



OFFICE OF THE CHANCELLOR

MEMORANDUM

**TO:** SYRACUSE UNIVERSITY COMMUNITY

**FROM:** CHANCELLOR KENT SYVERUD

**SUBJECT:** CHANGES II

**DATE:** MAY 30, 2014

**Division of Enrollment Management Leadership**

I am appointing Chris Sedore, currently Associate Vice Chancellor for Academic Operations, to a new senior leadership position, in which he will lead and oversee the Division of Enrollment Management. In this role, which he will assume effective today, Chris will report to Vice Chancellor and Provost Eric Spina.

In this new position, Chris will lead an expanded and more strategically-aligned Division of Enrollment Management that will focus on the recruiting, funding, and retention of a high-quality, high-achieving student body – a priority that is of greatest importance to the future of the University. The primary goals of the Division will be to recruit and enroll academically excellent incoming classes; provide quality data analysis to support University decision-making; develop market research to support new academic programs and assess future demand; position University College as a competitive provider of online and continuing education; and cultivate a strong, consistent brand that will enhance student recruitment and all strategic areas of the University.

Under Chris's leadership, the Division of Enrollment Management will include: the Office of Financial Aid; the Office of Undergraduate Admissions; the Office of Graduate Enrollment Management; the Office of Institutional Research and Assessment; and University College. It will also include an integrated Office of Marketing and Communications. I have asked Nicci Brown, Vice President of Marketing and Communications, to lead this new Office, and effectively serve as the University's chief marketing officer. This Office will include Nicci's current portfolio in Advancement and External Affairs, along with the web, photo and video units currently located in the Division of Information and Technology Services (ITS). I am grateful to both Chris and Nicci for assuming these positions of increased responsibility, and both Eric Spina and I have great confidence in their ability to serve the University extremely well.

CHANCELLOR AND PRESIDENT

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Vice President for Enrollment Management Don Saleh has served the University faithfully and well since joining Syracuse in 2001. He will be retiring effective July 1. I wish Don all the best in his retirement.

Effective immediately, the Office of the Registrar will report to Associate Provost for Academic Programs Andria Costello Staniec. This move will allow for enhanced academic oversight of the Registrar's Office and strategic alignment of the Office with the academic mission of the University.

Effective July 1, 2014, the Air Force ROTC and Army ROTC programs, currently within the Division of Enrollment Management, will report to Vice Chancellor for Veterans and Military Affairs Mike Haynie.

#### **Interim Chief Information Officer (CIO)**

With Chris Sedore assuming his new role and responsibilities, Eric Spina has appointed Sam Scozzafava, currently the University's Associate Chief Information Officer for Administrative Systems, as Interim CIO effective immediately. Sam, who will oversee the Division of Information and Technology Services (ITS), joined the University in 2007 and has served in a number of management-level positions within ITS. Eric Spina and I believe that Sam has exceptional skills and the ability to provide the leadership needed for ITS to continue to contribute to the advancement of the University during this transitional period. A formal search for a permanent CIO, who will report to the Provost, will begin sometime this fall.

#### **Campus Master Plan Advisory Group**

I have appointed a Campus Master Plan Advisory Group for the development of a University Campus Master Plan in conjunction and coordination with the University's strategic planning process. The Campus Master Plan will: shape, guide and manage the campus environment and the physical form of the campus; identify the relationship between principles and policies and the issues and places that constitute the campus; determine issues and goals for selection and development of campus building sites; and establish architectural, landscape, parking, utilities, signage, code, zoning, and other criteria for developing sites. This plan will be completed no later than May 2015 and I expect that it will be integral to the University's strategic plan and our common ambitions. The Advisory Group, which will begin its work soon, is comprised of the following members:

- Julia Czerniak, Professor, School of Architecture
- Steven L. Einhorn, Board of Trustees
- Winston C. Fisher, Board of Trustees
- Melanie Gray, Board of Trustees
- Rebecca Reed Kantrowitz, Senior Vice President for Student Affairs
- Louis Marcoccia, Executive Vice President and Chief Financial Officer
- Cathryn Newton, Dean Emerita and Professor, College of Arts and Sciences
- Corinne Smith, Professor, School of Education
- Michael Speaks, Dean and Professor, School of Architecture

- Andria Costello Staniec, Associate Provost for Academic Programs
- Eddie Zaremba '13 Whitman School, Current Graduate Student, Co-President of the Disability Student Union

### **Office of the University General Counsel**

Dickens “Deke” Mathieu, Senior Vice President and General Counsel, will be departing the General Counsel position at the end of June. Deke joined the University last year during a period of significant leadership transition. During this time, he managed the University’s legal portfolio and began to establish a more fully staffed Office of General Counsel. This included the creation of several new legal and professional positions, which will provide a substantial framework for the Office moving forward. I thank Deke for his efforts during this transitional period for the University and wish him well in his future endeavors.

I will appoint a search committee for the Senior Vice President and General Counsel position within the next several weeks, and hope to have that process completed early in the fall semester. Daniel J. French, Esq., former U.S. Attorney for the Northern District of New York, will formally become the University’s interim General Counsel on July 1. Dan will begin working immediately with the Office of General Counsel and the University’s executive team to ensure a smooth transition. For many years, Dan has provided legal counsel and services to the University, and he will provide legal expertise, high-level management, and continuity during this time.

