

MINUTES OF A MEETING OF
THE UNIVERSITY FACULTY SENATE
WEDNESDAY, SEPTEMBER 9, 2009

1. **CALL TO ORDER BY DEAN OF FACULTY WILLIAM FRY**

“I would like to remind people present to please turn off your cell phones or silence them. There will be no audio or video recording except by the authorities. I would like to ask all of the people who wish to speak to please rise and identify yourself as to name, department or other administrative affiliations. We will now move to the Nominations & Elections Committee Report from Associate Dean of the Faculty Fred Gouldin.”

2. **NOMINATIONS & ELECTIONS COMMITTEE REPORT – FRED GOULDIN**

Speaker of the Senate

Steven Beer, CALS

Academic Freedom & Professional Status of the Faculty

Chekitan Dev, Hotel

Risa Lieberwitz, ILR

Nancy Chau, CALS

Academic Programs & Policies

Cornelia Farnum, Vet.

Ann Hajek, CALS

Elliot Shapiro, A&S

Educational Policy Committee

Lorraine Maxwell, CHE

Deborah Trumbull, CALS

Robert Turgeon, A&S

Faculty Advisory Committee on Athletics & Physical Education

Wayne Knoblauch, CALS

Frank Rossi, CALS

Jeffrey Scott, CALS

Faculty Committee on Program Review

Cliff Pollock, Engr.

Financial Policies Committee

Charles Walcott, CALS

William Lesser, CALS

Peter Wolczanski, A&S

Stephen Pope, ENGR.

Institutional Biosafety Committee

John Parker, Vet

Paul Jennette, VET

Christy Michaels, non- affiliated member

Keith Perry, CALS

David Soderlund, Chair, CALS

Institutional Review Board for Human Participants

Brian Wansink, CALS

Virginia Utermohlen, CHE

Local Advisory Council

Ronald Harris-Warrick, CALS

William Olbricht, Engr.

Professor-at-Large Selection Committee

Abby Cohn, A&S

Clare Fewtrell, Vet.

Kathryn March, A&S

Max Pfeffer, CALS

University Benefits Committee

Robert Connelly, A&S

David Lewis, AAP

William White, CHE

University Conflicts Committee

Ken Birman, Engr.

David Putnam, Engr.

Dotsevi Sogah, A&S

University Faculty Library Board

Mary Beth Norton, A&S

University Lectures Committee

David McCobb, A&S

Wolfgang Sachse, Engr.

University-ROTC Relationships Committee

Mark Psiaki, Engr.

Jeff Varner, Engr.

University Sustainability Committee

Warhaft Zellman, Engr.

ASSEMBLIES

University Assembly

Martin Hatch, A&S
Ellis Loew, Vet.
William Ghiorse, CALS
Charles Walcott, CALS
Randy Wayne, CALS

Codes and Judicial Committee

Kevin Clermont, Law
Risa Lieberwitz, ILR
Rachel Weil, A&S

University Hearing Board

Rocco Scanza, ILR
Michael Milgroom, CALS
Frank Wayno, Engr.
Tim Devoogd, A&S
Arnim Meyburg, Engr.
Jeevak Parpia, A&S
Sheila Hemami, Engr.
Tobias Hanrath, Engr.
Michael Tomlan, AAP
Jeff Rachlinski, Law School

REPORT OF UNIV. FACULTY ELECTION

Associate Dean and Secretary of Faculty

Frederick C. Gouldin, Engr.

Faculty Senate-at-Large, Tenured

Michael King, Engr.
Helene Marquis, Vet.

Faculty Senate-At-Large, Untenured

Margaret Bynoe, Vet.

Nominations & Elections Committee

Richard Harrison, CALS
Leigh Phoenix, Engr.

University Faculty Committee

Eric Cheyfitz, A&S
David Lipsky, ILR
William Olbricht, Engr.

“A vote was taken for Speaker of the Senate and Professor Steven Beer was elected Speaker of the Senate.”

“The Nominations and Elections Report was approved by vote (????).”

Speaker Steven Beer: "We will now move ahead quickly into the report accreditation of Cornell by Dean Mathios and Kent Hubbell. We have a microphone here for your use."

3. RE-ACCREDITATION AT CORNELL

Dean Alan Mathios: "I am here to report on the progress about the accreditation process. We are accredited by Middle States and so we have formed a steering committee to guide the University successfully through the process. It is a two year process, actually getting through this is voluntary and Cornell participates voluntarily. This is distinct from other accreditations that go on throughout the university. For example the engineering college has separate accreditations and many, many other programs also have independent accrediting bodies. We are not involved in that process. "

"Every 10 years we are required to go through a re-accreditation and it basically involves the University putting together a self-study that looks critically at the way we do our business. We invite an external review team to read the self-study, visit the campus, and then they write recommendations to the Middle States group. Then the Middle States essentially gets back to us whether we remain accreditation. There are different levels of accreditation and we are very much hoping that we get to the point where we only have a five-year review. A typical successful accreditation is one where they will come and evaluate how we've done five years from the site visit. Anything more severe means more visits earlier on, so our goal is to get to the five-year review and not have to do it again for another five years after that.

