

**Wright State Faculty Senate
MINUTES
September 12, 2016**

- | | | |
|------------------------|----------------------|---------------------|
| ✓ Alvarez-Leefmans, F. | ✓ Kadakia, Madhavi | ✓ Rooney, Thomas |
| ✓ Carrafiello, Susan | ✓ Kawosa, Burhan | ✓ Sabo, Carl |
| ✓ Cowan, Allison | ✓ Kleven, Gale | ✓ Schieltz, Bev |
| ✓ Davis, Stephanie | ✓ Krane, Dan | ✓ Schultz, Michelle |
| ✓ Emmert, Marty | ✓ Lake, Crystal | ✓ Wooley, Dawn |
| ✓ Eustace, Rosemary | ✓ Luehrmann, Laura | ✓ Zhang, Will |
| ✓ Farmer, Berkwood | ✓ McGinley, Sarah | |
| ✓ Farrell, Ann | ✓ McLellan, Marjorie | ✓ Loranger, Carol |
| ✓ Garber, Fred | ✓ Milligan, Barry | ✓ Doom, Travis |
| ✓ Gray, Bobbe | ✓ Mirkin, L. David | ✓ Hopkins, David |
| ✓ Hamister, James | ✓ Pollock, Sean | ✓ Sudkamp, Thomas |
| ✓ Jennings, Hope | ✓ Reo, Nicholas | ✓ Winkler, Jonathan |
| ✓ Johnson, Adrienne | ✓ Rizki, Mateen | |

I. Call to Order

II. Approval of Minutes

https://www.wright.edu/sites/www.wright.edu/files/uploads/2016/Sep/meeting/FS_Minutes_2016_04_April_v2.pdf

III. Report of the University President or Provost

Dr. Hopkins

Enrollment Update

Dr. Hopkins opened his report with a summary of the current Fall '16 enrollment figures. As of September 12th, total head count is down 1.7% (299 students), undergraduate enrollment is down 0.9% (121 students), and graduate enrollment not counting BSoM is down 4.9% (178 students). Among domestic students undergraduate enrollment is up 8% (103 students), and graduate enrollment is up 7 students. The number of international students has declined by 409 since last year with undergraduate enrollment down 30% (224 students) and graduate enrollment down 16% (185 students). A portion of the international student decline can be attributed to recent policy changes in Saudi Arabia.

Presidential Debate

Dr. Hopkins briefed the Senate on the issues surrounding the cancelation of the Presidential Debate. During the initial phases in 2014, the expected cost of the debate was \$3-5million and there were promises regarding reimbursement and cost sharing. Since then the projected costs continued to

rise and some of the expected funding sources did not come to fruition. The debate was canceled on July 17th after additional security concerns and costs made the event unfeasible. Also on July 17th, stipends paid to the employees for the debate ceased and the additional staff members hired for the debate were given 2-month separation notice.

In total, Wright State has spent about \$3million on the debate including the \$2million up-front payment to the Commission of Presidential Debates. A refund from the Commission on the upfront payment will not be determined until all debates are concluded. The University has received about \$1.6 million in private donations for the debate, and most donators have given permission to use the funds for other items. Dr. Hopkins expressed that he will have a full accounting of the debate by the November Faculty Senate meeting.

Budget Remediation

Before turning the floor over to Provost Sudkamp to discuss the ongoing budget remediation, Dr. Hopkins updated the Senate on the status of the voluntary retirement incentive program (VRIP). The program was based a similar program during the 2009 remediation process, and is a necessary tool to help achieve the \$12.7m budget reduction in the first year and \$19.7million by the second year. There are 153 employees (39 faculty, 20 administrators, 46 unclassified staff, 48 classified staff) who have opted to take the early retirement incentive. Dr. Hopkins stated that through VRIP and natural attrition the University is investigating every opportunity to reorganize, including significant reductions of administrative positions, and will come to a decision regarding the reorganization by the end of the week. One change made over the summer was to ask Greg Sample, CEO of Double Bowler Properties & Chief Real Estate Officer, to oversee Facilities Management and to target improved efficiencies and service.

