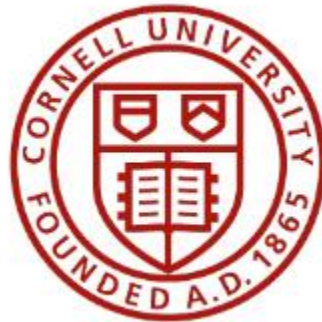


UNIVERSITY FACULTY SENATE MEETING

APRIL 8, 2015



AGENDA

- Call to Order

Speaker Bruce Lewenstein (2 min)

- *Approval of Professor of Practice in College of Engineering

Speaker Lewenstein (2 min)

- Faculty Matters

Dean Joe Burns (8 min)

- Progress and Challenges at Cornell Tech

Dan Huttenlocher, Dean and Vice Provost
(38 min)

- Resolution on Shared Governance in Matters of Educational Policy

Eric Cheyfitz, Lawrence Dubreuil,
Roger Gilbert, Elizabeth Sanders
and Vicki Meyers-Wallen

- Proposed Amendment to the Above Resolution

Ken Birman (30 min)

- General Good and Welfare (10 min)

- Adjourn

•*CONSENT ITEM

CONSENT ITEMS

SPEAKER BRUCE LEWENSTEIN

- Approval of Professor of Practice in College of Engineering



FACULTY MATTERS

Charter-Day Weekend Festival: Friday 4/24- Monday 4/27

<https://150.cornell.edu/events/charterday/> academic and non-academic

To register (\$20 donation): **[/charterday/registration](https://150.cornell.edu/events/charterday/registration)**

Regalia: Reserve by this Friday, April 10

https://cornell.qualtrics.com/jfe/form/SV_4Vd4evuGQffEbWZ/

Faculty Forums:

“Revenue Enhancement”, 3/18/15. See our web page, CornellCast

Possible topics for fall:

“Financial Aid Policies” or “Implications of Aging Faculty Population”

