

## **FACULTY SENATE EXECUTIVE COMMITTEE**

### **Minutes of September 20, 1995 (approved)**

E-MAIL: [ZBFACSEN@ACSU.BUFFALO.EDU](mailto:ZBFACSEN@ACSU.BUFFALO.EDU)

The meeting was called to order at 2:00 p.m. in the Jeannette Martin Room to consider the following agenda:

1. [Approval of the FSEC minutes of September 6, 1995](#)
2. [Report of the Chair](#)
3. [Reports of the President and Provost](#)
4. [Discussion of Fall 1995 Admissions and Retention](#)
5. [Old Business](#)
6. [New Business](#)

#### **ITEM 1: Approval of the FSEC minutes of September 6, 1995**

Subsequent to the Report of the Chair, with a quorum present, Professor Welch asked for corrections or additions to the minutes. Professor Malone noted that his comment on page 5, paragraph 10 should be deleted since he had stated on page 3, paragraph 7 that "a full-time MFC student was eligible for participation in athletics". Professor Nickerson moved that the minutes as amended be approved and Professor Jameson seconded the motion and it was unanimously passed.

#### **ITEM 2: Report of the Chair**

Professor Welch commented that:

- A representative from the Spectrum would be attending FSEC meetings.
- The "Rethinking SUNY" handout which was distributed would be discussed at the FSEC meeting of 9/27/95. He commented on "simplistic thinking" regarding the budget crisis which included suggestions to increase class size, increase the number of hours taught by faculty and discontinue sabbaticals. He noted that Senior Vice President Wagner was working with the trustees on ways to reorganize SUNY.

Professor Nickerson noted that additional input was possible from SUNY Senators and Professor Welch remarked that the deadline for the plan was December 1, 1995.

- "Deep concern" had been expressed to Provost Headrick regarding the decision of the 1994 Calendar Commission for the University to become religious neutral by 1997. Professor Welch referred to prior studies of the calendar issue in 1990 and 1992. He quoted from the State Education Law, paragraph 224A and the SUNY Administrative Policies from 1982 related to campuses avoiding scheduling of such events as registration, examinations, the first day of classes or student convocations on religious holidays. He mentioned statistics regarding the religious composition at the University and commented that these factors had been considered by the Provost in his decision to continue to observe the first day of Rosh Hashanah and the day of Yom Kippur as non-class days at the University. Professor Welch stated that a list would be circulated of religious holidays.

Professor Boot questioned the "hurried decision" of the Provost which terminated the decision of the Calendar Commission. He noted that the commission had been appointed by the President with "fair representation" and had reached a unanimous decision. He suggested that first and second year classes could be canceled and that upper level and graduate classes could be continued on the holidays.

Professor indicated that faculty who had access to the Calendar Commission report felt that the process of calendar review, which focused ultimately on the issue of closure of classes on the Jewish Holy Days of Rosh Hashanah and Yom Kippur, was flawed in at least three aspects: 1. The many varied constituencies amongst student, faculty and staff bodies had not been surveyed as had taken place during a 1990 calendar task force review; 2. The Calendar Commission did not have a Jewish representative who could address in a knowledgeable fashion the nature of the required observance of these days by the majority of the Jewish constituencies and 3. The Faculty Senate had not had the opportunity to discuss the report and recommendation of the Calendar Commission so as to fulfill properly the mandate of the Senate; namely, advise the President on all matters affecting campus academic programs.

Professor Welch recommended that the matter be closed at this time and be returned to consideration under new business if desired.

- The meeting of the Voting Faculty would be held on Monday, October 9, 1995 at 2:00 p.m. in the Art Gallery in the Center for the Arts.

- The Budget Priorities Committee had discussed "Rethinking SUNY" and the use of the technology fee which would be divided for infrastructure improvements, student services and the libraries.
- A meeting of the FSEC be held on the south campus focusing on safety later in the fall semester.
- An announcement would be forthcoming regarding the identity of the new Dean of the Graduate School.
- Future agenda items would include "Rethinking SUNY", a report from the Bylaws Committee and information from the Environmental Task Force. Professor Welch announced that Provost Headrick would be hosting the FSEC meeting on October 18, 1995.

