

FACULTY SENATE EXECUTIVE COMMITTEE

Minutes of December 2, 1998 (approved)

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The Faculty Senate Executive Committee met at 2:00 PM on December 2, 1998 in Capen 567 to consider the following agenda:

- [1. Report of the Chair](#)
- [2. Report of the President/Provost](#)
- [3. Report of the Faculty Senate Academic Planning Committee](#)
- [4. Dean Kerry S. Grant - College of Arts and Sciences](#)
- [5. Approval of draft agenda of Faculty Senate Meeting - December 8, 1998](#)
- [6. Old/new business](#)

Item 1: Report of the Chair

The Graduate School Executive Committee is nearly finished discussing time limits for completing a degree and the limits on the age of course work that can be counted toward a degree; there are considerable differences across the disciplines in whether the content of a course will have changed enough that a course needs to be retaken; divisional committees are also having input because of prior commitments of Provost-designate Triggles, the Provost's meeting with FSEC on January 27, 1999 will likely be canceled; the Provost's meeting of the February 24, 1999 will be exchanged for the February 10, 1999 FSEC meeting; a revised schedule will be issued; Provost-designate Triggles will talk to the Faculty Senate about his plans for the future on March 23, 1999 the President has modified the University calendar to better accommodate the Summer 2000 and Summer 2001 sessions because of recent well publicized incidents, Senior Vice President Wagner has distributed a memorandum asking where cash is collected on campus.

Vince Aceto, Chair of the SUNY Senate, has urgently asked campuses for information on how they assess general education; Vice Provost Goodman will respond for UB

there is now a web site for UB's plans for Y2K wings.buffalo.edu/year2000

re Faculty Senate committees:

the Educational Programs and Policy Committee will meet again the week of December 11, 1998 The Budget Priorities Committee met on November 30, 1998 to discuss data on discretionary increases; the Committee's report has been forwarded to the Affirmative Action Committee for its reaction; the report will come to FSEC early in 1999; there are apparently considerable differences across the campus in how increases related to promotions are funded the Academic Planning Committee finalized its report on the elimination of the Department of Statistics and talked in depth about the draft document from the Provost on mission review the Affirmative Action Committee will meet on December 11, 1998

Item 2: Report of the Faculty Senate Academic Planning Committee

The Chair invited Professor Welch, Chair of the Academic Planning Committee to discuss the Committee's report on the matter of the Department of Statistics.

Professor Welch noted first that there are no surprises in the report. In Dean Triggle's phrase "stop and start" policies have been applied to the Department of Statistics for the past decade. The University has expected the Department to be a major doctoral unit with extensive research and graduate work, a teaching and undergraduate-oriented unit, and a research support unit. However, the Department had insufficient resources to support all three roles.

There have been a number of analyses of the Department. The most thorough analysis was carried out under Dean Trigg following the Department's administrative transfer from the Faculty of Natural Sciences and Mathematics to the School of Medicine and Biomedical Sciences in 1988.

The Department of Statistics fit imperfectly into the School of Medicine and Biomedical Sciences, first because the unit was concerned with statistics in terms of research rather than application; and second, because most of its teaching was undergraduate rather than graduate or professional. As the School of Medicine was impacted by budget cuts, its Dean began to reconsider the School's commitment to the Department of Statistics and to look to the Provost for support for this "extra" department. However, the Provost's Office had cut its central reserves to avoid retrenchments and could not provide additional support. In order to enhance the fit and functioning of the Department of Statistics into the School of Medicine, the merger of the Department of Statistics and the Department of Social and Preventative Medicine with the intent of emphasizing bio-statistics was proposed in 1996.

The merger may have made good sense administratively and academically for the School of Medicine. However, in view of the wider basis of the Department of Statistics and its troubled history, insufficient attention was given to repercussions outside the School of Medicine and to the implications for faculty consultation.

In the discussions of the Academic Planning Committee, a generalized concern surfaced that departments are being downsized with no reduction in their academic mandates, and that departments are being "blamed" for not doing "more and more with less and less." If program quality falls, suspension of admission to degree programs or the combining of units has followed. This has caused a sense of fear, concern and perhaps a greater tendency to defend turf rather than to discuss the common good and academic improvement.

