

**THE UNIVERSITY OF TOLEDO**  
**Minutes of the Faculty Senate Meeting of September 1, 2015**  
**FACULTY SENATE**

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

Approved @ F.S. meeting on 10/15/2015

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**Summary of Senate Business**

President Sharon L Gaber, 17<sup>th</sup> President of the University of Toledo  
Announcement: Summer Research Grants (Senator Michael Dowd)  
Resolution regarding the reorganization of the College of Nursing

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**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 Keith:** I call this meeting to order. Welcome to the first Faculty Senate meeting of AY 2015-2016. **Lucy Duhon**, Executive Secretary, called the roll.

***I. Roll Call: 2015-2016 Senators:***

**Present:** Anderson-Huang (proxy for D.White), Atwood, Barnes, Black, Burnett, Cappelletty, Caruso, Compora, Denyer, Devabhaktuni, Dowd, Duhon, Edwards, Federman, Franchetti, Giovannucci, Gunning, Gruden, Gunning, Harmych, Hasaan-Elnaby, Hintz, Hoblet, Humphrys, Jorgensen, Keith, Kennedy, Kistner, Kovach, Krantz, Lee, Lundquist, Malhotra, McAfee, McKenzie, McLoughlin, Mohammed, Molitor, Monsos, Najjar, Nathan, Nigem, Oberlander, Ohlinger, Randolph, Rouillard, Sheldon, Slantcheva-Durst, Srinivasan, Tevald, A. Thompson, G. Thompson, Thompson-Casado, Weck-Schwarz, Wedding, White, Willey, Williams, Wittmer

**Excused absences:** Brickman, Duggan, Farrell, Elmer, Gray, Prior, Quinn, Skeel

**Unexcused absences:** Schafer

***III. Approval of Minutes:*** Minutes are not ready for approval.

Academic Year 2015-2016. I ask that Executive Secretary, Lucy Duhon come to the podium to call the roll.

**President Keith:** I would like to call the September 1, 2015 Faculty Senate meeting to order.

Good afternoon, and welcome to all new Senators, returning Senators, President Gaber, Provost Barrett and other guests. Again, welcome to this first meeting of what I hope will be an exciting and productive academic year.

Over the summer I rediscovered what is known by everyone in this room – the Faculty Senate President and the Executive Committee work for you. At every meeting, both formal and informal, we are there to represent your interests. To help us do a better job of that, please send us your comments, voice your concerns and make suggestions. We are your Executive Committee.

And, as such, we have been very active since Faculty Senate last met in April. We have engaged in our usual summer responsibilities, which include: meeting regularly with the Provost and attending all the Board of Trustee meetings. As you may know, we have faculty representation on all the Board's Committees, and the President of Faculty Senate is the designated representative on the Academic and Student Affairs committee. We always make sure there is at least one Executive Committee member that attends the other Board Committee meetings.

We've been working with the Provost's office to resolve some of the continuing issues associated with our General Education and Ohio Transfer Module approval processes and subsequent implementation of the approved courses. We're optimistic that this year may be the year we can finally resolve the gaps and issues associated with our general education curriculum.

To close the loop between Faculty Senate approval of new courses or course modifications and their inclusion in our curriculum, we have worked with the Provost's office to name a faculty member to serve as a liaison among the Provost's Office, faculty curricular bodies, and academic departments. I'm pleased to announce that Senator David Krantz has taken on that role. His official title is General Education Faculty Curriculum Liaison at The University of Toledo. One of his responsibilities is to assist departments and programs in tracking the progress of new applications or modifications to program or course proposals through the Curriculum Tracking System.

Over the summer, the Executive Committees of Faculty Senate and Graduate Council formed an *ad hoc* committee on curriculum coordination. The committee's goal is to insure all parties are informed about proposed courses or programs, pending curricular and program modifications, course or program removal, and state or federal initiatives that may impact curriculum. Members of the committee will include the Chairs of Senate Committees on Core Curriculum, Undergraduate Curriculum and Academic Programs.

