

FACULTY SENATE EXECUTIVE COMMITTEE

Minutes of February 12, 1997 (approved)

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The Faculty Senate Executive Committee met at 2:00 PM in 567 Capen Hall to consider the following agenda:

1. [Report of the Chair](#)
2. [Report on the University Bookstore](#)
3. [Approval of the Minutes of December 18, 1996](#)
4. [Operation "Reach Out"](#)
5. [Capital Fund Campaign](#)
6. [President's Report on UUP Negotiations](#)

Item 1: Report of the Chair

Professor Welch announced that the FSEC meeting scheduled for March 5, 1997 would be held in 107 Harriman Hall, South Campus; Dr. Wright would arrive around 3:00 PM to discuss the teaching hospitals, and the first hour would be reserved for discussion with the Faculty Council Steering Committee.

A calendar for next year's full Senate and FSEC meetings had been drafted by Professors Welch and Nickerson, and was circulated at the meeting. The Chair had also sent letters of reminder to the Senators who missed two or more meetings during the Fall semester. President Greiner had urged the new UB Council Chair, Mr. Castellani, as well as the entire Council to become more active; although formally named a "College Council" by the *Policies of the Board of Trustees*, he suggested they should act as a "University Council". The President also issued a statement on the current UUP-GOER situation scheduled for publication tomorrow in *The Reporter*. He directs particular attention to the issue of contracting out, adding that the "focus of efforts" in resolving this matter should be with UUP and GOER, and not with the SUNY Chancellor or Board of Trustees.

The Chair announced that the Provost's draft Academic Plan would be sent shortly to all FSEC members and all Faculty Senate committee chairs for their perusal prior to initial discussion of the Plan during executive session next week.

Provost Headrick said there would be one decanal evaluation this Spring, with two others to follow in the Fall semester. The Chair asked the FSEC whether it should establish an advisory group to suggest steps that ought to be taken in those evaluations. Professor Malone considered this to be a responsibility of the individual Faculty or School itself. Professor Nickerson argued that the FSEC has pressed for such evaluations for years, and stressed the need for consistency in these evaluations. Professor Bruckenstein suggested they ask first how the Provost plans to conduct the evaluations before setting up an advisory group. The Chair agreed.

Item 2: Report on the University Bookstore

Professor Noble explained that the Bookstore Task Force had been formed a few years ago to respond to student complaints about bookstore services and text pricing. The Task Force visited campus bookstores at several universities and interviewed the managers of most of these in order to be able to compare UB's bookstore with those of its competitors. The Task Force wrote a report in which it requested upgrades in areas which it felt UB's bookstore was deficient by comparison. The Task Force had also requested a meeting with representatives of Follett's but, as Professor Noble reported, "they simply blew us off". As a result, the Bookstore Advisory Committee decided to convene. Professor Nickerson reported that the meeting had addressed many issues, but found few responses. Professor Schuel asked about the possibility of having a bookstore on the South Campus, to which Professor Nickerson replied that Follett's may keep the Main Street location as well as establish another; Professor Nickerson added that the Committee must get this in writing in order to secure Follett's commitment. Professor Meacham observed that the report contained enough material to constitute grounds for terminating the contract with Follett's should they not respond. Professor Meidinger noted that UB does not have a very strong record in negotiating with private businesses; he said other items could be added to this agenda,

such as bus service problems and the possibility of group discounts on airfare in these times of fiscal emergency.

Professor Albini emphasized the importance of faculty input into relations with private businesses; since in the future we will rely increasingly on such services, it is wise to think about and act on these matters while there is still time.

GSA Representative Hopson asked whether the UB Bookstore gives a ten percent "kick" to the UB Foundation; Professor Noble suspected this was true, and noted that the money going out of this was not being used to reduce textbook prices.

Item 3: Approval of the Minutes from December 18, 1996

The Minutes of December 18, 1996 were approved as circulated.

Item 4: Operation "Reach Out"

Vice-Provost Goodman explained the Operation as a concerted effort to have faculty advisors contact undergraduate majors or intended majors. Although there is no unified approach, lists of students and their phone numbers had been sent to all units, along with suggestions of what questions to ask and topics to raise once the students are contacted.

