



University at Buffalo  
OFFICE OF SHARED GOVERNANCE  
FACULTY SENATE

**Executive Committee Meeting**  
**Wednesday, May 24th, 2017**  
**3:00pm - 4:30pm, 567 Capen Hall**

**CHAIR:**  
Philip Glick *PRESENT*

**SECRETARY:**  
Cynthia Tysick *EXCUSED*

**PARLIAMENTARIAN:**  
James Hassett

**ARCHITECTURE & PLANNING:**  
Beth Tauke *EXCUSED*

**ARTS & SCIENCES:**  
Sampson Blair *EXCUSED*  
Michael Cowen *MCW*  
Kenneth Dauber *KD*  
Stephen Dyson *SD*

**DENTAL MEDICINE:**  
Michael Hatton *EXCUSED*

**EDUCATIONAL OPPORTUNITY CENTER:**  
Nancy Lane *Nancy Lane*

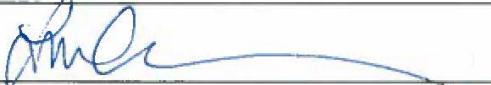
**ENGINEERING & APPLIED SCIENCES:**  
Dimitris Pados  
Marina Tsianou *Manna Tsianou*

**GRADUATE SCHOOL OF EDUCATION:**  
Fenice Boyd *Fenice Boyd*

**LAW:**  
Matt Steilen *MS*


**MANAGEMENT:**  
Sudhir Suchak

**MEDICINE & BIOMEDICAL SCIENCES:**  
Jessy Alexander *EXCUSED*  
Peter Elkin *PE*  
Gabriela Popescu *present*  
Charles Wiles *CW*


**NURSING:**  
Laura Anderson 

**PHARMACY:**  
Fred Doloresco EXCUSED

**PUBLIC HEALTH AND HEALTH PROFESSIONS:**  
Jim Lenker

**SOCIAL WORK:**  
Charles Syms 

**UNIVERSITY LIBRARIES:**  
Glendora Johnson-Cooper

**SUNY SENATORS:**  
Cemal Basaran   
Philip Glick PRESENT  
Michael Hatton (Alternate) EXCUSED  
Fred Stoss (Alternate) EXCUSED  
Timothy Chevral (Alternate)



**PRESIDENT OF THE UNIVERSITY AT BUFFALO:**  
Satish Tripathi EXCUSED

**PROVOST OF THE UNIVERSITY AT BUFFALO:**  
Charles Zukoski PRESENT

**PROFESSIONAL STAFF SENATE:**  
Domenic Licata 

**COUNCIL OF ADVOCACY AND LEADERSHIP (COAL):**  
James Corra

**INVITED GUESTS:**  
Elaine Cusker PRESENT

**OTHERS IN ATTENDANCE:**  
  
Lindsay Allen   
Caroline Lojacono 

Minutes approved for 5/3/17 & 5/10/17

1. Chair's Report

- PSS Service Awards banquet-speeches really resonated with Servant Leadership
- Moment of silence for Dr. Cassata, Communications
- UB FS Gender Equity and Salary study completing work at start of Fall 2017
- U Breathe Free survey responses-9.7% of respondents are smokers (students, faculty, and staff responded)
- UB will host SUNY Senate April 19-21<sup>st</sup> 2018
- Alex Cartwright will be Chancellor of Univ. of Columbia, MO
- Robert Ruggeri, SUNY Counsel wants UB FS to not come to him for legal advice

2. Provost's Report

- Susan Rosenblith new Dean of GSE
- Graduated 6000 students this month
- Senator Schumer was commencement speaker
- Summer retreat for administration to think beyond UB2020
- Highlighted student scholarships (Goldwater, Fulbright, Mellon, etc.)
- Global outreach-Singapore SIM, Confucius Institute, collaborative research, and student exchange programs

3. Report by Budget Priorities Committee **Postponed**

4. Presentation by Dr. Cusker on Academic Integrity **accepted**

5. Presentation by the Provost on the Senior Leadership Retreat (see attached) **accepted**

6. TA Living Wage Petition introduced by Dr. Dauber, [https://docs.google.com/forms/d/e/1FAIpQLSdgZQqOe-gOBnBNoR77kWzoKEklAaX\\_GzqY5iAoyuotcAXzlg/viewform?c=0&w=1](https://docs.google.com/forms/d/e/1FAIpQLSdgZQqOe-gOBnBNoR77kWzoKEklAaX_GzqY5iAoyuotcAXzlg/viewform?c=0&w=1) **accepted**

7. Motion by Dr. Glick to send new degrees/programs issue to Bylaws and Academic Planning & Policy Committee **approved**

