

**Ohio University Faculty Senate**  
**Monday, October 14, 2013**  
**Room 235, Margaret M. Walter Hall, 7:10 p.m.**  
**Minutes**

Faculty Senate Chair Elizabeth Sayrs called the meeting to order at 7:10 p.m.

In attendance:

**College of Arts and Sciences:** E. Ammarell, N. Bernstein, C. Elster, S. Hays, G. Holcomb, G. Negash, R. Palmer, S. Patterson, B. Quitslund, A. Rouzie, K. Uhalde, S. Wyatt

**College of Business:** K. Hartman, T. Luce, Z. Sarikas

**College of Fine Arts:** C. Buchanan, E. Sayrs, D. Thomas

**College of Health Sciences and Professions:** T. Basta, A. Sergeev, B. Sindelar

**Group II:** RA Althaus, D. Duvert

**Heritage College of Osteopathic Medicine:** S. Inman, S. Walkowski, J. Wolf

**Patton College of Education:** G. Brooks, D. Carr, B. Vanderveer

**Regional Campus—Chillicothe:** none present

**Regional Campus—Eastern:** J. Casebolt

**Regional Campus—Lancaster:** S. Doty, L. Trautman

**Regional Campus—Southern:** none present

**Regional Campus—Zanesville:** J. Taylor, A. White

**Russ College of Engineering:** C. Bartone

**Scripps College of Communication:** A. Babrow for L. Black, B. Reader, J. Slade

**Voinovich School of Leadership and Public Affairs:** A. Ruhil

**Excused:** B. Bates, L. Black, D. Marinski, L. Rice, B. Stuart, G. Suer

**Absent:** K. Hicks, V. Marchenkov, B. Trube

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**Overview of the Meeting:**

- I. Board of Trustees Chair Sandra Anderson and Vice Chair David Brightbill
- II. Roll Call and Approval of the September 9, 2013 Minutes
- III. Chair's Report
  - Updates and Announcements
  - Upcoming Senate Meeting: November 4, 2013, 7:10 p.m., Walter Hall 235
- IV. Professional Relations Committee—Ben Bates
- V. Educational Policy & Student Affairs Committee—Ruth Palmer
  - Updates
  - Resolution to Alter EPSA Member Obligations—Second Reading
- VI. Finance & Facilities Committee—Sandra Doty for Ben Stuart
- VII. Promotion & Tenure Committee—Joe Slade
- VIII. New Business
- IX. Adjournment

## I. Board of Trustees Chair Sandra Anderson and Vice Chair David Brightbill

- Introductions and Statement from the Chair: Sayrs introduced the trustees, who each also briefly spoke to the Senate.
  - **Chair Anderson** is a 1973 Ohio University graduate who recently retired from her position as an associate vice president and deputy general counsel for the OSU Office of Legal Affairs, and still serves as an Adjunct Professor of Law at OSU. She said that her “learning community” at OU was the forensics team, which transformed her from small-town farm girl to a law student who subsequently clerked for a federal judge and maintained a lengthy private law practice before going to work at OSU. She further noted that her OU car license plate reads “GO2OU,” and that, joining a number of relatives who have attended school here, she has a nephew in this year’s class at HCOM.

Anderson gave a short overview of service on and the responsibilities of the Board of Trustees. The nine voting Trustees serve nine-year terms after their appointment by the governor, and share their deliberations with five non-voting trustees: two national trustees (living outside of Ohio with a connection to OU); two student trustees; and the head of the Alumni Association. The Faculty Senate vice chair sits on the Academics Committee and the chair of Finance & Facilities sits on the Resources Committee. The Board meets five times annually with a retreat built onto the first meeting of the year, and members serve the University in other ways as well (e.g., on executive personnel searches). She characterized the Board as a diverse group united by their love of higher education in general and a passion for OU’s success in particular. Board [agendas and minutes](#) are publically available, and meetings are open to the public.
  - **Vice Chair Brightbill** graduated from Ohio University in 1970. He has been an Executive Director of the Community Action Program Corporation of Washington-Morgan County since 1987, and is a past president of the Ohio Association of Community Action Agencies and the Corporation of Appalachian Ohio Development. He remarked that he had also grown up on a small farm in Ashland County, and that OU had given him different perspectives that also dramatically changed his life for the better. Although he had entered college intending a career in education, he experienced working through nonprofit social organizations while a student and found his calling. His son graduated from OU in 2002.