Finally, since President Gaber's July 1<sup>st</sup> start date, we have been included in the search process for the newly hired Vice President of Advancement, the current search for the Executive Vice President/Chief Financial Officer. We were involved in the discussion with an enrollment consultant, and asked to name members to serve on university-wide committees such as the working group addressing the Governor's Task Force on Affordability and Efficiency, and the Master Plan Executive Committee. I was part of a team that attended an HLC workshop on persistence and completion. The workshop emphasized the importance of first having the relevant data and then understanding it, before making decisions about how and where to focus resources, including faculty members' time.

Turning to current activities, Vice President Humphrys is the Chair of our Committee on Committees. She worked very hard over the summer to seat the Committee on Committees prior to the start of fall semester. Late last week she sent each committee member an individualized list of the Senators and non-Senators in his/her college who responded to our calls for volunteers. Her leadership and the willingness of the committee members to serve on this very important committee should result in the vast majority of our standing committees being seated within the next few weeks. This is important because several of those committees have important work to do this year and need to start as soon as possible.

For example, every year, in the spring, when we start to conduct elections, someone mentions we should have electronic ballots to save both time and money. This year we're charging the Elections Committee to investigate the feasibility of electronic voting – not just for our annual elections but also for amending our constitution. Why? Our constitution states 'nomination and election ballots shall be distributed to the faculty by interoffice mail.' Thus, we'll also be charging the Constitution and Rules Committee to thoroughly examine the constitution for other such issues. As you can see, the sooner we start, the more likely it is that we'll be able to hold electronic elections in the near future.

A second example, is the Senate Committee on Academic Regulations, which has work carried over from last year, plus new work for this year. That work includes a careful examination of the missed class policy, incomplete policy, and the deadline for student-initiated withdrawals. An item recently brought to our attention was whether it makes sense to re-establish the instructor-initiated withdrawal policy. Changes to any of these policies need to be carefully examined to insure that they accomplish the intended goal and avoid adverse unintended consequences. I anticipate that the Chair of Academic Regulations will be a frequent speaker at Faculty Senate this year.

Finally, the Executive Committee has been working with the College of Adult and Lifelong Learning to modify the Prior Learning Assessment policy. These revisions will come before the Faculty during the fall semester. In the process of reviewing the proposed PLA policy, we discovered that The University of Toledo does not have a transfer credit policy. We notified the Provost's office, and the end result is that there will be additional work for one or more of our standing committees.

Before I end, I'm going to re-introduce you to this year's Faculty Senate Executive Committee.

- Mary Humphrys, President-Elect
- Lucy Duhon, Executive Secretary
- Karen Hoblet, Past President
- Linda Rouillard, Ohio Faculty Council representative
- Doug Federman and Fred Williams, Health Science Campus representatives
- Mike Dowd and Scott Molitor, Main Campus representatives

And, of course,

- Quinetta Hubbard, Administrative Secretary

As you can see from the agenda, we have a full meeting. President Gaber is here. It has been heartening to see the level of President Gaber's commitment to shared governance. By now you should have received an invitation to participate in her inauguration as the 17<sup>th</sup> President of The University of Toledo. The inauguration is on September 25<sup>th</sup> with the academic procession beginning at 2:30 pm. I encourage you participate in this historic event.

Senator Dowd has an announcement about Summer Research Grants. Please don't leave early, you'll want to hear this.

You also received a copy of a resolution regarding the reorganization of the College of Nursing. This comes to Senate for its input via the new CBA. As stated in the resolution, it has strong faculty support. We'll be asking you to vote in favor of the resolution. Next, we have President Gaber who is here with us today.

[Applause]

**President Gaber:** My plan today is to tell you a few priorities which you have probably seen in emails and other communications, then to take questions, and maybe continue the conversation about things that are going on on campus. I appreciate President Keith's comments. What I would hope, is that you all feel free any time to ask and we will continue to keep you informed and share information as it occurs or before it occurs, which is even better, right? So let me just say, in all of the communications that we try to put out, we are often asked, what are the priorities? You all know most of these: retention and graduation is critical to the university. Enrollment, I would like to see us grow enrollment, and I am going to talk a little about that in a minute. I would like to see us increase research. I spent the morning over in the College of Engineering---

**President Keith:** I hate to interrupt, but I have been informed that you probably will not be recorded unless we use the microphone.