8. Executive session at 4:12p

- Faculty complaint report by Dr. Dyson

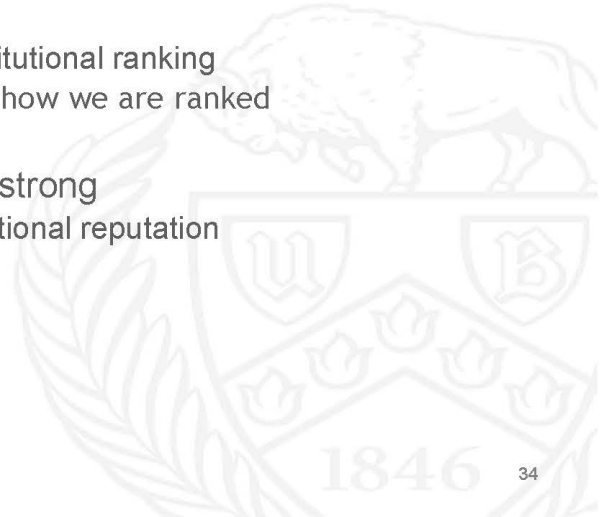
9. Out of Executive session at 4:57p

Meeting adjourned at 5:00p

Submitted by Cynthia Tysick, FS Secretary, 9/18/2017 via recording

## LESSONS

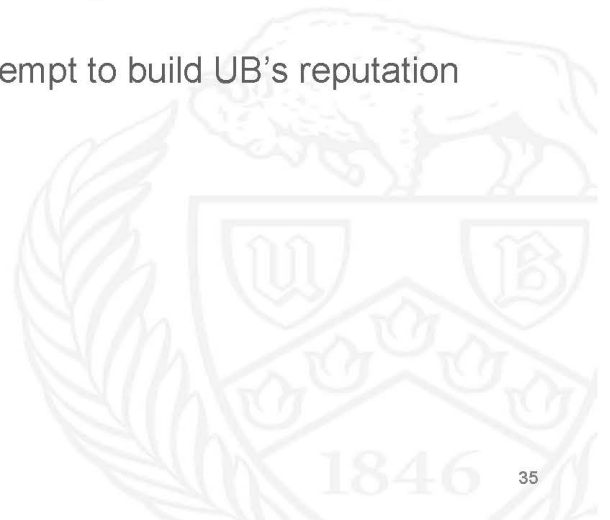
- Scholarly productivity and reputation drive institutional and professional school ranking
  - Quantitative measures are important for institutional ranking
  - How we submit data makes a difference to how we are ranked
- Reputation of many UB disciplines is not strong
  - Disciplinary reputation is significant in institutional reputation



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## QUESTIONS

- What is needed to build UB's disciplinary strength and productivity?
- What strategies and tactics should we attempt to build UB's reputation among our peers?



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## NEXT STEPS

**Deans and the Provost—Identify and invest in strategies that build strength and reputation**

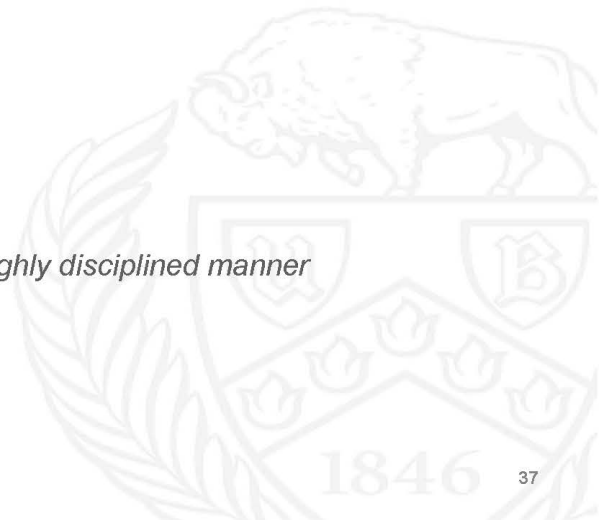
**The Entire University—Determine all means to build university visibility**



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## OBSERVATION

- UB institutional rankings are improving while our subject rankings are declining
- Rankings outcome are a function of:
  - *Improving institutional outcomes*
  - AND
  - *Managing the rankings submission in a highly disciplined manner*



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## UB AND PEERS: BEST ENGINEERING RANKINGS

2018 Rank	Institution
3	UC Berkeley
5	Michigan
7	Georgia Tech
8	Purdue
9	Illinois
9	Texas
11	Texas A&M
13	UCSD
16	UCLA
18	Wisconsin-Madison
19	UC Santa Barbara
24	Maryland
25	Washington
27	Minnesota
31	Ohio State
32	Penn State
32	University of Colorado
34	UC Davis
37	UC Irvine
42	Florida
42	Pittsburgh
45	Iowa State
54	Rutgers
54	Arizona
67	Stony Brook
<b>67</b>	<b>UB</b>
67	Iowa
81	UNC Chapel Hill
89	Missouri
94	Kansas



## UB AND PEERS: BEST EDUCATION RANKINGS

2018 Rank	Institution
3	UCLA
3	Wisconsin-Madison
9	Washington
11	Texas
14	Oregon
15	Michigan
17	Kansas
18	UC Berkeley
18	Virginia
21	Michigan State
21	Minnesota
24	Illinois
25	UC Irvine
27	Pittsburgh
29	University of Colorado
29	Florida
31	UNC Chapel Hill
32	Indiana
32	Maryland
36	UC Davis
38	Penn State
43	Iowa
43	Missouri
52	Rutgers
57	Arizona
69	UCSD
<b>80</b>	<b>UB</b>



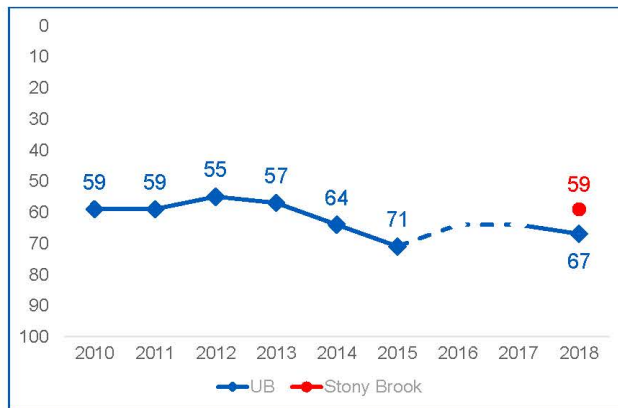
## UB AND PEERS: BEST BUSINESS RANKINGS

2018 Rank	Institution
7	UC Berkeley
11	Michigan
14	Virginia
15	UCLA
17	Texas
18	UNC Chapel Hill
21	Indiana
27	Ohio State
29	Georgia Tech
32	Minnesota
34	Wisconsin-Madison
36	Penn State
37	Michigan State
38	Texas A&M
40	Florida
40	Illinois
42	UC Davis
44	UC Irvine
47	Maryland
49	Arizona
50	Purdue
50	Rutgers
53	Pittsburgh
64	Iowa
65	Iowa State
69	Missouri
<b>73</b>	<b>UB</b>
79	University of Colorado

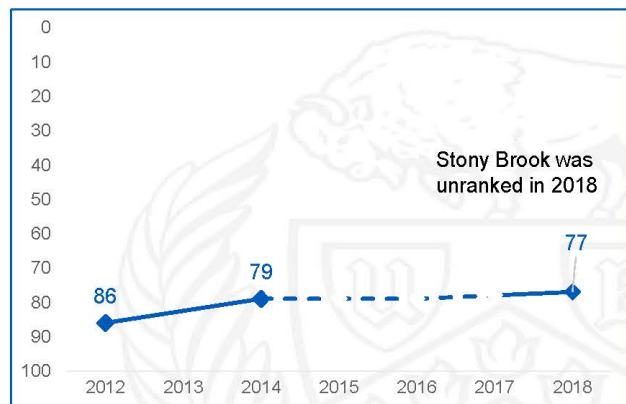


## UB'S PERFORMANCE: US NEWS BEST SCHOOLS MEDICINE

MEDICINE: RESEARCH



MEDICAL: BEST PRIMARY CARE



Blanks indicate years with no rankings: the reputational survey that is required for ranking was not completed by the unit due to communications issues. Rankings are not calculated if peer assessments are not received.

