RECOMMENDATIONS

FROM THE

ADMINISTRATIVE PRACTICES AND PROCESSES

TASK FORCE

May 3, 2001

<u>Members</u>

Ronee Baldwin, Sr. Staff Assistant, Harriman School, College of Engineering and Applied Sciences
Elizabeth Barnum, Assistant Dean, International Services
Janice Barone, Sr. Staff Assistant, Office of the Provost
Paul Dolan, Professor, English
Mike Dudley, Chair, Material Sciences
Ann Fuhr, Assistant to the Chair, Biochemistry
Daniel Kinney, Associate Director, Library
Deborah Klingel, Assistant to the Chair, Chemistry
Lynn Johnson, Director, Human Resources Services
Richard Larson, Chair, Linguistics
Michael McHale, Assistant Provost, Enrollment & Retention Management
Jeri Schoof, Sr. Assistant to the Provost
Megs Shea, Director, Summer Sessions
Nancy Squires, Associate Dean, College of Arts and Sciences
Joyce Wellinger, Director of Budget/Personnel, School of Professional Development

Overview

In December 2000, Provost McGrath invited members of the professional staff and faculty to serve on a Task Force on Administrative Processes and Practices charged with improving the way we do business at Stony Brook.

At the first Task Force meeting on January 9, members discussed and elaborated on several topics identified at the October 2000 Chair's Forum as areas needing improvement.   While it was agreed that there were many areas worthy of our attention, it was decided to focus our attention on the following issues:

1) Tracking and electronic submission of documents

2) Standardization of position descriptions

3) Visa applications and renewals

4) Summer Session and part-time Adjunct appointment process

5) Training of staff/updates in changes of policies and procedures

6) Procurement and Accounts Payable

7) Campus communications/access to information

Subcommittees were established for each of the above areas. Each subcommittee was chaired by a member of the Task Force and consisted of a subset of Task Force members. Appropriate staff members from within the University administration were invited to join each of the subcommittees. The subcommittees made a progress report to the entire Task Force in mid-February and presented their final recommendations by the end of March. The following is a summary of those recommendations. Full reports from the subcommittees are included as an appendix.

1) **Tracking and electronic submission of documents.** It is recommended that one form be created for the recruitment process. It would combine into one what is currently provided by four forms (position description, personnel requisition, advertising copy, and EEO Summary of Activities (aka SUSB 68). It is recommended that this be an electronic form suitable for both Research and State and have a section to be used for tracking date of receipt and date forwarded to next approval step. **This will require hiring a consultant at an estimated cost of $25,000-30,000 to design the electronic form** (it will be an intricate form with "locked boxes" to ensure security of the data). The form will be transmitted via Notes so everyone must have access to Notes to use the form.

While the electronic form is being developed, a hardcopy version of the form should be used on a temporary basis.

2) **Standardization of position descriptions.** It is recommended that we officially recognize three matrices developed for two career series used extensively in the Provostial area. These matrices may be used to identify the key components of the job description and then modified for specialized needs peculiar to the hiring unit. This will greatly simplify the development of position descriptions. These matrices should be available on line so they can be "copied" onto an official position description form. The career series identified are the Staff Series (Assistant to the Chair types) and Instructional Support Series (labs and library technicians).

3) **Visa application and renewals.** Much of the process is dictated by Immigration and Naturalization rules over which we have no control. However we can do a better job of educating those staff in the hiring units who are responsible for processing visa applications and renewals. It is recommended that International Services

- hold regular workshops and information sessions for department contacts
- send electronic immigration updates to department contacts and non-immigrant beneficiaries
- provide to each visa applicant written documentation of what needs to be done and send a copy to the dept contact
- design a flow chart to be included in handouts to dept chairs, assistant to the chairs, administrative handbook, etc.
- establish a password protected Website for internal forms and information sheets for Stony Brook and RF immigration processing
- develop better coordination with Human Resources, VP coordinators and departmental personnel to ensure timely processing of requests to International Services