The Academic Planning Committee is deeply concerned that there be effective two-way communication about UB's academic future. Faculty have the responsibility of entering into discussions without ruling the suspension or elimination of programs off the table.

Administrators have the duty to recognize that discussion may not be persuasive to all, to

accept that "talk takes time" and that the health of the University requires extensive attention to effective governance.

The Committee's report has an extensive history of the Department of Statistics. Rather than focusing on that aspect of the report, FSEC could most fruitfully look at the report's findings and recommendations.

Professor Welch concluded his presentation by noting that the School of Medicine and Biomedical Sciences is still at work on the issue. The Department of Statistics is now merged into the Department of Social and Preventative Medicine, and an oversight committee has been established. Also an ad hoc committee appointed by the School's Faculty Council is examining the merger.

The Chair invited comments from the floor:

does the report make recommendations?; suggest the use of advocates to present various views about the issue at the Faculty Senate discussion (Professor Swartz)

FSEC will decide on strategy, but usually the report itself is presented and discussed; the underlying recommendation of the report is that the kind of procedure outlined in a Governance Committee report endorsed by the Faculty Senate be used for future reorganizations (Professor Welch)

decision to merge Department of Statistics into the Department of Social and Preventative Medicine (SPM) was made in 1995, yet the Faculty Senate was not informed in a timely manner of the plan, effectively pre-empting its advisory role; the Chair of the Department of Statistics was also cut out of the planning process; even when the merits of an action are clear cut (and the merits of having a University without a Department of Statistics are not self-evident), it is important to follow procedure; the objective of the merger is to create a "vibrant" bio-statistics unit, but the Department of Social and Preventative Medicine lacks the interest and the resources to build such a unit, and the positioning of statistics in SPM will undercut recruitment for the unit; the administration should be censured, first for ignoring the Chair of the Department of Statistics, and second for ignoring faculty governance channels; also, Faculty Senate should adopt a resolution that within five years a

Department of Statistics under the aegis of the College of Arts and Sciences be established (Professor Boot)

the Chair of the Department of Statistics was involved in the discussions as early as 1996 (Provost Headrick)

is it accurate to summarize the report as saying: don't want to touch a dead duck, some people should be censured for the handling of this merger, for the future, a better procedure should be developed, and no comment on what happens to the Department of Statistics? (Professor Baumer)

that is a somewhat harsh reading; since the School of Medicine is still working on its own process, the Academic Planning Committee did not want to foreclose any conclusion that might emerge; APC also wants to see what the oversight committee mentioned by the Provost does; APC does recognize that the loss of the Department of Statistics is one of unknown consequences; about 2/3 of AAU institutions have departments of statistics, but 1/3 do not (Professor Welch)

of the 1/3 not having separate statistics departments, how many have a statistics operation within some other department, e.g. a mathematics department? (Professor Baumer)

gathered extensive data on where statistics were housed, but don't remember figures (Vice-Provost Triggles)

was consideration given to making joint appointments between home departments and the Department of Statistics for all faculty teaching statistics across the campus? (Professor Baumer)

no enthusiasm for that option by faculty who would have been affected (Provost Headrick)
regret lack of the Department of Statistics and the processes used, but remembering the history of the Department of Statistics am tempted to believe that it is time to move on (Professor Baumer)

may have relied too much on the Dean of the School of Medicine and not have understood fully the ramifications of the merger; nonetheless, the institution has not shown the capacity to develop a strong Department of Statistics, and it was necessary to resolve the issue (Provost Headrick)

in 1996 the Faculty Council of the School of Medicine appointed an ad hoc committee that

presented a procedure for reviewing department closings and other changes in departmental structures to the Faculty Council; however, Dean Wright felt the issue of the Department of Statistics affected more than the School of Medicine; the ad hoc committee, therefore, suspended its activities until the Provost and the general faculty could consider the issue; in August 1998 when the Faculty Council was informed of the merger, it reactivated the ad hoc committee which is now looking at the impact of the loss of the Department of Statistics on the University as well as the School of Medicine and on what can be done to insure faculty input before, not after, decision making; the ad hoc committee should conclude its work within 3-4 weeks (Professor Albini)

