

UNIVERSITY FACULTY SENATE MEETING

OCTOBER 9, 2013



AGENDA

- Call to Order – Interim Speaker Ann Lemley (2 min)
- Dean’s Report – Dean of University Faculty Joe Burns (10 min)
- Approval of Minutes from 9/11/13 Senate Meeting (1 min*)
- Report from Nominations and Elections (1 min*)
- Routine Matters from Academic Policies and Programs (1 min*)
- Report of Committee on Athletics and Physical Education – Frank Rossi, FACAPE Chair (10 min)
- Report of Committee on Academic Programs and Policies – Thomas Cleland, CAPP Chair (20 min)
- Conversation on the New Budget Model & Other Topics, W. Kent Fuchs, Provost (35 min)
- General Good and Welfare (15 min)

•*Consent Item

DEAN'S REPORT

Introductions

Modified Senate Procedures

Committee Activities (FPC-Divestment; DLC-RFPs)

Effects of Federal Shutdown on Cornell

Summary of UFC meeting with President Skorton

CONSENT VOTE BY SENATORS

- **APPROVAL OF MINUTES FROM SEPTEMBER 11, 2013
FACULTY SENATE MEETING**
- **REPORT FROM NOMINATIONS AND ELECTIONS
COMMITTEE**
- **ROUTINE MATTERS FROM ACADEMIC POLICIES
AND PROGRAMS (CAPP)**
 - **CLINICAL PROFESSOR TITLE PROPOSAL – HOTEL
SCHOOL**
 - **TWO DUAL DEGREES PROGRAMS BRIDGING
HUMAN ECOLOGY AND POLICY ANALYSIS &
MANAGEMENT**

Faculty **A**dvisory **C**ommittee on **A**thletics and **P**hysical
Education

Frank S. Rossi, Ph.D.
Committee Chair
CALs-Horticulture



FACAPE Charge

to provide **advice** on how the **programs** of the Department of Athletics and Physical Education can best complement and **support** the overall **educational objectives** of the University.



FACAPE Charge

The committee will **consult** with the Athletic Director regarding how **to assure** an intercollegiate, physical education, intramural, and recreational program of the **highest quality**.

1. **Admissions, academic performance of student athletes**, and the overall programs, goals, and objectives of the Department.
2. Issues facing the NCAA, ECAC and Ivy League.
3. **Guidelines for leaves and absences for intercollegiate teams.**
4. The **physical education requirement** for students (including administering the procedure of **hearing appeals from students** regarding their physical education requirement for graduation).





MEN'S CROSS COUNTRY FALL 2013							
DAY	DATE	OPPONENT	TIME	PLACE	REPORT TIME	RETURN TIME	LEAVE TIME
FRI	SEPT 13	Army	4:00 pm	Home	9/13/13 4:30 pm	9/13/13 Evening	
FRI	SEPT 27	Boston College @ Boston MA	11:00 am	Away	9/26/13 10:00 am	9/27/13 8:00 pm	1 ¾
SAT	OCT 5	Paul Short <u>Invit.</u> @ Bethlehem PA	11:00 am	Away	10/4/13 2:00 pm	10/5/13 4:00 pm	¼
SAT	OCT 19	Pre-Nationals @ Terre Haute IN	11:00 am	Away	10/17/13 Noon	10/20/13 Noon	1 1/2 ***
SAT	OCT 19	Princeton <u>Invit.</u> @ Princeton NJ	11:00 am	Away	10/18/13 5:00 pm	10/19/13 6:00 pm	
FRI	OCT 25	<u>Reif</u> Memorial Run	4:00 pm	Home	10/25/13 4:30 pm	10/25/13 Evening	
SAT	NOV 2	Heptagonal Champs @ Princeton, NJ	11:00 am	Away	11/1/13 10:00 am	11/2/13 6:00 pm	¾
						TOTAL DAYS	4 ¾

*** ONLY 7 ATHLETES COMPETING

This schedule has been reviewed by the University Faculty Advisory Committee on Athletics and Physical Education and is consistent with leave policy established in 1987.

Frank Rossi, Chair

FACAPE Charge

In addition, the Committee will review and help develop, in conjunction with individual athletic academic advisors:

1. A strong academic advisement system for student athletes.

2. A series of seminars for all freshmen athletes to cover library skills, study and reading skills, expectations of a student-athlete at Cornell, etc.

3. A series of meetings with the captains of the intercollegiate teams to discuss athletics and academics, and the role of the captains as academic role models.

4. Procedures for working with individual academic problem cases.



Department of
Athletics and Physical Education

Team Faculty Advisor Guide



2013-2014



Sarah Wattenberg

The Andrew '78 and Margaret Paul

Assistant Director of Athletics for Student Services

**COMMITTEE ON ACADEMIC PROGRAMS AND POLICIES REPORT
(THOMAS CLELAND, CHAIR)
OCTOBER 9, 2013**

CAPP reviews academic programs and policies that extend beyond the jurisdiction of a single school or college.

On behalf of the Senate, CAPP also has:

- reviewed proposed distance learning programs utilizing eCornell (May 2012)
- reviewed applications for utilization of the *Clinical Professor* title (according to Sept 2002 Senate legislation) by the Veterinary College, Johnson School, and Hotel School (Sept 2011 – present)
- agreed to no longer require redundant CAPP review of programs wholly contained within the Graduate School (May 2012). Programs spanning multiple units still will be reviewed by CAPP.



**COMMITTEE ON ACADEMIC PROGRAMS AND POLICIES REPORT
(THOMAS CLELAND, CHAIR)
OCTOBER 9, 2013**

On behalf of the Senate, CAPP also has:

- acted as a broad-based advisory committee to an *ad hoc* committee charged with studying the possible formation of a School of Public Policy (April 2012; Rosemary Avery, *chair*)
- acted as a broad-based advisory committee to the Provost's MOOC Advisory Committee (Feb 2013). Presently this is the charge of the Senate's DLC (Distance Learning Committee).
- acted as a broad-based advisory committee re Cornell Tech proposal development (March-December 2011), faculty governance and appointments (Sept 2011, April 2012), and programs and degrees (May 2012, Oct 2012). Presently this is the charge of the Cornell NYC Tech Executive Committee.



**COMMITTEE ON ACADEMIC PROGRAMS AND POLICIES REPORT
(THOMAS CLELAND, CHAIR)
OCTOBER 9, 2013**

Questions have arisen regarding faculty tenure policies at Cornell NYC Tech, which I have been asked to address.

CAPP has not been directly engaged with Cornell Tech development since October 2012, when we presented a resolution to the Senate to approve an MS degree in information systems as a dual degree with the Technion.

Policy statements regarding tenure and governance are available online, and largely follow the options recommended by CAPP in September 2011.