We have organized a steering committee and I will show the membership of the steering committee in just a little bit. We are required to address essentially 14 standards of excellence that Middle States dictates to determine the basis for accreditation. We guess that our self study will be approximately a 200 page document that we will submit to Middle States and that would be the basis of how they would review us with appendices, and probably thousands of extra pages to support this. The theme of the Middle States self-study is at Cornell's choosing and we chose to title it "Any person ... Any Study within One University". Essentially this deals with the fact that we are a decentralized University with many undergraduate and professional colleges yet we have one faculty Senate, we have one student assembly, one Board of Trustees and so the challenges and opportunities that that structure provides is sort of a unifying theme of our self-study. This self-study is due to Middle States by November

2011 and so we will summarize the work that is required through 2011 and examine what we done so far.

Who is on the steering committee? It is co-chaired by myself and Kent Hubbell and other members include Bill Fry, Barbara Knuth, Susan Murphy, Paul Streeter, Marin Clarkberg, Kristin Walker, Nikhil Kumar, undergraduate student in ILR; Gina Ryan, grad student, in microbiology; and David Hajjar, Weill Cornell Medical. Just to remind you, this is an accreditation of the entire Cornell University, not just the Ithaca campus so we are working collaboratively with Weill. Fortunately the medical college is going for their independent accreditation prior to this so all the work that they will do on that will provide input and documentation for what we're going to need from them. So, it's actually very good timing.

In addition to the original steering committee that put together this self-study, we also assigned 14 standards of excellence into six clusters and each of those clusters is chaired by a person who helps organize and provides input to the steering committee dealing with those standards. We have chosen to take the 14 standards and break them up into the themes: institutional stewardship and the standards that they will be dealing with integrity, governance and administration; the Faculty; Student Admissions and Support; Educational Offerings; and Assessment of Student Learning.

At the very end of my presentation I'll talk a little about the assessment team because assessments of student learning is something new in Middle States accreditation. This has not been the focus of what they have done in the past and it's a major focus of what they are talking about now and so we'll talk about the strategy we are using to address this.

The first working group is Institutional Stewardship. We will deal with Standards one, two, three and seven as Middle States outline them. The standards are mission, goals, and objectives, planning, resource allocation, and institutional renewal and institutional resources. This is related to many of the other issues going on at Cornell. We will be working very closely with reimagining Cornell and integrating that material into a lot of our work. Kathy Rasmussen is chairing the group.

The next working group will be dealing with Standards four, five and six, and these working groups deal with the standards Leadership and Governance and Administration and Integrity. Charlie Walcott is chairing that committee. The next Standards are eight and nine - Student Admissions and Supports. Kraig Adler is the chair of this. The Faculty, Standard 10 is chaired by Amy Villarejo. Standards 11, 12

and 13 Educational Offerings, chaired by Laura Brown and finally the Assessment of Student Learning, Standard 14, chaired by David Gries.

The time line -- we have successfully submitted the self-study in spring of 2009. Middle States found it acceptable and complimented the university on the design. We are well on our way. The working group reports are due to be delivered to the Steering Committee sometime in May in spring semester. The Steering Committee will gather all the these documents and put together a first draft of the self-study, and we will be seeking input along the way and the final draft of the self-study will be submitted to MSCHE in March 2011. The External Evaluation Team visits campus May 2011. All of this is on the web at Cornell.edu/Middle States (middlestates@cornell.edu) and you can send any questions by email me or Kent.

Let's talk about Standard 14, Assessment of Student Learning. This is new to Cornell. Biddy Martin, when she was Provost, talked about the federal interest in assessment of student learning and this pertains to a 2 to 3 year long discussion about what the federal government was going to do, demanding that universities start measuring the value added that they provide students. What Middle States expects from us on paper, what they write, is that the institutions must possess the following:

- Clearly articulated statements of expected student learning outcomes at all levels - including the University level, the college level, the major level and even at the course level (institution, program, course).
- A documented, organized, and sustained assessment process to evaluate and improve student learning.
- Evidence that student learning assessment information is shared and discussed with constituents and is used to improve teaching and learning.
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That's quite a different approach than what we have been doing, where we have not documented how we actually assess outcomes. We have many, many measures that we use to talk about the success of our students.

