



University at Buffalo
The State University of New York

The Council

UNIVERSITY COUNCIL MEETING

September 30, 2015

The Council Room, 505 Capen Hall

MINUTES

Members Present

Jeremy M. Jacobs, Chair
Robert T. Brady
Mark J. Czarnecki
Jonathan A. Dandes
June W. Hoeflich
Melissa Kathan
Chris Koch

Gerald Lippes, Emeritus Member

Other Participants

Satish K. Tripathi, President
Charles F. Zukoski, Provost and Executive Vice
President
Krishna Rajan, Chair, Department of Materials
Design & Innovation

Attending

J. Brice Bible, Vice President and Chief
Information Officer
Michael Cain, Vice President for Health
Sciences & Dean of the School of
Medicine & Biomedical Sciences
Beth Del Genio, Chief of Staff to the President
Connie Holoman, Deputy to the President
Laura Hubbard, Vice President for Finance and
Administration
Ashley Inkumsah, Reporter, *UB Spectrum*
Dan LaDelfa, Communications & Media
Associate, Office of the President
Laura Palka, Secretary, Office of the President
Nancy Paton, Vice President for
Communications
Bruce Pitman, Dean of the College of Arts &
Sciences
David Shurtleff, Instructional Support
Specialist, UB IT
Scott Weber, Senior Vice Provost for
Academic Affairs
Nancy Wells, Vice President for Philanthropy
and Alumni Engagement
Sue Wuetcher, Editor, *UB Reporter*
Joseph Zambon, Interim Dean, School of
Dental Medicine

OPENING BUSINESS

Chairman Jacobs called the meeting to order at 8:05 a.m.

Welcome and Introduction of New Student Member

Chairman Jacobs began the meeting by welcoming the new student representative to the Council, Melissa Kathan. Ms. Kathan is beginning her senior year pursuing a double degree in Political Science and Management, and plans to go to law school after graduation. She has been extensively involved in student government service both at the campus and SUNY levels. The Council looks forward to her participation this year, and will surely benefit from her experience.

Approval of Minutes

Chairman Jacobs called for a motion to approve the minutes of both the June 8, 2015, and August 26, 2015 Council meetings. The motion was made by Mr. Dandes and seconded by Ms. Hoeflich. The minutes were approved without correction.

TOPICS FOR DISCUSSION OR ACTION

Report of the Chairman

Chairman Jacobs began his report by saying how excited and humbled he was when the university named the Jacobs School of Medicine and Biomedical Sciences in honor of his family. It has been a genuine privilege for him to be able to provide support and leadership to UB over the years, and it is deeply meaningful to have his family's name associated with the bright future that the Buffalo Niagara Medical Campus and the medical school will bring to Buffalo. Chairman Jacobs thanked the Council for its role in bringing about this remarkable honor that means so much to him and his family.

Chairman Jacobs was pleased to share that Ms. Minahil Khan, the student representative to the Council last year, received an Excellence and Student Initiative Scholarship from ACT, the Association of Council Members and College Trustees. Ms. Khan was nominated by UB for her leadership contributions to the campus and community. This scholarship, awarded to four students annually, provides monetary support for Ms. Khan's education, and also a generous contribution in her name to a charitable cause of her choice. The scholarship will be presented at the ACT's annual meeting in October, which Ms. Heilman will attend as the UB Council representative.

Chairman Jacobs reported that the Division of Athletics hosted a ribbon cutting in early September to dedicate the Edmond J. Gicewicz Club in the UB Stadium, the naming of which was approved at the Council's special meeting in August. He thanked Mr. Dandes for representing him and the Council at that event. Chairman Jacobs then shared a letter he received from Dr. Gicewicz:

Dear Jeremy, I would like to express my gratitude to you and to everyone else that has been involved in the process of honoring me. It is truly amazing and I am extremely grateful to have been a part of the University at Buffalo in such an intimate way at this time. Thank you and a big thanks to everyone else involved.

Most sincerely,

Edmond J. Gicewicz, doing business as "Doc"

Chairman Jacobs concluded his report by reminding the Council of two major events coming up this fall: the president's State of the University on Friday, October 9, and the tenth anniversary and final UB Scholarship Gala, previously chaired by Council members Pam Heilman and Michael Cropp, on Friday, November 6. Chairman Jacobs encouraged members of the Council to show their support at both of these important events.