To date, it is my understanding that all professorial-rank faculty positions at Cornell Tech are tenured/tenure-track, and hence based in Ithaca departments.



<https://www.cornell.edu/provost/cornell-tech-faculty/>

Cornell NYC Tech
Executive Committee

Five policy documents:
25 March 2013

Overview
Academic Priorities and
Interest to
Faculty
Open Searches
Academic Leadership
About the Provost
History of Cornell's Provosts
Contact
Downloads
 Provost Org Chart
Related Information
▪ University Statements
▪ Cornell Strategic Plan
▪ Reading Project
▪ Faculty Highlights
▪ Student Highlights
▪ The Medical Provost

Cornell NYC Tech Faculty

Since the announcement a little over one year ago, Cornell NYC Tech has continued to take shape. A recent overview of the campus academic planning can be found [here](#) (pdf). The first matriculates to the campus for the Computer Science Master of Engineering Degree are beginning classes this spring! Additionally, faculty searches in the core disciplines (Computer Science, Electrical & Computer Engineering, Information Science, Operations Research & Information Engineering and Johnson School) continue to draw interest from outstanding candidates. We hope to be announcing new faculty hires this spring.

Starting this past fall, the executive committee of the Cornell NYC Tech campus, co-chaired by Lance Collins and Dan Huttenlocher, with members Kent Fuchs, Laurie Glimcher, John Siliciano, Eva Tardos, Soumitra Dutta, Kent Kleinman, Alan Mathios and Barb Knuth, has drafted five documents that outline the structure of the academic programs, administration, and the relationships between the campuses. These documents are now being shared with the university faculty and senior administrative staff for further review and comments.

We ask that you email your comments to CornellTechFaculty@cornell.edu by February 28, 2013. The executive committee will consider your comments in finalizing the documents. The finalized documents will be posted on an open web site later this spring.

Operating Procedures for Cornell NYC Tech

1. [Procedures and Guidelines for Cornell NYC Tech Faculty Appointments](#) (pdf) - this document discusses all aspects of faculty appointed to the Cornell NYC Tech campus for either full time or fractional appointments.
2. [Procedures and Guidelines for Ithaca Faculty engaged with the Cornell NYC Tech Campus](#) (pdf) - this document discusses all aspects of Cornell faculty with Ithaca appointments who may be engaged in teaching or research activities on the Cornell NYC Tech campus.
3. [Procedures and Guidelines for Masters Degree Programs on the Cornell NYC Tech Campus](#) (pdf) - this document discusses all academic and administrative aspects of Masters degrees offered on the Cornell NYC Tech campus.
4. [Procedures and Guidelines for PhD Fields at Cornell NYC Tech](#) (pdf) - this document discusses academic and administrative aspects for PhD programs with students that are supervised by faculty on the Cornell NYC Tech campus.
5. [Procedures and Guidelines for New Programs on the Cornell NYC Tech campus](#) (pdf) - this document discusses the process for proposing new programs on the Cornell NYC Tech campus.

**COMMITTEE ON ACADEMIC PROGRAMS AND POLICIES REPORT
(THOMAS CLELAND, CHAIR)
OCTOBER 9, 2013**

Tenured/tenure-track faculty at Cornell Tech will be members of Ithaca-based departments, and may be members of graduate fields. Tenure is granted through the Ithaca-based department and its corresponding dean. Policy dictates that the tenure review process also include representatives from the Cornell NYC Tech campus.

Sponsored research, space allocation, teaching responsibilities, and public engagement will be administered at Cornell Tech.

The responsibilities of joint-appointed faculty will be negotiated.



**COMMITTEE ON ACADEMIC PROGRAMS AND POLICIES REPORT
(THOMAS CLELAND, CHAIR)
OCTOBER 9, 2013**

The boundaries of Senate governance and jurisdiction are unclear.

- August 2011: CAPP was notified of the planned merger of multiple Economics units at Cornell (from multiple colleges) into a single department. CAPP's request for information about this process was denied.
- December 2011-July 2012: CAPP received a proposal for a university-wide business minor coordinated among CALS, Hotel, the Johnson, and ILR. CAPP requested several clarifications and changes to the proposal, which were not received. Repeated attempts to contact the proposal authors were ignored. This program was implemented in Fall 2012 without Senate review.



COMMITTEE ON ACADEMIC PROGRAMS AND POLICIES REPORT (THOMAS CLELAND, CHAIR) OCTOBER 9, 2013

- Do 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?
 - Cornell Tech / Technion
 - Cornell Tech / other future collaborators
 - Johnson / PBC School of Finance at Tsinghua University (PR China)
 - Hotel / China Europe International Business School (PR China)
- MOU of CAPP/Senate role wrt the Graduate School (31 May 2012):

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.



COMMITTEE ON ACADEMIC PROGRAMS AND POLICIES REPORT
(THOMAS CLELAND, CHAIR)
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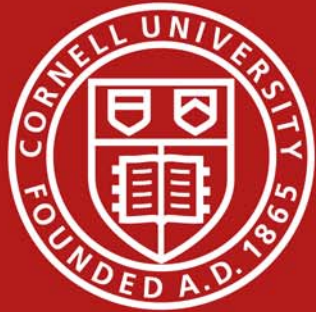
SUMMARY

- CAPP has served in several off-label capacities as a broadly-based advisory committee, in addition to its chief role of reviewing cross-college academic programs and policies.
- CAPP requests Senate guidance regarding its charge and process in ambiguous or difficult circumstances regarding jurisdiction.
- The Senate may wish to discuss with the administration its interest and role in faculty governance regarding Cornell NYC Tech.



