

FACULTY SENATE EXECUTIVE COMMITTEE
Minutes of October 18, 2000 - (approved)
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The Faculty Senate Executive Committee met at 2:00 PM on October 18, 2000, in Capen 567 to consider the following agenda:

1. [Approval of the minutes of September 27, 2000](#)
2. [Report of the Chair](#)
3. [Report of the President/Provost](#)
4. [Issues related to stimulating extramural research at UB - Dr. Turkkan, Vice President for Research, Professor Mollendorf, Chair, Faculty Senate Committee on Research and Creative Activity](#)
5. [Campaign kickoff - Dr. Stein, Vice President for University Development & Advancement](#)
6. [Sweatshop elimination strategies](#)
7. [Old/new business](#)

Item 1: Report of the Chair

The Chair reported that:

- he observed a meeting of the UB Council; attending were two new members, Randall Clark, CEO of Dunn Tire, and Karen Woodman, a second year MBA student who is the newly elected student representative; Ms. Woodman's issues are communication, technology and the formation of focus groups, and she hopes to raise student awareness of the UB Council; Provost Capaldi and Vice President Turkkan were introduced to the Council; Provost Capaldi reported on Fall enrollment figures, the profile of incoming students, and UB's plans to increase graduate enrollment to 35% of total enrollment and to recruit more out of state and Canadian students
- he attended a meeting of the Graduate School Executive Committee; Dean Triggie announced that the tuition waiver program incurred a \$750K deficit last year and has been taken over by the Provost's Office; the degree conferral timetable was changed to require earlier submission of paper work; decisions on initial appointment to and the quinquennial renewal of membership on the Graduate Faculty will be made by the College and the Schools in accordance with their various policies; the Committee discussed how to determine whether an applicant who has

been dismissed from another university for disciplinary reasons or who has been convicted of a felony poses a danger to UB

- the Department of Counseling and Educational Psychology has requested a name change to the Department of Counseling, School and Educational Psychology

There was a motion (seconded) to support the change. The motion passed unanimously.

- the Provost proposes funding a series of lectures, one each semester, at which a UB faculty member would be invited to speak; these lectures would constitute the Provost's Lecture Series; the Chair of Faculty Senate would head the speaker selection committee and make arrangements; the Chair will draft selection guidelines for the Executive Committee's consideration
- the following committees of the Faculty Senate have been active: the Public Service Committee is working with Professor Gardella, who has \$150K to support undergraduate participation in public service activities, and is charting additional agenda items; the Provost spoke to the Teaching and Learning Committee which is formulating a proposal for a University wide Office of Teaching Effectiveness; the Committee is sponsoring a conference, Learning to Learn, to be presented by Professor Susan Shapiro; the Grading Committee will meet to deal with issues such as fresh start, attendance policies and grade replacement

There were comments from the floor:

- because of the broad range of interests and constituencies on campus, the Provost's Lecture Series should offer a larger number of speakers; selection criteria should be well focused (Professor Swartz)
- create an informational web site specifically for Canadian graduate applicants to which departments can link (Professor Meacham)
- are there discussions of what the Graduate School is doing and whether it is still needed? (Professor Boot)
- changes that are being discussed may shortly make those questions timely (Professor Nickerson)

Item 2: Report of the President/Provost There was no report from the President or the Provost.**Item 3: Issues related to stimulating extramural research at UB** The Chair introduced Professor Mollendorf, the new Chair of the Committee on Research and Creative Activity, and Dr. Turkkan, the newly appointed Vice President for Research.

Professor Mollendorf wants the Committee to be a conduit

between researchers and the rest of the University. As a first step the Committee will survey researchers to identify their concerns and then report its findings. He believes UB is genuinely committed to reducing barriers to research.

Vice President Turkkan described her ground as an administrator at the National Institutes of Health and a researcher at Johns Hopkins University, which experiences have given her a wealth of information on how to write grants and how to get grants and money. During her first three weeks on the job, she has been listening, reconstituting her office, and developing themes.

She has re-acquired the technology transfer and animal facilities operations for her Office. The Office of the Associate Provost for Research has been abolished, and Professor Hayes, its head, is her interim second in command until a permanent Associate Vice President for Research is recruited.

The Vice President has identified four themes on which to focus. First, she will try to facilitate interdisciplinary research activities at UB. Although the organized research centers and institutes at UB were created to do that, they have generated confusion which must be resolved, e.g. about how indirect costs are allotted, how faculty are credited for work in centers and institutes, and how that work factors into promotion. She is committed to UB's organized research centers and institutes becoming self-supporting; work that is externally valued can generate its own funding.

Second, she plans to work most intensively with new investigators. New investigators require nurturing, mentoring and help in developing their careers. Giving them that support is an investment in UB's future.

Third, she will institute a project to train "savvy P.I.'s". Researchers who know how to influence and manage the grant process have a much greater chance of getting funding. She wants to prevent the loss of a grant because the P.I. didn't know the score.

