

Wright State Faculty Senate
MINUTES
September 11, 2017

- | | | |
|---------------------|---------------------|--------------------|
| ✓ Pascale Abadie | ✓ Adrienne Johnson | ✓ Thomas Rooney |
| ✓ David Bright | ✓ Madhavi Kadakia | ✓ Eric Rowley |
| ✓ Gary Burns | ✓ Burhan Kawosa | ✓ Michelle Schultz |
| ✓ Susan Carrafiello | ✓ Crystal Lake | ✓ Bridgett Severt |
| ✓ Ava Chamberlain | ✓ Laura Luehrmann | ✓ Sean Wilson |
| ✓ Allison Cowan | ✓ Sarah McGinley | ✓ Dawn Wooley |
| ✓ Marty Emmert | ✓ Yoko Miura | ✓ Travis Doom |
| ✓ Weifu Fang | ✓ Ramzi Nahhas | ✓ Dan Krane |
| ✓ Megan Faragher | ✓ Marietta Orłowski | ✓ Cheryl Schrader |
| ✓ Berkwood Farmer | ✓ Steven Pedler | ✓ Thomas Sudkamp |
| ✓ Sherry Farra | ✓ Sean Pollock | ✓ Jonathan Winkler |
| ✓ Fred Garber | ✓ Nicholas Reo | |
| Bobbe Gray | ✓ Mateen Rizki | |

I. Call to Order

II. Approval of Minutes

https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Apr/meeting/FS_Minutes_2017_04April.pdf

A motion to approve this item was called and seconded. The motion was approved by voice vote.

III. Report of the University President or Provost

Provost Sudkamp

Provost Sudkamp opened his report by welcoming the Senators to the new academic year and proceeded to give an update on multiple initiatives.

1. Capital Projects

a. Classroom Renovations

The University has recently finished a \$5million (state capital funds) multi-year renovation of 34 classrooms (1914 seats, over 35k sq ft). Provost Sudkamp thanked the members of the Senate Building & Grounds committee for their assistance in the prioritization of rooms and configurations and thanked Facilities Management Services for their leadership of the project.

The project consisted of four phases:

- i. the development of two prototype classrooms for faculty to test a variety of configurations,
- ii. four classrooms were then renovated based on prototype feedback
- iii. twenty-two classrooms, active learning, and lecture spaces were renovated including upgrades to make seven rooms ADA compliant
- iv. an additional 6 classrooms upgrade and two additional ADA upgrades

b. Laboratory Renovations

The University is currently preparing a bid request for \$3million (state capital funds) of renovations to various laboratories on campus. The Senate Buildings and Grounds committee provided recommendations for priority needs of the campus.

c. Student Union Renovation

The Student Union renovation is now underway. SU Administration has moved to the ground floor of the Union, and their former space will be used for the expansion of UCIE, which is currently split between multiple floors. Additional remodeling of the second floor and minor changes to the third floor will be underway soon.

2. VPR / Dean of Graduate School

Over the summer, the search committee for the new Vice President of Research / Dean of the Graduate School submitted a recommendation to Provost Sudkamp that the position be split into two separate positions. Provost Sudkamp took the recommendation to President Schrader who requested additional Faculty feedback before proceeding either way. Provost Sudkamp recently with the Faculty Senate Executive Committee who will seek Faculty feedback on the issue.

3. HB 49 Higher Education Highlights

Provost Sudkamp shared several of the elements of the recently passed state budget that will impact higher education. These include

HB49 text

http://search-prod.lis.state.oh.us/solarapi/v1/general_assembly_132/bills/hb49/EN/07?format=pdf

ODHE Green Book

<https://www.lsc.ohio.gov/documents/budget/132/MainOperating/greenbook/BOR.PDF>

a. Opioid & Substance Abuse Prevention

The chancellor of higher education shall adopt rules that require education preparation programs to include instruction in opioid and other substance abuse prevention. The instruction shall be for all educator and other school personnel preparation programs for all content areas and grade levels.