**President Gaber:** Doggon it <laughter>. It needs to be recorded, okay.

**Interim Provost Barrett:** We do verbatim Minutes the first time.

**President Gaber:** Oh, really?

**Interim Provost Barrett:** Yes.

**President Gaber:** Good, okay. Thank you. Is the microphone on?

**Group of Senators:** Yes.

**President Gaber:** Good. The conversation this morning when I was over at the College of Engineering is how nice it is for people to be saying research is important and we are saying, "research is important," so I take that for all of you and hope you all go back (to your college) and say that. We are talking about how do we increase the reputation and stature of this university that you all have invested so much time and energy into. You know, as I spend time going around and seeing what's here, it's incredible and yet it is sort of this "best-kept secret" and we want people to know The University of Toledo. In fact, I was also at a center earlier today and there was a doctoral student who said, "I probably wouldn't have come here from Virginia, because my sense was it was sort of a regional institution." You all know, in fact, we are considered a national institution, but we are not ranked in what is considered as sort of the ranks of the top tiers of national institutions. I believe we can change that. We have the component pieces, research is a key part of that, and so we are thinking about that. The other piece I would say as we are talking about this fundraising and we've started some of that, hopefully, you all know we've hired a new Vice President for Advancement. He was supposed to start September 8<sup>th</sup>, but I think he got so tired of so many phone calls from me and others that he decided to start on Monday of this week <laughter>. He said, "I am virtually working for the University already, I might as well come and do this." So he is here, and as I talked to some people, in time he is going to want to see what the different colleges and units have to offer. As we are out talking about things that are going on on campus, it is important that Sam McCrimmon has that opportunity to see what's going on as well. Hopefully, you know there were two vice presidents previously- Larry Burns was Vice President for External Affairs and Vern Snyder was

Vice President for Institutional Advancement. We took those two vice president positions and we merged those into one vice president position, so now he has the full range – from Marketing, Communications, Development, Alumni, and Special Events – so that gives us the ability to more effectively tell our story (I think) and to be able to get that information out there. It also gives us a little bit of cost savings which will enable us to do a few other things. I will say and I know that I've had some people ask about it, I did add a chief of staff to the President's Office. I had someone say, why would you do that? I thought that was an interesting question. First of all, I was under the impression that we had one since somebody came in and introduced themselves as my "chief of staff," but they had another full-time job. My sense with a chief of staff is in fact, I want somebody whose job is to follow up, loop through, and draw it to a conclusion, rather than, once we had this conversation and once we figured it out, continuing to go "around and around" to figure out when we are going to do something and implement it. Let's make progress and move it forward, which is my intent associated with a chief of staff. I am certainly optimistic that we will be able to do that and make some progress associated [with that].

