

**Ohio University Faculty Senate**  
**Agenda for Monday, May 6, 2019**  
**Room 235, Margaret M. Walter Hall, 7:00-9:00pm**  
**Meeting Minutes**

In attendance

- *College of Arts and Sciences:* Doug Clowe, H. Edwards, S. Gradin, M. Gurien, P. Jung, M.K. Hurley, J. McLaughlin, L. McMills, R. Muhammad, B. Owens, R. Palmer, H. Perkins, E. Stinaff, J. White, S. Wyatt
- *College of Business:* A. Pueschel, E. Wanless (sub for D. Ridpath), A. Rosado Feger
- *College of Fine Arts:* M. Franz, K. Geist, H. Siebrits
- *College of Health Sciences and Professions:* M. Clevidence, C. Miller, A. Sergeev, B. Sindelar, S. Spjeldnes, S. Webb
  
- *Heritage College of Osteopathic Medicine:* B. Franz, C. Stork, S. Williams, J. Wolf
- *Clinical:* A. Healy
- *Patton College of Education:* S. Chen (sub for L. Harrison), C. Hartman, C. Lowery,
- *Regional Campus – Chillicothe:* J. O’Keefe, Allison White
- *Regional Campus – Eastern:* P. McMurray-Schwarz
  
- *Regional Campus – Lancaster:* S. Doty
- *Regional Campus – Southern:* Y. Shao-Lucas
- *Regional Campus – Zanesville:* S. House
- *Russ College of Engineering:* J. Cotton, D. Schwerha
- *Scripps College of Communication:* E. Hendrickson, K. Raney, B. Reader
  
- *Voinovich School of Leadership and Public Affairs:* D. Kauneckis
- *Athens At Large:* G. Michaud
- *Regional Higher Education:* D. Nickles,

Excused: B. Bates, A. Chadwick, C. Crawford, M. Holt, F. Lewis, T. Pritchard, W. Roosenberg, N. Sandal, D. Ridpath, J. Hiler?

Absent: D. Arch, B. Branham, R. Brannan, B. Debatin, S. Helfrich, K. Hicks, C. Lowery, G. Michaud, N. Manring, V. Marchenkov, B. Reader, G. Riefler, J. Taylor, G. Weckman, Amy White

- I. President M. Duane Nellis, EVPP Chaden Djalali
- II. VPFA Deb Shaffer
- III. Roll Call and Approval of the April 8, 2019 Minutes

IV. Chair's Report—Robin Muhammad

- a. Summer Work for Faculty Senate
- b. Status of Resolutions
- c. Updates & Announcements
- d. Upcoming Senate Meeting: September 9, 2019 from 7:00-9:00pm in Walter Hall 235**

V. Promotion & Tenure Committee and Professional Relations Committee—Sherrie Gradin & Sarah Wyatt

- a. Sense-of-the-Senate Resolution Erosion of Tenure & Faculty Positions/ Workload during Budgetary Restrictions—Second Reading and Vote

VI. Educational Policy & Student Affairs Committee—Betty Sindelar

- a. Resolution to Modify Use of the Term “Experiential Learning” in the Undergraduate Catalog—Second Reading and Vote

VII. Finance & Facilities Committee—Susan Williams

VIII. New Business

IX. Adjournment

Meeting called to order at 7:05 pm.

**I President Duane Nellis:**

1. The University continues to make progress on initiatives such as expanding the Honors program and establishing the CoLab in Alden Library.
2. Commencement ceremonies were held on May 3-May 4. Approximately 800 graduate degrees conferred at a well-attended ceremony. Approximately 3200 undergraduate degrees were conferred. The HCOM Commencement on May 11 will include the first graduating class from the Cleveland campus.
3. The search for VP of Communication and Marketing was successful, with Robin Oliver joining OU on July 22.
4. The search for General Counsel was launched, with a hope to fill the position by early Fall 2019.
5. The President thanked the faculty for their continued efforts and wished them a good summer.

