

**Ohio University Faculty Senate
Agenda for Monday, March 3, 2020
Room 245, Margaret M. Walter Hall, 7:10-9:00pm
Meeting Minutes**

- I. President M. Duane Nellis and Executive Vice-President & Provost Chaden Djalali**
- II. Roll Call and Approval of the December 9, 2019 and February 3, 2020 Minutes**
- III. Chair’s Report—Robin Muhammad**
 - A. Updates & Announcements: Ohio Faculty Council, VSRP, et al.**
 - B. Upcoming Senate Meeting: April 6, 2020 in Walter Hall, Rm. 235**
 - C. Faculty Senate Elections 2020**
- IV. Student Success Update and Guarantee + Overview: Senior Vice-Provost Elizabeth Sayers**
- V. Executive Committee - Robin Muhammad, Sara Helfrich, Ana Rosado-Feger, Gilbert Michaud, Deb Nickles & Tracy Pritchard**
 - A. Sense-of-the-Senate Resolutions:**
 - 1. In Support of Classified Employees’ Request for Recognition as Bargaining Unit**
 - 2. In Support of the Retention of All Faculty**
- VII. Professional Relations Committee—Sarah Wyatt
Promotion & Tenure Committee— Jackie Wolf**
 - A. Sense-of-the-Senate Resolutions:**
 - 1. On Guiding Principles for One OHIO Integration of Tenure-Track Faculty – Second Reading & Vote**
 - 2. On Guiding Principles on Revising Departmental/School Promotion and Tenure & Promotion Documents – Second Reading & Vote**
 - B. Status of Credentialing**
- VIII. Educational Policy & Student Affairs Committee—Betty Sindelar**
- IX. Finance & Facilities Committee—Susan Williams**
 - A. Sense-of-the-Senate Resolution on Increasing Transparency and Shared Governance for All-Budget Related Issues**
- X. New Business**
 - Discussion: Travel-Only P-Card Policy**
 - Discussion: Voting Remotely for Senators via Teams (or other platfo**
- XI. Adjournment**

Meeting called to order at 7:10.

NOTE: A representative from OIT was present to manage the Microsoft Teams room. Senators who participated in the meeting via Teams are counted for attendance, but they are not eligible to vote on resolutions.

President Nellis:

1. Appreciates the opportunity to converse with faculty and provide updates.
2. Search for VP of Enrollment has launched, search firm WittKieffer was hired. Hugh Sherman and Robin Oliver are co-chairing the search committee.
3. Rufus on the Road event in Pittsburgh was held March 1. These are great opportunities to reach out to deciding seniors. The new scholarships for out-of-state students have made a difference in recruiting. These events are scheduled across Ohio and in target cities out of state.
4. Recent campus events of note include African Heroes Night, Inventor's Dinner, Settling Ohio conference, and the Baker Peace Conference.
5. TEDx Ohio University will be held on March 23 at Memorial Auditorium with a variety of speakers.
6. We continue to monitor the situation with regard to coronavirus and how it impacts the world, the USA, and Ohio. We have a lot of students and faculty all over the world. Travel advisories are in effect and some events such as conferences have been cancelled. We will continue to provide updates as we get them. There will be a conference call tomorrow with the governor and university presidents in Ohio to discuss shared perspectives with regard to planning. The CDC issues updated status reports, we are working to keep our students and staff safe, using caution but not panic.
7. Personally thanked Katie Hartman and the General Education Task Force for their work, we are extremely excited about this new initiative, and have committed the resources to move this project forward. It was a challenge in the past to recruit transfer students due to issues with the old gen ed, the new model will help with this.
8. Budget issues: no final decisions have been made, as we rebalance, we must position the university for a positive stronger future. Invest in areas where we see growth, use our reserves to help with transition. Looking at new programs where there are opportunities, for example, Music Therapy as just one example. eSports is another example, it bridges a lot of disciplines. We have one of the largest eports clubs in the MAC. High schools in Ohio are developing eSports clubs.
9. Looking at ways to strategically hire new faculty. Deans make their cases, and these cases are evaluated, we are hiring in selected areas.
10. We have an imbalance in our current budget and we need to figure out how to correct it in 2-3 years, with a holistic approach using the \$65M from the Board of Trustees. Part of this is faculty and staff participating in this process. Had a meeting of the Strategic Initiative to Build a Dynamic Budget Model. Reviewed analysis provided from Provost Djalali to the Deans, progress on planning for budget reductions, based on initial projection of \$26M.
11. Centrally looking at across the board cuts of \$8M, or 5% trying to accelerate that to the next 1-2 years to find flexibility.
12. Monitoring the Voluntary Separation and Early Retirement programs, to see how they contribute but it will not cover all the reductions we need to make.
13. Looking at streamlining the administrative functions and shared service to focus investment on students and the academic mission. Under RCM there was a proliferation of decentralized offices like financial management, communication, etc. Need to streamline and create efficiencies. Must reduce areas where we see decline in student demand, and advance in areas where we can grow.