President Keith also mentioned that we've started a search for CFO, we were down to three finalists. I will tell you and I don't know if you know this, one of the finalists withdrew from the pool yesterday, so we are down to two finalists and one of the finalists is on campus currently. So we will continue to see where we are with that and hopefully we will be successful with bringing that to a conclusion. In thinking about other things, I was trying to think, I made little bit of a list: in merging the two VP positions- one of the things that I've talked about is reducing administrative overhead; I would like us to continue to think about this. I've talked about enrollment. You all probably know and I'm recent enough to the situation- we've had some fiscal difficulties in the past. As we look at that, somebody said, what are we going to be doing about this? I would rather figure out how we will grow enrollment, than be in a position of saying, "okay, what are we going to cut next?" Because at some point, you are cutting and I am not the "doctor" here, but you are cutting "vital organs" and I am not sure if that's where I would like to go. So, we are talking about what else can we do with enrollment? It is clearly a faculty conversation that we ought to have. We are down in graduate enrollment and we are down sizably in graduate enrollment across campus which will have a fiscal impact on the university. So what I tell you all, in fact, as we think about this and we plan for the next year – we have to think about how we are recruiting and retaining undergraduates and how we are certain to bring in grad students. When we are down, it looks like 300-plus grad students across campus, those students are not going to go out and share the "good word" about what we're doing on this campus. It is also things in terms of working with you in terms of research. What do we do as they go out and share their experience here and say what a great institution this is in reputation? So collectively, I ask that we all think about that. As we talk to our departments, it is difficult to sustain year-after-year of "what will you do if you are down?" I want to work with – and President Keith mentioned that we brought in – Ruffalo Noel Levitz that does enrollment consulting. We will work with them because you all know that there's going to be some figuring out, what can we cut that's not cutting "bone, tendons" or something else that are vital organs? We are going to have to think about how do we become slightly leaner and how do we grow enrollment so we can have resources to be able to do the great things that we are doing. I think that is the game plan. I've talked to them, Ruffalo Noel Levitz, and they've come in and done assessment and they want to work with us as to how do they help position us to be able to increase our enrollment. I say this because I know there is lots of conversation about, what are the demographics in Ohio? We know that college age students in Ohio are declining and yet anybody who's read the paper or looked online, [knows that] BG's enrollment is up 12%. So you know, we can

say, there's an issue, but we also have to then think, how do we counter that issue? What is it that we have to offer that is different? That is part of the conversation that I've been having whenever we go across campus, we are different than BG. I think we have some great things to offer. I think collectively we ought to be thinking about how our undergraduates get in here and then transition to their fourth year into grad programs. We have a full range of graduate and professional programs; if we thought about how to capture that market, those students who are interested and keep them here to stay for those grad professional programs we will be doing well. I think for those of you who are in units where that's an option, and I know Provost Barrett has said he is talking to the deans and he's talking to the colleges, which is something we ought to be thinking about and capturing and I'll say, I hope you all go back to your departments and say, this is something we ought to be doing and thinking about also.

So I was trying to think if there's anything else I might want to mention. I think as we talk about how do we level out our finances and be able to make progress to move forward, what that means is, we ought to be thinking about, what are some easy wins and what are the opportunities. I am hesitant if we want to start this conversation or not- I have said in a couple different locations, "I know we are where we are because of the history and the past." It is unusual for a university this size to have 16 colleges. And before people "throw rocks at me," that is something we ought to think about, separate from any provost and any president, what is the appropriate structure for a university this size? And that is what I would say. Again, faculty needs to be part of the conversation. We need to talk about what that looks like because it is very unusual to have that many colleges in a university with just over 20,000 students. So again, I would hope that we will discuss that and think about how do we work through because I understand that many colleges have been through several iterations in the past few years and that is the difficulty of coming in, because the "new" set of eyes says the obvious and yet, everybody's lives have been sort of tied up and "well, here's what we've done over the past few years," I get it. So again, I want to be in a place where we are doing things that are good for the institution that are helpful so that we might make progress and move forward. With that, I might stop. Oh, I was going to mention, Dr. Dowd said, this is the "best thing" I could've done in a short period of time since I have been here; I will mention it since he gave me that compliment early on- at the last Board of Trustees meeting we did eliminate University Council.

[Group of Senators' applause and standing ovation]

**President Gaber continued:** However, we will have a monthly meeting, but really as a way to do things in a different communication, not as a governing organization. We will continue to communicate and continue to work with everybody. With that, I would like to open it up for questions, comments, things I ought to think about. What I would say and hopefully you know, I am going around, and I had the opportunity to tour about five colleges and I will continue to make my way to the others. I have gone to different centers and different areas and I look forward to meeting people across campus. Everything I see, we have great pieces here, but we have to pay attention to it. We know law enrollment is down, it is down nationally and that is something we have to pay attention to. I started off as an assistant professor and I never thought I would be worrying about the finances of all of this, and yet, you have to; we have to break even, right? So we have to pay attention to what is happening in many of our units as enrollment goes down, what does that mean, and how do we work together to enhance those areas. I am interested in feedback along the way; you certainly can email, stop by, send me a note, or whatever you would like to do. Are there questions?