We have Middle States holding a conference to talk about these exact issues, and what we really want to learn is exactly what the expectations are in reality and not necessarily what they put on paper and we are sending representatives from every college to Middle States with direct questions about what types of measures of learning they are interested in and whether these types of measures of learning satisfy Middle States. We want more information about what the expectation is from us. Every college is sending a representative to the conference with direct questions to be asked of Middle States. Then the representatives will come back and meet with each other and report to

the steering committee so that we can better understand how the university should develop assessment measures in the next few years and start planning and describing how they are going to meet Middle States expectations. This is going to be a long drawn out process, but we hope to be very organized in writing out a plan on how the university approaches this so that Middle States will actually see that we have made progress on this. We will report back to the Senate and other constituents as this develops, as we get more information about what is expected of faculty even at the basic course level. We will keep the faculty Senate informed and that's how we are approaching this."

4. APPROVAL OF MINUTES

Speaker Beer: "Thanks very much. Before we get to the next item, we are going to consider the minutes of the May Senate Meeting. Are there any additions or corrections to the May minutes of the faculty senate?"

Professor John Weiss, History Department: "I was comparing my notes with the minutes as distributed and I noticed that the request of the Dean that we take our discussion of Reduction in Effort that Charlie Walcott had brought up at the end, to our department and it was not included here, and I think it should be included for a number of reasons. 1) I found my chair very enthusiastic. He thought that having this option was giving tremendous flexibility in responding to the financial crisis, so we were interested in what legislation is needed to enact these types of options. As a way of staying, as the UN puts it "seized of this matter", I want to see that that's included in the minutes."

Speaker Beer: "We will kindly ask the staff to include that notice of your comments are made today pertain to the May meeting." Are there any other additions/corrections?

In looking over the draft minutes, I found that the Speaker misspoke. A motion was made and duly seconded to report the matter of publishing mean grades back to the Educational Policy Committee. After some confusion concerning a motion to table, which had not been made, the Speaker calls for a vote on the table motion. Clearly the Senate had intended to refer the matter back to the EPC. I have been advised by the Dean that the committee will further consider the matter in its deliberations this semester. The Speaker hereby apologizes for mis-speaking. Furthermore, I would suggest placing a note in the minutes of the May meeting indicating that the foregoing explanation will be found in the minutes of today's/September University Faculty Senate.

Any further additions/corrections? Are we ready to consider the minutes as corrected? All those in favor say "aye"? Opposed? The minutes are accepted as corrected. We will now move on to the next item. We will hear from Vice Provost John Siliciano who will give us an update on H1N1."

5. H1N1 UPDATE – VICE PROVOST JOHN SILICIANO

Vice Provost John Siliciano: "I wanted to update you on where we stand as things developed. I know you received separate emails – one from Jan Corson-Rikert, the Director of Health Services and Bill Fry, as faculty members you received one from Provost and recently you received one from Tommy Bruce, the vice president of Communications, so that is part of the background. I wanted to give you an update on where things stand. They are rapidly changing. As of the beginning of last week we had 50 cases of probable H1N1 flu. They all have flu symptoms. As of today we have 400 new cases so that's tenfold in little more than a week. They are probably more cases, most likely these are under reported. These are people contacting Gannett with flulike symptoms, so is growing rapidly. As you can imagine, colleges are perfect petri-dishes for the spread of flu the way students live together, eat together, partying together is very significant in fueling this. Most cases are mild to moderate, but there have been some severe cases. We have one student who is in very very critical condition in the hospital and there are several others under observation."

"There are a lot of people working essentially round-the-clock to deal with this as we get into more serious situations. Gannett Health Care is inundated at this point; it looks like a war hospital with lots of students lining up. The staff is stretched really thin in terms of resources so we are pulling in assistance from across the campus for other people who can help. Gannett is following up on a daily basis with all the students who reported there to make sure they haven't taken a turn for the worst. They are supplying health kits to those students. They are tracking them. Campus Life is dealing with issues involving the housing, feeding and transportation of sick students. As things continue to evolve, we will track how things are progressing here, and all we can hope for here mostly is to slow the progression of the flu spreading across the campus. There is obviously no chance to stop it, but if we can just blunt or slow its drive we can help them with the health crisis, and perhaps we can delay things until a vaccine becomes available in mid-October.

We are planning for situations, if it dramatically worsens such that in case we have to close the university for some time. That is unlikely. What we're facing instead is referred to in the email you received, that there is going to be a high level of absenteeism here. In terms of how the faculty can help - I think the way the faculty can

help and it is referred to in the resolution before you which is to urge faculty peers to adopt a very flexible and accommodating attitude towards frequent absences during this term. It is very difficult to deal with this any other way. We just need this kind of flexibility. Most faculty have been very flexible. Many faculty have begun their classes as the Provost suggested, discussing the options that would occur. However we are getting scattered reports that some faculty are behaving quite differently over this by telling students that they need to attend class even if they are ill. Is it very difficult situation to put students in. They are already under extreme stress. The last thing we want is having them attend class when they are actively ill. I think the resolution you have before you is exactly what we would hope for, what we've heard from the Provost's office. I think coming from the Faculty Senate as the leadership of the faculty would be very, very important. That's a quick update."