**CONVERSATION ON THE NEW BUDGET
MODEL & OTHER TOPICS
PROVOST KENT FUCHS
09 OCTOBER 2013**





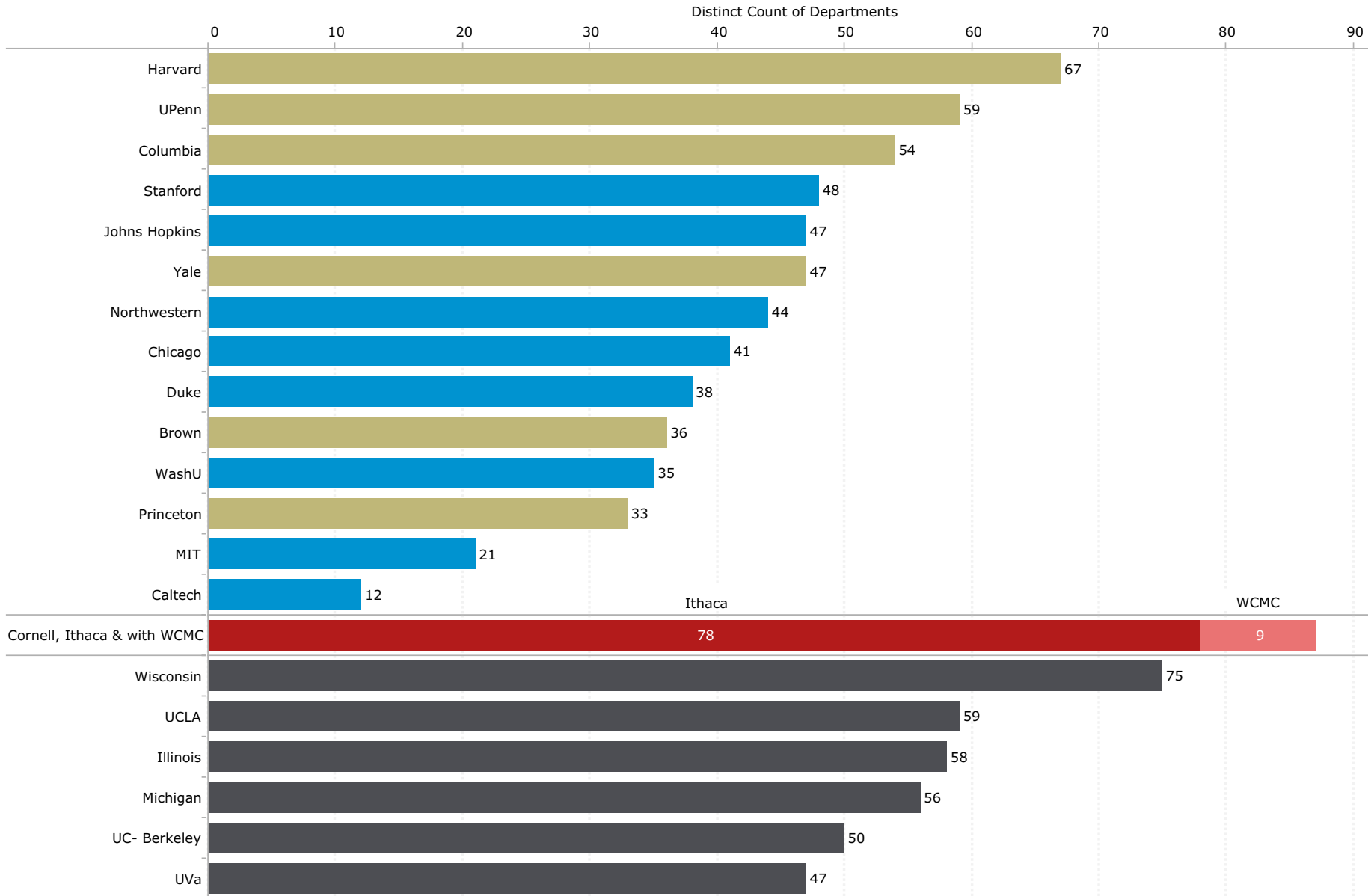
Cornell University



Theme #1

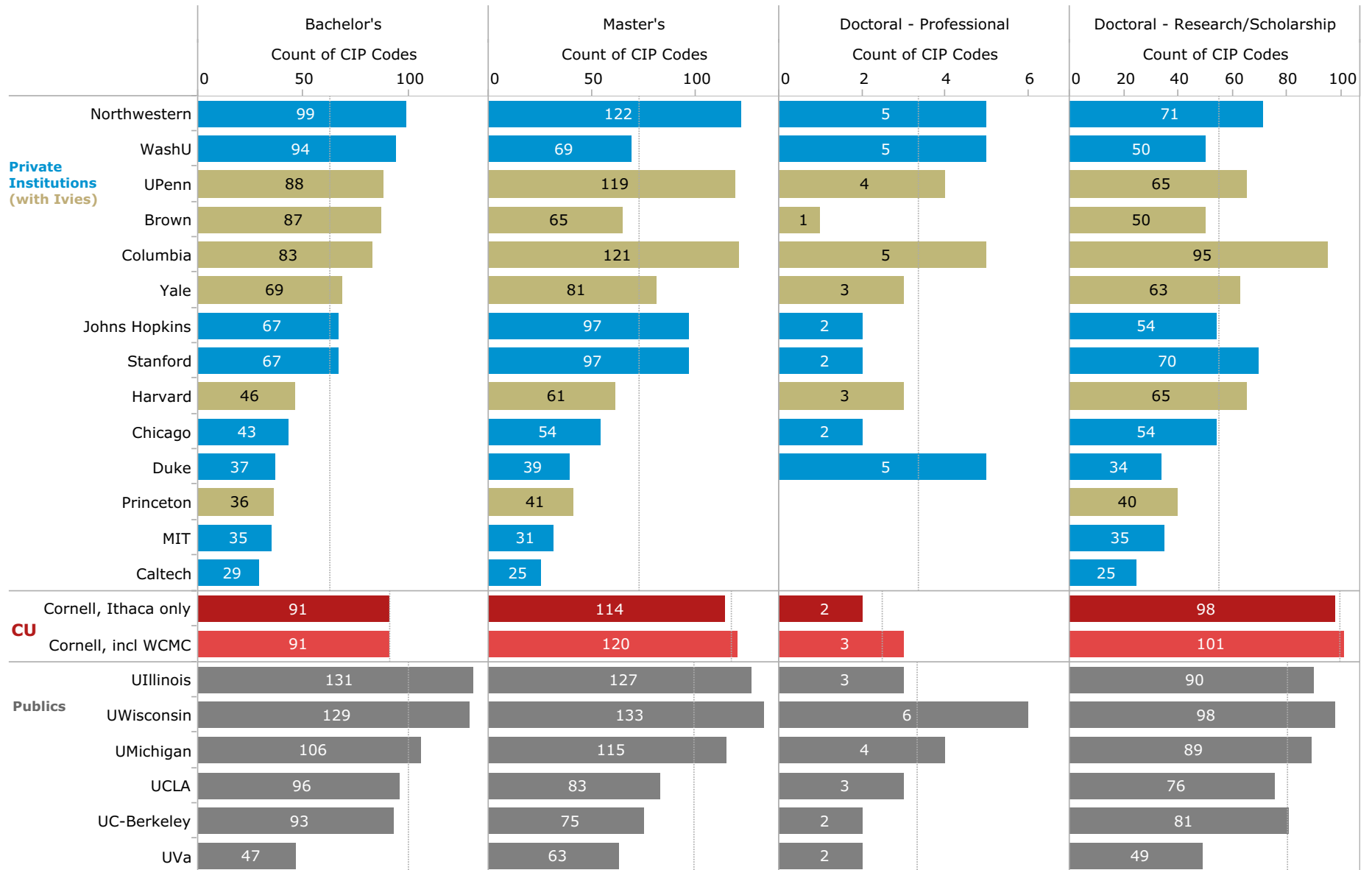
Cornell has *exceptional* breadth and diversity in its academic structure and programs.

