 University at Buffalo OFFICE OF SHARED GOVERNANCE FACULTY SENATE Executive Committee Meeting Wednesday, May 3 rd , 2017 3:00pm - 4:30pm, 567 Capen Hall	
CHAIR: Philip Glick EXCUSED	NURSING: Laura Anderson EXCUSED
SECRETARY: Cynthia Tysick PRESENT	PHARMACY: Fred Doloresco <i>[Signature]</i>
PARLIAMENTARIAN: James Hassett <i>present [Signature]</i>	PUBLIC HEALTH AND HEALTH PROFESSIONS: Jim Lenker
ARCHITECTURE & PLANNING: Beth Tauke <i>[Signature]</i>	SOCIAL WORK: Charles Syms <i>[Signature]</i>
ARTS & SCIENCES: Sampson Blair EXCUSED Michael Cowen <i>[Signature]</i> Kenneth Dauber Stephen Dyson <i>[Signature]</i>	UNIVERSITY LIBRARIES: Glendora Johnson-Cooper <i>[Signature]</i>
DENTAL MEDICINE: Michael Hatton <i>[Signature]</i>	SUNY SENATORS: Cemal Basaran <i>[Signature]</i> Philip Glick PRESENT EXCUSED Michael Hatton (Alternate) Fred Stoss (Alternate) Timothy Chevral (Alternate)
EDUCATIONAL OPPORTUNITY CENTER: Nancy Lane <i>[Signature]</i>	PRESIDENT OF THE UNIVERSITY AT BUFFALO: Satish Tripathi EXCUSED
ENGINEERING & APPLIED SCIENCES: Dimitris Pados Marina Tsianou <i>Marin Tsianou</i>	PROVOST OF THE UNIVERSITY AT BUFFALO: Charles Zukoski PRESENT
GRADUATE SCHOOL OF EDUCATION: Fenice Boyd	PROFESSIONAL STAFF SENATE: Domenic Licata PRESENT
LAW: Matt Steilen <i>[Signature]</i>	COUNCIL OF ADVOCACY AND LEADERSHIP (COAL): James Corra
MANAGEMENT: Sudhir Suchak	INVITED GUESTS: Sean Sullivan PRESENT <i>Susan Udin</i>
MEDICINE & BIOMEDICAL SCIENCES: Jessy Alexander <i>[Signature]</i> Peter Elkin Gabriela Popescu Charles Wiles <i>present</i>	OTHERS IN ATTENDANCE: Lindsay Allen Caroline Lojacono

Minutes approved for 4/26/17

1. Chair's Report (none)
2. Provost's Report
 - New undergraduate enrollment weekend-4000 deposited students (3600 domestic, 400 international)
 - \$1 million less revenue projected due to Excelsior Scholarship
 - SUNY decreased out-of-state graduate student tuition
 - Operational efficiencies become more and more important. The question is how do we deliver our expertise to students in the changing landscape of Higher Education.
 - Federal government increased NIH funding, \$2 billion by the end of the year. NEH was funded as well.
3. Report by Dr. Udin of the Tenure, Promotion & Privileges Committee **accepted**
4. Presentation by Dr. Basaran on the 176th SUNY Plenary
 - Policy on Open Access Repositories were approved (SUNY has money in the budget to implement) they suggested modelling SUNY Stony Brook
 - Tenure track concerns
 - i. 1995 60% of faculty were tenure track
 - ii. 2015 38% of faculty were tenure track
 - iii. Shift to contract faculty
 - iv. Flatten faculty classifications (there are currently 12 classes of faculty)
 - \$8 million given to cover student textbooks, especially in high enrollment courses
 - Grant money available to write a book that would be accessible to SUNY & CUNY (open textbook)

5. Presentation by Sean Sullivan on Educational Entrepreneurship
 - Overview <https://buffalo.box.com/s/r6e1e2erj17eetzsvg6z2f0n65nz30ro>
 - See Appendix I
 - Faculty discussion included a suggestion to look at the University of Maryland's army friendly programs or Illinois' Bootcamps
6. Calendar for 2017-2018 meeting schedule **approved**
7. FS agenda for special meeting on 5/9/17 **approved**
8. Executive session @ 3:55p
9. Out of Executive session @ 4:00p

Meeting adjourned at 4:05p

Submitted by Cynthia Tysick, FS Secretary, 5/23/2017

Appendix I

FOSTERING GREATER EDUCATIONAL ENTREPRENEURSHIP AT UB

Faculty Senate Executive Committee Meeting
Wednesday, May 3, 2017

 **University at Buffalo** The State University of New York



THE STUDY GROUP ON THE FUTURE OF MILLARD FILLMORE COLLEGE Approach

EXTERNAL ASSESSMENT

- Review national landscape
- Understand post-traditional/millennial learner education needs
- Market opportunities
 - EAB market studies
 - Regional workforce and educational needs assessment
- Comparative analysis—UB and peers
- Summary—lessons learned

