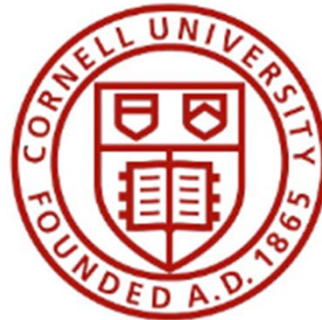


# UNIVERSITY FACULTY SENATE MEETING

MAY 11, 2011



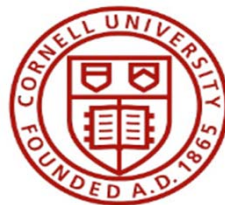
# AGENDA

- Call to Order – Speaker Steve Beer
- Approval of minutes (March & April meetings) – Steve Beer (5 min)
- Library Board Resolution – Mary Beth Norton (15 min)
- AFPS Tenure Clock at the Johnson School (Resolution) – Jerry Hass (30 min)
- EPC Resolution to Remove Median Grades from the Web – Charles McCormick (15 min)
- Financial Policy Committee Report – Ron Ehrenberg (10 min)
- University Faculty Committee Report – Kathryn Gleason (3 min)
- Dean of Faculty Report – Bill Fry (2 min)
- Good and Welfare (10 min)



**APPROVAL OF MINUTES OF  
MARCH 9, 2011 & APRIL 13, 2011  
FACULTY SENATE MEETINGS**

**MAY 11, 2011**



**LIBRARY BOARD RESOLUTION**  
**MARY BETH NORTON**  
**MAY 11, 2011**

**WHEREAS**, consistent with our founders' vision, the library system, both physical and virtual, is the heart of the university; and

**WHEREAS** the strength of the library system is equally important for all Cornell colleges, regardless of whether their students and faculty rely primarily on print or on digital materials; and

**WHEREAS** the library system will only become more important in years to come as the repository of more traditional forms of knowledge and the institution for developing new forms of knowledge and scholarship in the 21st century; and



**LIBRARY BOARD RESOLUTION**  
**MARY BETH NORTON**  
**MAY 11, 2011**

**WHEREAS**, both the hiring and the long term retention of new faculty in the coming years will depend crucially on making provisions for adequate library resources to support their work; and

**WHEREAS** pursuant with the University strategic plan, the Cornell University Library Strategic Plan (2011-2015) sets as its first objective "Return the Library to its position among the top ten academic institutions in the Association of Research Libraries in terms of collection support"; and

**WHEREAS** our overall level of support for the Library has already dropped vis-à-vis those peer institutions; and

**WHEREAS** insufficient university support of annual expenditures for library materials relative to our peers has precipitated this decline.



**LIBRARY BOARD RESOLUTION**  
**MARY BETH NORTON**  
**MAY 11, 2011**

**THEREFORE,** be it resolved that the Faculty Senate strongly urges the university administration through its annual allocations and the development office through its fund raising to provide sufficient funding to the university library system in order to maintain and enhance the physical collection and increase access to digital resources to meet these goals.

**BE IT FURTHER RESOLVED** that the administration establish a funding structure that recognizes the integrity of the collection development budget and the integrity of the library operating budget, and which sets funding allocations such that we remain competitive with our peers among the top ten academic institutions in the Association of Research Libraries.



**RESOLUTION TO SUPPORT THE EXTENSION OF THE TENURE  
CLOCK FOR JOHNSON SCHOOL FACULTY APPOINTMENTS  
MAY 11, 2011**

**WHEREAS** Article XVI(2)(c) of the Bylaws of Cornell University sets the maximum period of time in service for assistant professors before the university must grant tenure or terminate employment:

Assistant Professor – shall be appointed by the President for a term not to exceed four years. The maximum period of service for assistant professors with term appointment shall be six academic years of full-time equivalent service, continued only for reasons which, in the judgment of the President, are temporary.

