

THE UNIVERSITY OF TOLEDO
Minutes of the Faculty Senate Meeting of January 30, 2018
FACULTY SENATE

<http://www.utoledo.edu/facsenate>

Approved @ FS on 1/30/218

Summary of Discussion

President Gaber, President of the University of Toledo: University Update

Note: The remarks of the Senators and others are summarized and not verbatim. The taped recording of this meeting is available in the Faculty Senate office or in the University Archives.

President Thompson called the meeting to order; Executive Secretary, Fred Williams called the roll.

I. Roll Call: 2017-2018 Senators:

Present: Atwood, Barnes, Bjorkman, Bouillon, Brakel, Bruce, Chattopadhyay, Dinnebeil, Edgington, Emonds, Ferris, Frank, Gilchrist, Giovannucci, Gray, Gruden, Hall, Hammersley, Haughton, Hefzy, Hottell (substitute for S. Barnes), Humphrys, Jaume, Keith, Kennedy (substitute for G. Gilchrist), Kippenhan, Kistner, Kovach, Krantz, Leady, Lecka-Czernik, Lee, Lundquist, Maloney, Menezes, McLoughlin, Modyanov, Monsos, Niamat, Nigem, Ohlinger, Ortiz, Randolph, Relue, Rouillard, Said, Schneider, Schroder, Sheldon, Steven, A. Thompson, Van Hoy, Weck-Schwarz, Wedding (substitute for S. Ariss), Weldy, White, Williams, Wittmer, Woolford, Xie

Excused absences: Bonnell, Compora, Duggan, Oberlander

Unexcused absences: Hoy, G. Thompson, Willey

President Thompson's Executive Committee Report: Welcome to the 10th meeting of the academic year and the second meeting of the spring semester for the Faculty Senate. The Faculty Senate Executive Committee Report is very brief today to allow time for a very special guest. Since our last Faculty Senate meeting, we have had some great things happen at UT.

We have received communications that our Physician Assistant Program Accreditation has been restored by ARC-PA! While the program is still on probation, this is certainly great news and we look forward to seeing progress made to address some of the areas of concern from the accrediting body.

Another point of pride is the recent announcement of President Sharon Gaber's recognition as one of the "**Five Higher Education Leaders to Watch**". This is a significant achievement both for her and the university and is certainly well deserved. UT continues to improve as a university under her leadership and we are fortunate to have her. On that note, Dr. Gaber is with us today to provide a University Update and answer any questions that you may have.

We want to again remind our Senators that the Faculty Senate, in partnership with the Division of Student Affairs, will be offering several crisis training workshops for faculty and teaching graduate assistants. These workshops will cover how and where to refer students in crisis and issues related to substance abuse, mental health and threat assessment. As you arrived today, you should have been provided a flyer with the information. Please help us get the word out. The first workshop date is this week Thursday from 9-10, 10-11, and 12-1 in HHS 1711. We will be videotaping the 10:00 a.m. session and placing it on the Faculty Senate website. There will also be a live stream available. I emailed a link out to all faculty on Monday to access the live stream. The second workshop date is Thursday February 15th in Collier 1200 on the Health Science Campus. We really hope all Senators can attend.

The Faculty Senate Executive Committee would like to update you on some important work that is happening on behalf of Faculty Senate. President Thompson, has appointed President-elect Linda Rouillard, to convene a special Ad-hoc group to work on developing an improved survey instrument for the Deans and Provost. This work should be completed no later than March 20th. We have a representative group on this committee that includes several Deans.

This week, a survey is also being mailed out as part of a research study by Past Presidents Kristen Keith and Mary Humphreys. This survey is being emailed to all Faculty Senate Presidents at Universities in Ohio. This data will be used to help finalize future changes to the evaluation process that have been recommended by a previous Ad-hoc committee chaired by Past President Keith.

This concludes my report. Are there any questions?

President Thompson cont'd: I would like to introduce President Gaber who is sitting with us. I will turn the floor over to you.

President Gaber, President of The University of Toledo: Thank you very much.

[Applause]

President Gaber, President of The University of Toledo cont'd: I see I am the “highlight,” so I am very appreciative. I am just going to give you a few updates, and if there are questions, certainly we will try to answer those. Dr. Thompson mentioned the PA program. Obviously, we are thrilled that the PA program is back to accreditation with probation. What I will tell you is, we will be having a class in PA this fall. It's my understanding we can have up to 20 students, and we're looking to see what that looks like. At the time they took accreditation away, what we've indicated is we will not be doing that, but we are now looking to see what that looks like and if there are students still interested. In the interest of the program, we certainly would like continuity to be able to continue. I would tell you, we are obviously pleased. We hope for all of you to think, even in your own departments, “we never want to be in this situation again.” I think as we talked about it, and every department needs to be thinking about what we are doing. How are we paying attention? What does the accreditation document looks like? How are we telling our story? And who are the people that are actually being interviewed? You know, you think about whether it's Business, or whether it's Engineering, or the College of Medicine because they interview groups of people and you have to make sure that the groups of people that are being interviewed know what's going on and what that looks like because some of it was “us not doing our homework.” We had lots of conversations about what occurred and how do we ensure that doesn't happen [again]. Some

of it is conversation to make sure that within your units, you are also having those conversations. I think collectively, it was a painful time for the program, for the college, and for the university, and we certainly don't want to go through that again. I would say everybody has to be a part of it and thinking about how do we prepare, what does a department know, what does a college know, and how do we ensure that we are not in that situation[again].

