



OFFICE OF THE CHANCELLOR

MEMORANDUM

**TO:** SYRACUSE UNIVERSITY COMMUNITY  
**FROM:** CHANCELLOR KENT SYVERUD   
**SUBJECT:** CHANGES  
**DATE:** MAY 12, 2014

Below are a series of announcements, changes, and new initiatives that I want to share with you:

**Leadership in Veterans and Military Affairs**

As I said at the inauguration ceremony last month, I believe Syracuse must once again become the best place for veterans. We have a great history when it comes to veterans, and today we have a great track record of serving veterans through the Institute for Veterans and Military Families (IVMF) and via our dedicated staff in University College. Recognizing the potential for Syracuse to be a global leader in this field through research, teaching, learning, and service, and in the way that we orient the institution, the Board of Trustees has approved the appointment of Professor Michael Haynie, Founder and Executive Director of the IVMF, as Vice Chancellor for Veterans and Military Affairs. This appointment will be effective July 1, 2014, and Mike will be retaining his role as Executive Director of IVMF. In the next few weeks, Mike and I will be providing the campus with an overview of what we hope we can accomplish at Syracuse in the areas of veterans and military affairs.

**College of Engineering & Computer Science Leadership**

Dean Laura J. Steinberg will step down as Dean of the College of Engineering and Computer Science in December 2014. After a well-earned sabbatical in the Spring 2015 semester, Dean Steinberg will be assuming a University-wide leadership role pursuant to the outcome of this year's strategic planning process. I will be working with her to identify new leadership opportunities in which she can support me and contribute to the strategic priorities of the University, including, but not limited to, the area of veterans initiatives, where she has great knowledge and research experience. Over the six years of her tenure as dean, the College advanced on many fronts: federally competed research awards increased by 63 percent; the size of the undergraduate student body grew from approximately 1,000 students to nearly 1,500; and the College launched new interdisciplinary programs in

CHANCELLOR AND PRESIDENT

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energy engineering, cybersecurity, and computational journalism. Dean Steinberg led a strategic planning process for the College that involved faculty, staff, and supporters, and the plan sets a blueprint for the future investment in key research areas and commits the College to continual improvement in the education of its students.

### **Promotion & Tenure**

This weekend, the Board of Trustees approved a change in the faculty promotion policies and, along with me, set an expectation of new directions in our approach to making tenure decisions. Both are being done to better align Syracuse with best practices among our American private research university peers. The most important element of the new [policy](#) will make the promotion process consistent with the tenure process, with equivalent paths from the schools/colleges through the Provost and to the Chancellor and the Board of Trustees. The new directions on tenure process—to be discussed among the Chancellor, Vice Chancellor, and the faculty and then determined in the fall—concern strengthening the voice of University-wide faculty in the tenure process, which is by far the more important institutional decision as compared to promotion. We will establish a University-level review and advisory committee comprised of faculty who will meet with the Provost on all tenure and promotion cases and make recommendations. I believe that the collaborative review and active discussion that will occur among the faculty and Provost will ensure that the best possible decisions will be made on all tenure cases, as well as on promotion cases.

Most of the changes related to promotion are consistent with those recommended last fall by a University Senate Ad Hoc Committee on Promotion Processes. The full Senate did not endorse these recommendations, and instead endorsed an alternative set of changes to the promotion process. I know that there will be some faculty within the University who will not be happy with the more fundamental change that the Trustees have approved. While I was not at Syracuse for the full history and discussion of this issue, I want you to know that I heard, and the Trustees heard, loud and clear that the faculty care very much about their historic involvement in the promotion process. In particular, I heard the faculty's concern about their role in assuring quality when the University makes long-term commitments to faculty. I think this concern is particularly valid, and much more critical in the area of tenure, which involves a lifetime appointment, than the issue of promotion, which involves a change in title. For this reason, I hope that we can all focus on how to make positive change in direction on the tenure process, and recognize that this is the more critical issue, and one that we must be sure to get right. I want to work with faculty to do this.

### **Board of Trustees Committee on Athletics**

This weekend, the University's Board of Trustees approved the creation of a new standing committee related to Athletics. Chaired by Trustee Robert Miron, the committee includes Voting Trustees Darlene DeRemer, Joshua Heintz, and James Kuhn, and Life Trustee Steven Ballentine. Chairman Richard Thompson and I serve as ex-officio members. SU Athletics is a very important part of the University, and this new Committee will work with

Athletics leadership to ensure best practices in support of student-athletes, oversight, and compliance.

### **University Faculty Athletics Representative to the NCAA**

Senior Associate Dean for Academics and Administration and Professor of Economics in the Maxwell School, Michael Wasylenko, has served as the University's Faculty Athletics Representative to the NCAA since 2002. Mike has informed me of his decision to step down from this position effective June 30, 2014. On behalf of the University, I want to thank Mike for his dedication, commitment, and many years of service in this important role. The Faculty Athletics Representative reports to the Chancellor and is an institutional liaison to Syracuse Athletics and also a representative of the University in conference and NCAA matters. Key issues this position has focused on in the past include overall student-athlete welfare, compliance with new and ongoing NCAA legislation, and generally advocating for the best interests of the University and its constituencies. Effective July 1, 2014, I am appointing Rick Burton, David B. Falk Professor of Sport Management in the Falk College of Sport and Human Dynamics, as the University's Faculty Athletics Representative to the NCAA. Rick has considerable experience in athletics and sports-related management. Prior to his appointment at Syracuse in 2009, he served as Commissioner of the Australia-based National Basketball League, and as the chief marketing officer for the U.S. Olympic Committee at the Beijing 2008 Summer Olympics. I have spent significant time with Rick and can assure you his values regarding faculty governance match mine. I am confident that he will serve the faculty and University very well in this important role.

