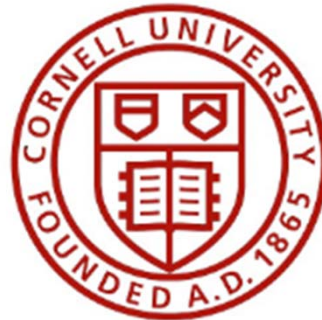


UNIVERSITY FACULTY SENATE MEETING

APRIL 13, 2011

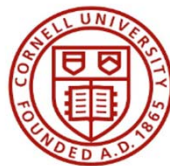


AGENDA

- Call to Order – Speaker Steve Beer
- Dialogue with the Provost – Kent Fuchs – 45 minutes
- Johnson School Request to Lengthen its Tenure Clock – For Discussion Only - Jerry Hass, AFPS – 13 minutes
- Report to the Senate on Advising Initiatives – Laura Brown – 12 minutes
- Resolution to Extend the Maximum Appointment Period for Postdoc – Andy Bass/UFC – 5 minutes
- Report from the Committee on Academic Programs and Policies – Thom Cleland – 5 minutes
- Approval of Minutes from March Senate Meeting – 2 minutes
- Report from Nominations and Elections – Bill Fry – 3 minutes
- Dean of Faculty Report – Bill Fry – 5 minutes



DIALOGUE WITH THE PROVOST
KENT FUCHS
APRIL 13, 2011



Report from AFPS

- Introduction: Jerry Hass, chair of AFPS
- Explanation: Mark Nelson (JGSM)



**RESOLUTION TO SUPPORT THE EXTENSION OF THE TENURE
CLOCK FOR JOHNSON SCHOOL FACULTY APPOINTMENTS
APRIL 13, 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)
APRIL 13, 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)
APRIL 13, 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

Cornell Faculty Senate
April 13, 2011



Cornell University

Motion

- 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.



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)



“Unusual Circumstances”: Combination of teaching, research and competitive pressures

Teaching:

- MBA student profile:
 - Residential MBA students:
 - Age: 27
 - Work experience: 5 years
 - Executive MBA students
 - Age: 36
 - Work experience: 12 years
 - Self financed, high expectations, provide key input to rankings
 - Rankings are critical for attracting students, recruiters and alumni support
- Rookie business faculty profile:
 - Age: Late 20's
 - Little business experience
 - Very challenging ramp-up on teaching

Research:

- Business disciplines lack post docs
- Slow journal turn-around
 - slow start on research program.

Competitive response: Peer schools have longer tenure clocks.



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



Effects and Alternatives

Effects: Difficulty recruiting and retaining faculty

- Recruits go to schools with more forgiving clocks (12/13 in last 5 years)
- Strong junior faculty seek clock restarts
- False negatives in tenure decisions
- Higher recruiting and training costs
- Lower rankings

Alternatives: None

- Can't afford to not have junior faculty teach
- Can't extend clock with fellowships/post-docs
 - Not attractive when peers offer professorship with longer clock
- Can't ignore the rookie market
 - Market for experienced faculty is very competitive and costly



REPORT TO THE SENATE ON ADVISING INITIATIVES
VICE PROVOST LAURA BROWN
APRIL 13, 2011



**RESOLUTION TO EXTEND THE MAXIMUM APPOINTMENT
PERIOD FOR POSTDOC
ANDY BASS/UFC**

WHEREAS the postdoctoral term limit at Cornell-Ithaca is 3 years

WHEREAS, in the spirit of “one Cornell”, the postdoctoral term limit at Weill-Cornell Medical College is 5 years

WHEREAS the term limit of a postdoctoral associate is at least 5 years at several other institutions including Brown, Columbia, Dartmouth, Harvard, Johns Hopkins, Memorial Sloan Kettering, Michigan State, MIT, NYU, Rockefeller, University of Illinois, University of Pennsylvania, Washington University and Yale

WHEREAS the Life Science Advisory Council (LSAC) that represents a diverse group of faculty from the life sciences, physical sciences and engineering, “unanimously supports an increase in the postdoctoral term limit to a minimum of 5 years” (from LSAC letter of June 9, 2010 sent to Robert Buhrman, Senior Vice Provost for Research and Andrew Bass, Associate Vice Provost for Research)



**RESOLUTION TO EXTEND THE MAXIMUM APPOINTMENT
PERIOD FOR POSTDOC (continued)**

WHEREAS Christina Holmes, Director of the Office of Postdoctoral Studies at Cornell-Ithaca, and the postdoctoral associates that she meets with monthly, support an increase in the postdoctoral term limit to 5 years

WHEREAS, as confirmed by Mary Opperman, Vice President for Human Resources, the benefits that postdoctoral associates currently receive are the same as all staff and faculty at Cornell, it would not be a detriment for them to stay under the postdoctoral title for a total of 5 years

WHEREAS all of the Academic Deans unanimously support an increase in the postdoctoral term limit to 5 years

THEREFORE BE IT RESOLVED that the senate recommends that the postdoctoral term limit at Cornell-Ithaca be extended from 3 to 5 years.

