobleskill
Elizabeth Outsen	Secretary 2, Student Life and Judicial Affairs, Delhi
John Padovani	Director of Residence Life, Delhi
Mary Radliff	Co-director, Wellness Center, Cobleskill
Elizabeth Sova	Director, O'Connor Center for Community Engagement, Delhi

Shared Services Opportunities:

➢ Through a joint campus needs assessment, identify gaps in services that might be common to at least two campuses. This could include an exchange day/campus visitations to observe individual campus cultures in action.
➢ Develop a shared campus workgroup to develop strategies and produce grants that focus on specific Student Affairs issues (i.e. dedicated tech such as hard and software upgrades, using combined buying power to enhance how far our money can stretch, and possible newly created shared positions, etc.)
➢ Organize a joint conference that gives staff members a chance to develop presentations, gain staff development, and continue discussions like we had today. Cobleskill has already agreed to host the first of these conferences, with a target date of January 2014 and members from all campuses are signed up to be on the steering committee.
➢ Create more student programs (i.e. trips, activities, inter-mural matches of individual campus intramural champions, community service opportunities, etc.) between our campuses.

VI.   **Information Technology**

Charge: *Share best practices, discus challenges and consider any shared services/people that would be mutually beneficial.*

Participants:

Matt Barber	Systems and Network Manager, Morrisville
Vinny Basile	IT Procurement Specialist (Cobleskill and Delhi)
Shawn Brislin	Manager, Client Support Services, Delhi
Jim Dutcher	CIO, Cobleskill
Kenny Fass	Assistant Manager, Client Support Services, Delhi
Jeff Gay	Assistant Director of Technology Services, Morrisville
James LaRocco	Manager, Central Systems, Delhi
David Loring	Supervisor, Network Services, Cobleskill
Matthew Mahoney	Computer Technician, Cobleskill

Shared Services Opportunities:

- Knowledge base standardization – be able to agree upon ways of doing business on the functional end in order to standardize back end functions.
- IT involvement in campus planning process at master and strategic levels.
- End user empowerment – invest in people to develop a more tech-savvy faculty and staff.
- Agreement on inter-campus standardization at functional level.

VII.   Shared Services Support Staff

Charge: *Clerical staff who support shared services personnel meeting to get to know one another and share strategies, ideas and concern. Share best practices, discus challenges and consider any shared services/people that would be mutually beneficial.*

Participants:

Ellen Giambalvo	Administrative Aide - VP for Operations - Delhi
Kate Weaver	Secretary 2 - VP for College Advancement
Tracy Hoeppner	Keyboard Specialist 1 - VP for College Relations
Barbara Kaplan	Assistant to the President – Delhi
Amy Healy	Assistant to the President - Cobleskill
Roberta Hudson	Secretary 2 - VP for Business and Finance
Jo Ann Godrey	Executive Assistant to the President - Morrisville

Shared Services Opportunities:

- Plan a customer service presentation with shared presenters from the three campuses to emphasize the importance of good customer service.
- Develop a listserv of participants in today's Shared Services Summit.
- Assist with implementation of shared services initiatives.

VIII. <u>Facilities</u>

Charge: *Share best practices, discus challenges and consider shared services that would be mutually beneficial.*

Participants:

Phil Arnold	Director of Facilities Management, Cobleskill
Joseph Batchelder	Director of Capital Construction, Delhi
Bob Blanchard	Plumber, Cobleskill
Howard Coger	Carpenter, Cobleskill
Daniel DeJong	Manager of Grounds, Cobleskill
Dawn Eakin	Facilities Operations Manager, Cobleskill
Tim Gadziala	Assistant Director for Utility Services, Morrisville
Philip Hadley	Head Grounds Supervisor, Delhi
Timothy Kilmer	Plant Utilities Engineer 2, Delhi
David Loveland	Physical Plant Director, Delhi
Morgan McKee	Capital Construction Coordinator, Delhi
Mike Murphy	Capital Projects Manager, Cobleskill
Bob Nicholson	PUE 3, Delhi
Kevin Palmatier	Refrigeration Mechanic, Cobleskill
Neil Palmatier	Energy Manager, Delhi
Allan Quinn	Capital Projects Manager, Cobleskill
Jim Robinson	Electrician, Cobleskill
Fred Sander	Maintenance Supervisor 1, Delhi
Donald Schaffer	Plant Utilities Engineer 3, Cobleskill
Steve Smith	Capital Contracts Manager, Delhi

Shared Services Opportunities:

➢ Training – combined safety and technical seminars for the three campuses at beginning, intermediate and advanced levels. Take better advantage of training offered through PPAA.
➢ Management Systems – shared information regarding security, environmental, energy and emergency management systems.
➢ SUNY 20/20 Grant: Share information, resources, planning. Group procurement, design, construction, implementation, training and maintenance of anaerobic digesters.

