

**Faculty Council Meeting
October 7, 2004
3:30 – 5:30 PM
Faculty Club North**

Members Present: Nina A. Berman, John D. Blackburn, Graeme M. Boone, Karen S. Bruns, Mark A. Bullimore, Daniel E. Collins, John R. Current, Steven M. D’Ambrosio, Philip T.K. Daniel, Stephen Dibartola, Mark C. Ellis, Steven S. Fink, Allen R. Firestone, Susan W. Fisher, Jared Gardner, Ralph Gardner, Deborah Y. Georg, Ronald Glaser, Gerald S. Greenberg, Leta Hendricks, Stephen DiBartola for Kenneth Hinchcliff, David G. Horn, Douglas A. Kniss, Ashok K. Krishnamurthy, Jennifer J. Kuehn, Stanley K. Laughlin, Thomas R. Lemberger, Kenneth A. Loper, Karen M. Mancl, Charles W. Massey, Jr., William M. Masters, Brian W. McEnnis, Dennis B. McKay, Jeffrey K. McKee, Randolph L. Moses, Gene E. Mumy, Glen R. Needham, Berl R. Oakley, John M. Parson, Jack A. Rall, James E. Sheedy, Allan J. Silverman, Richard D. Slemmons, Anne M. Smith, Stephen J. Summerhill, Arlene Thompson, Harald Emil F. Vaessin, Altaf Wani, Sharon C. West and Brian L. Winer

A. Welcome

Jack Rall, Chair of Faculty Council, explained that because of Provost Barbara Snyder’s schedule she would be first on the agenda.

B. Overview of new initiatives – Undergraduate Experience and Review of Graduate Programs: Provost Barbara Snyder

- 1. There are two major and two less wide-ranging initiatives coming out of the Office of Academic Affairs this year.**
- 2. Review of Graduate Programs (Ph.D.).**
 - a. This review was called for as part of Budget Restructuring. This document called for a change in the funding model for graduate education, i.e., that funding follow quality and State subsidy follow quality. The change was supposed to be implemented in FY 2004.**
 - b. A committee of deans has been formed, chaired by Richard Freeman, College of Mathematical and Physical Sciences, that has started to work on this issue. The Committee is working with Julie Carpenter-Hubin, Director of the Office of Institutional Research and Planning. The timing for this review is good because the AAU has started to collect data sets on doctoral programs for AAU Institutions on doctoral programs. AAU is working with the NRC to collect the same data but the AAU will collect it for more doctoral programs and in more disciplines than the NRC. Julie Carpenter-Hubin is an OSU representative on the AAU committee. The data request that will be employed will match exactly what the AAU will be collecting. The departments will not have to do any additional work.**
 - c. The committee has been charged to look at a sustainable funding model that will align state subsidy with quality and to do that by recommending a process with**

- appropriate matrixes for assessing the quality of OSU's approximately 100 graduate programs.
- d. The committee will look at priorities for investment that considers programs already ranked as very good or excellent or that are essential for any great research university even if they are not already good or excellent and those few programs that make unique or derive unique strength because we are located in the State of Ohio.
 - e. In order to generate resources for investment in those programs that are the priority programs, the committee is being asked to propose criteria to identify program strength and the options that should be considered.
 - f. Options could include: eliminating programs altogether; strategically reducing the size of some programs by keeping the strongest parts and eliminating the weaker parts; and/or freezing some programs at their current size so some other programs can grow.
 - g. The report is due at the end of December but will probably be finished in January. Dean Freeman is scheduled to come to a full University Senate meeting in March.
3. **Review of Undergraduate Education.**
- a. This review was last conducted in 1987-88 when the GEC was created and the University had an open admissions policy. The major reason for doing this project is that our student body has changed dramatically since 1987-88.
 - b. The Provost is working with faculty leaders to appoint this committee. The committee will be dominated by faculty from the Arts & Sciences but will also include faculty members from those other colleges that have significant involvement with Undergraduate Education.
 - c. OAA is gathering information about a number of items including the appropriate role of freshman seminars in undergraduate education and who is teaching undergraduate courses. OSU requires 191 credit hours for graduation whereas most of our benchmark universities require 180. Vice Provost Randy Smith supervised the collection of data for every course taught for fiscal year 2003, which was the first year of full implementation of budget restructuring. This set of data shows who is teaching every course.
 - d. The size of the tenure-track faculty will be increased. Beginning in FY 2006 \$3M will be set aside in continuing money to pay faculty salaries and benefits. This money will be targeted to the areas of the curriculum that the committee recommends we focus on (that we are not currently focusing on) or where we do not have enough faculty to teach the courses that the committee is going to recommend.
 - e. In terms of process, the GEC recommendations will go to the Arts & Sciences Committee on Curriculum and Instruction and to the Arts and Sciences Faculty Senate. Items such as the total number of credit hours would go to the Council on Academic Affairs and then to the Senate.
 - f. This report should be submitted at the end of the academic year.
4. OAA is presently working on an implementation plan for the recommendations of the internal and external review of honors that was completed last year.