Dr. Sudkamp

Provost Report

Dr. Sudkamp announced that the University has received the final report with regards to the Higher Learning Commissions reaffirmation of accreditation visit. Wright State's accreditation was reaffirmed for ten years, the maximum possible accreditation. The University will be required to submit two interim reports by June 30, 2017. The first report must "provide assurance that WSU operates with integrity in all its operations, including its auxiliary functions, and that it follows policies and processes for fair and ethical behavior on the part of its governing board, administration, faculty, and staff." The second report requirement states that "WSU needs to revise the credit hour policy to ensure that: 1). The instructional base of 750 minutes per credit hour per semester is explicitly defined as the standard, regardless of modality of delivery; and 2). Expectations for time on task for out-of-class work for courses offered in all modalities are clearly defined on a per credit hour basis."

Wright State, as required by the Board of Trustees, is currently conducting a search for a Director of Compliance. The administration expects that this position will not require any additional FTE budget lines and will make use of funding freed through VRIP or natural attrition.

The University is also seeking to fill a new Director of University Career Education. This creation of this position will help satisfy a State requirement to increase career education or risk losing State capital funds, and will also address faculty concerns regarding issues with decentralized service units.

The search for the new Associate Vice President for International Affairs will be chaired by Henry Limouze and will be underway soon. The new hire will be charged with developing and implementing a new strategic plan for international recruitment and retention.

As requested by the Faculty Senate, the University will conduct a 360-degree review of the Office of the Vice President for Research.

As required by HLC and the Board of Trustees, the administration has submitted new third-party contracting procedures to the Board for consideration.

The Friends of Student Success, a taskforce of campus advisors, will be issuing a report soon regarding university advising around campus.

Dr. Sudkamp concluded this portion of the report by asking the Senators to think about ways to improve Writing Across the Curriculum and to consider expanding the goals of WAC to all forms of communication proficiency.

Budget Remediation Update

Dr. Sudkamp began his report on the budget remediation by reviewing some of the faculty revenue and cost suggestions that the University has initiated or plans to initiate. To assist with the strategic development of new curricular programs, the University plans to conduct more targeted marketing research to identify student populations and interests. To assist with the job placement of graduates, the University plans to centralize and enhance Career Services. To reduce the reliance on outside consultants the University will draw from institutional knowledge whenever possible, and will develop a policy for the hiring of consultants. Additional revenue measures include strategic international recruitment, asset monetization, and increased continuing education programs. Cost saving measures include reorganizing and consolidating duplicative units, conducting a 360-degree review of Research, and reducing the number of Vice Presidents and AVP's through VRIP, attrition, and reorganization.

Budget Remediation Process

Dr. Sudkamp explained that three components were needed to address the challenge of aligning operating expenses with revenue; choosing a base-year, budget target determinations, and the creation of new budgets. The base-year of AY2012-13 (FY2013) was chosen for several reasons. First, it was the first year using Semesters instead of Quarters. Second, enrollment figures returned to previous averages after unexpected increases during the Great Recession; from 19,600 total enrollment (AY2011-12) to 17,595 (AY2012-13). Finally, in FY 2013 is the last year that the budget was essentially balanced and the majority of academic units increased their reserves that year.

Between 2012-13 and 2015-16 enrollment was essentially flat and revenue decreased from \$371million to \$365million, however Dayton Campus academic unit spending increased from \$124million to \$138million and service unit spending raised from \$38million to \$42million.

The process for determining budget targets for the academic units was determined using the following formula for every unit except the School of Medicine and Lake Campus.

Revenue is generated in the colleges mainly by tuition and research funding, which ideally would both be used in the determination of budgets. However research expenditures did not increase over this period of time and so they were omitted to the benefit of the colleges.