Questions for the trustees, compiled from those submitted by OU faculty, were sent to them ahead of time. The following topics were included:

- Declining number of Group I: Chair Anderson said that the Board is tracking the Group I headcount at OU, but also aware of national trends. While OU has 60-70% tenure-track faculty, the national average is about 30%. Trustees have also asked why Group I numbers are down, and part of the answer is the ERIP. They do, however, think that Group I faculty are very important to OU as a research institution, and student success is a related metric that the Board is watching. Sayrs followed up by pointing out that many universities with high adjunct counts are in urban areas with professionals available for part-time teaching, and by suggesting that part of OU’s distinctiveness is in student

research engagement. Anderson reiterated that the Board is paying attention and concerned.

- Increasing number of administrators relative to faculty: Chair Anderson said that according to headcount numbers reviewed by the Board, there has been some reduction in the number of administrators. She also praised the recent improvements in OU's financial stability as measured by our S.B. 6 ratio, which is now the best in Ohio, and offered thanks to VP for Finance Steve Golding and others. Financial strength means more resources to work with. Sayrs clarified the question, noting that while many kinds of staff members are classified as "administrators," the question was about executive administrators rather than librarians. Anderson responded that employee compensation makes up about 60% of OU's budget, and 48% is to faculty and graduate students. All roles in the University require adequate support to fulfill their missions, and it is also important to ask whether there is too much administrative burden on current personnel.
- Monitoring academic quality under RCM: Such monitoring will take place primarily through the Academics Committee, but quality is important enough to involve the whole Board as well. All members are watching the dashboard for quality metrics.
- Downsides of a focus on growth and "innovation"?: A session at the Board retreat this fall was entitled "Smart Growth," and one important lesson is that not all of the University is slated to grow: residential facilities, for example, are being replaced rather than added to. There is some programmatic growth and enrollment growth particularly at the two centers and the regional campuses. That means more people taking advantage of OU's transformative educational experience. Smart growth has been working because we broke all kinds of records with incoming class this year, not just in number of students but with ACT scores and other positive measures.
- Faculty compensation: The Board views total faculty compensation a strategic priority in which it would like to invest. The Total Compensation Task Force is addressing the issue (with parallel work being done by the Compensation 2014 initiative for staff). Anderson also pointed to the initial 2% raise pool and the additional 1% added this fall, while acknowledging that people would probably have liked more and that they would have liked to give more. At the same time, she suggested that the 92% retention rate for Group I faculty shows that there is job satisfaction at OU. The ranking in the state, however, is something that the Board is not happy with, and the purpose of the task force is to begin to address the problem.
- Faculty compensation relative to administrative compensation: While Chair Anderson acknowledged a perception of disparity, she also said that staff salaries are lagging behind those at our IUC peers. A balance of priorities is necessary in addressing compensation rankings, because you can't have just one member of the team in harness. Staff in student services or culinary services matter too. Sayrs noted that the question again referred primarily to executive administrators, and asked what the relationship should be between executive and professorial salaries. Anderson replied that different job categories had different markets, which, through competition for talent, tended to drive the salaries.
- Funding for ICA and the return on a \$20 million annual institutional investment:

Anderson pointed out that general fees and tickets sales support athletics without the use of SSI or tuition money, and that there are encouraging trends in its funding, such as the best ticket sales in the MAC. It is closer to self-sustaining, though truly self-sustaining ICA programs are unusual. In addition, she referred to studies showing the benefits of athletics in terms of alumni support, donations, passion among students, and the economic impacts in Ohio; there are 8,500 student athletes among OU alumni, and several influential donors heavily support athletics. She also remarked that she remembered her debate coach and graduate assistants far better than her classes and professors. Finally, she cited the Board's insistence that student athletes be students and their high graduation rate. Sayrs asked whether Anderson thought students knew how much they paid for athletics; Anderson asked Sayrs if *she* thought they did. Sayrs said we did not have data.

- Liability risks from football head injuries: The Board is paying attention to reporting and one trustee in fact grilled the President about such injuries at a Board meeting.
- Corporate sponsorship and private profits from online education: Asked whether the Board would establish guidelines for public-private partnerships (in light of the [\\$18 million](#) a for-profit corporation has already made from OU's nursing program), Anderson said she was unaware of those figures and not sure of their basis. It is important, she emphasized, that the University be aware of technological opportunities, including MOOCs. President McDavis interjected that the while the figures were correct, they represented the launching of OU's first online program. Going forward, colleges will take direct responsibility for online learning. Chair Anderson noted that the Board of Trustees does not handle operational questions, but rather seeks to uphold the institution's strategic priorities so that OU can be the best transformative learning experience in the country. It uses the [Four Fundamentals](#) to judge whether proposals do that. Sayrs followed up by asking if, presented with public-private partnerships for endowed chairs, the Board would look at the question in terms of strategic priorities. Anderson affirmed that it would.