**WHEREAS** the majority of the other business schools and universities with which the Johnson School competes for assistant professors have longer terms of service before the decision to grant tenure or terminate employment is made,

**WHEREAS** the Johnson School is significantly hampered in its recruitment and retention of promising assistant professors by being at a competitive disadvantage with regard to the maximum period of service before tenure decisions must be reached,



**RESOLUTION TO SUPPORT THE EXTENSION OF THE TENURE CLOCK  
FOR JOHNSON SCHOOL FACULTY APPOINTMENTS (continued)  
MAY 11, 2011**

**WHEREAS** following discussions with deans from other Cornell units, the Provost supports the motion because it meets important and highly limiting criteria that make it unlikely that other units will seek a similar extension, namely

- Unusual circumstances particular to the unit that render the general time frame problematic,
- Demonstrable competitive disadvantage of the existing requirements,
- Problem related to the unit as a whole rather than a particular subset of the faculty, and
- Lack of other options.

**WHEREAS** the Johnson School's tenured and untenured faculty unanimously support the motion,

**WHEREAS** the Committee on the Academic Freedom and Professional Status of the Faculty have reviewed the request and unanimously agreed to support the motion,





**RESOLUTION TO SUPPORT THE EXTENSION OF THE TENURE CLOCK  
FOR JOHNSON SCHOOL FACULTY APPOINTMENTS (continued)  
MAY 11, 2011**

**BE IT THEREFORE RESOLVED** that the Faculty Senate support a motion to be presented by the Provost to the University Trustees to amend the Bylaws of the University to incorporate an extension of the maximum appointment for assistant professors at the Johnson Graduate School of Management from six years to eight years of full-time equivalent service.

**Committee on the Academic Freedom and Professional Status of the Faculty:**

Joel Baines, Microbiology and Immunology, CVM

Nancy Chau, Applied Economics and Management, CALS

Jerry Cherney, Crop & Soil Sciences, CALS

Chekitan Singh Dev, School of Hotel Administration

Jerome Hass, Johnson School of Management

Carl Hopkins, Neurobiology and Behavior, CALS

Risa Lieberwitz, Industrial & Labor Relations

Peter Stein, Physics, Arts & Sciences

David Wilson, Molecular Biology and Genetics, Arts & Sciences



# Johnson School Tenure Clock Proposal

## Faculty Senate UFC: 5/3/11

- Motion: Johnson School use an eight-year tenure clock.
  - Move from 3/3 to 4/4
  - Year 4: Reappointment at assistant professor
  - Year 8: Promotion to associate professor with tenure
  - Transition: Current assistant professors can use new or old clock.
- Driven by competitive pressures.



## Peer Comparison: Business Week top 10 and Close Rivals

University	B-School Clock	How does B-School's Clock Compare to	
		Their university's clock?	Johnson's clock?
Chicago	9	Longer	Longer
Harvard	9	Longer	Longer
Yale	9	Same	Longer
Stern (NYU)	8 (recently lengthened)	Longer	Longer
Columbia	7	Same	Longer
Fuqua (Duke)	7	Same	Longer
MIT	7	Same	Longer
Michigan	7	Same or Longer	Longer
Northwestern	7 (recently lengthened)	Longer	Longer
Stanford	7 (trying to lengthen)	Same	Longer
Tuck (Dartmouth)	7 (recently lengthened)	Longer	Longer
Berkeley	6	Same	Same
Darden (UVA)	6	Same	Same
Wharton (Penn)	6 (trying to lengthen)	Same	Same



## Who supports this proposal?

- Johnson School junior faculty (unanimous)
- Johnson School senior faculty (unanimous)
- 3 Deans from peer schools as part of AACSB accreditation
- Provost, in consultation with other Cornell Deans
  - Restrictive conditions:
    - Unusual circumstances particular to the unit
    - Demonstrable competitive disadvantage
    - Problem relates to the unit as a whole
    - Lack of other options
- Cornell Faculty Senate's Committee on Academic Freedom and Professional Status (unanimous)



# **PROVOST'S STATEMENT REGARDING EXTENSION OF THE JOHNSON SCHOOL'S TENURE CLOCK**

**MAY 11, 2011**

**CONCERN:** A different clock for Johnson School might create pressures for similar changes in other units, creating confusion and excessive complexity in tenure process.