INTERNAL ASSESSMENT

- Millard Fillmore College review
- EOC—programs, mission, opportunities
- Review academic unit efforts
- Examine related internal developments
 - Office of Educational Innovation
 - Professional Pathways
 - Office of Economic Development
 - Communities of Excellence

RECOMMENDATIONS, SUMMARY—LESSONS LEARNED

- Opportunities
- Organizational strategies
- Next Steps

New Rigor in Academic Program Planning—Evolution of Member Questions in Just Five Years

EAB Visits to Deans Councils, 2011 vs. 2016

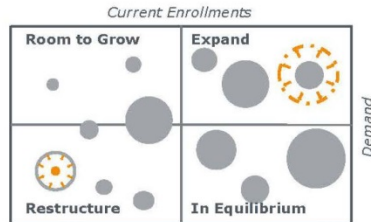
"Can you visit our deans' council to talk about growth?"

The 2011 Conversation	Academic Leadership	The 2016 Conversation
<p>Opportunities Abound</p> <p>Wide range of opportunities in professional master's</p> <p>High post-recessionary, counter-cyclical demand</p> <p>A Side Endeavor</p> <p>Focus on aligning programs to market demand for (easier) grad/prof, not undergraduate</p> <p>Sufficient to rely on a few entrepreneurial faculty</p>	 <i>Crowding Competition, Even in "Niche" Fields</i> <i>ROI in Question Due to Recovery + Rising Debt Concerns</i> <i>Portfolio Optimization Must Span Undergrad and Grad</i> <i>Need to Get Beyond Early Adopters; Larger Change to Faculty Culture</i>	<p>A Competitive Landscape, More Skeptical Students</p> <p style="font-size: 2em; font-weight: bold;">“</p> <p>Higher Bar for Program Design In a more nascent market, you could just hang up a shingle with a new program. Now there are more competitors; differentiation and outcomes matter a lot more.”</p> <p>Program Growth and Innovation a Campus-Wide Imperative</p> <p style="font-size: 2em; font-weight: bold;">“</p> <p>Faculty Need to Understand We've Only Just Started We've launched nine new programs in the last few years—a number unheard of for our faculty. That was such a big effort that they now think we're done. They just don't get we can't stop there.”</p>

Opportunity Analysis across the Portfolio



Beyond New Program Launch: New Focus on Analyzing Existing Portfolios



Benefits of the Portfolio Approach

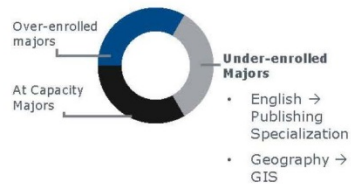
- ✓ Informed launch decisions
- ✓ Program re-design
- ✓ Cross-campus partnership opportunities
- ✓ Resource re-allocation
- ✓ Marketing investment

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Expanding Program Evaluation to Include Traditional Undergraduate Programs

- 1 Repositioning Struggling Majors to Recalibrate the Portfolio

Typical University UG Program Distribution



- 2 Identifying New Majors to Increase Applicants and Yield for Target Students

- Out-of-state and international
- Select professional majors

Source: EAB interviews and analysis.



RECOMMENDATION

Form a university team to design a plan that achieves the following objectives and is guided by the following principles:

Objectives

- Discover new educational opportunities that augment/strengthen current academic offerings and achieve university strategic aspirations
- Design a rapid capability to assess existing program offerings and recommend modifications as appropriate based on market research, best practice, entrepreneurial instinct and other considerations as appropriate
- Organize partners, stakeholders and experts to better connect UB academic program planning with the perspectives of employers, policy-makers, and technology providers
- Make available experimental spaces and staff for instructional design and consultation at the appropriate level of decentralization that will build new and scalable pedagogical strategies across the academic organization
- Organize the campus conversation about alternative credentialing strategy and policy
- Provide access to administrative infrastructures to support program operations around the university (e.g., classroom scheduling, registration, marketing and communications, etc.)



PROPOSED TEAM

Executive Committee

Nancy Smyth, *Co-chair*
 Paul Tesluk, *Co-chair*
 All deans who wish to participate
 Brice Bible
 Graham Hammill
 Andy Stott
 Sean Sullivan, *Staff and Convener*

Faculty Team

TBD

Staff Team

TBD

DELIVERABLE

How to foster greater educational entrepreneurship across the university:

- The opportunities and the goals
- The roles, responsibilities and organizational structures
- The leadership requirements
- Infrastructure needs
- The plan with timelines that captures the major suggested activities, a projected resource strategy and the expected impact of this new structure

DRAFT