

Minutes, October 24, 2012

Chair:

Ezra B. W. Zubrow

Secretary:

Edward Herman

Arts & Sciences:

William H. Baumer

Melvyn Churchill (Excused)

Stephen Dyson

Dental Medicine:

Elaine Davis (Excused)

Engineering & Applied Sciences:

Adly Fam

Joseph Mollendorf (Excused)

Graduate School Of Education:

Gloria Lee for Suzanne Miller

Law:

Lynn Mather

Management:

Larry Sanders

Medicine & Biomedical Sciences:

Rajendra Badgaiyan

Michael Stachowiak

Pharmacy:

Alice Ceacareanu

Social Work:

Robert Keefe

SUNY Senators:

Jennifer Gottdiener

Donald Grinde (Excused)

Kathleen Kielar

Peter Nickerson

University Libraries:

Beth Adelman

Parliamentarian:

William H. Baumer

President

Satish K. Tripathi

Provost

Charles (Chip) Zukoski

GUESTS:

Sharon Nolan-Weiss, EDAAA

Ann Marie Landel, Professional Staff Senate

Daniel Ovadia, Undergraduate Student Association

Michael Behun, Alternate SUNY Senator

1. Chair's Report: Zubrow updated FSEC on membership of the Budget Priorities Committee and reported that the committee charged to review research, scholarship, and publication practices is nearly formed.

2. President's Report: The President highlighted the recent AAU meeting he attended.

- University governance is a key national issue. Tripathi noted tensions at the Universities of Virginia, Oregon, Wisconsin, and Illinois.
- Universities across the nation are determining how to count credits earned through online courses. University of Maryland faculty who teach online courses do not get extra support for doing so.

- Tripathi said that UB ranked overall in the 30 percent isle among AAU institutions. He also noted that Buffalo ranks far lower when considering papers that have been cited, and faculty accepted into national academies. Zubrow said that departments frequently fail to recommend deserving professors for such honors. The Faculty Senate ought to encourage them to do so.

3. Provost's Report: Zukoski introduced the budget presentation.

4. Budget Presentation: Sean Sullivan gave a detailed budget report. [Click here](#) to view the complete presentation. The following summary describes selected points.

- The NYSUNY 2020 program combined with the Governor's regional economic aid gives UB a window of opportunity to excel. Two potential areas are healthcare and manufacturing as it pertains to materials sciences. Expected impacts ought to coincide with the Governor's political calendar.
- The Provost wants UB to develop a unique brand that would convince students and faculty to study and teach at the University. This includes:
 - Developing different ways of teaching to attract better students.
 - Developing improved methods of doing research to attract more funding.
 - Attracting sponsors through collaboration.
 - Engaging in the community more effectively.

This is similar to ideas expressed by the Pew Research Center. (slide 38)

- Education today requires new teaching methods. It will include more collaborative efforts and peer-to-peer learning.
- Degrees will have less uniformity.
- Clicks will replace bricks.

- The University must meet expectations set forth in NYSUNY 2020. These are:
 - Increase the number of faculty by 250.
 - Boost research expenditures to \$60,000,000—a 40% increase.
 - Move the Medical School downtown.
 - Strengthen our regional economic impact.

- The new SUNY budget allocation model emphasizes maintaining enrollment, maximizing limited resources, and decision making based upon data. It also recognizes differential costs among diverse programs. The following data illustrates revenue per student based upon Fall 2011 patterns. This includes tuition, fees, and state support. (Slide 60)

Program	Resident	Nonresident
MD	\$91.5K	\$116.6K
Law	\$35.7K	\$50.1K
MBA	\$20.7K	\$27.9K
Engineering UG	\$18.2K	\$28.8K
Poli Sci Grad	\$16.3K	\$23.6K
Undecided UG	\$14.2K	\$24.8K
Psych UG	\$13.6K	\$24.2K

- Enrollment is the biggest factor for funding. The University’s future success depends upon meeting enrollment projections. Tuition and tax revenues are essential to hire the additional

faculty, expand research, and have an economic impact on the area. UB will soon begin a search for a Vice-Provost charged with overseeing enrollment management. The University will benefit by "multiple millions" if it is successful in meeting enrollment projections and increasing federal research dollars. Issues affecting enrollment are developing a plan and its management, affordability, upgrading the student experience, and the impact of online education.

- The SUNY model allocates \$691 million towards enrollment and \$70 million towards research. It also provides an additional \$15 million for downstate campuses to account for a higher cost of living.
- Despite the recent tuition increase, slides 22 and 23 indicate that the costs of an undergraduate education at UB for state residents and nonresidents is still very much a bargain as compared to other public universities. Slide 25 shows that freshman costs at UB are towards the lower end of those at other SUNY schools.
- UB will receive \$149 million from New York State and will raise \$206 million through tuition in the 2012/2013 year.
- UB's composite financial index (CFI), a measure of University financial well-being, is 4.7 out of a total of 10. CFI's of 5 usually enable institutions to "Direct resources to allow transformation to happen and focus on the future..." (slide 33)
- Four challenges facing the University are:
 - How to contribute to a national competitiveness agenda?
 - How to help the K-12 problem?
 - How to balance access and rising tuition?
 - How to become more productive and cost-effective?
- Salaries for associate professors and professors at UB are a bit above the AAU median for public universities, and that for assistant professors are comparable.
- The Provost offered a "newcomer's analysis" of UB's strengths, his concerns, and opportunities as he envisions them.

Strengths	Concerns	Opportunities
<ul style="list-style-type: none"> • New leadership team. • Financial health based upon low tuition and debt, a SUNY budget model favorable to UB, and a strong cash position. • Ability to plan, hire, and invest. <ul style="list-style-type: none"> • NYSUNY 2020. • State economic development funds invested in Buffalo. 	<ul style="list-style-type: none"> • Hiring plans may not be directed to institutional priorities. • Cross university coordination needs improvement. • Weaknesses in key infrastructures. • Constraints on public private partnerships. • NYS’ handling of capital investment. 	<ul style="list-style-type: none"> • Create and accelerate a focused hiring strategy. • Create effective cross-university decision making and implementation structures. • Diversify sources of research sponsorship. • Optimize available resources. • Think together as 1 institution. • Follow through on creating a UB brand—what makes UB distinctive?

- The Provost believes creating a UB brand that clearly demonstrates the University’s special qualities is a very significant factor in attracting the declining number of high school graduates.

Prepared by
Edward Herman, Secretary
Faculty Senate