Changes in Senate Meeting Times

Faculty vote within month among three times proposed by UFC

**PROGRESS AND PROBLEMS AT
CORNELL TECH
DAN HUTTENLOCHER,
DEAN AND VICE PROVOST**

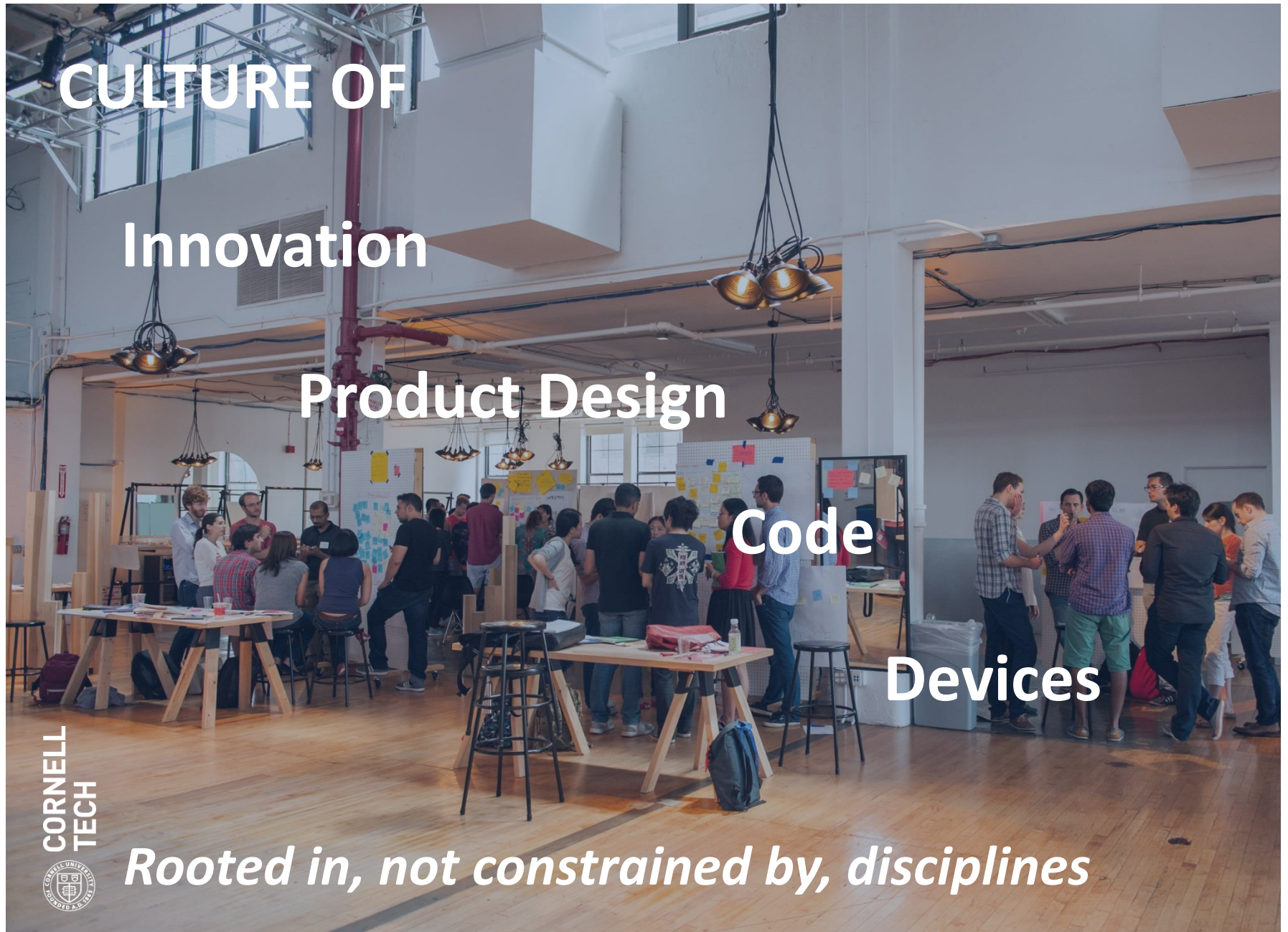


CORNELL TECH

HOME OF THE
JOAN AND IRWIN JACOBS
TECHNION-CORNELL
INSTITUTE

**We create pioneering
leaders and technologies
for the digital age**

Cornell Faculty Senate, April 2015



CULTURE OF

Innovation

Product Design

Code

Devices

CORNELL
TECH



Rooted in, not constrained by, disciplines



Learning by building

Fostering real-world impact

Fast moving – act, reflect

Focused on digital age

Leadership for 21st century

CORNELL
TECH



A New Kind of Organization

Integrated programs rather than department or college-based silos

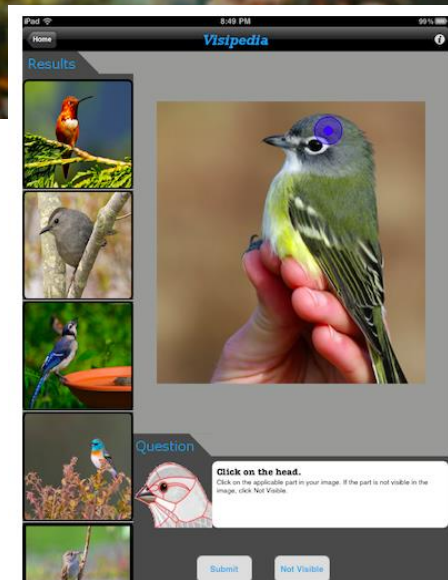
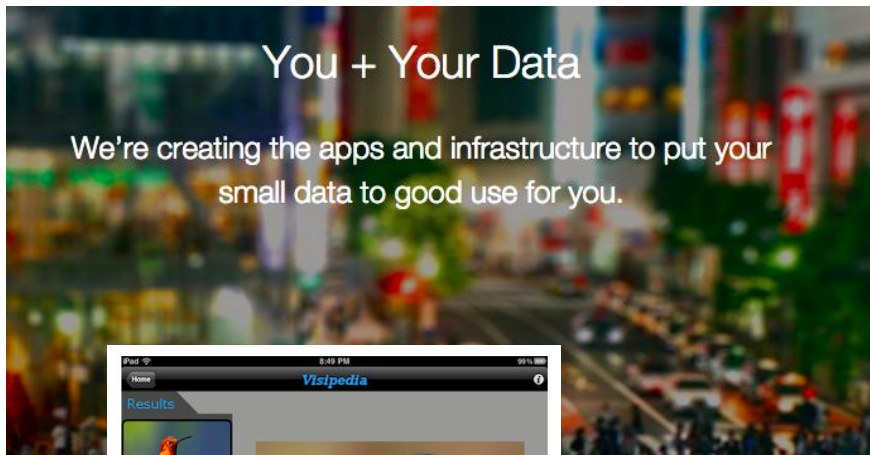
Jacobs Technion-Cornell Institute, cross disciplinary “hubs”– infuse campus

Support for external engagement: entrepreneurial office, K-12, etc.