### **New MBA@Syracuse**

In case you missed it, earlier this week, the Whitman School of Management and 2U, Inc. announced a new partnership to enhance Whitman’s highly ranked online iMBA program. MBA@Syracuse will combine 2U’s advanced learning platform with key aspects of Whitman’s existing iMBA program. I’ve had experience teaching online courses using the 2U platform and believe they have proven the ability to deliver high-quality degree programs. This partnership serves to strengthen Syracuse’s emerging position in the online education space and is a model for future endeavors. I’m excited about the possibilities and look forward to January 2015 when the first group of students will start taking their classes online. You can read more about the partnership [here](#).

### **University Leadership Team**

I am creating a new University Leadership Team that will provide an opportunity for enhanced communication and informed decision making. This group will include the academic deans and senior academic leaders, my senior executive team, and senior representatives and managers from every academic and administrative unit of the University. Membership of the University Leadership Team will be announced soon, and I expect to attend and hold the first meeting in June, with regular meetings throughout the year.

### **Student Affairs Sexual Violence Support Services**

As I mentioned in my May 12th memo, the University has been actively reviewing and assessing its sexual violence support services, structures, and policies. I also indicated that necessary changes will be implemented over the course of the summer to ensure that we are in compliance with best practices in this area.

One step in this process is that the Division of Student Affairs will be realigning key departments to create a stronger and more integrated set of University support services for students impacted by sexual violence. Currently, there are more than five different points of entry within the University for students seeking these services. Under the new structure, the Counseling Center will serve as the primary entry point for students who have been impacted by sexual violence and who need access to confidential and privileged services.

The services of the Advocacy Center will be integrated and aligned with the Counseling Center, Office of Student Assistance, and Office of Health Promotion. Under federal guidelines, Advocacy Center staff are not able to provide completely confidential and privileged services to students impacted by sexual violence. Under the new structure, the Director and the Sexual Health Coordinator at the Advocacy Center will have positions that enable them to continue providing students the important advocacy and education services they currently offer.

I believe these changes are necessary to improve the overall effectiveness of the Student Affairs services that are provided to students.

### **Workgroup on Carrier Dome Backup Plan**

In March, I reported to you that I appointed a University workgroup to develop a comprehensive backup should the Carrier Dome become unusable due to a roof failure. The group's charge was to develop a contingency plan that would allow us to quickly respond should the need arise, quantify the costs involved, and better understand the potential negative economic impact to the region. The group, chaired by Falk College Professor of Sport Management Rick Burton, includes: John Sardino, Associate Chief, Department of Public Safety; Jeff Rubin, Associate Professor of Practice, iSchool; John Yinger, Professor of Public Administration and Economics, Maxwell School; and Bridget Yule, Director, Student Centers & Programing Services.

The workgroup delivered their findings to me yesterday. I am currently reviewing them and expect the workgroup will provide an overview of their work to the campus community within the next several weeks. I want to thank each member for their time and effort and commend them for their outstanding work. Some highlights of their findings include:

- The Carrier Dome is the last of its kind—a major air-supported, domed, multi-purpose athletic stadium in the United States.
- Energy-related costs for the Carrier Dome exceed \$1 million per year, much of which involve keeping the air-supported roof inflated.

- The current roof will likely need to be replaced in 7-10 years and the cost at that time to replace it with a similar roof and likely improvements to the lighting and audio system would approach \$25 million.
- There is no stadium within the Central New York region that could accommodate 30,000-plus attendance for an SU football game. The closest location is Ralph Wilson Stadium near Buffalo, NY.
- Men's basketball has more than 24,000 season ticket holders. No existing NBA stadium in the nation has the capacity to seat that many spectators.
- If the Dome was rendered unavailable for a single men's basketball game against a top opponent, and the game was played outside of the Central New York region, the loss of economic activity to the region would be as much as \$8.3 million, with the loss of income as much as \$2.6 million.
- If the Dome was rendered unavailable for a full home football schedule (with games having to be played outside the Central New York region), the loss of economic activity to the region would range between \$23 million and \$44 million, with the loss of income to the region ranging from \$7 million to \$14 million.

### **I-81 Workgroup**

New York State is conducting an environmental review that will eventually lead to a decision for replacing the existing Interstate 81 (I-81) highway structure in the city of Syracuse. As a national research university, a top regional employer, and one of the most popular destinations in the region, the University has an important stake in the final decision.

In April, I appointed an I-81 Workgroup. The workgroup, chaired by Michael Speaks, Dean of the School of Architecture, was charged with recommending key objectives and considerations for the University pertaining to the future of I-81. The purpose of the workgroup is not to study recently proposed I-81 potential alternatives or advocate for a specific plan on behalf of the University. Rather, it is to help me and University leadership better assess the major issues surrounding the I-81 replacement and make decisions that are in the best interest of the University, both internally and externally. Led by Dean Speaks, the Workgroup has already made great progress. I expect their work to be finished in late June and I will share a summary of their findings with you when it is complete.

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