Note: Peer ranking data are only available for 2018.

## US NEWS: BEST MEDICAL SCHOOLS: AAU PUBLICS

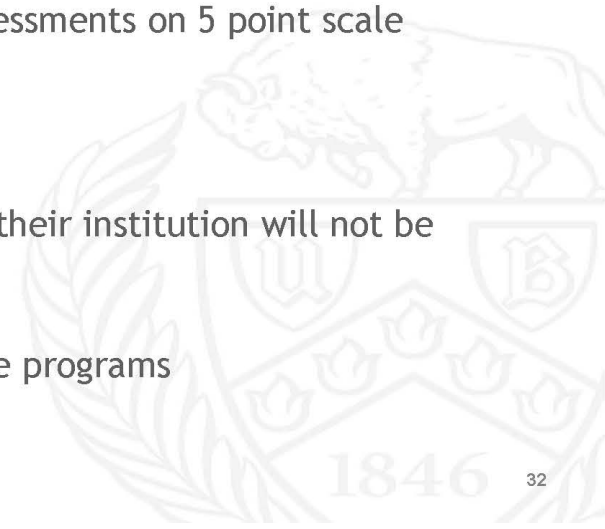
Best Medical Schools: Research	Institution
9	Michigan
11	UCLA
12	Washington
15	Pittsburgh
18	UCSD
24	UNC Chapel Hill
27	Virginia
28	Wisconsin—Madison
31	Ohio State University
35	University of Colorado
35	Iowa
40	Florida
40	Maryland
44	Minnesota
45	UC Davis
48	UC Irvine
52	Illinois
59	Stony Brook
65	University of Kansas
<b>67</b>	<b>UB</b>
67	Arizona
73	Rutgers
73	Missouri
RNP	Michigan State
Unranked	Penn State

Best Medical Schools: Primary Care	Institution
1	Washington
2	UNC Chapel Hill
5	Michigan
6	UCLA
7	Minnesota
8	University of Colorado
12	UCSD
13	Pittsburgh
14	Wisconsin—Madison
18	UC Davis
21	Iowa
24	Virginia
27	Ohio State University
33	Michigan State
44	Maryland
49	University of Kansas
51	Illinois
55	Missouri
61	Florida
71	UC Irvine
76	Arizona
<b>77</b>	<b>UB</b>
88	Rutgers
RNP	Stony Brook
Unranked	Penn State



## US NEWS GRADUATE PROGRAM RANKINGS

- PhD Program rankings based solely on peer assessments on 5 point scale
- Rankings updated every 3-4 years
- If an institution does not return their surveys, their institution will not be included in the ranking
- Surveys sent to deans and directors of graduate programs





## US NEWS PROGRAM RANKINGS 2018

UB Graduate Program Rankings/U.S. News	UB	Stony Brook
Best Schools of Engineering	67	67
Best Engineering Schools: Biomedical Engineering / Bioengineering	63	56
Best Engineering Schools: Chemical Engineering	55	63
Best Engineering Schools: Civil Engineering	30	116
Best Engineering Schools: Electrical/Electronic/Communications Engineering	74	74
Best Engineering Schools: Mechanical Engineering	69	69
Best Health Schools: Clinical Psychology	50	4
Best Health Schools: Occupational Therapy	32	44
Best Health Schools: Physical Therapy	79	64
Best Health Schools: Social Work	27	71
Best Schools of Medicine: Research category	67	59
Best Schools of Medicine: Best Primary Care	77	RNP
Best Schools of Nursing: Master's	97	50
Best Schools of Nursing DNP	66	56
Best PhD Programs: Biological Sciences	115	55
Best PhD Programs: Math	73	25
Best PhD Programs: Physics	85	23
Best PhD Programs: Social Science and Humanities: Economics	90	63
Best PhD Programs: Social Science and Humanities: English	42	60
Best PhD Programs: Social Science and Humanities: History	91	63
Best PhD Programs: Social Science and Humanities: Political Science	65	29
Best PhD Programs: Social Science and Humanities: Psych	75	39
Best PhD Programs: Social Science and Humanities: Sociology	67	40
Best PhD Programs: Chemistry	76	56
Best PhD Programs: Computer Science	63	40
Best PhD Programs: Earth Sciences	88	34
Best PhD Programs: Fine Arts	69	98

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## INSTITUTIONAL RANKINGS SCORING ELEMENTS

### US News Best Universities

- Reputation (22.5%)
  - Peers and school counselors
- Retention (22.5%)
- Faculty Resources (20%)
- Student Selectivity (12.5%)
- Financial Resources (10%)
- Graduation Rate Performance (7.5%)
- Alumni Giving Rate (5%)

### Forbes

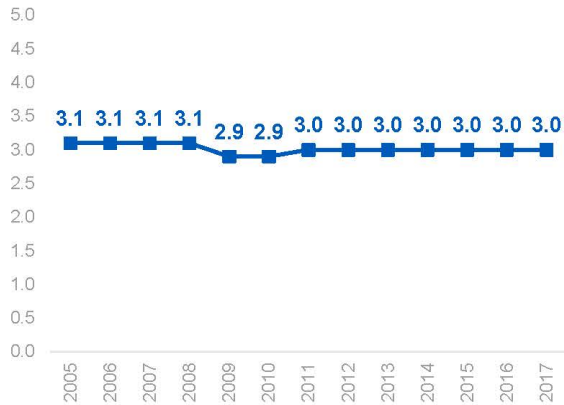
- Student satisfaction (25%)
- Post-graduate success (32.5%)
  - American Leaders list
  - Payscale.com salary data
- Student Debt (25%)
- 4 year graduation rate (7.5%)
- Academic success (10%)
  - Student awards
  - PhDs awarded