The next update is on spring 2018 enrollment. Today is the 15th class day, so today is the “official” census day. We have said consistently, and you all know sort of the key to our fiscal strength which is to remember that enrollment is very important to us. You know, when I got here we had gone through six years of declining enrollment and we can't do that and stay strong fiscally as an institution, so we continue to work. I want to say again, that it is something within every unit. I appreciate the conversations and the hard work. I think everybody worked really hard. At this point compared to last year, we are down eight students compared to spring of 2017. The reality is, it's really good because in the fall we were down 69 students. Usually there is attrition between fall and spring. We are down, but we are certainly not down as far as I was concerned we might be. So as you think about that, there is probably a double negative in there that has turned into a positive—we are down, but somehow it is not as “bad” as it could have been. So what I say is, as we had those conversations, I think everybody is taking this very seriously and recognizes the importance of enrollment. I'm very appreciative of that. I met, I think it was a week or so ago, with the Faculty Senate Executive Committee and they suggested that we continue to emphasize the strategic enrollment plan. Stephanie Sanders wants to get through the 15th class day to make sure our census is as good as possible, but then there's going to be an update in conversation about where we are on the strategic enrollment plan and what is the next step because I don't want people to forget that. If you look that up online—I had someone look it up online and [they] said, “it's not much of a plan”—and the concept of that was, “there is a “plan,”” but we did not put the details of what we are doing to bring about enrollment because everybody would look at it then and say, I'm going to follow what they're doing, and [they have] been successful. We feel fortunate this fall. You might remember we were down 69 students, so in the scheme of things, I wasn't thrilled about it, but when we started looking at who else in the state was down, if you remember, some schools were down 3.5% and some were down 1.8%, so, we were relatively flat. We need to continue to work hard and to stay at flat or above, and that's the key. We need to continuously have some cushion because obviously, between fall and spring, we lose students due to retention issues. I also want to point out that undergraduate retention is up, and I think next week we're going to get information on exactly what that looks like. Maybe the provost would talk about that in the future. You all know there's been more focus and effort on retention, and Steve LeBlanc is working on it this year. I know there are various groups and programs working on it too. Retention is important. When you think about our overall numbers, we lose students when we don't retain them. I appreciate the departments and the units that are looking at what are we doing with retention. I saw a presentation on D's, F's, and W's and when departments start talking about what are we doing with D's, F's and W's. They ask what does the pattern look like, how are we helping our students get better grades, and how are we helping to teach them. So in general, our retention helps the university, and it helps the students.

The next item on my list is graduate assistant allocation, and I see Dr. Gruden here. I believe the Grad School has given departments information about GA allocations. This was a conversation I've had with Dean Bryant-Friedrich and the provost because clearly we want to do it much earlier this year, since last year it was sort of a little bit later, and people had a harder time. So departments should know now what

the allocations look like, and we should be getting that information out so there is not any slow down or lag associated with making sure we get graduate students in in a timely manner.

The budget was the next item on my list. For this fiscal year, the assumption was that we would have a 1.7% increase in enrollment. Well, that didn't happen; we had a .3% decrease in enrollment. So that is a 2% gap that we have to fill. My understanding in the past when someone would say that, someone would put their hand out and say, by the way, every department is going to give back. But, we're not going to do that. Again, what that means is any spare or ability to fill that budget, we are cutting in. I think we are at a point where we are lean and pretty soon, somebody who teaches anatomy has to give me the terms, but pretty soon we are cutting tendons, right? We are very lean. We will continue to remain lean, and you all know this, we've got a 2% enrollment change. Which then comes out to be several million dollars that we're trying to work our way through, and we're going to have to figure it out. So [this means] this fiscal year, I am not coming back to you. And for next year's budget, I have to figure out what we're doing to make sure we are able to cover that. This is why I go back to point number "3," enrollment is very important. As we continue to bring in students, that is revenue coming in that we need to continue to have so we stay strong.

The next item on the list is the Welltower gift, and you all know on September 20th, we announced Welltower had indicated they will be giving us their facility and property, I think it is 110 acres. We have a small committee that is looking into what is the best use associated with that, and Dr. Keith is the Faculty Senate representative on that small committee. What I will tell you is part of the deal with the Welltower gift is we don't want to spend a lot of money to utilize it because, going back again, we don't have a large pool of resources. So I've had colleges send emails and suggest that their entire unit might move etc. The truth is we're probably not going pay to renovate it; it is largely an office building and it will remain largely an office building. So as that group looks at it, we will look at—what are the possibilities? What might we be able to use it for? What if there's not a large expenditure to be able to put people in, and then we will figure it out. We are hoping within the next weeks or months, we will be able to tell people. We will not acquire this because remember, Welltower is trying to figure out how do they move into a smaller building. We won't take possession until sometime late summer, so we still have a little bit of time to figure all of that out. We don't want to do something that is going to have it be the "gift that keeps on taking, right?" We want to make sure that it is utilized appropriately, and it's something that works for UT.

My last item to mention is research misconduct. I think there has been a committee that looked at this and made some recommendations. Two of the recommendations I want to tell you that we acted on are: One is that the inquiry panel should be expanded from two to three members. The second is that an administrator should not serve on the inquiry panels. As we had those conversations, we agreed that was reasonable, and my understanding is since the fall that we have stopped doing that. Wayne is here, is that correct?

Dr. Wayne Hoss: That is correct. Those suggestions were implemented in September.

President Gaber, President of The University of Toledo: Thank you very much. So those were a recommendation, and we implemented those, and pleased to be able to do that to work better for everybody. So, with that I will take any questions that there might be.

Senator Niamat: I am from the College of Engineering. We don't have any student enrollment problem, but we do have a faculty shortage problem and this issue has been raised by our ABET evaluators also. Is there any hope in this regard, any room in the budget?

President Gaber, President of The University of Toledo: The provost as I know is having that conversation with your dean. I think that is part of what we're looking at, what does that look like, and how we do it. We are not going to do something to sacrifice accreditation. There may be a phased in approach and I think Dr. Hsu will tell you that we're going to figure that one out, but you are not going to get "ten" faculty all at once, so let me be clear about that. Certainly, there is an incremental opportunity I think.

Senator McLoughlin: Thank you for coming in today. I know the global budget is way out of my league, but by faculty expressions, some of us are in the trenches dealing with this all day and speaking with them, and they are reporting issues to me of inadequate time dedication of faculty academic advisors, success coaches, and these individuals who have personal one-on-one, not that there is any budgetary looking, but like secretaries---

President Gaber, President of The University of Toledo: So what are you saying?

Senator McLoughlin: Looking at the addition of faculty, the trench people, the students are really looking for.