4) **Summer Session and Adjunct appointment process.** It is recommended that summer session be removed from the processing of all summer session appointments. Appointments should be routed from the departments to their respective Deans and from the Dean to either the Provost's office or payroll directly.   This summer we recommend a pilot project in which the College of Arts and Sciences processes all appointments for returning summer session faculty and send the forms directly to Payroll. This eliminates two steps in the former process. New appointments or appointments for faculty who have not been teaching in summer session for over a year, would come to the Provost's office for processing.   All other areas outside of CAS would send their forms to the Provost's office. This still eliminates one step in the former process. This will save several weeks of time, allowing the departments more time to prepare their paperwork during what is already a very busy period.

We recommend elimination of the Summer Session faculty appointment form. It is totally unnecessary. Payroll's Summer Session Hire/Rehire form should be the form used for all appointments--returning and new. This eliminates at least one form and in some instances two, a great savings in time and paper.

The adjunct appointment process works with a few minor problems. We have made recommendations to payroll to clarify the Part-time Faculty Appointment form and will work with a member of the math faculty to develop a formula to be used for part-time faculty salary calculations.

5) **Training of Staff.** It is recommended that Human Resources develop a class "Staff Training 101" for newly appointed or promoted staff. The class would have 5 or so modules on different topics new employees should know in order to perform their jobs. These classes should not be restricted to the Provostial area but should be available to all employees of the University, east and west campus. The subcommittee met with the managers of the different areas who would make presentations at these modules.   All managers were very enthusiastic about such a class. We have developed a draft outline for the class and have sent it to staff hired or promoted in the Provostial area within the past year. A majority of them have responded with very positive comments on the value of such a class and the proposed outline. In addition to the class, all handouts given to class participants would be accessible on the various units' Websites thereby providing current information to staff who are not new but may need a refresher in certain areas.

We also recommend each new employee (or newly promoted) be provided a "mentor" either by his or her hiring department or designated by the VP area. The mentor would help acclimate new staff, provide a sympathetic ear and wise counsel.

6) **Procurement and Accounts Payable.** The subcommittee's discussion focused on the Staples contract and Accounts Payable issues.   A survey of users was conducted. The primary problem seemed to be the limited number of items available through the Staples contract.   Many departments are using two or three vendors for their office supply needs. Procurement will add appropriate items to the Staples contract upon the request of the department. This information is not sufficiently publicized. It is recommended that Procurement invite the campus community via "campus announcements" to request Procurement to add frequently used items to the Staples contract. This invitation should be sent several times per year and should also be included on the Procurement Website.

Open purchase orders and delayed invoice payments pose a problem to departments and may result in departments losing funds at the end of a fiscal year. It is recommended that Accounts Payable offer training workshops to department staff to assist them in identifying purchase orders that have not been paid or closed.

7) **Campus communications/access to information.** This subcommittee is still working and has not yet submitted final recommendations. They are exploring improvements to the Campus Directory, improvements to the telephone system, and working with Linguistics and International Programs (both of whom are represented on the committee) to make it easier for international students and faculty to access information. They may recommend changing some terminology to accommodate cultural and language barriers that can impede understanding. They may also look at how we use jargon in ways that may impede understanding for everybody, not just those from other countries (for example, using the term "UG" when we are referring to undergraduates).

The Task Force is very enthusiastic about our proposed recommendations. We believe their implementation will improve how the University does business and improve staff morale. We would be happy to convene on an annual basis to assess whether our recommendations are still valid or need revision.

I would like to thank the members of my Task Force for their enthusiasm, hard work, creativity and good humor.

Submitted by

Jeri Schoof

APPENDIX

REPORTS OF THE SUBCOMMITTEES

TRANSMISSION AND TRACKING SUBCOMMITTEE

Goal: to develop a procedure to streamline the routing of all documents and, where possible, implement electronic routing. Our Subcommittee was also responsible for recommending the elimination or abbreviation of forms that are necessary to the hiring and change process. These forms should be available on-line to make electronic transmission possible.