### **ITEM 3: Reports of the President and Provost**

Provost Headrick reported that he had attended an AAU meeting for Provosts in California and that concerns regarding withdrawal of state support and quality program maintenance had been expressed by numerous representatives of public institutions. He noted that private institutions mentioned decreases in federal support and difficulties with further increases in tuition rates. He commented that there was a sense of an era of difficulty if not crisis. He stated that smaller lower divisions, expansion of upper divisions and collaboration with junior colleges, blurring of the division between upper division and graduate level and restructuring of Ph.D. programs to reduce overproduction had been common denominators during discussions.

Provost Headrick stressed the need for increased flexibility in management. He mentioned the National Research Council (NRC) report on graduate programs and expressed significant concern regarding the ratings of the University. He stated that federal cuts in funding and pressure on the science community for research were influencing factors.

Provost Headrick expressed concerns regarding student aid and a proposed 2% tax on universities for student loan funds. He noted an attempt to block the tax by the AAU.

He stated he hoped that the University's approach to the Senate requirement to reduce spending would be represented appropriately in Albany. He noted that the centers had been in close collaboration for the past two years.

In relationship to the NRC report, Professor Malone mentioned an editorial by Jim Chen and a UCLA survey of faculty workload. Provost Headrick replied that the analysis did not trace individual allocation of time and noted that reanalysis of the raw data might be beneficial.

Provost Headrick stated that a request for a listing of programs for elimination had been "buried".

Professor Jameson inquired about the accompanying document from SUNY Interim Provost Weber in which criteria for program evaluation claimed that some programs should be kept open regardless of market demand for their graduates, since students wanted the programs and might go out-of-state to get them. Provost Headrick replied that the request had not required a response but noted that a trustee would probably recommend reviewing the cost per FTE as a guideline in arranging programs according to viability. Provost Headrick stated his belief that this was an incorrect basis for evaluation of programs.

Professor Churchill, commenting on the proposal to reduce undergraduate lower divisions, noted the possible negative impact on disciplines that depend on vertical structure in teaching. Provost Headrick replied that changes would occur over the course of time and stressed the importance of feeder schools providing a level of education commensurate with upper division standards. He noted that the curriculum in English was vertical and articulation with community colleges had been successful.

Professor Hyde questioned that Albany had identified redundant programs. Provost Headrick replied that all programs in particular subject areas at the undergraduate level had been identified.

Professor Malone asked if there was discussion regarding "speeding up" of the graduation process.

Provost Headrick replied that a small number of students were hampered by the structure of the University. He noted that numerous students extended the educational process for personal reasons. He commented that there was a clear difference between private and public institutions in the time required for graduation in relationship to tuition costs.

Professor Welch noted that Money Magazine had ranked UB below Albany which he considered to be erroneous. He remarked that factors had included the percentage of undergraduate teaching done by full-time faculty and the graduation rate after four years. Vice Provost Goodman assured Professor Welch that the graduation rate was definitely not as low as 29% within four years. Professor Harwitz stated that UB was ranked below Binghamton. Provost Headrick replied that Albany has a much larger Arts and Sciences component and therefore in some areas had greater depth and breadth.

#### **ITEM 4: Admissions and Retention - Fall, 1995**

Professor Welch commented that the Faculty Senate has a major role in admissions at the undergraduate level and enumerated the established criteria for admission including grade point average, class rank and standardized test scores. He noted a Faculty Senate resolution in the early '70s

dealing with individual admission of students with special capabilities who were below the normal zone of admissions due to factors such as complex family circumstances or disabilities. He stated that the resolution had not been intended to cover athletes.

Professor Welch stated that the Office of Admissions had a limited recruitment staff and no funding for travel outside of New York State. He encouraged faculty to increase their roles in recruitment and retention. He noted that retention was more important than admissions.

Vice President Palmer provided an overview of the admissions procedure and stated that enrollment in the past had proceeded in a narrow fashion, concentrating on freshmen, transfer and graduate students. He stated that the literature recommends a comprehensive approach with admission being only one piece of the overall program including profiles and financial aid. He mentioned the Senior Enrollment Management Group which sets policies and direction and includes Provost Headrick, Senior Vice President Wagner and Vice Presidents Moore, Stein and Palmer. Professor Welch questioned the "sets policies" remark and Vice President Palmer revised his statement to "implement set policies". He included Mr. Sullivan, Mr. Durkin and Vice Provost Goodman as having advisory roles within the management group.