President Gaber, President of The University of Toledo: Well, the problem is, I got here and sort of inherited this budgetary issue and declining enrollment. What we know is, we got to dig our way out, and it is not an easy answer. I keep looking around for the "pot of money." We get resources in, and we got to be able to make sure we have people covering classes. We aren't where we need to be, and yet, we are a lot better off now than we were several years ago, and we are making progress. That is because of everybody here and all of the faculty and staff. Really we have to keep doing that for probably a couple more years. I would like to get to a place, and I've said this in a couple different meetings, we should not be surprised every year waiting to hear what enrollment is. We should not be holding our breath and be scared and nervous. We should be able to say, enrollment is going to be "this", and we feel pretty good and confident about it, but we are still not at that point. Really enrollment was projected to be up 1.7%, but we are down by .3%. We're lucky someone didn't say it's going to be up 5% because we would really be in a hole. But until we collectively figure out how to ensure that, we have students coming in all the time, and we're going to always be in this situation of waiting to see and "we don't know" and "we can't." It is difficult. This year we had fewer students than last year, and yet we still feel tight. We know that and I understand that. But I will tell you the state of Ohio really does an equation to look at how lean we are as an institution—well, we are the leanest institution there is. Well, that is great; people don't have five assistants and other things, and most people think that is really good, but, what it is, it's hard on everybody to do the day-to-day things. I acknowledge, and I respect, and I understand, and know when we have resources, but it's what we have to do. We have to build up the faculty. We are going to have to build up the advisors because that is what we want to do in order to improve graduation rates and retention and make sure that faculty have time to do research, I get all of that.

Senator McLoughlin: Thank you. I appreciate the response.

Senator Ohlinger: We'd like more faculty too, please.

President Gaber, President of The University of Toledo: I will take a note of that.

Senator Ohlinger: My department chair is here.

Dr. Cappelletty: And I thank you for that <laughter>.

Senator Ohlinger: With all seriousness, one very unfortunate item in the news nationally has been the sexual assault issues. Although, that doesn't directly impact us, has that prompted sort of a review of our policies and procedures to make sure we have the pieces in places so that cannot happen here?

President Gaber, President of The University of Toledo: Yes, and I will tell you that I am still gathering that information because I asked for that. As you say that and if you saw the news last week, we do actually have a victim of Dr. Nassar who is an UT student. So I will tell you that. I've met with her and her mother, and so as she is going through all of this and trying to navigate her academic career and by the way, she went and gave her statement and did all of those things. It is very interesting and sort of personal here that we have somebody. But you all know that in 2016 we hired a new Title IX officer, Don Kamm. What we're trying to do, and we spent some time, remember, we had the sexual assault taskforce last year, and Dr. Thompson was a part of that along with several others. We looked at what we were doing here and tried to identify best practices. So we're doing all of that, but one of the things I want to make sure that we are on top of is looking at them and responding in a timely manner. So some of it is, and I've talked to Student Affairs today about what is our timeliness when a complaint comes in from start to finish. So yes, I will tell you that we're looking at all of those things, but I think we have to continuously look at all of these things. I know that there is a conversation all the time about if a student reports something to you, sometime a student might say, well, I really don't want you to say sometime. But you are mandatory reporters in Title IX speak. Some of it is, we have to be careful and think about how many people covered up for Dr. Nassar along the way. Who knew or thought or that sort of thing—and I'd say, we all have to pay attention, and we all have to make sure we're doing the right thing by our students, and staff, and faculty in this sort of thing. I think it's the right question, but I don't have all of the answers yet, although I've been asking. Well, clearly I don't want to be in the dark, and I certainly don't want to be in that situation, and I want to make sure we're doing everything that we can to ensure that we're not.

Senator Menezes: Going back to the enrollment, we were told that undergraduate numbers went down so the faculty went out and was trying to do some research about this. There are several things we've found, of course...to that was the decrease in high school graduation.

President Gaber, President of The University of Toledo: Absolutely, demographics is number one.

Senator Menezes: The way that UT is placed, we are really pulling in people that depend on the economic situation. So as the economy increases, less students are likely to enroll because we get the students when the economy hangs. We actually have to take into consideration these issues I think. Personally, I would like to see how we work with retention in terms of if we have them, can we keep them rather than trying to increase enrollment itself. Then I think the retention part, like when I was talking with some of the physicians, we really need to be working on keeping our students.

President Gaber: I would say it is probably both, but let's think about our faculty and staff size and if we were to go back and lose 500 students or 1000 students— really when I said we would decline over a six year period, we lost several thousand students and that impacts our employees and if you think about the cuts that have occurred here in the last decade. So the reality is the demographics are what they are. We know the state of Ohio, the state of Michigan, and the state of Indiana will have declining demographics for a couple more years, but then in about two or three years it starts going up, and then it goes down again. I mean, you can sit and map it all out, and there are statisticians and demographers here that have looked at it, and we understand what that looks like. So some of it though is we lost a portion of our share of the market. We look at the data, where do students who apply to UT, but don't come here go. Well, the number one place that they go is Bowling Green and then they go to Ohio State and we can look at all of this. Some of this is we got to get market share back. I've been in meetings, and I hear people say, really we are not like Bowling Green, and we shouldn't even view them as a competitor. Well, okay, that is fine; they don't have as many professional programs as we do, or they don't have the health sciences component. They even don't have the engineering technology, or they really don't have engineering, right? But the truth is, our students don't see it in that same way, they are viewed as a competitor. Some of what we have to do is be able to differentiate and to be able to tell our story and ensure that students are coming here. We also know for example, I think the grad school had something like 33% or 35% of our graduates last spring were grad and professional. So you think about Law School, Med School, Master's degrees, PhD degrees. Well, at BG it was 17%-18%, and so there is a big differentiation again between what we look like, and who we are. If we decide that we are going to settle and say "we're okay with enrollment declining," we also know that that means that we're going to have simultaneous cuts in personnel. Rather than concede that point right away, I'd rather we fight like heck for every last student and that we say there's a great quality of education at a great value here for the undergrads. And if we're going to be fighting between Bowling Green and Ohio State, we ought to be telling our story to make sure they want to come here because it is more affordable, it is good quality education, and we ought to be pulling in as many students as we can. Where we see we don't have the opportunity in undergrad, then we should think about what grad students we can pull in. So I think what we all have to think within our units strategically is what does it look like and how do we make sure that we are strengthening it. If we think there's not going to be the undergrad demand, is there a grad demand or vice versa, because I think it is up to us; we have to differentiate ourselves, and we are going to have to tell that story. If we don't, then the rest of the marketplace is doing it for us, right? So that is part of our problem, we will have to continue to do that. You might know, and I don't know if you've talked about it before, I have asked Marketing and Communications and Advancement to do a branding study. So we talked a little bit about that, and I've been here for 2 ½ years, and what is interesting, everybody that I talked to, I will say, "tell me about UT", and I will get ten different answers, right? At some point collectively, we have to decide who we are and what we say we are. Now, we all know who we are particularly from our vantage point, but we ought to be able to tell the story. This is who we are, this is what we are great at. This is our brand, and this is what we're doing. Now, some of that is nothing more than marketing and PR. Some of that is we're in an increasingly competitive market place, and we have to be able to do that. The last thing I will say is online education and competency based education. As you were saying, as the economy gets strong, we have to think beyond sort of the traditional college going age and think about how are we capturing particularly in our region, the large market of people who are adults that don't have a degree for whatever reason, and there are plenty of people. So we have to be thinking about, are some of those people who should be part of UT, and what does it look like because many of them actually have to work

fulltime and do this. So we have the traditional 17-25-year-old, but what are we doing about the 40 year-olds that don't have a degree and realize they probably still need one to be able to advance?

