



ANNUAL REPORT TO THE FACULTY SENATE, 2013-2014

1 July 2014

The Committee on Academic Programs and Policies (CAPP) tested an addition to an established agreement with the General Committee of the Graduate School, screened eight proposals for new academic programs/policies, and continued its consulting/advising role in a variety of off-label activities.

I. UPDATE regarding new policy regarding proposals to be routed to CAPP

On 31 May 2012, CAPP chair Cleland attended a meeting with Joe Burns (Faculty Senate), Bill Fry (Faculty Senate), Barbara Knuth (Graduate School), Jim Mingle (Counsel), John Siliciano (Provost's Office), and Stephanie Sechler (Counsel), to clarify the role of CAPP and the Faculty Senate on proposals related to the Graduate School. The original report from this meeting was reported in the 2011-2012 Annual Report from CAPP, but it has since been amended over email. The amended report from this meeting (Appendix A) supersedes prior versions of this report. I report and append it here because the newly added text was first tested this year (item II.G. below).

Briefly, it was agreed in May 2012 that proposals for degree program creation, modification, or discontinuation that are wholly within the Graduate School shall no longer be sent to CAPP or the Senate for approval. Proposals to establish, modify, or discontinue *degrees* (as opposed to degree *programs*) will still come to CAPP and the Senate, as will proposals that span more than one school (such as the Graduate School plus another college or school).

An addendum was agreed upon via email in January 2013 (bullet point noted as "Added 1/13/13 in Appendix A), and reads as follows: "Proposals to move a degree program from the Graduate School to reside instead entirely with another Cornell college/school should be handled by the General Committee of the Graduate School and the faculty of the "receiving" college/school (and include the next required approval stages, such as Provost, Board of Trustees) but should not be sent to CAPP/Faculty Senate."

II. Proposals analyzed by CAPP regarding academic programs and policies

- A. May 2013. CAPP approved two graduate degree programs (retroactively): [1] a dual BS in Human Biology, Health, and Society / Masters in Health Administration (MHA) as a 4+1 accelerated program that bridges the Nutritional Sciences department in Human Ecology (BS) with Policy Analysis and Management in the Graduate School (MHA), and [2] a dual BS in Human Development / Masters in Health Administration (MHA) as a 4+1 accelerated program that bridges the Human Development department in Human Ecology (BS) with Policy Analysis and Management in the Graduate School (MHA). Approved via consent by the Faculty Senate in October 2013.

- B. July 2013. CAPP proposed in the Senate that the title Clinical Professor be established in the Hotel School, pursuant to their revised proposal of August 2013. Approved by the Faculty Senate in October 2013 (following a public comment period).
- C. July 2013. CAPP approved a revised proposal by the Hotel School to establish a coordinated MBA/MMH program together with the China Europe International Business School in Shanghai (CEIBS; one of the top ten business schools in China). Approved via consent by the Faculty Senate in November 2013.
- D. October 2013. CAPP approved a proposal by the Hotel School to deactivate its joint Master of Management in Hospitality (MMH) degree offered by the Cornell-Nanyang Institute of Hospitality Management (CNI), a collaboration between Cornell and the Nanyang Technological University in Singapore. (The MMH program continues at Cornell). Approved via consent by the Faculty Senate in November 2013.
- E. October 2013. CAPP approved a revised proposal by the Johnson School to establish a coordinated MBA dual degree program with Tsinghua University in Beijing. [Unusually, this program had been already approved by the Trustees “pending approval by CAPP and the Senate”]. CAPP received word via email from Dean Burns on 21 December 2013 that, in the interests of speed, the Senate would be alerted of CAPP’s approval (and that of the UFC), with rights of objection up through 2 January 2014.
- F. November 2013. CAPP approved a proposal by the School of Engineering to establish an undergraduate BS program in Biomedical Engineering. Because the Engineering school had agreed a decade ago when it formed the BME graduate field to not also form a BME undergraduate major, support from the Biological and Environmental Engineering (BEE) department in CALS for this proposal was sought and received; additionally, BEE faculty have voting rights in the Engineering college now, and registered no objection. CAPP received word via email from Dean Burns on 21 December 2013 that, in the interests of speed, the Senate would be alerted of CAPP’s approval (and that of the UFC), with rights of objection up through 2 January 2014.
- G. February 2014. CAPP received word of a proposal to transfer the professional Master of Architecture degree from the Graduate School to the College of Architecture, Art, and Planning (AAP). CAPP determined that its approval was not necessary, based on an existing agreement with the Graduate School (detailed in section I. above). Specifically, the relevant portion of the agreement states: “Proposals to move a degree program from the Graduate School to reside instead entirely with another Cornell college/school should be handled by the General Committee of the Graduate School and the faculty of the “receiving” college/school (and include the next required approval stages, such as Provost, Board of Trustees) but should not be sent to CAPP/Faculty Senate.”
- H. April 2014. CAPP approved two graduate degree programs (retroactively): [1] a joint BS/MHA 4+1 degree between Biology and Society (Human Ecology, BS) and Policy Analysis and Management (Graduate School, MHA), and [2] a joint BS/MHA 4+1 degree between Biology and Society (CALS, BS) and Policy Analysis and Management (Graduate School, MHA). Note that the Biology and Society major is available within both the