Instruction shall include all of the following: (1) Information on the magnitude of opioid and other substance abuse; (2) The role educators and other school personnel can play in educating students about the adverse effects of opioid and other substance abuse; (3) Resources available to teach students about the consequences of opioid and substance abuse; (4) Resources available to help fight and treat opioid abuse.

b. Transferability Strategy Plan

The chancellor shall prepare a transferability strategy plan that defines criteria, policies, procedures, and timelines that would enable students to transfer agreed upon courses completed through a for-profit private college to a state institution of higher education without unnecessary duplication or institutional barriers. Where applicable, the policies and procedures in the strategy plan shall build upon the articulation agreement and transfer initiative course equivalency system.

c. Awarding College Credit for Comparable Coursework

The budget requires state institutions of higher education to accept college credit earned in Ohio in the past five years as a substitute for comparable coursework. This includes credit that was earned in advanced or upper level coursework, which must be accepted as a substitute for comparable core or lower level coursework. For college credit earned in Ohio more than five years ago, the budget requires state institutions to permit the student to take a competency-based assessment in the relevant subject area, and, if the student passes the assessment, to excuse the student from completing the course and grant the student credit for that course.

d. Competency-Based Education Programs

The budget authorizes the Chancellor to recognize or endorse an eligible institution (a state or private, nonprofit institution of higher education or a regionally accredited private nonprofit institution of higher education that is created by governors of several states) to provide competency-based education programs, where students may receive credit through demonstrating skills and knowledge in required subject areas. For any eligible institution, the budget authorizes the Chancellor, in recognizing or endorsing the institution, to eliminate any unnecessary barriers to the delivery of competency-based education, facilitate opportunities to share best practices on the delivery of competency-based education with any eligible institution, and establish any other requirements that the Chancellor determines are in the best interests of the state. Finally, the budget prohibits the Chancellor from providing any public operating or capital funding assistance to an institution that is created by governors of several states.

e. Textbook Study and Selection Policy

The budget requires a state institution annually to report to the Efficiency Advisory Committee on its efforts to reduce textbook costs to students. Each state institution must also conduct a study to determine current textbook costs for students enrolled in the institution and submit that study to the Chancellor each year.

The budget also requires each state institution to adopt a textbook selection policy outlining faculty responsibilities and actions faculty may take when choosing and assigning textbooks and other instructional materials.

f. Applied Bachelor's Degree Programs at Two-year Colleges

The budget requires the Chancellor, in consultation with interested groups, to establish a program under which community and technical colleges can apply to DHE to offer applied bachelor's degree programs.

g. 3+1 programs

The budget requires the Chancellor, in consultation with the Inter-University Council of Ohio and the Ohio Association of Community Colleges, to develop, no later than June 30, 2018, a model for "3+1" baccalaureate degree programs for universities and community and technical colleges. The model must outline how a student may complete the equivalent of three academic years, or 90 semester credit hours, at a community or technical college and then transfer to a university to complete the final academic year, or 30 semester credit hours, or the remainder of the student's baccalaureate degree program. The Chancellor must seek input from administrators of state institutions of higher education currently participating in a "3+1" program and faculty leaders in the academic fields or disciplines under consideration for the program. The Chancellor must also evaluate existing "3+1" programs for their cost effectiveness for students.

h. Regional Workforce Collaboration Model

The budget requires the Governor's Office of Workforce Transformation (OWT), the Department of Education (ODE), and the Chancellor, in consultation with business and economic development stakeholders groups to develop a regional workforce collaboration model to provide career services to students by December 31, 2017. OWT is responsible for overseeing the creation of the program based on the model.