Provost Headrick's 1997 report *Managing UB's Academic Future*, which invited faculty comment, proposed the merger of the Department of Statistics and SPM, but at that point there was no faculty protest and the issue of governance wasn't raised; if education is going to be increasingly inter-disciplinary, APC should be looking at how to review programs that have impact outside their decanal areas; Professor Gutman, Chair of the Department of Statistics, came to help UB and has been deprived of the opportunity to do so; he should be treated with respect and concern (Professor Schack)

there have been a series of faculty decisions, each reasonable, which led to this point; one such decision was to permit some of the strongest members of the Department of Statistics to move to the newly created Department of Computer Science; in effect the Faculty of Natural Sciences and Mathematics choose to build Computer Science and not Statistics; another was that of the mathematics faculty not to accept Statistics into the Mathematics Department; another was the preference of FNSM for moving Statistics to another decanal unit rather than attempting itself to rebuild Statistics; in spite of widespread knowledge of the merger proposal, there has been no hue and cry from the faculty for a free standing Department of Statistics; UB has adopted over time the pattern of dispersing statisticians throughout the disciplines rather than gathering them in a Department of Statistics and it would be arrogant of the administration to try to unravel such a fundamental pattern (President Greiner)

because of divisions within the Department of Statistics, UB has lacked an effective unit since 1972 (Professor Baumer)

the report of the APC doesn't say that UB can't live without a free standing Department of Statistics, so need a motion to forward the report to the Faculty Senate (Professor Malone)
ask APC to consider whether there is a way to better co-ordinate the teaching of basic statistics across the campus because the quality of the instruction varies widely from course to course (Professor Schack)

the President's remarks need a response from APC before the report is ripe for transmittal to the Faculty Senate (Professor Swartz)

Faculty Senate's *Resolution on Faculty Senate Review of Proposals for the Future of the University and Reorganization of Academic Units* is a procedure which if enforced could prevent future failure to seek faculty input (Professor Adams-Volpe)

There was a motion (seconded) to transmit the report of the Academic Planning Committee to the Senate for such action as the Senate deems appropriate. The Chair called for discussion of the motion:

consider an amendment of the motion (seconded) as: the report be transmitted with the recommendation that it be received and filed for the record (Professor Malone)

The Chair asked for discussion of the amendment to the motion

this amendment would allow the report to be read and discussed by the Faculty Senate, but would suggest what action is expected (Professor Malone)

what are the specific recommendations of the report ? (Professor Malave)

number 9 of the report is the key point, saying "don't do it again" (Professor Welch)

the amendment is recommending that the Faculty Senate take no action on the report (Professor Baumer)

no reason to restrict the Faculty Senate (Professor Schack)

The amendment failed. The Chair redirected discussion to the main motion:

is there only one line of recommendation after four pages of report? (Professor Malave)

main motion would allow APC or any Senator to separate recommendations from findings (Professor Baumer)

The main motion carried.

Item 3: Approval of draft agenda of Faculty Senate Meeting of December 8, 1998

The draft agenda was approved.

Item 4: Report of the President/Provost

There was no report of the President/Provost.

Item 5: Dean Kerry S. Grant-College of Arts and Sciences

The Chair explained that the Budget Priorities Committee discussed discretionary increases at its last meeting. While there is a central process, there is no standard process at the decanal level. The Committee was told that Dean Grant's approach to discretionary increases is a good model that might be more widely adopted. The Chair is interested in hearing Dean Grant explain the process. The Chair also hoped that Dean Grant would discuss planning about American Studies; no proposal has come to Faculty Senate nor, to the Chair's knowledge, to the Provost.

The Provost interjected that the Chair's statement reflected a misunderstanding of the role of the Provost's Office. It is not a court of last resort, passing judgment on a completed proposal coming to it without prior consultation. Rather, the Provost has had extended discussions about American Studies with both Dean Grant and Dean Triggles for a several year period. The Provost also said that it is not clear when and how proposals for change should be brought to Faculty Senate. Proposals evolve through a series of decisions over time; the intent is not to ignore Faculty Senate, but simply to move the process along. There is no formal document about American Studies although the Provost has written Professor Meyerowitz a letter, saying that there will be an evaluation of American Studies and until the evaluation is complete, admissions to the Ph.D. program have been

suspended. Also at the request of its faculty the Women's Studies component of American Studies will separate and become a free standing program like the Comparative Literature Program.

