

# HAPPENINGS

FACULTY / STAFF / FRIENDS NEWSLETTER

STONY  
BROOK  
STATE UNIVERSITY OF NEW YORK

APRIL 2000

## Public Hearings

Thursday, April 27 and Monday, May 1

SAC Auditorium, 12:30-2:00 p.m.

All Faculty, Staff, and Students Invited

FIVE  
YEAR  
PLAN

2000-2005

## DRAFT FOR CAMPUS REVIEW

President Kenny invites all faculty, students, alumni, staff and other members of the University community to comment on this draft of the Five Year Plan to ensure that the final plan incorporates campus wide perspectives on campus priorities. The final plan prepared following this review will set our course for the next five years.

Public hearings on the Draft Plan will be held on Thursday, April 27 and Monday, May 1 from 12:30 p.m. to 2:00 p.m. in the Student Activities Center Auditorium. President Kenny and the Coordinating Committee also welcome written comments on initiatives included in the draft or omitted from it. Responses may be sent to [fiveyearplan@sunysb.edu](mailto:fiveyearplan@sunysb.edu) or to President Kenny, 310 Administration, z-0701.

This Draft Plan was prepared by a Coordinating Committee that synthesized and prioritized recommendations developed by Task Forces that President Kenny convened last fall to evaluate seven areas important to Stony Brook's future: Academic Excellence; Research, Scholarship and Creative

Activity; Students' Experience; Facilities; Diversity and Internationalization; Campus Services; and Outreach and Entrepreneurship. Their reports are available on the President's Office Web site: <http://notes.cc.sunysb.edu/Pres/presdocs.nsf>.

The Coordinating Committee is composed of the Task Force Chairs. Chaired by Dusa McDuff, Distinguished Professor, Department of Mathematics, the committee includes Frances Brisbane, Dean, School of Social Welfare; James Davis, Professor and Chair, Department of Neurology; Alan Inkles, Director, Staller Center for the Arts; Craig Lehmann, Dean, School of Health Technology and Management; Serge Luryi, Leading Professor, Department of Electrical Engineering; and Harold Metcalf, Distinguished Teaching Professor, Department of Physics and Astronomy.

The final Five Year Plan incorporating responses to this draft will be published by fall. The Plan will include a five-year timeline and identify the administrator responsible for each goal. An annual report will measure progress.



# FIVE YEAR PLAN 2000-2005 DRAFT

**S**tony Brook has emerged as a leading public research institution by establishing several centers of excellence as well as solid basic programs. In order to increase its stature on a local, national and international level, the University must maintain the diversity and improve the quality of all its students; it must retain and attract outstanding, diverse faculty; and it must improve the infrastructure and facilities that support its educational and research missions. In addition, the University should identify opportunities to enhance campus programs and resources through collaboration with business organizations. As always, careful planning is needed in order to spend resources in the most effective way to support and implement measurable goals that are fiscally feasible. Wherever possible, faculty and students should be involved in developing these plans and assessing their success. It is essential to start dealing with these compelling issues now in order to maintain Stony Brook's leading position and the commitment of its faculty and students.

The seven different Task Forces produced compelling reports. This Five Year Plan attempts to synthesize their main recommendations. Those implementing the Plan must refer back to the original Task Force Reports for more details on what each initiative intends to accomplish and how it should be implemented.

## INITIATIVES

### 1. UNDERGRADUATE STUDENTS

- 1.1. Support and enhance existing programs
- 1.2. Increase student success
- 1.3. Develop the curriculum and encourage innovative pedagogy
- 1.4. Recruit a student population that is increasingly high-achieving, as well as diverse
- 1.5. Significantly improve student services

### 2. GRADUATE STUDENTS AND POSTDOCTORAL ASSOCIATES

- 2.1. Increase graduate student stipends
- 2.2. Improve the graduate curriculum and its delivery
- 2.3. Improve TA orientation and training
- 2.4. Improve the living and working environment

### 3. FACULTY

- 3.1. Improve faculty salaries and the reward structure
- 3.2. Improve the faculty working environment

- 3.3. Provide more effective support for research
- 3.4. Enhance support for interdisciplinary programs and build research partnerships
- 3.5. Develop the arts at Stony Brook

### 4. ACADEMIC INFRASTRUCTURE AND ADMINISTRATION

- 4.1. Make significant improvements in the library
- 4.2. Enhance the campus computing network
- 4.3. Develop use of the Web
- 4.4. Rehab classrooms, offices and laboratories
- 4.5. Streamline the administration

### 5. CAMPUS LIFE

- 5.1. Create new centers of campus life
- 5.2. Enliven Stony Brook on weekends
- 5.3. Promote cross-cultural activities
- 5.4. Improve campus living conditions

### 6. CAMPUS FACILITIES

- 6.1. Improve campus safety
- 6.2. Improve campus signs and directions
- 6.3. Improve and expand parking
- 6.4. Improve campus appearance

### 7. TECHNOLOGY TRANSFER, OUTREACH AND FUNDRAISING

- 7.1. Expand Stony Brook's role in incubator programs
- 7.2. Expand educational opportunities with business
- 7.3. Increase the university's visibility with business and the local community
- 7.4. Develop fundraising
- 7.5. Improve outreach to alumni

### 8. FACILITIES MAINTENANCE

- 8.1. Develop and implement a Master Plan for Facilities Infrastructure and Maintenance
- 8.2. Improve and decentralize facilities management

### 1. UNDERGRADUATE STUDENTS

**Vision:** Recruitment and retention of students go hand in hand with the development of attractive programs of study and of scholarship programs. In response to the last Five Year Plan, a wide variety of new programs have been started at the University. These programs range from efforts to mentor undergraduates and provide special programs that engage their interest, through programs that encourage experiments with pedagogy, to the setting up of several exciting interdisciplinary research/teaching units. Before embarking on the development of other initiatives, it is essential to review what has been accomplished so far, and to ensure that the basic curricular needs of students are being met.

#### 1.1 Support and enhance existing programs.

**Goals:** To meet the basic curricular needs of students. To provide secure sources of continuing funding for those programs that either have already proved their worth or have a strong potential to enrich the academic atmosphere on campus.