i. Tenure Policy Review

The budget requires the board of trustees of each state university to review the university's policy on faculty tenure and update that policy to promote excellence in instruction, research, service, and commercialization. In addition, in order for a state university to receive certain Third Frontier research incentive funds from the state on or after July 1, 2018, the budget requires a state university to include multiple pathways for faculty tenure, one of which may be a commercialization pathway, in its policy.

j. State Share of Instruction changes

The budget makes the following changes to the SSI formula:

- Increases instructional model costs;
- Adds a fifth "at-risk" category for students that are classified as first generation postsecondary status based on neither parent completing any education beyond high school for the degree attainment component of the formula for universities and regional campuses; Slightly modifies the access categories used in the course completions and completion milestones components of the formula for community and technical colleges to define students based on financial status, minority status, age, or academic under-preparation (the former access categories were very similar but some were defined more specifically);
- Eliminates the facility-based plant operations and maintenance (POM) subsidy.

SSI - Study on the Use of STEM and Graduate Weights

The budget requires the presidents of all public institutions of higher education, in consultation with the Chancellor, to study the effectiveness of the science, technology, engineering, mathematics, and medicine (STEMM), and graduate weights as originally recommended by the 2006 State Share of Instruction Consultation and the Higher Education Funding Study Council. The study must be completed by October 15, 2017. The study must identify the extent to which: (1) STEMM and graduate weights reallocate resources among institutions (2) the resource reallocation affects institutional production of STEMM and graduate completions, and (3) the weights are appropriate given current workforce data associated with emerging and in-demand fields. Members of the study group are to use the results of the study to recommend changes in the STEMM and graduate weights to the Governor, General Assembly, and the Department of Budget and Management by December 1, 2017.

k. CCP ACT payments

Updates to the College Credit Plus program will require higher education institutions to pay for one placement test for any high school student who wants to enroll in CCP. Dr. Sudkamp expressed that it is unclear how this will be enacted since many CCP students take courses through multiple higher education institutions.

4. Academic Unit Realignment

The most recent review of the organization of Wright State's academic units occurred in 1986 with the creation of the College of Engineering and Computer Science. The administration will be looking at potential academic realignments with the following objectives:

- Align the academic programs along with student pathways and career interests to provide better knowledge of career opportunities for our students
- Align faculty expertise to facilitate the development of multidisciplinary research and academic programs
- Align colleges with economic development and employer needs in the region. According to JobsOhio, the two largest employer needs in the region are Health Care and STEM disciplines.
- This process may result in the reduction of administrative costs.

Any key to this reorganization given Wright State's programs and the regional economic needs is the development of a program or college that combines the various health & human service programs and initiatives that are currently scattered throughout several colleges and departments. (Nursing programs, rehabilitation services, chemical dependencies, athletic training, public health education, professional clinical psychology, clinical mental health counseling, clinical rehabilitation counseling, social work, clinical lab science, etc.)

As the Deans examined this issue over summer, they were able to identify other programs that Wright State does not currently offer, such as dietetics, health & nutrition, or physical & occupational therapy.

Combining health related units would help develop pathways for our students through increased inter-unit collaborations.

Provost Sudkamp requested recommendations from the Faculty for a college that provides a broad scope of health related education and career opportunities. Furthermore, Faculty should think about additional college and unit mergers once the health related units have been moved out of their current college. Potential examples include merging SOPP & BSOM, CEHS & COLA, COSM & CECS.

Last year, Provost Sudkamp requested a report on the creation of a College of Health Sciences from EAB consultants. The report reviewed five universities that have already conducted similar college mergers. Senior leaders at the profiled institutions initiated plans to establish a College of Health Science to centralize all health related programs within one academic unit. Administrators and faculty reorganized current colleges, departments, and programs. Faculty committees at the profiled institutions recommended which academic programs would comprise the College of Health Sciences. By centralizing programs and offices, administrators at profiled institutions improved student services, increased efficiency, and reduced costs.