Vice President Palmer explained that targets were established in given areas for graduate, undergraduate and transfer admissions within the parameters set by the faculty. He noted the targets set by the institution in February, 1995 which included decreasing the number of freshmen and stabilizing at approximately 2500 and increasing the number of graduate and transfer admissions. He noted that targets were revised due to budgetary issues involving the cost of education. He stated that necessary adjustments had increased the number of freshmen by approximately 400 and had decreased the number of graduate students within the previously established targets. He stated that the goals set in February had been achieved in relationship to decreasing the number of undergraduates and increasing the number of graduate students. He remarked that transfer numbers were acceptable. He stated that it had been estimated that there would be a loss of returning students and that the University was 500 ahead of expectations established in March, 1995.

Vice President Palmer stressed the importance of retention and noted that the issue had been addressed through increased access to majors, financial relief, tuition time payment options, simplified financial aid forms, direct student loans and the utilization of BIRD and DARS to ease bureaucratic procedures.

Mr. Durkin, Director of Admissions, stated that the admission criteria established by the Faculty Senate

was implemented in the admissions process.

Citing statistics from the current year, Mr. Durkin stated that there had been a 1% increase in applications since 1994 at UB and a 2 to 3% increase SUNY-wide. He noted a decrease in applications of EOP students of approximately 6% related to questions of funding.

He noted that freshmen application patterns for underrepresented minorities were comparable, that Arts and Sciences had increased 3.6% and that Engineering had decreased from 17% to 11%. He noted that the College Achievement Program (CAP), related to affirmative action, had increased 14%.

Mr. Durkin stated that a larger proportion of applicants, 80%, had been accepted as compared to 74% in 1994. He noted that UB had the third or fourth highest academic profile in SUNY and that the academic pool was strong.

Acceptance rates, according to Mr. Durkin, had yielded increases in all categories except EOP. He quoted a 69% total acceptance rate with 80% in DUAS, 16% in EOP, 52% for international students and 75% in MFC. The yield, from the freshman applicant summary supplied subsequent to the meeting by Mr. Durkin, was 25% total, 24% DUAS, 50% EOP, 28% International and 81% MFC.

Mr. Durkin, referring to the academic profile based on the three criteria, noted a mean high school average of 89.2 to 90.2, an 82nd percentile rank in class and a composite SAT score of 1152 with recentered verbal scores of 561 and 591 in math. He stated that 11% of the class had high school averages of greater than 95% and 70% had SAT scores of 1100 or higher.

Increases were noted in numbers of transfer students with acceptance rates of 65% yielding 47% matriculating. He noted that there had been a 17% reduction in undecided transfers.

In summary, Mr. Durkin stated that in an extremely difficult year, he was appreciative of faculty assistance in the admissions process.

Vice Provost Dunnett voiced concern regarding international enrollment. He noted that UB had dropped 10% in enrollment of international students and cited the absence of a coordinated international recruitment effort and on-campus housing, the lack of an incentive within SUNY to enroll international students such as retaining the tuition differential, the presence of a disincentive related to political concerns, inadequate stipends for graduate assistants, lack of timely knowledge for students about tuition and other costs and poor admissions services for international students as reasons for the decline. Vice Provost Dunnett stated that the decline was a steady pattern and that recruitment of international students must be a carefully planned and implemented strategic decision.

Professor Jameson asked Mr. Durkin to elaborate on the fourth admission criterion, rigor of program. She suggested Senate guidance regarding the new criterion which the Office of Admissions had found necessary to utilize. Mr. Durkin replied that according to the New York Association of Secondary Principals, 34% of secondary schools no longer rank students. He noted that rigor was relative and Senate guidance was welcomed as long as it did not "restrict" the admissions process. He cautioned that the world was changing and greater than one-third of schools would not provide rank. He noted that using only two of the criteria was dangerous. He stated that it was important to review regents, honors and advanced placement courses.

Professor Churchill inquired about a quantifiable measure of transfer students. Mr. Durkin replied that there was not a comparable research tool for transfer students and that SAT scores were not required. He stated that admission for transfer students was based on overall grade point averages at previous institutions.

Professor Malone remarked that the most important criterion for undergraduates was general maturity level. He noted that there was no substitute for an interview with a faculty member. Professor Hyde stated that it would be necessary to find time and money to implement the interview process. Professor Malone stated that there were problems with the perceptions of UB by transfer students who believed that courses were taught by foreign graduate students with reduced intelligibility in English. He commented that although he supported increasing the international component, it was important not to increase this negative perception.