Submitted by Andrew H. Bass, Professor of Neurobiology and Behavior and Associate Vice Provost for Research



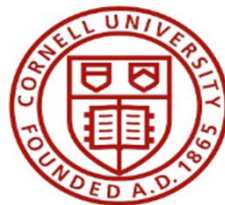
**REPORT FROM THE COMMITTEE ON ACADEMIC PROGRAMS
AND POLICIES (THOM CLELAND, CAPP)
APRIL 13, 2011**

1. CAPP recommends approval of New Graduate Field Minor in Sustainable Energy
2. CAPP has screened a proposal from the Johnson School for establishment of the *Clinical Professor* title and has no reservations. Per governing legislation, the proposal now is posted (for 60 days) to invite public comment, after which CAPP will make its final recommendation to the Senate.
3. CAPP has agreed to provide faculty advice and consultation to the Provost regarding Cornell's proposal for an applied sciences and engineering campus in New York City.



**APPROVAL OF MINUTES OF
MARCH 9, 2011 FACULTY SENATE MEETING**

APRIL 13, 2011



NOMINATIONS & ELECTION REPORT

BILL FRY

APRIL 13, 2011

Academic Programs and Policies Committee

- Thomas Cleland, Chair, College of Arts & Sciences
- Glenn Galbreath, Law School
- Ross Brann, College of Arts & Sciences

Educational Policy Committee

- Paul Sawyer, College of Arts & Sciences
- Robert Thorne, College of Arts & Sciences
- James Bisogni, Jr., College of Engineering

Faculty Committee on Program Review

- Ynte Schukken, College of Veterinary Medicine
- Ken Brown, College of Arts & Sciences
- Clifford Pollock, Chair, College of Engineering
- Michael Walter, College of Agriculture Life Sciences
- Claude Cohen, College of Engineering



NOMINATIONS & ELECTION REPORT (CONTINUED)

BILL FRY

APRIL 13, 2011

Library Board

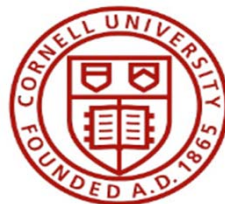
- Eric Nelson, College of Agriculture and Life Sciences
- C. Thomas Avedisian, College of Engineering
- Tim Healey, College of Engineering
- Barbara Lust, College of Human Ecology
- Michael Tomlan, Architecture, Art & Planning

Music Committee

- Travis Lars Gosa, Africana Studies & Research Center

University Hearing Board

- N'Dri Assie-Lumumba, Africana Studies & Research Center
- Ephraim Garcia, College of Engineering
- Richard Penner, School of Hotel Administration
- Christine Olson, College of Human Ecology



SLATE OF CANDIDATES FOR UPCOMING ELECTION

NOMINATIONS AND ELECTIONS COMMITTEE

- Michael Lynch, College of Arts & Sciences
- Margaret Washington, College of Arts & Sciences
- Robert Gilbert, College of Veterinary Medicine
- Christiane Linster, College of Arts & Sciences

UNIVERSITY FACULTY COMMITTEE

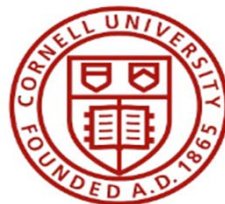
- Risa Lieberwitz, School of Industrial and Labor Relations
- Parfait Eloundou-Enyegue, College of Agriculture and Life Sciences
- Bruce Lewenstein, College of Agriculture and Life Sciences
- Dawn Schrader, College of Agriculture and Life Sciences
- Carole Boyce Davies, Africana Studies & Research Center
- Richard Burkhauser, College of Human Ecology
- David Pelletier, College of Human Ecology



SLATE OF CANDIDATES FOR UPCOMING ELECTION (CONTINUED)

SENATORS-AT-LARGE

- John Hausknecht, School of Industrial and Labor Relations
- Fouad Makki, College of Agriculture and Life Sciences
- Nina Bassuk, College of Agriculture and Life Sciences
- Antonia Bento, College of Agriculture & Life Sciences
- Daniel Krall, College of Agriculture and Life Sciences
- Robert Thorne, College of Arts & Sciences



DEAN OF FACULTY REPORT BILL FRY

APRIL 13, 2011

- Advising S/U decision → Add/Drop deadline
- Dean of Faculty next year



DEAN OF FACULTY REPORT BILL FRY

APRIL 13, 2011

- Advising S/U decision → Add/Drop deadline
- Dean of Faculty next year

G. Term of Office. The term of office for the Dean shall be three years. The Dean may be reappointed by the Senate for a further period of not more than two years. So far as possible, the terms of office of the Dean and the Secretary shall be staggered so that not more than one of these officers shall be elected in any one year.