Senator Haughton: You kind of addressed my question—it was about advertising. I don't see a lot of UT advertising anywhere and I live across the street. I don't know if it is just me, but I don't see us.

President Gaber, President of The University of Toledo: Well, let me say, we're doing a lot more than we were doing 2 ½ years ago and we are still not probably doing enough. Advertising on TV costs a lot of money. When I first got here, we were spending a couple of million dollars on all of the athletic events, but we are not doing that anymore because I've said, there is no way to measure the effectiveness of that. You put a sign out in that field. Everybody loved watching it during the World Series, but we couldn't actually translate the cost of that to a number of students increase. So we started and did most recently the billboards associated with our alums, and hopefully, people have seen those. In part, we did that because of the negative editorials that came about. Talking about UT in a negative way, and so we were spending some time talking about the good things and good people that are coming out. So there are some on Bob Savage, Romules Durant, Mckenzie P. Lion and several others that are here, that are UT alums and what they are doing in this local community.

Senator Haughton: Where are those located?

President Gaber, President of The University of Toledo: I thought there was a UT news break yesterday. So look in the archived UT news break stories because they actually posted that information to be able to tell that story. The other thing that we are doing is a little bit less in Toledo because people see us; we are actually advertising more in Cincinnati, Cleveland, and Columbus. I will tell you, in part because the demographics indicate that those cities are growing. So again, looking at where the growing population is at. We do have to—and your point is well made—we have to make sure we capture a fair share of the Toledo market because it is our backyard, but we also have to make sure that we're looking to where are the growing populations and make sure we're capturing more of those populations also. I guess several years ago we were doing a lot more in Cleveland, and we got students, and we weren't happy with that program and so we discontinued it. We want students who are academically qualified and prepared to be here obviously. So we are spending more time and energy doing that. But I will tell you that I think there have been more efforts spent in the past couple of years than they have been previously, and we will keep doing it. Thanks.

Senator Dinnebeil: Last year I was part of the strategic planning and I was on the strategic enrollment committee, and I've learned an awful lot about strategies and about funding and all of those things. I think there are things that every faculty member at UT should know about—what is the difference when we cancel a class or keep a student enrolled in a class? It would be wonderful I think to be able to offer some professional development, either some kind of prepared presentation to take to college meetings or wherever to be able to educate faculty and staff a little bit about what are some of these issues and why are they so important, so when we keep harping on enrollment, faculty members understand the urgency.

President Gaber, President of The University of Toledo: That is a good point. I think we can do something in particular with state share and instruction and what the component pieces are and think about that. That would be good. Thank you.

Senator Giovannucci: I have a question and maybe it is common knowledge, but it concerns the Welltower's gift. How liquid is that asset? Are there stipulations?

President Gaber, President of The University of Toledo: No, and in fact, they are going to be on the premises for at least five years. So when I was saying we won't even acquire that property or the facility. Really, if you are looking at Welltower and you see the gate, the front building, the concept is that we would acquire that, but they are moving the people from the front building into the back building, and so they will be on the premises then they will be paying us for the utilization of that space. So when you asked the question, the intention is not to liquidate the asset immediately; we will have at least five years with them there and sort of paying us. The question mark after that, "is it sustainable for us and what does that look like, how are we utilizing it", and then we have to make some decisions. The comment is it's a gift. If you are not utilizing a gift, and it costs you to have that gift then it is better not to have the "gift," right? For us, we are going to be looking at that as part of what the committee is going to be looking at it. Are there any other questions? All right, thank you very much, and have a great semester.

President Thompson: Thank you. Next, we have our academic update with Provost Hsu.

Provost Hsu: Good afternoon. I want to provide you with an update on several items. The first one is related to Dr. Gaber's remarks regarding the importance of enrollment and the recruitment of students, particularly students who we have not focused on in the past. Those are the adult students that are working when the economy is good, but may want to advance in their jobs and careers. We have established a Task Force to explore the possibility of developing a competency-based education model. There are individuals among us today who are serving on the Competency-Based Education Task Force. We have faculty, administrators, staff from the Office of the Registrar and Enrollment Management and others serving on the Committee. It is an area that, if we are successful, we might become a leader in this area in the state, as well as the nation. There is currently much discussion of competency-based education at the state level. The state has established a state-wide Task Force that is co-chaired by our Dean of University College, Dr. Barbara Kopp-Miller. We have appointed Dr. Kopp-Miller and Dr. Bill Ayres from my office to co-chair our university-wide Task Force. Our goal is to become a leader in this area.

The second item I want to give you an update on is textbook affordability initiative that the Office of the Provost has been working on with a number of our faculty and departments, as well as the bookstore, to see how we might reduce the cost of textbooks for our students. This is an important issue for our state legislators and to our students and their parents. We are looking at an initiative called the Inclusive-Access Textbook model. It is called "inclusive access" because the students have an option to pay a fee that's included in the course fee and then the electronic (online) textbook online will be provided to all the students who opt-in. Students have the option to opt-out if they choose to do so. The Inclusive Access Textbook initiative has been implemented at many universities across the country and it is voluntary on the part of the faculty. I was told by Dr. Williams that Pharmacy and Medicine already have a lot of courses that use this type of model.

Senator Williams: Their student fees support Access Medicine and Access Pharmacy where they can get access to their textbooks about things like pharmacology and others.

Provost Hsu: Right. This this could save students anywhere from 45% to 60% of the textbook cost. Participation in this program by our faculty will be completely voluntary. Through discussions last

semester, we already have 16 courses where faculty have voluntarily decided to participate in this initiative. So pending Board of Trustee approval of these fees, we will move forward with implementation of this program.