#### Specific Actions:

- Ensure that courses required for the major and to satisfy general edu-

cation requirements are taught well and offered regularly with enough sections to ensure that students can progress with no delays.

- Ensure through web postings and departmental handbooks that students have accurate and up-to-date information about courses to be offered over the next two years so that they may plan their academic programs.

- Provide special undergraduate programs (such as the Honors College, WISE, the Living/Learning Centers and Learning Communities) with sufficient funds to carry out their missions effectively and equitably.

#### 1.2 Increase student success.

**Goals:** To provide support and guidance to new students (both transfers and freshmen) in order to smooth their transition to the university environment. To increase faculty/student contact and facilitate the formation of mentoring relationships.

#### Specific Actions:

- Rethink Orientation. The summer one-day orientation program should be a more welcoming, academically meaningful, and enjoyable experience for our new students.

- Develop alternatives to the current transition course (USB101), including a variety of curriculum-based new student seminars.

- Improve the current advising program, especially for first-year students. Establish procedures within departments for providing systematic academic advice to their majors relative to their current and future education and career goals.

- Develop and implement a plan to create more quiet study spaces and student lounges across campus, including the provision of rooms for group study in campus libraries.

- Provide sufficient funds to strengthen on-campus resources for improving students' basic skills such as oral communication and writing, computer literacy, and mathematics, to develop their academic potential to the fullest. Increase Writing Center staff so that they can handle drop-ins.

- Provide supplemental instruction

for selected courses with high failure rates and reduce the failure rate by a quarter.

- Track and increase the number of undergraduate students who are admitted to professional and graduate schools and/or who receive external scholarships and fellowships, thereby incorporating this data into departmental five year plans.

- Create a new tradition by designating a class-free Wednesday in April so that students and faculty can celebrate Student Achievements Day.

- Expand initiatives to develop mentoring relationships between faculty and students. Make resources available for departments to set up mechanisms (such as student lounges or faculty/student seminars) that foster interaction among undergraduates, graduate students, and faculty.

- Create an effective and visible program of student surveys to identify academic and quality-of-life issues of concern to undergraduates. Use the results to prioritize these issues, formulate responses to them, and track the effectiveness of the actions taken.

#### 1.3 Develop the curriculum and encourage innovative pedagogy.

**Goals:** To examine the undergraduate program as a whole to determine whether it fits students' academic needs and career interests, and whether it offers sufficient opportunity for disciplinary research/creative activity and for the improvement of students' computer skills and their oral and written communication skills. To facilitate further development of innovative pedagogy. To increase the number of students involved in research and creative activity. To develop intersession activities.

#### Specific Actions:

- Reevaluate the current objectives and practices of the College and departmental curriculum committees.

- Provide adequate support for, and encourage the integration of, the programs of CELT, the Academy of Teacher-Scholars, and Presidential mini-grants for excellence in teaching.

- Triple the number of faculty involved in CELT initiatives.



*Providing support and guidance to new students is a vital initiative.*



- Increase the use of interactive teaching and other innovative teaching techniques in both large and small classes at Stony Brook.

- Increase the use of new technologies in teaching, and the use of class websites.

- Develop, implement, and evaluate the effectiveness of a strategic plan for internationalization, one that addresses ways in which the curriculum aids or hinders students who wish to study abroad. Consider additional study abroad models to increase the number of students who take advantage of these opportunities.

- Recognize and reward curricular and classroom models that exemplify the inclusion of diversity and internationalization.

- Redesign the teaching evaluation procedures to make them a more useful tool in improving teaching.

- Develop a rich variety of intersession course offerings, both credit and noncredit. Teaching would be voluntary: members of the campus community have much to offer outside of their disciplines.

#### 1.4 Recruit a student population that is increasingly high-achieving, as well as diverse.

**Goals:** To involve faculty, alumni and current students in designing and undertaking an aggressive recruitment effort to attract and retain an undergraduate student population that is increasingly high-achieving, as well as diverse. To build local support for Stony Brook.

##### Specific Actions:

- Hire a coordinator in the College of Arts and Sciences who, like the coordinator in the College of Engineering and Applied Sciences, will have responsibility for facilitating and increasing interactions between high schools and faculty and students at Stony Brook.

- Set up a visiting ambassador program in which undergraduates visit high schools.

- Expand faculty involvement in working with regional high schools in national competitions and summer programs, coordinating such activity with Brookhaven National Laboratory and the Cold Spring Harbor Laboratory and promote the results. Develop support from local businesses.

- Involve faculty, alumni, and current students in designing and developing materials for recruiting a diverse student population of international, New York State, and other U.S. students. Keep in mind the value of the international recognition of the name "State University of New York at Stony Brook."

- Increase by 10% a year the number of externally funded undergraduate fellowships and scholarships. These should be targeted at a variety of categories of undergraduate students, including those with high ability, special talents (such as music and athletics), demonstrated financial need, and non-traditional backgrounds.

- Increase the average SAT scores of incoming freshmen by 5 points each year.

- Develop a policy and mechanism to

recruit in the early grades the children of faculty, and professional and non-professional staff, including custodial and grounds staff and others in similar categories, as prospective Stony Brook students.

#### 1.5 Significantly improve student services.

**Goals:** Cumbersome registration and other administrative procedures are still a major problem for students. The eventual goal is to establish a "one stop" student service center with procedures organized around efficient use of an integrated student data base. While this is in the works, several smaller steps can be taken to ameliorate the situation. It is also important to address the provision of health services to students.

##### Specific Actions:

- Provide consistent service hours, including extended service hours, among all student services departments. Ensure that evening students can meet with a "live" person regarding administrative work, and that all administrative services are readily available to Health Sciences students.

- Streamline administrative procedures, especially for new students. Make sure there are clear mechanisms for getting help, both Web-based and, in times of high demand, in-person.

- Develop a forms area in the administration lobby that not only provides important forms but also provides posted prototypes for filling them out before waiting on line.

- Establish an integrated student database.

