

STEVEN G. POSKANZER

EDUCATION

Harvard University, J.D. 1983

Princeton University, A.B. 1980, cum laude

Major: Woodrow Wilson School of Public and International Affairs
(Concentration area: African Studies)

PROFESSIONAL EXPERIENCE

President

State University of New York (SUNY) at New Paltz

October 2001 – present (Interim President from October 2001-May 2003)

I serve as chief executive officer, with full responsibility and authority for all institutional operations, of a comprehensive college with approximately 8,000 students, 300 full-time faculty, and an annual operating budget of over \$130 million. New Paltz offers both baccalaureate and masters degrees (including professional masters degrees).

Significant accomplishments include:

- Selectivity and academic quality of entering student class has reached a new high. Percentage of entering freshman in highest selectivity category has doubled from 20% to 40%.

- Freshman-to-sophomore retention rate and four- and six-year graduation rates have also reached new record levels.

- Substantially increased the number of full-time faculty to a recent high, and reduced the percentage of courses taught by part-time instructors.

- Acquired a 42- acre parcel of land contiguous to the campus that will be used to build faculty and student housing. This has increased the size of the campus by over 20 percent and given New Paltz a land bank for the next century.

- Focused and strengthened institution's fundraising by:

 - developing a clear set of fundraising priorities, with associated dollar goals (campus had no such priorities before);

 - establishing specific giving expectations for foundation board members and achieving 100% participation in giving by the board;

 - dramatically increasing the number of annual donors and major givers; and

 - increasing average annual giving by 39% since arrival on campus, including raising the most money in a single year in the college's history. Planning is currently underway for a comprehensive campaign.

- Secured \$94 million in additional capital appropriations, allowing the college to build a new science center, renovate both the library and the largest classroom building, and construct an addition to the student union. Prior to my appointment as President, the

college's historical total of such appropriations had been \$300,000.

- Obtained the college's first-ever federal earmarks (obtained a series of separate appropriations for academic programs now totaling over \$1.1 million).
- Planned and implemented campus response to a \$6 million base budget cut in FY10 (caused by a 20% reduction in state funding). Following a broadly consultative process, I made necessary decisions to close and suspend targeted programs and reduce the size of the college's workforce. These decisions have been understood and accepted by the campus community.
- Promoted faculty-student research projects as a capstone experience for undergraduates, including establishing pools of semester- and summer-long funding for such research.
- Member, SUNY delegation establishing new educational programs with Nanjing University in China.
- Dramatically improved public perception of the college, as exemplified by New Paltz's designation in *Newsweek* as the "Hottest Small State School" in America and a front page story in *The New York Times* highlighting the growing selectivity and quality of the college.

Vice Provost for Academic Affairs
Head, Office of Academic Affairs
State University of New York (SUNY)
October 2000 – October 2001

Formerly: Senior Associate Provost and
Head, Office of Academic Affairs (SUNY)
June 1998 – October 2000

Associate Provost for Campus Liaison (SUNY)
November 1997 - June 1998

In this post I led a 35-person office responsible for maintaining and enhancing academic quality across the entire 64-campus SUNY System. The office included a Program Review and Planning Group that evaluated new academic offerings and maintained standards; SUNY's Institutional Research unit; a Campus Liaison Group responsible for flows of information between the Provost's office and campuses; and a set of Equal Opportunity Programs that provided access to college for low-income students. Annual funds controlled or directed by this office were in excess of \$73 million.

Significant accomplishments included:

- Organized and led unprecedented System-wide academic strategic planning effort to sharpen and clarify campus missions and goals, including the establishment of benchmarks to gauge improvements in academic quality. This initiative, called "Mission Review" was designated a "Best Practice" in higher education by the American Association of State Colleges and Universities.
- Revamped System-wide funding formulae so that the achievement of campus goals and the attainment of academic distinction drive financial allocations.

- Instituted a more rigorous enrollment planning process that rewards campus success in recruiting and retaining classes of agreed-upon size and quality.