Report of the Student Representative

Ms. Kathan began her report by thanking the members of the Council for their warm welcome, and added that it was great to be attending her first full meeting. Ms. Kathan has been extensively involved in UB's undergraduate Student Association for the past two years. Last year, Ms. Kathan expanded her student government involvement to the SUNY level, and is currently the Vice President of the SUNY Student Assembly which encompasses all 64 SUNY campuses. In her SUNY student government role, she has regular meetings with Chancellor Zimpher and senior SUNY leadership. Ms. Kathan observed from her experiences with SUNY that it is a daunting task to communicate a common message to 64 separate campuses. She added that Chancellor Zimpher likes to promote SUNY "systemness," and that UB is a key leader in this area. Ms. Kathan noted that her SUNY experience has been very informative, and that she hopes to learn a great deal about UB from her new role on the Council. One of her goals as the student representative to the UB Council is to help bridge communication gaps between UB and SUNY regarding SUNY policies such as rational tuition. Ms. Kathan believes that effective communications will empower UB to be a leader on all SUNY initiatives, not only on administrative issues, but student-focused issues as well.

Ms. Kathan informed the Council she will be attending SUNYCON in October, a SUNY-sponsored conference that hosts higher education leaders from across the country and around the world. She also recently attended a State University Faculty Senate planning committee meeting as well as a SUNY presidents' meeting. Her involvement and experience with these SUNY events have helped her learn how to better bring a message to campus, to make sure that the students' voices are being heard, and to ensure that their concerns are reaching the college Council members and appropriate administrators.

Ms. Kathan continued by describing her first meeting this academic year with COAL—the Council of Advocacy and Leadership—a group comprised of the presidents of seven UB student governments. During their meetings, members learn about and discuss issues affecting students.

Chairman Jacobs asked whether any past UB Council student representatives have had the experience and background at the SUNY level that Ms. Kathan brings. Ms. Kathan informed Chairman Jacobs that a student association president in the 1970s also served as the student representative to the SUNY Board of Trustees.

Report of the President and University Briefings

President Tripathi began his report by thanking Ms. Kathan for her student leadership and for the support she and other student leaders offered for the rational tuition policy at a recent SUNY Board of Trustees finance committee meeting.

The president thanked the Council for its unanimous support for the naming of the medical school as the Jacobs School of Medicine and Biomedical Sciences (JSMBS). With the approval of the SUNY Board of Trustees, UB had the great honor on September 14 of celebrating this historic event with Chairman Jacobs, the Jacobs family, and members of the university and regional communities. As UB's first school naming in university history, President Tripathi said it is very fitting that this honor would go to the medical school—the founding school of the University at Buffalo.

It is a truly exciting time for UB and the medical school, from the recent NIH Clinical and Translational Science Award to the progress with the construction of a state-of-the-art new home for the medical school downtown. Building on a lifetime of generosity to the university and the community, the Jacobs family's \$30 million gift to the medical school will have a tremendous impact. President Tripathi then asked Dean Michael Cain to elaborate on the great significance of this gift and this historic naming, as well as the ongoing progress at the medical school, including the recent CTSA award from the National Institutes of Health.

Dean Cain reported that the JSMBS has an ambitious strategic plan to build new facilities and purchase new equipment; build programs in research, clinical care and education; and continue to recruit the best faculty and leaders in academic medicine. Dr. Cain asserted that the naming gift will greatly impact the school's ability to

continue to fulfill its mission and goals; it is the ultimate statement of commitment to the institution and school of medicine. Dr. Cain shared that he has received numerous congratulatory notes from peers around the country. The medical school gift campaign has now reached a total of \$160 million of its \$200 million goal. Dr. Cain reiterated his thanks to Chairman Jacobs for his very generous support.