1. Using the distribution of faculty in a college (NTE, TET) and the teaching loads each faculty category, the total FY 2013 budget was broken into a component representing instruction and a component representing service and scholarship.
2. Each of these two components was multiplied by 1.1 to adjust for inflation between FY 2013 and FY 2017.
3. A change in instruction factor was determined by the ratio of student FTE in FY2015 divided by the student FTE in FY 2013. Thus if student credit hours grew, the instructional component of the budget would increase proportionally. If student credit hours decreased, the instructional component would decrease proportionally.
4. The 2017 target was the sum of the inflation adjusted service and scholarship component plus the inflation adjusted instructional component times its scaling factor. The 2018 budget targets will be set by increasing the 2017 target by 2%.

To determine their budgets, Provost Sudkamp gave the Deans and Vice Presidents a set of priorities that they must follow. The priorities include:

- Maintain educational opportunities and academic quality
- Preserve and expand revenue sources
- Eliminate duplication
- Close areas that are not university or unit priorities

Consequently, guidelines for budget reductions followed from those priorities:

- Support for students, scholarships, & GTAs cannot be reduced to fund personnel. Support for these items may only be reduced to bring budget in-line with current allocations, however these reductions must consider the potential impact on enrollment and revenue.
- Student instruction is the highest priority of the academic colleges. Funding decisions should focus on sufficient faculty, GTAs, peer instructors, and aligning institutional personnel with appropriate enrollments
- Course offerings should be reviewed for efficiency but at least as many seats should be available as enrollments for the previous year

- Deans and Vice Presidents should prioritize project alignment with the University's strategic plan and consider revenue to expense ratios

The plans already submitted by colleges and other units are currently being reviewed for concurrence with the priorities. Once approved, they will be loaded into Banner for monthly tracking and reporting to the Board and University Community.

Question & Answer Summary

1. Senator Leuhrmann raised a question regarding stipends and extra compensation for the Presidential Debate & 50th Anniversary. Dr. Hopkins replied that those receiving stipends for the debate were notified on July 17th that the stipends would be ending, and that two individuals hired to work on the debate were given two-months separation notice. Dr. Hopkins added that several years ago Lillie Howard, former Professor of English and Vice President, was contracted to compose a book for the 50th Anniversary. At this time there is no other instance of extra compensation for those involved with the planning of the 50th Anniversary.

Dr. Sudkamp added that the administration is drafting a stipend policy that will require approval from Humana Resources beyond a certain threshold. Dr. Sudkamp also stated that bonuses will be phased out and contracts that included bonuses will be reviewed by Human Resources.

2. Dr. Hopkins took the opportunity to discuss his pay for 2015 which included a deferred salary payout. Dr. Hopkins explained that his contract was up for review in 2009. At that time, Wright State's contract was well below the state median. Dr. Hopkins' new five-year contract (2010-2015) was set up to be more competitive with the best practices of other presidential contracts. This included a deferred compensation benefit that would be paid out in 2015. While the Board extended the contract in 2013 to 2017, the deferred compensation by law had to be paid out in 2015. It was not a bonus. Presently, in 2016, the base salary is at the median of all Ohio public university presidents. Other questions and comments were raised from one member of the gallery at the end of the Q&A session. Dr. Hopkins stated that additional questions in regard to his compensation should be directed to the Chairperson of the Board of Trustees.
3. Senator Rooney asked if there are hard mechanisms in place to prevent overspending. Chief Financial Officer Jeff Ulliman informed the Senate that the Finance Committee has a new monthly reporting system, and is using it to monitor budgets and cash flow for potential overspending. Spending of prior-year carryovers (Reserves) must be approved by Keith Ralston, Associate Vice President for Finance & Business Operations.
4. Senator Carrafiello raised concerns regarding cuts to CoLA offerings relative to other colleges, especially considering CoLA's contribution to the Wright State Core. Dr. Sudkamp replied that all reductions were based on the proportional reduction in the number of enrolled students. Dr. Sudkamp added that there is still room for additional section combinations; in the last three years the student-to-faculty ratio & the number of students per class has gone down in every college except for one. Dr. Hopkins reinforced the point by

stressing the need to adapt to the changing landscape in higher education. For example, the increased College Credit Plus offerings will impact student demand for General Education courses.