IX. **New Faculty/Staff Orientation and Celebrations/Recognitions of Faculty/Staff Accomplishments and In-House Professional Development**

Charge: *Share best practices, discus challenges and consider any shared services/people that would be mutually beneficial.*

Participants:

Lynn Domina	Professor, Liberal Arts and Sciences, Delhi
Jan Elwell	HR Operations Manager, Cobleskill and Delhi
Marsha Foster	Activities Director, Title III Grant, Cobleskill
Bonnie Martin	Vice President for Operations, Cobleskill and Delhi
Sue Zimmermann	Provost, Cobleskill

Shared Services Opportunities:

➢ Shared webinars and other professional development opportunities between campuses including shared speakers and student life events. Possible shared orientation/training of remote faculty and staff.
➢ Establish a shared services events and training collaboration committee (ETC) with three to five people from each campus to set up a coordinated calendar of events including faculty/staff professional development, athletic and co-curricular events and other events from each campus.
➢ Standardize the HR practices on each campus including an HR Faculty/Staff Handbook.
➢ Host a joint employee celebration event with friendly competition between the two campuses.

X. **Student Accounts and Financial Aid**

Charge: *Discuss impact of new SUNY initiatives and implementation strategies, compliance concerns; Share best practices, discuss any challenges that we may be able to help each other with, and consider any shared services/people that would be mutually beneficial to the colleges.*

Participants:

Louise Biron	Director of Financial Aid, Cobleskill
Brian Smith	Assistant Director of Financial Aid, Cobleskill
Rebecca Burton	Agency Program Aide, Financial Aid, Cobleskill
Peg Grippin	Director, Student Accounts, Cobleskill
Jeanette Wollaber	Principal Account Clerk, Student Accounts, Cobleskill
Cindy Healey	Director of Student Financial Services, Delhi
Nancy Hughes	Director of Financial Aid, Delhi
Justin Morgan	Assistant Director of Student Financial Services, Delhi
David Polley	Bursar, Delhi
Erin White	Financial Aid Assistant, Delhi
Traci Raymond	Secretary 1, Financial Aid, Delhi
Maureen O'Connor	College Accountant, Delhi
Dacia Banks	Director of Financial Aid, Morrisville
Marion Gaslin	Bursar, Morrisville

Shared Services Opportunities:

➢ Joint administration of off-site programs may help address difficulties in coordinating off-site programs.

➢ More technical specialization in functional areas and enhanced communication with IT for better results.

➢ Campuses to unify policies and procedures and help one another keep up with constantly changing federal/state/SUNY regulations.

➢ Coordinate document imaging processes to facilitate sharing and aid between the campuses.

XI.   Business Offices

Charge: *Discuss impact of new SUNY initiatives and implementation strategies, compliance concerns; Share best practices, discuss any challenges that we may be able to help each other with, and consider any shared services/people that would be mutually beneficial to the colleges.*

Participants:

Carol Bishop	Vice President for Business and Finance, Cobleskill and Delhi
Amy Brown	Controller, Delhi
Mary Ellen Burdick	Assistant Vice President for Business Affairs, Morrisville
Paige Consalvo	Accountant, Cobleskill
Cheryl Dietzman	Assistant AP/Purchasing Manager, Delhi
Laura Gross	Account/Financial Analyst, Cobleskill
Laurie Jones	Keyboard Specialist 1, Purchasing, Delhi
Allison Lundin	Contracts Coordinator, Delhi
Heather McKelvy	Calculations Clerk 1, Cobleskill
Shannon Richard	Executive Director, Campus Operations, Morrisville Auxiliary Corporation
Barb Sprouse	Financial Analyst, Cobleskill
Carol Vosataka	Director of Business Affairs, Cobleskill
Denise Ward	Secretary 1, Cobleskill

Participants broke into two sub-groups, one for procurement and the other for accounts payable.