Dr. Cain proceeded to discuss the recent CTSA grant awarded to UB by the National Institutes of Health. CTSA grants support projects that shorten the interval of time between funding a discovery to when that discovery can impact public health. They are very competitive awards, putting UB in the company of such universities as Harvard, Duke, and Stanford. UB's CTSA is as a wonderful success story for Western New York. Dr. Cain said UB is part of a consortium of 15 entities which include the health sciences schools at UB, Great Lakes Health, Roswell Park, Research Institute on Addictions, Woodward-Hauptman Institute, Health-e-Link, the P2 Collaborative and others. The CTSA benefits UB through funding infrastructure investments that support clinical trials and research, allowing UB to connect with the other CTSA universities to share best practices and conduct clinical research in significantly shorter time periods. A second major benefit is enhanced training of physician scientists and clinical investigators. A portion of the CTSA funding will support a sophisticated two-year mentored-research career development program for training the next generation of physician scientists. Commenting on the CTSA, Chairman Jacobs recalled the research of his late brother, Dr. Lawrence Jacobs, noting how critical it was to have broad participation in his clinical trials.

President Tripathi thanked Dr. Cain for his remarks. President Tripathi continued by noting that then it is difficult to think of greater friends to UB than Chairman Jacobs and his family. UB is grateful for the opportunity to recognize Chairman Jacobs for a lifetime of generosity and leadership through the naming of the Jacobs School of Medicine and Biomedical Sciences—UB's first school naming in university history. President Tripathi expressed his deep gratitude for the support of this Council in moving this recognition forward. He asked Council Vice Chairman Mark Czarnecki and Dean Cain to join him in presenting Chairman Jacobs with a framed copy of the Council resolution endorsing the naming of the Jacobs School of Medicine and Biomedical Sciences. Chairman Jacobs said that UB's presence and collaboration on the downtown medical campus are a driving force, and that he hopes the gift will be transformative.

President Tripathi reported on the beginning of the academic year at UB, stating that this continues to be a time of great progress and momentum across the university. The exciting developments taking place downtown with the medical school are one example of a larger institutional transformation. These developments are no coincidence; they are the direct result of intentional and strategic planning taking place over many years. Through the efforts of many, UB is a different institution than it was just ten years ago. UB has invested carefully and thoughtfully in its research enterprise by defining an interdisciplinary research paradigm that develops UB's strengths in key fields with great societal impact, and by building faculty expertise in strategic fields through a successful cluster-hiring strategy. UB has also invested in transforming the educational experience for its students by bringing the research enterprise closer to UB's students, fostering dynamic learning communities like the Academies, Honors College, and Discovery Seminars, and by providing experiential learning opportunities that bring classroom learning to life and provide a level of experience, knowledge, and global perspective that prepares UB's students to be global leaders in their fields.

President Tripathi stated UB is taking these transformative efforts to the next level through the evolution of the Communities of Excellence, the university-wide revitalization of its General Education curriculum, and the development of new educational programs and even new departments. As research and educational enterprises evolve, UB's physical footprint is transforming along with them, with many changes, additions, improvements, and expansions across the three campuses.

The beginning of a new academic year is a time to take stock of where UB is, where it is going, and what the priorities and challenges are for the university. UB is a large and complex public research university that comes with unique challenges, such as how to continue building and expanding UB's research efforts in an environment of constricted resources, how to ensure our undergraduate students feel connected to the research enterprise, and how to create a sense of community that connects us across disciplinary, cultural, and ideological borders.

President Tripathi proceeded to address some recent events taking place on and near campus, beginning with a controversial student art project that has been in the news. Over the past two weeks, the art project has sparked considerable dialogue across the university. As an academic community, UB is always seeking to understand the boundaries around academic freedom and freedom of expression. Exploring difficult topics from diverse points of view is part of what UB does as an academic community. At the same time, it is critical that UB does so in a safe, inclusive environment in which all of its members feel respected and heard. The student art project has propelled UB into an evolving and productive campus dialogue about how to balance freedom of expression with the need to foster a safe and inclusive campus space. This is an important conversation, and by no means an easy one; continuing to discuss this issue is critical for the entire university community. President Tripathi commented that he has been deeply impressed by the leadership role that many of UB's student groups are taking in moving the campus conversation forward in a constructive way. Last week, the president had very productive conversations with student leadership from the Student Association, Black Student Union, and other concerned student groups within the People of Color Council of the Student Association. This was a valuable forum for students to share their concerns over how this project has impacted the campus climate, as well as an opportunity for further dialogue about the critical goal of fostering a safe, welcoming, and inclusive campus culture. President Tripathi commended the student leaders for the leadership they have shown and their strong commitment to moving the dialogue forward in a constructive way. Last Wednesday's forum, hosted by the Black Student Union, continued that effort by providing a platform for many voices to be heard and perspectives to be exchanged. President Tripathi reaffirmed that he is committed to ensuring our university community remains a safe, welcoming, inclusive, intellectually open space in which to have this conversation.