- Ensure that the Career Placement Center has the capacity to meet student demand for its services.

- Offer an 800 telephone number for all student services, especially for Admissions, Bursar/Student Accounts, and financial aid operations. Provide free parking to admissions applicants and visitors.

- Set up and implement a plan to work towards mandatory health insurance for all undergraduates. Provide annual health checkups to all students.

## 2. GRADUATE STUDENTS AND POSTDOCTORAL ASSOCIATES

**Vision:** Graduate students and postdoctoral associates form very significant components of the university community, and they make essential contributions to the research and teaching mission. Many come to Stony Brook from elsewhere and find it difficult to integrate into the life of the community. In order to attract and retain people of the highest quality, the University must work to improve their working and living conditions. It is also essential to increase TA stipends and improve TA orientation and training.

#### 2.1 Increase graduate student stipends.

**Goals:** To increase TA stipends and develop more external funding for graduate students. To attract more sponsored students.

##### Specific Actions:



Graduate students and postdoctoral associates form very significant components of the Stony Brook community.

- A committee of faculty and graduate students should create and implement a strategic plan to increase TA stipends to be competitive with other Research I universities.

- Increase the number of externally funded graduate fellowships by 20%. Explore the possibility of coupling some of these fellowships with graduate internship opportunities at local businesses, arts centers, and government agencies.

- Develop programs to support sponsored students (such as those on Fulbright and USAID scholarships) and increase their number.

#### 2.2 Improve the graduate curriculum and its delivery.

**Goals:** To examine the graduate program as a whole to determine whether students develop sufficient communication, teaching, and computer skills, and whether their future careers could be enhanced by new certificate programs (along the lines of Women's Studies and Cultural Studies), or by internship opportunities. To make needed improvements that would ensure good progress through the degree.

##### Specific Actions:

- Set up campus wide evaluations of instructors in graduate classes, and take steps to ensure that required courses are well taught.

- Set up mechanisms to monitor and smooth students' progress through the degree.

- Set up mechanisms to make it easier for students to do interdisciplinary research and receive an interdisciplinary degree.

- Investigate the potential for enhancing graduate degrees through new certificate programs and internship opportunities, including ones that address pedagogical issues.

#### 2.3 Improve TA orientation and training.

**Goals:** To better prepare teaching assistants to teach effectively. To

rethink the mandatory Summer Orientation, getting input from graduate students about the most effective use of this important opportunity.

##### Specific Actions:

- Involve Graduate and Undergraduate Directors, graduate students, the Center for Excellence in Learning and Teaching, and the Graduate School in a review of the current TA training programs, and to develop and implement a plan for their improvement.

- Improve programs for teaching assistants with weak English language skills.

- Rethink the mandatory summer TA training for new students, and incorporate programs to help students deal with their housing and other basic needs. Arrange associated social events.

#### 2.4 Improve the living and working environment.

**Goals:** To improve the working conditions of graduate students and postdoctoral associates. To ensure that the administration of services such as housing and visa processing is responsive to student needs.

##### Specific Actions:

- Establish a permanent graduate student and postdoctoral "advocate/watchdog" organization to establish and monitor adherence to performance standards for departments and University administration as related to services including housing, offices, meal plans, fringe benefits, recruiting targets, visa processing, and funding.

- Provide all graduate students and postdoctoral associates with 24-hour access to up-to-date computers with Internet connections and the software needed for their research.

- Improve access to telephones. Wherever possible, there should be a local phone in each office.

- Ensure that each full-time doctoral student has a private desk in a suitable office.



- Provide at least two "on call" rooms, with telephone, two desks, and two beds, in the Health Sciences Center or University Hospital for use by medical students who must be on call all night.

- Review the procedures under which the Chapin Apartments are administered to make these more responsive to the special needs of graduate students.

- Review housing conditions for graduate students, postdoctoral associates, and visiting professors, and develop a plan for improvements, including the possibility of using housing at Brookhaven National Laboratory.

---



---

### 3. FACULTY

**Vision:** The success of Stony Brook is predicated on the imagination and energy of the faculty, and it is essential to recognize, reward, and encourage their participation. It is also important to create a culture that is family friendly and in which faculty feel fairly treated and adequately supported in all the many endeavors in which they engage. The faculty should be further diversified so that its composition more fully reflects the student body. Lastly, we propose an initiative to develop the arts at Stony Brook. Besides reinvigorating the Arts and Humanities, this will make the campus a more exciting place for everyone.

#### 3.1 Improve faculty salaries and the reward structure.

**Goals:** Faculty salaries at Stony Brook are lower than those at every other Research I university in the United States after accounting for cost of living. This serious problem cannot be quickly solved. However, it is essential to set up a plan to work at many different levels towards a solution. Competitive rates of pay should be set for junior faculty, and equity issues should be addressed. The faculty who are contributing most to the University, whether through teaching, service, research, or outreach activities, must be properly rewarded through base salary increases.

**Specific Actions:**

- Create and implement a strategic plan to redress the low level of faculty salaries.
- Ensure that the policies governing tenure and promotion value faculty contributions to undergraduate and graduate education, and that these policies are implemented.
- To enhance retention of the most productive faculty, establish an effective system of rewards that is competitive with the best Research I universities.
- Set up reward structures that appropriately recognize faculty who undertake significant service jobs, such as Undergraduate or Graduate directorships and special initiatives.

#### 3.2 Improve the faculty working environment.

**Goals:** To make Stony Brook family-friendly. To make our faculty more representative of all the groups who make up the United States population, including women and the African



*Faculty interaction is critical to a student's success.*

American, Caribbean American, Hispanic American, Latin American, and Native American communities. To ensure equitable treatment of all faculty, including part-timers and lecturers.