The Chair introduced Dean Grant to the meeting. Dean Grant affirmed that the discussion about American Studies has been an extended one. Provost Bloch had asked the then Faculty of Arts and Letters to present a plan for the Faculty that would recognize limited resources. As part of the planning process every faculty member was surveyed about his/her need for affiliation with other scholars and other units. A model which required the reduction of 12 lines was then developed, and the faculty were asked in their self governing capacity to deliberate with the administration about what should be eliminated. The faculty refused to participate in that process. Nonetheless, the decision had to be made, and, the Dean made it. It is not productive to criticize the decision on the grounds that there was no faculty participation, when the faculty explicitly refused to participate.

The decision about American Studies also has positive aspects. There is an absolute commitment to Native American Studies which will become Indigenous Peoples Studies to provide a larger enrollment base. Puerto Rican Studies has been moved to the Spanish Department to allow it to survive. The Women's Caucus asked that Women's Studies be removed from the context of American Studies to allow a fuller development of Women's Studies; it was not an administrative proposal.

In planning the question to be asked is what is it that we should be delivering to the students, not what is the political entity to be used. The delivery of instruction has sometimes moved away from its original structure which should not be allowed to hamper service to the students.

Dean Grant then turned to the College of Arts and Sciences. The College is a wholly positive development which is moving along in every possible way. He has learned, however, that one Dean can not do the work of three Deans. It will be crucial for the College to develop a culture that recognizes Associate Deans as speaking with the authority of the Dean, so that it is not necessary to see the Dean so often.

The College has allowed some administrative barriers to be eliminated. For example the Center for Instrumentation fell between decanal units and had a difficult time communicating with administration, but the College has now been able to take responsibility for assisting the Center. The College's Office of Undergraduate Student Services and Programs, once expertise in computer sciences, biological sciences and physical sciences has been added, will be able to dampen the students' sense that no one is interested in them. The Dean believes that fostering that sense in students will help retain students without appreciably raising the workload of the Office. The College has not solved UB's undergraduate problem, but UB has started the implementation of a solution.

The College's Founders' Committee is writing College bylaws. The bylaws will be positively cast rather than in the "thou shalt not" mode. The Founders' Committee is also establishing a Committee on Committees that will create the College's committee structure. The Tenure and Promotions Committees of the old Faculties have been retained so that no faculty member in mid-tenure stream will have to face a new tenure culture.

There were questions from the floor for Dean Grant:

do you have any technique for insuring that information flows from the Dean's Office to the Chairs and then to the faculty? (Professor Malone)

attempted to create a password protected web site for distributing information to faculty, but the inability of the keeping the site manager current with what the Dean was doing made the site impractical; there is now an incoming-outgoing mail file that all faculty can read to keep up to date; information does not successfully pass to the faculty via traditional channels (Dean Grant)

the Committee for Research and Creative Activity is interested in a web site that would describe in down loadable form the equipment and personnel available in the Center for Instrumentation; this would help in inter-disciplinary grant writing (Professor Baier)

the College of Arts and Sciences because of its size can help assist in bridging inter-disciplinary structural problems (Dean Grant)

students don't understand exactly what the College of Arts and Sciences is; students don't need to feel appreciated, but rather they need problems solving help close at hand (Mr.

Kabakov)

word of mouth is the most powerful tool for educating students as to what the College is about; the Office of Undergraduate Student Services and Programs is designed to be a one stop problem solver; on the programs side the Office works with programs in general education and the Honors Program (Dean Grant)

have heard from faculty of the College of Arts and Sciences that they don't know to which Associate Dean to go with problems, and they are not sure the Associate Deans are empowered, for example, to overrule a Chair (Professor Boot)

confidence in the Associate Deans will develop over time; for personnel issues, leave issues, scheduling, etc., Chairs are encouraged to check with the Dean's Office as they develop their response to a faculty member rather than after there is a problem with process (Dean Grant)

it seems that more and more undergraduate students are failing or getting such poor grades that they can't get into the major they desire and so are leaving UB (Professor Tamburlin)
mid-term progress reports provide a mechanism for catching these students early, and the College of Arts and Sciences plans to follow up on the reports; the College has also done a study to track when failure occurs and what success students who have changed majors have had; the College will attempt to point students who are failing towards different programs in which they may be more successful (Dean Grant)

