



## Memorandum of Understanding--SUNY Canton and SUNY Potsdam

This Memorandum of Understanding (MOU) is entered into by the SUNY campuses at Canton and Potsdam to define the scope of collaborative ventures in three key areas: Shared Services, Shared Purchases, and Shared Academic Programs. The overall goal of joint agreements is to make both campuses function better while reducing overall costs. Both campuses are committed to working together in each of the three areas, knowing that a joint approach can improve the services provided to students, faculty, staff, and/or community members. While it is recognized that sharing services may result in realignment of duties for certain staff, there is a commitment from both campuses to avoid formal layoffs during the implementation of any shared service. Further, both campuses are committed to ensuring the integrity of the mission and the brand of each individual campus.

- I. **Shared Services.** Each campus is committed to sharing services that normally fall within the definition of “back office” activities. Additionally, those services that each campus would have difficulty offering separately, whether or not they are back office activities, would fall within the group of services to be shared.

Both campuses agree on the following definition for shared services:

“Shared services focus on providing services as efficiently as possible, while continually looking for additional opportunities to increase productivity and reduce costs. They focus on back office processes and emphasize the seamless integration of these processes between institutions. Services shared by Canton and Potsdam will provide:

- Services involving high-volume, transaction based, and knowledge-based activities to both organizations.
- A consolidated unit with dedicated resources to offer better services.
- A re-engineering of existing support services in relation to the larger processes they support.
- Standardized business practices and processes.
- A focus on the consumers and their satisfaction.
- Separate Memorandums of Understanding (MOUs) to formalize each contractual arrangement and describe the mechanism used to address funding.
- A process for determining which services will become shared, under the guidance of the Shared Services Steering Committee, which will make recommendations to the joint leadership.

Ultimately, shared services will provide a mechanism for creating efficiencies, improving services, and reducing costs.”

- II. **Shared Purchases.** Some of the greatest savings come from quantity or volume purchasing of goods and/or services. One of the consolidated shared services between Canton and

Potsdam to be completed during the 2013-14 academic year is Purchasing. In moving to a single office model, the ability to take advantage of larger orders and to enter into purchasing alliances involving other colleges and universities will be greatly enhanced.

**III. Shared Academic Programs.** The two campuses have already come together to create a mechanism for developing and ultimately approving joint academic programs: the SUNY Institute of Arts, Sciences, and Technology, whose agreed upon mission “is to use the assets of SUNY Canton and SUNY Potsdam to create new shared opportunities. The core mission of the Institute is to provide a mechanism to allow and facilitate the development of academic collaborations between SUNY Canton, SUNY Potsdam, and possibly other regional academic institutions. The Institute will provide structure and assistance for collaborative academic activities between the colleges where academic collaborations will be developed, approval will be achieved through agreed-upon shared governance processes, and programmatic offerings will be coordinated. Degree programs developed through the Institute will be offered under the auspices of either SUNY Potsdam or SUNY Canton; the Institute is not intended to be a degree-granting entity such as an extension site or branch campus.” Overall, the Institute will:

- Encourage development of new curriculum that as separate institutions, neither could offer.
- Follow a formal process, involving faculty, Department Chairs, Deans, Provosts, and faculty governance from each campus to secure formal, joint approval.
- Result in the development of specific collaborative degree minors and/or programs that will be submitted to the system, if required, for final approval prior to offering.

**IV. Summary of Existing Shared Agreements.**

To date, shared agreements exist for the following programs:

**Shared Services.** Fully integrated services, which have resulted in completed MOUs include:

- Vice President for Business Affairs and Administration
- Human Resources
- Payroll
- University Police
- Environmental Health & Safety
- Military Veteran’s Coordinator
- Inter-Library Loan
- Compliance Training Coordinator
- Sustainability Coordinator

Work has begun and/or discussions have been initiated to consider the feasibility of integrating together the following:

- Purchasing
- Accounts Payable & Travel
- Budget
- Energy Management
- Information Technology
- Capital Project Management
- Upholstery Shop
- Central Duplicating & Printing

- Pharmacist Consultant
- Joint Furniture Purchases through Residence Life Offices

**Shared Purchases.** One initiative has been completed, while a second is underway. This past year Canton, Potsdam, and Plattsburgh came together to jointly offer students the identical health plan. This collaboration on the purchases resulted in a considerably lower premium price than either campus had previously achieved. The second initiative involved the consolidation of the Canton and Potsdam Purchasing offices to assist with the coordination of purchases across both campuses.

**Shared Academic Programs.** Academic representatives from both campuses have been meeting regularly to develop a mission statement and joint degree/minor approval process for the SUNY Institute for Arts, Science, and Technology. Early in fall semester 2013, both campuses will approve the Institute and work will begin on one or more collaborative degrees or minors.

**V. Proposed Areas for Further Study and Possible Additional Shared Agreements.**

In order to make progress on the MOU, both campuses commit to work towards completing the following goals:

**Additional Shared Services for 2013-14:**

- Purchasing Office
- Accounts Payable & Travel
- Budget Office

**Additional Shared Services for 2014-15:**

- Energy Management
- Capital Project Management

**Partial Shared Service for 2013-15:**

- Information Technology. The campuses have already identified a shared Chief Information Officer, and during the next several years, will undertake the sharing of part, but not all of Information Technology (IT). Components of IT will only be shared after the Shared Services Steering Committee and the Joint Leadership Committee recommend, and both campus presidents approve.

**Additional Shared Academic Programs for 2013-14:**

- Complete joint approval for SUNY Institute for Arts, Science, and Technology.
- Complete a joint minor for fall 2014 implementation.
- Complete the evaluation of all outstanding transfer articulation agreements.

**Additional Shared Academic Programs for 2014-15:**

- Complete at least one additional joint minor or degree for fall 2015 implementation.

**VI. Mechanism for Determining Future Shared Services.**

Any addition to, or deletion from, the shared services identified in item V. will require a formal amendment to this Canton/Potsdam MOU utilizing the following steps:

1. Written proposal reviewed and recommended by the Shared Services Steering Committee to Joint Leadership.
2. Joint Leadership reviews and, if it concurs, makes a recommendation to the campus presidents.
3. Final approval for any amendment must come from both campus presidents.

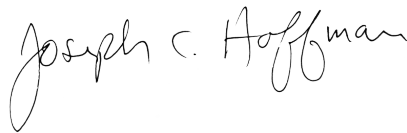
In order to facilitate a timely evaluation of each shared service and to allow for any necessary amendments, Joint Leadership will meet at least twice a year, normally about 6 months apart.

**VII. Template for MOUs.**

A standardized "shared services template" will be utilized to support the final agreements reached on each shared service. The template, which will be developed during summer 2013 for approval by the two campus presidents, will definitely include:

1. Description of the shared service (including any position description, if necessary).
2. Reporting structure.
3. Implementation plan.
4. Identification of expected benefits (cost savings, efficiencies, improved service).
5. Measurements by which the success of the shared service will be evaluated.
6. Financial Arrangements. (Note: for any non-personnel costs transferred between campuses, such as travel expenses, there must be a pre-established budget limit. Any expenditure beyond the limit must receive prior approval.)

Agreed to by:



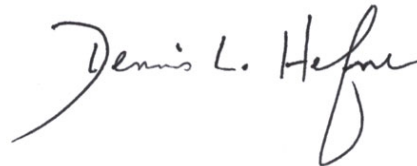
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Joseph C. Hoffman  
Acting President, SUNY Canton

July 1, 2013

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Date



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Dennis L. Hefner  
Interim President, SUNY Potsdam

July 1, 2013

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Date