The third item I want to provide you with an update on is spring Commencement. For fall Commencement in December (2017), we made a number of changes as a trial-run, so to speak, regarding changes we might be able to make at the larger event of the spring 2018 Commencement. A number of changes we made included that we created a separate hooding event for doctoral students, and we eliminated the procession for undergraduate students. But even given these changes, we have calculated that the spring Commencement would still be approximately 3 ½ hours long. So in order to reduce the time of the spring Commencement, we have decided to hold two spring Commencements – including a graduate Commencement and an undergraduate commencement, both to be held on the same day.

Also, we don't want to limit participation from parents, family members and other guests of our graduates. So we will hold our undergraduate Commencement at 10:00 a.m. on May 5th in the Glass Bowl and then hold our graduate Commencement at 3:00 p.m. in Savage Arena. Then we are going to have a graduate ceremony at 3 o'clock in the afternoon in the Savage Arena. According to our estimates, this will provide us with enough time to clear the parking lot following the morning ceremony and allow enough time for guests of the graduate ceremony to arrive and park – given that the same parking lot will be used for both ceremonies. By having two separate ceremonies, we will be able to continue to call out students' names, shake their hands to congratulate them, and family members and guests will be able to see their students' faces on the big screen – all actions that have been very important to our graduates and their families, and that is also important to us as a university, that we find ways to personalize this huge event and keep it meaningful to our students and their families.

The last issues that I want to address, is a report back to the Faculty Senate on a question that was raised at the last meeting with regard to our academic calendar for 2019. We are still in the process of finalizing the calendar as we wait for the MAC to decide on their football schedule. This schedule will determine when we will schedule our Homecoming weekend. Once we have that information, we will be able to schedule our fall break. We don't want to select a fall break that is scheduled the same week as Homecoming. Also, we have calculated the number of hours in the fall semester and it looks likely that we will have to schedule fall break on a Thursday and Friday to ensure that we have enough credit hours. If we were to hold fall break on a Monday and Tuesday, we would not have enough credit hours for the fall semester, as there are several holidays that occur on these weekdays during the fall semester.

I would be happy to take any questions that you may have.

President-Elect Rouillard: It's just a quick question. Have you targeted specific programs for the competency based education programs?

Provost Hsu: We have. In fact, Dean Linda Lewandowski is serving on the Task Force as we look at the RN to BSN program as possibly a good candidate for the competency-based education model that we are reviewing. And the reason we appointed Dr. Barbara Kopp-Miller to the Task Force is because we think that Individualized Studies might also be a good candidate. So we have some preliminary ideas about what might be a good fit. Obviously, a lot of programs would not be suitable for this model.

President-Elect Rouillard: Thank you.

Senator Giovannucci: Will the graduate ceremony also include the hooding ceremony?

Provost Hsu: Yes.

Senator Haughton: My question is about the competency based program. Are you considering prior learning assessment part of the degree ranking process?

Provost Hsu: We are already doing this. So that would be integrated, I hope, although I am not the designer of the program. We have the university-wide Task Force that will help us design the programs and my hope is that the model will include this as an aspect of the program. .

Senator Haughton: It sounded like you were trying [steer towards] people who are older and don't have a degree. I think a lot of the prior assessment was for things like CLA or AP which was your traditional students. So that was my question, are you expanding your thinking about integrative nontraditional credit?

Provost Hsu: My hope is that the answer is "yes." Obviously, we will have to see what the Task Force recommends, but I think it would make sense to include those. For example, for our traditional students we have experiential learning opportunities where they might do an internship or a co-op program where they can earn a certain number of credit hours. Normally, for these types of programs, they would allow credit for a student's work experience if it meets certain criteria. But none of this has been decided yet.

Senator Haughton: Thank you.

Unknown Senator (college of law): Provost Hsu, I have a question about the fee-based textbook access. One, how do faculty learn more about that and I guess, does it limit or affect what books you can select or is it a discount because we're doing it all in one purchase?

Provost Hsu: Once we have a formal Board of Trustee approval of the initiative, then we will formally announce the program to our entire faculty and see if there is more faculty interest. We hope to be able to announce this over the next month or so. As far as the book selection is concerned, this model will pick an online resource that is less expensive than the print textbook so that our students have significant savings.

Senator Krantz: One other comment related to commencement. In particular, last spring, has there been any discussion of how to keep the students from leaving? There were easily 1/3rd of the students who left during the ceremony.

Provost Hsu: We have had a lot of discussion on this issue and we did some research to see how other universities address this issue. What we found is that during the registration process, there is a line that says you are expected to stay the entire time, so that is one way how we are going to educate our students and their families, making it clear that the expectation is that if you plan to attend, then you need to stay for the entire ceremony. We also noticed that many students will say they need to go to the restroom and they don't come back. We have even looked at the possibility of placing portable restrooms on the sidelines. We did notice that most students who leave, do so over the two hour mark. So if we can make sure that most of the ceremony is completed by close to the two hour mark, then I think we will

have a better possibility of having the students remain for the entire ceremony. So we are continuing to work on reducing the length of the program, so maybe we will not need the portable restrooms after all <laughter>.

President Thompson: Are there any other questions for Provost Hsu?

Provost Hsu: Thank you very much.

President Thompson: Next on the agenda, we have the Ohio Faculty Council Report with Senator Atwood.

Senator Atwood: Thank you, President Thompson. So, I thought I would just give you a brief update on some recent legislation. This is House Bill 337- Textbook sales tax exemption (introduced by State Representative Mike Duffey, R-Dublin) H.B. 337 which would exempt textbooks purchased by post-secondary students from sales and use tax. The bill had its third hearing on January 23rd with a majority of members receptive to the idea of moving the legislation out of committee. The sponsor of the legislation however, has received some push back from the administration about the potential loss of tax revenue, which is estimated to be around \$30 million.

Several other universities and groups are engaging in substantial efforts to help pass this legislation. For example, The Wright State Board of Trustees is considering a resolution in support of the bill and the Ohio Faculty Council has delivered public testimony in support of it. The Student Governments from both Wright State University and Ohio State University have both passed resolutions in support of making college textbooks tax-exempt.

As part of their advocacy initiative, the Ohio Faculty Council has been asking other Faculty Senate's to pass a resolution of support as well as encouraging faculty to contact their legislators on this important cost savings measure. This may be something for our own Faculty Senate to consider. Are there any questions?

President Thompson: Are there any questions? All right, next we have undergraduate curriculum proposals with Dr. Cappelletty.