CORNELL
TECH



Fundamental Research with Real-World Engagement



Cross-Program Masters Studio



About 100 Current Students



CS MEng, MBA, Connective Media MS, PhD

6 planned Cornell masters programs

MEng in CS, ECE, ORIE
MBA, LLM, MPS in Info Sci

3 planned Technion-Cornell dual MS
Information Systems concentrating
in Built Environment, **Healthier Life** or
Connective Media

Faculty and PhD students in areas of these
programs – a dozen disciplines

Academic Program Challenges

Identifying and recruiting right faculty

Realizing cross-campus potential

Pace of change in act-reflect approach

Maintaining educational innovation

New campus for 8x students 5x faculty

Roosevelt Island Campus – Summer 2017



Roosevelt Island Site Now



Roosevelt Island Site Location



In 25 Years...

2500 students and 200 faculty in tens of programs

Tens of thousands of jobs in companies and nonprofits building on Cornell Tech

Leading schools adopting our masters curricula and external engagement model

Three integrated, complementary Cornell campuses

**RESOLUTION ON SHARED GOVERNANCE IN MATTERS OF
EDUCATIONAL POLICY AS REQUIRED BY ARTICLE XIII, SECTION 2 OF
THE BYLAWS OF CORNELL UNIVERSITY
ERIC CHEYFITZ, LAWRENCE DUBREUIL, ROGER GILBERT, ELIZABETH
SANDERS AND VICKI MEYERS-WALLEN**

- Whereas Article XIII sec. 2 of the Bylaws of Cornell University states that one of “The functions of the University Faculty shall be to consider questions of educational policy which concern more than one college, school or separate academic unit, or are general in nature”;
- Whereas Article X of the Organization and Procedures of the University Faculty (OPUF) delegates these University Faculty functions to the Faculty Senate as the representative body of the University Faculty;
- Whereas by “educational policy” in this context it is logical to assume the bylaws intend any policy that affects teaching and research across colleges and/or academic units or that in one way or another affects the entire university, such as the unilateral decisions that created the current 55 million dollar budget deficit, decisions made by the administration without prior consultation with the senate;



**RESOLUTION ON SHARED GOVERNANCE IN MATTERS OF
EDUCATIONAL POLICY AS REQUIRED BY ARTICLE XIII, SECTION 2 OF
THE BYLAWS OF CORNELL UNIVERSITY
ERIC CHEYFITZ, LAWRENCE DUBREUIL, ROGER GILBERT, ELIZABETH
SANDERS AND VICKI MEYERS-WALLEN**

- Whereas such policy logically includes the forming of international partnerships, such as those the university has undertaken with the Qatar Foundation and the Technion of Israel, and more generally Cornell's investment in developing a university-wide curriculum in MOOCS and engaged learning;
- Whereas the "Principles of Cooperation and Consultation Between the President and Faculty Senate" adopted by the President, Provost, and the University Faculty Committee on May 3, 2000, and adopted unanimously by the Faculty Senate on May 10, 2000, provide: "Meaningful faculty governance requires adequate time for consideration of issues and development of recommendations. To that end, the President or other members of the Administration will not reach final conclusions or take action on major multi-college educational policy issues until the normal steps for securing faculty input, including a reasonable period for relevant Faculty Senate Committees to act and for subsequent deliberations by the Faculty Senate to occur, have been completed";

**RESOLUTION ON SHARED GOVERNANCE IN MATTERS OF
EDUCATIONAL POLICY AS REQUIRED BY ARTICLE XIII, SECTION 2 OF
THE BYLAWS OF CORNELL UNIVERSITY
ERIC CHEYFITZ, LAWRENCE DUBREUIL, ROGER GILBERT, ELIZABETH
SANDERS AND VICKI MEYERS-WALLEN**