**Specific Actions:**

- Implement a family leave policy that is similar to those in effect at other highly-ranked research universities, and which would provide paid release time, teaching relief, and a means to stop the tenure clock.
- Establish a Family Resource Center to assist recruits and current faculty with issues such as family employment, education or child care for faculty children, access to community religious, ethnic, and social organizations, healthcare, and affordable housing.
- Assess and redress the inequities in salary and resource allocation experienced by women faculty.
- Develop an initiative to increase the number of women faculty in fields where they are significantly under-represented.
- Establish a University-wide committee to examine the status of faculty of color on campus and to make recommendations with particular relevance to recruitment and retention, including such issues as salary equity, equity in resources, teaching load, student support, promotion and tenure, and quality of life.
- Diversify the faculty to show an increase of 50% in the numbers of tenure-track faculty from underrepresented groups in the African American, Caribbean American, Hispanic American, Latin American, and Native American communities.
- Identify ways that enhanced faculty diversity can serve as a recruitment strategy for American students from diverse cultural backgrounds.

- Establish a University-wide committee to examine the status of part-time faculty and lecturers on campus, to address how they are deployed, and to make recommendations about how to foster their sense of inclusion into the academic community. This review

should consider programs providing incentives and support for their professional development and other support (such as provision of office space and e-mail accounts) to connect them to campus life.

#### 3.3 Provide more effective support for research.

**Goals:** To encourage and facilitate entrepreneurship and excellence in research among faculty. To release faculty from routine duties by providing more secretarial and clerical help.

**Specific Actions:**

- Appoint a development officer with responsibility for targeting outside funding opportunities in the Humanities and Fine Arts and for encouraging and assisting faculty with submission of grant proposals.
- Assign a high level administrative officer to troubleshoot problems in the management of funded grants.
- Support junior faculty with orientation services, mentoring, start-up packages, and travel funding. Establish and publicize a competitive small grants program for new assistant professors in their first three years.
- Assess the current provision of secretarial and clerical help around campus, and increase this where needed.

#### 3.4 Enhance support for interdisciplinary programs and build research partnerships.

**Goals:** To provide adequate administrative and fiscal support for the established interdisciplinary units and interdepartmental graduate programs. To increase the visibility of current interdisciplinary activity. To rethink the ways that funding is allocated in order to put in place structures that are designed to foster interdisciplinary research and build research partnerships with institutions such as Brookhaven National Laboratory and Cold Spring Harbor Laboratory to share resources and expand the capabilities of partners.

**Specific Actions:**

- Establish a task force to study and make recommendations on ways to

ensure that interdepartmental graduate programs and interdisciplinary programs have control of enough resources to meet their teaching/research responsibilities. Possible actions include setting aside faculty lines each year that would be available to interdepartmental graduate programs in a competitive manner, return of IDC generated by participating faculty and students, and repaying departments that make pedagogical contributions to such programs. Implementation should begin in the second year of the Five Year Plan.

- Enhance current multicultural academic units such as Africana Studies, Latin and Caribbean Studies, Women's Studies, and Italian American Studies, and consider initiating a freestanding program in Asian American studies. Develop partnerships between these programs and community-based organizations, and establish international exchange programs.

- Identify specific areas of mutual interest with Brookhaven National Laboratory and Cold Spring Harbor Laboratory, e.g., medical imaging, neurosciences, environmental science with Brookhaven, molecular genetics with Cold Spring Harbor. Establish joint seminar series, joint programs for graduate and undergraduate students and jointly funded postdoctoral programs.

- List Brookhaven National Laboratory and Cold Spring Harbor Laboratory on all appropriate graduate and undergraduate flyers as a component of the education program, and set up a coordinating office for student programs.

- Joint appointments between Brookhaven National Laboratory and Stony Brook where the salary is shared between Brookhaven and Stony Brook. The Stony Brook Professor should have a reduced teaching load and committee commitment so that more time could be spent doing experiments at Brookhaven.

- Ensure that interdisciplinary teams have adequate access to facilities for tele- and video-conferencing.

- Create a "free" shuttle to and from Brookhaven National Laboratory for students and large audiences, at least for pre-arranged activities.

#### 3.5 Develop the arts at Stony Brook.

**Goals:** To exploit Stony Brook's proximity to New York City to set the example for the arts at a world class research institution. To enhance the contributions of the Staller Center to the arts at Stony Brook by increased visibility for the related academic departments and their students' activities. To enrich campus life.

**Specific Actions:**

- Strengthen the academic program of arts and creative activities for the campus community and the community at large, by organizing and promoting the concerts, performances and exhibitions of student artists. to create well attended series.
- Facilitate learning and teaching in the arts by (i) creating workshops that explore the link between the kind of knowing in the arts and the



kind of knowing within other disciplines, (ii) developing faculty/staff/student workshops for cross-disciplinary studies, (iii) creating an arts mentoring board facilitating student work in the arts, (iv) using the web to disseminate information about arts offerings and to increase communication among arts programs.

- Establish and maintain an active board of artists/educators/advocates who would promote the arts and develop strategy for the advancement of arts at Stony Brook and in the community at large.

- Provide faculty in the arts and humanities with assistance in fundraising, grant writing, obtaining corporate sponsorship, publicity, and marketing.

- Assess the adequacy of arts facilities and the need for new ones.

- Develop new programs in the arts, such as a performance institute or a summer arts festival.

- Extend opening hours of campus libraries, particularly in the evening and on weekends when students like to work.

- Improve library services by providing students with automatic notification/reminder of library book due dates, upgrading the electronic catalog, and enhancing copy facilities with more private facilities in the Health Sciences Center Library and coin changers in Melville Library. Consider extending the book check-out period for graduate students, and establish remote drop boxes for returning library materials.

#### 4.2 Enhance the campus computing network.

**Goals:** To review the campus computing systems and develop cost-effective and efficient ways of supporting them. To provide client support to all computer users. To install high-speed connections across campus that will better support the computational needs of the Health Sciences Center.

##### Specific Actions:

- Develop a flexible, university-wide strategy to provide cost-effective and efficient client support to all computer users, both routine and in emergencies. Some units might prefer to use a central office of information systems support. However, many units have developed their own computing networks that are finely tuned to their needs, and these should be allocated adequate computing budgets.

- Arrange central support in obtaining appropriate site licenses for software and volume discounts for hardware.

- Ensure that the computational needs of all Health Sciences schools and programs are met.

- Provide adequate and reliable staffing in all public computer sites, SINC and others, to keep them open for longer hours.