**Provost Chaden Djalali:**

1. Commencement was inspirational and he got the opportunity to attend several additional events.
2. The search for Director of the OU Press was successful, Stephanie Williams will start on June 24. The search for Dean of Arts & Sciences was successful, Dr. Florenz Plassman will start on July 15. The search for Dean of Engineering was successful, Dr. Mei Wei will start on July 15.
3. The search for Dean of HTC is currently in negotiations.
4. Plans for the implementation of One OHIO include the creation of implementation teams. Working groups chaired by pairs of co-facilitators (sometimes two faculty members, sometimes one administrator one faculty) will be formed, with group member representation across all constituencies. Working groups will be identified soon in the areas of regulatory/reporting/accreditation.

**Q&A**

A senator asked if groups will meet during the summer months.

The Provost indicated that some will. Faculty Senate leadership will be involved, as there is a lot of work to be done.

A senator asked if Regional faculty will be asked to participate.

The Provost responded that there will be consultations with current deans and chairs to build on current structures and committees.

### **Vice President for Finance and Administration Deb Shaffer:**

1. Provided responses to questions previously asked regarding the University budget and the impact on administrative units. A presentation with graphs and figures is appended.
2. Headcount trends in Administrative areas vary. Some areas have grown headcount due to a decision to invest in them for strategic purposes.
3. Information provided on headcount trends by unit.

### **Q&A**

Senator Schwerha asked about the calculation of scholarship obligations and its impact on the budget.

The VP responded that past university practice was to do 1-yr budgets. Expenses that are multi-year commitments, such as scholarships, were only shown in single year increments. The university now does multiple-year planning budgets, hence multiple-year commitments show up as larger numbers. She noted that Financial Aid is a driver for budget issues, however, Ohio University offers less aid than peer institutions.

A senator asked when did the University know about the magnitude of the budget shortfalls/required cuts and why was this communicated so late in the year?

The VP acknowledged that communication was an issue. It was known that enrollment changes would cause financial impact. Program delays affected projected cash flows. The communication issues were not intentional but they are recognized as unfortunate.

A senator asked if leadership knew of the projected shortfall in Fall.

The Provost stated that they knew there would be a shortfall but the numbers were volatile. The VP stated that there were many moving parts: new budget models, new programs proposed but launch delayed, single- vs. multi-year budgeting. Conversations have been ongoing for a year but there is a great need for better communication.

Senator Williams asked if the volatility was expected to continue, and how far we are from projections.

The VP stated that moving forward we will hold ourselves to multiyear strategies along with multiyear budgeting, and aim to be proactive rather than reactive.

Senator Clowe asked about a resolution that colleges not be asked to cut more than Administrative units. Will there be further reductions in Administration? Are Administration cuts proportional to College cuts?

The VP stated that there is not a plan to make “across the board” cuts, but rather targeted reductions. All units have been asked to reduce expenses.

Senator White asked whether the university benchmarks its athletic budget against other institutions in the Mid-American Conference? Also asked to consider the size of Student Affairs and their role in the university.

The VP stated that they have done comparisons, although she did not have the data with her. She will take that question back as an action item.

Senator Pueschel asked about an Athens News article reporting a cut of \$600,000 for Athletics. Why is this number relatively low?

The VP stated that Athletics receives funding from two streams, the University and the revenue that they generate. The \$600,000 is 7% of the University funding. Other changes include transferring field turf maintenance to the Athletics budget from the University operating budget and using the licensing signing bonus to repay internal loans.

Finance is using Partner Groups to help increase communications and enhance business solutions. These groups are co-chaired by someone from Administration and a unit member. The goal is to identify pain points in implementation of business process and regulatory requirements, looking at efficiency metrics, service levels, and cost, while benchmarking against national and state peers. College Financial officers participate in these groups, and they gather input from faculty.

## **II Roll Call and Approval of Minutes from April meeting**

Faculty Senate Secretary Ana Rosado Feger took roll call.

The minutes of the April meeting were distributed late and changes had been requested. Approval is deferred until the next meeting to allow time for the changes to be made and the Faculty Senators to read and review.

## **III Chair's Report**

Faculty Senate Chair Robin Muhammad stated that over the summer she expects to have Faculty Senate leadership:

- Staff Faculty Senate committees (senators were asked to submit preferences)
- Update the Faculty Senate webpage
- Request feedback and continue conversations about new faculty classifications.
- Work on developing a technology solution to allow remote attendance for regional faculty.