- Whereas in general, and with respect to but not limited to the partnerships and policies listed above, the administration has not observed Article XIII, sec. 2, of the Bylaws of Cornell University or the “Principles of Cooperation and Consultation Between the President and Faculty Senate,” which are crucial components of shared governance;
- Whereas the current President, the newly appointed President, newly appointed Interim Provost, and the next appointed Provost should act in accordance with Article XIII sec.2 and the “Principles of Cooperation and Consultation Between the President and Faculty Senate,”
- Therefore it is the will of the Faculty Senate that from this point forward the administration comply with Article XIII sec.2 and the “Principles of Cooperation and Consultation Between the President and Faculty Senate.”

RESOLUTION ON PROTOCOLS TO ENSURE FACULTY GOVERNANCE
ERIC CHEYFITZ, ABBY COHN, CAROLE BOYCE DAVIES, CARL FRANCK,
SHELLEY FELDMAN, DAVID A. LEVITSKY, RISA LIEBERWITZ, ELLIS LOWE,
SATYA MOHANTY, ELIZABETH SANDERS, JOHN SIPPLE, SHAWKAT
TOORAWA, SOFIA VILLENAS, VICKI MEYERS-WALLEN
FEBRUARY 7, 2011

- WHEREAS, the Organization and Procedures of the University Faculty (OPUF) recognizes that “University leadership functions best when it is derived from the consent of the governed and is able to strike the delicate balance between the twin needs for broad consultation and decisive, timely decision- making,” and that “[t]he appropriate role of faculty governance is to facilitate communication between the faculty and the administration, ensuring a full consideration of faculty views, thereby building a faculty- administration partnership that will serve as a firm foundation for effective leadership,” and
- WHEREAS, OPUF further provides that the Faculty Senate carries out the functions of the University Faculty “to consider questions of educational policy which concern more than one college, school or separate academic unit, or are general in nature,” and



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TOORAWA, SOFIA VILLENAS, VICKI MEYERS-WALLEN
FEBRUARY 7, 2011

- WHEREAS, the Faculty Senate, on May 10, 2000, ratified the document titled "Principles of Cooperation and Consultation between the President and Faculty Senate," which includes the agreement between the President and the Faculty Senate that: "Meaningful faculty governance requires adequate time for consideration of issues and development of recommendations. To that end, the President or other members of the Administration will not reach final conclusions or take action on major multi-college educational policy issues until the normal steps for securing faculty input, including a reasonable period for relevant Faculty Senate Committees to act and for subsequent deliberations by the Faculty Senate to occur, have been completed," and
- WHEREAS, the report by Faculty Senate Committee to Review Faculty Governance in 2007 concluded that "the problem of a lack of early and adequate consultation has persisted" since the "Principles of Cooperation and Consultation" were ratified in 2000, and



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- WHEREAS, the Committee to Review Faculty Governance made recommendations that “focus on openness and meaningful consultation between faculty and the administration and the trustees, toward a goal of consensus as decisions are made,” including the recommendation that “issues for faculty consultation ...shall be raised early enough to provide time for meaningful consideration by appropriate Faculty Senate committees, *ad hoc* faculty committees, or joint faculty/administration committees,” and
- WHEREAS, the Cornell administration did not engage in early or meaningful consultation with the faculty prior to reaching its recent decisions to close the Department of Education and to relocate the Africana Studies and Research Center to the College of Arts and Sciences, which affect faculty in those units and in other departments and colleges, and



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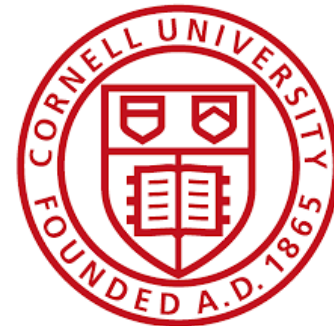
- WHEREAS, issues concerning restructuring of academic departments are likely to be raised again in upcoming years as part of university strategic planning initiatives,
- THEREFORE BE IT RESOLVED that the Faculty Senate calls upon the Provost and President to follow agreed upon faculty governance procedures, including OPUF and "Principles of Cooperation and Consultation between the President and Faculty Senate," and
- BE IT FURTHER RESOLVED that the University Faculty Committee (UFC) shall negotiate with the Provost and President to clarify faculty governance procedures, including: reaching a clear definition of consultation; creating protocols for the administration and the faculty to ensure early and meaningful consultation with academic departments and the Faculty Senate on issues affecting the faculty, such as restructuring academic departments; and defining as narrowly as possible the restriction of information based on confidentiality.