Steven Beer: "Thanks very much. Any questions?"

Unidentified Speaker from Hotel School: "Are students contagious before the symptoms show?"

Provost Siliciano: "The question is whether students are contagious. People are generally contagious one-two days before they are symptomatic. That is why you cannot use quarantine on this. The best we can do is to get students out of circulation when they realize they are getting ill, so we are encouraging all students to self isolate. Faculty and staff can help isolate also, by staying home. For students it means staying in the dorm room. This presents an extreme level of complexity in their typically shared dorm rooms. At this point we are following the CDC and NYS health recommendations that suggest that you still co-house sick students with their well roommates as long as they observe a lot of protocol in terms of distance, etc. We are also contingency planning, if we reach a situation where we have to have large separations of sick and healthy students. We are creating situations where we can put a large ring around large spaces – essentially put up large dormitories."

Unidentified speaker: "Is there any commonality in all the cases?"

Provost Siliciano: "No, other than they are students who like to share germs. There is nothing, there is no particular path. As you know though, the severe cases can by in large, can dramatically affect people with underlying health conditions, such immune depression, etc. Most students get sick and recover very quickly."

Unidentified speaker: "Is there a benchmark? I have no idea if 400 is five times the norm, two times the norm etc."

Provost Siliciano: "We don't have a benchmark for this flu. It is increasing very rapidly. At this time of year there are no students getting sick with flu. Virtually none, which is why I am safely referring to this as being H1N1, and it appears to be exploding on campuses across the country. The University of Washington has gone to 2K cases in a matter of days. It may taper off, but we don't have a good sense of that."

Professor John Weiss, History Department: "I would just like to know the level of lethality of H1N1 and I sent an email to the Provost last week about the countries that have been following this in the southern hemisphere in particular places like New Caledonia, which of course whom we have an association with and they have noticed a significant increase in the lethality of it. We have one case now where we have a student who must be on a respirator now, but that's something to keep in mind that is more lethal than ordinary flu. I think about 20% more lethal. I know the French are monitoring it, and it is getting increasingly more lethal than what it was. As far as the target age group, and I wasn't certain what the target age group was and it is something to keep in mind, for instance knowing the number of respirators we have in Tompkins County, things like that."

Provost Siliciano: "We are monitoring the situation very carefully in terms of this and are in contact with the CDC. We do have plans in place that were put in place over the last few years in the events of this seriously, more virulent flu such as the bird flu in Asia. We do have plans in place to close the University and all the ramifications of that and were watching whether this progression forges the degree of severity that we would do that. Right now we are planning to maintain status quo operations."

Speaker Beer: "Thank you very much Vice Provost Siliciano. We will move on to a report on the Resolution Concerning Make-Up Exams by Professor Rod Dietert."

Professor Rod Dietert, Microbiology & Immunology: "I am a University Faculty Committee member, and we present a [Resolution](#) from the University Faculty Committee for your consideration. The original resolution was distributed a week ago, and an amended version with additional UFC input and also some policy committee member input was distributed yesterday around noon, and the resolution is before you for consideration. I am happy to answer questions, but we are bringing this to you to address concerns in the way UFC saw faculty potentially participate."

Speaker Beer: "The committee has asked for discussion. After discussion, we will vote on the resolution. The [resolution](#) is before you on the screen. Any discussion? Any support or opposition to the resolution? It appears the body is ready for vote. All in

favor and I will read the amended resolution: *“Be it resolved that, the Faculty Senate encourages instructors to offer make up exams following scheduled examinations, delayed due dates for other assignments, and excusable of classes missed due to illness, to facilitate the self-isolation component that is an essential part of the campus strategy to minimize the spread of this infection and the public health risk for the campus. All those in favor, signify by saying “aye”. Opposed? The resolution has been adopted unanimously.”*

I would like to now call on Provost David Harris for an update on Administration Efficiencies.

6. ADMINISTRATION EFFICIENCIES – DEPUTY PROVOST DAVID HARRIS

David Harris: “I am Deputy Provost David Harris, and I am going to talk about a narrow piece of this very large effort called reimagining Cornell and in particular the role of the consultants. The reason for this piece is because there have been a bunch of questions and misunderstandings about what the consultants are doing and what the consultants are not doing; so I'm going to talk about that very narrow piece of it. When this all broke last year, the president was very clear in saying that we had to find a way to deal with this budget in making the University stronger moving forward. What I have on the screen is a graphic illustration of that statement. What this is saying here is the core of the University, the core Teaching, Research, Outreach and then we moved out of the circle to the Student Experience, things are less hampered - for example, programs like Academic Support, things like Admissions. We then move on to things like Administration and Facilities, and back-office operations that are common to a larger organization; HR for example is one of these. Then we go into this outer ring and in the outer ring we have Procurement -- things we purchase. These rings are not independent of one another. I don't want to imply they are. This is a guide for thinking about reimagining Cornell properly, the guide for thinking about the budget cuts that are before us. The particular piece we want to talk about, is this piece up here.”