The first process we wanted to streamline was the recruitment/hire operation. It was agreed that one form, incorporating all necessary information, should be created. The form that we have been discussing will be a combination of 4 forms – 37, Position Description, Advertising Copy and the SUSB 68. Human Resources and Affirmative Action are in the process of creating the hard copy of this form.

It will be converted to an electronic form that will sit in a database and be retrieved, as needed, among the pre-determined departments/areas involved in the hire.

All departments will be required to maintain a current org-chart that can be saved in word-format. This will allow for electronic transmission of the org-chart along with the 4-in-1 document. Notes will be used for the transmission of these documents in a separate database so not to use allocated memory.

This form will be used for both State and Research hires. There will be a check box at the very start of the form where the choice can be made. A status indicator will be included in each section that will indicate whether this piece is pending, approved or disapproved. For tracking purposes, a check box with a date for sent and received will also be included in each section.

The following documents must be kept as hard copies according to regulations:
> I-9
> Withholding Tax Forms
> Oath Card
> Offer Letter
> Resume (if not electronically submitted)

Once the electronic form has been approved in all necessary departments, the VP Coordinator will collect all the hard copies needed and send to Human Resources. At the same time an e-mail to HR must be sent alerting them that the electronic document is complete and can be accessed to conclude this hiring package.

The routing process for this new form is described below. After contacting all the sections that report to the Provost, and reviewing each recruitment/hiring process, the Subcommittee has recommended the following routing procedure:

- The hiring department will complete the 4-in-1 form and the org chart. An e-mail will be sent to Class & Comp alerting them that this document is ready to be viewed.
- Class & Comp will notify the department of any changes made. The department and Class & Comp can continually access this documentation until approved.
- There will be a "submit for approval button" that will notify the Dean that this document is ready for his approval and signature.
- Once the Dean approves, the document is now frozen and only specified groups can make changes to it. A pre-determined color-coded chart will be available on the form defining a color for each department/area allowed access to this document. This will make it simpler to identify any change made during transmission.
- The department is notified that the Dean has approved the document. The department now notifies the chair of their local EEO Committee that the document is ready for their review.
- EEO makes changes or approves as is and it is sent to Class & Comp for approval to post
- The ad is posted and ad section will only be able to see that piece
- Resumes are received and department will continue the mid-search process as they have done in the past (we will visit this in Phase 2)
- Once the candidate is chosen the hiring package can be collected and sent to HR (as described in the hard copy section above)

Cost: $25,000 – $30,000 According Richard Reeder the cost would include the hiring of a consultant for the electronic design of the form

Members:

Janice Barone, Chair
Ann Fuhr
Lynn Johnson
Christina Law
Vicky McLaughlin
Richard Reeder
Nancy Squires
Rick Sadetsky

GOALS
1. To facilitate the generation of Position Descriptions.
2. To streamline the EEO process.
3. To clarify Campus's Promotional policy.

GOAL #1 – To Facilitate the Generation of Position Descriptions

The committee worked exclusively on item #1. We identified 2 career series represented extensively throughout the Provost's area.

♦ Staff Series
  Staff Assistant – SL2
  Sr. Staff Assistant – SL3
  Staff Associate – SL4
  Sr. Staff Associate – SL5
♦ Instructional Support Series (within this latter group we identified 2 main career areas – labs and library)
  Instructional Support Assistant – SL-1
  Instructional Support Associate – SL-2
  Instructional Support Technician – SL-3
  Instructional Support Specialist – SL-4
  University Instructional Specialist – SL-5

Utilizing SME's from the Provost's area, and HRS staff, Class & Comp and Recruitment, the subcommittee split to review these 2 groupings, explore job functions, responsibilities and pre-requisites.

PHASE 1
As a result of the review, the subcommittee developed 3 matrices
        - Staff series
        - Instructional series – labs
        - Instructional series – libraries
which can be used in developing position descriptions.

PHASE 2
These will be available on line and will be linked
        1. to the 'official' state classification standards.
        2. To past, approved postings

GOAL #2 -To Streamline the EEO Process.