**Assistant Dean Pollauf:** This is coming from a non-faculty member and senator. As Associate Dean in CALL and somebody who's been here for 25 years, one of the biggest problems I feel we have had as an institution is a lack of a pathway to a degree for some of these students. For example, we have 1,000 students in the College of Nursing that's accepting 120 or 130 a year, where do the rest go? What are our alternative curricular plans, that's question, one. And question two is, what is your philosophy about promoting how universities matter in terms of the public good? We hear a lot about how we are taking all these hits financially, I doubt that it is true; our culture has changed. People don't believe in public education and people don't believe in education being a public good, apparently. How do we counter that by trying to raise more and more private money and trying to get everyone to understand what it is that we're doing and why it matters?

**President Gaber:** Well, so that is part of what my job is. Even before I started I've been down in Columbus meeting with state reps. I've been in Washington D.C. meeting with our federal delegation. Part of what we have to do is make sure they understand who we are. And in Ohio what that means, it was very interesting to me, in Columbus some of the reps – not from our region – didn't know we had a med school and didn't know who The University of Toledo is, so we have to make sure that we talk about that. And largely, certainly, there is education for the sake of public good and a concept that a more educated citizen will help us in a civic community and help us engage. From most of our legislature's perspective, it is really about how does that contribute to economic development, and we do know that. That is part of what we do, which is try to pitch, "this is how we contribute to economic development." We've got a fantastic story to tell. We've got a lot of outreach going on and we've got a lot of people who are doing community service projects. When you start looking at the investment in this university and what that means in terms of the multiplier for the community and for the state, it's a great story and that is what we have to tell. Part of what I've discovered is we're doing good things. One of the things the enrollment consultant said was, in our marketing we don't talk a lot about the strength of our academic programs – which is really interesting, right? As I thought about that, I thought that is a very good point, right? So we know we do a pretty good job marketing athletics, therefore we know that we're doing some things right. But, we have to talk about, "here are some outstanding academic programs and here's why this is a fantastic opportunity." And by the way, on top of all of this, we are in fact the best value of any university in the state of Ohio by the time you look at our tuition and our discount rate. In fact, we are the most affordable, and we don't tell that. It is part of what I am going to be doing and it is part of what we have to continue to do. It is tricky here because there are a number of institutions in the state, we've got that, but it is being visible and making sure they understand. We've had several state reps in my office already, so we are trying to continue to sure that up. Now, when you were talking about pathways to degrees, the nursing example you gave is probably an issue everywhere, so the question-mark becomes, what else do we have, is it a health science degree? I can't tell you. But then thinking about whether there's an opportunity to do something as an add-on to be able to get your BSN later on. We have to internally talk about what that looks like. I would think because retention is important and graduation rates are important, we should be resolving that and answering that issue. We don't want, let's say, 600 students who aren't eligible to go into our nursing program to leave the institution, we've right there built into it. We've reduced our graduation rate already and our retention rate, so we are harming ourselves. Most schools figure out what are the alternatives and how do we get them into those programs, so I would say that is something again, we ought to be collectively talking about.

**Senator Thompson:** First of all, thanks for being here today. I have a question speaking of retention. An issue that we have focused on at Faculty Senate over the last year has been an issue of sexual assault, alcohol, tobacco, and other drugs. And as you know, for a while we had no one in both positions and now this has been a combined position. As a health educator myself, I have concerns over that because expecting somebody to be committed to two things that are very different is problematic, so I am just wondering, is that something that is on your radar screen, given the Title IX issues that we have had on campus?