This will define our institution as we move forward. These are issues being faced across universities, they are not unique to us.

14. About a month ago, there was a conference of university presidents, and every one noted they were looking at repositioning and budget concerns. At a LinkedIn conference, it was noted that today's and tomorrow's jobs are being created every day, students need core analytical, critical thinking skills because they will need to adapt.
15. Greatest successes happen through collaboration. Need, want, and asking for faculty support. Recognize that this is a difficult time and we want to protect the academic core but we have to pivot to new ways to get through this challenge.

QUESTIONS:

Senator: The budget book just published, the numbers show that Arts & Sciences is taking a non-proportional budget cut compared to other units, based on numbers that don't match up to the budget book projections. Why the discrepancy?

NELLIS: For specifics, I look to the analysis provided by the people who work with finances every day. Do know that demand for credit hours in Arts & Sciences have dropped off precipitously.

Sen: But according to budget book numbers we are where we are supposed to be.

NELLIS: Anticipating as a demand bubble goes through that revenues will drop, we are projecting to the next few years. We have not been as competitive getting our share of applications to yield, looking at what's anticipated for demand and credit hour production.

Sen: The projection that revenue will sink 20%, can this be made public, so people can see why?

Nellis: I would ask John Day if we can release this.

JOHN DAY: The budget book was created last may when enrollment projections were much higher, and were revised downward over the summer and fall. Colleges have reductions from last couple of years, but expenditures are still up while spending the \$65M. Can't see reductions by looking at budget book. All colleges assembling budget sheets to new projections, coming out in spring. Strategies for off-campus learning revenues are down, due to a variety of factors including problems with Pearson and competition in the market. All of these forces need to go into the next set of projections which are happening this spring.

NELLIS: One example is the online nursing program, when it launched there were six or seven competitors, now there are 400 such programs. The landscape has changed dramatically, all across the spectrum.

Sen.: You mentioned that today's students need to learn transferable skills to succeed in the dynamic market. Arts & Science courses, for example Philosophy, are some of the best courses we can offer for our students. This is difficult to do at Regionals with a 4-4 teaching load, and now possibly teaching at multiple campuses, requiring one-way commutes of up to 2 hours. With a 4-4 teaching load plus research plus service, how can faculty possibly deliver these high-impact courses?

NELLIS: Appreciate you bringing up this issue. That's a dynamic that needs to be looked at by individual deans, budget decision making is driven at the college level. There are some decisions that are at the Provost level, and the OneOHIO process is creating some challenges, and that is a concern. Our new

reality is concerning and we need further dialogue. We want to be sensitive to these real issues such as time constraints, and this is a difficult dynamic.

Sen.: You just raised the issue of nursing curriculum, where we competed well early but now have lots more competitors. Concerned that when I read the email Inside Higher Ed, when we talk of pivoting it looks like trying to emulate places that are very different from OU. We are not going to be competitive in those markets, and that's my worry. One of the things that we do incredibly well is be the strong liberal arts college with some fantastic professional schools. We have to recognize that we play a role. We talk about marketing, but we can construct a market for OU. My daughter is applying to colleges, wish she'd come here but she interested in language training. Is the desire to pivot and compete, pulling us from areas of our strength? Small class sizes are used as a plus on other campuses. But we are in a pattern of leaving liberal arts to only the most elite, which is a problem. Should we talk about employability, yes, but employability over lifetime is hallmark of liberal arts education.

NELLIS: I totally agree and don't want to lost that core, it is part of our strength, it helps students in the professional schools. LinkedIn, talking about the future...can they provide education to prepare students for constant change. That's the importance of core liberal arts. Former CEO, concluded liberal arts is key. Don't need flashy new dynamic, we need core strengthening of mind. That's where using new developments like eSports, can we use gaming to teach languages, or reasoning, or analytical skills, math, whatever? We have to figure it out creatively how do we capture that. Build on our brilliant creative faculty. Listening to Temple Grandin...had a unique perspective, thinking of myself, what excited me at college, what was my passion? Started engineering but it wasn't for me, then I found geology. That core serves them throughout their lives.

Thank you, let's all continue to work together, we need your perspectives, so please if you are asked to work on something, please agree.