### Washington Monthly

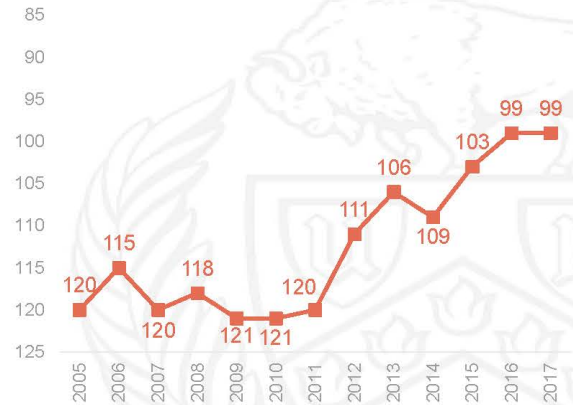
- Social mobility (33.3%)
  - % Pell, student quality
- Research (33.3%)
- Service (33.3%)
  - ROTC
  - Peace Corp %
  - % work study on community service
  - Courses incorporating service
  - Community service performed by students

## PEER ASSESSMENT OF UB DOES NOT MATCH OUR IMPROVED RANK

USN Peer Assessment

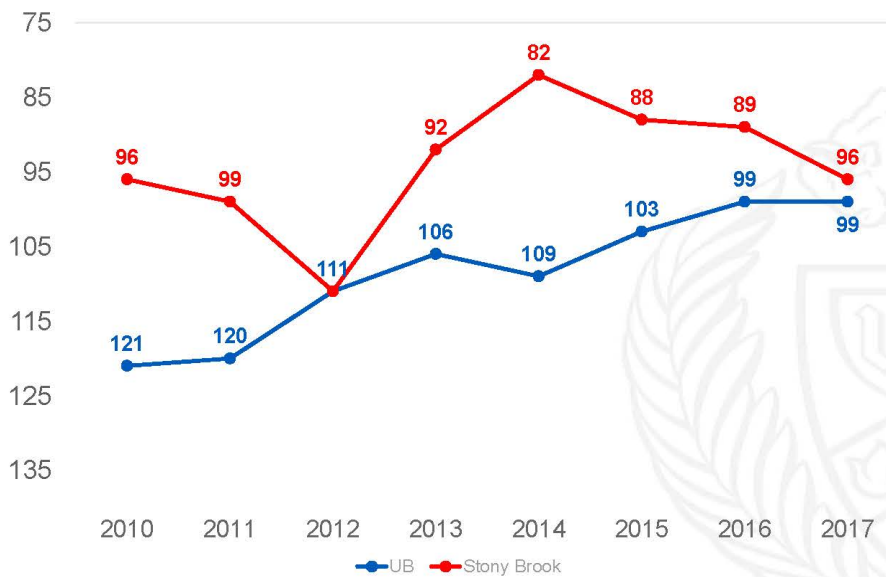


USN Best Universities Ranking



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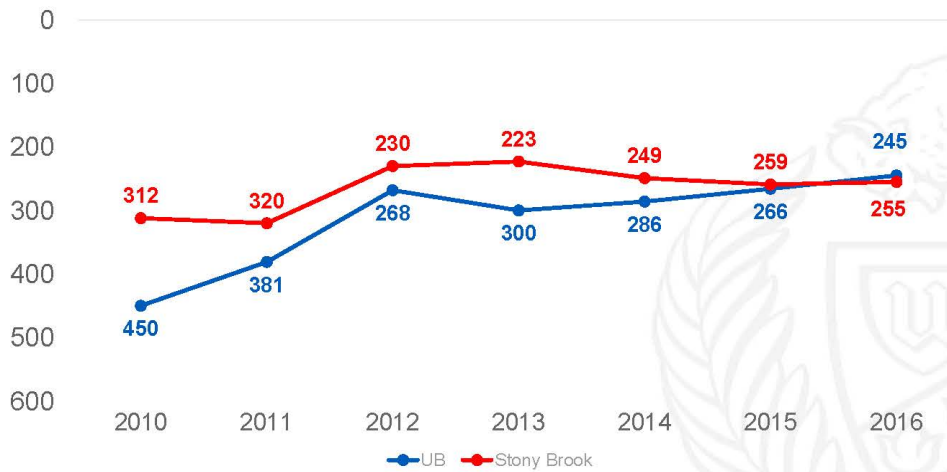
## UB AND STONY BROOK: US NEWS RANKING



**UB has the largest gain of any institution from 2009-2017 with the exception of UMass-Amherst.**

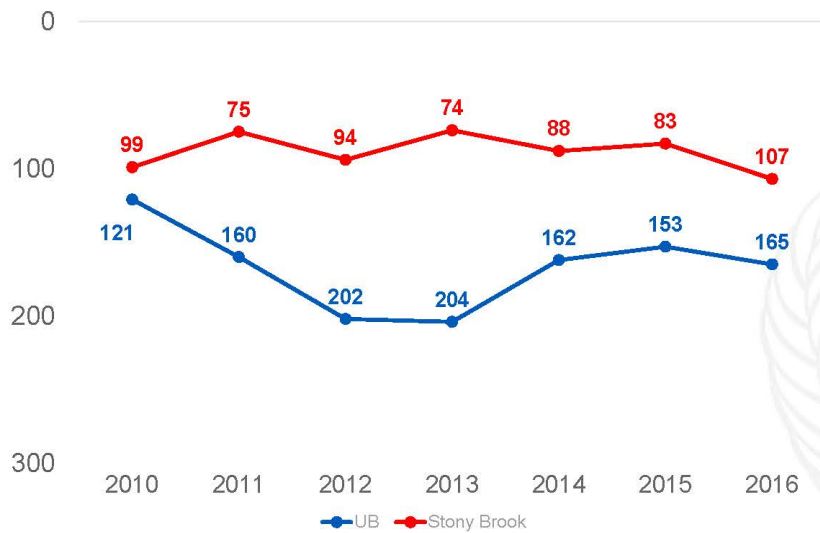
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## UB AND STONY BROOK: FORBES



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## UB AND STONY BROOK: WASHINGTON MONTHLY



Relatively steady performance in this ranking despite not participating in 1/3 of the measure (Community Service component requires an additional survey which UB does not complete)