## **STEPS TO ADDRESS THIS CONCERN:**

1. The provost and the deans have carefully considered this issue over a four year period. The deans have taken this concern seriously and have concluded that the four limiting criteria imposed by the Provost's Office will prevent any such problems in their units.
2. The deans of other units are not experiencing the kind of demonstrated competitive disadvantage that the Johnson School faces and hence there appears to be little or no interest in extending the tenure clock in other units.
3. We contacted the provosts at all our peer schools that have dual clocks and they all reported that there were no problems created by their business schools having a longer clock than the rest of the university.
4. The limiting criteria set a very high threshold for any unit seeking such a change, making it extremely unlikely that many such changes could occur.
5. The provost and the deans believe these criteria have been satisfied in the case of the Johnson School.

# PROVOST'S STATEMENT REGARDING EXTENSION OF THE JOHNSON SCHOOL'S TENURE CLOCK

(continued)  
MAY 11, 2011

- *Unusual circumstances particular to the unit:* The atypical pedagogical environment in the Johnson School results in too much uncertainty about tenure at the six year point, resulting in unacceptable risks of an incorrect decision in either direction.
  - *Demonstrable competitive disadvantage:* The significant deviation from the practices of our peer schools, combined with actual experiences in recruiting and retention, suggest that the Johnson School's shorter clock creates a clear competitive impairment.
  - *Problem relates to the unit as a whole:* This problem relates to business schools as a whole, rather than to specific departments or groups of faculty in a unit.
  - *Lack of other options:* Multiple other options, such as lower teaching loads, post-doctoral fellowships, extended study leaves, ad hoc clock extensions, and the like, were explored but all were found to be ineffective, unaffordable or otherwise problematic.
6. The Provost's Office will carefully review any future requests for clock changes to insure that they comply with these restrictive criteria.
  7. The Provost's Office will also seek review by and advice from the Faculty Senate's UFC and AFPS committees, as well as the Faculty Senate overall, when considering any request by a unit to extend its tenure clock.

**EPC RESOLUTION TO REMOVE MEDIAN GRADES FROM THE WEB**  
**CHARLES MCCORMICK**

**MAY 11, 2011**

**WHEREAS** public publishing of the median grades for all courses on the Cornell website is used by students to select courses that give high grades, and,

**WHEREAS** this practice is contributing to grade inflation at Cornell,

**WHEREAS** the practice of posting median grades on the web is being exploited by external websites to match median grades to specific professors allowing students to choose those courses or sections with higher median grades (see [www.apststudents.com](http://www.apststudents.com)),

**BE IT THEREFORE RESOLVED** that Cornell will cease the public publishing of median grades of Cornell courses (thus removing them from the Cornell website), and

**BE IT FURTHER RESOLVED** that median grades of Cornell courses continue to be recorded by the Registrar and made available to persons with need to know (Deans, Department Chairs, etc., and persons needing the data for scholarly research, with decisions to be made by the appropriate Dean).

1997

## RESOLUTION RE GRADE REPORTING

WHEREAS, the Committee on Academic Programs and Policies, has determined that it is desirable for Cornell University to provide more information to the reader of a transcript and produce more meaningful letter grades,

THEREFORE, BE IT RESOLVED, that the Faculty Senate adopts the following policies on grade reporting:

1. Transcripts and grade reports for undergraduate students shall indicate, along with the grade earned, the median grade given in the course and the course enrollment. Independent study, honors courses, and individual research may be exempted upon recommendation by the department (or program) and appropriate college committee. Courses with enrollments of fewer than ten students will also be exempt from this policy. This policy shall become effective as soon as technically feasible, but will apply only to classes entering after the effective date.
2. The Office of the University Registrar shall publish at the end of each semester, a list of median grades and enrollments of all undergraduate courses with ten or more students. This policy shall become effective in Spring 1997.



## Rationale

Students will get a more accurate idea of their performance, and they will be assured that users of the transcript will also have this knowledge. A grade of B- in a course of substantial enrollment in which the median was C+ will often indicate a stronger performance than, e.g., a B+ in a large course in which the median is A. More accurate recognition of performance may encourage students to take courses in which the median grade is relatively low.

Outside users of the transcript will have more information on which to base their assessment of a student's performance in his or her courses.