EVPP Djalali:

1. CoB Dean candidates are coming to campus, first one is here today, second one tomorrow.
2. March is paperwork month in the Provost's office. There are 51 requests for faculty fellowship leaves to be decided by March 15. Expecting more than 85 T&P files, read carefully and thoroughly and respond.
3. Ongoing iterations with Deans, and it is an iterative process. Projections are very volatile. There are many different scenarios: online possibilities for next few years, face to face instruction, admission numbers, yields. Changing almost weekly.
4. Constructive meeting on budget with budget group, Susan Williams and other faculty on that committee. Now at stage to go back to Budget Planning Council.
5. Working with Faculty Senate Exec Committee to see how we can take this opportunity to educate our students about difficult conversations, for example the protester who showed up on campus.

Questions:

Chair M, connecting to Sen. question regarding budget, and other questions for example with regard to salaries in Athletics. When faculty having these questions, waiting for Faculty Senate is not best. How can they get answers more immediately? Need more dynamic interaction, where do we go?

EVPP: We are committed to transparency. For example with request to athletics, sometimes we need explanations, but submit questions to EVPP office. When we had BPC and now with committee we shared numbers there.

Sen: I would prefer to ask president, but did not have the chance. We have a lot of concrete questions, but we get no concrete answers. We're very concerned, we understand draconian cuts coming. Deans get concrete percentages, but we don't hear that. Sen. A. White described the life she will live. Sen. J. White noted the importance of liberal arts but we are not holding on to that. The president gave no concrete response. Would be helpful if we got concrete specific answers to specific questions. In general, faculty are heart and soul of a university, no university can't function without it, so it is very concerning that faculty are main target of budget cuts, and if this is not the case, please tell concretely how it's not the case. What does streamlining administration mean? We've seen the high salaries of upper administrators (provost, vp, chief, directors), how are those position changing? Faculty losing jobs, who is looking closely at highly paid administrators, and what they're doing? Is that what streamlining means? Concrete questions are not getting answers. If you want transparency you need to talk in clear terms otherwise this won't work out well.

EVPP: Our commitment to liberal arts is very strong. Both president and the provost are former Dean of A&S, we know this is the heart and soul. We look carefully at all requests for faculty lines. When it comes to specific answers...we have to consider the complexity of what we face, have to look at different levers, every possibility everywhere. We spent hours looking at all of this. Transparency about salaries and number of admin vs faculty over time, I will put John Day on the spot, Robin, we need to communicate these numbers. Where is salaries going, etc. We can bring and share. It's not that we don't want to answer, it's just a very complex situation. Are we targeting faculty? No. Are we targeting one thing? No. It has to be combination of everything we are doing.

How much do you weight different factors while keeping in mind conserving mission. Complicated problem. This is frustrating to me too sometimes. Someone brings solutions A...but can't be because we are trying to be strategic, many other solutions, need more inputs. This is a hard problem. No easy solutions, combination of many things.

Realignment...we are in phase 1. Every area: communication, financial transaction...are we efficient? Different ways in different colleges, how can we be efficient? We want coordination, best practices, to find efficiencies. Correct budget issues but improve services too. Advancement looking to realign and make sure they can provide the services they want, Communication (Robin Oliver coming to future Faculty Senate meeting), Transactions/Procurement needs to have better processes. This is the beginning of this review process. We need to look at what's happening, everything is on the table.

Are we pivoting to imitate? NO. That would be a mistake. We need to focus on what makes us unique. University of future is liberal arts plus fantastic professional schools. Can't answer all the questions because the answers are evolving and this continues to be a dialogue.

Sen.: Regarding the statement that everything is on the table. This language, does it mean EVERYTHING is on the table? Like athletics...or is it off the table?

EVPP: The conversation starts with everything on the table, but doesn't mean everything will be cut. What are pros/cons look at experience, look at consequences. Engage conversation, at then in the end we get an informed decision.

Sen.: I appreciate and agree with your statement, which is different from before, when athletics was not on the table?

ROLL CALL by Secretary Rosado Feger

Attendance by Senators online via TEAMS is noted.

Student Success Update and Guarantee + Overview: Senior Vice-Provost Elizabeth Sayrs

SVP Sayrs reported on the status of student success measures and the new Guarantee+ program. Please see attached presentation for details.