Shared Services Opportunities

➢ Explore specializing in specific areas: construction contracts (Steve Smith – Delhi), non-construction contracts (Laura Gross – Cobleskill), security administration, campus liaison for journal entries, internal control, etc. Need back up for each expert.

➢ Delhi to eliminate petty cash and advances and adopt Cobleskill practices.

➢ Adopt one campus to process all journal entries

10

XII. EOP and Academic Support Services

Charge: *Share best practices, discuss any challenges that we may be able to help each other with, and lastly consider any shared services/people that would be mutually beneficial to the colleges.*

Participants:

Elisa Lopez	Keyboard Specialist 1 - Cobleskill
Derwin Bennett	Director, EOP, Cobleskill
Marilyn Barnes	Director, CASE, Cobleskill
Betsy Briggs	Coordinator, AccessABILITY Resources Center, Cobleskill
Michele DeFreece	Director, Resnick Learning Center, Delhi
Paul Dunn	EOP Counselor, Cobleskill
Jeannette Evans	Dean of the School of General Studies, Morrisville
Joshua Gregory	Enrollment Counselor, Delhi
Nicole Hoffman	EOP Counselor, Delhi
Josephine Monaco	Coordinator of Tutorial Services, Delhi
Louis Reyes	EOP Counselor, Delhi
Wendi Richards	Resource Assistant, Cobleskill
Sharon Ruetenik	Writing Center
David Symonds	Coordinator of Disability Services, Morrisville
Jennifer Walrath	Academic Advisor, EOP Program, Cobleskill

Shared Services Opportunities:

➢ Publish a shared EOP newsletter.
➢ Establish a one day summer experience for EOP students from all three campuses – each campus to take ownership of a program component.
➢ Establish EOP/Academic Services mini-summit to continue the dialog.

XIII. Admissions

Charge: *Discuss reinstatement, reentry, second degree apps - definitions, processing, etc., bus trip scheduling and sharing, best practices, challenges and shared services opportunities.*

Participants:

Robert Blanchet	Director of Admissions, Cobleskill
Leslie Crosley	Director of Admissions, Morrisville
Misty Fields	Assistant Director of Admissions, Delhi
Denise McLean	Admissions Operations Manager, Delhi
Debra Richards	Staff Associate, Admissions, Cobleskill

Shared Services Opportunities:

➢ Admissions offices from the three colleges to do their own summit to promote better understanding of one another's academic programs to enable personnel to better represent them to students.
➢ Conduct joint training in Banner or other areas to share costs.
➢ Share costs of recruitment bus trips for counselors and for prospective students by bringing participants to all three campuses in a single trip.

XIV.   First Year Experience, Advisement, New Student Orientation

Charge: *Share best practices, discuss any challenges that we may be able to help each other with, and consider any shared services/people that would be mutually beneficial to the colleges.*

Participants:

Jeff Foote	Director, Student Life Center, Cobleskill
Jeri O'Bryan-Losee	Director of CSETP/STEP, Morrisville
Lori Osterhoudt	Director of Counseling and Health Services, Delhi
John Sandman	Professor, Liberal Arts and Sciences, Delhi
Jeff Stedman	Director Academic Advisement/Early Warning - Delhi
David Thompson	Master Faculty Advisor, Cobleskill
Christina Trees	Master Faculty Advisor, Cobleskill
Kelly Yacobucci	First Year Experience Coordinator - Cobleskill
Christina Trees	Master Faculty Advisor - Cobleskill

Shared Services Opportunities:

➢ Share data and best practices for first year experience programs.
➢ Explore grant opportunities to replicate Cobleskill's master faculty advisor model on all three campuses.
➢ Find a funding steam and develop retention programs for second semester students.