Also noted is that the scheduled renovation of the meeting room for Faculty Senate (Walter 235) has been postponed for one year.

Status of Resolutions:

- The resolution on graduate course retakes has not been signed by the Provost but is expected to be approved.

#### **IV Promotion & Tenure and Professional Relations Committee (Sherrie Gradin and Sarah Wyatt) - See Appendix A**

Second reading of the Sense of the Senate Resolution on the Erosion of Tenure and Faculty Positions/Workloads during Budgetary Restrictions.

Senator McMurray-Schwarz asked whether departments would define the requirements for faculty contribution to the three areas of the mission (Teaching, Research, and Service).

Senators Wyatt and Gradin stated that yes, this would be up to individual departments, with criteria reviewed every five years. Departments would look at variable workload scenarios, with attention to contributions across all areas.

Senator Doty asked if current Non-tenure-track faculty who choose to stay in this track would be allowed to.

Senator Wyatt stated that there is no intention to force individuals to change their track.

Vote is called: PASSES by VOICE VOTE (No opposed, no abstention)

#### **V Educational Policy & Student Affairs Committee (Betty Sindelar)**

EPSA Betty Sindelar presented the resolution for second reading and vote. There were no questions or comments.

Vote is called: PASSES by VOICE VOTE (No opposed, no abstention)

#### **VI Finance & Facilities Committee**

Senator Williams reminded senators about the Open Enrollment period for benefits, which closes May 8. Next year the Anthem and Express Scripts contract will be up for negotiation.

#### **VII New Business**

No new business

Faculty Senate Chair took the opportunity to thank outgoing chair Joe McLaughlin for his service and assistance during transition.

#### **VIII Adjourned at 9:15 p.m.**

## Appendix A

### Sense-of-the-Senate Resolution on

#### Erosion of Tenure and Faculty Positions/Workloads during Budgetary Restrictions

#### Promotion & Tenure and Professional Relations Committees

Approved - May 6, 2019

**Whereas** budget constraints on Ohio University are accelerating the erosion of tenure at Ohio University through attrition of tenure track faculty, and a resulting increase in the ratio of non-tenure track to tenure track lines;

**Whereas** tenure is the means by which academic freedom, the creation of new knowledge, shared governance, and curricular integrity are encouraged and protected;

**Whereas** the erosion of tenure both locally and nationally is a major threat to academic freedom, shared governance, curricular integrity, and to increasing research, scholarly, and creative activity of the faculty;

**Whereas** cuts in recent years have continued to flatline or even decrease the number of tenure track faculty in most departments, even though President Nellis and EVP & Provost Djalali have publicly stated their desire to raise the research profile of Ohio University;

**Whereas** finding pathways to move non-tenure track lines to tenure track lines would help support the research mission and since movement from NTT to TT can be achieved through multiple avenues, including the conversion of nationally hired NTT faculty to TT as appropriate; and

**Whereas** the upcoming integration of RHE faculty into the Athens campus departments will require due diligence afforded to appropriate TRS scores and promotion and tenure guidelines;

**Be it resolved that** the University use its ability to hire tenure track faculty on variable workload distribution (Faculty Handbook II.A.1.B) to protect both the research and teaching mission of academic departments, *with* the expectation that all tenure track faculty contribute to some extent to all areas (TRS) of the mission of the university;

**Be it resolved** that since the Faculty Handbook (II.A.1.B) allows for variable workload distribution for Tenure track faculty, departments, schools, and colleges, in sync with their mission, define the mechanisms and conditions by which to hire, tenure, and promote teaching-intensive or research intensive faculty. (Not solely to be driven by budgetary concerns.);

**Be it resolved** that those responsible for hiring requests and decisions will hire, whenever possible, tenure track faculty at differential workloads before defaulting to non-tenure track Instructional faculty. Reliance on part-time, fixed term contract instructors should be rare;

**Be it resolved** that while recognizing that departments need flexibility to make certain determinations, the Senate and Provost's Office collaboratively create mechanisms for establishing appropriate pathways from non-tenure track to teaching- or research-intensive tenure track lines;

