

20 October, 1998

To: Members of the University Faculty

From: C. Garza, Vice Provost

Options for the reorganization of the Division of Biological Sciences are presented below. They are a distillation of reports, reviews, and oral and written recommendations and observations made by individual faculty to the President and Provost, and at meetings that have been held with various faculty and student groups.

Although these options focus principally on the organizational structure of units that make up the Division of Biological Sciences, it is the intent of the central administration to identify additional programmatic and administrative options to further strengthen the life sciences throughout the University. Particular attention will be given to improving collegial collaborations among all life scientists on the campus. This will be accomplished by working closely with the program reviews that are underway and with various faculty groups (e.g. Genomics Task Force) as those reviews and other initiatives progress.

Three options are presented. Options A and B propose the elimination of the Division of Biological Sciences. The configuration of departments and specific university-wide and individual college roles differentiate the two. Although option C retains the Division of Biological Sciences, it proposes significant changes in the division's administration and oversight.

Options A, B, and C should not be viewed as exclusive. They are presented to solicit recommendations for their improvement and to elicit other options that should be considered. Please forward your input through the Faculty Senate or to the President, Provost, or me. Having input from faculty substantially before the next meeting of the Faculty Senate (11 November) will be most useful.

Option A: Follows closely the recommendations of the Task Force Report, but omits establishing a Research Institute.

Eliminate the Division of Biological Sciences.

Create new departments "based to some extent on the current sections of the Division of Biological Science" and explore new alignments.

- Departments would:
 - a. report to all colleges from which faculty lines and other resources originate,
 - b. work with a lead dean who is charged to coordinate with the other colleges that share responsibility for the newly created departments, or
 - c. report to a single dean because all faculty lines and resources derive from a single college.

Recommendations for the precise configuration of departments would be developed by a group of scientists and administrators appointed by the provost.

Administration of the departments would follow the usual University models (e.g. in hiring, promoting, etc) with the exception that none of the new departments would be

permitted to offer an undergraduate major.

Retain a single undergraduate biology major under the administrative responsibility of a Director of Undergraduate Studies appointed by the Provost.

- The Director of Undergraduate Studies would report directly to the Provost

A structure would be developed to assure that the Director for Undergraduate Studies has the resources and authority to effect full departmental cooperation in the design and staffing of the teaching program and be able to enlist the participation of basic biologists throughout the university in the program.

The determination of resources assigned to the Director of Undergraduate Studies would be the responsibility of the Provost after consultation with the relevant university units. These resources would include the availability of the necessary faculty to teach, teaching assistantships, funds for materials and operations of the undergraduate curriculum, etc.

The Director of Undergraduate Studies will be advised by a curriculum committee. Its chair and its members will be appointed by the Provost in consultation with the appropriate deans. It will consist of eight members of the faculty, five drawn from departments who are not permitted to offer an individual undergraduate major and three from other departments with an undergraduate major in the life sciences.

Appoint a Committee to advise the colleges in the area of basic biology.

- The Advisory Committee's membership would consist of the deans of the Colleges of Agriculture and Life Sciences, Arts and Sciences, Veterinary Medicine, and one other college, four Cornell faculty members of the life sciences (two who are members of the newly created departments and two who are not) and five external senior scientists from the public and private sectors. The chair of this committee would be a senior member of the Cornell faculty. Alternatively internal and external advisory committees could be appointed, the former meeting more frequently etc.

Given the wide university interest in achieving greater coherence across the life sciences, the composition and role of this committee would be reassessed at the conclusion of the ongoing university wide program reviews.

Option B

Eliminate the Division of Biological Sciences

Create two departments, (1) Molecular, Cellular and Developmental Biology and (2) Organismic and Evolutionary Biology.

- The Dean of the College of Arts and Sciences would be the "lead" dean for the Department of Molecular, Cellular, and Developmental Biology

The Dean of the College of Agriculture and Life Sciences would be the "lead" dean for the Department of Organismic and Evolutionary Biology.

Administration of the Departments would follow the usual University model with the

exception that neither department would be permitted to develop an undergraduate major.

Retain a single undergraduate biology major under the administrative responsibility of a Director of Undergraduate Studies appointed jointly by the two colleges.

- The Director of Undergraduate Studies would report jointly to the Deans of Agriculture and Life Sciences and Arts and Sciences.

A structure would be developed by those colleges to assure that the Director for Undergraduate Studies has the resources and authority to effect full departmental cooperation in the design and staffing of the teaching program and the support necessary to enlist the participation of basic biologists throughout the university.

The Director of Undergraduate Studies would be advised by a curriculum committee. Its chair and its members would be appointed by the Deans of the Colleges of Agriculture and Life Sciences and Arts and Sciences. It will consist of nine members of the faculty, three from each of the respective new departments and the remaining three will be life science faculty from outside those departments.

Appoint a Committee to advise the Colleges of Agriculture and Life Sciences and Arts and Sciences in the area basic biology.

- The Committee would be appointed by the Deans of the Colleges of Agriculture and Life Sciences and Arts and Sciences.

The Advisory Committee would consist of four Cornell faculty members of the life sciences (two who are members of newly created departments and two who are not) and four external senior scientists from the public and private sectors. Its chair would be a senior member of the Cornell University faculty. Alternatively internal and external advisory committees could be appointed, the former meeting more frequently etc.

Given the wide university interest in achieving greater coherence across the life sciences, the composition and role of this committee would be reassessed at the conclusion of the ongoing university wide program reviews.

Option C

Retain the Division of Biological Sciences

- The Director would be appointed by and report to the Provost.

Existing sections would be reorganized into broader areas of scholarship led by individuals appointed as associate directors to stress responsibilities to the Division of Biological Sciences as a whole and secondarily to narrower areas of scholarship.

The determination of resources assigned to the Division of Biological Sciences would be the responsibility of the Provost after consultation with the relevant university units. These resources would include the annual return of a significant proportion of indirect costs to the Division of Biological Sciences, the assignment of faculty lines and teaching and research assistantships, allocation of funds for materials and operations of the

undergraduate curriculum, etc.

The Director would be responsible for the allocation of all faculty lines and resources that are assigned to the Division of Biological Sciences by the Provost.

- In determining the allocation of faculty lines to specific areas of scholarship, developing general search plans for faculty, selecting major facility investments, etc. the Director would be required to consult an Advisory Committee appointed by the Provost.

Retain a single undergraduate biology major.

- The Director of Biological Sciences would be responsible for enlisting the participation of basic biologists throughout the university in the undergraduate curriculum.

The Director of Biological Sciences would be advised by a curriculum committee chaired by the individual appointed by the director to oversee the day to day operations of the major. Committee members would be appointed by the Director of the Division of Biological Sciences and the Provost. Eight members of the faculty will be appointed to this committee, five would be drawn from the Division of Biological Faculty (appointed by the director) and three will be life science faculty outside the Division appointed by the Provost in consultation with deans of the university's colleges.

Appoint a committee to advise the Division of Biological Sciences in its allocation of resources and future directions.

- The Advisory Committee would consist of the deans of the Colleges of Agriculture and Life Sciences, Arts and Sciences, Veterinary Medicine, and one other college, four faculty members of the life sciences (two who are members of the Division of Biological Sciences and two who are not) and five external senior scientists from the public and private sectors. The committee would be chaired by a senior Cornell faculty member. Alternatively internal and external advisory committees could be appointed, the former meeting more frequently etc.

Given the wide university interest in achieving greater coherence across the life sciences, the composition and role of this committee would be reassessed at the conclusion of the ongoing university wide program reviews.