XV.   Moodle

Charge: *Explore potential of Cobleskill using Moodle as its learning management system.*

Participants:

Grady Miller	Instructional Technologist, Delhi
Carmen Andoh	Systems Integration Programmer, Delhi
Barbara Brabetz	Associate Professor, Chemistry, Delhi
Jonathan Brennan	Chief Information Officer, Delhi
David Brower	Professor and Department Chair, Hospitality Management, Delhi
Pamela Collins	Professor and Chair, Liberal Studies, Cobleskill
Terry Hamblin	Associate Professor, Delhi
Grady Miller	Instructional Technologist, Delhi

Beth Orgeron	Dean of the Library, Cobleskill
Kathy Puciati	Associate Professor, Cobleskill
Carl Perez	Associate Professor, Cobleskill
Jiang Tan	Director, CELT, Cobleskill
Lisa Tessier	Assistant Professor, Delhi
Kurt Verderber	Professor, Cobleskill
Bruce Wright	Professor, Faculty Governance Presider, Cobleskill

Shared Services Opportunities:

➢ Cobleskill will adopt Moodle as its learning management system. Delhi will host Moodle for Cobleskill.
➢ Share training opportunities.
➢ Share/coordinate helpdesk services for faculty using the LMS.
➢ Convene an annual meeting to share best practices in teaching with technology.

Summary of Shared Services Opportunities 2013-14

GROUP	SHARED SERVICES OPPORTUNITIES
Inter-institutional Academic Program Collaboration	Share costs of online and conferencing facility expenses.
	Share institutional program design.
	Shared Admissions processing and program/course counseling and scheduling, allowing sincere and effective face to face cross selling of each other's programs/courses.
Golf/Plant Science Program Alignment	Continue to offer programs at each institution but better sync courses with similar content, in keeping with SUNY mobility initiatives.
	Explore online course options – consider offering six online courses, three from each institution.
	Work together to offer a winter term or Saturday courses/program, focusing on the expertise of each campus.
Registrars	Campuses need to grow online options – Delhi has course developers and related resources that should be shared with the other campuses.
	The three campuses should agree on joint solutions for document imaging and electronic transmission of records to save money.
	Each campus needs business intelligence reporting solution. Needs are immense and constantly changing.
	Campuses have universal training needs that can be addressed jointly, especially Banner.
Emergency Planning and Preparedness	Share: ➢ Resources ➢ Personnel ➢ Knowledge ➢ Maps ➢ Plans ➢ Contact information ➢ Dispatchers
Student Life/Student Affairs	Through a joint campus needs assessment, identify gaps in services that might be common to at least two campuses. This could include an exchange day/campus visitations to observe individual campus cultures in action.
	Develop a shared campus workgroup to develop strategies and produce grants that focus on specific Student Affairs issues (i.e. dedicated tech such as hard and software upgrades, using combined buying power to enhance how far our money can stretch, and possible newly created shared positions, etc.)
	Create a shared conference that gives staff members a chance to develop presentations, gain staff development, and continue discussions like we had today. Cobleskill has already agreed to host the first of these conferences, with a target date of January 2014 and members from all campuses are signed up to be on the steering committee.
	Create more student programs (i.e. trips, activities, inter-mural matches of individual campus intramural champions, community service opportunities, etc.) between our campuses.
Information Technology	Knowledge base standardization – be able to agree upon ways of doing business

	on the functional end in order to standardize back end functions.
	IT involvement in campus planning process at master and strategic levels.
	End user empowerment – invest in people to develop a more tech-savvy faculty and staff.
	Agreement on inter-campus standardization at functional level.
Facilities	Training – combined safety and technical seminars for the three campuses at beginning, intermediate and advanced levels. Take better advantage of training offered through PPAA.
	Management Systems – shared information regarding security, environmental, energy and emergency management systems.
	SUNY 20/20 Grant: Share information, resources, planning. Group procurement, design, construction, implementation, training and maintenance of anaerobic digesters.
New Faculty/Staff Orientation and Celebrations/Recognitions of Faculty/Staff Accomplishments and In-House Professional Development	Shared webinars and other professional development opportunities between campuses including shared speakers and student life events. Possible shared orientation/training of remote faculty and staff.
	Establish a shared services events and training collaboration committee (ETC) with three to five people from each campus to set up a coordinated calendar of events including faculty/staff professional development, athletic and co-curricular events and other events from each campus.
	Standardize the HR practices on each campus including an HR Faculty/Staff Handbook.
	Host a joint employee celebration event with friendly competition between the two campuses.
Student Accounts/Financial Aid	Joint administration of off-site programs may help address difficulties in coordinating off-site programs.
	More technical specialization in functional areas and enhanced communication with IT for better results.
	Campuses to unify policies and procedures and help one another keep up with constantly changing federal/state/SUNY regulations.
	Coordinate document imaging processes to facilitate sharing and aid between the campuses.
Shared Services Support Staff	Plan a customer service presentation with shared presenters from the three campuses to emphasize the importance of good customer service.
	Develop a listserv of participants in today's Shared Services Summit.
	Assist with implementation of shared services initiatives.
Business Offices	Explore specializing in specific areas: construction contracts (Steve Smith – Delhi), non-construction contracts (Laura Gross – Cobleskill), security administration, campus liaison for journal entries, internal control, etc. Need back up for each expert.
	Adopt one campus to process all journal entries.
	Delhi to eliminate petty cash and advances and adopt Cobleskill practices.