“As you know, back in the spring, Provost Fuchs established a number of academic task forces. There is one for each college. He also established some crosscutting task forces. But as we look at what we spend, we get the savings way out here in the outer rings which is where you want to get as much of the savings as possible. We do have some expertise on this. We have Provosts, Vice Presidents, who are responsible for these outer rings. But none of these folks and in fact I would argue no one at your institution, has dealt with a budget challenge of this magnitude in trying to understand how is it that we could radically change some of these things so that we could protect the inner circle as much as possible. So what we did was to say we could go out and talk to some people who are experts. So we talked to consultants. We interviewed a number of

consulting firms. Their scope is not about the core of the mission. Their scope is about the things that you will find in the vast majority of large, complex organizations. We were also clear as to how they work, and we're not bringing them in to tell us "here's what we have to do". We are bringing them in to give us recommendations from their experience, and it is also not from a permanent file drawer that they have already but they are actually going on campus, talking to a bunch of people to learn about this environment and come back with recommendations. The way this actually works, the mechanics of this -- there are three pieces to keep in mind, and I've alluded to one of them already, the Cornell led academic task forces. These are the inner rings or two. These are led by Cornell. In this case here, Student Enrollment, there's existing expertise with VP Susan Murphy. We drew on the consultants to help us with the analysis of the data.

Then there are the areas that the consultants are leading. The areas that they are leading are the administrative part of the University, not just the administrative part of Day Hall, the administrative part that sits in colleges as well, and they are providing recommendations on that. The other part that is going on here is the Strategic Plan document that comes at the end of this academic year.

How are we interacting with consultants? The first thing we wanted was project leaders. David Skorton meets monthly with the project leaders, a little more often than that actually, with the leadership of Kent Fuchs and they are actually talking to the consultant folks. I am the project manager for this effort which means my responsibility is main liaison with Cornell and the consulting firm. I am talking to them on a daily basis (they're just outside my office) and provide guidance for the Project Core Team. That Project Core Team as a membership listed on the right, and that's the group that gets together every two or three weeks and the consultants talk to individuals more often and then come to this group and say "in the last few weeks we were talking to people, we think you may have this opportunity in IT and we're getting a sense that there might be this opportunity with something else but does that resonate with you? Are we missing something? They all talk about things and then eventually close up with project leaders. In the end, the engagement with the consultants ends in the first week of November. Decisions will be made by the President and Provost. The recommendations are coming through a number of avenues. This is not just the consultant recommendations the recommendations are from the task forces in the strategic planning process as well. Those recommendations come formally through the academic task force, consultants, and strategic planning advisory committees. Karen - Project Core Team membership should be included in the minutes. Do you have a list of the members?

There is a forum that was held last Friday, and it was staff based but anyone is invited to these forums. As you heard, there's another one to be held next Wednesday, and the President and Provost will focus on faculty. There are also a number of engagements and interactions with peers. There is a website, read out the homepage for Cornell for strategic planning what they are. You can see information. There is video on the forum. You can also get to the suggestion box. So far they have met with over 350 people on campus since the engagement began in June. I just wanted to give you a quick overview and spend the rest of the time answering questions."

Professor Tarelton Gillespie, Communications: you mentioned November 1st. Can you just confirm timelines?"

Provost Harris: "The engagement ends the first week in November. That is when the piece ends. There is a whole timeline of activity coming so you can see them on the reimagining Cornell website, but the reports from the academic task forces are due October 1st. There's a lot of things going on after that.

Also, these consultants just finished an engagement at University of North Carolina, Chapel Hill that was incredibly similar. Not surprisingly, if you realize that most universities are facing what we're facing. They did just finish up the engagement at Chapel Hill, and we talk to them they said this was a very unusual case. Usually they can't take a team from one project to another project that is very similar. There are also proprietary issues that would occur, like if you went from forward to General Motors. We don't work that way in higher education. They can actually take what they learned at North Carolina, and they literally put that group here. One week they are at Chapel Hill; in the next week they started in Ithaca; and we benefited from the fact they were already running. They were already thinking about a bunch of things that apply to this contract, not all of them. They certainly gave them a context to hit the ground running, and there are other universities that have contacted them since they started working with us. It won't be just these two schools doing this."

Susan Quirk (Animal Science): "I wonder if some of these decisions have already been made. For example there is a new program where they are required to learn a different method of purchase."