EAB Report:

[https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Sep/meeting/EAB Establishing a College of Health Sciences.pdf](https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Sep/meeting/EAB_Establishing_a_College_of_Health_Sciences.pdf)

Provost Sudkamp expressed that the administration wants to work with Faculty Senate to put a group together to review and make recommendations regarding potential mergers that would work for Wright State.

Q&A

Senator Rooney suggested to Provost Sudkamp that the administration work with AAUP in addition to Faculty Senate due to potential changes of college bylaws that would result from a college merger. Provost Sudkamp acknowledged without question that working with AAUP will be integral to the process once the units and associated bylaws have been identified.

Senator Carrafiello asked if the same realignment principles will guide other college realignments, and what would be the best practices to merge COLA & CEHS if it becomes a reality. Provost Sudkamp expressed that the same guidelines would be used especially the focus on student pathways and faculty collaboration.

Senator Wilson asked about the priorities of a liberal arts education and funding implications for the College of Liberal Arts with the increased focus on technical, health, and STEM fields. Provost Sudkamp responded that the push for technical education does not influence the quality of the programs including those in COLA, however the push from the State of Ohio does impact the budgets of units with declining enrollments. Provost Sudkamp would like to see initiatives to help attract more students to the liberal arts such as obtaining a minor through their General Education program without increasing the required 120 credit hours to graduate.

Senator Pollock welcomed President Schrader to the first Faculty Senate meeting of her tenure at Wright State. Senator Pollock then asked a follow-up question regarding the review process for additional planned faculty terminations in the College of Liberal Arts. Dr. Pollock cited one particular separation that would result in an 18% loss of offered CORE history courses along with no new funds for adjuncts at a time where the department has reached above a 90% efficacy ratio of seats offered to seats filled.

President Schrader informed the Senate that she has met with academic departments and is aware of Dr. Pollock's example as well as other similar examples. President Schrader expressed that there were many difficult decisions made over the past six months. While these decisions were a necessary part of the budget remediation, they were not strategic in all cases. President Schrader turned the floor over to Provost Sudkamp to address the new processes going forward to allow the university to move from an emergency hiring situation to a strategic hiring situation.

To Dr. Pollock's point, Provost Sudkamp expressed that certain metrics such as the Delaware Study that compares teaching load to comparable groups and WSU faculty-to-student ratios compared to other IUC universities will be key components for any decisions involving a reduction of faculty. During the strategic planning process, the university will be able to realign resources based on university priorities and unit growth. The goal will be to look at the metrics, growth, strategic plan in the areas outlined for potential growth or are key to serving the region. The administration and the Deans will be meeting by the end of September to review currently budgeted open positions and any positions that were in the budget at the end of the year and any positions that have opened since July 30. These positions will be prioritized using university priorities, enrollment trends for faculty, and key health safety and compliance issues for service units.

Senator Chamberlain raised concerns regarding a \$225k cut to the Library's journal subscriptions, the third such cut in the last few years. Provost Sudkamp expressed that this issue is a difficult challenge; while the Library acquisition budget has increased, the inflation rate for periodicals and subscriptions has outpaced the increase. To avoid the \$225k journal cut would mean that those dollars would have to come out of other budgets, which could lead to additional workforce reductions or other areas of reduced spending.

Senator Johnson raised a question about the restructuring of college leadership (Deans & Chairs) upon reorganization. Provost Sudkamp expressed that if reorganization results in fewer total colleges, then there would be a reduction in the number of Deans and associated administrative staff however the number of department chairs is less likely to be reduced.

Faculty President Travis Doom called for an end to questions in order to move forward with the planned business for the meeting. Dr. Doom encouraged all follow-up questions be forwarded to himself, the Senate Executive Committee, or directly to the Faculty Senate office.

Faculty President Doom then welcomed Dr. Cheryl Schrader, the seventh President of Wright State University, to her first Faculty Senate meeting.