Highlights:

1. Our retention and graduation rates are increasing, which is good news.
2. Retention rates at the regional campuses is very high compared to other open access institutions.
3. However, we have different results if we look at subpopulations.
4. Most of the increases in retention and graduation have been in “continuing-generation” students.
5. Statistics for first-generation college students, though better than national averages, lag their continuing-generation classmates.
6. Retention of African-American students matches their classmates, but graduation rates do not.
7. How can we help?
 - a. Create authentic deep meaningful learning experiences
 - b. Provide innovative and adaptable student support services
 - c. Identify and remove institutional barriers
 - d. Collect and analyze data to monitor progress

New Initiative: GUARANTEE+ (see slides for details)

Goal: Leverage the career and experiential learning fee

Highlights: create a strong Start to Finish model

1. Increase student attainment of 4 goals
2. Move away from remedial education
3. Redesign gateway Math and English classes
4. Create clearly structured programs of study
5. Have advising structures that support clearly designed majors.

The college football championship and the Heisman trophy brought attention to the area, capitalized by launching marketing campaign with an ad during the championship game.

QUESTION: Does this fee go to each campus, or to the general fee pool?

Answer: there are three different accounts, one for Athens, one for Regionals, and one for e-Learning.

Discussion Points about Guarantee Plus:

1. Covers both tuition and fees, which other campuses do not.
2. Applies to specific programs of study: student creates graduation plan, and the goal is to finish on time *for that plan*, matching the student’s goals. It is not bound to a specific time frame. Students commit to finish on time and on plan.
3. Lifelong benefits: alumni career services, Handshake, Bobcat Mentoring Network, scholarships for alumni in graduate programs.

The benefits to students are a personalized, predictable program. Students can work to fit their individual situations, for examples, students coming in with credit via College Credit Plus can work out early

graduation, or a double major, or an accelerated graduate pathway, etc. It is a deeper more robust experience.

The benefits to the university are that we get to talk about who WE are. It builds on the university's "special sauce": student engagement, close interactions between students and faculty, leveraging interactions into student success.

SVP Sayrs is taking nominations for a Student Success Council to assist with this initiative.

Questions:

Sen.: Thanks for update, with the student success component and the 4 priorities, how is deep learning affected by upcoming layoffs, reductions?

SVP Sayrs: We don't have an answer for that yet, we can't give up on that, but we need to keep those values as our center

Sen.: Will this presentation be available?

SVP Sayrs: Yes

Sen.: is the experiential learning fee built into the guarantee? Students don't know about it.

SVP Sayrs: It is not included in the original guarantee, it is allowed by the state, and shows as separate line on a student's bill. Just this year providing student support, and a soft launch...just applied in spring, phased in for next year. This is a great source of funding for students

Question regarding regionals: How can regional students benefit from this fee?

SVP Sayrs: Students on regional campus, have their own fee. Career counseling, RHE in Phase III for Guarantee +. Goal is to include all campuses, probably Regionals after the new Gen Ed is implemented.

CHAIR'S REPORT

Updates, announcements: SB40, Free speech on Universities, passed Jan 27. Some impact on how universities report how they handle high profile events and free speech on campuses. We should pay attention. In light of the events on Feb 17 and how should we respond to someone on campus, working with faculty who do this for a living...to have a panel discussion. In conversation with OUPD, after spring break, looking to host an event on media coverage and de-escalation.

VSRP issue Djalali...questions about impact. Anticipate that numbers will rise closer to March 21.

March Senate meeting in Walter 235, final senate meeting in Walter 245.

Faculty Senate elections at the end of the month, nominations are coming in. Self nominate! Arts and Sciences, we need more names!

V. Executive Committee Resolutions

A. Sense-of-the-Senate Resolutions:

1. In Support of Classified Employees' Request for Recognition as Bargaining Unit

FIRST READING. This resolution supports the request for recognition being brought by classified employees.

Motion to suspend rules and proceed to Second Reading: Bates/Thomas (passes)

Motion to vote:

Vote: PASSES with 1 opposed

2. In Support of the Retention of All Faculty

FIRST READING.

Comments:

- Why is this tied to OneOHIO?
 - Answer: because we need all faculty hands on deck to be able to get OneOHIO done, but willing to entertain friendly amendments.
- Add language about having the Provost sign the passed resolution.
- Include completing Gen Ed transition as well as OneOHIO.

Outcome: Will be revised and brought back in April for Second Reading and vote.

Professional Relations Committee—Sarah Wyatt

Promotion & Tenure Committee—Jackie Wolf

A. Sense-of-the-Senate Resolutions:

1. On Guiding Principles for One OHIO Integration of Tenure-Track Faculty – Second Reading & Vote

Brief Summary: All faculty keep their current tenure status, letter of hire remains in force, criteria for promotion based on criteria at time of promotion to associate professor. Rules stay in place after integration.