Executive Assistant to the President
University of Chicago
July 1993 - October 1997

In this post I functioned as a cabinet-level officer of the University. I was the principal adviser to the President, responsible for development of strategy on a range of academic and administrative issues, and the determination of matters to be brought before the University's Board of Trustees. I also headed the daily operations of the President's office (8 persons).

Significant accomplishments included:

- Headed Trustee Planning Group (composed of Vice Presidents and the Secretary to the Board), which set content of Board meetings and facilitated Board knowledge of and support for administration's actions.
- As chief "talent scout" for the administration, was deeply involved in senior-level searches and recruitments (e.g., chaired searches for Vice Presidents for Enrollment Management and External Affairs).
- Co-chaired University's successful reaccreditation effort.

Associate General Counsel
University of Pennsylvania
August 1988 - June 1993

I had primary responsibility for the University's real estate, financial, corporate and general business matters. Other practice areas included copyright law, employment discrimination law, sports law, and legal issues involving student life and fraternities/sororities.

As special assistant to the University's Provost in 1992-93, I staffed several planning groups for undergraduate education.

American Council on Education (ACE) Fellow
Princeton University, Office of the Provost
September 1991 - June 1992

I served as special assistant to the University's Provost. In this role, I drafted the University's annual budget report, helped launch a long-range planning initiative, and carried out a variety of other projects.

Assistant General Counsel
University of Pennsylvania
October 1985 - July 1988

I handled the majority of the University's real estate transactions and legal matters for the Department of Athletics (coaching contracts, disputes with NCAA). I was responsible for legal analysis and policy review of the University's position on divestment of South Africa-related stocks, and served as counsel to an Ivy League committee examining drug education/testing of student-athletes.

Associate
Arent, Fox, Kintner, Plotkin & Kahn, Washington, D.C.
September 1983 - September 1985

My primary areas of practice included real estate, corporate, and general business law.

FACULTY APPOINTMENTS AND TEACHING EXPERIENCE

Professor, SUNY New Paltz
May 2003 – present

Courses taught: Education and Indoctrination
Introduction to Law

Public Service Professor, Nelson A. Rockefeller College of Public Affairs and Policy
University at Albany, State University of New York
July 2000 – May 2003

Lecturer, University of Chicago Law School
January 1996 - October 1997

Courses taught: College and University Law
Independent Study on College and University Law

Lecturer, University of Pennsylvania Graduate School of Education
August 1990 - June 1993

Courses taught: Law and Higher Education
Independent Study on Advanced Topics in University Law

SCHOLARSHIP

Books

Poskanzer S.G. *Higher Education Law: The Faculty*. (Johns Hopkins University Press, 2002)

Refereed Journal Articles

Poskanzer S.G. "Spotlight on the Coaching Box: The Role of the Athletic Coach Within the Academic Institution." *Journal of College and University Law*; 16:1-42, 1989*

*This article was subsequently reprinted in National Association of College and University Attorneys, *Legal Issues in Athletics* (1989), and was also included among the background materials submitted to the Knight Foundation Commission on Intercollegiate Athletics.

Book Reviews

Poskanzer S.G. "The New Legal Environment of Higher Education," *Planning for Higher Education*, 23:35-38, Summer 1995. (Review of Kaplin and Lee, *The Law of Higher Education*, third edition, Jossey-Bass [1995]).