Addressing some student behavior concerns in the University Heights area at the start of the fall semester, President Tripathi told the Council that, as a public university, UB is also a part of the fabric of its surrounding communities. This is an issue UB continues to take very seriously. UB has taken, and continue to takes, a number of steps to address these concerns, including working to ensure UB students understand their responsibility as citizens and recognize the implications of their behavior with respect to UB's student code of conduct; conducting site visits to off-campus residences and assessing UB policies and programs including bus transportation and public safety; and meeting with the University Heights Collaborative to respond to concerns of community members and ensure open lines of communication. President Tripathi reassured the Council that UB is committed to being a good neighbor in its surrounding communities as a vital part of its mission as a public university.

President Tripathi continued by reporting on a key aspect of UB's community engagement mission: the Main Street Campus Revitalization plan. UB is always focused on how it relates to the communities in which it resides. This is central to how UB thinks about campus planning and how UB thinks about community revitalization. UB already sees the impact of this approach on the downtown campus, where UB is proud to be playing a vital role in the city's resurgence. Now UB is using this same approach to plan for revitalizing its historic Main Street campus and revitalizing the communities that border it. With the construction of the new medical school building, approximately 1,300 faculty, staff, and students will be relocating downtown. This will create a gap on the South Campus, and it will leave a population deficit in the neighborhoods surrounding that campus. UB's long-range campus master plan seeks to fill this gap by shifting key programs from the overcrowded North Campus to the South Campus, where they will help ensure the vibrancy of that campus as well as neighborhoods that border it. Specifically, UB's physical master plan calls for developing the South Campus into a center for professional education, with its graduate schools of Education and Social Work moving from North Campus in Amherst to South Campus in the City of Buffalo. This plan would be implemented in two phases. The first phase would entail the renovation of two historic academic buildings, Townsend Hall and Parker Hall (where the School of Social Work would be located). The second phase would construct a new building to house the Graduate School of Education and a new Professional Education Center that would be home to the university's economic development efforts. UB has submitted a Consolidated Funding Application for Empire State Development funds to enable the university to move forward with this critical project, and will learn the outcome of its request in December. In the meantime, President Tripathi was very pleased to report that the WNY Regional Economic Development Council has endorsed this project as one of its priority projects.

Concluding his report, President Tripathi stated all of these efforts are part of a long term evolving plan that encompasses where UB focuses its research efforts and how UB defines its distinctive academic strengths, how UB invests in attracting and retaining the best and brightest faculty and students, how UB creates the educational experience that prepares its students to be global leaders in their fields, and how UB engages more meaningfully in its communities. President Tripathi then introduced Provost Zukoski to discuss a new academic program at UB.

Provost Zukoski introduced Dr. Krishna Rajan, a new UB faculty member who is the Erich Bloch Endowed Chair of the new department of Materials Design and Innovation (MDI). Provost Zukoski explained that MDI is focused on moving materials from a definition of need to production. He added that turning the ideas of faculty/researchers into products is becoming deeply embedded into UB's culture. Professor Rajan is an internationally recognized expert on materials informatics and joins UB from Iowa State University, where he served as the Wilkinson Professor of Interdisciplinary Engineering, holding appointments in materials science and engineering, and bioinformatics and computational biology. He also directed Iowa State's Institute for Combinatorial Discovery, founded the Combinatorial Sciences and Materials Informatics Collaboratory, and served as an associate research scientist at the U.S. Department of Energy's Ames Laboratory.

