

FACULTY SENATE MEETING MINUTES FOR FRIDAY DEC. 13, 2002

President Christine Nielsen called the meeting to order at 10:08 a.m. and asked for a motion to approve the minutes of the previous meeting. Jim Dutt moved the minutes of the previous meeting be approved; Rao Vemuganti seconded the motion. Motion passed.

Steve Isberg requested to add an item to the agenda regarding a joint program with Towson University for an M.S. in Accounting. After approval of the agenda, Chris gave the floor to Dean McCarthy.

Dean McCarthy addressed two concerns: enrollment and AACSB accreditation. Then she gave the floor to Joel Morse to report what has been done. Joel likened the enrollment management process to the war on terrorism: You can't avoid it ... can't necessarily win it. We are coordinating with Admissions and University Relations. We are coordinating a blitz of advertising and events with letters from Admissions, and calls and letters from Division Directors with the Advising Office.

Peter Toran, Vice President of Planning is leading a SWOT team on articulation agreements. Some have expired. Joel is visiting campuses. Joel said Dennis Pitta is leading a committee on enrollment management. Dennis corrected Joel, "It's not a committee; it's a task force. Task forces get things done." Larry Schrenk has visited Carroll County Community College where we compete with Mount Saint Mary's. Ida Robinson-Backmon has visited Montgomery Community College. Tom Vermeer has visited Prince Georges Community College. Ed Kemery, Marilyn Oblak, Phil Korb, Pete Lynagh, and Mike Laric have all visited Community Colleges. An open-house-like event is in the planning stage that will involve administrators, advisors, and faculty.

In future, we will put less focus on image and more focus on programs. For example, some advertising will focus on programs in Laurel. Some advertising will be in newspapers. President Bogomolny has had two dinners with Community College Presidents. Dean McCarthy has met frequently with Community College officials. Chris Nielsen said that at Rawlins College, the Dean calls every student that is accepted, and this impresses parents as well as students.

Our Division Directors are allocating call-making. Dean McCarthy said that at Indiana University, they increased the enrollment of women in graduate programs from a very low level to 10%-30% women when female faculty called women students who were admitted to programs in their respective disciplines.

Mike Laric move on other markets. ???

Richard Trotter asked what we are doing to reach out to our core constituency of older students. Joel said we have not identified students by age. Age may also be unattractive to some part of our constituency. Bruce Rollier said Rutgers goes after freshmen at community colleges to go to Rutgers as juniors. Simultaneous admission to a community college and the upper division school is another strategy. We may have some faculty teach courses at community colleges and some community college faculty teach on our

campus. We do not have an effortless transfer program now. For example, the AAS degree is consistent with transferring to UB. Tigi said that in prior years, we contacted students by letter. John Sigler asked if we figures to project enrollment. Dean McCarthy said that the figures are flat or up slightly at the graduate level and down at the undergraduate level. Joel said Dennis Pelletier's office is working to increase yield (of admitted students from applicant pool). Joel said we are always looking for quality students. But the process has been quantity oriented. Mike Laric said there are "a lot of ideas floating around."

Dean McCarthy said, "The key to enrollment is curriculum. It needs to be revised." Steve's committee is making progress. (Meanwhile) we have old looking courses, old-looking titles. "We can control our curriculum. It is within our power to change." We take a three-phase approach to revising curriculum. In Phase 1, we will look at specializations. In Phase 2, we look at core courses. We will continuously improve as AACSB requires.

Recently, Dean McCarthy has talked with two Deans who are on the AACSB review committee: David Billings of the University of Alabama and Bill Ward of the University of South Carolina at Spartansburg. These Deans recommend hiring a consultant to act as a business advisor to help us assess where we are and what is the gap between where we are and where we need to be in order not to end up on probation with AACSB. Ninety percent of the faculty must be academically qualified. We may have very clinical professors. For each level of degree we offer (Bachelor's, Master's, Doctorate, the faculty must have more publications for the faculty to be considered academically or professionally qualified.

Ninety percent of faculty at the undergraduate level, to meet AACSB standards for academically or professionally qualified, must publish a minimum of two refereed journal articles per year or five other types of publications, or some combination thereof. Other types of publications include articles in non-refereed journals, papers in conference proceedings, chapters in books, cases, etc.

Seventy percent of faculty at the graduate level, to meet AACSB standards for academically or professionally qualified, must publish three articles in five years. Twenty percent of the faculty must publish one journal article in five years. Our five years will cover the past two years through three years from now. Here's where we are, using data from the last two years: faculty who teach undergraduate courses, 57%-67%; faculty who teach graduate courses, 36%-61%.

Susan Zacur asked Dean McCarthy to state the actual year numbers. They are: academic years 1999-2000, 2000-2001, 2002-2003, 2003 -2004 (self-evaluation year), and 2003-2004 (our visit year. Dean McCarthy is thinking we will have a winter visit.