15

EOP and Academic Support Services	Publish a shared EOP newsletter.
	Establish a one day summer experience for EOP students from all three campuses – each campus to take ownership of a program component.
Admissions	Establish EOP/Academic Services mini-summit to continue the dialog.
	Admissions offices from the three colleges to do their own summit to promote better understanding of one another's academic programs to enable personnel to better represent them to students.
	Conduct join training in Banner or other areas to share costs.
	Share costs of recruitment bus trips for counselors and for prospective students by bringing participants to all three campuses in a single trip.
First Year Experience, Advisement, New Student Orientation	Share data and best practices for first year experience programs.
	Explore grant opportunities to replicate Cobleskill's master faculty advisor model on all three campuses.
	Find a funding steam and develop retention programs for second semester students.
Moodle	Cobleskill will adopt Moodle as its learning management system. Delhi will host Moodle for Cobleskill.
	Share training opportunities.
	Share/coordinate helpdesk services for faculty using the LMS.
	Convene an annual meeting to share best practices in teaching with technology.

Working Group Notes and Additional Recommendations:

I.   <u>Inter-Institutional Academic Program Collaboration</u>
➢ Find a willing and supportive participant. You decide to partner with a campus who wants your help; however, that campus may not be supportive of you once the program is initiated.
➢ Off-site program Instructors should teach a lower level course offered by the host institution. This will assist in promoting the upper level program and establish a relationship with the off-site program representative.
➢ Adult learners appreciate and desire face to face course structure as they may work full time and have a family at home which precludes them from doing on-line at home course work.
➢ Our common bond is our belief in experiential education. How do we accomplish this on-line (laboratory experiences) and off-site?
➢ Cobleskill's model of PACE, degree completion…AOS…AAS…BBA; and, students short of credits for completion of basic degree.

Challenges:
➢ How do we individually and collectively get critical mass of students for effective education of students and cost effectiveness of campuses?
➢ Rural campuses may have issues with internet access in students' and faculty's homes in regards to web access.
➢ How do we convert AOS degrees into AAS degrees, and AAS Degrees into BBA's?
➢ Costs of on-line and conferencing classroom experiences for start-up and maintenance.
➢ Compatibility of above on partnering campuses.
➢ Articulation Agreements are becoming Moodle related and Open Source opportunities. This will create cultural evolution and faculty/staff educational challenges for campuses.

Shared Services Opportunities:
➢ Let's explore the gaps and strengths in each other's programs so we can maximize assisting each other. If we all gain on an equal footing and advantage, that's progress for each of us, and, what's most important, an advantage for students.
➢ Shared costs of on-line and conferencing facility expenses
➢ Shared Institutional Program Design
➢ Shared Admissions processing and program/course counseling and scheduling allowing sincere and effective face to face cross selling and support of each other's campus sponsored programs/courses.
➢ Shared support of Suffolk and Nassau CC Delhi initiatives
➢ Evolution of Business and Technology/ Financial Services and Information Security Programs
➢ Shared support of Cobleskill's Jefferson Community College initiatives. Very expensive to be there; Cobleskill needs assistance with course support. Major requirement at JCCC for Child Support Services with Day Care Center Certifications which require Bachelor's Degrees.
➢ Partner campuses with major turnover require support to train new faculty with On-Line course development and instruction.
➢ A campus has little or no on-line Liberal Arts and Science courses available.
➢ Share Campus' Program's Advisory Board reconditions in regards to industry requirements for program outcomes.