Professor Nickerson remarked that tuition waivers applied to in-state students and that other funds such as grants would be needed for out-of-state recruitment.

Professor Schuel commented that recruiting undergraduates from other states would involve increased national visibility, enhanced revenues and improved entrepreneurship.

Professor Horvath stated that it was important to study the hidden criterion called rigor and its relationship to retention.

Professor stated that the School of Pharmacy was attracting international applicants but that the program was impacted at the undergraduate level and that citizenship was required for the State Board examinations.

Professor Jameson stated that the document on International Enrollment and Recruitment at the University at Buffalo was well-written and of high quality. She noted that no Arab or African countries

were mentioned in the document and she wondered if international students and their families were satisfied with the local schools. She inquired about foreign students at other universities sending their children to schools supported by the universities. She asked about the future of study abroad---both the export of American students and the import of foreign students---in an era of distance learning.

Ms Cornwall remarked on the UB Stars program which involves local peer recruitment. She suggested using volunteers functioning in a similar role out-of-state. She questioned the use of rigor as an admissions criterion. She mentioned the Speak test for international teaching assistants .

Professor Harwitz stated that the lives of undergraduates were influenced by the use of international teaching assistants and stressed that it was necessary to teach well. As Chair of the Faculty Senate Admissions and Retention Committee, he noted that the charges included reexamination and recommendations of the formula for student acceptance. He noted that it was a task of the committee to examine predictors of successful student performance at the undergraduate level.

Vice Provost Dunnett stated that with respect to admission of non-caucasian students at the graduate level, UB fits the profile of all research institutions. He commented that one-third of all teaching assistants were international students and that 20% of the one-third were delivering instruction. He noted that all instructors had passed the Speak test and interviews. He stated that the majority of teaching assistants were proficient in English or enrolled in intensive programs to foster intelligibility. He remarked that awareness of cultural differences was as important as linguistic differences.

Vice Provost Dunnett stated that there had been no complaints within the last two years regarding teaching assistants but that there had been complaints about faculty. He noted that he was unable to recruit more sponsored international graduate students. He noted that American graduate students were not attracted to the University without funding. He stressed that he was attempting to recruit full paying international students.

Vice Provost Dunnett stated that complaints had been received related to the School of Pharmacy which was an impacted program. Professor agreed that acceptance to the School of Pharmacy was not easy but that international students were encouraged to apply. Vice Provost Dunnett stated that faculty involvement in recruitment of international students was important and he stressed being globally minded.

Vice Provost Dunnett commented that the University was "shamefully underrepresented" in terms of Arab and African students.

Vice Provost Dunnett voiced pessimism regarding study abroad programs, citing that cost was a factor. Professor Jameson inquired into the implications for international education in the presence of distance learning. Vice Provost Dunnett replied that there did not seem to be interest in distance learning and that various countries possessed students wanting to go abroad. He expressed concern about sending so few Americans abroad.

Mr. Durkin, commenting on the criterion of rigor, stated that he hoped that the FSEC would trust the professionals with experience to apply the three criteria. In addition, he expressed the need to consider a sense of preparedness for University study. He supplied an example of differences between vocational high schools vs college preparatory high schools.

Vice President Palmer acknowledged that Professor Harwitz had placed vital issues on the table and that discussion was warranted regarding criteria for admission and indicators and predictors.

Mr. Durkin referred to two valid studies of the correlation between high school average, rank in class and SAT scores and actual student performance over the first two semesters. He noted that 1987 and 1992 data were available.

Professor Horvath supported a model related to retention rather than grade point average.

Professor Harwitz suggested electronic exploration of a valid credential for graduate foreign admissions. Professor , in reference to resources, suggested the Office for International Programs in Albany for support for international enrollment. Professor Dunnett recommended that necessary resources be assigned to a centrally located effort in international recruitment.

Vice President Palmer stated that currently there was no benefit to recruiting out-of-state students since the University could not keep the tuition. He noted that President Greiner was addressing the issue. He commented that admissions and retention was a competitive process and that it was important not to fall behind. He stated that it was important to prioritize allocation of resources and maintain student quality.

Professor Welch thanked the participants for an informative discussion.