5. Senator Sabo asked if a report covering the hiring figures of administrative positions would be made available similar to the report of faculty positions that was released in Spring 2016. Dr. Hopkins stated that the administration will supply the report at the October Senate meeting.
6. Senator Rizki asked about criteria being measured to ensure that service units meet their performance objectives. Dr. Sudkamp replied that the criterion is easier to set for some units, such as Enrollment Management, than other units. The 360-degree review of CaTS worked well, changes suggested by the review of UCIE are being implemented, and a review of the Vice President for Research will be forthcoming. Additionally, the administration will be reinstating systematic service unit reviews by mid-year.
7. Senator Pollack asked if faculty raises that were negotiated two years ago were covered by or protected from the new budget targets. CFO Ulliman replied that budget targets implicitly included all compensation for faculty and staff. While some positions will inevitably be cut, there is no direct correlation between raises and deliberate reduction in the workforce. Dr. Sudkamp added that budget programs to reach respective unit targets, including position elimination, will be reviewed by the administration.
8. Senator Milligan asked about the process for determining budget targets for central administration and service units. Dr. Sudkamp replied that the service unit targets were determined by a 3.5% base reduction plus growth in unit FTE. The President & Provost Offices received a 10% reduction. All units were tasked to follow the reduction priorities stated earlier during the Provost Report.

IV. Report of the Senate Executive Committee

- A. Dr. Loranger announced that Senator Travis Doom has been elected to serve as Faculty Vice President for the remainder of the academic year.
- B. Faculty President Carol Loranger introduced two new interns who will write and edit the Senate Newsletter: sophomore Professional Writing major Katharine Adams, and junior Mass Communication major Nicolas Green. Adams will report for CoLA, CoSM, CoNH, and CEHS; Green will report for CECS, RSCoB, BSoM, SoPP, and Lake.

- C. The Quadrennial Review committee will be charged in October to begin work on the 2017 review of the Faculty Constitution. Senators and former Faculty Presidents Mateen Rizki (CECS) and Dan Krane (CoSM) will co-chair. The review is expected to be completed in time to be treated as New Business at the March 2017 Senate meeting.
- D. The Faculty Handbook has been gathered into the new, fully indexed, and searchable University Policies website available at policies.wright.edu. Information regarding the new location of the Handbook will be available on the Senate website. Most policies under the Faculty's authority reside in Section 2000 Faculty, Sections 3000 Students, and 4000 Academic Standards and Curriculum. The Faculty Office is working to ensure that policies for which the Faculty has authority are clearly identified.
- E. Four faculty are serving on the Presidential Search Committee: Dr. Brian Boyd (CEHS and COSM), Dr. LaTrelle Jackson (SoPP), Mr. Burhan Kawosa (RSCoB), and current Faculty President Carol Loranger. A Presidential Symposium will be held on Wednesday, October 19th from 2:30-4:30 in 109 Oelman Hall. Dr. Mary Ellen Mazey, President of Bowling Green State University, is expected to attend the symposium, as well as Dr. Sharon Garber, President of the University of Toledo, Rep. Mike Duffy of the U.S. House of Representatives, and President Bruce Johnson of the Ohio Inter-University Council.
- F. The ad hoc International Program Oversight Committee will change to an International Education Advisory Committee and has been proposed as a standing committee of the Senate. The following subcommittees will report to IEAC: The International Student Services Committee, the International Program Collaboration Committee, and the International Recruiting Outreach Committee.

V. Old Business

VI. New Business

A motion was made, seconded, and approved to consider the curricular items in three batches. A motion was made seconded, and approved to suspend the rules and treat each batch of curricular items as Old Business for immediate approval. All curricular items were approved.