Number of Academic Departments



Source: Academic Analytics 2010, April 2012 release. (Special request for department-level data.)

Number of Distinct Degree Programs



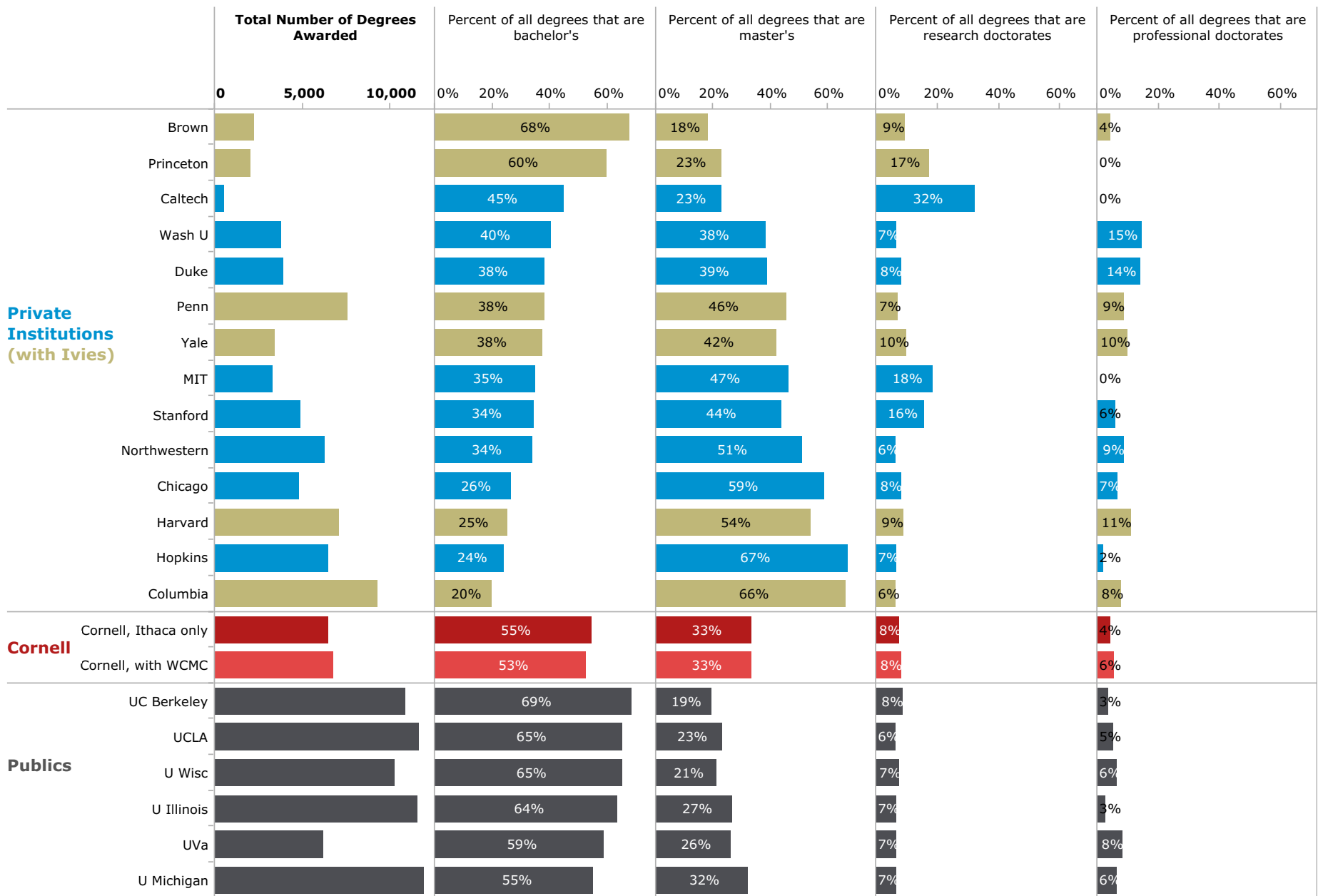
This is a representation of the count of distinct CIP (Classification of Instructional Programs) codes submitted by universities to the Department of Education through IPEDS (Integrated Postsecondary Education Data System). Each degree program at every university is associated with a six-digit CIP number. Occasionally, two degree programs share a single CIP code, so these counts may slightly under-represent the number of majors at a university.



Theme #2

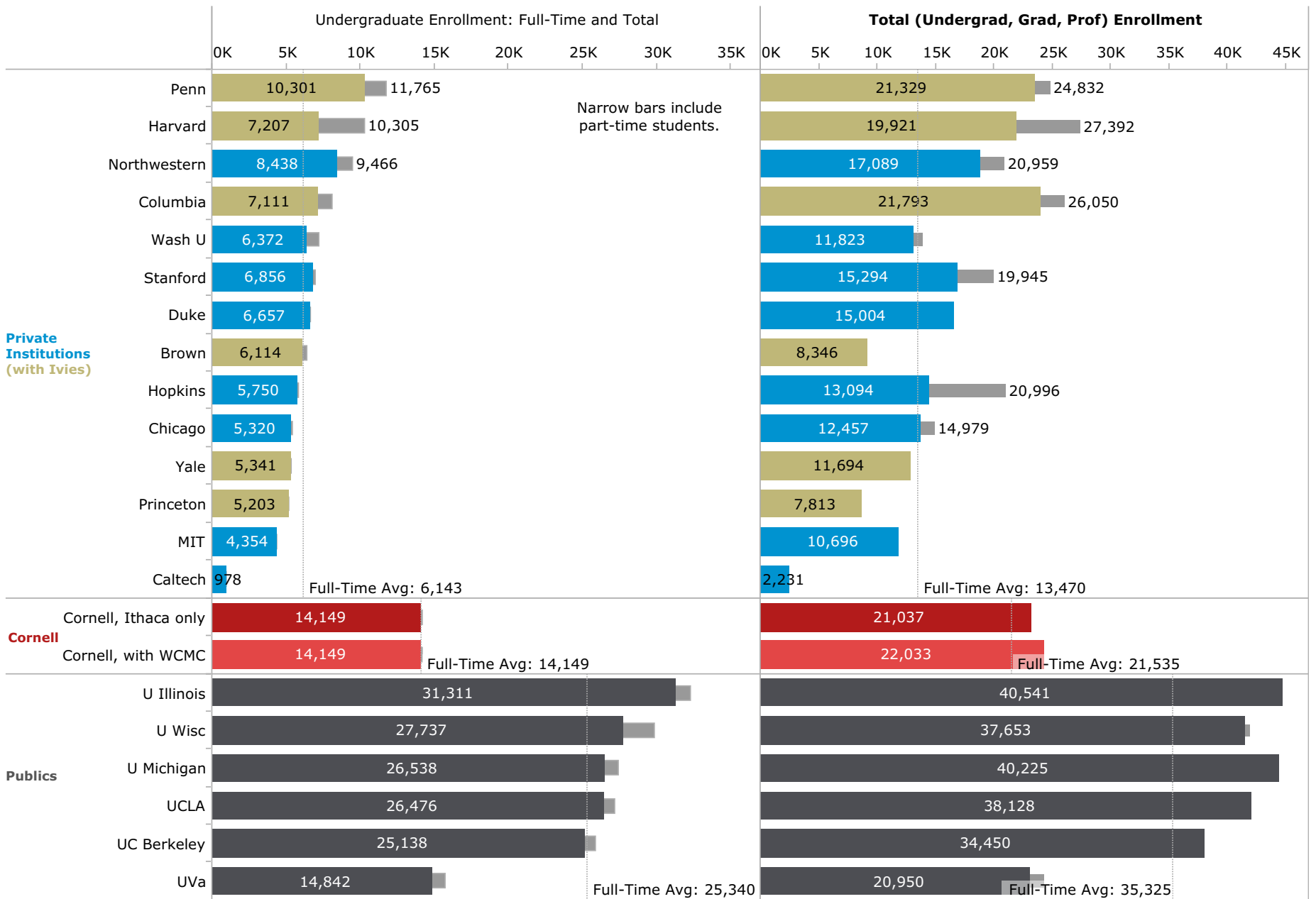
Cornell is (relatively) undergraduate focused.