- Install or upgrade high-speed networked data and voice communication systems in all residence halls and Graduate Housing. Upgrade or install fiber optics and/or rewire academic buildings that have old, outdated systems.

- Fit some study spaces, both existing and new, with high-bandwidth Ethernet connections and printers to

accommodate students who bring their laptops to school.

#### 4.3 Develop use of the Web.

**Goals:** To realize more fully the potential of the Web. To encourage more people to get into the habit of using it by posting information there that is useful and easily found. To adopt an e-mail system, or systems, that will allow users to seamlessly communicate with one another.

##### Specific Actions:

- Rethink and reorganize the campus Web site to facilitate all aspects of the academic mission. Make it easily negotiable by all potential users, whether prospective students, members of the local community, faculty, staff or students. Include "of interest to the community" and "of interest to the business community" links.

- Maintain an up-to-date and informative online event calendar.

- Standardize the e-mail system wherever possible and desirable, and set up a central e-mail system that accepts every format and directs mail with the encoding appropriate to the recipient.

- Maintain online benefits information so that campus employees have web-access to their personal benefits information.

- Improve access to the campus network from outside. Set up an 800 number for traveling faculty, alumni, and students. Make reasonably priced high-speed access available within a ten-mile radius of campus.

- Continue to expand the use of Internet technology to permit widespread dissemination of Stony Brook programs and services to the campus community and the "outside" world, with the particular goal of video conferencing to remote sites.

#### 4.4 Rehab classrooms, offices and laboratories.

**Goals:** To improve the general state of classrooms, offices, and laboratories and consider how to best allocate space. To equip classrooms and conference rooms with up-to-date instructional technology.

##### Specific Actions:

- Appoint a small task force to develop a comprehensive analysis of space utilization on West Campus to determine efficient and logical use of currently available space for classrooms, offices and laboratories. It is important that this task be accomplished early to aid in the planning and completion of the others.

- Develop and implement a plan to expand classroom capacity to support growth and program development, and to equip classrooms with up-to-date instructional technology, including network connections, video, and DVD facilities. It is also necessary to improve lighting, seating, acoustics, air quality, and aesthetics. For example, paint some walls and doors in a variety of bright attractive colors.

- Expand the President's recent quality-of-life initiative that provides annual funds for office renovations, and computer and office furniture purchases.

- Set up a comprehensive, building-by-building plan for renovations of lab

space, including analysis of the asbestos problem and need for abatement. This plan should include both a budget mechanism and a schedule for implementation that should be communicated to the relevant departments. Begin the most urgent work immediately.

#### 4.5 Streamline the administration.

**Goals:** To reduce wasteful duplication, maintain quality control and commitment to employee development.

##### Specific Actions:

- Review all campus administrative procedures and combine duplicate offices (such as the three employee relations departments or the three human resources offices) when this will lead to efficiencies.

- Ensure development of quality services by providing a means for ongoing monitoring and enhancement of all administrative services.

- Provide employees with opportunities to enhance their skills and personal development by encouraging the ongoing development of classes and the proactive participation of managers in scheduling staff members for training and development activities.

- Make internationalization and diversity part of the University's mission statement. In recruitment and all other initiatives, convey a unified university vision that is embraced by all.

## 4. ACADEMIC INFRASTRUCTURE AND ADMINISTRATION

**Vision:** The academic infrastructure is of crucial importance for teaching and research but has been sorely neglected. The first priority is to get the library on track. However, the University also needs to support and reinvent its information systems infrastructure. The campus Web page needs to be redesigned, and the administrative structures should be reviewed with the aim of reducing wasteful duplication of services and ensuring the existence of effective procedures for ongoing quality control.

### 4.1 Make significant improvements in the library.

**Goals:** To move the level of the library collections and staffing from their current very low position to one comparable to Stony Brook's peers. To improve the library services, particularly for students.

##### Specific Actions:

- Develop and implement a plan to bring university libraries to a competitive level with respect both to collections and to staffing.

- Upgrade hardware and software for Library catalog searches.



The campus computer network will be enhanced with the additions of new equipment and upgrades to data and voice systems.

## 5. CAMPUS LIFE

**Vision:** In the past five years, campus life at Stony Brook has improved very noticeably, due to the opening of the Student Activities Center, the greatly enhanced athletic program, and the many new initiatives to build community spirit. Several large construction projects are underway, that when complete will further enhance campus life. Planning for further buildings (such as Phase III of the SAC) must continue. New centers (such as a Women's/Men's Center and an International Student Center) should be created to make Stony Brook more people-friendly and to bring different parts of the community together in shared activity. In addition, many campus offices and programs (such as the Disabled Student Office and the Placement Office) currently need more space. Therefore, despite the eventual new buildings, very careful and sensitive planning is needed now to allocate what space there is in the most fair and effective way. There is also a need to plan further expansion of day care, and to address the needs of commuter and evening students.

### 5.1 Create new centers of campus life.

**Goals:** To complete current construction projects in a timely way, and plan new ones that serve the needs of the community.

##### Specific Actions:

- Complete Phase II of the Student Activities Center to include a large student lounge, student programming space, and a wellness center.



- Complete the stadium to support Division I athletics.
- Expand campus recreation facilities, e.g. by building a Recreation Center.
- Plan for a new food facility in the central mall.

- Reevaluate the administration of international programs, such as visa services, for the entire campus community. Provide a focus on campus for international student needs, programs, and support. Strengthen and give visibility to the host family program.

- Establish a Women's/Men's Center. This would provide round-the-clock crisis counseling to both women and men on gender-related issues, as well as support groups, outreach programming, and support for internship courses such as NOURISH and SAFE.

- Build a Conference Center/Hotel to house all visitors rotating through the University. Lodging and meals should be priced competitively.

### 5.2 Enliven Stony Brook on weekends.

**Goals:** To encourage more students to spend weekends on campus. To preserve and augment current campus traditions. To enliven campus life.

