

**Ohio University Faculty Senate
Monday, November 4, 2019
Room 235, Margaret M. Walter Hall, 7:10-9:00pm
Meeting Minutes**

AGENDA:

- I. President M. Duane Nellis, Executive Vice President, Provost Chaden Djalali and Interim Executive Dean Nicole Pennington**
- II. Roll Call and Approval of the October 7, 2019 Meeting Minutes**
- III. Chair's Report—Robin Muhammad**
 - 1. Money Matters: College-level Events Forthcoming**
 - 2. Board of Trustees Visit in December 2019**
 - 3. Upcoming Senate Meeting: December 9, 2019 from 7:10-9:00pm in Walter Hall Room 245 (temporary venue change due to finals week)**

- IV General Education: Models and Updates – Katie Hartman**
 - Resolution to Establish the UCC General Education Committee – Proposal**

- V. Promotion & Tenure Committee – Jackie Wolf
and Professional Relations Committee - Sarah Wyatt
Sense-of-the-Senate Resolution on Faculty without Home Departments –
First Reading**

- VI. Educational Policy & Student Affairs Committee—Betty Sindelar**

- VII. Finance & Facilities Committee—Susan Williams**

- VIII. New Business**

- IX. Adjournment**

Called to order @ 7:05

President Nellis

- Last week, he sent out a memo outlining progress with the Fearlessly First initiative. The goal of the initiative is reimagining the academic enterprise.
- Academic needs continue to be the guiding principle behind the workgroups involved, including the President's Council.
- Our core mission is teaching, research, and service, and as we move forward, Fearlessly First, we are guided by these decision principles.
- Fearlessly First Initiative

- Deans have been tasked with evaluating academic efficiency within their units, including reevaluating program offerings with the potential of sunseting those with low demand, and restructuring to reduce duplication and improve efficiency.
- Decisions should be consistent with the faculty workload policy.
- Deans are also encouraged to look at their school's support functions and try to create efficiencies between units.
- Budget Discussions
 - President Nellis encouraged faculty to be engaged with their college's leadership in discussions that involve the budget. VP of Finance Deb Shaffer and her staff will hold a forum at each college, focused on college-specific issues and questions.
 - These decisions are not easy to make but we have to deal with the situation that we face.
 - The Board of Trustees has approved the use of up to \$65M in institutional reserves as a buffer, but the situation must be resolved in the longer term.
 - President Nellis mentioned an article in The Chronicle of Higher Education noting the enrollment crisis across institutions. For OU, there is significant impact from College Credit Plus and demographic trends in Ohio.
- At the Trustees retreat, Governor DeWine affirmed his belief in the value of the liberal arts. Students need communication, analytical skills, and the agility to learn throughout their lives.
- President Nellis encouraged faculty to assist in envisioning “the university of the future.” Input can be submitted via the President's website.
- Fall Graduation will be on Dec 14, we expect to confer approximately 900 degrees. Dr. Steve Evans will be the Commencement Speaker.
- On Nov. 21 Presidential Research Scholars, Presidential Teaching Awards, and Provost Awards for Excellence in Teaching will be recognized.
- President Nellis asked for nominations for University Distinguished Professor.
- President Nellis repeated his exhortation for faculty to nominate their colleagues for awards and other recognition from external organizations.
- On Wednesday Nov 13 “Life Through Their Lens” photography exhibit will open.
- Faculty Highlights
 - Significant increase in external research funding. From \$54.9M to \$62 M, from 550 different grant awards.
- Dr. Anna Harvey has been named to the Board of Trustees. Dr. Harvey is an OU alumna who is currently Professor of Politics and Affiliated Professor of Law at New York University. President Nellis welcomes the faculty perspective on the Board of Trustees.
- International Education Week will be held Nov. 17 through Nov. 23, celebrating the university's commitment to being a global campus.
- The Online MBA program is ranked #29 in Poets & Quants.
- Alden Library will celebrate its 50th anniversary with an activity on Nov. 8 focusing on Mannaseh Cutler, founder of the University.