**Be it resolved** that potential implicit or invisible effects of changes in distributions be considered when making decisions. For instance lowering service expectations not only effects shared governance and engagement internally, but would also have consequences for Ohio University's faculty's ability to raise the national and international profile of faculty through engagement outside of the university;

**Be it resolved** that faculty workloads be transparent and fairly evaluated with clear metrics for faculty evaluation based on differential workloads; and, that evaluation and promotion and tenure criteria reflect actual workload distribution of faculty, including teaching-intensive, research-intensive or balanced faculty lines as appropriate to their mission; and

**Be it resolved**, we request that if this resolution is supported by the Faculty Senate the Provost signs this Sense of the Senate resolution in support as outlined in VI.B.4.F of the *Faculty Handbook* ("The Provost may sign the resolution as reflection of support for the Senate's position").



## Appendix B

### Resolution to Modify Use of the term **Experiential Learning** in the 2019-20 Undergraduate Catalog

Educational Policy and Student Affairs (EPSA) Committee

Faculty Senate

**Approved - May 6, 2019**

**Whereas** the OHIO Board of Trustees approved the introduction of the Career and Experiential Learning fee in January 2018;

**Whereas** Career and Experiential Learning fee is intended to provide “support for certain internship and other experiential education activities, opportunities for employment upon degree attainment, career and leadership development services and programming, employer recruitment, and alumni professional engagement”;

**Whereas** OHIO introduced the Career and Experiential Learning Fee (\$6 per credit hour, capped at 12 credit hours per semester) for undergraduate degrees beginning with the OHIO Guarantee 2018-19;

**Whereas** the OHIO University Undergraduate Catalogue 2018-19 uses the terms *experiential learning* and *portfolio-based assessment* interchangeably to refer to providing “credit for college-level experience gained through employment or other experience” through a “specific process to compile a portfolio of learning that is reviewed by appropriate University faculty members and assigned a credit value”;

**Whereas** the Ohio Department of Higher Education’s Prior Learning Assessment Initiative uses the term *prior learning assessment* to refer to credit by examination, military credit, and portfolio-based assessment.<sup>2</sup> ODHE uses the term *portfolio-based assessment* for when “students develop a summary (paper or electronic) of their learning experiences outside the traditional college classroom that is then assessed by the institution to determine whether academic knowledge and skills have been acquired”<sup>3</sup>; and

**Whereas** OHIO’s University Curriculum Council proposes a broader use of the term *experiential learning* to describe the process whereby knowledge is created through the transformation of experience using activities that are intentionally designed to develop students’ knowledge, skills, and attitudes through experience related to a field. Contexts of experiential learning include (but are not limited to) internships, apprenticeships, clinical experience, fellowships, cooperatives, field work, practicums, community engagement (service-learning, community-based research, volunteering), interactive simulations, role-playing, performance, professional internship / student teaching, study abroad / cultural immersion, research (basic, applied, lab, industry, community), live case studies, job training, and student organization leadership.

**Be it resolved** that the OHIO University Undergraduate Catalogue be changed to remove the term *experiential learning* and adding the term *prior learning assessment* when referring to *portfolio-based assessment*:

1. Options for Receiving Credit subsection of the Academic Policies and Procedures section

**Prior Learning Assessment.** You also may be able to earn credit without attending formal classes through two opportunities offered through OHIO's Office of Instructional Innovation. Prior learning assessment is designed to provide credit for college-level experience gained through employment or other experience. You follow a specific process to compile a portfolio of learning that is reviewed by appropriate University faculty members and assigned a credit value. Course credit by examination allows you to study or review a given subject and be tested on the subject within six months of enrollment, after which a letter grade is assigned and credit is awarded based on performance on the examination. Prior learning assessment and course credit by examination may be available on request; each request is evaluated on a case-by-case basis to determine if the option is appropriate to meet the student's goals. These options are not eligible for financial aid. More information is available at [www.ohio.edu/ecampus/credit-for-experience.html](http://www.ohio.edu/ecampus/credit-for-experience.html) (See also eCampus information in the catalog.)