This process has been received as part of an overall review of the Search and Selection process undertaken by a cabinet committee chaired by Dick Mann. Lynn Johnson sits on this committee and has been advising the group of proposed changes. These changes will be presented, in the form of a recommendation, to the cabinet 3/28/01.

Goal #3 – To clarify the Promotional Policy

The group decided that part of the confusion over the promotion vs. reclassification policy (and accompanying EEO process) stemmed from a lack of awareness about the policy.

PHASE 1
HRS & AA/Diversity offices will develop a streamlined narrative and flow chart to clarify existing process.

PHASE 2
The President's 5 year plan speaks to development of career ladders for professional employees. This will require review of the current Promotion/Reclassification Policy

Members
Lynn Johnson, Chair
Ronee Baldwin
Christel Colon
Daniel Kinney
Michael McHale
Sony Michel
Luis de Onis.

Prepared by L. Johnson   3/7/01

STREAMLINING IMMIGRATION PROCESSES SUBCOMMITTEE

The subcommittee met and came up with the following suggestions:

Immigration processing is complex and ever changing as INS and the USDOL continue to promulgate new and complicated regulations governing students, scholars and other non-immigrant workers. While International Services staff members are up to date on these rules, departmental contacts are often confused about their roles in compliance, record keeping and supplying information to International Services and Human Resources. With staff turnover, there is a constant need for training and re-training.

In order to address these issues, we propose the following:

1) Regular information sessions and workshops for departmental contacts. It is recommended that Immigration Issues sessions be included in employee training series.
2) Electronic immigration updates to non-immigrant beneficiaries as well as to departmental contact persons, (administrators, Assistant's to the Chairs and PI's).
3) "Flash announcements" to Chairs to be forwarded to PI's.
4) One proposal was to require a meeting with International Services on each H-1B or Immigrant petition case before processing begins in order for departments to understand requirements and responsibilities
5) Have each J-1 scholar and H-1 temporary worker sign a list of regulations they must comply with, after they are reviewed by International Services staff. Forward a copy to the Department for their review and follow-up.
6) Add as part of the administrative handbook a flow chart that makes clear for administrators which functions are handled by HR and which by International Services
7) Establish a password-protected Website for internal forms and information sheets for Stony Brook and RF immigration processing.
8) Develop better coordination for expiration dates and deadlines from HR and VP coordinators to departmental personal responsible to make timely requests to International Services.

Members
Elizabeth Barnum, Chair
Michael Dudley
Ann Fuhr
Carol Mord

2/14/01

SUMMER SESSIONS AND ADJUNCT APPOINTMENTS SUBCOMMITTEE

Summer Sessions Appointments

The committee reviewed the current appointment procedures and their evolution over time into an unnecessarily cumbersome process. Its goal was to streamline the appointment process and eliminate unnecessary and duplicate paperwork. A new and simplified procedure will be introduced on a trial basis in Summer 2001. The Deans' office will assume the responsibility – formerly that of the Summer Sessions Office – of determining that the appointment paperwork is in order and will submit it directly to Payroll and HR, rather than through Summer Sessions. The duplicate Summer Sessions faculty appointment form will be eliminated and only the HR appointment form used. Ultimately it is hoped that all the necessary appointment paperwork will be downloadable on the Web.

Adjunct Appointments

The discussions focused on such problems as

- The difficulties in determining salaries because of the NYS requirement that adjuncts be paid a percentage of a hypothetical annual compensation rate.
- The need to revise adjunct appointment forms to clearly spell out the difference between term and temporary appointments.
- Accidental termination of adjuncts working for more than one department.

The subcommittee determined that these can be solved fairly easily. HR will look into hiring someone to develop a standardized table of formulas to use in determining salaries. HR will also make the necessary revisions to the appointment form.

The group further looked into whether or not all paperwork, including I-9 and withholding forms, could be downloadable from the Web. However, federal law requires the submission of original I-9 and tax forms showing both sides of these two-sided form. Nevertheless, HR will try to make internal appointment forms downloadable in the future.