**Specific Actions:**

- Keep the Sports Complex open for longer hours to expand recreational use.
- Cluster weekend events, arranging several prominent events on the same weekend, to make it worthwhile for students to stay on campus.
- Create more "traditional events," such as an Apple Festival on Homecoming weekend, an outdoor series of performances akin to "Shakespeare in the Park," or large scale pot-luck dinners and picnics.
- Develop mechanisms to create more diversity in the choices of popular student entertainment. Engage a greater variety of bands, and also some popular speakers.
- Assess outside space for use by Student Activities and provide amenities such as outside power to suitable locations.

- Renovate The Spot and the Fanny Brice Theater in Roosevelt Quad for graduate and undergraduate events and entertainment.

### 5.3 Promote cross-cultural activities.

**Goals:** To foster positive cross-cultural interactions of the diverse groups present on campus through activities for students, faculty and staff-based in classrooms, workplaces, and in the residence halls.

**Specific Actions:**

- Set up intercultural social events, fairs and celebrations. (Currently there are many events organized by separate groups, but there is not much intermingling of cultures.)
- Arrange forums and film series, followed by discussions that speak to racial and other differences.
- Arrange cross-cultural volunteer and internship opportunities.
- Add more diverse staff to the Counseling Center in order to facilitate culturally-based counseling, thereby making the services more accessible and useful to all our students.
- Set up mandatory training programs (perhaps run by the Affirmative Action Office) on responding appropriately to diverse populations and dealing with acts of intolerance and discrimination.
- Investigate the feasibility of setting up an international house where students from many different cultures including the U.S. can live together and participate in cross-cultural activities.

### 5.4 Improve campus living conditions.

**Goals:** To continue improving conditions in the residence halls. To work with students on increasing satisfaction with food and other services.

**Specific Actions:**

- Continue major rehabilitation of residence halls, particularly the addition of air conditioning to permit its use during the summer months as well as continued rehabs on residence hall cafeterias, specifically in Roth Quad. Construct new facilities

to permit growth of the resident student body.

- Examine the eight-semester limit on campus residency to ascertain the extent to which it has a disproportionately negative effect on students of color or from low-income backgrounds, and repeal it if it does.

- Provide all RAs with single rooms to facilitate private discussions with students, or, at least, with access to a private place when needed.

- Increase the number of food plan options and make them more flexible, for example by allowing students to adjust their choices each semester. Seek more competitive services.

- Provide all quads with delis. Increase availability of food and food services acceptable to vegetarians and others with dietary restrictions.

- Enhance residence-hall food services with additional vending machines accepting the Meal Card. Ensure residence-hall food services meet the highest standards of cleanliness and safety.

- Expand university child-care facilities to decrease the waiting list to a maximum of six months.

- Expand on-campus banking and post office facilities to meet demand and begin Department of Motor Vehicle services. Continue to ensure that on-campus bus services meet campus needs, and expand transportation between the campus and neighboring shopping and recreation areas, especially on weekends. Provide bus stops and shelters at all high-demand points.

---



---



---

## 6. CAMPUS FACILITIES

**Vision:** The first impressions that visitors form about the University are strongly influenced by its physical appearance and the ease of getting around. Recently there have been very welcome improvements in campus landscaping, but much still remains to be done. It is also still extraordinarily difficult to find one's way around campus, both by car and on foot. Anyone

trying to enter or leave campus by the main entrance is confronted by a maze of unsigned roads. The campus maps that have been recently posted are an improvement, but are very difficult to understand and relate to what one actually sees. Therefore, improving campus signage and the design of campus entrances is a very high priority and will make visitors to the campus feel much more welcome. Better provision of parking will also alleviate much annoyance.

### 6.1 Improve campus safety.

**Goal:** To make the campus safer and more accessible.

**Specific Actions:**

- Develop and implement a plan to improve campus safety, including the addition of prominent "blue light" emergency call boxes, improved lighting, and new security fence gates at the North and South Entrances. The plan should include security systems to control access to campus facilities.

- Devise and implement a plan to improve accessibility of all campus academic and recreational facilities for students and staff with disabilities and address areas, such as the South Campus buildings and Staller Center theaters, that are not in compliance with ADA requirements. Improve Disabled Student Services facilities.

- Develop and implement a plan for improving the convenience, appearance, and safety of campus walkways. They must be adequate for the expected volume of traffic, and follow natural pathways. Two heavily-used areas that need special attention are the wooded area between the Engineering and Math-Physics parking lots, and the South Campus.

### 6.2 Improve campus signs and directions.

**Goals:** To make it easier to find one's way around campus. To improve the design of campus entrances. To design a new campus map and distribute it widely.

**Specific Actions:**

- Develop and implement a comprehensive plan for consistent, "viewer-friendly," color-coded campus signage including directional signs on campus access roads, on-campus direction signs, campus roadway signs, parking signs, and building signs.

- Improve the principal entrances to the campus to make them more attractive and much less confusing. Extend this planning to include important on-campus intersections, such as the intersection of North Loop Road and SAC Road, near Roosevelt and Kelly quads and the exit from the Dental Care Center parking lot.

- Provide much more information about the campus for passengers arriving at the Station. They should find a well-positioned campus map, a bus timetable, directions to the bus pick-up kiosk and to local walkways, as well as a "Stony Brook" sign that is more vandal-proof than the highly vulnerable lighted plastic sign placed there now.



Enhancing student life on campus is a major goal of the Five Year Plan.





Plans to keep the campus clean and accessible are underway.

- Make building entrances more obvious and welcoming, with structure/planting/signage to let people know they are in the right place. Also, entries should be labeled with directional names (e.g., "West Entrance"), to make using the building, meeting friends, etc., easier. Entrances to the Health Sciences Center are of particular concern.

- Each building should be labeled on all sides so that someone viewing it from any side can tell what it is.

- Design a new campus map that is readable, color-coded, useful for non-native English speakers, and has been tested for utility. Personal copies of the map should be available in several locations around campus.

### 6.3 Improve and expand parking.

**Goals:** To provide more parking spaces and improve its management. To make current parking facilities more pleasant to use.