2. Transferred Credit from Ohio Colleges and Universities subsection of the Academic Policies and Procedures section

**Transfer of Nontraditional Credit.** Credits earned at a state-supported institution located in Ohio through pass/fail options, credit by examination, prior learning assessment, and by other nontraditional methods will be applicable to the equivalent courses when available at Ohio University. If there are no equivalent courses and if the courses are not applicable to the statewide guarantee equivalencies, Transfer Module, General Education requirements, or specific programmatic requirements, the courses will count as free electives. However, some programs or degrees have limitations on the number of nontraditional credits which can be counted, or there may be a limit to the fields in which these credits may be taken. In these cases, credit shall be applied for transfer students in the same manner as for native students.

3. Official Grades subsection of the Academic Policies and Procedures section

TXNAPrior Learning Assessment.No

Effective Fall Quarter 2007-08.

4. Requirements subsection of the Graduation Requirements – University section

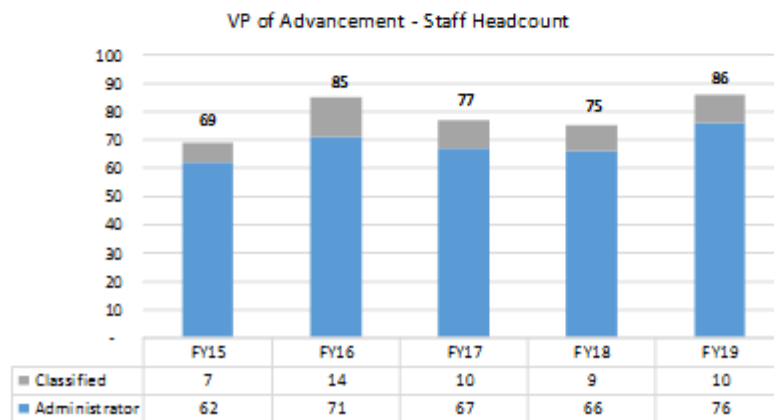
No more than 30 semester credit hours earned in prior learning assessment may be applied toward a bachelor's degree, and no more than 15 semester credit hours toward an associate's degree. Successful completion of [UC 2030 - Credit for Work Experience: Portfolio Development](#) is a requirement for prior learning assessment.

May 6, 2019

# Presentation to Faculty Senate

Deb Shaffer

## Staff Headcount Trends



- Leadership and staff turnover
- Staffing plan
- Revised Funding Model

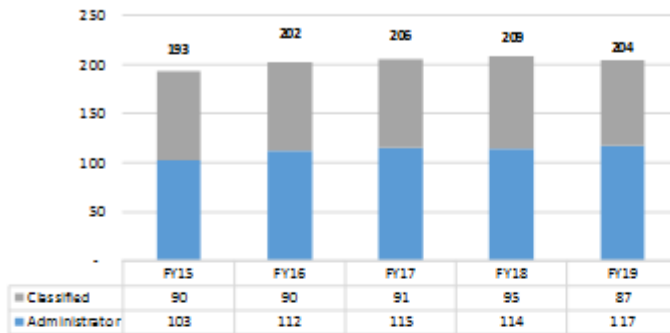
# Staff Headcount Trends

For purposes of chart (:  
Includes:

- HR/Payroll
- Tax
- Risk/Insurance
- Finance
- Bursar
- Budget
- ADC (8)
- Logistics/Mail/Airport
- Change Management
- OUPD (5)
- Real Estate
- OHIO Ready Staff (6)
- VPFA

- Excludes
  - IT
  - Facilities Operations

VP of Finance & Administration - Staff Headcount

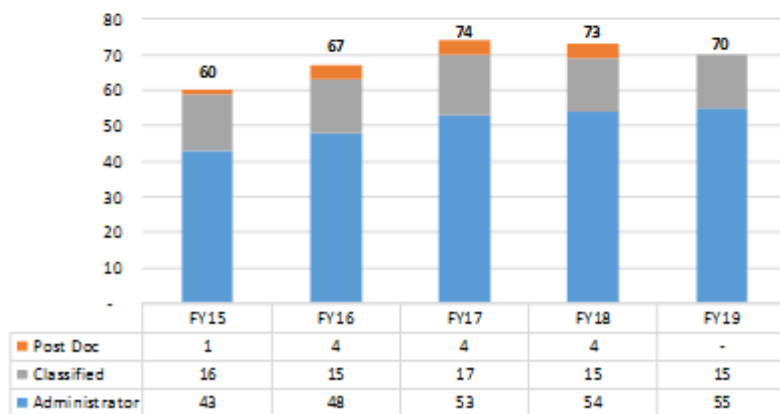


# Staff Headcount Trends

Includes:

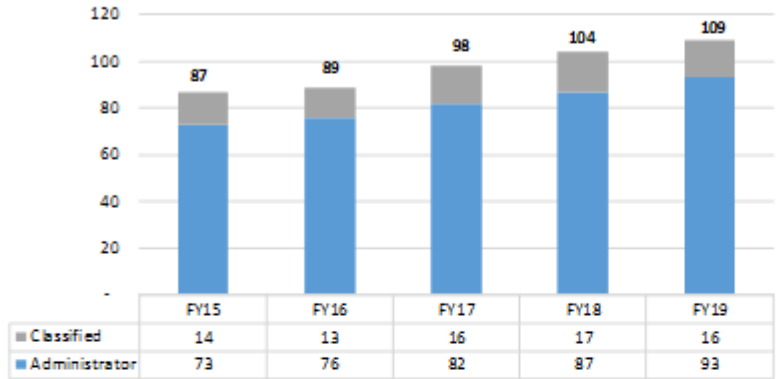
- Grad College
- VP Research
- Edison Biotech
- Innovation Center
- Animal Care Facilities

VP of Research- Staff Headcount



# Staff Headcount Trends

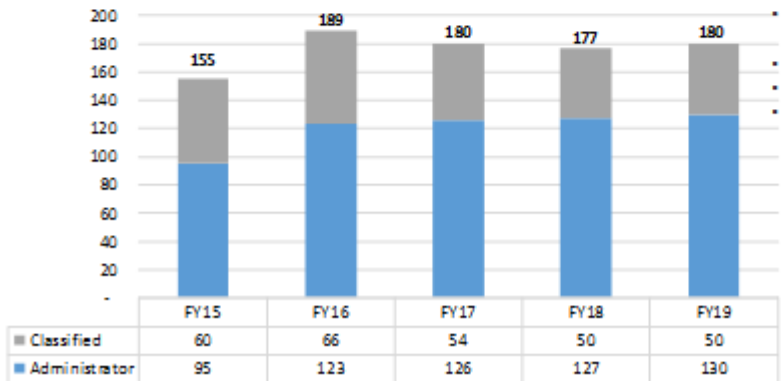
VP of Student Affairs- Staff Headcount



- Bobcat Depot
- Campus Recreation
- Counseling & Psych Services (7)
- CLDR (2)
- Dean of Students
- VPSA