**President Gaber:** Yes, I get that Title IX is big issue. It is probably bigger here because of the issues that we face. So you probably know that we are in the midst of a Title IX coordinator search. We've had five candidates just yesterday, but one of those candidates backed out. It was a day of "bad news" for me <laughter>. So, what we are hoping is that we can bring that search to conclusion, hopefully have a suitable candidate and be able to make progress in having that person. You know, Jovita has been identified currently, she is the person who is doing Title IX work associated at least with the campus and that is difficult because she is also Vice President of Human Resources, and that is part of her duty to be doing both. I think we will wrap up that search soon. I think then we've got Students Affairs, we've got HR, and we've got General Counsel all working together to say here's how we empower the Title IX coordinator. Now, your question about the substance abuse, this is probably newer news to me about what is combined. We may need to think about what does that look like in separating it. I don't have the history in how it got together and why, so it is something I will look into when we leave. Provost Barrett will fill us in now.

**Provost Barrett:** Not on that exactly, but I did want to piggy-back on the Title IX commentary. You may not have heard about this yet and it is coming up very quickly- next Wednesday, September 9<sup>th</sup> and Thursday, September 10<sup>th</sup> there's going to be some Title IX consultants on campus conducting Title IX training for basically everybody. It is mandatory that you attend. There will be multiple sessions on both campuses so that hopefully nobody will have to cancel a class and they can be able to attend. It is something that we've announced to the deans and associate deans and it will be percolating out, but with the beginning of the new term and stated on the floor of Senate.

**President Gaber:** Well, they've actually started their work, the consulting group. We've had both the Ohio Attorney General and the consulting group looking into what do we need to do, how do we structure it in a better way, and how do we make sure that we are training. The consultant group has started training to some groups that were around over the Summer. This is an opportunity to make sure that faculty are trained also and EVERYBODY understands that if a student says something, you have an obligation to report it and to work through this issue - understanding that is important, understanding what that means, who do you report to, and how do you do that because under federal law we have to do that, so it is important that people have that training. I think it is a great question and I need to find out about the substance abuse issue and where we are with that. You know it is interesting, every day I find something else out that I need to find a little more about, but I think we will get there and I am optimistic that at least we will get somebody in place within the next month.

**Senator Thompson:** Just speaking through retention issues, we know that the leading cause of student dropout is alcohol, tobacco, and substance-related issues, so it is just something to think about.

**Senator Dowd:** I have a clarifying question. Provost Barrett, is the training just for faculty or for staff as well?

**Provost Barrett:** I believe there are different sessions depending on what group it is for. There's also going to be an administrator session for the VP's etc. and I believe there are different ones. We are trying to get everybody trained in this; it is obviously everybody's concern. Since we are talking about retention, I would like to applaud the faculty for a lot of hard work on that front. Our overall DFW rates dropped considerably from last year to this year. We had an overall 2% drop across the university with one gen ed. level course dropping almost 16%, so that was a major help. Our overall retention looks like it's going to be up, but we don't have the state numbers yet. It looks like it's going to be up at least another 2% from last year. And according to the sheet that I saw this morning, the number of returning students for this Fall is only 35 less than from last Fall. So, there's some very good news on retention and faculty plays a big part in that. I want to congratulate you and thank you for your help with that.

**Past-President Hoblet:** I just wanted to piggy-back on the Title IX issue. When we talk about enrollment numbers increasing- when I talk to my peers who have a number of students coming in to The University of Toledo or examining colleges across the nation, one of their biggest concerns is safety and the amount of resources that we have on our campuses to deal with alcohol, drugs, tobacco, other problems, and decreasing sexual assault. Safety for these parents and the students is almost priority number one. So if we want to look at enrollment, that's an area that we should market and we should strengthen that area and market that, because I from lived experience know that that's a primary concern for every parent; anybody who has children knows that that's a priority for you and your students sent on campus.

**Senator Giovannucci:** I am in the College of Medicine. As a researcher, I was really excited to hear about commitment to bolster research at the university. Also, as somebody that is involved heavily in graduate education I am concerned about the drop in graduate enrollment. I have basically a brief comment and then a question for you.