QUESTIONS

- Senator asked about the President's opening statement and reference to budget realignment and the faculty workload policy. He noted that the policy is from 1994, when the University was organized by quarters, and has not been updated since.
 - Answer: Yes, this policy needs to be updated, the Provost will be taking on that task.
- Senator noted the increase in research grant funding and the desire to elevate research activities across campus, while also noting there is pressure to increase teaching loads. These are competing demands on faculty time, how can they prioritize?
 - Answer: Teaching loads will not increase for everyone, President Nellis said we want to look at differential workloads: some faculty will teach more, some will blend teaching and research, some will do more research. He commented that
- Senator asked whether administrative units were asked to model cuts, and if so, which units, in which colleges?
 - Answer: Administrative Units were asked to model 5-10% cuts within their units, Deans were asked to look at administrative costs within their colleges, but were not assigned targets.
- Senator noted that academic units are already sharing administrative resources.
 - President Nellis replied that colleges need to evaluate their administrative structures, and explore potential ways to share services across campus, noting that everything is on the table at this point. We want to look at cost reduction strategically. While this is a painful and difficult process, Ohio University is not alone, other institutions are also facing the same issues. Much change is happening, and more change is to come.
- Senator, in regard to the workload policy cited, noted that regional campus faculty are in violation of this policy.
 - President Nellis agreed that this policy needs to be reviewed.
- Senator asked about support units such as OIT, and whether these would be subject to cuts.
 - President Nellis replied that these units are also being asked to model. Brad Cohen confirmed that every administrative unit is doing the modeling.
- In closing, President Nellis thanked Senate Chair Mohammad, Vice Chair Helfrich, and Senator Williams for attending sessions with the Board of Trustees. He noted he appreciated the work of everyone in the room, and that we must work together.

Provost Djalali

- Search for Dean of College of Business
 - Work is ongoing, the search firm has been on campus and met with the search committee. A position description is desired by Thanksgiving. The process will follow the regular cycle with the goal of the new Dean starting on July 1, 2020. They expect that three or four finalists will be invited to campus in the spring.
- Search for General Counsel
 - The committee is co-chaired by Provost Djalali and VP Shaffer. Campus visits should be occurring soon.

- Money Matters: Provost is having strategic meetings with all the colleges. The impact of any cuts is being evaluated for each specific case, as the situations are different across the colleges.
 - College-specific “Money Matters” sessions will be scheduled VP Shaffer in December and January, to provide an opportunity for each college to submit questions. A mailbox will be set up so questions may be submitted anonymously.
 - Deans are working closely with the Provost at weekly Council of Deans meetings concerning “workloads,” not “teaching loads.” We want to increase the research at the institution level. However, not necessarily everyone will be conducting more research. Workload policies should have ranges to allow flexibility. The policy updated in 1994 needs to be reviewed and updated, including collecting data so we can make data-driven decisions. He encouraged faculty to get engaged and be involved in the conversation about where we’re going.
 - Provost Djalali noted that the reality is that we face serious budget challenges. The Board of Trustees approved the use of the reserves, but we need to figure out the changes needed. We need to make strategic decisions, some of which will be painful, but they will be done collectively with input. No decisions have been made yet, and faculty will continue to be informed.

Questions:

- Senator mentioned that his college was asked to come up with a plan that imagines a significant headcount reduction of 30% by Nov 15. Was this a request from the Provost’s office?
 - Answer: Deans were asked to look at different scenarios and determine the impact. No specific directive was issued. The 30% number did not come from the Provost. Deans were asked to look at their individual colleges to see where the opportunities and challenges were.
- Senator reiterated that the 30% headcount reduction was presented as coming from the Provost.
 - Answer: The budget has to be balanced, either by increasing revenue or identifying cuts. Colleges were asked to come up with their plan. The request was to balance the budget, not a specific directive to “cut 30% of the people.”
- Senator noted the November 15 deadline on the memo, and asked if numbers were being generated in haste to meet this deadline. Thirty percent cuts are draconian...can we really do intelligent planning under distress?
 - Brad Cohen replied that Deans were asked to model cuts to achieve efficiency. No specific level of cuts was expected or required, they were asked to balance the budget. The Deans asked for targets. Cuts included within models are choices and options, but this was not imposed by the workgroup. The November 15 deadline is in place to have an initial cut of data for a presentation to the Board of Trustees in January. The Board of Trustees expects multimillion dollar reductions in the budget. We have to cut our cost. To do this we have to examine workloads, look at the portfolio of programs, and identify where we can gain efficiency. The requested models are the raw data to help create the plan.
- Senator noted that their college had given them these draconian targets. Their committee was concerned that if they generate a plan that would meet the “worst-case” scenario, then this scenario would be viewed as the plan, moving forward.