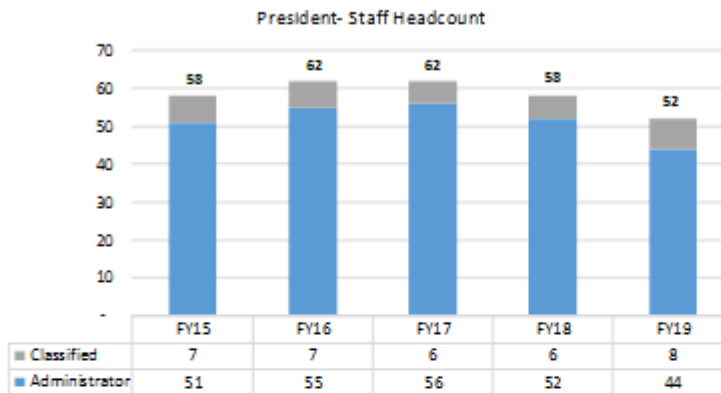
# Staff Headcount Trends

Provost- Staff Headcount



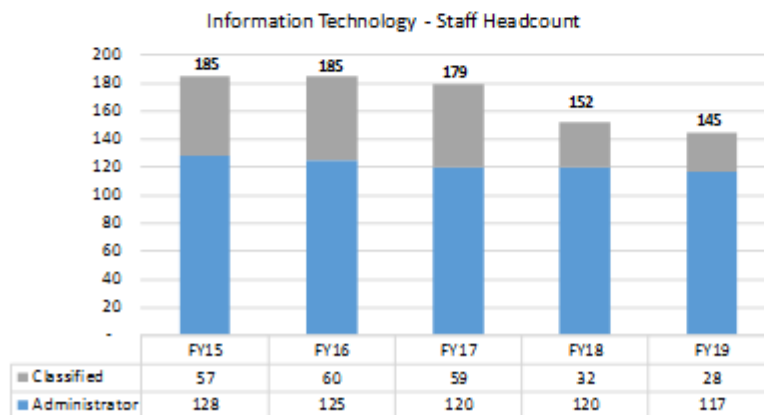
- Enrollment Mgmt(16)
- Instructional Innovation (FY16) (7)
- CCCE
- Provost
- ECRC

## Staff Headcount Trends



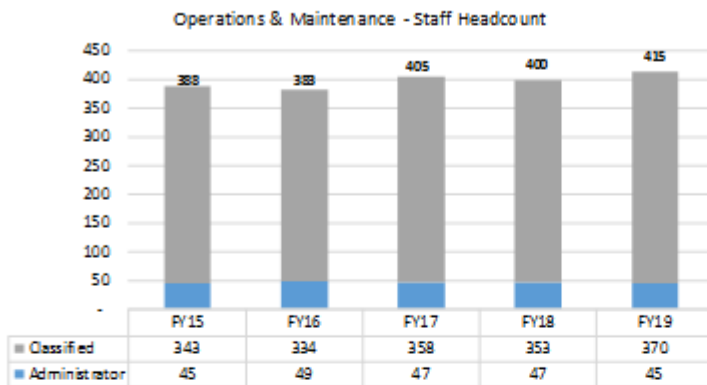
- UCM
- Internal Audit
- D&I
- Presidents Office
- Trustee Office

## Staff Headcount Trends



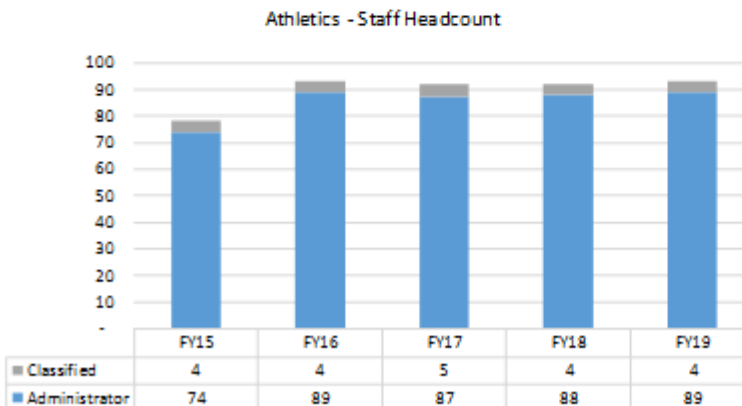
- Staff turnover
- Reorg of low voltage maint. staff to Facilities

## Staff Headcount Trends



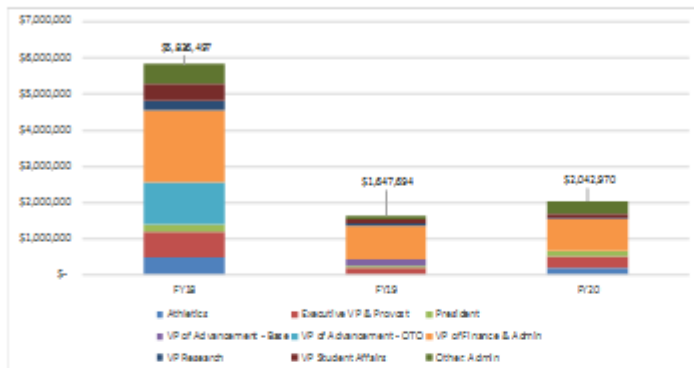
- Sq Footage metrics
- Reorganization of IT staff to Facilities
- Addition of 6 Custodial supervisors
- 4 staff added to support preventative maintenance projects (Century Bond strategy)
- Deployment of intermittent utility workers
- Residential Custodial staffing adjustments