Degrees Awarded: Total Number and by Degree Level



Calculations based on 2011-12 IPEDS data submissions

Student Headcounts



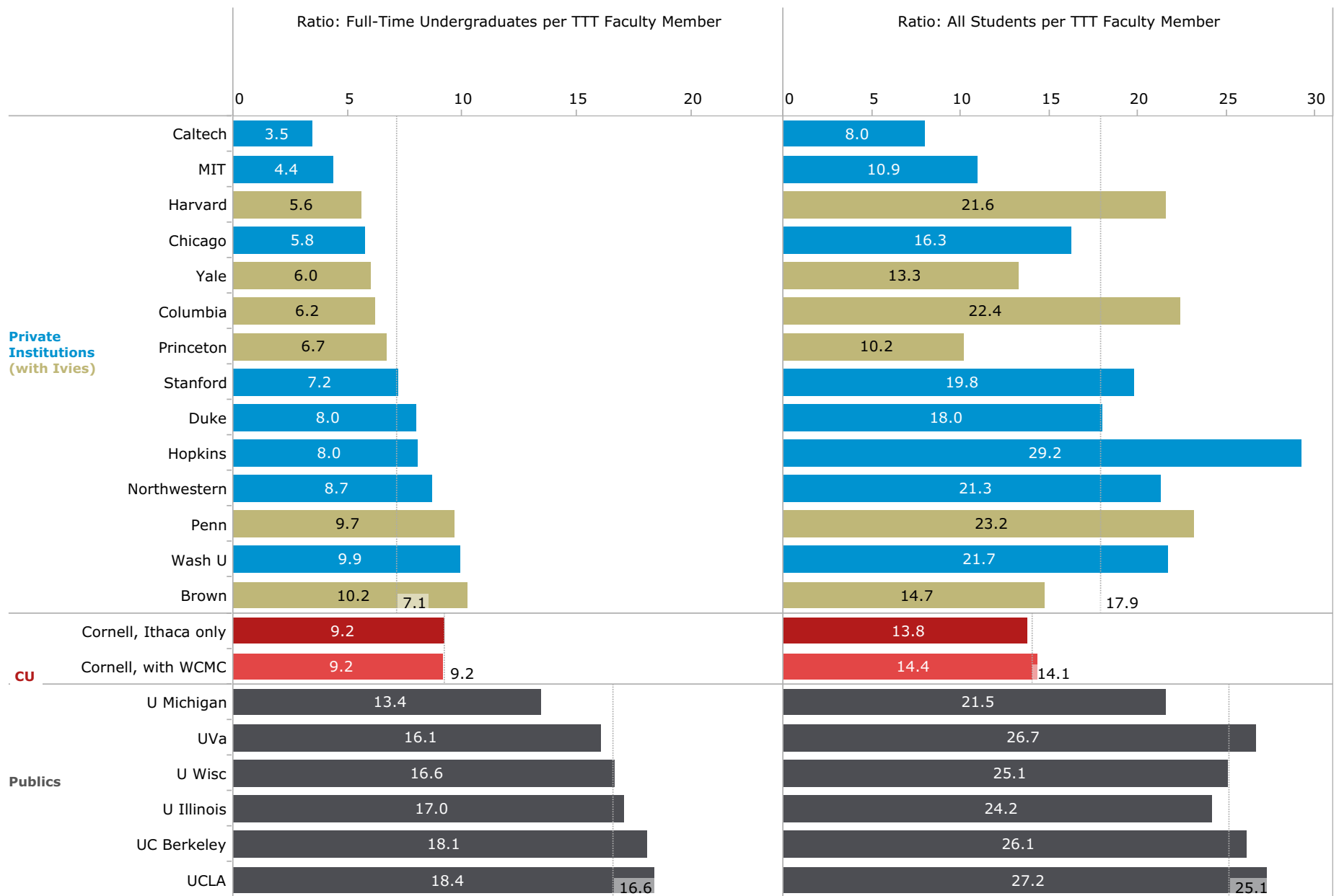
Source: IPEDS 2011-12



Theme #3

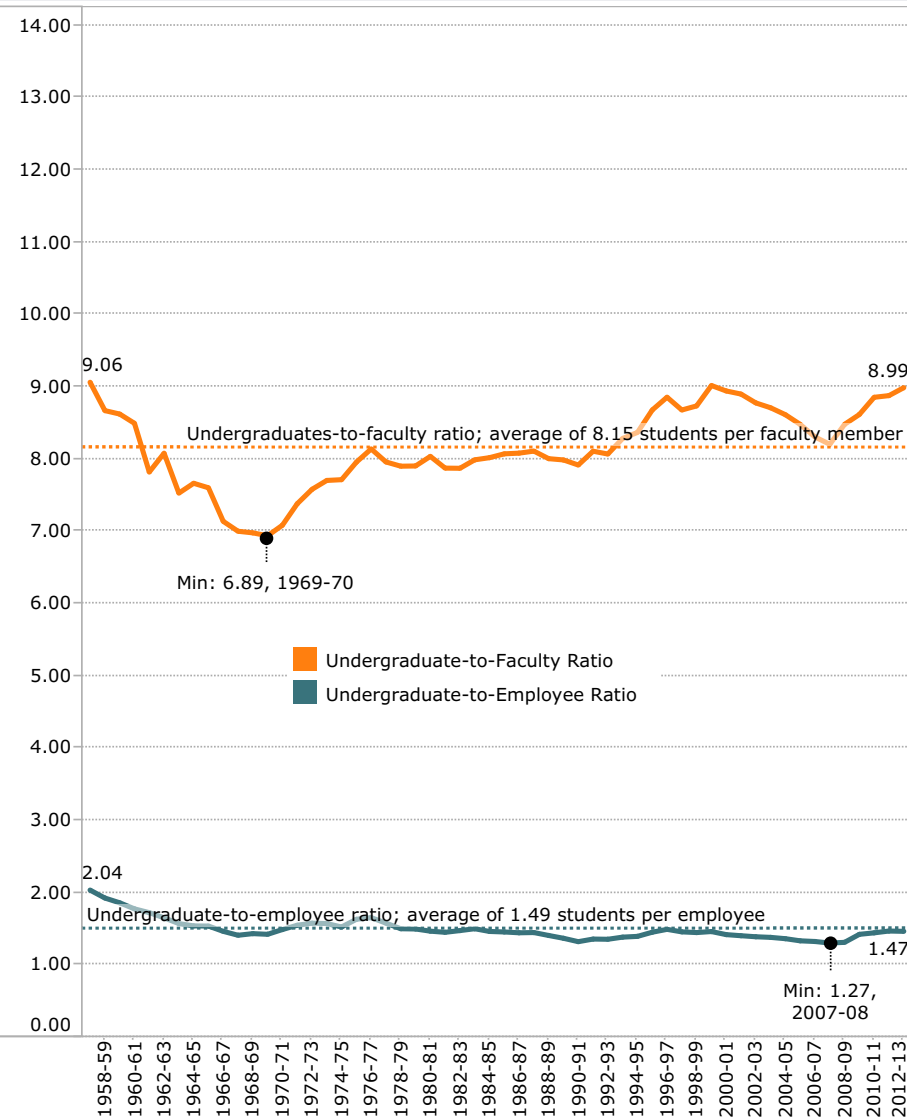
Cornell's student-faculty ratio is on the high side among elite private institutions and higher than it was in the past, but lower than elite public institutions.

Student to Faculty Ratios

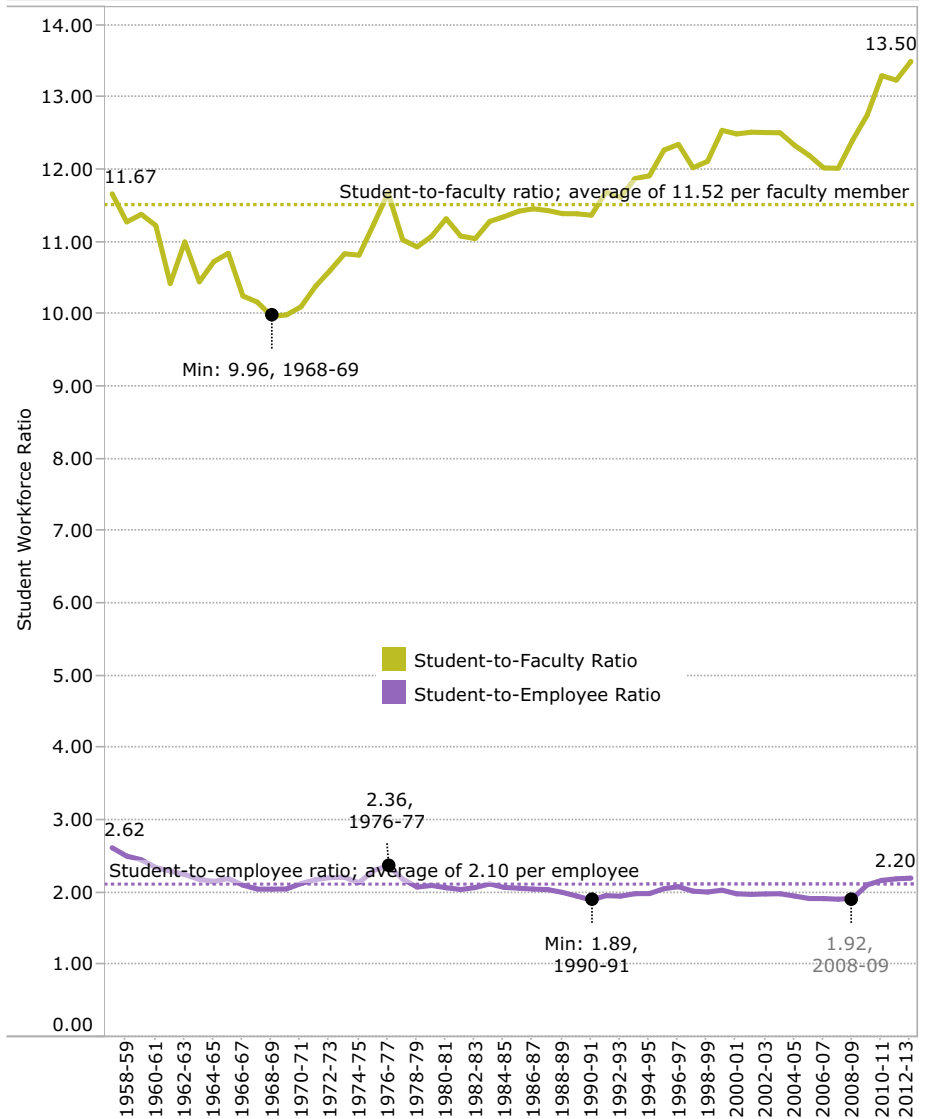


TTT: Tenured and Tenure-Track
 Calculated from IPEDS 2011-12 data submissions for numbers of students and tenured/tenure-track faculty members.
 Note that there are different methods for calculating student-faculty ratios, so these numbers may differ from those reported elsewhere.

Ithaca: undergraduates-to-workforce ratios, 1958-2012



Ithaca: all-students-to-workforce ratios, 1958-2012



Notes:

There are different methods for calculating student-faculty ratios. The numbers shown here may differ somewhat from official reporting numbers. The Medical College is not included here. Students registered "in absentia" are excluded. Faculty include part-time and acting assistant, associate and full professors, and exclude courtesy, visiting, adjunct, emeritus, Health Services and ROTC appointments.