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## US NEWS PROGRAM RANKINGS SCORING ELEMENTS

Scoring Elements by Weight					
Ranking	Reputational Assessment	Student Selectivity	Placement Success	Faculty Resources	Research Activity
Law	40%	25%	20%	15%	
Business	40%	25%	35%		
Engineering	40%	10%		25%	25%
Education	40%	18%		12%	30%

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## UB'S PERFORMANCE: US NEWS BEST SCHOOLS

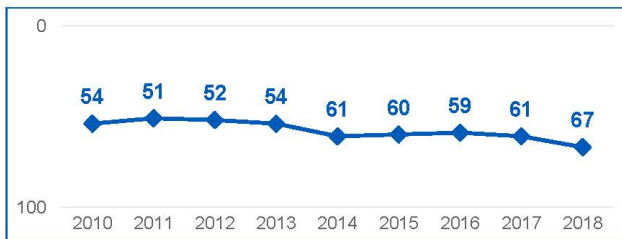
LAW



BUSINESS



ENGINEERING



EDUCATION



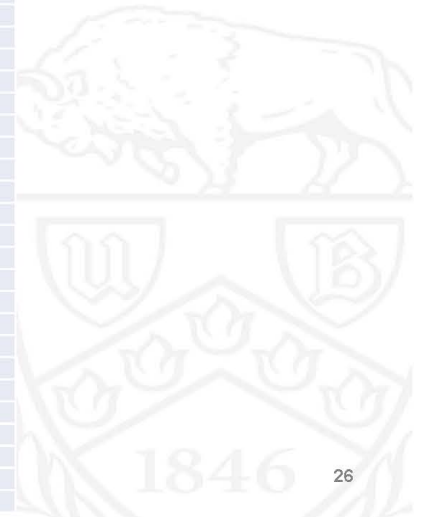
Note: 2018 AAU Public comparisons to UB are available.

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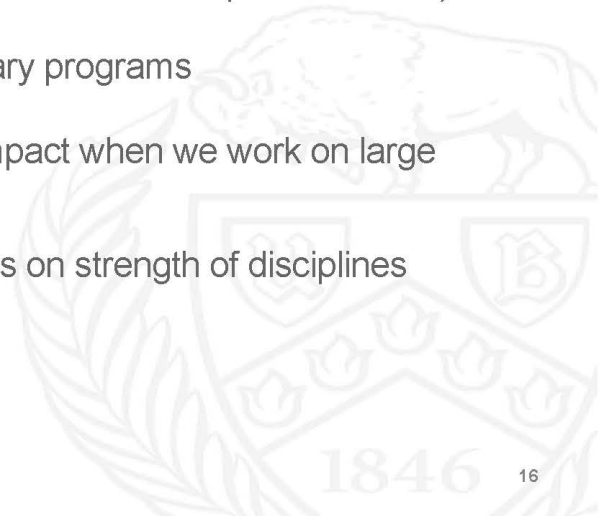
## UB AND PEERS: BEST LAW RANKINGS

2018 Rank	Institution
12	UC Berkeley
8	Michigan
8	Virginia
14	UT Austin
15	UCLA
20	Iowa
23	Minnesota
30	Indiana
28	UC Irvine
30	Ohio State
39	UC Davis
30	Washington
30	Wisconsin Madison
39	UNC Chapel Hill
48	Arizona
36	University of Colorado
44	Illinois
41	Florida
48	Maryland
65	Kansas
65	Missouri
86	Oregon
82	Pittsburgh
82	Penn State
62	Rutgers
96	Michigan State
<b>106</b>	<b>UB</b>



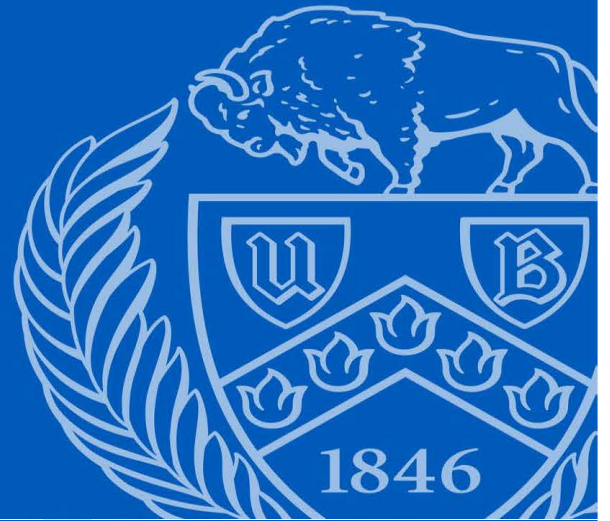
## THE IMPORTANCE OF DISCIPLINARY STRENGTH

- UB2020 called out interdisciplinary work as a focus area as in previous slide)
- We have successfully invested in multidisciplinary programs
- The core concept is that we will have greater impact when we work on large problems requiring many disciplines
- Strength in multidisciplinary efforts thus depends on strength of disciplines
- Does UB have that strength?





# UB In The Rankings



## RANKINGS TYPES

	Domestic	International
Institutional	<ul style="list-style-type: none"> <li>• US News Best Universities</li> <li>• Forbes</li> <li>• Washington Monthly</li> </ul>	<ul style="list-style-type: none"> <li>• US News Best Global Universities</li> <li>• QS</li> <li>• Shanghai</li> <li>• Times Higher Ed</li> <li>• Taiwan</li> </ul>
Program	<ul style="list-style-type: none"> <li>• US News Best PhD Programs</li> <li>• US News Law Schools</li> <li>• US News Education Schools</li> <li>• US News Business Schools</li> <li>• US News Engineering Schools</li> </ul>	



# A TRULY GLOBAL UNIVERSITY

## PARTNERSHIPS AND EXCHANGES

Partnerships/Institutes

- Singapore Institute of Management (SIM), Singapore
- Beijing Institutions, China
- Amrita University, India
- The Jagiellonian University, Poland
- Konan University, Japan
- Brock University, Canada
- Center for European Studies
- Institute for European and Mediterranean Archaeology
- Institute of Jewish Thought and Heritage
- Confucius Institute
- MCEER
- The Baldy Center for Law and Social Policy
- Center for Comparative and Global Studies in Education
- Canada United States Legal Studies Centre
- Canada-United States Trade Center
- Great Lakes Program
- UB Regional Institute