#### Follow-up Questions and Discussion:

Most discussion centered on faculty morale. After thanking the trustees for their service, **Joe Slade** continued by noting that while Board Chairs have repeatedly assured the Senate that they shared our concerns and that trends our encouraging, faculty morale continues to drop. Chair Anderson was not certain that faculty morale was unusually low, but asserted that the Board is taking what action it can. A strong financial position is necessary for investments in faculty compensation; she gave fervent thanks for the President and executive leadership who have helped steer the University into greater strength in the aftermath of the recession, and reminded the Senate of the raise pools approved by the Board this year. She also enumerated recent causes for celebration: recruitment of students, improved advising, the formulation and funding model for the capital plan, President McDavis's [selection](#) by the governor to head the new Higher Education Funding Commission, and very high faculty retention. Sayrs noted that a survey is planned for spring that would give data about morale, rather than anecdote, to bring to the Board. **Sarah Wyatt** and Sayrs noted that morale is affected by factors other than salary. Fewer Group I faculty, for example, means a greater administrative burden on those remaining, with less time for teaching and research as well as

more students to cover per faculty member—particularly with increasing enrollment. **Amy White** and **Sandy Doty** pointed to the workload change brought by the Q2S transition that mandates a 4/4 teaching load for RHE Group I. On learning that this increase in teaching was not a temporary effect of the transition, Chair Anderson noted that the Board would look at the issues raised going forward, as should deans and the central administration. Sayrs added that Assoc. Provost for Faculty and Academic Planning Howard Dewald is researching how many of the ERIP lines have been filled; the Group I size seems stable (at a lower level) this year. **Bill Reader** thanked Anderson for the raise pool, and opined that morale suffers more from department- and college-level mismanagement than from broader policies and actions. Finally, **Steve Hays** disagreed with Anderson's assertion that the retention rate of faculty showed their satisfaction and expressed some sorrow that loyalty to OU would be, in effect, used against his interests. He also noted the relative longevity of faculty at the institution compared with senior administrators. Chair Anderson disavowed any wish to punish loyalty, but noted that a 10% retention rate would be a serious cause for concern. We are all, she said, invested in creating the best student-centered transformative learning community in the country, and faculty deserve thanks for their efforts toward that goal. Vice Chair Brightbill added that he understood Hayes's point from experience in the nonprofit world, and urged understanding of the limits on the Board's actions as well.

There was also follow-up on ICA. **Hays** reiterated that the subsidy level to ICA is \$15-20 million per year, far more than ticket sales could generate and comparable to the return on the money arduously raised by the President in the capital campaign. He also pointed to the recent [report from Moody's](#) on the financial risks to universities from their athletics programs. Anderson responded that she does worry about liability, but that athletics brings direct and indirect benefits to the University. ICA is a part of both the academic experience for students and OU's brand, she maintained, and its visibility in recent years has been all positive.

**Chris Bartone** wondered why there are no voting faculty members on the Board of Trustees. Anderson responded that having faculty sit on two committees has been an important positive change, but that the state legislature does not permit faculty as voting Trustees. The Trustees, even those who are students, are charged with representing the people of the state, not particular parts of the University. She affirmed the Board's commitment to shared governance, however.

Sayrs noted that the Chair and Vice Chair had asked for information in some cases, so senators should feel free to send it.

## II. Roll Call and Approval of the September 9, 2013 Minutes

**Sandy Doty** moved to approve the minutes, seconded by **James Casebolt**. The minutes were approved by a voice vote.

## III. Chair's Report

- The [Senate website](#) has left the 20<sup>th</sup> century. Committees now have their own pages, and the home page shows a news feature. Work is continuing on a page for faculty to consult on current issues. If any archived materials are missing, please let **Laura Tuck** know. (She is also owed many thanks for her huge time investment creating the site!) David Thomas is currently working on the UCC site.