RESOLUTION ON PROTOCOLS TO ENSURE FACULTY GOVERNANCE
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FEBRUARY 7, 2011

- BE IT FURTHER RESOLVED that the UFC shall report back to the Faculty Senate with the results of the negotiations about faculty governance procedures, including submitting principles and/or procedures to the Faculty Senate for ratification.





Amended Resolution on Shared Governance

Ken Birman
Computer
Science

My goals

- Carry out the intent of the original motion
- *Less can be more*
 - Original version was very long, very specific
 - Specificity actually *narrows* scope of the document
 - Original list of priors omits mention of some important issues, yet includes others that seemingly require debate.
- Why not amend from the floor?
 - Senate rules impose limitations.

Original

Whereas Article XIII sec. 2 of the Bylaws of Cornell University states that one of “The functions of the University Faculty shall be to consider questions of educational policy which concern more than one college, school or separate academic unit, or are general in nature”;

Whereas Article X of the Organization and Procedures of the University Faculty (OPUF) delegates these University Faculty functions to the Faculty Senate as the representative body of the University Faculty;

Whereas by “educational policy” in this context it is logical to assume the bylaws intend any policy that affects teaching and research across colleges and/or academic units or that in one way or another affects the entire university, such as the unilateral decisions that created the current 55 million dollar budget deficit, decisions made by the administration without prior consultation with the senate;

Whereas such policy logically includes the forming of international partnerships, such as those the university has undertaken with the Qatar Foundation and the Technion of Israel, and more generally Cornell’s investment in developing a university-wide curriculum in MOOCS and engaged learning;

Whereas the “Principles of Cooperation and Consultation Between the President and Faculty Senate” adopted by the President, Provost, and the University Faculty Committee on May 3, 2000, and adopted unanimously by the Faculty Senate on May 10, 2000, provide: “Meaningful faculty governance requires adequate time for consideration of issues and development of recommendations. To that end, the President or other members of the Administration will not reach final conclusions or take action on major multi-college educational policy issues until the normal steps for securing faculty input, including a reasonable period for relevant Faculty Senate Committees to act and for subsequent deliberations by the Faculty Senate to occur, have been completed”;

Whereas the Faculty Senate finds that the University administration has repeatedly failed to demonstrate adequate transparency in situations that clearly fall under these policies and for which there was no apparent requirement of extreme urgency or unusual secrecy;

Whereas in general, and with respect to but not limited to the partnerships and policies listed above, the administration has not observed Article XIII, sec. 2, of the Bylaws of Cornell University or the “Principles of Cooperation and Consultation Between the President and Faculty Senate,” which are crucial components of shared governance;

Whereas the current President, the newly appointed President, newly appointed Interim Provost, and the next appointed Provost should act in accordance with Article XIII sec.2 and the “Principles of Cooperation and Consultation Between the President and Faculty Senate,”

Therefore it is the will of the Faculty Senate that from this point forward the administration comply with Article XIII sec.2 and the “Principles of Cooperation and Consultation Between the President and Faculty Senate.”

Changes

Whereas Article XIII sec. 2 of the Bylaws of Cornell University states that one of “The functions of the University Faculty shall be to consider questions of educational policy which concern more than one college, school or separate academic unit, or are general in nature”;

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Replacement Text

- Whereas the Faculty Senate finds that the University administration has repeatedly failed to demonstrate adequate and timely transparency in situations that clearly fall under these policies and for which there was no apparent requirement of extreme urgency or unusual secrecy;

Resulting Motion

Whereas Article XIII sec. 2 of the Bylaws of Cornell University states that one of “The functions of the University Faculty shall be to consider questions of educational policy which concern more than one college, school or separate academic unit, or are general in nature”;

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Co-Signers

Thomas Björkman, CALS

Paul Dawson, M&AE

Peter Dear, A&S

Aija Leiponen, AEM

William Sonnenstuhl, ILR

GENERAL GOOD AND WELFARE