Dr. Cappelletty: All right, we have nine new courses that the committee is recommending. I will apologize; there are a couple of these that I forgot to modify the comments once they were corrected. So, for English 4300, I talked with the instructor. They had a page for the new syllabus, and the new syllabus is posted into the system, so that issue was corrected. For Communications 3750, the name change of the course, there was a discrepancy between the syllabus and the curricular tracking system. The curriculum tracking system of cross-cultural communication is correct and does not conflict with a similar titled course in the Foreign Language Department. I apologize for not getting those notes updated when I sent that out to everyone, but those corrections were made. The committee is recommending approval of all nine of the new course proposals. Are there any questions on the new courses? All in favor of approval of the new courses please signify by saying "aye." Any opposed? Any abstentions? ***Motion Passed.***

We had 28 course modifications and majority of the course modifications were related to prerequisite and co-requisite changes. There were a few title changes that were in there and potentially credit hour changes that all seemed appropriate by the committee as well. So we are recommending approval of all 28 course modifications. Are there any discussions or questions on the course modifications? Hearing none. All in favor of approval of those 28 course modifications please say “aye.” Any opposed? Any abstentions? ***Motion Passed.*** Thank you very much. [[View Approved Proposals](#)]

President Thompson: Thank you very much, Dr. Cappelletty. Next, on the agenda is Senator Monsos with core curriculum proposals.

Senator Monsos: So, I’ve sent you the background. As you’ve probably seen in announcements last term, the BG and UT presidents signed exchanges having to do with foreign languages. The issue is that practiced to this point has been that if you transfer in foreign language credit(s) that is not taught at UT, it counts as your foreign language requirement if you are in a place that requires it, but it does not count in the core. We count all of our languages at 1120, 2148, and 2150 level in the core. So as part of this exchange, we wanted Faculty Senate to approve counting those courses that come from Bowling Green under this memorandum of understanding, not just any “old” foreign language course, but the courses that comes from BG to count in the core as do our native language courses. A couple points about that: This would affect any transfer student who comes from BG to UT and transfer those courses, it would count for them. And it would count for native students who actually take the course here under a special topics number in foreign language, and so that isn’t really transferred to take it here, but the Registrar would set it up so that when it’s a 2140 or 2150 course equivalent, it would count in our core. The coding of this got a little complicated, but the Registrar worked it all out. Are there any questions? Hearing none. All those who approve, please signify by saying “aye.” Any opposed? Any abstentions? ***Motion Passed.***

The second is I think the last piece of the change in the Honors suite of courses that you’ve been approving for some time. This course HON2010 interestingly used to exist as a number and it used to be in our core, but it has nothing to do with this course. This is a new course, HON2010, and it’s called The Culture of Toledo. You have already approved it as a new course, and you are now being asked to approve it as a double-dip, one of the double-dip courses that our students loves so much. This would be a social science and U.S. diversity. I sent for the student learning outcomes for the course, and if you need a refresher, I brought the social science learning outcomes and the US diversity learning outcomes if you want to double check those, I can bring those up. We also have Ashley here who can speak to any questions you might have about the course. Are there any questions? Hearing none. All those in favor please signify by saying, “aye.” Any opposed? Any abstentions? ***Motion Passed.*** Thank you. [[View Approved Proposals](#)]

President Thompson: Next, on the agenda we have Senator Keith with a new policy proposal.

Senator Keith: Well, this is not a new policy proposal. This is a policy that we talked about at our last meeting that we didn’t get a chance to vote on as there were some questions. So this is the policy [mark-up version] on academic standing that the Provost asked a group of associate deans to try to revise so that it clarified when students are on probation and then academic suspension and we talked about it last time. The only sticking point was that the policy excluded students who had come with college credit plus credit hours and had less than a 2.0 GPA from being placed on academic probation if their grade point average justified them being on academic probation. Rather it allowed them a semester at UT before they

actually got put on academic probation. So that was the sticking point and people in the room agreed that we should probably not single them out, but we wanted to give them at least a semester on academic probation before they were placed on academic suspension. So what we ended up doing is we struck that language and we added to a new paragraph this sentence which says, “students placed on academic probation during enrollment of college credit plus or other dual enrollment programs for high school students must be given at least one semester on probation as a degree seeking or undecided University of Toledo student before being subject to suspension. So when I left two weeks ago you said “summarize the conversation.” There were a few people in the room who wanted to look at the questions and issues so we could see if we could come up with language that would satisfy that. Thanks to Quinetta, who started transcribing the Minutes in the middle of the conversation so I could actually send this out quickly. I sent it out to the people in the room who had some questions and issues and asked if this language satisfied them and then I sent it to the Academic Regulations Committee members and they voted to send it forward. So everybody that I sent this to seemed to be receptive to the new language and thought it would satisfy the concerns. I believe you all got it yesterday. The question is are we ready to vote on this or are there other issues associated with this policy? I’m assuming we can vote on this.

Senator Hefzy: There is a typo.

Senator Keith: Yes, it is my fault if there’s a typo. What is the typo?

Senator Ferris: You wrote “on semester,” and it should be “one semester.”

Senator Keith: It’s my fault. I found out that I can’t just “save” it, I have to save it to something or it goes away when we turn the computer off. We will have to remember to save this to a flash drive. So after we make this correction, are you ready to vote?

Group of Senators: Yes.

Senator Keith: Okay. All those in favor of approval in the revisions to the academic standing policy, please say, “aye.” Any opposed? Any abstentions? ***Motion Passed.*** Thank you very much.

President Thompson: Next on the agenda we actually have a department name change. President-Elect Rouillard is going to present that.

President-Elect Rouillard: This comes from the College of Nursing, which seeks to change its two department names from the Department of Nursing Science and the Department of Advance Population Health. The new names would be the Department of Maternal Pediatric & Mental Health and the Department of Adult Family & Population Health. They voted on this on December 4, 2017 and they have now brought it to us in Faculty Senate. Original Resolution as follow:

Whereas, Article 7, Section 7.2 of the Collective Bargaining Agreement states that the Administration will seek input from the Faculty Senate on the reorganization of colleges and departments;

Whereas, on December 4, 2017 the College of Nursing Faculty Council voted to change the names of its two departments from the Department of Nursing Science and the Department of Advanced Population Health TO the

Department of Maternal, Pediatric, and Mental Health and the Department of Adult, Family, and Population Health;

Therefore, be it resolved, that on this day Tuesday, January 30, 2018, The University of Toledo Faculty Senate endorses the process used to facilitate this name change, and supports the faculty members' decision.