- Group II promotion: All departments and schools should be finished or currently working on this. **The hard deadline for colleges to submit all guidelines is December 1.** Because of concerns that the regular P&T schedule will not give Group II faculty enough time to assemble dossiers to fit guidelines presented that late, **for this year only the entire process for Group II will be pushed one month later than the Group I process**, with dossiers due on March 1. Training for assembling dossiers is up to individual colleges. Some departments plan to post templates or models of the various required documents to assist their faculty in their preparation. One problem with the Handbook language is that promotion committees are supposed to include faculty members in the target rank or higher, and currently there are no promoted lecturers; there is no official solution to this situation yet. Assoc. Provost Dewald is working on an FAQ site for faculty and departments.
- The campus climate survey instrument chosen over the summer is currently with Institutional Research to verify that it will provide appropriate data. It should be ready to be administered in the spring.
- A STRS reform complication that is actually good news: On the advice of STRS, OU began taking the higher mitigating rate out of ARP-enrolled faculty's paychecks on July 1, when the new rates began, even though those paychecks are mostly deferred compensation for nine-month contracts. After hearing rumors that other schools had arranged other deals, the payroll department laid siege to STRS until it agreed to give that money back. So faculty in the ARP paid over 12 months for a nine-month contract should see a larger deposit in their retirement accounts.
- Enrollment Management committees still need some faculty members from outside of Arts & Sciences. Senators were urged to volunteer themselves or someone else interested in retention or innovative teaching.
- The Tobacco Free Implementation Task Force needs a faculty member.
- Reform of Faculty Groups: PRC is trying to put together a group on Groups. It will include some PRC members, but also representatives from colleges that use adjunct and temporary faculty in less-usual ways, some deans, and folks from relevant service units (e.g., HR). Because it is important to take into account especially faculty whose roles do not fit well into the current Group definitions, Sayers asked that anyone who knew of such faculty would send her their names.
- Feedback on the format was requested.
- Upcoming Senate Meeting: November 4, 2013, 7:10 p.m., Walter Hall 235. The Executive Committee has plans for a resolution on the scheduling of Senate meetings in response to the unexpected challenges of the semester calendar to try to prevent such inconveniently close together meetings.

#### **IV. Professional Relations Committee—Ghirmai Negash for Ben Bates**

Negash reiterated the deadlines for Group II promotion guidelines (see Chair's Report above) as well as the one-year-only dates for promotion application and decisions.

In addition, the Committee has been looking at a draft policy for calculating employment hours for Group III to determine benefits eligibility under the ACA. The current proposal is that one credit hour corresponds to 2.67 hours of weekly work. Such a definition would preserve the ability of Group III faculty to teach more classes (under the assumption that departments would cut classes rather than make them benefits-eligible). It is, however, a draft and subject to change after discussion.

#### **V. Educational Policy & Student Affairs Committee—Ruth Palmer**

- Updates: EPSA members are serving on the committee reviewing copyright and patent issues and on the Trimester Implementation Team. It also has new business regarding where and how the Student Code of Conduct is posted.

Many senators expressed confusion about what “trimesters” meant. The part already implemented is the dissolution of the Summer Sessions office and devolution of responsibility for summer scheduling and funding to the colleges as if it were a regular term. No central decision has been made to change the way that contracts are drawn up or the use of overloads for summer. Summer will, thus far, continue in the same format(s), with two 7-week sessions, a full 14-week session, or differently-timed online sessions as they meet the needs of academic units. The intention is to use the University's physical resources more efficiently and allow students to graduate faster. A senator opined that real flexibility would mean the possibility of regular contracts covering any two terms, not just fall and spring. It was also pointed out that changing the normative terms for regular-load teaching would have workload implications, especially for service. There were unanswered questions about the overload rates for summer teaching on semesters and whether they would be increased to reflect the greater time commitment. **Katherine Hartman**, who serves on the Implementation Team, encouraged senators to email her with questions, concerns, and ideas.

- **Resolution to Alter EPSA Member Obligations—Second Reading & Vote**

This resolution, to divide EPSA member obligations between UCC and its committees and EPSA business proper, passed by a voice vote without discussion.

#### **VI. Finance & Facilities Committee—Sandra Doty for Ben Stuart**

The Committee has heard from Budget Director Chad Mitchell (who serves as the liaison with the Office of the VP for Finance) about the material at the August Board of Trustees meeting, and he will brief the Committee at their next meeting on the capital plan and OU's debt service. It has also considered how to respond to concerns from constituents in individual colleges.

#### **VII. Promotion & Tenure Committee—Joe Slade**

At its last meeting, the PRC approved two tenure clock extensions and upheld an appeal of promotion and tenure denial from the Lancaster campus. The latter action means that a special senate committee will be empaneled to hear the case. As there have been several other recent denials, more appeals will almost certainly come forward.

**VIII. New Business**

There was none.

**IX. Adjournment**

**Joe Slade** moved to adjourn, seconded by **Sandy Doty**. The meeting adjourned at 8:43 p.m.