Provost Harris: "E-shop. There are no decisions that are coming out of this. No recommendations from the consultants through this process to the President and Provost that have been active yet. I just had a meeting yesterday. It was a critical point where the first-half of this engagement roughly was data gathering, trying to develop and pinpoint some options and have been meeting with the President and Provost and

is now getting some feedback from the President and Provost. There is a new effort called E-shop. It came out of the meeting held last December. This is a paperless initiative. This is one of the advantages. We investigated options and what we found from other schools and how they rolled out procurement and other campuses and the savings they have seen from it. I think what we've learned from this insight will allow us to enhance the separation that's already begun."

Professor David Delchamps, Electrical Engineering: "Maybe I missed in previous answer but at North Carolina, do you know how much they benefited?"

Provost Harris: "Yes. We talked to the Chancellor of the University of North Carolina in Chapel Hill and to several other people and what they said was they would not be at the place they are now if they had not worked with these consultants. That's exactly what Kent Fuchs talked about after coming out of a meeting – it is clear that we are much further down the road in a very good direction on the outer rings than we would be if we were doing this alone.

I think I'm fairly good in statistics, but if I had a really hard stats problem in my research, I bring in a stats consultant. This is kind of like how this is."

Elizabeth Sanders (Government): "The diagram seems to give the impression and they wonder how real is that inner core, the faculty the teaching, graduate students, the undergraduates. It's going to be protected, but what people are already experiencing is different. I just went to a faculty meeting today in my department, and we had three positions unfilled, one of which, and we're the smallest of all government departments that our peer institutions and our competitors for placement in recruiting and so and yet, as tiny as we are, we have three openings, one of which is Constitutional and Public Law -- a very fundamental subject for the study of government and especially for the number of students who go on to law school. They are really at a disadvantage because we have nobody to teach that. So it seems to me there is great damage there. And that red inner circle is not being protected and that's the real worry -- the cause of this financial distress -- we have really damaged our inner core."

Provost Harris: "If I, in any way, said explicitly that it was completely protected, then I apologize. It was not my intention. What we're trying to do is to minimize the hit on the core, and so if we did not pursue our opportunities on the outer ring, procurement and so forth, the hit here would be even larger. There will be hits here. We have already seen this in sociology. But what we are trying to do here is to minimize the damage, minimize the harm. I think everyone is interested in this part, it is extremely in our best interest to do what we can with the inner rings. I am sorry I misspoke and in any way implied that things would not happen. One last thing: if you hear things

about the consultants in particular and wondering if that's true or not, that concerns me, give me an e-mail, and I would be happy to shoot Bill Fry an e-mail and be happy to try to address any concerns before it spreads. “

Speaker Beer: “Let me ask a question to Dean Bill Fry: is there any intention to make available the minutes of the special July meeting of the faculty and Senate?”

Dean Fry: “There will not be verbatim minutes but there will be some notes about it.”

Provost Harris: “If it is not on the website it will be within the next 24 hours – the website will grow over time.”

Speaker Beer: “I now call on Professor Bill Crepet, Chair Committee on Academic Programs and Policies for report from that committee.”

7. REPORT FROM COMMITTEE ON ACADEMIC PROGRAMS AND POLICIES – BILL CREPET, CHAIR

Professor Bill Crepet, Chair of Academic Programs and Policies: “I would like to report on the action summary of the June 15th meeting this year. We approved unanimously the new masters of professional studies degree program in a field of Information Science. We approved unanimously the field name change from Zoology to Zoology and Wildlife. We approved a minor field name change from Lesbians, Bisexual, and Gay Studies to Lesbians, Gay, Bisexual and Transgendered Studies. We also approved the request to change the subject of graduate degrees in the school of Electrical and Computer Engineering from Electrical Engineering for the Masters of Engineering, Masters of Science and PhD degree programs consistent with name changes in the schools and graduate degrees. We did due diligence in each case to check with people who are affected by these changes, and found no resistance to any of these suggestions.”

Speaker Beer: “Any questions on the report that was made on behalf of the Committee? Seeing none, we will move on to a report from the University Faculty Committee by Professor Kathryn Gleason.”

8. REPORT FROM UFC – KATHY GLEASON

Professor Kathy Gleason: GLEASON: “I would like to report on the activities of the UFC and the process of reimagining Cornell. Thank you. I have to read my report.”

“Over the summer the University Faculty Committee met monthly with the Provost on budget cuts, committee formation and the larger strategic planning process, "Reimagining Cornell." These meetings, although not frequent in number, preceded the Provost's main announcements and larger meetings with the Senate and faculty.