The Chair asked for one or two examples of responses developed within individual decanal units. Vice-Provost Goodman first cited Engineering, which has a well-defined, firmly established mechanism for admitting students to the program and assigning advisors. On the other hand, Social Sciences poses a major problem in how to deal with 4,000 students; one approach is to use classes as focus or discussion groups, giving the students the option of continuing the discussion later with a faculty member. The problem is particularly acute in Physical Therapy, which has many students but few faculty.

Professor Faran wondered whether there were students who were not in any particular Faculty or School; Vice-Provost Goodman responded that all students were now asked to

declare a major or intended major, and that their DARS reports would be sent to that department's or program's advisor.

Professor Frisch recalled that there had been discussion, when DARS was first being set up, about the tension which arises in students who are assigned to an "intended" major even though they may not have identified with that major field. This is not likely to increase student morale, and most probably contributes to increasing attrition. He also wondered if advising mechanisms could be developed for students who are genuinely more confused, for instance, declaring a somewhat broader area of interest, and being advised by a group of advisors from several departments.

Vice-Provost Goodman agreed, but argued that what students (especially freshmen) need most in the early stages of their studies is contact with someone more mature, who can convey the intellectual values to which the University is committed; the fact that a student may only be an intended major is not, at least at this stage, the primary purpose of being assigned an advisor.

Professor Meacham asked if there were any advising workshops offered to faculty members heavily involved with advisement. Vice-Provost Goodman said such workshops had been offered more than once, in addition to compiling an advising handbook and conducting "travelling road shows" to explain the advisement process. Attendance at conferences and workshops included numerous faculty and staff from neighboring institutions, but few from UB. Provost Headrick noted that we must heighten the awareness of the faculty of the importance of advising.

Although many of the faculty were willing to contact students and participate in this effort, Professor Jameson noted, it would have been much better had the administration notified the faculty in advance and by some other medium than by simply announcing its plans in *The Reporter*. Not only would this have been more professional, but would also have boosted morale among both faculty and students. Provost Headrick replied that, although administration had contacted the deans in the Fall semester, it did not detect any action being taken, and so "decided to give a little jab" to get things moving. ">

Item 5: Capital Campaign

Vice-President Stein first issued a progress report on the Campaign for UB. Gift collections, including pledges, continue to remain well ahead of the projected targets, so that the goal for fiscal year 1996/97 of \$17.25 million seems well within reach. Professor Welch asked if these were gifts were all in cash, or whether some were in kind. Vice-President Stein stated that some, such as the Toshiba gift, were in kind, and others came in the form of real estate. Professor Faran asked what percentage of the pledges were actually realized; Mr. Shippam replied that the fulfillment rate averages 84%.

Vice-President Stein then described the three phases of the campaign:

1. Infrastructure Phase

Academic priorities are identified so that the needs to be met by the campaign can be clearly defined and presented. Individual statements and unit plans are drafted, based upon institutional and academic priorities. In addition, the appropriate staff is hired and the process of identifying and cultivating campaign prospects begins. One critical aspect of this phase includes the recruitment and involvement of volunteers with the Campaign Planning Committee.

2. Nucleus Phase

During this phase, select and appropriately cultivated volunteers and donors are solicited for Campaign leadership gifts, which will be used to establish a base from which to announce the Campaign goal.

3. Public Phase

After the University has obtained commitments equal to one-half of the Campaign's working goal, this phase commences with a public announcement of the Campaign needs, goal, and amount of gifts raised during the Nucleus Phase.

The various schools and organizations of UB, grouped into three "tier units", are presently at different stages of the Infrastructure Phase:

Tier I Units

These are select Schools and University-wide initiatives that have been designated as advance Campaign units, whose academic and campaign planning are well underway and are scheduled to begin official campaign solicitation on July 1, 1997.

- **School of Dental Medicine, School of Law, School of Pharmacy**
- **School of Engineering & Applied Sciences, The Honors Program**
- **Structural Biology**

Tier II Units

These units must first complete a major task related to its academic plan or campaign preparations before they are ready to initiate solicitation. They have identified their major task and have established a timetable for its completion, and are expected to begin solicitation by January 1, 1998.

- **School of Architecture, Division of Athletics, School of Management**
- **School of Medicine & Biomedical Sciences, University Libraries, WBFO**

Tier III Units

These units must first "resolve significant internal planning issues in order to meet academic or fund-raising readiness". They have identified the steps they need to take for this change, but may not have a foreseeable timeline for their completion.