Sources:

Faculty: 1957-58 to 1969-70: "Faculty Salaries Study". Budget Office, Cornell University. Data captured in a Cornell report entitled "The Tenth Decade", p.39. 1970-71 to 1980-81 from Dean of the Faculty reports from February of each year. 1981-82 to 2001 from Academic Personnel Database, February 1 of each year, 2001- 2012 Nov 1 of each year.

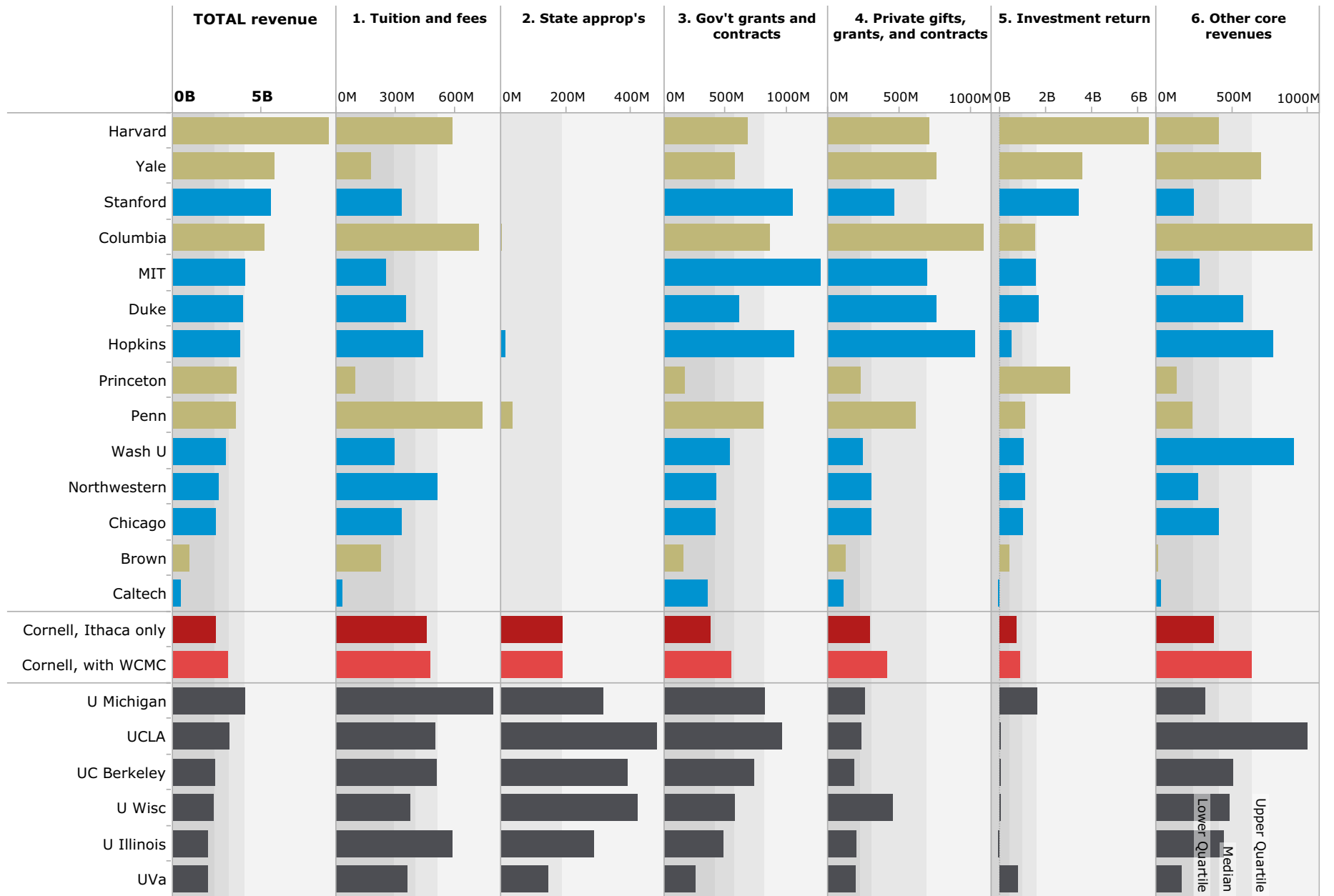
Student enrollment from University Registrar and Graduate School Registration Reports. Prior to Fall 2001 data are as of third week of classes. Beginning Fall 2001 data are as of sixth week of classes.



Theme #4

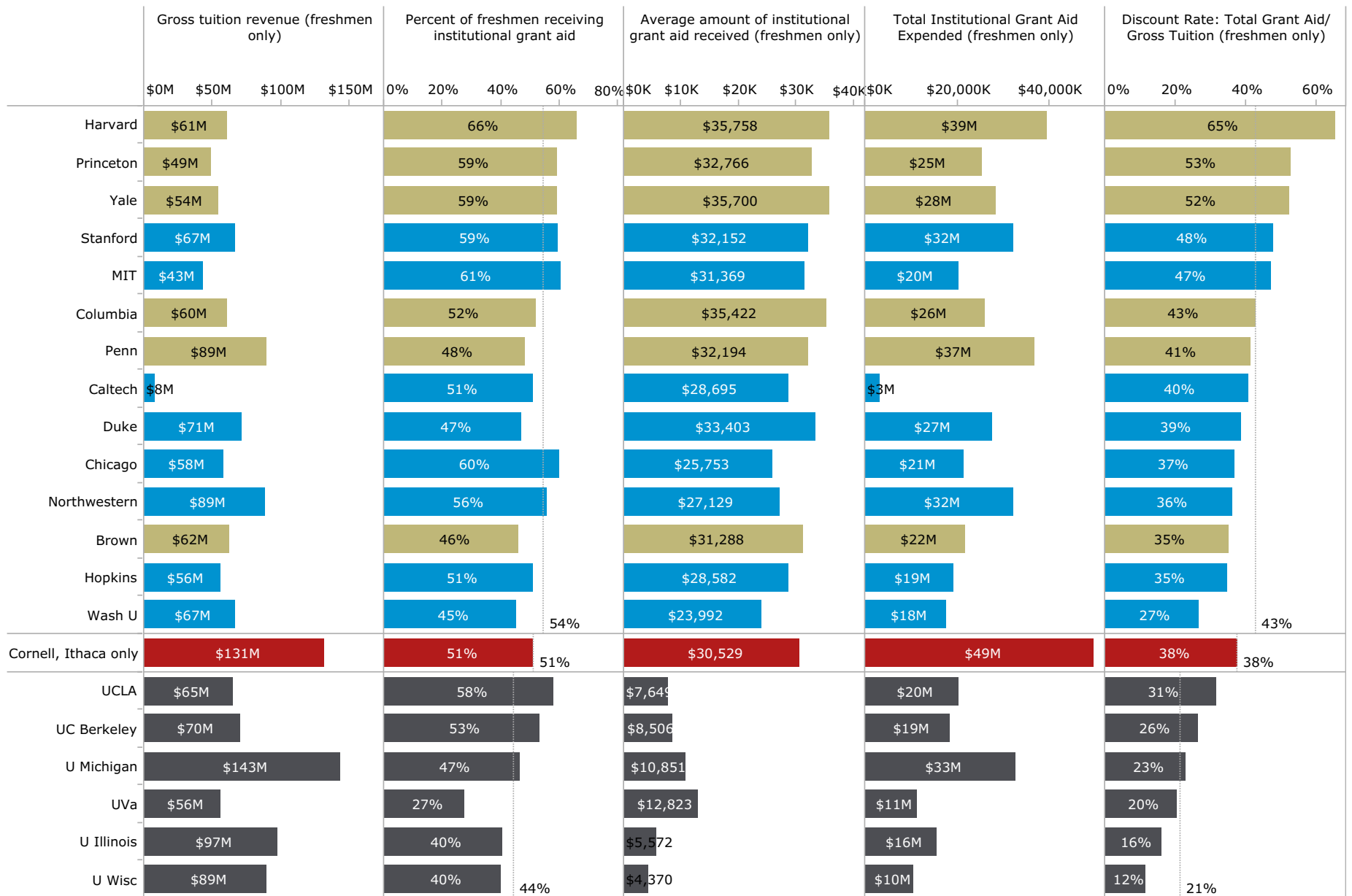
Cornell does more with less than our private peers.