College of Arts and Sciences



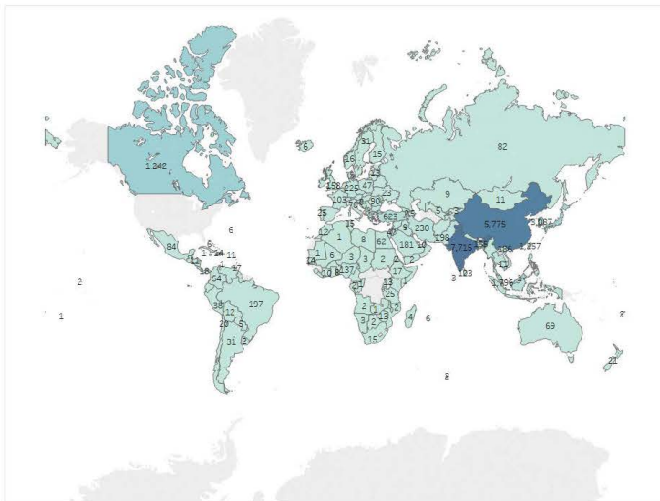
University at Buffalo  
Center for Comparative and Global Studies in Education  
Graduate School of Education



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# A TRULY GLOBAL UNIVERSITY

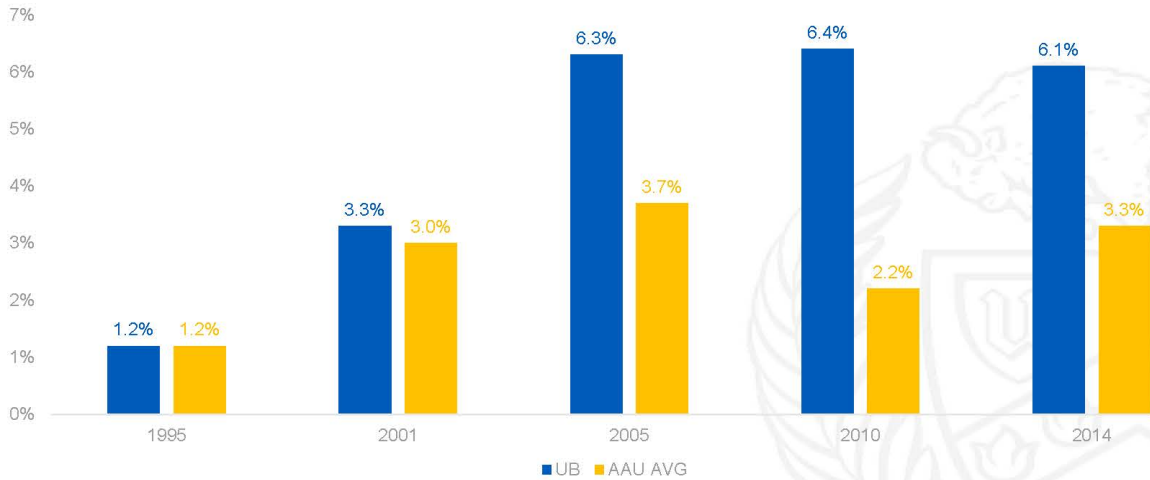
International Students by Country Fall Terms 1996-2016



Student Enrollment: Top Ten Countries, Fall 2016

Country	Fall 2016 Enrollment
China	1,624
India	1,614
South Korea	422
Canada	112
Turkey	105
Iran	99
Malaysia	90
Taiwan	74
Saudi Arabia	65
Singapore	49

## A TRULY GLOBAL UNIVERSITY – INTERNATIONAL TENURE TRACK FACULTY



Source: IPEDS HR. 2014 is the most recent year available.

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## REALIZING THE COMPREHENSIVE PHYSICAL PLAN

- Capital Master Plan
- Medical School move to Downtown Buffalo
- Heart of the Campus
- Social Work move to Parker
- Clinical Translational Research Center
- Greiner Hall
- Kapoor Hall
- North/South Campus Child Care
- Davis Hall
- Center of Excellence
- C3 Dining in Red Jacket
- Educational Opportunity Center



UNIVERSITY AT BUFFALO THE STATE OF NEW YORK  
**The Heart of the Campus Project**

University at Buffalo  
**Clinical and Translational Science Institute**



University at Buffalo  
The State University of New York  
**Center for Excellence in Writing**

**EOC**  
Educational Opportunity Center

**C3**  
Crossroads Culinary Center

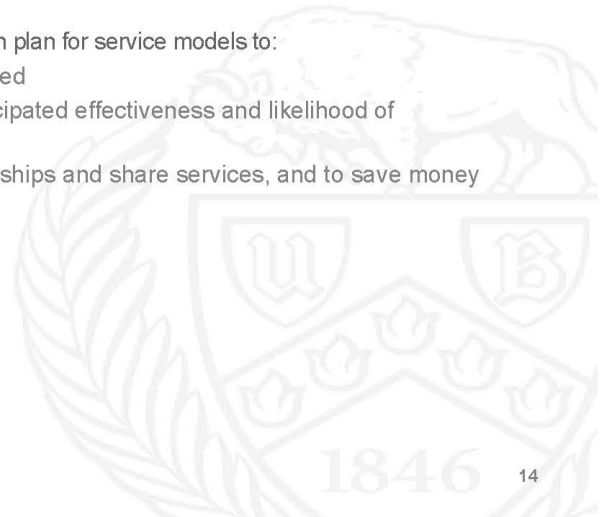


## LIVING THE VALUES OF OPERATIONAL EXCELLENCE

- We have a tradition of local autonomy and fragmentation
- Service models help us provide more efficient and new services for the entire university
- Requires us to change the way we think about services
- Planning to formulate a team to work on design and implementation plan for service models to:
  - Explore peer institutions for best practices and lessons learned
  - Prioritize UB opportunities for implementation based on anticipated effectiveness and likelihood of success of services
  - Discovering ways to operate more efficiently, to build partnerships and share services, and to save money

**IMMEDIATE OPPORTUNITIES:**

- Strategic Procurement Rollout
- eTravel / Reimbursement Rollout
- Data Analytics and Uplan
- Standards for University Servers
- Robust Management of Permanent Appointment Process
- Robust Management of Salary Analysis and Offers