**Specific Actions:**

- Develop and implement a comprehensive plan for improving existing facilities and expanding parking on the East, West, and South Campus. This plan should include the creation of new lots, and also the operating, maintaining, and financing of existing lots and the enforcement of parking regulations. The planning process should include faculty, staff, students, and union representatives. Installation of an automated "Easy-Pass" garage-entry system should be considered.

- Expand University Hospital's emergency parking lot. Install a covered walkway between the hospital and its parking garage.

- Post parking policy in each lot as well as in loading zones or "state vehicles only" spaces as to when regula-

tions are NOT enforced, so that parkers do not have to guess.

- Develop parking facilities or procedures that make it easier for members of the surrounding community to participate in campus events, in the day-time as well as the evening.

### 6.4 Improve campus appearance.

**Goals:** To improve campus appearance and create welcoming outdoor spaces for students and staff. To develop landscaping around the cogeneration plant and near the station that makes the university structures less obtrusive to the neighboring community.

**Specific Actions:**

- Develop and begin implementing a master plan for the location of additional campus buildings and development of campus grounds. This plan should address the deficiencies of the north side of the campus as well as the more heavily-used central areas.

- Continue to design and implement a comprehensive plan for developing and maintaining attractive campus landscaping. This plan should include more pleasant, well-defined outdoor venues for use by student and staff groups, and tree planting in key areas such as South P-Lot.

- Develop and implement a comprehensive plan to maintain and improve the exteriors of campus buildings to give the campus a more attractive, consistent, and well-maintained appearance.

- Identify an annual list of the "five ugliest" campus locations and fix them. Candidates include the Staller Center "pit," the area surrounding the Javits Lecture Center, and the walkway under Nicolls Road.

- Develop and implement a coherent plan to improve the area around the cogeneration plant and between the station and the playing fields. Aim to hide unattractive and noise-generating structures by a well-planned and structured barrier of trees.

---

## 7. TECHNOLOGY TRANSFER, OUTREACH AND FUNDRAISING

**Vision:** The University should continue the expansion of Stony Brook's role as a leader in regional industrial development, health care, education and the arts, and in developing distance learning and corporate education programs. It should identify opportunities to enhance campus programs and resources through collaboration with business organizations in the metropolitan area. There are many successful collaborative efforts between the business community and the University, such as helping the University gain political support for all its activities. However, there is very little connectivity among these efforts, and a mechanism needs to be developed to coordinate them and provide the community with more "entry points" to campus activities. The University must also develop its external fundraising, and continue to encourage the involvement of alumni in University affairs.

### 7.1 Expand Stony Brook's role in incubator programs.

**Goals:** To make good use of the opportunities provided by the emerging regional network of State supported incubators. To foster the entrepreneurial spirit on campus.

**Specific Actions:**

- Expand Stony Brook's leadership role in incubator programs, and develop campus policies that support and encourage the success of on-campus tenant companies.

- Develop new ways to benefit from the growth of companies nurtured by the University's programs.

- Continue to work to reduce restrictions placed on University Hospital by the State of New York.

- Develop rewards for departments and faculty that engage in successful entrepreneurial activity by returning to them a significant proportion of the money generated.

- Put the Technology Transfer Office on a sound financial footing, for example, by elimination of the cap on the royalty and licensing funds flowing to that office.

- Establish a resident team of patent lawyers to handle most, if not all, Stony Brook inventions, and provide long-term strategies for patent development.

### 7.2 Expand educational opportunities with business.

**Goals:** To use the resources of business programs and the School of Professional Development to develop educational opportunities with business.

**Specific Actions:**

- Expand the provision of business

education programs to industry.

- Create a professional seminar series and short courses for the business community. Assist employers to retain employees by providing management training. Enhance Stony Brook's role as a regional resource for business development initiatives.

- Form partnerships with other educational institutions to share resources and expand the capabilities of partners.

- Offer more education via the Internet, building on the experience of the School of Nursing.

### 7.3 Increase the university's visibility with business and the local community.

**Goals:** To make the university more friendly and accessible to its surrounding community and to increase interaction between members of the University community and the surrounding area.

**Specific Actions:**

- Publicize the Office of Public Affairs and Community Relations and develop close working relationships with deans and departments. Expand the staff if necessary to provide strong campus and community linkages.

- Develop a public relations advisory committee made up of representatives from campus schools and programs.

- Create Open University Days and campus tours targeted at specific industries to attract more community members to the campus.

- Make university programs and facilities such as wellness lectures and recreational facilities available to the community.

- Improve linkages with community businesses, including local Chambers of Commerce to get students employed in local stores and other businesses, paying special attention to the employment of students of color.

- Enhance and expand publications acquainting the business community with campus resources.

- Expand the outreach programs offered by University Hospital and Medical Center (prostate screening, eldercare initiative, etc.).

- Develop programs in the Asian-American Cultural Center that reach out to the entire New York metropolitan area.

- Expand internship and service-learning opportunities for Stony Brook students both on and off campus, paying particular attention to involving alumni as well as a truly diverse group of students in these activities. Work with local industry to develop stipends and transportation services to support such students.

- Strengthen collaboration with the Long Island Convention and Visitors Bureau to expand offerings to the community.

- Utilize existing outreach programs to expand outreach. For example, the Community Resource Center located in the Village of Stony Brook could be also utilized to educate the community about events on campus.



- Sell tickets to the Staller Center and athletic events at such places as Stony Brook Village, University Hospital, the Student Activities Center, and the Three Village Soccer Fields located by P-Lot.

#### 7.4 Develop fundraising.

**Goals:** To develop the infrastructure needed for Stony Brook to take full advantage of funding from non-federal/state sources. To raise significant amounts of external funding for research and scholarship, for student scholarships, and for campus building projects.

##### Specific Actions:

- In the first year of the plan, the President's Office will engage a consulting firm to make a comprehensive review of the campus development structure and staffing, and to recommend ways to develop external funding for all Stony Brook functions. It should recommend the degree of centralization/decentralization and the amount of public relations that is desirable in relation to fundraising.
- In succeeding years, vigorously initiate the development recommendations of the consulting firm.
- The Provost's Office (West Campus) and Office of the Vice President for Health Sciences (East Campus) should organize infrastructure and hire additional staff as recommended to facilitate fundraising at the departmental and divisional levels.
- Develop data bases of fund-raising opportunities in the private sector, especially private foundations, corporations, and individuals on Long Island.