- **Faculty of Arts & Letters, Graduate School of Education**
- **School of Health-Related Professions, Faculty of Natural Sciences & Mathematics**
- **School of Nursing, Graduate School of Social Work**

- **Faculty of Social Sciences**

One critical aspect of the Campaign, he added, is to work with faculty in identifying those alumni who have been successful in their careers; he cited a study by Yale which identified the most important reason for donations as the relationship between alumni and the faculty members who most influenced them.

Professor Welch asked what date was planned for public announcement of the Campaign, and what steps would need to be taken in preparation. Vice-President Stein reported a working deadline of September 1999, until which time the various Schools would develop dean's advisory committees and engagement with volunteers in the contacting and planning processes.

Professor Frisch spoke about the role of the "targets of opportunity that come out of more idiosyncratic constellations" in the campaign process, such as the generous gift to Stony Brook from Wang. President Greiner pointed out that, although gifts do occasionally "fall out of the sky", the gift from Wang was the result of ten years of cultivation; we must make a conscious effort to lay the groundwork in establishing and cultivating relationships with our alumni. Vice-President Stein agreed, saying that the work we do now will later create "one of these magical gifts".

President Greiner related that the University had recently received -- unsolicited --- a gift of \$100,000, indicating that there is alumni commitment to the University. The real purpose of the campaign, he emphasized, is to elevate and maintain annual contribution to the campaign; only then would this campaign be successful.

Professor Malone observed that it would be easier for the faculty to participate if it knew how the funds would be used to support specifically academic endeavors. President Greiner responded that most of the annual money goes directly to the deans, other gifts are designated for certain schools. Provost Headrick remarked that donors often have a particular interest and will specify for which purposes their donations are to be used. He added that UB operates in a very curious financial structure, in which State money may be

used only for certain things; there is much greater flexibility in how UB Foundation funds are utilized.

Professor Nickerson wanted assurance that the UB budget would not be reduced by the amount of money we raise through this Campaign. President Greiner remarked that the State has never done that. The real concern is instead a more indirect side-effect: If donors perceive UB as a constant target for tax-support reductions, they would be discouraged from giving, since donors want to invest in a winner. If they see SUNY "being plucked", they will assume that UB is not a winner. Provost Headrick added that some States match contributions to public institutions; with such leverage, a university can attract more money, but we must first establish a mechanism to make this happen, since it will not happen on its own. Vice-President Stein pointed out that UB alumni believe they are already contributing by paying State taxes, but are not aware of how many tax dollars are withdrawn each year for university support. We must make them aware of this in order to secure contributions.

Professor Bruckenstein noted that even donors who did not specify a purpose for their gifts would still wish to know how their donation was being spent. President Greiner explained that most gifts are "restricted", and must be used for specific purposes; the donors regularly receive updated reports on this. Use of "unrestricted" funds is usually left to the discretion of the administration.

Professor Frisch underscored President Greiner's comment that we need to re-educate at the State level what the Campaign is all about. Without this, the public will perceive UB's success in the Campaign as a reason to further reduce funding through State taxes. President Greiner believed that the more successful the Campaign is, the more likely the State will support UB.

Professor Schuel noted that a *New York Times* article about SUNY fund-raising activities lacked any mention of UB; using the media to reach our alumni in New York

State would be to our advantage. Vice-President Stein countered that our approach is more personal, since it is obvious that "people give to people"; although exposure in the *Times* is nice, the personal touch is most decisive.

Mr. Shippam then briefly summarized the timeline of the "Faculty & Staff Appeal 1997", and its goals, which include:

- increasing the visibility of development initiatives and the Annual Appeal within the university community;
- increasing the percentage of participation of the university community in the Annual Appeal;
- increasing the amount raised through the Annual Appeal;
- increasing the number of non-alumni President's Associates (annual donors of \$1,000 or more).

Professor Welch underscored the importance of faculty contribution in being influential on outside donors. Professor Wetherhold noted that the faculty are being asked to increase their efforts -- such as in student advising, in student recruitment and retention -- without increases in pay and even currently without a contract; the directors of the Annual Appeal will need to take this into account.