**President Gaber:** Okay.

**Senator Giovannucci:** I think those things are tethered, right? I will speak about my experience in Basic Sciences and Medicine here, but not limited just to STEMM. I think this may be true for a lot of academic units- there's been no investment in bringing in faculty over the last ten years. In the STEMM areas the diminishment is probably the pressure of limited federal funding, but it is really (I think) more the fact that we have an aging faculty; many of the faculty are either at retirement age or have retired and come back, they aren't maintaining active research. Without the pipeline of bringing in new funded faculty, there are fewer and fewer spaces for graduate students to come and work with prominent researchers. And so, one way to bolster research probably in the short term is to hire new funded faculty or invest in faculty who are doing research in maybe a non-STEMM area which costs money. So I am wondering, what is your thought about how to invest in that?

**President Gaber:** I think clearly we have to. So every presentation I've seen, I've heard, "here's how we cut faculty lines over the years." We are going to have to do something. My concern is where do we start with the basic? We have to be able to operate with enrollment being down, so we are in a difficult situation right now. So what I want us to do is, figure out how do we make progress then we can invest. I am trying to think about some of these things because there's a "chicken and egg" involved, right? In

some ways we have to be entrepreneurial, and everybody says it, and it is like, what does that mean? The good thing is that Provost Barrett and I didn't drive over together because he would've said don't even say this- there was discussion I guess here a couple years ago about online programs and it was not in the right direction. If the faculty owned online and we figured out a different revenue source and had resources go back to colleges and departments, a portion of that, there were incentives, what we have to do is figure out- if you have a pot of money you can slice it so many ways- we have to add to the pot of money. So obviously, we are going to have to add faculty and obviously, we are going to need more researchers. Now, the deal in the College of Medicine is with the ProMedica deal you are going to have some infusion of new resources to be able to hire some additional researchers and some new faculty, but, across the rest of the campus we don't have that same advantage, so we have to look at how do we do this across campus. I would like us to think about, as we are doing this, what are opportunities to grow resources to be able to help colleges and to be able to help departments? Now, online education has many different perspectives and I am not suggesting that we hire an outside group or anything else, it would have to be done by departments to determine how they want to do it, but there need to be incentives that comes back to those units. I just think we have to figure out, how do we add to our resources so we can do the things we need to do? At a time when we are not doing that, we're essentially harming ourselves. I've had people ask me, we are going to have to cut, what are we going to cut? And I said, "No, we don't want to cut; we want to add." It becomes difficult when you think about how do you balance the books, so I need everybody to think sort of collectively. We need to add to be able to do the great things, otherwise, we will go into a spiral which is not very good for the university.

**Senator Giovannucci:** So if we had any ideas, I have some ideas, how do we get those to you?

**President Gaber:** Send me an email or you can come by and see me and we can talk further. I will say, almost every day I am at one or two different units talking, and afterwards, various people will shoot me an email after and say, "have you thought about this?" or "think about this." I am completely open to that and I appreciate it. I've been here effectively, 60 days. I don't have all the answers, but I know we have this core of people wanting to do great things here. We have great programs and we have great facilities. We have to get students here and we have to do great things with this so that we have resources coming in. So yes, please email, or call, or whatever you like and anyone else also.

**Senator Giovannucci:** Thank you.

**Senator Williams:** This question kind of piggy-backs on Senator Giovannucci's question, but it also kind of states it a little differently simply because of another thing that we've seen over the last few years. We have had homegrown faculty brought in as brand-new assistant professors. They have done very well; they've gotten themselves to the point where they had million-dollar grants and then they leave. The problems that go along with that are, they are really stressed to the max because we are not allowed to grow our faculty enough so we can take some of that pressure off of them, so they don't have to teach those three or four classes or they don't have to do all that service. So, how would we manage that as well?