College of Human Ecology and the College of Agriculture and Life Sciences (CALs).
Senate action is pending because of the cancellation of the May 2014 meeting.

III. Presentation to the Senate regarding an overview of CAPP activities

At the request of Dean Joe Burns, CAPP presented an overview of its activities to the Faculty Senate at its October 2013 meeting. In addition to its review of proposed new programs and policies, CAPP reported on its agreement with the Graduate School (item I. above) and its ongoing off-label advisory activities, including:

- [1] serving as an advisory committee to Rosemary Avery's ad hoc committee charged with studying the possible formation of a School of Public Policy at Cornell (April 2012),
- [2] serving as an advisory committee to the Provost's MOOC Advisory Committee (February 2013). This now is the charge of the Senate's DLC (Distance Learning Committee).
- [3] serving as an advisory committee regarding Cornell Tech proposal development (March-December 2011), faculty governance and appointments (Sept 2011, April 2012), and programs and degrees (May 2012, Oct 2012). This now is the charge of the Cornell NYC Tech Executive Committee.

CAPP addressed some outstanding Senate questions regarding Cornell Tech as well.

CAPP reported to the Senate two instances on which its legitimate jurisdiction was actively denied by the administration (in the face of repeated requests for information that were denied or ignored), such that major programs were implemented without CAPP or Senate review. Specifically, [1] the merger of multiple Economics units (from multiple colleges) into a single department, and [2] the establishment of a university-wide business minor (encompassing CALS, Hotel, the Johnson, and the ILR). CAPP requested Senate and UFC guidance regarding how to proceed in such situations in the future. An overview is provided as Appendix B.

IV. Outstanding docket & issues

As of this writing, CAPP's docket of outstanding proposals is clear. Some current issues, however, may be of interest or concern:

- There remains a question whether programs jointly administered between one Cornell unit and one or more external (non-Cornell) units fall under Senate/CAPP jurisdiction in the sense that programs administered by two or more Cornell units do. This relates to the Hotel/CEIBS proposal (II.C. above) and the Johnson/Tsinghua proposal (II.E. above), as well as the relationship between Cornell Tech and the Technion, and potential future collaborations between Cornell Tech and non-Cornell units. It would probably be best to clarify this general policy before a difficult or controversial test case arises.

The memorandum of understanding between CAPP and the Graduate School suggests a precedent that CAPP and the Senate do have jurisdiction in this situation (along with the precedent of II.C. and II.E. above). Specifically, the following text (see Appendix A for full text); underlining added:

Proposals for degree program creation, modification, or discontinuance for degree programs that involve the Graduate School and another Cornell (or non-Cornell) college or school should be handled by the General Committee of the Graduate School and then move to CAPP/Faculty Senate.

- CAPP has been retained for a possible advisory role to the Dean of Faculty regarding appropriate performance metrics for program assessment, specifically the strengths and limitations of Academic Analytics.

A handwritten signature in black ink, appearing to read "Thomas A. Cleland". The signature is written in a cursive style with a small flourish at the top left.

Thomas A. Cleland
Chair, CAPP

Appendix A: Agreement regarding CAPP role wrt Graduate School (Revised Jan 2013)
Appendix B: Details re administration avoidance of CAPP jurisdiction

Appendix B of the 2013-2014 Annual Report Committee on Academic Programs and Policies (CAPP)

Excerpts from an email report of 11 October 2013, following a presentation at the October 2013 Faculty Senate meeting, regarding two instances where CAPP jurisdiction was denied by administration.