- Provost Djalali reiterated that the 30% target was not in the directive from his office.
- Senator: but they were on the memo from the Dean
 - Provost Djalali commented that these are projected scenarios, to allow exploring different options and determine their impact. The plan has to be strategic. No decisions in administrative units are made in isolation, because each decision has an impact on the system. The Deans were asked to generate analysis and models, to determine the targets that they must adjust to.
- Senator asked if the targets could be provided to the Faculty Senate.
 - Answer: Yes
- Senator asked what percentage of the reserves was represented by the \$65M approved by the Trustees. How long is this supposed to hold us over?
 - Answer: it represents about half, and the idea is to transition over time and rebuild the reserve, the “new normal” would take around three years to achieve.
 - Provost Djalali reemphasized that we must reposition, and decisions need to be taken now. There are articles in the Chronicle of Higher Education every day about these challenges, we cannot control the future but we can control our internal processes. Costs are exceeding revenue, the time schedule is tight but it needs to be done now. There is an urgency to do this, but the decisions need to be strategic, not rushed.
- Senator mentioned the challenge created under RCM of having individual colleges pay for capital improvements, citing the Schoonover Center as an example. There is a large budget constraint for that college due to debt service on the renovations. Could that burden be shifted out of the college’s operating budget? A return to a centralized capital process would alleviate the burden on their college’s budget.
 - Answer:
 - John Day stated that the debt burden would shift to other colleges.
 - Provost Djalali stated that there is no outside pool of money that would pay for that. Shifting might help superficially but the structural issue of the debt remains. The university has limitations imposed by external bodies(ie—no tuition increases allowed, budget cuts implemented by the legislature).
- A student asked if the budget issues were not foreseen/forecasted?
 - Provost Djalali replied that enrollments had held. The problem has been expected. We must now look beyond traditional students to the next generation of demand for education, for example, workforce development and lifelong learning. The projection is that Ohio University will have 3500 less students. Universities in Ohio are fighting over a shrinking pool of traditional students.
- A senator noted that investment in faculty has remained fairly flat, in number of positions and in salaries. Any increased revenue has not gone towards faculty, should those other units be cut more then? What is the budget priority?
 - Provost Djalali: a 1% raise pool represent \$3.6M dollars. Administrative units look to see if they are aligned with the principle of student success. We need to look at the numbers, find areas of overinvestment, and base the analysis on data and numbers. Everything is on the table.

- Senator commented, we may not need a raise pool, but if tuition skyrocketed and salaries flatlined, where did this money go?
 - Provost Djalali: costs have risen in benefits and other areas. But everything is on the table for review.
- Senator noted that regarding OneOHIO, we are hearing a lot about cuts, but there might be opportunities for increasing revenue, for example, could we offer 4-yr degrees at the regional campuses?
 - Provost Djalali: that's the spirit of OneOHIO.
 - Brad Cohen: this is one of the drivers for the integration model. Historically, the regionals competed with Athens, integration opens up different possibilities. The regional communities have workforce development needs. The challenge is to enlarge our understanding of our mission.
 - Nicole Pennington: we have a committee on new and expanded programs within our OneOHIO workstreams.
- Senator asked if there would be a raise pool this year, commenting that zero percent raise pools are unsustainable in the long term. Raise pools have been considered an easy cut to make. Would the Provost protect a raise pool?
 - Provost Djalali: how can we offer a raise if we do not have the revenue to cover the increased cost? What do we cut? Can we afford what we need? Nothing has been decided, but for example, we may look at a raise pool if we hit certain targets (enrollment, or cuts), we need to recruit students. Salaries are not where we want them to be, but how can we give raises without money? He cannot promise to protect a raise pool given current conditions.