Medicine and HRP faculty are very concerned about the quality of advisement that undergraduate students are offered (Professor Tamburlin)

pleased to know there has been an attempt to study student patterns rather than just treating each student as a random event; distribute summary of the study (Professor Harwitz)

approximately 30 % of students enrolled in the beginning chemistry course lack the basic mathematics skills needed; on the bright side, the honors students are wonderful (Professor Churchill)

the relationship between prerequisites and what is delivered in the course is a vexed question; an additional problem here at UB is that the computer system can handle only one prerequisite as a screening for entering a class; this will have to be resolved for

prerequisites to be effective (Dean Grant)

often students who did well in high school never were challenged to develop study skills;

useful to have orientations for prospective majors so they will understand what is involved

in a discipline before investing time in an area that they in fact don't like (Mr. Connolly)

UB 101 is designed in part to increase study skills; we need to make it clear to students that

learning study skills is part of the transition to college; the University needs to adopt a

student centered point of view (Dean Grant)

President Greiner outlined a plan to integrate Millard Fillmore College into the College of Arts

and Sciences with the responsibility for non-professional distance education; comment

(Professor Schack)

the College can integrate MFC; one strategy is to ask departments to take responsibility for

their disciplinary activities from 8 AM to 10 PM; distance learning offers many possibilities,

but will defer talking about specifics until more planning is done (Dean Grant)

thanks for saving Puerto Rican Studies; the Graduate School of Education will be

collaborating with the Puerto Rican Studies in offering a five year BA/MA degree (Professor

Malave)

there is also activity in creating Caribbean Area Studies; this is a natural interest for an East

Coast school, similar to Southern and Western institutions focusing on Mexico (Dean Grant)

what role will the former Undergraduate College play in the College of Arts and Sciences?

(Professor Malone)

it is not the intent to use the Undergraduate College as a model, but rather the

University College, an assembly of those faculty who are particularly interested in teaching,

teaching evaluation and assessment and a forum to continue the forms that now work in

World Civilization and American Pluralism for faculty development activities (Dean Grant)

the Grading Committee has been discussing a proposal that would allow a student who

drops out of a professional program to drop all the grades earned in that program; this

would allow the student to redirect the major without being burdened by poor grades

(Professor Baumer)

would rather focus on identifying students who are in trouble before they fail (Dean Grant)

a student who fails here can simply go to another institution and start over again

unhampered by bad grades; this is a retention issue (Professor Baumer)

Item 6: Old/new business

There was no old/new business.

The meeting adjourned at 4:30 PM.

Respectfully submitted

Marilyn M. Kramer

Secretary of Faculty Senate

Present:

Chair: Peter Nickerson

Secretary: Marilyn Kramer

Dental Medicine: Robert Baier

Engineering & Applied Sciences: Ramalingam Sridhar

Graduate School of Education: Lilliam Malave

Health Related Professions: Judith Tamburlin

Information & Library Studies: George D'Elia

Law: Lou Swartz

Management: John Boot

Medicine & Biomedical Sciences: Boris Albini, Cedric Smith

Natural Sciences & Mathematics: Melvyn Churchill, Samuel Schack

Nursing: Powhatan Wooldridge

Social Sciences: William Baumer, Mitchell Harwitz

SUNY Senators: Judith Adams-Volpe, Dennis Malone, Claude Welch

University Libraries: Dorothy Woodson

Ex-Officio: Robert Hoeing

University Officers:

William Greiner, President

Thomas Headrick, Provost

Guests:

William Fischer, Vice Provost

Nicolas Goodman, Vice Provost

Kenneth Levy, Senior Vice Provost

David Triggle, Dean

Kerry S. Grant, Dean

Eran Kabakov, Undergraduate Student Association

William Coles, Chair, Professional Staff Senate

Sue Wuetcher, *Reporter*

John Celock, *The Spectrum*

Suzanne Ley, Undergraduate Student Association

Christopher Connolly, Pre-Professional Special Interest Housing

Excused:

SUNY Senators: John Fisher

Absent:

Arts & Letters: Martha Hyde

Medicine & Biomedical Sciences: Herbert Schuel

Pharmacy: Nathan