Professor Rajan began his presentation by describing the new MDI department, its objectives, and strategic motivations, referencing the example of translational health. The challenge of moving from discovering a new material to the time when it is actually used can be very long, and is a process that needs to be accelerated. The objective of MDI, which is a collaboration between the College of Arts and Sciences and the School of Engineering and Applied Sciences is "to build an interdisciplinary research and education effort that leverages UB's considerable existing assets in materials science, engineering and informatics to respond to national and state needs for expanded innovation in materials and advanced manufacturing, and for increased NYS STEM education capacity."

MDI explores how to harness information that may not always be easily defined and data that has accumulated in various ways into an integrated and effective form. Professor Rajan described several relevant examples and applications to demonstrate how this challenge is pervasive across many fields. The actual discovery of new materials is a particular challenge; in today's world, the design of new systems often requires the development of new materials, which can be a very protracted process. Dr. Rajan cited numerous examples of the impact of breakthroughs in materials discovery, affecting areas such as healthcare, national security, communications and more.

Addressing economic development related to this program, Dr. Rajan used the example of airlines, which can take 40 years to develop new materials for aircraft. A major challenge is the diminishing supply of materials and the critical elements needed to make them. Materials science seeks to discover and develop new materials, which Dr. Rajan described as the new paradigm. The knowledge of materials has slowly expanded over thousands of years; materials design attempts to compress this timeline by the integration of physics, chemistry, engineering, and information science to develop new materials. MDI allows changes to the way students are trained. It is the only department of its kind in the world; many other research universities want to engage in similar academic programs, but no other has yet invested in or created such a department. Dr. Rajan's slide set and the video of his presentation are available on the [UB Council website](#).

Chairman Jacobs inquired how commodity pricing impacts this type of research activity. Dr. Rajan replied that it has a massive impact. If the raw materials are changed, i.e., the commodities from which things are actually made, there is a significant impact on the entire product life cycle chain of manufacturing. One of the biggest barriers to innovation in new designs is that changes in materials have implications everywhere throughout that cycle. Chairman Jacobs asked further about the implications of pricing on exploration and design of materials. Dr. Rajan responded by stating that his research can determine alternative commodities and incorporate those economic considerations at the outset of the design process.

Addressing a question from Ms. Hoeflich regarding further collaborations, Dr. Rajan stated many other universities have approached UB. The program is a collaborative and includes many communities that interact

with UB. President Tripathi also added that within UB, this collaboration is broader than just the College of Arts and Sciences and the School of Engineering and Applied Sciences, involving other UB schools as well.

Provost Zukoski thanked Dr. Rajan for his presentation and then continued with his report. UB is continuing to enhance its impact by focusing its research efforts, delivering a world-class education and experience to UB's students, and engaging meaningfully with UB's local and global communities. SUNY has launched an Investment and Performance program, SUNY Excels, in an effort to significantly increase the number of degrees awarded annually at SUNY institutions by 2020 and to improve performance system-wide. SUNY Excels has two components. First, SUNY has set aside \$100 million that will be distributed through a competitive proposal process. SUNY will use this funding to support projects from campuses across the SUNY system that will help SUNY meet its goals. UB is working on several proposals, including a universal Finish in 4 for UB and SUNY, establishing professional development programs for students in the arts and humanities, and expanding and enhancing UB's Educational Opportunity Program—a program for students who show promise for succeeding in college but who may not have otherwise been offered admission. One of the SUNY funding sources is the Empire Innovation Program, which is a faculty recruitment program, from which UB requested resources to recruit exceptional faculty for RENEW, the Biomedical Engineering Department, and Computational and Data Enabled Science and Engineering. There is \$55 million set aside in capital funding for programs across SUNY, from which UB is requesting funding for the next stage of the Heart of the Campus project and South Campus health sciences complex renovations to renovate space made available when the medical school moves downtown. The funding competition was announced in the summer, and the proposals are due next week.

The second element of SUNY Excels is a Performance Improvement Plan for all SUNY campuses that includes key metrics related to enrollment, faculty size, research and development, and student success. UB's response is being developed and is due at the end of October.