Revenues: Total and by Major Sources



Source: IPEDS 2011-12

Tuition Revenue, Grant Aid, and Tuition Discount (Freshmen only)



Source: 2011-12 IPEDS. All figures are based on first-time, full-time freshmen only. Calculation of the discount rate is based on IPEDS submissions and may not reflect figures published elsewhere.



Theme #5

Cornell is doing very well, but some of our peers are doing even better.

Appendix A: PhD Production

Table A.1 Top-25 Universities Awarding PhDs in Science and Engineering, 1920-1924, 1968, 2011

Name of Institution	Number of PhDs	Name of Institution	Number of PhDs	Name of Institution	Number of PhDs
1920-1924	1920-1924	1968	1968	2011	2011
University of Chicago	347	U. of Illinois at Urbana-Champaign	409	Stanford University	512
Columbia University in City of NY	264	U. of California-Berkeley	391	University of California-Berkeley	510
University of Wisconsin-Madison	215	U. of Wisconsin-Madison	382	Massachusetts Institute of Technology	504
Cornell University-NY	207	Purdue University	300	University of Florida	503
Johns Hopkins University	186	Massachusetts Institute of Technology	292	University of Illinois at Urbana-Champaign	494
Harvard University	152	U. of Michigan at Ann Arbor	282	University of Michigan at Ann Arbor	487
U. of Illinois-Urbana-Champaign	144	Stanford University	274	Purdue University	472
University of Calif-Berkeley	132	Cornell University	270	University of Wisconsin-Madison	470
Yale University	125	University of Minnesota - Twin Cities	241	Pennsylvania State U, Main Campus	436
U. of Minnesota-Twin Cities	83	Ohio State University	206	University of Washington - Seattle	426
Ohio State University-Columbus	80	University of Texas at Austin	204	University of Minnesota - Twin Cities	417
U. of Michigan-Ann Arbor	80	Iowa State University	201	Georgia Institute of Technology	407
U. of Iowa	79	Michigan State University	198	Ohio State University	398
U. of Pennsylvania	71	University of California-Los Angeles	187	University of California-Los Angeles	377
Princeton University	65	Harvard University	186	University of California-Davis	376
Mass Institute of Tech	56	University of Washington - Seattle	156	Texas A&M University Main Campus	373
Stanford University	41	Columbia University in the City of New York	155	University of California-San Diego	344
George Washington University	36	Case Western Reserve University	151	Cornell University	339
Clark University	33	U. of Maryland at College Park	146	University of Texas at Austin	328
New York University	29	Pennsylvania State U	143	University of Maryland at College Park	325
U. of Pittsburgh-Pittsburgh	26	Johns Hopkins University	140	Johns Hopkins University	317
Iowa State University	23	Northwestern Univ	138	University of North Carolina at Chapel Hill	302
Washington University-MO	21	University of Pennsylvania	136	North Carolina State University at Raleigh	300
Indiana University-Bloomington	20	Texas A&M University	135	Columbia University in the City of New York	297
Rutgers St UNJ-New Brunswick	20	New York University	131	Virginia Polytechnic Institute and State Univ	288
Total top 10 (percent)	1855		3047		4814
	68.1		27.1		17.12
Total top 25 (percent)	2535		5454		10002
	93.1		48.63		35.67
Total PhDs in S&E awarded	2724		11215		28042
Total Number of institutions awarding a PhD in S&E	55		194		326
HHI	425.78		139.16		82.66

Source: 1920-1924 data, Lori Thurgood, correspondence of unpublished tabulations; 2011 data SED from Webcaspar. table source: "The Endless Frontier: Reaping What Bush Sowed" by Paula Stephan; 7/19/13

Cornell's Research Expenditures, 1989 – 2012

Fiscal Year	Dollars	Rank Among Top Research University by Research Expenditures
1989	286.7 million ¹	3
1990	300.1 million ¹	5
1991	291.3 million	7
1992	285.0 million	9
1993	297,946,627	9
1994	301,295,554	10
1995	331,024,533	8
1996	321,488,104	10
1997	331,776,412	12
1998	343,007,203	12
1999	376,784,170	12
2000	396,909,125	14
2001	414,629,155	13
2002	465,731,708	10
2003	504,622,108	10
2004	537,725,157	11
2005	561,320,322	13
2006	605,340,817	12
2007	659,382,216	13
2008	668,227,455	15
2009	687,430,951	16
2010 ²	764,244,588	17
2011 ²	795,968,323	16
2012	802,386,590	NA

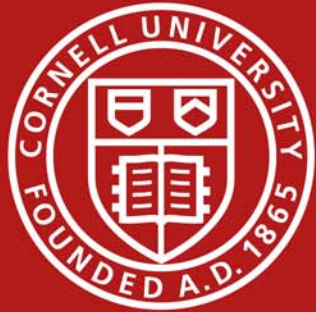
¹ From the NSF data; all other numbers are as reported by Cornell to the NSF.

² The only time Cornell has ranked #2 in research expenditures in New York State to Columbia at #1.



Question

In the context of relatively stable resources, what steps should Cornell take to enhance its academic stature?



Cornell University

GENERAL GOOD AND WELFARE

09 OCTOBER 2013