OneOHIO Update: Brad Cohen and Nicole Pennington

- Pennington: We have 11 workstreams tackling different elements of OneOHIO. Each is making progress, and addressing issues as they arise. See the attached presentation for descriptions. We have realized that work teams have overlaps and some may need to merge to address these issues. A program manager has been assigned to coordinate.
- Senator asked if workstream leads would ever meet? If they are not coordinated but working on parallel issues, the end result could be 11 incompatible solutions.
 - Pennington: The program manager has identified this issue and we are working to make it happen.
 - Cohen: is there a specific concern?
 - Senator: The consultants ask for progress updates but there is no shared understanding of the overall structure. Our workstream depends on work from other streams, and can't finish until they have finished. There is no discussion to clarify timelines.
 - Pennington: once programs and faculty are aligned then we can move forward. This alignment is expected to be resolved within the next few weeks.
 - Senator: Can we facilitate this conversation to hear timelines and progress.
 - Cohen: We need to review the structure and may need to shift workstreams, in light of how OneOHIO integrated into the strategic framework.. We are developing timelines for the Strategic Framework which is comprehensively a 5-yr strategy. Some timelines are in the short

term, some have longer lead times. More details will be available in the next month or two.

CHAIR'S REPORT

- Money Matters at the college level is moving forward. Links were sent to senators for college-specific mailboxes, please share with your colleagues.
- Question: could a session for the regionals, be held at each regional? Answer: Yes, each campus will get a session, but the dates have not been determined.
- The OU chapter of AAUP will have an all-faculty forum on the budget on Nov 14, 5-6pm in Porter Hall Room 103.
- Representatives from the Board of Trustees will be here in December.
- The meeting on December 9 will be held in 245 Walter Hall due to final exams.
- Following up, thank you to all who helped with the Money Matters session. The session accelerated conversations and improved information levels.
- Question: the original plan was to have Questions/Answers, can we refocus future sessions to that format, rather than a slide show?
 - Chair: the basic format is to pre-submit questions and the answers will be fielded by VP Shaffer, suggests that format be brought up in college session questions, and approach the individual Deans to encourage the Q/A format.

ROLL CALL

MINUTES

Doty

Bates

Approved

GENERAL EDUCATION

K. Hartman, S. Wyatt, B. Quitslund, T. Eisworth, E. Sayrs

See handouts provided to the group

- Progress for October: excellent questions and feedback provided on the proposed models.
- Reminder to faculty that the Common Goals were proposed and accepted by faculty in May 2014.
- The overall approach is to combine the Common Goals with the requirements from ODHE. The target is to have a full cycle of implementation-assessment-response by 2024.
- Proposed model: see the handout.
 - Total of 40 credit hours.
 - An increase from the current requirement but we do not currently meet either ODHE or Common goals.
 - Foundations, Pillars, Bridges, Arches, Capstones model.
 - First reading of Resolution in December.
 - Presentations will be done this week at Faculty Senate, UCC, and Student Senate.
 - Information and documents are available at the website.
- Questions:
 - Senator: Where does Fine Arts fit in?

- Answer: there is a place within the Pillars which includes the Arts. There is no specific Common Goal for fine Arts right now, we can revisit these goals after we go through one full assessment cycle, but they are fixed for now.
- A senator asked about Learning Communities.
 - Answer: about 90% of our students are enrolled in Learning Communities, we will have to decide what to do about the other 10%.
- Senator asked about the bucket that combines “Intercultural Dialogues and Oral Communication.” Why are these together? What does this include and are we deferring to ODHE priorities rather than our own?
 - Answer from Beth Quitslund: oral communication is included within the outcomes, to meet ODHE requirements. We are trying to keep overall number of credit hours down, we could add a second course, but this would increase the required credit hours. The committee considered that there could be a natural bridge between competencies about oral communication and intercultural knowledge.
- Senator asked how the model works with College Credit Plus.
 - Answer: thought was given to what courses students are taking via CC+ and how this affects enrollment in current Tier 1 (down 16.5%) and Tier 2 (down 13.5%) courses. The expectation is that students will come in with some of the Foundations and Pillars credits via CC+, but not as much for the Bridges, Arches, and Capstones courses.
- A senator asked about foreign languages and where they fit in.
 - Answer: ODHE does not recognize foreign language instruction as a component of General Education (or music or other “skill-based” coursework) but it does recognize foreign language literature.
 - Senator, follow up: Ohio University has an international presence and international engagement. A lack of foreign language will hurt students, could we include it within Bridges.
 - Answer: no, foreign language instruction does not meet ODHE requirements for General Education.
- A senator asked about having Humanities/Arts requirement in the Arches.
 - Answer: this would be difficult to implement and maintain credit hour requirements as low as possible.