President-Elect Rouillard cont'd: Is there any discussion?

Don Wedding: Will somebody explain this a little bit—the change from Nursing Science to Maternal Pediatric & Mental Health seems rather significant.

President-Elect Rouillard: Can somebody from the College of Nursing speak to this?

Dean Lewandowski: Yes. This was really a grass roots kind of effort coming from the faculty, which I totally support. The description of Nursing Science and Advance Population Health was really not felt to really describe faculty in the college; I mean Nursing Science can be anybody in the college. So the decision was made to move the names to more descriptive clusters around specialty expertise. So by clustering together, faculty who are from the maternal pediatric & mental health and faculty who are focused on adult family population health, they are really supported clusters in terms of collaborative activity, collaborative courses and scholarly endeavors. Also, the other thing that it did was spread apart are tenure faculty, we were lopsided. Most of our tenured faculty were in one department, and we did not have enough to even constitute a DPC. We had to borrow from Pharmacy, which was nice, and we appreciate that. But, this better distributes our tenure faculty, and it better describes the clusters and workgroups in the faculty.

Don Wedding: So this was a name change in the reorganization of faculty?

Dean Lewandowski: Yes, it is reorganizing what department faculty are in.

Don Wedding: The new names will describe the particular areas, for instance, of the career faculty. Does this describe future faculty? I am wondering as if we are the “department of maternal pediatric & mental health”, and then future hires would need to fit into one of those boxes rather than something else.

Dean Lewandowski: Right. Similar to if you're chemistry or physics or something—you will go in the department that best describes your shared expertise cluster.

Senator Ohlinger: So I have a similar question and a follow-up to that. What about neonatal health, or cardiovascular, or other disciplines within Nursing?

Dean Lewandowski: So neonatal is compassed under pediatric and cardiovascular is a more medical diagnostic thing, but we're really looking at more population focused labels.

Unknown Speaker: A lot of us are certified in areas that would describe those titles; so it will fit into those categories.

Unknown Speaker: If we are looking at cardiovascular, we are going to look across the lifespan, so it depends on the population where a patient would be for the cardiovascular issue.

Senator Gray: We are also concept based, so a lot of that was overlapping. So even if there were people coming in and we were interviewing them for potential position in the future, they will still fit underneath those large umbrellas because they do overlap with the way that we work.

Past-President Humphrys: One of the things—just so I understand this—so the people who were in one of those departments are all going to the corresponding new department...

Dean Lewandowski: They are redistributing themselves.

Past-President Humphrys: And I think for the sake of future reference, it will probably be good for us to include that information in the motion because according to the Collective Bargaining Agreement, the Faculty Senate is supposed to have input on any sort of reorganization. Actually, I believe Provost Hsu put out a special policy concerning that, so I think that it would kind of behoove us to make sure that we mention something about reorganizing—it's not just changing the names of the departments.

President-Elect Rouillard: So, do you want to add that here?

Past-President Humphrys: I think so.

President-Elect Rouillard: To “change the name of the reorganization departments and reorganize the department faculty.”

Past-President Humphrys: Yes.

President-Elect Rouillard: So maybe we should put it here, “to reorganize department faculty and change the names of its departments.” Does that cover it?

Senator Keith: Or you can just say, “change the names of its two departments and the subsequent faculty reorganization,” maybe.

Past-President Humphrys: Yes, that sounds good. I think we need to make sure we put in the word “reorganization.”

President-Elect Rouillard: It should probably go here. So “to reorganize faculty alignment and change the name of its two departments.” Does that work?

Past-President Humphrys: That is better. I think I know the answer to this, but just so we know it is on record, the faculty not only agreed to changing the name change, but also to the reorganization. I think it is important for us to put that on the record.

President-Elect Rouillard: So these two friendly amendments which I will put in Bold here and here.

Unknown Speaker: It is interesting that you eliminated any reference to nursing. May you discuss why you did that?

Dean Lewandowski: Well, they are under the College of Nursing. I think our assumption was they are in the College of Nursing and these are nursing departments. Really, in terms of current lingo in nursing, we are very focused on health; we are not focused on our profession alone and so I think it is more consistent

with how we kind of talk in Nursing these days, we talk about adult health and population health because we are really focused on the health factor. So it is very descriptive of where we are.

Unknown Speaker: I am going to push that a little bit. Does this have anything to do with Nursing's desire to increase their scope of practices?

Dean Lewandowski: No, I mean, we are already out there legislating to do that. We are looking to do that, but in a different venue.

Senator Wedding (substitute for S. Ariss): What do we mean by to "reorganize faculty alignment?" I can understand that this started out as a name change, but now we are talking about reorganizing faculty alignment and I am not sure what that means. Should we be voting on something that vague today? I have no problem with the name change, but if we going to vote on faculty alignment, I think I would like to know more about what that is.

Dean Lewandowski: So what that is is organizing faculty who are focused on maternal health, child health, or mental health together in a cluster in their department. The proposals that went through the Nursing Faculty Council included the names of the faculty that had those specialty areas like all of the faculty who consider themselves adult family or population health... are organized under that cluster. So when the faculty voted on the reorganization and the name change, that was part of the proposal. They all knew the listing of names and they knew what department they would be in, so that was the way they chose to better organize themselves.

Senator Wedding (substitute for S. Ariss): I've never heard of the Senate voting on what faculty go to which department or an alignment, that seems to be an internal thing.

Dean Lewandowski: I think so too; I don't think we came asking the Faculty Senate to vote on. We came asking for an endorsement of the name change per the protocol.

Senator Wedding (substitute for S. Ariss): I don't understand why we have the words "to reorganize faculty alignment" in this policy.

Senator Keith: So approximately two years ago we voted to endorse the reorganization of the College of Nursing when they established these two departments that they are now asking to have their name changed to. At the time they had to reorganize faculty alignment in order to establish those two departments. I don't think we are doing anything differently today than we did two years ago, but it does say in the Collective Bargaining Agreement that Faculty Senate needs to give input on reorganization of colleges and if they are shifting faculty around between departments then that is a reorganization that we need to provide input on. If we don't do it today then I think we have to do it on a later day.

President-Elect Rouillard: Senator Woodford, do you have anything to say?

Senator Woolford: I was just going to add what Senator Keith said.