II.   Golf/Plant Science Program Alignment

➢ Began with a comparison of golf/plant science programs.
➢ Discussed first Delhi's turf/golf programs, total fall enrollment 55. Discussed how Delhi handles the internships. We do not send students to our own golf course.
➢ Cobleskill: assimilation of our program by Delhi's doesn't seem the way to go. Would like to see cooperation but not assimilation. Coby has a new building and has 30 FTE. Dom was overzealous. Coby wants to cooperate—both colleges need to be strong. Coby plans to make its programs more general with fewer specialized courses. Coby does think we could combine some courses. Ben would not want to see the labs split. Doesn't want to lose the hands on nature of the program. Coby feels pressured by spending so much time on freshmen and in maintaining business contacts.
➢ Vets closed the BBA at Delhi; we plan to send students to Coby now. Discussed how many students you need in a course and a program. How many elective courses can you cut from a program? Coby believes that there is potential for cooperation. Delhi does place its students in turf and sports field.
➢ Recruiting efforts—are they what they could be? How do you get "glamour" into the potential positions?
➢ Coby fears that if you get rid of some of their programs that it will snowball—fewer options means loss of market share.
➢ Nursery management just got subsumed into horticulture at Coby. Administration has removed options already there. Coby feels that their numbers are on the upswing. They have no trouble filling courses, just in how many sections they offer. Because of retirements at Coby, they will need some courses covered somehow. But they want not just to cover the courses but to position themselves for growth.
➢ Plant science offers many of the elective courses for many other Coby programs. Coby would be willing to help advise, but that seems difficult.
➢ Online offerings: Delhi is considering doing a BBA for turf online. Could offerings from both programs be used in this program—could the program itself be shared? Could courses be more similar? Could it be a joint program? Could the turf programs be made more similar (or even the same)? Can we identify a group of courses that might be taught online? Blended courses with the hands-on portion on campus?
➢ Coby's landscape person will probably embed turf into the program. Landscape and turf never cooperated before, but they do plan to now.
➢ If Coby eliminates the sports turf BT, we could have a basis for cooperation. Also, figuring out some online courses and an online program, beginning with some hybrid options for example.
➢ Perhaps a half-dozen online courses to make a degree between the two campuses? Faculty made a list of possible courses to be developed and potentially used with both turf programs. (GSTM 300; GSTM 306; GSTM 290, 310, 304, 400.)

III.   Registrars

Best practice recommendations:
➢ Electronic enrollment verification -Morrisville has
➢ Common identifiers for verifying students are who they are
➢ Document imaging tools, ways to use them and their future
➢ No show process - improvements needed at Delhi/drop for non-payment?
➢ Morrisville has an extract program for getting the articulation/equivalencies
➢ Reverse transfer credit - electronic transmission of records will ease transfer
➢ Changes to our transfer equivalency process
➢ Cross Registration minimal impact, using the SUNY recommended form
➢ Moving students forward into a new catalog year if it benefits the student or allows us to better serve the student in Degree Works.
➢ Block scheduling, Banner XE/9 improvements - new/transfer students

Challenges:

➢ Cross Functional work - transfer credit, curriculum change/program changes
➢ SUNY and TES - to use or not to use; differing information provided to schools from SUNY but it appears there is going to be a home grown tool, much like TES and SUNY is going ask private institutions to share catalogs for our tool.
➢ Morrisville doesn't have document imaging system but realizes the value, cost is a factor but Delhi training option upcoming
➢ Data dictionary - multiple ID's, Consistency of data
➢ Level 1 versus 2; Morrisville & Delhi have 1/2/all option for internal transcripts
➢ Self-service portal implementation/development - consistent self-service items
➢ Online graduation application

Shared Services Opportunities:

➢ Online course offerings
➢ Angel/Moodle/Blackboard
➢ Open SUNY everyone on the same format/common platform
➢ Centralized individuals to support course development
➢ Electronic transmission of records
➢ Formatting Morrisville check with their ITS - Jeff Gay or Brett Farrell
➢ All campuses moving to this with the use of document imaging systems
➢ Business intelligence Argos; campus based BI/Banner Library/Training

IV.   Emergency Planning and Preparedness

Best Practices:

➢ Tabletop and physical exercises – role playing and interaction
➢ Emergency Planning Team established that has a monthly standing meeting
➢ Emergency training on all levels

Challenges:

o Communications, infrastructure and redundancy
o Immediacy of communication in the age of social media
o Extreme weather, all campuses affected since they are in the same region

VI.   Information Technology

Think about shared services as a disaster…What do you think would make it fail?

o SUNY Morrisville 'hurt' by attempt of shared services…
o Currently, administrative shared services have resulted in admins 'moving on' or positions closed.
o Do shared services make sense in IT realm?
o There is a disconnect between expectation of shared services and what actually exists to share ideas, etc.