Dean McCarthy asked who would have the AFPRs (Annual Faculty Performance Reports). Rao Vemuganti published AFPRs and sent them to Dan Gerlowski. Dan Gerlowski said they were cut loose to Division Directors at the beginning of this year.

The Dean suggested that the best thing to do was to create a format and have each faculty member submit their publications. John Sigler asked if those (publication) requirements were relative to our mission. Dean McCarthy said, “You cannot define away the need for publications in your mission statement unless you get rid of graduate programs. As long as we have graduate programs, you can’t define away scholarship.” The Dean continued, “If we go live with DMIS (Doctorate in Management Information Systems) ... we need even more publications from MIS faculty. We are our greatest resource. We can form a resource for ourselves.”

Mike Laric said, “We have a quality issue to struggle with regardless.” Both Deans with whom our Dean talked were very helpful. For instance, we must show in our documentation that when we pass our mission statement, we also pass measures to gauge how we are fulfilling it. If our mission is to teach graduate and undergraduate students, how many graduate and undergraduate students have we taught? (If our mission is to be diverse) how many minority students have we taught? How many Web-based students, face-to-face students, Saturday students, evening students? Don’t pass the mission statement until we have the measures of fulfilling it.

Susan Zacur asked if postponement of our visit year had been discussed, due to new President, new Dean. Dan Gerlowski replied, “No.” Dan indicated it is not feasible. You call attention to yourselves that is not good. AACSB cannot accredit dreams nor accredit programs that have not graduated students. The Dean indicated we should hire a consultant. Susan Zacur suggested that each of us go back over our publications (and report them). The Dean said we have to come to a decision – not overall – not an average – but map individual faculty to course (he or she) teaches. One will not be allowed to teach in graduate programs, unless one has published articles in refereed journals.

Dean McCarthy asked, “What are the positive things?” We have 60% academically or professionally qualified faculty in some Divisions. We need a continuous improvement team. We could have a resource effectiveness group bring us together more as a community. We have a PFP (Planned Faculty Portfolio) improved, refined, implemented. We have journal rankings. Peer review journals are not only the very top journals. There are other refereed journals. Chris Nielsen questioned the complex table of publication outlets in the AFPR. Peer reviewed journal articles are better than conference proceedings. The top tier publications are all peer-reviewed journal articles.

Dean McCarthy continued, “AACSB wants to know what it takes to be tenured? What it takes to be promoted (at UB). How many average journal articles equal a top tier journal article? If we use a reasonable value system, they will accept it, but if it appears we have no value system they will impose their own.”

Will we be judged by the current standards of AACSB or the proposed standards? We stayed with new proposed standards. We need certain things by January 6. “We should use the current standards,” said Dean McCarthy. “It’s a game and you have to learn how to play it.” Regina Bento suggested a simple, interactive Web form, where each faculty member could post their journal articles and it could be queried. Dan already had a

student team begin work on that. Dan said the server did not support the database we needed.

Lourdes White was added to the agenda to announce who would wear the Turner Medallion awarded to honor our Past President Meb Turner. This year Dr. Rao Vemuganti will wear the Turner Medallion at Graduation.

Next, Steve Isberg, Chairman of the Merrick School of Business Curriculum Committee, took the floor with a proposal for a joint program in accounting with Towson University. When Towson University applied to the Maryland Higher Education Committee (MHEC) to offer a new M. S. in Accounting, MHEC told them, "Work with UB." Steve Isberg said, "A shared body of courses between UB and Towson may increase the number of students in our program" (the M.S. in Accounting and Business Advisory Services).

Steve Isberg pointed out that the courses offered at Towson must meet our standards for accreditation by AACSB. Steve proposed the motion to approve the joint program on behalf of the Curriculum Committee. Lee Richardson asked, "What's the market?" Susan Lynn said the revenue goes to the school offering the course. Steve Fritsche said we have 20-22 students in our program. Susan said, "UB students can only take 6 credits at Towson." Steve said both Provosts have agreed on this joint program in principle. Dan brought up a technical point. We have to break out this program for accreditation.

Dean McCarthy informed us that Towson has an M.S. degree in e-business and we may be setting a precedent. Susan Lynn proposed that each student would have to take four courses on each campus. Lourdes White said, this may be a preemptive strategy; we have to show MHEC we tried. The Dean said, "That's murky thinking."

Dean McCarthy said Morgan State is not going to let Towson have an M.S. in Accounting. If we send our faculty to Towson, we don't allow them to build the skill base on their campus. Anne said, this is like Roosevelt negotiating with Staling. We are Roosevelt and Towson is Stalin.

Steve Isberg asked that the Faculty Senate leave the issue with the Curriculum Committee to restrict all accounting courses to be taught by UB faculty. Our Provost originally opposed the joint accounting program with Towson.

Mike Laric asked if our faculty is up to accreditation in accounting?