Fourth, Vice President Turkkan intends to actively market UB research and science to the business world. She asked that faculty provide her with one or two visually terrific slides and a brief text on their work which she will incorporate into a presentation suitable for a range of audiences.

During the Sample presidency, UB moved towards the top tier of research institutions, but that momentum gradually slowed. Vice President Turkkan's charge is to re-invigorate research at UB. She said that she can succeed only if there is a renewed faculty commitment to research.

The Chair invited Professors Baier and Hollingsworth to comment on Vice President Turkkan's remarks and to talk about their own research experiences. Professor Baier congratulated the Vice President on her accurate analysis of why UB has not produced the research of which it is capable and on her initial actions to pull all research functions under one office. He strongly agreed with the Vice President's concern for developing more funding savvy. He said that UB has the talent and the physical facilities to do top level research but lacks the "beltway mentality" that gets the funding to support research. He stressed that getting research funding is a highly competitive business that requires a researcher to "wrestle in the mud" with competitors.

Professor Hollingsworth offered examples of impediments to research at UB. Last Spring with no prior discussion Occupational and Environmental Safety Services began charging biological researchers a fee for decay storage. UB has stopped doing for fee, in house repair to large equipment so researchers must now use more costly and less convenient off campus repair services or buy new equipment. She characterized the impediments as arising from shrinking support for research and diminished communication between UB's service side and its researchers and as creating a morale problem.

There were comments from the floor:

- only funded science research has been discussed, but there also needs to be concern with encouraging the many other kinds of research going on at UB; during the Sample era, quality was measured by the amount of money research brought to the University; funding is a signal of quality research, but not its true measure (Professor Schack)
- because of frequent staff turnover in the Office of Sponsored Programs Administration, researchers too often spend time working with inexperienced staff who slow researchers down rather than aiding them; writing grants is time consuming, frequently unproductive and doesn't count toward promotion and tenure so younger faculty may be better advised to write

articles; the need for additional space should be negotiated after a grant is awarded not as part of the application process; educate grant writers about the many in kind support services that UB provides to researchers which should be described in grant proposals; faculty should understand that grant money benefits a researcher's colleagues as well as the researcher; administration as well as faculty need to be grant savvy (Professor Malave)

- personal contact with grants officers greatly increases the odds of getting a grant; if a proposal is turned down, ask why, revise the proposal accordingly and then resubmit (Professor Boot)
- a grant rejection should be seen as a learning opportunity, not a judgment on the researcher (Vice President Turkkan)
- the Libraries have had grants rejected because UB's indirect costs seemed too high to the granting agency; try to be more flexible about agreeing to lower rates, especially for grants in the humanities and social sciences (Professor Adams-Volpe)
- the School of Medicine has also lost grants because of the slowness of the Office of Sponsored Research Administration to respond to our requests to negotiate indirect costs; the School of Medicine lacks mid-level faculty who could mentor junior faculty through the grant process (Professor El Solh)
- Roswell Park and the Research Institute on Addictions pay for a pre-submission review by outside reviewers to identify the weaknesses of a new researcher's proposal, decreasing the need for revision and resubmittal in the next grant cycle; we may try doing that (Vice President Turkkan)
- once a grant is received, UB needs to improve the grant administration process; would be a good idea to link to web sites describing ongoing research at UB (Professor Sridhar)
- prior to the submission of larger grant proposals the Mayo Clinic hosts a mini-symposium on the topic, inviting recent and even currently serving grant officers so they get to meet the faculty writing the proposal; a new researcher's start up package may be significantly devalued by subsequent internal policy changes which decrease the level of institutional support; after spending a morning writing a request for equipment matching money from UB to make a proposal more attractive, was told that the policy had been changed to make matching money available only when required by the grant agency (Professor Farkas)

- am reviewing the Office's policies so call me before submitting requests (Vice President Turkkan)
- UB lacks well defined and documented policies on equipment matching funds (Professor Mollendorf)
- a promise to match equipment money makes UB look good and costs money only if the proposal is funded; UB then recoups the matching money from the indirect costs generated from the grant (Professor Vargas)
- there is talk of including graduate student tuition on grants; that should be done only prospectively and after wide consultation (Professor Nickerson)
- have a good record of getting grants, but because of the grants, am too busy to mentor junior faculty (Professor Malave)
- researchers at the next level up seem to make the best mentors for new researchers(Vice President Turkkan)

Item 4: Campaign Kickoff

Vice President Stein reported that the Campaign for UB will be publicly announced on October 20. Its goal is \$250M of which \$129M has been committed. He distributed a breakdown of the goal by school and by category of funds.