5. **The Office of Research and the Office of Undergraduate Studies are going to partner to create an Office of Undergraduate Research that will initially have three main functions.**
 - a. **Create and maintain a searchable database of faculty research interests across the University. This database will allow undergraduate students to learn about faculty research in areas that they have a shared interest and can partner with a particular faculty member.**
 - b. **Coordinate the Denman Research Forum.**
 - c. **Coordinate the central support provided for undergraduate research.**
6. **Questions and Answers.**
 - Q. **Your comments made about the Graduate Initiatives seem to be broader than the (Commission on Higher Education and Economy) (CHEE) report. Are they the same? A. No. Q. Is there a relationship? A. The Board of Regents and the Commission on Higher Education both discussed the issue of too many doctoral programs in the State of Ohio. We don't know if we have too many. Our current system doesn't give any incentive for the best programs to be able to increase in size or the weakest programs not to increase. The incentives are equal; quality is not considered. We want to do something so that our quality programs can grow and the ones that are not high quality can be eliminated, cut or frozen. The Board of Regents has made numerous attempts to do this in the past. This is not about CHEE; this is about funding our doctoral programs in a way that gives the appropriate incentive for the best programs to have more resources.**
 - Q. **Are there quality indicators for programs? A. This is what the committee is looking at now. Only Ph.D. programs are under consideration including doctoral programs in the Professional Schools. Q. Can Dean Freeman discuss with this group the quality indicators? A. No. He cannot reveal committee conversations until the committee comes to agreement on what the matrixes are going to be. Dean Freeman can talk about the charge in more detail and hear your input. This is one advantage of his coming to your group early.**
7. **Chair Rall thanked Provost Snyder for speaking at the meeting on short notice.**
8. **Professor David Horn, Chair of the Steering Committee, commented briefly on how the Executive Committee of Faculty Council and the Senate faculty leaders have been involved with the selection of the committee members for the Undergraduate Experience initiative. The Executive Committee of Faculty Council generated a list of candidates for committee membership and submitted this list to Provost Snyder. Senate faculty leaders then met with Provost Snyder to discuss names on the list. The group came to a consensus and a committee is being formed.**
9. **The Evaluation of Graduate Programs came out of the Office of Academic Affairs. The faculty leaders were informed about this initiative but not involved in selection of committee members; only deans sit on this committee.**

C. Introductions and General Comments: Chair Rall

1. **Professor Rall introduced himself as Chair of Faculty Council. Each faculty member present introduced himself/herself and the area of the University he/she**

represented. Alternates were encouraged to come to these meetings. Alternates do not have a vote unless they are substituting for a Faculty Senator but they have all of the floor rights that any Faculty Senator has at a meeting.

2. The duty of the Faculty Council is to discuss policies that are associated with academic and educational issues at the University. Faculty Council might generate policies, modify policies but in all cases will discuss them and provide reasoned thought about policies.
3. Chair Rall stated that one of his personal goals as Faculty Council chair is to find ways to promote shared governance. He will be looking for ways to better communicate with the Administration and better communicate with the Board of Trustees. The faculty voice will be most effective when shared governance is promoted.

D. Updates on various initiatives: Chair Rall

1. Faculty Career Enhancement initiative.
 - a. Faculty career enhancement is an important initiative of Faculty Council. This is a faculty driven administration supported initiative. A committee has been formed to look at faculty development in its broadest aspects, from the viewpoint of teaching, research and service. This committee has just started to meet and is chaired by Professor Christian Zacher.
 - b. An important point is that this initiative came from Faculty Council leadership last year in meetings with the President and Provost. The Academic Plan states that one of the crucial strategies is to develop a world-class faculty by recruiting, retaining and developing faculty. The university is working hard on recruiting and retaining faculty. The Faculty Council leadership felt that now was the time to work hard on faculty development. A previous faculty development committee report about six years was ineffective, in part, because it appeared to be a “top down” approach to the issue. The current approach is faculty driven. Last year the Executive Committee of Faculty Council generated a list of faculty names that should be on this committee. This list was shown to the Provost and the President. They agreed with the list and did not recommend any changes to the committee membership. The Chair of Steering, Chair of Faculty Council, the President and the Provost signed the invitations that went out to those serving on the committee. It is a joint venture but a faculty driven one, too.
 - c. The committee has just started its work and will report regularly to the faculty. It is clear that in the end the individual unit and the culture in the individual unit will be critical in promoting faculty development.
2. Senate faculty leadership group meetings with the Provost and President.