Item 6: President's Report on UUP Negotiations

President Greiner suspected that negotiations will continue in a state of "siege" for some months yet before any resolution. He explained that four collective bargaining agents were involved: the **CSEA**, representing 76,000 state employees statewide, of whom about 12,000 work in the SUNY system; **PEF** representing 50,000 (2,500 in SUNY); **Council 82** representing 23,000 (650 in SUNY); and **UUP**, representing 22,000, all of whom work in SUNY. UUP is thus the largest bargaining agent within SUNY, but the smallest of the four statewide.

The major issue -- contracting out -- is something the UUP must take seriously. However, the other three unions have worked out contracts which contain provisions for contracting out, such as guarantees that no permanent employee would be affected, or if they must be affected, they would be re-assigned. For those without permanent appointments, there are various benefits. The key point is that the State has a contracting-out prerogative, modified by negotiated union protections. With these three contracts, the State is now under pressure from the other unions to insure a contract with similar provisions for SUNY.

UUP's negotiations are necessarily complicated by the "intellectual and emotional" issue of tenure. He pointed out that tenure is not merely permanent appointment, but permanent appointment with a purpose -- namely the protection of academic freedom. The State has made it clear that it would like some "devolution" of the hospitals, which represent about one third of UUP's membership. Other items render negotiations even more difficult, and there is no single explanation for the current state. President Greiner concluded that targeting the Chancellor and the Board of Trustees is not effective, since they "do not have much stake in this"; rather, GOER and UUP are most responsible because of their obvious vested interests.

Professor Meidinger wondered whether the President's analysis accepts too much the argument that UUP is like the other bargaining agents and sacrifices too much in academic freedom. He has not heard enough argumentation about the university's special mission of generating "cutting-edge knowledge" and thus the importance of academic freedom. President Greiner said that if he "thought that getting at tenure was what this was about....I would raise hell". He agreed that the UUP is somewhat different from the other agents in that it represented faculty; the fact that it also represents staff makes it difficult to argue differently for its staff members as opposed to staff members in the other unions. Nor does the UUP wish to negotiate, or even appear to negotiate, something special for the faculty. Professor Malone wondered if GOER had any motivation to settle with the UUP at all, since "the longer they hold off, the less New York State has to spend". President Greiner replied it would all get paid in the end. Professor Malone agreed, but "maybe not in this administration" -- *if* it is the Governor's avowed intent, or even his just his indifference, to

let SUNY sink, this would be "a great way to do it". President Greiner did not think this was the case.

GSA representative Hopson suspected that money really is the issue for newer faculty, since many believed they do not receive a competitive salary. President Greiner replied that he did not say that money was not the issue; at the collective bargaining table, the faculty and staff will get what the others have -- the economic side of the issue has been agreed upon. Rather, he said that the *sticking point* in the negotiations is elsewhere.

The meeting was adjourned at 4:42 PM. Due to the lengthy discussion, two items of new business were postponed for discussion until the next meeting.

Respectfully submitted,

Robert G. Hoeing

Secretary of the Faculty Senate

THOSE PRESENT:

University Officers: W. Greiner, T. Headrick, K. Levy, R. Stein, N. Goodman, W. Fischer

Chair: Claude Welch

Secretary: Robert G. Hoeing

Arts & Letters: Michael Frisch, James Pappas

Dental Medicine: Robert Baier

Engineering & Applied Sciences: Robert Wetherhold

Graduate School of Education: James Hoot

Health-Related Professions: Atif Awad

Law: Errol Meidinger

Medicine & Biomedical Sciences: Boris Albini, Bernice Noble, Herbert Schuel

Natural Sciences & Mathematics: Stanley Bruckenstein, James Faran

Social Sciences: Jack Meacham

SUNY Senators: Maureen Jameson, Dennis Malone, Peter Nickerson, Claude Welch

University Libraries: Marilyn Kramer

Guests:

REPORTER: Sue Wuetcher

Graduate Student Association: Justin Hopson

Other Guests:

Michael Shippam, Senior Director of Development

Excused:

Management: Ramaswamy Ramesh

Absent:

Architecture: G. Scott Danford

Information & Library Sciences: George D'Elia

Nursing: Powhatan Wooldridge

Social Sciences: Michael Farrell