On June 17th, the UFC met with Kent Fuchs and David Harris. At the time of the announcement of the "Reimagining Cornell" process, Bain Consultants presented the scope of their work in reducing administrative costs, and the Provost shared information on the college task forces. While this was mainly an informational session, members of the UFC were relieved that Bain's role was limited to examining the administrative structure of the University, and we urge that this information be shared with the Faculty Senate and the faculty as a whole early in the process. Thus, on July 22nd, the UFC joined the rest of the Senate and all interested faculty present during the summer to hear a similar but updated presentation by the Provost and from the representatives from Bain. Again, Bain outlined their role in detail, working with the Provosts to show the exact nature and limits of their role, as David Harris has updated now for you in this meeting. A vigorous question-and-answer period also followed at that time.

On Tuesday, August 11th, the UFC and the FPC met to discuss steps to strengthen faculty governance. There was general agreement that the UFC should seek greater faculty participation in meetings of administrators that have a direct bearing on the welfare of the faculty, and there was also some discussion at this meeting about more direct involvement in meetings of the Executive Committee of the Board of Trustees.

Finally, on August 28th, the UFC and the Financial Planning Committee met with the Provost to discuss the strategic planning process. Ed Lawler was also present. The Provost took a few minutes to seek some confidential feedback on matters he will be presenting to you next week, and we appreciate his requests for our counsel. A frank discussion about the strategic planning process ensued, in light of some allocated budget data that they shared with us and I believe will be shared with you next week and this will also include details will be discussed at the Faculty Forum with the Provost and President.

In sum, we appreciate the efforts of the administration to meet with us for feedback in advance of major decisions. This was a rapidly unfolding process over the summer, but we can report some meaningful discussion with the administration at key moments, and know that much of the details of the things that we discussed will be presented to you at the coming forum and meetings this fall. Thank you.”

Speaker Beer: "Perhaps you would be willing to answer a few questions?"

Professor Gleason: "To the extent I can. I will have to share this with my fellow members of the UFC. We all were traveling and doing our field work."

Speaker Beer: "Are there any questions for the UFC?"

Thank you for the complete report. I would like to call on Dean of the Faculty, Bill Fry, for remarks."

9. REPORT FROM DEAN OF FACULTY – BILL FRY

Dean Fry: "Thank you, Steve. I think this year is going to be a really important year for the University, and I think the faculty can play a very important role in this year, because I think decisions will be made and we will have a role in contributing to the deliberations of those decisions. I am going to couch my comments today in terms of budget adjustments, strategic planning and other planning. And I want to speak from the recommendations that came from the governance report that was given to the Senate about a year and a half or two years ago. A major theme from that report was, from the Senate, was that the Senate wanted the Senate to be involved more fully in decisions that are made at the University. They wanted the UFC to be more heavily involved, and they wanted the Dean of the Faculty to be more heavily involved in these decisions and being consulted by the administration."

"As Kathy has just reported, there were three meetings this summer involving the FPC, the Financial Policies Committee; the UFC, University Faculty Committee; and I was present at all of those meetings, with the Provost and members of the Provost's staff, where there was really significant interaction and consultation.

I also want to report, as you saw in one of David Harris's slides, that I am a member of the project core team, and he said that group has been meeting with the Bain Consultants every two or three weeks. I can report back that indeed, that is a consultative interaction. They bring forward some ideas, and people say that won't work; they say, it sounds good but you ought to go forward, or something like that. So it is a consultative interaction. As far as I know, there have been no decisions made, as David also identified.

Let me go to budget adjustments, and my concern is what David also identified as a concern. My concern is that the effect of the very significant budget challenge that the University faces will mean shrinking in size of the faculty. So my hope, my really fervent hope, is that the consultants will find a significant chunk of funds in those outer

cores -- those outer regions in procurement and administration. This year we cut way back on faculty hiring. I think this year there's also a very significant cutback on faculty hiring. That is something really bad for the University in the long range. So my hope is that Bain will come through with significant savings in areas that are not affecting the core function.

I would like to report also that not because of me or not because of the Senate or not because of the UFC, but I think because of the current Provost and because of the current President, there's a real consultative interaction between the faculty and the current administration. I have been sitting in on many of the senior staff meetings with the President. Recently I've been a participant in the planning part of the Provost meeting with the Vice Provosts, and I've also been invited to some of the deans meetings that the Provost has with some of the academic deans, and -- Charlie, are you still here? Yes. I think that did not happen in previous times."

Professor Emeritus Charlie Walcott, Neurobiology & Behavior: "That is correct. You should be congratulated."

Dean Fry: "I should not be congratulated, but I think our current administration should be congratulated for opening up and talking to us. I wanted to comment on one of the task forces, the Budget Task Force. That task force has a faculty member on it, a representative from the Financial Policies Committee. There are very, very few faculty on that committee. In fact, that might be almost the only one, the non-administrative one. But the Provost saw fit to appoint a member from the Financial Policies Committee to that Budget Task Force. That task force also will be meeting with the Financial Policies Committee later this semester.