Long-Term Goals

Carol Mord and Sandy Farina of Payroll assisted the committee in making the following recommendations.

- Periodically review Summer Sessions and adjunct appointment process to assure that the paperwork is both necessary and appropriate.
- Work toward using the same appointment forms and procedures year-round, including Summer Sessions. Clarify the paperwork requirements for the appointment of adjuncts who go on and off the payroll.

- Assure that adjuncts are paid at the same rate year-round.
- Make GA/TA and adjunct appointment forms downloadable from the Web.

Members

Megs Shea, Chair
Ronee Baldwin
Paul Dolan
Deborah Klingel
Jeri Schoof
Joyce Wellinger.

3/7/01

<u>STAFF TRAINING SUBCOMMITTEE</u>

Goal: Improve the training of new staff and newly-promoted staff by giving them an initial overview of the various areas they may need to interact with to do their jobs; keep current staff informed of updates and modifications to procedures.

We recommend a training course for all new and newly promoted staff. The staff our subcommittee thinks would benefit from this training would be high level clerical staff (SG 9 and above) and all professional staff.   Although our task force was charged with improving operations in the Provostial area, we recommend this training course be made available to employees from all of the VP areas.

This training course would introduce new staff to the managers of different areas and give an overview of what each manager's area handles and how the new staff might interface with that area and the types of tasks they would need to do on a very introductory level. Staff would not necessarily participate in all of the modules--only those pertinent to their positions. It is not meant to be an all inclusive, detail-oriented training program. The intent is to have handouts to support the discussions in the training module and to make these handouts available on the Web as a refresher for everyone.

An outline of the proposed course follows. The topics would be addressed in perhaps four or five different modules that would not last longer than three hours. Only one module would be offered each week--a suggested day is a Tuesday morning. Staff taking these training modules would complete their training within no more than five weeks and would not have been out of their offices for more than 3-3 1/2 hrs a week--a critical issue for offices with very limited staffing.

Our subcommittee met with the managers of each of the areas covered by the training course. All managers were supportive of the course and agreed to participate by either making a presentation at the course or assigning members of their staff to do so.

We also sent the course outline to staff who were recently appointed or promoted. A majority of the staff provided positive responses to the value and need for such a course and to the suggested outline.

Human Resources Services has agreed to take responsibility for the course as part of the Training and Development area.

Members:
Jeri Schoof, Chair
Janice Barone, Provost's Office
Ann Fuhr, Assistant to the Chair, Biochemistry and Cell Biology
Kevin Hauss, Manager, Training, Human Resource Services
Deborah Klingel, Assistant to the Chair, Chemistry

STAFF TRAINING 101, COURSE OUTLINE

HUMAN RESOURCES & INTERNATIONAL SERVICES

- Class&Comp
1. Establishing a position
2. Reclassifying a position
3. Equity issues
4. Posting of vacancies
5. Salary administration

- RF & State Appointments/Payroll
1. Extra service
2. How does someone get on the payroll:Appointments/Reappointments
3. Performance Programs&Evaluations
4. Promotion/Reclassification guidelines
5. Permanent appointment process
6. Notice of non-renewal
7. Rehire of retired employees
8. Role of labor relations

- Time&Attendance
1. Rosters, Timesheets what do they represent
2. FMLA
3. Presidential leave

- Training
1. Opportunities for staff development at USB

- EEO
1. Sexual Harassment
2. American with Disabilities Act

- Visa Applications/Renewals

PROCUREMENT AND ACCOUNTING—STATE, RESEARCH & STONY BROOK FOUNDATION
and
RF SPONSORED PROGRAMS & GRANTS MANAGEMENT

- RF, State, SBF Funds
1. How do the funds differ
2. Establishing accounts
3. How do you order items and pay for them
   a. purchase req. how to complete & where does it go
   b. accounts payable what do you need to do to get the vendor paid
4. How do you reimburse for out of pocket expense including travel & relocation
5. Monthly accounting reports – what do they tell you
6. How do you determine your account balance
7. How do you redistribute funds in your accounts
8. Who do you call with a problem