Lanny Herron suggested we turn the joint accounting program with Towson back to the Curriculum Committee. Chris asked the Dean if we could vote on this at a short Faculty Senate meeting at the retreat on Dec. 19. Dean said "Sure." Chris turned this back to Curriculum Committee.

Next President Chris Nielsen introduced Peter Toran, UB's Vice President for Planning. He said he was there to respond to our questions on the next phase of the planning process. Susan Zacur asked where we are on the timeline. Peter Toran: We have

completed Phase 1. The consultants came to campus. We can continue as needed. “Anyone who needs access can contact me directly.” Phase 1 was the environmental scan. In February, all groups will get together who are interested and as many as have passion.

We will have a University-wide discussion. Peter Toran said, “Bob had told me, we do want to bring this University together. We want all three Schools to be the best that they can be.

Phase 3 is taking goals, dreams, visions that all groups come up with and tie them into budget realities. One group will facilitate output from all Schools July 1.

John Sigler asked, based on work so far, is there any major strategy? Peter Toran, “Yes.” Don’t bring in an outsider if you’re going to mess with their process. There will be strategic initiatives. John Sigler, “What?” Peter, “I don’t know. I’d rather not speculate. My role is as facilitator, not to insert my plan or the President’s plan.”

Bruce Rollier: Strategy is how to get somewhere. It does not tell you where you are going. We need a shared vision. We’re never going to be Ohio State.

Peter: Whatever strategies come out of this process will be focused and limited. Process is a means. End result is where we derive the most value.

Peter: Bob said, Make each place the best it can be. We can’t intervene or interfere with governance process. Let me know which faculty governance representatives should be included in the strategic planning process and we will be happy to include them.

Lourdes White: Don’t have faculty and students in the same meeting like the Web MBA meeting.

Lee Richardson: July 1 is the end of the beginning. Process never ends. It is a cultural change in the way we think. Why do we do planning? We didn’t do it before. It’s about allocating resources and about priorities. It’s who we are. This is what we want to do. These are our resources.

Alan Randolph: What resources do we need and how do we get them?

Bob wants us to be the pre-eminent urban university in Maryland.

Alan Randolph: Has Bob begun to think about getting resources outside the State of Maryland?

Peter: Look at fund raising. What can we do in that area? We are picking a legislative V. P. We absolutely have to get that going. You can do both. Fundraising. Make it work for you and for us.

Dennis Pitta: It is important for us to know that what we input will be considered. A consultant told us the future is not in Baltimore.

Peter: The College Board Study. I've actually read it. Shall we change our name? The College Board Study is not a strategic plan. It's Education. We remain the experts of UB. What was missing for me was, This is who we are. I didn't see enough of us in there.

Richard Trotter: Has there been any effort to maximize attracting those students who are our core constituency (the older students) like the student retired from Baltimore Police force.?

Peter: Reorganize, restructure. Align planning office with Institutional Research. These are target areas that speak to who we are. Strategy. What is our advantage? Our average age is 32. Help me help you. It is going to work because it's going to be ours.

The meeting adjourned at 12:03.

Attendance

MSB Faculty Senate Meeting

December 13, 2002

Acs, Zoltan	
Adams, Richard	
Adlakha, Veena	X
Aggarwal, Anil	X
Andrea, George	X
Arsham, Hossein	
Benrud, Erik	
Bento, Albert	
Bento, Regina	X
Bowers, Mollie	
Brownstein, Barry	
Chen, Honghui	
Choudhry, Yusef	
DeChant, David	
Dutt, James	X
Ford, Deborah	X
Fowler, Danielle	
Fritsche, Steve	X
Gerlowski, Daniel	X
Herron, Lanny	X
Isberg, Steven	X
Jenkins, Milton	
Kemery, Edward	X
Korb, Phil	X
Laric, Michael	X
Levy, David	
Liou, Irene	
Luchsinger, Vince	X
Lynagh, Peter	
Lynn, Susan	X
McCarthy, Anne	X

Mersha, Tigineh	X
Milbourn, Eugene	X
Mirani, Rajesh	
Moily, Jaya	
Morse, Joel	X
Nielsen, Christine	X
Oblak, Marilyn	X
Otto, James	X
Parham, Wayne	
Pitta, Dennis	X
Popjoy, Oveta	X
Randolph, Alan	X
Richardson, Lee	X
Robinson-Backmon, Ida	X
Rollier, Bruce	X
Sawhney, Bansi	
Schrenk, Lawrence	
Sigler, John	X
Singhal, Jaya	
Singhal, Kal	
Sriram, Ven	
Stanton, Kenneth	X
Stevens, David	
Stiff, Ronald	
Trotter, Richard	X
Vemuganti, Rao	X
Vermeer, Thomas	X
White, Lourdes	X
Weiss, John	X
Zacur, Susan	X