## Staff Headcount Trends



## Administrative Unit Strategies

- Fund Balances no longer accrued by administrative units
  - Sustain/Grow unrestricted fund balances
  - Ensure central reserves are allocated to highest priorities within the context of strategic investments
- 7% Administrative Unit Reductions (**\$9.5M Total**: \$8.4 Base & \$1.1M OTO)



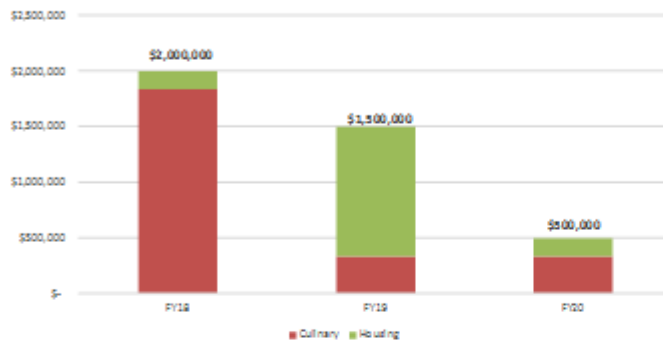
## Summary of Base Positions Abolished as submitted by Planning Unit

	Positions Abolished			Total Base Budget Reduction
	FY18	FY19	FY20	
Athletics	2.0			\$ 677,249
CDC				18,000
Enrollment Management	2.0			725,060
Grad College				108,325
ISFS				35,203
Instructional Innovation				180,000
Kennedy Museum	-			19,142
Library			1.0	806,224
President	1.0			445,821
Provost	1.0	0.5		310,887
VP Advancement				183,221
VP Finance & Administration	13.0	12.0		3,779,859
VP of Student Affairs	3.0	1.0		800,183
VP Research	-	0.4		234,442
WOLB	1.5	0.5		159,771
<b>Grand Total</b>	<b>23.5</b>	<b>14.4</b>	<b>1.0</b>	<b>\$ 8,483,387</b>

- Note: FY20 specific position impacts are in process
- ICA:
  - Re-prioritization of capital projects to reduce burden on institution
  - ICA 7% funding reduction (\$677K)
  - ICA/IMG signing bonus: repaying internal loans



## Auxiliary Unit Strategies



- Enrollment Declines:
  - \$5M lower Room & Board revenue since FY17
  - Required reductions in expenses
- Increased Scholarship Support from Housing and Culinary

## Above & Beyond 7%

VPFA Examples	Positions	\$
Declining Enrollments requiring fewer Residential Custodial staff	14	\$765K
Constrained Capital Plan requiring fewer Project Managers	3	\$370K
Organizational realignment in Transportation and Parking Services	2	\$135K
Absorbed IT Small Projects staff into existing funding		\$470K
VPFA reductions above 7%		\$1,740K

- Other considerations
- Dining venues, hours of operations



## Partner Groups

### Purpose

To increase communication and enhance understanding of business operations between academic and nonacademic areas

### Leadership & Membership

Co-chaired by an RC-Strategy representative and a nonacademic unit lead; additional members on a rotating basis; limited numbers of seats

### Learn More

[www.ohio.edu/finance-administration/partnerships](http://www.ohio.edu/finance-administration/partnerships)



## Partner Groups

### Accounting & Reporting

Kari Saunter, College of Fine Arts  
Kris Sano, Finance

### Budget

Mike Finney, Voinovich School  
Katie Hensel, Finance

### Compensation

Megan Vogel, Student Affairs  
Kelly Caskley, UHR

### Employee Service Center

Rosanna Howard, Regional Higher Ed  
Nick Wortman, UHR

### Facilities

April Ritchie, College of Arts & Sciences  
Steve Wood, Facilities Management & Safety

### Hospitality

Wendy Herb-Brown, University College  
Gwyn Scott, Auxiliaries

### Post Awards & Grants

Luanne Bowman, Russ College  
Cindy Perry, Grants Accounting

### P2P (Process to Pay)

Kelly Broughton, Librarian  
Julie Allison, Finance