I was really delighted to hear some of the first comments about the strategic planning that is happening. Ed Lawler is aiding in that process quite considerably. If Abby Cohn is here, she will be delighted to hear that. But due to her efforts, due to a lot of efforts of people, there will be a faculty advisory committee who will read and see all of the reports from the task forces, the college task forces, cross-cutting task forces, and those faculty will comment on all of those recommendations. That committee is in the process of being formed. It will consist of faculty. So I think that's a really excellent issue in terms of having the faculty represented at the table.

Next I would like to turn to some other planning. The EPC has a really significant challenge this year. There are a lot of items on the table. David Delchamps agreed to chair the committee. Academic integrity is a huge issue. Some of you may have heard about the issue of plagiarism.

Last week, sitting in a Honda repair shop, I was watching CNN, and I learned that one can purchase a term paper. It is not already written. You can describe what you want in it. So "turnitin" apparently won't see it. But these are term papers for sale. I had no idea that such was the case. But the UPC is dealing with academic integrity and also the issue of plagiarism.

Last year the Senate adopted a change in the academic calendar to have Labor Day starting next year as a Cornell holiday. There were a lot of comments about the status of Cornell's academic calendar. So I made a commitment that we would review the entire calendar. At this point there's so much happening this year that I might delay the implementation of that commitment, but it's something that I have committed to doing and certainly will do.

So I think I'll close by saying that the meeting next Wednesday with the President and Provost is going to be very important. We are expecting a large crowd so it will be held in Call Auditorium in Kennedy Hall.

I do urge you to participate in that. I urge you also to participate in other fora that happen either in your department, in your college, or the university level so your opinion can be recorded. With that I will stop."

Speaker Beer: "Thank you, Bill. We do have a few moments possibly for questions for Dean Fry. Are there any? Thanks very much, Bill."

Dean Fry: "Thank you."

Speaker Beer: "We will now move to the item on the agenda called "Good and Welfare." This is an area where people can speak at the Senate meeting on any topic that they desire as long as the Dean of the Faculty's Office is informed in advance of the Senate meeting and Vice Provost for Research Bob Burhman so indicated, and he has the rest of the time allotted to the Senate meeting, 12 minutes, to speak if he so chooses."

11. GOOD AND WELFARE

Vice Provost Robert Burhman: "Thank you. I appreciate the opportunity to speak briefly. Last May, I gave a presentation on where Cornell's position is on compliance issues, particularly on financial conflict of interest. And I just want to follow up on that and give you a prelude of presentation, if other events don't overtake it. So at the next Senate meeting I will give you more details."

“Over the summer we have prepared a draft policy which has met with general approval from the administration. It has been presented to the deans, actually yesterday. It was done in consultation and with discussions and approval of the University Conflicts Committee, so we've been moving through this process.

This "Financial Conflict of Interest Policy Related to Research" is its total, full title, is motivated by the fact that due to audits from the National Institutes of Health, the National Science Foundation, and two internal Cornell audits, we are basically judged as not being in full compliance with federal regulations as currently implemented, and certainly would not be in compliance with the regulations that we anticipate the NIH to adopt over the next year. They have had a series of comments on those and the general analysis is that if NIH says they're going to do things, NSF -- and those are our two major federal funders -- will adopt them quicker, because they have a faster way of putting in new burdens on academic people. And it will be some additional burden, but hopefully not too much.

The process will be complementary. This new policy will be complementary to the current University Conflicts Policy. It will have the effect of centralizing the identification of financial conflicts of interest that are related to research and centralizing the management of those, so that the University will have a consistent policy across campus.

The policy will be also adopted by the Weill Medical School, but they will have their own separate procedures. In fact, we will be getting closer to where the med school currently is. That is, there will be a Central Faculty Committee very similar to our Institutional Review Board, which handles human participant research protocols and our ALAC, which handles animal protocols. This faculty committee will identify and indicate when there's need to be a financial conflicts of interest.

The policy will be posted I guess on the Faculty Senate website in a couple weeks. We will invite comments and suggestions for improvement, and I will discuss it here at the Faculty Senate meeting if the Dean approves and the Speaker approves. And that's it for now, unless there's a question or so.”

Speaker Beer: “Any questions for Provost. Thank you very much. Prior to calling for adjournment, I would like to indicate that we're very thankful to the several speakers that were on the agenda for not taking all the allotted time that you had, because now we're able to adjourn on time. And I would like to urge all members of the Senate and faculty who attend Senate meetings to kindly arrive on time and be in your seats at 4:30.

Because at that time, the Senate will be called to order, and we will begin our business of the day. With that, is there a motion to adjourn?"

Unidentified Speaker: "So moved."

Speaker Beer: "All those in favor of adjourning?"

Speaker Beer: Thank you. Meeting Adjourned.
5:50PM

Respectfully Submitted:

Fred Gouldin

Associate Dean and Secretary of the University Faculty