**Cornell University**  
**The Johnson School**

**Johnson School Research Paper Series #13-07**

**September 2007**

**Quest for Knowledge and Pursuit of Grades:  
Information, Course Selection, and Grade Inflation**

Talia Bar  
Vrinda Kadiyali  
Asaf Zussman  
Cornell University

# **Grade Information and Grade Inflation: The Cornell Experiment**

Talia Bar, Vrinda Kadiyali, and Asaf Zussman

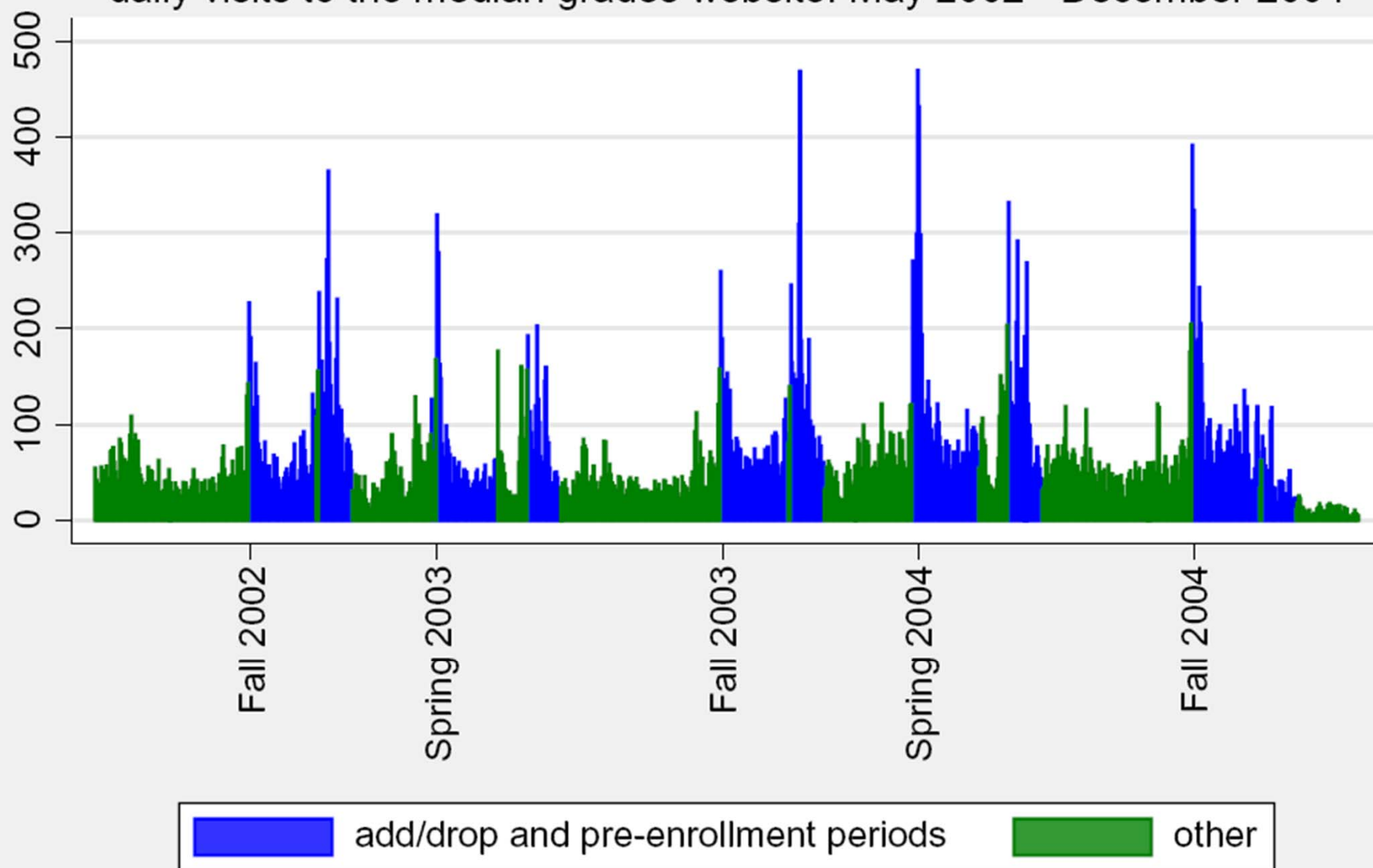
■ *Talia Bar is Assistant Professor of Economics and Vrinda Kadiyali is Professor of Economics and Marketing in the Johnson School, both at Cornell University, Ithaca, New York. Asaf Zussman is Lecturer, Department of Economics, Hebrew University, Jerusalem,*

two related hypotheses

- 1)“the availability of online grade information will lead to increased enrollment into leniently graded courses.”
- 2)“high-ability students will be less attracted to the leniently graded courses than their peers.”