### **Faculty Disciplinary Case**

The Board of Trustees has instructed me to let you know there is a faculty-related disciplinary matter currently in process at the University involving a tenured associate professor. When completed, the process, as stipulated by the University's faculty manual, could result in the faculty member's termination and revocation of tenure. If this were to occur, I believe it would be the first time in decades a tenured professor here has been terminated through this process. Last year, the University brought forth charges based on this faculty member's alleged violation of the consensual relationships provision of the Policy on Inappropriate Conduct by Faculty Members and the University Code of Ethical Conduct. Specifically, this faculty member allegedly engaged in a consensual romantic relationship with an undergraduate student whom the faculty member taught during the relationship. I just want you to know we are following the established procedure to address this matter. The final step in the process is currently underway and I will update you upon its conclusion.

### **Chief Advancement Officer Search**

As many of you know, our University faces an imminent transition by Tom Walsh. Tom, who has ably served as Executive Vice President for the Division of Advancement and External Affairs, will be transitioning into a new role as Special Counsel to the Chancellor at the end of June. This will enable Tom to help the University with particular opportunities and relationships, and to advise a relatively new Chancellor, who most

assuredly values his advice. I am deeply grateful to Tom for many contributions that have enabled the success of every part of this University, including the successful conclusion of the \$1 billion capital campaign.

I have been working with the University leadership, including the deans, to adjust to this transition. As part of that effort, I have launched a national search for a new Chief Advancement Officer whose portfolio will include all Advancement areas. That effort will be conducted by the national search and recruiting firm, BeecherHill, along with a search committee that I have appointed and which includes a Dean, a Trustee, and several administrative leaders.

During this time, until the selection of a new Chief Advancement Officer, I have asked two colleagues to step up to important interim roles. First, Charles Merrihew is serving as Interim Vice President of the Division of Advancement and External Affairs, and in that capacity oversees all day to day operations of units in the Division. Second, I asked Deborah Armstrong to step up as Interim Vice President for Development, assuming the core development elements, including school and college relations and leadership gifts. I feel fortunate that I and the University have strong leadership available in this important transition.

#### **Senior Advisor to the Chancellor and President Jeff Kaplan**

Jeff Kaplan, most recently Senior Vice President and Executive Officer at The Ohio State University, will be joining the University in the capacity of Senior Advisor to the Chancellor and President effective July 1, 2014. Jeff will lead the next phase of the Innovation and Opportunities program, and oversee the program's day-to-day operations, including the creation of a program management office. He will interface with representatives of University constituencies, and with Bain & Company, which produced the April 25 Innovation and Opportunities Assessment Report. In addition, Jeff will work closely with me on the search for a Chief Advancement Officer, and consult with BeecherHill and the search committee members during the search process. Jeff brings great expertise and a set of valuable administrative experiences from his leadership positions at Vanderbilt University and Ohio State, including in the areas of advancement and operations, and it will be invaluable for the University to have this set of experienced "outside eyes" to help us with the implementation of these key projects.

#### **Chief Human Resources Officer**

I intend to commence a search in the very near future for a new Chief Human Resources Officer position at the University. I expect to be closely and actively involved in this search process. The position will report directly to me.

#### **Senior Vice President for Public Affairs Kevin Quinn**

Kevin Quinn, Senior Vice President for Public Affairs, now reports directly to me. He will continue to oversee the Division of Public Affairs, which includes the areas of Public Relations; News Services; Social Media; Government and Community Relations; the Office of Publications, and Strategic Executive Communications. I have asked Kevin to

assume a new area of specific responsibility: overseeing and coordinating relations with the State University of New York (SUNY). During my time here so far, I have learned the University has a vast array of one- and two-way relationships with SUNY institutions in the city and region. I believe both the University and the many SUNY institutions with which we currently engage will benefit from focused coordination of all these interactions.

#### **Senior Vice President and Dean of Student Affairs Rebecca Reed Kantrowitz**

Senior Vice President and Dean of Student Affairs Rebecca Reed Kantrowitz has skillfully and capably led the Division of Student Affairs on an interim basis since July 2013. The Student Affairs portfolio she leads is a very important part of the University, as it significantly shapes the overall experience our students have at Syracuse. I have asked Rebecca to continue in this role for the foreseeable future. With her leadership in place, I do not have immediate plans to undertake a search.

#### **White House Task Force on Sexual Assault**

In late April, the White House Task Force to Protect Students from Sexual Assault released its first comprehensive report, offering colleges and universities formal guidance and recommendations on preventing and effectively responding to sexual assault on campus. Within the past year, a team of University senior leaders, management, and staff have been actively reviewing and assessing the University's sexual violence support services, structures, and policies. Given recent guidance from the federal government, I have asked that necessary changes be implemented over the course of the summer to ensure that we are in compliance with best practices in this area. This will result in a more comprehensive, integrated, and robust support system.

#### **Community Engagement**

As we prepare to enter a new fiscal year, it is important for you to know that the University has been involved in many innovative community engagement projects using one-time discretionary funds, including substantial commitments over many years to a series of projects. Many of these projects have been significant, impactful, and helpful to the University and community. In most cases, however, the one-time funds have been spent. Going forward, it is my belief that the University's operating budget for these types of initiatives should be spent consistent with a strategic plan designed by the Dean and faculty of the School or College whose expertise is relevant to the project. Moving forward, any new or expanded community engagement-related initiative that requires or utilizes university funds should, I believe, first be endorsed and approved by the relevant Dean(s) of the School or College whose academic mission aligns with the proposed activity.

I am working on changes in other areas in response to what you have told me and what I have learned. But I wanted to let you know about as much as possible now, at one time, so we can move forward. You have all been incredibly supportive and generous to me in my first semester as Chancellor and I am deeply grateful.

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