#### 7.5 Improve outreach to alumni.

**Goals:** To involve the Alumni Association more closely in the academic mission, and to increase the effectiveness of alumni fundraising.

##### Specific Actions:

- Create links between the Alumni Office and individual departments, to enable these departments to keep better track of their graduates.
- Create an effective and visible Alumni Office program to engage alumni in campus affairs. Involve alumni in setting up internship programs, at both the graduate and undergraduate levels.
- Continue to develop alumni fundraising.

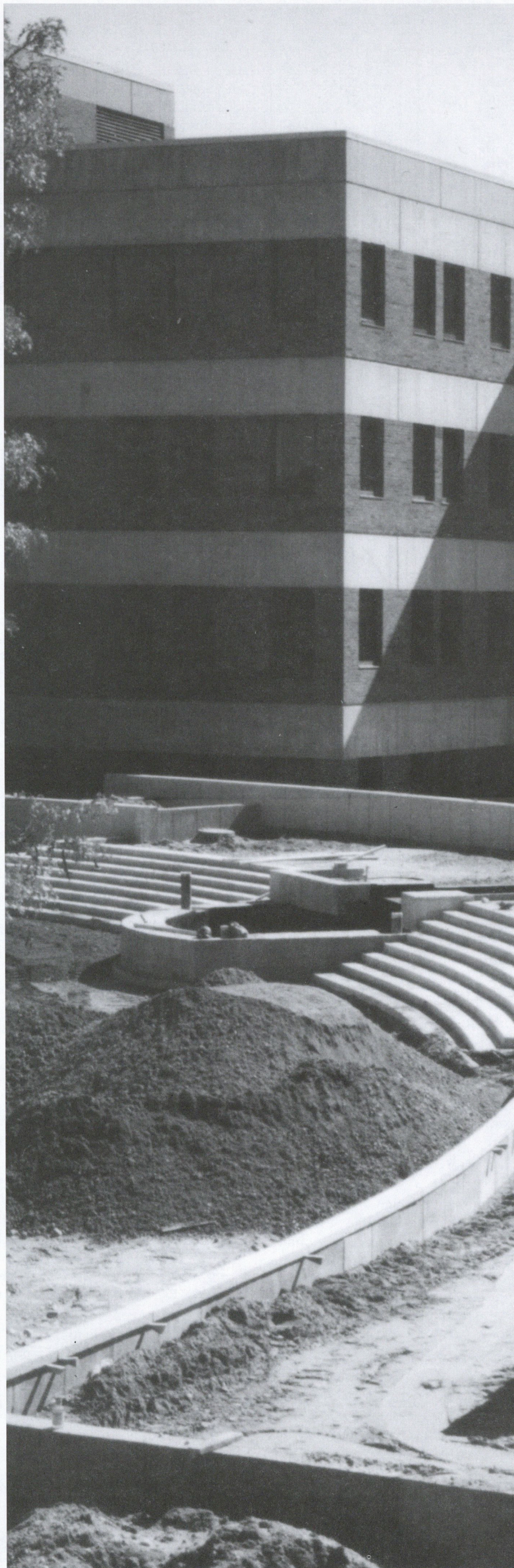
---



---

## 8. FACILITIES MAINTENANCE

**Vision:** There is remarkably uniform agreement in all sections of the campus community of the need to devote more resources to the maintenance and rehabilitation of campus buildings and roadways. Many campus buildings are in desperate states of disrepair. Even the state realizes this, and it has structured its annual campus capital equipment funding to reflect this, with the major portion of funding expected to go into infrastructure repairs and major rehabilitation projects rather than new buildings. The money thus provided, while very welcome, is insufficient to cover all the



*Construction on new facilities will continue as the University strives to improve campus life.*

pressing needs of this campus, and it is essential that the Administration does not succumb to the easy temptation of cutting the maintenance budget to pay for exciting new opportunities. Rather it should increase this budget. This will protect our current facilities from further decay, and will begin the process of proper maintenance for new and future facilities, ultimately ensuring a better quality of life for all inhabitants of the campus.

#### 8.1 Develop and implement a Master Plan for Facilities Infrastructure and Maintenance.

**Goals:** To develop in the first year a University-wide Facilities Infrastructure and Maintenance Master Plan that accounts for all new and planned construction as well as for existing buildings. It must include a plan for managing and financing the recommended work. Implementation must begin in the second year.

##### Specific Actions:

- Set up an appropriate committee to draw up a Master Plan for Facilities Infrastructure and Maintenance, that includes students, faculty, and building managers. The Master Plan should make use of the very detailed report of the Task Force on Facilities, and should incorporate the smaller sub-plans recommended earlier to deal with classrooms, labs, parking, and landscaping. It should also deal with building maintenance, custodial services, elevator repair and replacement, building rehabilitation, energy-management and HVAC upgrades, roof replacements, plaza deck repairs, renovation and expansion of overcrowded clinical facilities, and road maintenance.
- Repairs affecting health and safety concerns and structural integrity should receive priority. Once in place, this plan should be widely publicized so that units would know when to expect their space to be rehabbed.
- Establish a funding plan to enable implementation of the Master Plan.

#### 8.2 Improve and decentralize facilities management.

**Goals:** To ensure adequate staffing and an effective management structure, and to decrease cost overruns. To give more authority to set priorities and resolve problems to the East Campus.

##### Specific Actions:

- Undertake a comprehensive review of the current facilities management structure. Set standards and establish workloads for maintenance personnel and ensure their adequate supervision.
- Work out ways to delegate authority over their facilities management to the East Campus.
- Hire more maintenance personnel and buy more supplies.
- Consider combining Plant Management and Facilities Design and Construction programs under one roof to increase efficiency.
- Develop a system for avoiding cost overruns wherever possible, and for dealing with funding problems caused by unforeseen difficulties such as the discovery of asbestos.