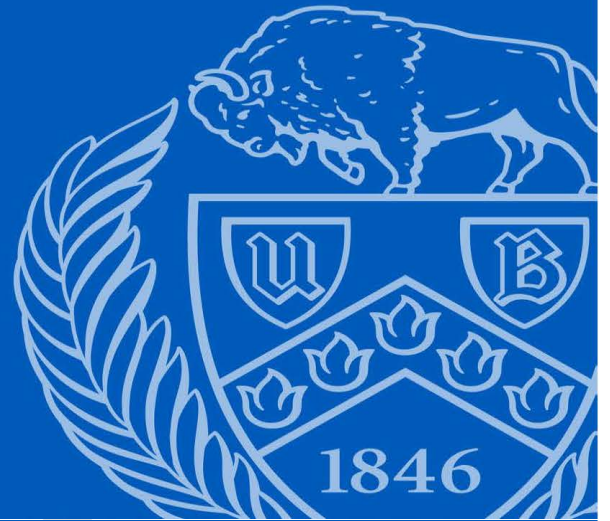


## BUILDING INTERDISCIPLINARY EXCELLENCE

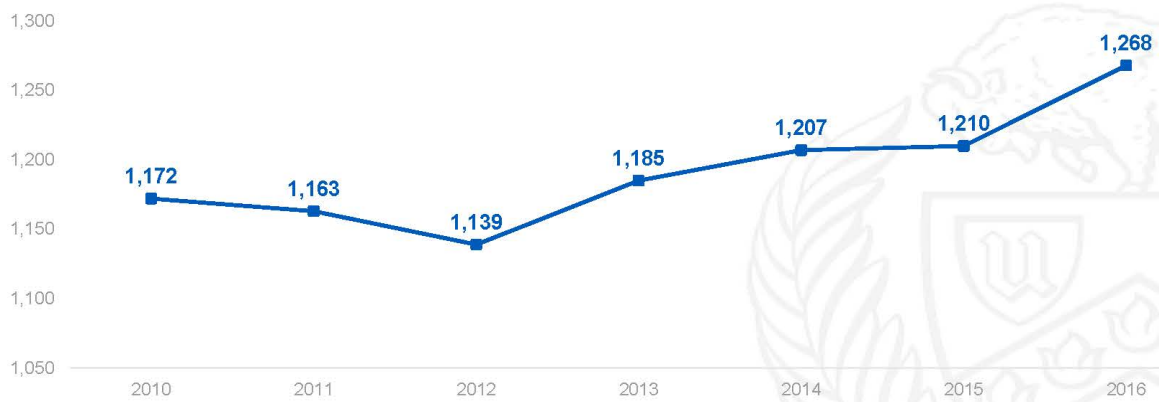


# UB 2020

Many Significant Accomplishments



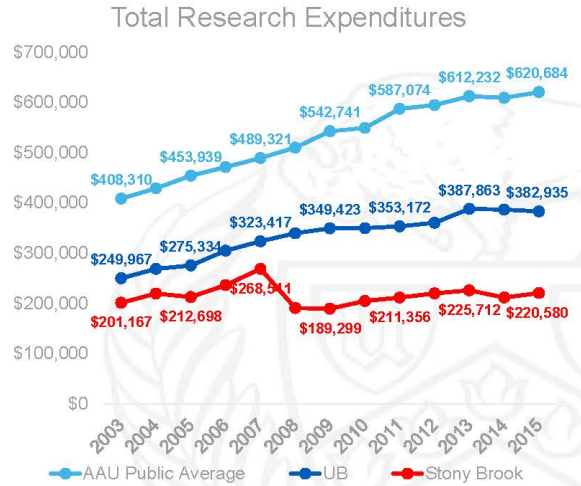
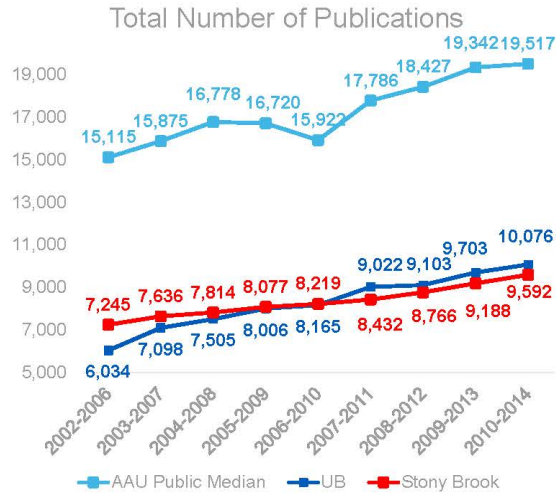
## GROWING FACULTY STRENGTH



\* No librarians and only academic units

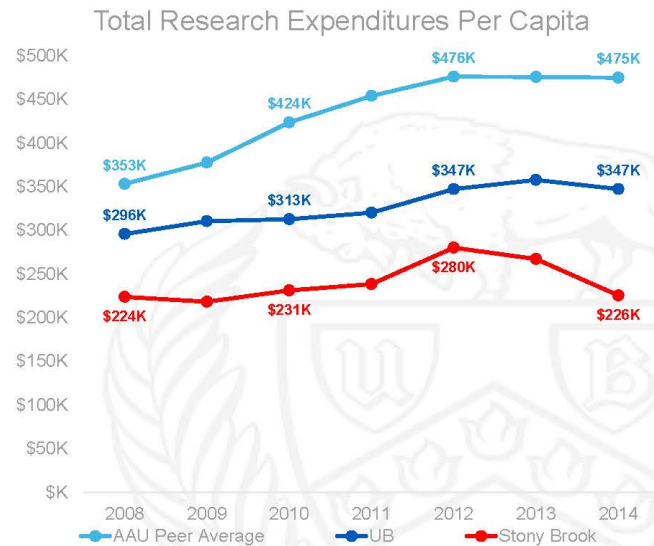
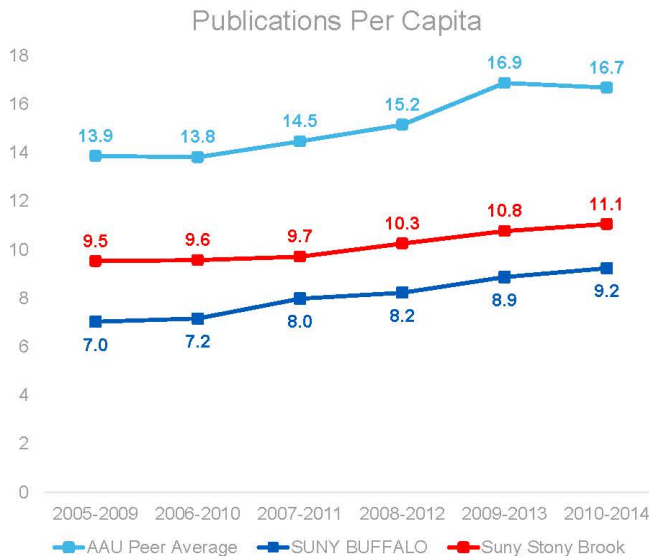