Senator Krantz: Would faculty affiliation or departmental affiliation work better than the word, "alignment?"

Senator Keith: I think that is fine. I think we just need something in the resolution that acknowledges that there is a reorganization of the faculty.

Senator Wedding (substitute for S. Ariss): This is not a reorganization of a college; we're talking now about reorganization or alignments and departments. If somebody in Biology, for example, wants to move over to Environmental Science or somebody in Finance wants to move to Accounting, the Senate is not involved in that. That is a dean level and a chair level decision. I think we are involving activities here that are not really appropriate to be into. We are not talking about colleges here, we are talking about departments.

Senator Wittmer: I just have a question since we were talking about accreditation, and you all go through an accreditation process. Moving your faculty, I know at least in the College of Business our ACAB looks at each department and tell them in terms of faculty qualifications and things like that. You were saying that this better distributes your tenured faculty and their research. I think that needs to be a point that is made here that this is actually helping with your accreditation process. I agree with Senator Wedding that this is not necessarily "our business," but that should be recommended.

President-Elect Rouillard: I have one question for the Nursing faculty. When your faculty assembly voted on this, were you voting specifically on the name change or were you also voting on the distribution of faculty?

Senator Woolford: Both.

Senator Atwood: Just a follow-up on that. Was the Council's vote unanimous?

Dean Lewandowski: It was a vast majority and I don't know what it was, but I don't think we ever had anything "unanimous" in our college.

President Thompson: We had talked a little about this, but I just wanted it to be in the Minutes. I come from the school of population health. In the discussions with your faculty, was there any concern of loss of identity because there already being an existing School Population Health? Was there any worry about the redundancy of that?

Dean Lewandowski: In terms of our identity we look at the original population health person in the world, which is...So Nursing feels very comfortable and this has always been part of our profession. I don't know if we had "population" in the old name and so I don't know why issue cost confusion really; it sort of been part of nursing since its institution.

President Thompson: I just wanted to make sure.

Senator Gilchrist: I just have a policy question whether we need to vote on this. I had thought when we talked about this policy in our last meeting, it was the same policy about name changes and the Faculty Senate needs to be consulted. If that is the language then you consulted us and we could raise an objection I suppose, but I don't know if we actually need to formally vote. I think that would resolve some of the problems because the sense I get anyway is that I don't feel I have a lot of information about some of the details of this, but generally I would refer to what the college wants to do.

President-Elect Rouillard: What we are actually doing is endorsing the process. We are simply recognizing the process, that there was faculty input in this change and in the realignment of faculty. Now, Senator Krantz, you suggested saying “reorganizing faculty affiliation?”

Senator Krantz: “Affiliation or departmental affiliation.”

President-Elect Rouillard: Right. That might be what we can change it to.

Senator Wedding (substitute for S. Ariss): I assume now that any department on this campus that wants to move faculty from Accounting to Finance or from Biology to Environmental Science or from the Foreign Language to English are going to have to come here and get approval of such things. These are not really in the Collective Bargaining Agreement as such. These are not college reorganizations. These are simply housekeeping matters that should be dealt by the college and not should be for the Senate. The name change I think we are right on, but the rest of it I think it’s outside of our jurisdiction.

President-Elect Rouillard: Okay. So we have here in Bold our friendly amendments. We would have to vote on those amendments before we vote on the resolution. So we can still vote to take this language out.

Past-President Humphrys: The one thing that makes it a little bit trickier, if I am not mistaken, is the College of Nursing only has two departments. So that is where it gets tricky, is this a college reorganization? Now, it is an intra-college as opposed to inter-college as we had happen before, but I think it could be considered a college reorganization because they only have two departments and they are taking the two departments and reorganizing people between them. So I understand what Senator Wedding’s saying, but in this case, two departments are the whole college. One suggestion that I would have is, it might benefit us to make sure we look at all the documents, policies, the Collective Bargaining Agreement and the document that I referenced earlier that Provost Hsu put out about reorganization, and get a really good idea of what our responsibilities are and then maybe we can come back at the next meeting and be very certain of the parameters.

President-Elect Rouillard: That would require a motion to table this and bring it back.

Senator Lee: I was just going to point out that, as the first paragraph states and I confirmed in the contract, it is “reorganization of colleges and departments.” So I think if you are reorganizing two departments in the same college, that’s the reorganization of departments. So is not just colleges, it is colleges and departments and therefore, the Faculty Senate. So if people are caught up to whether we only have jurisdiction over colleges vs. departments, the Collective Bargaining states we should be consulted on both reorganizations of colleges and departments.

President-Elect Rouillard: It would probably be different from one person being moved from one department to another department in contrast to what is being done here where the name change is requiring movement.

Senator Wedding (substitute for S. Ariss): But we don’t know what’s going on here. All we know is---

President-Elect Rouillard: Then let’s put it this way: Is there a motion to *Table* this resolution? Is there any further discussion of the motion? In that case, all those in favor of the *Motion to Table* this resolution, please signify by saying “aye.” Any opposed? Any abstentions? Okay, those who approve, please signify

by raising your hands. I counted 18. Those who oppose this resolution from *Tabling*, please signify by raising your hand. I counted 20. The “nays” have it, so, we do have to vote on this resolution and we also have to vote on the friendly amendment. Is there a motion to vote on the *friendly amendment*, which is the language in boldface? Is there any discussion? All those in favor of accepting the *friendly amendment*, please signify by saying “aye.” Any opposed? We now have the resolution with the *friendly amendments*. All those in favor of the resolution, please signify by saying “aye.” Any opposed? **Resolution Passed.** Thank you. The following is the revised Resolution:

Whereas, Article 7, Section 7.2 of the Collective Bargaining Agreements states that the Administration will seek input from the Faculty Senate on the reorganization of colleges and departments;

*Whereas, on December 4, 2017 the College of Nursing Faculty Council voted to **reorganize faculty departmental affiliation** and change the names of its two departments from the Department of Nursing Science and the Department of Advanced Population Health To the Department of Maternal, Pediatric, and Mental Health and the Department of Adult, Family, and Population Health;*

*Therefore, be it resolved, that on this day Tuesday, January 30, 2018, The University of Toledo Faculty Senate endorses the process used to facilitate this name change **and reorganization**, and supports the faculty members' decision.*

President Thompson: Thank you, President-Elect Rouillard. Are there any questions? May I have a motion to adjourn? Meeting adjourned at 5:50 pm.