#### **ITEM 5: Old Business**

Professor Welch stated that the Faculty Senate had received correspondence from President Greiner requesting reconsideration of the undergraduate teaching assistant resolution.

Professor Metzger commented on the reduction in minimum credit hours for graduation from 128 to 120

and the status of credit for remedial/developmental courses. He noted concerns raised by Professor Fournier in his memo and stated that the EPPC had an inventory of courses with concerns.

Professor Wetherhold remarked on credit received for tutoring in Math.

Professor Jameson recommended looking at practices at other AAU institutions.

Professor Metzger inquired as to which areas were questionable and Professors Welch and Jameson responded with Math and foreign languages. Professor Welch noted that certain high schools use texts similar to those used in World Civilization in advanced placement courses in Western Civilization.

Professor Nickerson noted credit for writing for the Spectrum. Professor Wetherhold mentioned credit for tutoring. Professor Fournier mentioned physical education. Professor Jameson noted leadership and Professor Welch explained that leadership involved several independent projects and meetings for four hours weekly.

Professor Welch noted the importance of student involvement in committees and Professor Metzger agreed that student involvement in the EPPC was valuable.

Professor mentioned trips organized by faculty that received up to 12 credit hours.

Professor Wetherhold noted the overlap between high school and college.

Professor Wooldridge agreed with Professor Wetherhold regarding the substantial overlap between various high school courses and college level introductory courses.

Professor Welch suggested that Vice Provost Goodman could check into policies for dealing with questionable course credit.

Professor Metzger mentioned undergraduate independent studies and the lack of University-wide controls.

Professor Churchill added a question about course credit for undergraduate research.

Professor Jameson offered a draft resolution for consideration by the Faculty Senate Admissions and Retention Committee. The resolution focused on recruitment by faculty members during travel related to conferences or research or teaching, additional travel funds to encourage recruitment and involvement of alumni in facilitating recruitment. Professor Welch recommended broadening the scope of the resolution to include international, undergraduate and graduate recruitment.

Professor Jameson stated consultation with Dr. Evitts, Vice President Palmer and Mr. Durkin would be advisable.

Professor Schuel moved to send the draft resolution to the Faculty Senate Admissions and Retention Committee for consideration. Professor Fradin seconded the resolution and it was passed unanimously.

**ITEM 6: New Business**

Professor Meidinger requested increased communication via e-mail, commenting on the efficiency of the method. Professor Welch replied that the Senate did not have a scanner for uploading information and that although the minutes were uploaded, numerous FSEC members did not utilize e-mail.

Professor Jameson suggested that e-mail be utilized to provide information prior to meetings. She stated that advance material stimulated more productive discussions. Professor Meidinger agreed that there would be greater opportunity for more meaningful dialogue at meetings based on familiar material.

Professor Welch stated that "Rethinking SUNY" would be discussed at the next meeting on September 27, 1995.

Professor Horvath stated that it was beneficial to receive agendas electronically. Professor Welch stated that he would upload the agendas and requested FSEC members to inform the Senate office if hard copies of information were not desired. He noted that it was the responsibility and obligation of FSEC members to work with constituencies and recommended circulation of the minutes and face-to-face interactions with colleagues.

There being no further business, the meeting was adjourned.

Respectfully submitted,

Carol Ann Sellers

Secretary of the Faculty Senate<="" p="">

**Those present:**

University Officers: T. Headrick

Senate Officers: C.E. Welch, C. Sellers

Architecture & Planning: M. Hadighi

Arts & Letters: J. Fradin, M. Hyde

Dental Medicine: G. Ferry

Educational Opportunity Center: S. Bennett

Engineering & Applied Sciences: R. Wetherhold

Graduate School of Education: R. Stevenson

Health Related Professions: P. Horvath

Law: E. Meidinger

Management: R. Ramesh

Medicine & Biomedical Sciences: M. Acara, B. Albin, H. Schuel

Natural Sciences & Mathematics: M. Churchill, P. Eberlein

Nursing: P. Wooldridge

Pharmacy: N.

SUNY Senators: J. Boot, M. Jameson, D. Malone, P. Nickerson

University Libraries: J. Adams

GUESTS:

Academic Affairs Director: L. Cornwall

Professional Staff Senate: M. Stokes

REPORTER: S. Cox

Other Guests: K. Durkin, S. Dunnett, R. Palmer