- Proposal Submission process—how do you begin
- Grants Management
1. Appropriate use of funds
2. Personnel Activity Reports

EDUCATIONAL ADMINISTRATION
- Registrar
1. Grades—submitting, correcting
2. Course scheduling
3. Course evaluations
4. Confidentiality of records

- Graduate School
1. Admissions
2. Tuition scholarships
3. TA/GA offers & appointments

- Student Employment
1. How to clear a student for employment
2. What defines a student

OFFERS OF APPOINTMENTS/PROMOTION & TENURE/REAPPOINTMENT
1. Search & Selection Guidelines
2. Promotion & Tenure Guidelines
3. Procedures & Flow chart
   a) Appointment offers including p/t faculty
   b) Reappointments
   c) Promotion & Tenure files

<u>PURCHASING/ACCOUNTS PAYABLE SUBCOMMITTEE</u>

The Subcommittee met on Tuesday April 10, 2001 with Jeri Schoof of the Provost's Office, James Fabian, Director of Procurement and Irene Ward, Director of Accounts Payable to discuss the issues and problems that were identified and summarized in the attached survey to the administrative staff units of the Provostial Division. The discussion focused on the Staples contract and Accounts Payable issues.

<u>Staples Contract</u>
> <u>Delivery Time</u> - Some initial concerns were that delivery time was longer than when Weeks was used. The survey results showed that delivery time was usually good with the exception of specialty items. Procurement has found that Staples overall delivery time is much improved over Weeks.

> <u>Errors on Orders and Bills</u> - The survey showed that errors are a problem. Procurement confirmed that this is true and they are constantly in the process of addressing it. They also noted that errors on orders and bills were just as common when using Weeks.

> <u>Fewer Items in catalog than previously offered by Weeks -</u> This was the biggest issue that surfaced on the survey results. Departments cannot get the items that they need to operate. Departments are using two and three office supply vendors to complete their orders. This is not an efficient use of time and departments are not receiving the benefit of a contracted price. Procurement confirmed that a deliberate effort was made to reduce the number of available items in the Staples catalogue vs. the Weeks catalogue in order to reduce the ordering of expensive and luxury items (i.e. $30 cross pens for staff gifts). Procurement will add any items, within reason, that a department requests to the Staples Market Basket. They will then update the Staples catalogue to include these items.   The Procurement Department has also included this information on the weekly campus announcements, which is very helpful.   I volunteered to compile a list of missing items for the Provostial Division and forward it to Procurement for their action. Upon receipt of items requested from Provostial units, I will send this list to Jim Fabian.

<u>Accounts Payable</u>
> <u>Late payments</u> - Little or no problems have been encountered with State payments. Research Foundation Payments, as a result of the new system implementation, have been very problematic. Departments have been very understanding of this situation, however, vendors are refusing to provide services.

> <u>No payment of invoices</u> - Same as above

No consistency in payment approvals - The survey showed that departments prefer to receive the approval to pay form. Accounts Payable routinely sends this form when an item is delivered to the department. If an item is delivered to central receiving, central receiving approves the payment. Very often accounts payable will follow up with phone calls and e-mail when they have not received a response. Irene Ward offered to provide a training session to show users how to view their open purchase orders. This will be helpful to departments in identifying those orders that have not yet been paid, or that need to be removed from the system if no longer needed. I volunteered to form a group of system users who would like to learn about this Procurement feature.

I am pleased with the results of the survey and would like to thank the Subcommittee members for their participation. I look forward to implementing these improvements to the Procurement process.

Members
Joyce Wellinger, Chair
Janice Barone
Daniel Kinney
Michael McHale

The need for this committee grew out of the deliberations of the Task Force on Campus Administration. The task force charged the Access Committee with reviewing and making recommendations on internal and external campus communications, with the goal of improving both. It began meeting in early March 2001. The members of the committee are:

The committee identified four major areas that require attention:

- The need for a centralized information system
- Switchboard and telephone communications
- Campus directory
- Campus Web site

The Access Committee has already submitted recommendations to the Communications Office that would enhance the usefulness of the Campus Directory. That office has agreed to consider these recommendations when they revise the directory for the 2001/2002 academic year.