- Table thoughts – Morrisville's experience was that it is worth spending more money for a person on campus, so that other job tasks can be completed, not just 'part-time'.
- Moodle – make hosting arrangement with Delhi. Save money by not hosting physical server.
- There is currently no effective administrative strategy, no dissemination of information from admin to staff. Suggests an outline requirement for strategy and goals. Guidelines should be sent to provost, etc.
- SUNY Central 'out of touch' with IT environment on different campuses. How can Central dictate what is good for campuses?
- Lack of planning and communication between Central and campuses, pertaining to campus procedures
- Shared services in SUNY IT is missing 'leadership'
- Many leaders left their positions, leaving offices and positions empty for months, years, etc.
- Difference between sharing consultants/contractors, vs. on campus end user support.
- What services can be shared, covered?
    - Weekend services?
    - Support for online applications likes Blackboard, etc.?
    - End user support has to be local.
    - **-Problem - practices across campus are not standardized.**

    - Standardization – where do savings appear? What point do they start?
    - Things to standardize: Banner, Network equipment, infrastructure.
    - Concern: shared services and understanding other campus network, may lead to position elimination.
    - Concern: shared services leads to staff splitting time, leading to inefficient work on both campuses.
    - Can shared services exist as a shared knowledge base?
    - Do you think campuses could standardize hardware purchasing, etc.?
    - Spend more time standardizing practices, not hardware purchasing. Cross support is more difficult with different practices.
    - Does it make sense to share same CIO?
    - Sharing does not work unless a strategy and standardization is in place.
    - Depends on campus side and workload. Standardization of operations and process may help. Are there any corporate models that are shared and standardized?
    - Concern: Losing manager support may leave IT staff vulnerable, inefficient
      -Poor ITS morale
      -Inefficiency in learning shared environment, from CIO perspective.
    - Starting point – What kind of information, purchasing, practices, STANDARDIZATION can be shared?
    - Concern- who supports online based applications, i.e. Angel, Blackboard, Moodle?
    - Thoughts on SUNY CIO's strategic plan?
    - SUNY CIO creating 6 positions below them. Searching for people who want to work two roles.
    - Concern – how to control/standardize functional office software/hardware purchases?
      Contact business office and restrict purchasing of non-standardized equipment.
    - Concern – how to control purchasing by campus affiliates?
    - Mission Statement – Standardization without losing ITS personnel.
    - Standardization through agreement by ITS, then campus presidents.

20

Goals

- Knowledgebase Standardization
    - Share information, adaptation of practices
    - Avoid sharing positions
- End User Empowerment; Higher standard of professionalization
    - Training of data usage/manipulation
    - Standardizing responsibility of training end users.
    - Is there a way to share end user training?
    - Provide technical guidelines about what an end user should be familiar with   -i.e., importance of changing a password.
- Executive Support for standardization.
    - i.e., Banner, desktop configuration/purchasing,
- ITS representation at executive level.
- representative to support ITS standardization across campuses
- IT as 'glue' of organizations.
- Communication between campuses of software/hardware implementation.
- Create regional strategic plan?
- Successful Communication
- Intercampus standardization agreement.

XII.   EOP and Academic Support Services

Best practices:
- One stop shop
- Cross training
- Transition Days
- Branding area
- Newsletters
- Full day tutoring program (online)
- Pinning ceremony for graduates
- Student engagement
- Open door policy
- Summer program – online

Challenges:
- Open door policy
- Summer program (extended)
- Staffing
- Admin. Qualifications (req.)
- Learning Center (stigma)
- Male students seeking extra support
- Freshman experience course
- Tracking tutor/study numbers

- ➢ Identifying shared services areas
- ➢ Placement – course
- ➢ Training – disability support services by "cross campus:

Shared Services Opportunities:
- ➢ Shared newsletter
- ➢ Shared summer program
- ➢ Shared day experience
- ➢ Accutrack
- ➢ Equipment loans
- ➢ Software licenses/purchases
- ➢ Professional development
- ➢ Mini-summit
- ➢ Title 3 grants