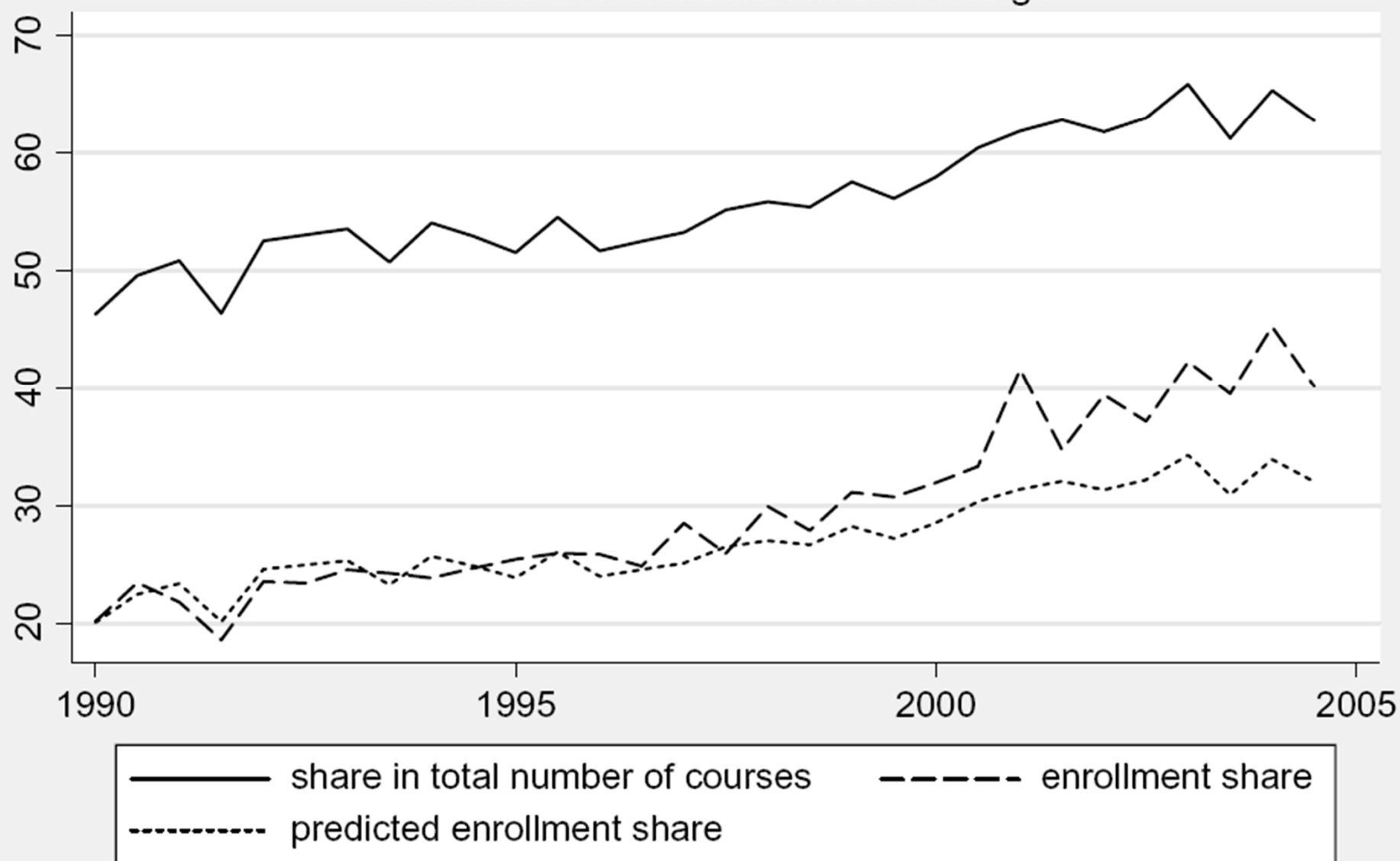
## FIGURE 3 - INFORMATION GATHERING

daily visits to the median grades website: May 2002 - December 2004

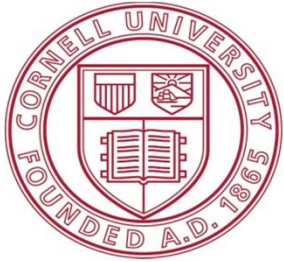


## FIGURE 5 - COMPOSITIONAL GRADE INFLATION

courses with a median in the A range



“..... the provision of grade information online induced students to select leniently graded courses .....to opt out of courses they would have selected absent considerations of grades.”