As I understand what you told us, CAPP heard about it through the grapevine, then asked (somebody) for information, and was rebuffed (by somebody). How did that exchange go? Was it cordial? Thing is, year before last UFC had a couple of animated discussions with the Provost and John Siliciano about things like that coming out of the blue. The Provost assured us (and I sort of knew already) that the economics-merger idea originated with faculty and that faculty had engineered the whole thing. Even given that, I'd assumed that CAPP had played some role, even if just to sign off on it. I certainly never imagined that CAPP had tried to pursue due diligence and had the door slammed in its face.

Re the Economics merger, I was notified about it by Ron Seeber on 29 August 2011 in concert with a request to convene CAPP as an advisory panel to Rosemary Avery's public policy school study committee. I arranged a CAPP meeting and requested information about both program plans. Ron replied on 29 August 2011 and enclosed information re the public policy committee's charge, but nothing about the Econ merger. On 10 September, I sent an email scheduling our CAPP meeting together (for 22 Sept), but as Ron had requested a personal meeting before the September Senate meeting I arranged to meet him on Mon 12 Sept 2011. I again asked for background information (specifically, the Waldman committee report) because I wouldn't be of any use in an advisory sense without knowing anything about the plans whatsoever. I also asked his assistant Carin Rundle for it in that same email (I never received any replies from her, aside from scheduling matters). Finally, on 9 September 2011, I emailed Michael Waldman, the chair of the Waldman committee that had studied the potential merger. He replied that he would have to check with Ron Seeber first because it was a confidential report to the Provost's office, which I acknowledged. He replied again to me on 11 September that "the provost's office" had decided that I would not be permitted to see the report (and, by extension, neither would CAPP). Waldman said that he thought Ron would send me the MOU instead – in essence a summary document. When I met with Ron in person on 12 Sept, it was a very vague meeting. He had not brought any information – either report or MOU. He essentially requested that I introduce him at the September Senate meeting, which I agreed to do (in retrospect, this was a foolish decision, as despite whatever I said it gave the impression that CAPP approved of the content of his presentation, about which I had no prior knowledge. So I got played.). He used this presentation at the Sept 2011 Senate meeting to announce the merger. He then concurred that we should cancel his meeting with CAPP as there was nothing more to discuss. At no point had I or CAPP received any concrete information whatsoever about the planned merger. CAPP members were upset.

With the Business@Cornell project, the high points are that, on 22 Nov 2011, Ron Seeber contacted then-Dean of Faculty Bill Fry re getting this proposed business minor approved. Bill Fry forwarded the information to me, and I requested background materials. On 13 Dec 2011, Ron Seeber forwarded me/CAPP the report of Rosemary Avery's committee's final report (Sept 2011) regarding the university-wide business minor. After the break, on 17 Jan 2012, I set up a CAPP meeting with Ron for 2 Feb 2012. Ron wanted the proposal presented to the Faculty Senate for approval at the 8 Feb 2012 meeting, which wasn't going to happen as CAPP had several questions and concerns. In part, this arose because we hadn't received an actual policy proposal of how to do things, as we normally receive in some form,

but a committee advisory report about how various things could be done this way or that. I assembled and sent CAPP's questions back to Ron on 9 February 2012, specifically requesting a revised version of the proposal incorporating answers to our questions. Ron replied that same day and said that his group was working on a response to our questions. I heard from him again on 27 Feb via an email that responded to each of our questions individually in narrative form. I said nice things about the answers but repeated my request for a single revised proposal document rather than the same committee report plus an email of responses to questions. On 29 Feb Ron said that he would do so, and that was that. When we met in another context some days after that, he told me verbally that he had decided that CAPP/the Senate had no jurisdiction over the process. I sent him a query email on 11 July 2012, to which he did not respond. The program was implemented in Fall 2012 without CAPP or Senate approval.

You can see why I think these are problems.

Thanks for looking into/following up on this.

Thom

Thomas A. Cleland
Dept. of Psychology, Cornell University
244 Uris Hall, Ithaca, NY 14853
voice 607/255-8099; fax 775/254-2756; tac29@cornell.edu