Call for vote:

Resolution PASSES (No opposed, no abstentions)

2. On Guiding Principles on Revising Departmental/School Promotion and Tenure & Promotion Documents – Second Reading & Vote

Brief Summary: Asks Departments to revise their promotion and tenure documents to accommodate regional faculty and differential workloads.

Discussion:

Sen.: At our previous meeting, asked Brad Cohen to provide a justification for OneOHIO, he was supposed to come and present, what happened?

Chair: Executive Committee met with Brad Cohen and Nicole Pennington to give feedback about OneOHIO, where it is not going well, what are specific challenges, and requesting updated documents and a timeline.

Sen.: Would this resolution be premature since we still don't know all the details?

Sen.: Faculty members at the regionals will be folding into Athens departments in Fall, we need protections before this happens.

Sen.: But, that's only if OneOHIO is done.

Sen.: Total savings are only \$325,000?

Sen.: \$325K savings is for administrative savings. No number attached to overall program.

Chair: OneOHIO is moving forward, there are different pieces and numbers in different documents. However, Faculty Senate is working hard to make sure faculty is invited and engaged to participate in the decision processes where we need to be involved for shared governance.

A Visiting Faculty: Appreciates the resolution to protect regional campus instructors, but another aspect worth considering...as things change, workloads, etc. and instructional faculty on Athens who are also researching, have increasing course loads. The job positions of regional and Athens instructional faculty are similar in terms of workload, but there is no pathway for Visiting to reach protections and privileges of tenure. P&T is a plan for a complicated job. Appreciate Faculty Senate's efforts to improve instructional faculty recognition and retention and longer terms but as of right now, Visiting faculty have zero job security, asks that we try to find language that helps with that.

Senator: Regarding comments about instructional faculty...if we are going to be OneOHIO, one faculty, if we move forward then we need to include all faculty. Right now regional faculty are being included in decisions, this resolution requires no change to the Faculty Handbook, they just remind the administration of what is in the handbook, which is why we are requesting provost signature.

Sen.: Last year we had a resolution that reminded that you can have teaching intensive tenure track positions. There are differences in the nature of instructional faculty. Regional tenure track faculty has 4-4 load plus research and service, whereas an Athens Philosophy instructional faculty has a 3-3 no research. So there is variability in workloads.

Called for a vote: No opposed, no abstentions, resolution PASSES

Sen.: There will be more resolutions coming regarding OneOHIO...stay tuned!

B. Status of Credentialing

Moving forward with this requirement from the Higher Learning Commission. Look for a resolution to come forward in April.

COMMITTEE REPORTS:

EPSA (Sindelar): Nothing to report

Finance and Facilities (Williams):

Sense-of-the-Senate Resolution on Increasing Transparency and Shared Governance for All-Budget Related Issues FIRST READING

Previously we had a system of RCM liaisons, but that system did not work.

Asking for administration to bring back a forum for conversations, dialogue and transparency of budget problems and solutions.

The goal is to increase communication of what are the issues, where are they, and how do we deal with them. Academic Deans involve their faculties in these discussions in some but not all colleges.

Asking for Provost to sign the resolution.

DISCUSSION:

Sen: friendly edit to ask that information be accessible to faculty across all campuses.

Sen: In the second-to-last "Be it resolved" There was an old resolution that if a program is discontinued the rationale should be educational, not financial. Do we still have that resolution?

Sen: Thanks for bringing this forward. Last month, Brad Cohen seemed to have a definition of "faculty" that did not match the Faculty Handbook?

Exec Committee: that is clearly spelled out in the Faculty Handbook.

Sen: Move to suspend rules and proceed to second reading.

Motion to Vote: Bates/White

No negatives, 1 abstention, RESOLUTION PASSES

OTHER ISSUES:

Requests for Proposals out for health care plan, presentations are during teaching days so Greg Fialko will be meeting to go over presentations and discuss the alternatives.

Requests for Proposals for new prescription plan are due March 20.

Follow-up: If you are looking for budget information, email Susan Williams, and she can point you in the right direction to find what you seek. Sometimes you need to know what the right question is and who to ask, to get the information you need.

NEW BUSINESS:

Travel p-card policy. Why?

Reasons given are "widespread fraud" around p-card.

Questions: where is this fraud coming from? Do we have documentation of this fraud?

What is the reason? There are concerns that this will increase administrative burden at the department and program level. STAY TUNED

Finally, working through challenges of streaming. We need to legitimize remote/online voting. Need to entertain as a body, is that where we want to go? This process is NOT in handbook, and we need to deliberate on pros/cons. Streaming allows people to participate even when difficult due to travel but we have to get the business done. We need legitimate way to do so.

MTA 9:12