A. Curricular Items (UCC)

1. New:

- i. SOC - Diversity & Social Inequality Certificate (14960)

https://www.wright.edu/sites/www.wright.edu/files/uploads/2016/September/meeting/14960_SOC_Div%26SocInequality_COMBINED.pdf

2. Name Change:

- i. CLS - Classical Humanities BA (14581)

https://www.wright.edu/sites/www.wright.edu/files/uploads/2016/September/meeting/14581_CLS_Classical%20Humanities_BA_COMBINED.pdf

- ii. CLS - Classical Humanities Minor (14584)

https://www.wright.edu/sites/www.wright.edu/files/uploads/2016/September/meeting/14584_CLS_Classical%20Humanities_Minor_NameChange_COMBINED.pdf

- iii. CSD - Office Info Systems AAB (15138)

https://www.wright.edu/sites/www.wright.edu/files/uploads/2016/September/meeting/15138_OfficeInfoSys_AAB_NameChange_Attch1_COMBINED.pdf

- iv. CSD - Graphic Design & Visual Media AAB (15139)

https://www.wright.edu/sites/www.wright.edu/files/uploads/2016/September/meeting/15139_GraphicDesignVisMedia_NameChange_COMBINED.pdf

- v. BIO – Clinical Lab Science BSCLS (15164)

https://www.wright.edu/sites/www.wright.edu/files/uploads/2016/September/meeting/15164_BIO_ClinicalLabScience_BSCLS_NameChange_COMBINED.pdf

3. Deactivate:

- i. CSD – Technical Study ATS/Management (15156)

https://www.wright.edu/sites/www.wright.edu/files/uploads/2016/September/meeting/15156_TechStudyMgmt_BTAS_Deactivate.pdf

- ii. CSD – Technical Study ATS/Marketing (15157)

https://www.wright.edu/sites/www.wright.edu/files/uploads/2016/September/meeting/15157_TechStudyMarketing_Deactivate.pdf

B. Distance Education Terminology (UAPC)

https://www.wright.edu/sites/default/files/uploads/2016/Apr/meeting/UAPC_Distance_Education_Terminology_Policy_Final.pdf

A motion was made, seconded, and approved to move this item to Old Business at the next Faculty Senate meeting.

VII. Written Committee Reports and Attendance

A. Undergraduate Student Petitions Committee

1. Spring & Summer 2016 Minutes Packet

<https://www.wright.edu/sites/www.wright.edu/files/uploads/2016/Sep/meeting/UGpetitionsSpringSummer16.pdf>

VIII. Council Reports

A. Graduate Council

1. February 2016 Report [Note: This item was submitted during Spring 2016 but did not appear on a Senate Agenda.]

https://www.wright.edu/sites/www.wright.edu/files/uploads/2016/Sep/meeting/Grad%20Council%20Short%20Report%20to%20Senate%202016%2002%2018%20_Combined.pdf

2. April 2016 Report

<https://www.wright.edu/sites/www.wright.edu/files/uploads/2016/Sep/meeting/Grad%20Council%20Short%20Report%20to%20Senate%202016%2004%2021.pdf>

B. Research Council

https://www.wright.edu/sites/www.wright.edu/files/uploads/2016/Sep/meeting/Research%20Council_Summer%20Semester%202016%20Faculty%20Senate%20Report.pdf

IX. Announcements

A. Commencement Committee Reminder

[https://www.wright.edu/sites/default/files/uploads/2016/Apr/meeting/Commencement Survey Summary.pdf](https://www.wright.edu/sites/default/files/uploads/2016/Apr/meeting/Commencement%20Survey%20Summary.pdf)

During Spring Semester 2016 the Commencement Committee released a survey to students, faculty, and staff regarding opinions and suggestions for improving the Commencement Ceremony. The quantitative data has been analyzed and summarized so the committee can get a better idea of expectations of the community with respect to Commencement. We are providing this information to begin the discussion about how Commencement could be made better.

Please review these results and contact Eric Rowley directly (eric.rowley@wright.edu) if you have thoughts or comments. The Commencement Committee will present more information at the October Faculty Senate meeting.

X. Adjourn

Next scheduled Faculty Senate Meeting: October 10, 2016