FELLOWSHIPS, AWARDS AND HONORS:

Red Cross of Ulster County's Founders' Award for Leadership, 2009

Honorary Member, School of Business Sigma Beta Delta Honor Society, 2004

Honorary Member, National Residence Hall Student Association, 2003

Friend of New Paltz Alumni Association Award, 2003

American Council on Education Fellow, 1991-92

Elected to Phi Beta Kappa, 1980

PROFESSIONAL ASSOCIATIONS AND SERVICE

Service to Scholarly Discipline

Referee: Johns Hopkins University Press
Journal of College and University Law

Reporter: National Association of College and University Attorneys, Section on Athletics, 1989-91

Institutional Service

State University of New York

- Member, Presidential Advisory Committee for SUNYAC (State University Athletics Conference)
- Member, SUNY Provost Search Committee
- Chair, Search Committee for Executive Director of SUNY Charter Schools Institute
- Member, University Council of Presidents (elected by presidential peers to this 16-member body that advises SUNY Chancellor on policy matters)
- Chair, numerous Search Committees for Associate and Assistant Provosts
- SUNY Faculty senator (one of two Chancellor-appointed System Administration Senators)
- Faculty Senate Executive Committee
- Budget Allocation Process Redesign Group
- System-wide Strategic Planning Task Force
- Committee on Diversity Scholarships
- SUNY System-wide Budget Committee

University of Chicago

- Chair, Trustee Planning Group
- Chair, Operational Working Group for Campus Master Plan
- Chair, Search Committee for Vice President and Associate Dean of the College for Enrollment
- Chair, Search Committee for Vice President for External Affairs
- Search Committee for Dean of Continuing Studies
- University Budget Committee
- Space Planning and Capital Budget Committee
- Ad Hoc Committee on Athletic and Recreational Facilities
- Advisory Committee on Students with Disabilities

University of Pennsylvania

- Chair, Professional Sports Advisory Panel (advises student-athletes considering professional sports careers)
- Committee to Diversify Locust Walk (charged with examining student residential patterns in the heart of the campus)

Bar Admissions:

Pennsylvania, 1986
District of Columbia, 1983

Service to Higher Education

- Commissioner, Middle States Commission on Higher Education, 2010-present
- Member, Search Committee for the Middle States Commission on Higher Education (MSCHE) President
- Chair, Reaccreditation Visiting Team, Rowan University, 2009
- Commission on Leadership and Institutional Effectiveness, American Council on Education, 2004-2007

SELECTED SPEECHES AND PRESENTATIONS

“Defining the Generations - Intergenerational Coherency, Diversity and Evolution”
Opening Roundtable with Presidents Todd (UKentucky), Thornton (Cuyahoga CC) and Guarasci (Wagner)
TIAA-CREF Institute
November 2007

“Shaking the Foundation: Are the Assumptions that Underlie the University Still Valid?”
Speaker
First Annual Dennis O’Keefe Memorial Lecture
October 2007

“ABCs of Training for Department Chairs and Deans”
Speaker
National Association of College and University Attorneys Conference
June 2006

“Challenges Facing Public Colleges”
Panelist with President Schapiro (Williams College)
Rockefeller Institute of Government Public Policy Forum
February 2006

Keynote Address
New York State Teachers Centers Summer Institute
August 2005

Keynote Address
Leadership In The Millennium Conference, Mid-Hudson School Study Council/SUNY New Paltz Department of Educational Administration
July 2003

“Conversations with University Presidents”

Panelist

New York Counseling Association Convention

October 2003

“Master Planning for Higher Education Systems: A Case Study”

Panelist

Society for College and University Planning, Annual Meeting

July 2001

“Shared Governance in State University Systems”

Moderator and Panelist

American Association of University Professors/American Council of Academic Deans, Joint
Planning Conference

October 2000

“The Meaning of Honor”

Honors Convocation Address

Alfred State College

April 2000

I also speak frequently on academic issues and legal-related topics to audiences across SUNY and across the mid-Hudson region.

BOARD MEMBERSHIPS

Board of Directors, Smiley Brothers, Inc. (Mohonk Mountain House), 2008-present

Board of Directors, St. Luke’s Cornwall Hospital, 2006-present

Board of Directors, Mohonk Preserve, 2005-present

Board of Directors, Mid-Hudson Pattern for Progress, 2003-present

Board of Directors, Institute for Community College Development at Cornell University, 1998-2004

Board of Directors, Encyclopaedia Britannica, Inc., 1995-96
(also member of Board’s Executive Committee)