- are organized research units included in the breakdown of goals by schools? (Professor Noble)
- organized research units not reporting to a dean are included under the "University wide" line; those reporting to a dean are included under the appropriate school; in 1996 planning for the Campaign began with the identification of funding needs totaling \$500M; after negotiations among the Provost, the Deans and the Office of University Advancement & Development a final goal of \$250M was established and apportioned to the schools (Vice President Stein)
- a category of funds to support research activities would be useful; take a look at the School of Management's alumni publication which is much more exciting than UB Today; (Professor Sridhar)

- some deans asked for a dean's fund from which to support miscellaneous needs (Vice President Stein)
- what incentive is there for a school to put substantial effort into meeting its goal? (Professor Malave)
- money raised by the school goes to the school (Vice President Stein)
- what is being done with the money that has already been collected? (Professor Smith)
- UB Foundation invests it (Vice President Stein)
- how is the development infrastructure funded? (Professor Noble)
- this year Development has a \$6.1M budget, which comes from state funds, the state held endowment, the UB Foundation and indirect costs recovery; this year's budget is \$800K less than last year and the budget will continue to decrease as the Campaign winds down; last year we spent 13 cents to raise a dollar; we are closely monitored by the Budget Committee and the UB Foundation (Vice President Stein)
- would be helpful to see commitments to schools categorized as annual, capital and endowment funds (Professor Smith)
- what is included under the category of "University Wide" in the listing of campaign goals? (Professor Fournier)
- these are funds raised by the leadership of the campaign which will go to schools and programs (Vice President Stein)
- the fund raising policy that gives the Medical School first crack at UB alumni who majored in biological sciences as an undergraduate and went to the Medical School hurts the biological sciences (Professor Fournier)
- policy was set by the Deans; in fact physicians often target gifts to their undergraduate major (Vice President Stein)
- the Institute for Research and Education on Women and Gender has not been successful in fund raising because no one on the development side is willing to talk to us; we aren't entitled to a development officer since we report to the Vice President for Research, not a dean, and because we did not exist as an organized research unit in 1996 we are not part of the Campaign for UB; the problem is illustrated by Professor Peter Hare's gift to the Department of Philosophy which was in made in his and his wife's name; Daphne Hare was a founding mother

of the IREWG, and the senior faculty of the IREWG had wanted to lectureships and fellowships in her name, but we were not consulted (Professor Noble)

- the decision of how a gift will be used is made by the donor, not the development officer; the number of development officers at UB has been shrinking and there just aren't enough to go around; my office can add funding for the IREWG to options suggested to donors who are undecided about how to designate a gift; the groundwork for later alumni giving is laid in the classroom with interactions of students and faculty (Vice President Stein)
- what rate of return does the UB Foundation achieve? (Professor Perese)
- the UB Foundation uses seven investment firms and is advised by the Cambridge Group; last year the return was about 7%; UB Foundation policy is to pay out 5% of the endowment, without regard to the actual rate of return, averaging out the rise and fall of the stock market and allowing for growth of the principle (Vice President Stein)

Item 5: Sweatshop Elimination Strategies

President Greiner has requested the Faculty Senate's advice on whether to join organized efforts to eliminate sweatshops worldwide.

The Chair asked for comments on the issue:

- economists have criticized these efforts as being potentially counter productive; we should not become involved (Professor Baumer)
- There was a motion (seconded) to table the matter indefinitely. The motion passed unanimously.
- in communicating with President Greiner, make him aware that we tabled this issue out of concern with the methods chosen to forward the goal, not with the goal itself (Professor Baumer)

Item 6: Approval of the minutes of September 27, 2000

The minutes of September 27, 2000, were approved.

Item 7: Old/new business

There being no other old/new business, the meeting adjourned at 4:05 PM.

Respectfully submitted,

Marilyn McMann Kramer

Secretary of Faculty Senate

Present:

Chair: P. Nickerson

Secretary: M. Kramer

Arts & Sciences: W. Baumer, C. Fournter, J. Meacham, S. Schack, C. Smith

Dental Medicine: M. Easley

Engineering & Applied Sciences: R. Sridhar

Graduate School of Education: L. Malave

Health Related Professions: G. Farkas

Law: L. Swartz

Management: J. Boot

Medicine & Biomedical Sciences: B. Noble, C. Pruet, A. El Solh, S. Spurgeon

Nursing: E. Perese

SUNY Senators: J. Adams-Volpe, J. Boot, H. Durand, P. Nickerson

University Officers: E. Capaldi, Provost **Guests:**

J. Turkkan, Vice President for Research

J. Mollendorf, Chair, Committee on Research and Creative Activity

R. Baier, Executive Director, Industry/University Center for Biosurfaces

M. Hollingsworth, Professor, Dept. of Biological Sciences

R. Stein, Vice President for University Advancement & Development

M. Monyo, Student Association

W. Coles, Chair, Professional Staff Senate

J. Lewandowski, *Reporter* **Absent:** **Architecture:** R. Shibley
School of Information Studies: J. Ellison
Pharmacy: R. Madejski
University Libraries: A. Booth
Parliamentarian: D. Malone