## FACULTY PRODUCTIVITY UB, STONY BROOK AND AAU PUBLICS



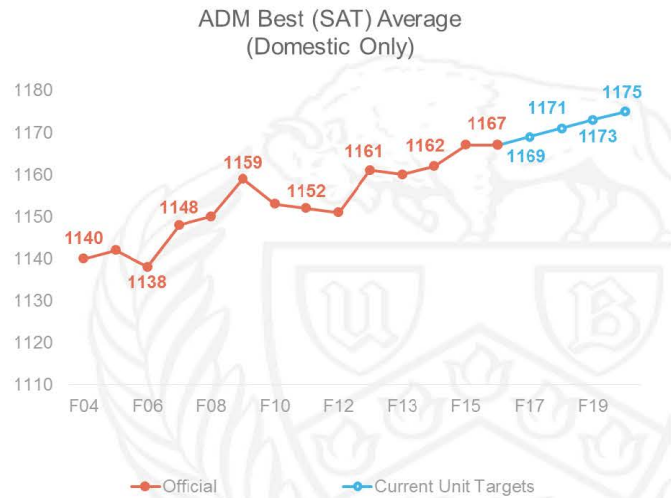
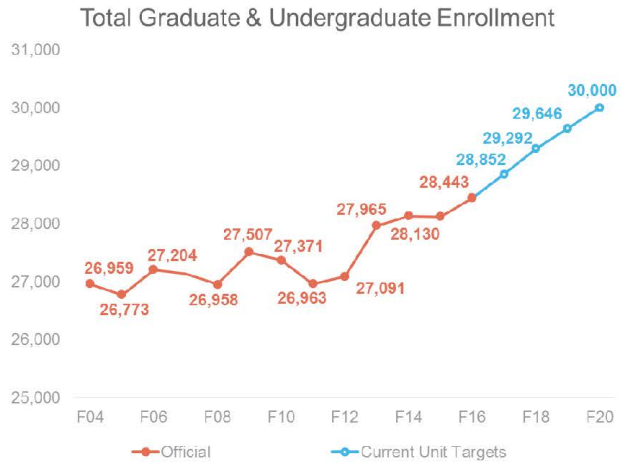
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## FACULTY PRODUCTIVITY UB, STONY BROOK AND AAU PUBLICS



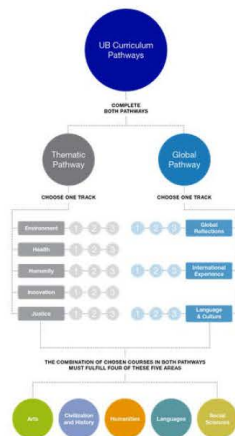
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## INCREASING STUDENT QUALITY WHILE GROWING ENROLLMENT



## A SUPERIOR UNDERGRADUATE EXPERIENCE

- Implementing General Education Model
- Finish in Four
- First Year Experiences
- UB Curriculum



**UB Seminar**  
The entryway to your UB education. A discussion-based seminar built around grand challenges and big ideas.

**Pathways**  
A series of courses interconnected by theme or concept across a wide range of disciplines. Pathways can be customized to complement pre-existing interests or designed to expand horizons and engage curiosity.

**Foundations**  
Courses in diversity, writing, math and natural sciences that promote critical thinking, creative problem-solving, enhanced communication skills, cultural competencies, and ethical and analytical reasoning.

**Capstone**  
A final project that integrates the whole in anticipation of next steps in life and learning.

## UB STUDENTS WIN INTERNATIONAL RECOGNITION

- 7 Fulbright Scholars in 2017 (more than any other SUNY); 28 total in the last 10 years. UB's rank this year would place them in the top 10 using 2016-17 institution rankings (2017-18 not yet available).
- 2 Goldwater Scholarship recipients in 2017: 16 total in the last 10 years. UB is among 56 institutions with more than one recipient last year, and ahead of 16 AAU institutions.
- 4 NSF Graduate Research Fellowship winners in 2017: 33 total in the last 10 years. 2,000 awards given annually: UB places below the median for AAUs
- 2 Marshall Scholarships in the last three years (a maximum of 40 are given annually). Last year, 16 AAU institutions were represented (and only 4 publics).



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5/19/17

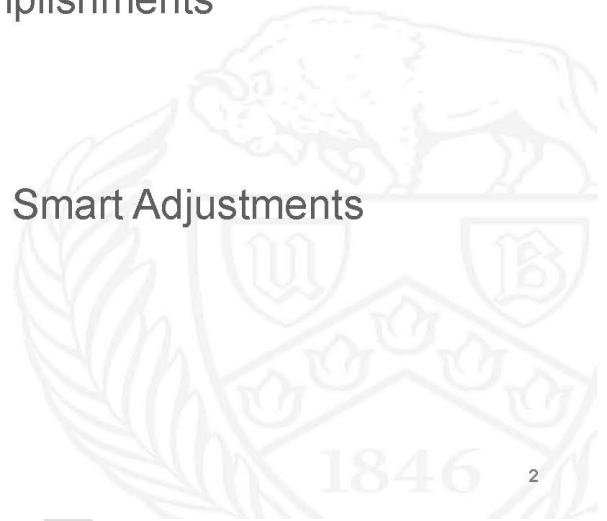
# SEEING BEYOND UB 2020

Building Strength and Prominence for the Longer-Term



## OUTLINE

- UB 2020—Many Significant Accomplishments
- UB in the Rankings
- Seeing Beyond 2020—Making the Smart Adjustments



DRAFT