President Schrader

Full remarks: <https://www.wright.edu/sites/www.wright.edu/files/page/attachments/Faculty-Senate-Meeting-091117.pdf>

After thanking the Senate for a warm reception, President Schrader expressed that there is no doubt that, while this is a time of tremendous challenge, she is convinced that the university community can work together to overcome every obstacle. There will be additional challenges to overcome the current situation, and the next two years will determine the course of the university for decades. This is the time for the university community to come together to have these conversations, and to tap into the expertise of the Faculty Senate and beyond to come up with constructive solutions.

President Schrader informed the Senate that she plans to have more of an internal focus for the first year of her tenure at Wright State. The three main areas of her focus will be financial sustainability, administrative transparency, and campus conversation. President Schrader has begun assembling a strong leadership team to make necessary structural changes to ensure efficiency and effectiveness beyond measures already determined in terms of the budget.

President Schrader welcomed and introduced Walt Branson, the new Chief Business Officer, who will bring a customer focus and improved services shared across the campus. President Schrader will work together with Mr. Branson and the campus community to help Wright State achieve as strong as possible financial position by the end of the fiscal year.

President Schrader informed the Senate that Wright State ended FY17 with \$10 million more in reserves than anticipated. The FY18 budget must be strictly adhered to in order to return another \$6 million to reserves, which will require continued fortitude without overspending.

President Schrader announced that she has been working with communication professionals to develop an internal communication strategy. Different modes will help create myriad ways to allow the university community to stay informed and encourage input. Soon the university community will be invited to the first Let's Talk forum, a series of single-issue forums to create a safe-space for open informed discussion while providing the campus community with accurate information and perspective. More details can be found on the Office of the President website:

<https://www.wright.edu/about/leadership-and-governance/office-of-the-president/lets-talk>

President Schrader expressed that she is committed to forming strong relationships with faculty. Over the summer, she worked closely with Faculty Presidents Carol Loranger (2015-17) and Travis Doom (2017-19) and other faculty leaders on important changes put into motion prior to President Schrader's arrival on campus. President Schrader will continue to engage with faculty leaders to help address important issues with the strategic planning process.

President Schrader announced that planning is underway to develop a steering committee that will guide the university through the strategic planning process. President Schrader reiterated that the creation and implementation of a shared strategic plan involving thousands of stakeholders would provide the vision and focus moving forward that directly connect university resources and values to strategic priorities.

President Schrader informed those present that she has appreciated the openness, honesty, candor, and willingness of the Faculty and university community to move forward, and that the university community can expect the same from her. Beginning with the Presidential search process, President Schrader collected feedback from the university community regarding their future vision of Wright State. Several themes emerged from the community feedback including financial health, academic programs, campus life, and morale. Over the next years, the university community would like to see Wright State become a happier place to live, to learn, and to work. President Schrader expressed that she shares this vision for Wright State and that together the university community can work to make it a reality.

President Schrader stated that she knows that change can bring anxiety and is not always welcomed with open arms but encouraged those present to think of this requisite change as an investment to make the university stronger. There are many challenges facing higher education today such as keeping tuition affordable while maintaining quality, ensuring that the needs of a changing student body are met, finding resources to grow while determining what the university will no longer do, and increasing public trust and support for Wright State. If Wright State is to succeed and thrive in the twenty-first century, the university community needs to be able to rise above those challenges. The university community needs to be strong for its students, the region, and each other. In closing, President Schrader stated she looks forward to continue working with the university community to fulfill these visions, and invited those present to attend the University Convocation and Faculty/Staff Awards Ceremony on Wednesday, September 13.