The committee proposed a resolution to add UCC General Education as a standing committee.

COMMITTEE REPORTS

PROMOTION & TENURE (Jackie Wolf) and PROFESSIONAL RELATIONS COMMITTEE (Sarah Wyatt)

- FIRST READING: Sense-of-the-Senate Resolution on Faculty without Home Departments (See Attached)
- Faculty members who are not assigned to a home department have no mechanisms for evaluation, promotion and/or tenure.

- The resolution requests that faculty not be hired outside of the approved hiring process; that the Provost's office set up a hiring process that requires that a hired faculty member be affiliated with a department/school; and that faculty members currently without academic homes be assigned to an academic department/school before the start of the 2020-2021 academic year.
- The resolution requests the signature of the Provost.

EDUCATIONAL POLICY & STUDENT AFFAIRS (Chair, Senator Betty Sindelar)

- Meeting tomorrow to discuss GenEd revision.

FINANCE & FACILITIES (Doug Clowe)

- BAC discussing potential changes to educational benefits, though no decisions have been made. One question was whether these benefits are a cost, or unrealized revenue.
 - Answer: Currently, when an employee/dependent registers, it is listed as revenue, then it is zeroed out from a different account, which is funded by all units across campus.
- Question: do we get SSI for these credit hours?
 - Answer: Yes, but the SSI amount is tied to degree completion so we get a reduced amount for non-degree students.
- Question, is this benefit taxed?
 - Answer: it is not taxed for undergrad degrees for tax-dependent children or spouse. It IS taxed for non-tax-dependent children, graduate courses, and spouses in graduate courses.
- Senators noted that changes to this benefit will have an impact on morale and recruitment.
- Health benefits: some money saved through the LTD insurance. Percentages are increasing for premiums. There are RFQ's for other benefit areas which will hopefully bring some savings.

NEW BUSINESS

- Senator noted that the workload policy was last updated in 1994 and needs to be updated.
- Senator mentioned that there is a state statute on faculty workloads that will apply.
- The Budget Planning Council is still operational, but in flux.
- In spring, there will be visits to the Regional campuses, senators invited to join as interested.
- The Reimagining General Education team will hold information sessions, please forward any issues or questions.
- Senator invited everyone to the International Education Week events held at the regional campuses.

ADJOURNMENT

Ridpath/OKeefe

8:44

**Sense-of-the-Senate Resolution on
Faculty without Home Departments
Promotion & Tenure and Professional Relations Committees
First Reading
November 4, 2019**

Whereas the Ohio University Faculty Handbook states, “All holders of academic rank shall hold this rank in an academic department/school of the University” (II.C.2.a. Appointment of Faculty);

Whereas faculty without home departments/schools do not have evaluation criteria and do not have mechanisms for promotion;

Whereas faculty without home department/school do not have a voice in budgetary issues or any aspect of shared governance;

Whereas at least 18 instructional faculty currently employed at Ohio University are not members of an academic department/school,

Be it resolved that Ohio University cease the practice of hiring faculty outside the approved hiring process;

Be it resolved that the Ohio University Office of the Provost set up a process to ensure that faculty are hired with affiliation to appropriate academic department/school at Ohio University as listed in the Undergraduate and Graduate Catalogs;

Be it resolved that faculty currently without academic homes be moved to an academic department/school before the start of the 2020-2021 academic year.

Be it resolved, that if this resolution is supported by the Faculty Senate, the Provost will sign 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”).