The committee is continuing its research into factors that can impede communication within the campus community and that can frustrate those who contact Stony Brook from outside the campus. One of the committee's first actions was to poll the academic departments to determine where they see any need for improvement and it expects to query other offices during the course of the summer. It will also work with the International Programs Office and ESL students to address cultural and language barriers that can hinder communication with those whose first language is not English.

In addition the committee plans to review the university Web site and will work with the Communications Office on recommendations to revamp the Web site and enhance its usefulness.

Some of the barriers to effective communications that both committee members and other offices feel need to be addressed cover more than one of the areas of concern listed above. These include the excessive use of jargon, over-reliance on phonemail, the lack of a centralized information service, and the need for a functioning and centralized calendar of events.

A detailed breakdown of the areas of concern that the committee has identified follows. The committee expects to make a report in late summer or early fall.

<u>Areas of Concern</u>

Switchboard

- Need (and publicize) mechanism for informing Switchboard about events, programs, departments
- Need to provide Switchboard with internal telephone numbers and clarify when internal and office numbers are to be used
- Need sufficient staffing to keep Switchboard open throughout evening (to 10 p.m. or midnight
- Need for sufficient staff to handle calls for students

Campus Directory

- Use colored paper to differentiate sections
- List names as well as positions (Chartwells, HR, Student Activities, Physical Plant)
- Add: Daycare, Student Newspapers, etc.
- Cross-reference School, Center, Office, Institute, and such generic listings as Admissions, Advising, Bank, Polity (student govt.), Specula (yearbook), etc.
- Clarify difference between Facilities and Physical Plant
- Cross-reference Parking and Transportation with Traffic
- Academic departments: need consistency in listing. List main office number first, then name of Chair, ATC, Undergrad. Dir., Grad. Dir.,etc. – also fax number and office email address (if they have one) and Website URL
- Information Technology: Change to Computer Operations (or something like it) and list Help Desk and clarify who does what. Crosslist SINC site information under "SINC Sites". This listing is the single greatest source of complaint.

Campus Website
- Inconsistent use of logos and name of university
- Needs direct link on homepage to campus directory to facilitate searching for offices and individuals. The difficulty in search on the Website is another source of complaint.
- Student records on Web often incomplete, resulting in burdensome phone calls to offices and departments
- Difficult to find offices, departments, etc.
- Breakdown between Academic and Non-Academic is incorrect in some cases, confusing in others
- Confusing use of jargon on scroll bar (e.g. UG Admissions, SPD Open House, etc. Also need to have separate scroll bars or links for info. of interest only to campus community and information for general public
- Need easily accessible calendar of events that is easily navigated and regularly updated

- Need to remove University logo and protected info. off site; make accessible only by password

Other
- Need Help Desk for Procurement Office
- Circulate internal telephone lists
- Need centralized system for dissemination of up-to-date information about changes in procedures, policies, forms
- Need to include ATCs in decision-making process, including on committees
- Need to inform ATCs about changes in policies, procedures, etc.
- Excessive use of phonemail
- Need to avoid jargon in all print materials
- Assure that directory, Website, and print materials are easier for non-native speakers to understand
- Need to notify campus about name change to SBU and other such information affecting entire campus
- Need for consistent notification to campus community about all new departments, programs, activities, procedures
- In disseminating information need to differentiate between permanent and temporary
- Need for more people to answer telephones in such key offices as Admissions, SPD, Registrar, etc.

Members
Elizabeth Barnum, International Programs
Judy Daly, SPD
Mary Faber, Switchboard
Richard Larson, Linguistics
Rob Pertusatti, Admissions
Yvette St. Jacques, Communications
Megs Shea, Summer Sessions