IV. Report of the Senate Executive Committee

Faculty President Doom briefed the Senate on the following items:

- A. The Executive Committee has approved the creation of an Ad Hoc committee to review the report and recommendations resulting from the Office of Vice President for Research 360 review.
The Executive Committee met with Provost Sudkamp to discuss the proposed VPR / Dean of Grad School split. The EC will be seeking Faculty feedback through September 21 in order to give the administration enough time to act upon the recommendation. (See FacultyLine 222:
<https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Sep/article/22-2017-09-FacLine.pdf>)
- B. Concerning college reorganization, the EC is still considering the best way to move forward. This is an issue of significant importance and may require direct oversight by the elected Senators and Executive Committee members.
- C. Pending no objections, Senator seating will rotate by one-quarter turn at each meeting.
- D. All committee chairs will be regularly reminded to submit items of business two weeks prior to each Faculty Senate meeting. A draft Senate agenda will be made available online prior to the corresponding EC meeting, and a final agenda will be distributed within one business day after the EC meeting.
- E. The EC requests that all new programs of study be submitted to Curriculog in time for the Senate Undergraduate Curriculum Committee to review prior to the end of Fall 2017 in order for additional required steps (Provost, BoT, ODHE, program marketing, etc) to be completed in time for Fall 2018.
- F. Enrollment Update (as of 9/6/2017)
<https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Sep/meeting/Fall Headcount.pdf>

V. Old Business

- A. Attendance & Drop Policy (UAPC)
<https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Apr/meeting/3430-add drop.pdf>

A motion was called and seconded to approve this item. The item was approved by majority voice vote.

B. Commencement Participation Policy (UAPC)

[https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Apr/meeting/Commencement Participation Policy 3685.pdf](https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Apr/meeting/Commencement%20Participation%20Policy%203685.pdf)

A motion was called and seconded to approve this item. The item was approved by majority voice vote.

VI. New Business

A. Faculty Constitution Quadrennial Review

[Note: The original proposed QR-Constitution was tabled by the 2016-17 Senate at the April 2017 meeting. Members of the 2017-18 Senate then held a special meeting and formed a committee-of-the-whole to conduct informal discussions and straw polls in order to give the QR committee a sense of the Senate. The QR committee met over summer and has submitted the following updated QR-Constitution based on the feedback received from the Senators.]

Side-by-side comparison:

[https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Aug/meeting/Constitution QR2017 side-by-side.pdf](https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Aug/meeting/Constitution%20QR2017%20side-by-side.pdf)

Tracked Changes:

[https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Aug/meeting/Constitution QR2017 tracked.pdf](https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Aug/meeting/Constitution%20QR2017%20tracked.pdf)

Senate Parliamentarian and QR Committee Chair reviewed changes submitted by the QR committee over summer. A motion was called and seconded to consider this item as Old Business at the October 9, 2017 Senate meeting. The motion was approved by majority voice vote.

- B. Textbook Affordability Resolution (USSC)
<https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Sep/meeting/TextbookAffordabilityResolution-9-6-2017.pdf>

Supplemental Information

Textbook Affordability Working Group Report

<https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Aug/meeting/TextbookAffordabilityWorkingGroup-08-17Report.pdf>

Miami Open Educational Resources Committee 2016-17 Annual Report

<https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Aug/meeting/MiamiOERprogram.pdf>

Faculty Vice President Dan Krane reviewed each paragraph of the resolution. A motion was called and seconded to consider this item as Old Business at the October 9, 2017 Senate meeting. The motion was approved by majority voice vote.

- C. Program of Study - Liberal Studies BA: Middle Eastern Islamic Studies (UCC)
<https://www.wright.edu/sites/www.wright.edu/files/uploads/2017/Aug/meeting/16438LiberalStudiesME%26IStudiesCOMBINED.pdf>

Senator Laura Luehrmann made a motion to send this item back to the COLA Curriculum Committee due to concerns with duplication. Senator Pollock asked why these concerns did not manifest prior to the Senate meeting. After further discussion by CoLA Senators, a vote was called on the motion which passed by majority voice vote.

- VII. Written Committee Reports and Attendance
- VIII. Council Reports
- IX. Announcements
- X. Adjourn

Next scheduled Faculty Senate Meeting: October 9, 2017