The Senate faculty leadership group is made up of the Chair of Steering, the Secretary of the Senate, the Chair-Elect and Chair of Faculty Council. The group meets monthly with the Provost and quarterly with the President. The President is coming to a Faculty Council meeting in January.
3. Increased interaction with the Board of Trustees.

The Senate faculty leadership group is also working to have more interaction with the Board of Trustees. This process was initiated last year. The senior leadership of

the Board of Trustees will be invited to attend a Faculty Council meeting. Last year the Chairs of Steering and Faculty Council gave reports to the Board of Trustees. Some members of the Board of Trustees have luncheons and meet with groups of faculty. It has been suggested that when these luncheons occur that a faculty senator or two be included.

4. University Leadership Retreat.

This past Summer the Secretary of the Senate and the Chairs of Steering and Faculty Council were invited to the University Leadership retreat. The event lasted 2½ days. There is going to be a follow-up meeting next week. There will be a leadership agenda generated and when it is finalized it will be distributed to you.

E. Call for comment: Secretary of Senate Susan Fisher

1. Conflict of Commitment report (see attachment).

- a. This draft originates from OAA. By way of background, this is a revival of an issue that was first addressed in the mid '90's. OAA brought to the Senate Rules Committee a request to formulate policies both on Conflict of Interest and Conflict of Commitment. The Senate spent two years discussing these issues and developed a policy on financial conflict of interest. Other issues could not be resolved because of a lack of consensus. There were external pressures from federal agencies that demanded a policy on financial conflict of interest. Apparently there are some federal agencies that are now demanding a conflict of commitment policy but it is not clear yet how strident the federal regulations are.
- b. It is important that the faculty comment on the Conflict of Commitment policy and make their preferences known. Some problems that were contentious in earlier documents may also exist in this document. OAA may not intend for this policy to go through the full Senate process. Thus, it is extremely important that the faculty representatives make their opinions known.
- c. Read over this policy carefully, send comments to Susan Fisher (fisher.14) and these comments will be shared with OAA.
- d. Finally, OAA will be encouraged to bring this issue to the Rules Committee and other appropriate bodies so that the policy gets thoroughly discussed and vetted.

2. OSU Business Expenditure Policies.

- a. The University's travel and meal reimbursement policies have been changed. The Business Office may be willing to re-evaluate aspects of the new policies if there is sufficient evidence that these policies hinder the faculty in doing their university work.
- b. Send comments to Professor Fisher (Fisher.14). These comments will be relayed to Vice President Shkurti.
- c. Questions and answers
 - Q. How much is policy and how much is interpretation? A. The University of Akron did a lot of bad things. I think we overreacted to the policy. So I think it is possible to make some changes so we can at least do business.
 - Q. Are there particular parts that seem to be more onerous than others? A. The part about getting a T number before anyone can travel anywhere is

problematic especially if you are running an international conference and invite people from foreign countries. The meal policy no longer allows you to take a colleague to lunch. We were able to get OAA to back off a little. When we have Faculty Cabinet meetings and the President and Provost attend, I can then buy everyone lunch because the President and Provost are not members of Faculty Cabinet. They are considered outside people.

F. Commission on Higher Education and the Economy (CHEE) report summary (see attachment) – Implications for OSU: Professor Horn

2. One goal of the report is to extend higher education to a larger percentage of the population. The report enlists universities and colleges in Ohio to promote economic growth.
3. This report is of interest to the President. She would like to have faculty input on the report's recommendations. The Senate Steering committee will discuss this issue.

G. Senate Program Committee: Professor Allan Silverman, Chair

The Program Committee is changing the format of the University Senate meetings. The business will be brief with discussions on major initiatives following the business. The October Senate meeting will host President Holbrook. President Holbrook will give her State of the University Address. She will answer University Senate members' questions at the November meeting.

H. Ohio Faculty Council: Past Faculty Council Chair, Gene Mumy

It is important for a representative from Ohio State University to interact with representatives from other public universities and freestanding medical colleges in Ohio. Professor John Current from the College of Business will be this year's representative.

I. Mechanics: Chair Rall

1. Request for biographical sketches + CVs

Chair Rall encouraged every Faculty Senator and Alternate to submit a one page biographical sketch and a current CV. These will be kept on file in the University Senate office. If a Faculty Council representative is meeting with the Board of Trustees, the Biographical Sketch and CV could be submitted to the Board. Also, if any faculty information was needed from the Senate office, these materials would be available.

2. Listserv: keeping colleagues informed

A synopsis of the minutes of Faculty Council meetings will be sent to faculty Senators. Please send these minutes with your commentary to the faculty on your listserv.