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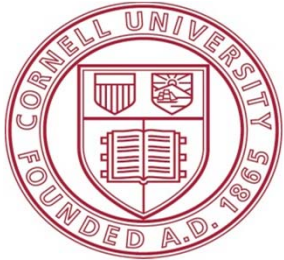
# Financial Policies Committee Report

Ronald G. Ehrenberg  
5/11/11



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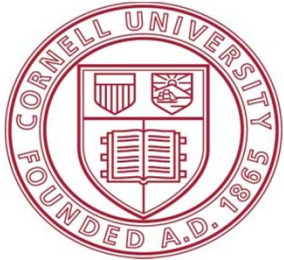
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- **Committee Membership**
  - **Joe Burns (Mechanical and Aerospace Engineering)**
  - **Tony Simons (Hotel)**
  - **Amy McCune (Ecology and Evolutionary Biology)**
  - **Ronald Ehrenberg (ILR and Economics)**
  - **William Lesser (Applied Economics)**
  - **Tom DiCiccio (ILR)**
  - **Stephen Pope (Mechanical and Aerospace Engineering)**
  - **Donald Rutz (Entomology)**
  - **Charles Seyler (Electrical and Computer Engineering)**
  - **Donald Smith (Clinical Sciences/Vet Medicine)**
  - **Peter Wolczanski (Chemistry and Chemical Biology)**



**Cornell University**  
**ILR School**

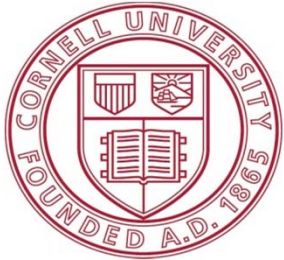


## Cornell University ILR School



- Committee was inactive in Fall 2010
- No one would agree to be chair because committee members present last spring (I was away) were unhappy with the limited role the committee was playing in discussions with the administration about proposed changes in Cornell's budget model.
- Dean Fry and the Provost discussed this issue and beginning in January 2011 the committee was reconstituted and began to meet regularly with Vice President Elmira Mangum
- As you will see this semester was one of bringing committee members up to date on discussions relating to the budget model and other budgetary issues. Budget model discussions are not yet far enough along for the FPC to react to specific proposals
- With increased faculty expertise on these issues, it is my hope that the committee can play a more active role in discussions with the administration next year



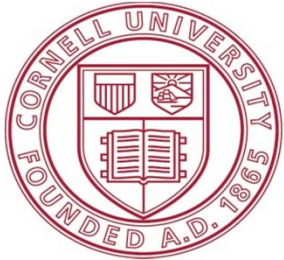


## Cornell University ILR School



- So far the committee has met 7 times this semester
- 1/17 VP Mangum discussed the budget presentation she would make to the trustees the following week and explained the assumptions behind a number of the proposed policies. The committee discussed with her how it could be helpful to her in discussions in progress about the proposed new budget model. After this meeting, committee members received a number of confidential documents summarizing the administrative discussions that had taken place to date relating to the proposed budget model
- 2/9 VP Mangum outlined the range of issues administrators were considering and she and the committee discussed how we could be most helpful to the process. Committee members decided that it made most sense for us to focus on issues relating to undergraduate and graduate tuition and on facilities and administration (F&A charges) in sponsored research grants. Committee members also expressed interest in learning more about the university's capital planning process





Cornell University  
ILR School

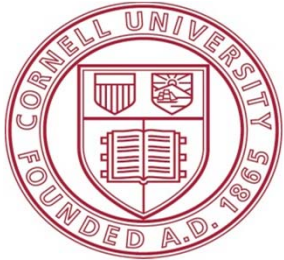


- 2/24 The committee met with VP Mangum and Tom Cole (Director of Capital Budgets) to learn about how the capital planning process had been modified since the financial meltdown, including how debt financing has been limited and the emphasis on accounting for increased maintenance and operations expenses that come with new construction. Committee members reluctantly concluded that there is little useful role that the committee can play in this process. Projects that are of concern to the university faculty as a whole (for example a faculty club) are part of the central university capital planning process and the President and the Provost are the key players in this process. So the case for such projects must be made to them by the Faculty Senate.