Provost Zukoski informed the Council that UB welcomed 80 new faculty this fall with the largest clusters of faculty hires in College of Arts and Sciences and School of Engineering and Applied Sciences, with 31 and 13 new faculty hires, respectively. UB also welcomed new students from 39 US states and 65 countries, including 5,587 new undergraduates, 3,425 new graduate students—the second largest new undergraduate and graduate enrollments in UB's history. This new student yield results from the second highest ever number of undergraduate applications and the highest number of graduate applications since 2010. These increases in applications demonstrate that students and families recognize the excellent education and academic experience offered by UB, which is also reflected in US News and World Report's ranking of UB among the Top 50 public research universities in the nation. UB also finds its enrollments are mirroring national trends, with strong enrollments in architecture, engineering, management, social work, and public health and health professions, and declines in law, the arts and humanities.

This year will be a milestone year for UB's Finish in 4 program. In Spring 2016, the first cohort of Finish in 4 students will graduate, which will give UB data to demonstrate and assess the effectiveness of the program. Eighty percent of incoming freshmen signed up for Finish in 4 this year, compared to approximately 50 percent in previous years. Nationally recognized for the Finish in 4 program, UB was recently named a finalist for the 2015 Association of Public and Land-Grant Universities Project Degree Completion Award. This recognition speaks to the innovation of UB's faculty and staff and their commitment to student success.

Since the Council last met, UB faculty have received several awards and honors, which are tangible recognition of faculty excellence. Examples include Kenneth Leonard, director of the Research Institute on Addictions, who received the prestigious American Psychological Association (APA) Society of Addiction Psychology's Distinguished Scientific Contributions award; and Luis Colón, A. Conger Goodyear Professor of Chemistry and associate dean of the Graduate School, who will again be recognized for his exceptional student mentorship. Professor Colón will receive the 2016 American Chemical Society Award for Encouraging Disadvantaged Students into Careers in the Chemical Sciences. Jennifer L. Zirnheld, associate professor of electrical engineering, has been recognized as one of the 100 Inspiring Women in STEM by INSIGHT into Diversity magazine. Provost

Zukoski added that these faculty continue to set a tremendous example of excellence to their colleagues as well as to the students they teach.

Discussing leadership updates, Provost Zukoski informed the Council that UB has had decanal transitions in the schools of Dental Medicine and Management. The schools are fortunate to have strong interim leadership in place. Paul E. Tesluk, the Donald S. Carmichael Professor of Organizational Behavior and Chair of the Department of Organization and Human Resources, is serving as interim dean of the School of Management. SUNY Distinguished Teaching Professor of Periodontics and Endodontics, Joseph J. Zambon, is interim dean in the School of Dental Medicine. UB has hired the search firm of Russell Reynolds to assist in the dental medicine search, and Isaacson, Miller for the management search.

President Tripathi thanked the provost for his report. Chairman Jacobs asked Provost Zukoski about SUNY Chancellor Zimpher's plan to substantially increase SUNY enrollments. Provost Zukoski responded that UB and SUNY are considering how UB and other SUNY campuses can accommodate more students and ensure successful outcomes with current infrastructure and fiscal resources. New educational delivery systems and programs may be required to achieve expanded enrollment goals. Chairman Jacobs commented that many private schools are struggling, even closing, and he expressed his hope that state schools might help to fill this gap. President Tripathi stated UB has about 250 more students than expected this year. UB is not looking for sizeable growth, but rather growth in smaller increments, and the university is exploring whether it can increase its enrollment by 2,000 students in the next five years. UB is currently examining what it will take to achieve this goal, and whether it has the resources and facilities to accommodate it. UB should be able to grow in this way because it has a good base now and more high quality students are choosing UB. Any growth must be supported by resources and infrastructure. Chairman Jacobs reiterated that resources are essential to any efforts to increase enrollment, but perhaps there will be investments forthcoming to support SUNY's goals. It would be good to see UB fulfill the call for increased enrollments, especially in high demand areas such as engineering.

President Tripathi invited members of the Council to attend his State of the University address scheduled for October 9 in Slee Hall. He thanked the Council members for their ongoing support.

ADJOURNMENT

Chairman Jacobs called for a motion to adjourn. The motion was made by Ms. Hoeflich and seconded by Mr. Czarnecki. The meeting was adjourned at 9:05 a.m.

Approved at the February 15, 2016 meeting of the UB Council