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ILR School



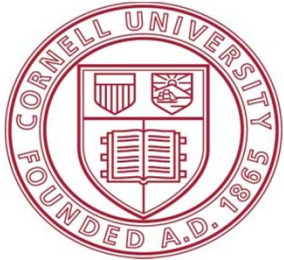


## Cornell University ILR School



- 3/8 Vice Provosts Barbara Knuth and Laura Brown discussed issues relating to undergraduate and graduate tuition being considered in the design of the new budget model. They emphasized that no firm decisions have been made, other than to treat all colleges symmetrically, and that tuition allocation rules are intimately related to enrollment management discussions. Both the Vice Provosts emphasized the importance of decisions on the form of the model being based on core educational principles and that careful consideration needs to be given to unintended side effects of proposals





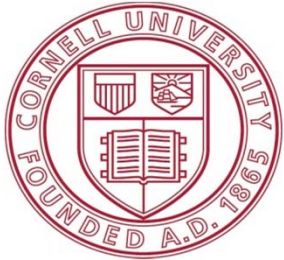
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- 3/31 The committee met with VP Mangum who again stressed that no firm decisions has been made relating to undergraduate tuition. Committee members stressed that whatever model emerges needs to be clearly articulated, transparent, easy to understand, and provide freedom for students to take classes in whatever colleges makes sense for them. Any change in the allocation of tuition revenues that arises from the change in the model, should hold each college harmless in the first year and should be gradually phased in over a number of years to give the colleges time to adjust to the change



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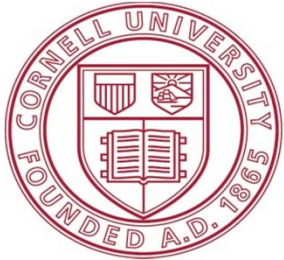
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- 4/19 The committee met with Senior VP Bob Buhrman to discuss issues relating to facilities and administration costs in sponsored research grants. His major message was that any reform of the process should “do no harm” to our wonderful research enterprise



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ILR School

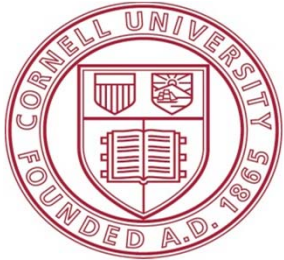


- 4/26 The committee met with VP Joanne DeStefano who explained to us the key financial indicators that are now presented to the Board of Trustees each month so that the Board can keep track of the university's financial position. VP Mangum provided us with an update on the financial projections she had presented to the Board on the university's budget forecasts for a number of years into the future and what key variables may influence our ability to achieve financial equilibrium (e.g. achieving "promised" saving from the redesign initiatives and getting a handle on exploding financial aid costs). Faculty help will be needed to achieve some of the promised savings from the redesign initiative, but committee members stressed to her that these initiatives are imposing significant time costs on faculty.



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- May - Dean Fry and the Provost are in the process of arranging a time for the committee to meet with the Provost to get his sense of how the budget model discussions are proceeding and how the committee can be of use to him in the upcoming year
- June/July I will meet with VP Mangum to sketch out with her the issues the committee and she will deal with in 2011-2012



Cornell University  
ILR School

**UNIVERSITY FACULTY COMMITTEE REPORT**  
**KATHRYN GLEASON**

**MAY 11, 2011**



**DEAN OF FACULTY REPORT**  
**BILL FRY**

**MAY 11, 2011**

Ad hoc group of faculty -- student experience

Caron, Clark, Cohn, Delchamps, Gleason, Gries, Levitt, Toorawa

What's possible for the University Faculty?

credit hour, advising, causes of stress, grading practices

Department responses, aids to faculty

Accomplishments for the year

Academic Integrity

Child Care Center

Student experience

work over break

advising

"consultation"

Voice of the faculty

# GOOD AND WELFARE

## MAY 11, 2011

- Robert Harris – AFRICANA STUDIES
- Alice Pell – Provost's Office