**President Gaber:** Again, I think we have to get to sort of a steady state. Most universities first of all think about when you have outstanding faculty and you want to keep them, you either proactively deal with that or you understand this is the issue. You all know that I was in Arkansas, and basically what we knew is, any time anyone got an NSF Career Award, the University of Texas was going to come calling

on them and take them away. We lost a few, but we also proactively attempted to keep a few, because reinvesting and starting a new lab is more expensive to the institution- a lab is probably \$500,000. So when you think about what that cost is, if you add \$10,000 to their salary, it is positive for the university, so it is worth doing that proactively. Again, until we are feeling like we are at a balance state, our enrollment has to be consistent and I would hope that it would go up. If you look at enrollment at the university, over the past four years it has gone down. Now, when I started looking at all the numbers and question, why has it gone down? You all probably can answer some of that. There's a cyclical impact when you start cutting. What's the impact? What do people feel? What's the message we are giving? What are the values that we have as an institution? We have to do some of that in a different way. I mean, it was fascinating to hear the consultant say, you don't do anything to advertise academics? And he said, "I've never been on a campus that doesn't advertise, 'here are our great academic programs.'" So we have to change some of the things that we've been doing in order to tell that story better, in order to get people to want to be here, and in order to help build upon that; much like we've done sort of this, we need to do it in the opposite direction.

**Senator Willey:** I also welcome you and I appreciate your comments. I am also from the College of Medicine. Just to add to what you're saying about marketing, when people get an NIH grant here, it does not appear in the newspaper, there's not a press release. That seems to be something that can easily change. I can understand the same as you are saying, why aren't our academic programs marketed? It is the same sort of thing.

**President Gaber:** I think you are absolutely right. Jon Strunk is in the back and he is Head of Communications. We've been talking about press releases and I've said, "I want more. I want to tell the story. I want the great things "out there" so that people know in the community, and nationally." It is an interesting question mark about how we tell our own story and how people outside of this particular region know us. When I was coming here, what do people in Arkansas know about Toledo? Not a lot. What's made the national news is, "you are going to the place with the bad water?" That is not the thing to know about Toledo or The University of Toledo, but that is what the nightly news has portrayed about this region. We have to be able to tell our own story. Today we've talked about a few people- look at the University of Pittsburgh over the past 20 years, and how they've evolved and look at some other universities. I went to Southern Cal for a Master's Degree (a long time ago) and at that time it wasn't a national powerhouse, in L.A. that was the "party" school. Realistically, UCLA would say, we are the number one school and USC is sort of a mediocre school. But, they have evolved to being a premier institution. We have to take those steps and it will take investments along the way, and it will take all of us. So when you are at a conference, make sure you are telling a story of University of Toledo. And we've got our logo. I would say part of this is thinking about if we're going to work on branding and marketing, that we are out telling the people how to consistently see this as The University of Toledo and that's how great institutions have made strides. So some of that is, people think, "branding that is really in some way annoying," but on the other hand, when we are out and you are at a conference in Orlando and they are trying to figure out who's The University of Toledo, understanding that we're blue and gold and we're UT and here's what we have- it's important. It is important for people to see that. It is important to do that very consistently and not with "green" or "red" or anything else because that is not who we are.

**Senator Devabhaktuni:** I actually have two questions, but these questions are not actually for you, these are questions that are actually to myself. I've been asking these questions on several occasions on this

campus and I still haven't found the answers. So the two topics that I have questions on are: one is on enrollment and the second one is on retention, both of which are very important for the university and for everyone. When it comes to enrollment, I will make an assumption and say, enrollment is a sum of, a function of both domestic as well as international. There are many faculty on this campus of international backgrounds including myself. We have established various connections at various academic institutions worldwide. Some of those institutions where we actually come from really trust our word for things. They are always looking for advice and sending their students to do part of the program here. My first question, and again, I am asking this to myself is, who in your office, or in the provost office, or in administrative circles is holding a position where they are mandated to be available to talk to faculty and convert some of those opportunities here, enrollment boosting opportunities?

**President Gaber:** Let's ask the provost.

**Senator Devabhaktuni:** Provost Barrett, let me finish my second question and then probably that will come to you also <laughter>.

**Provost Barrett:** Alright, Senator Devabhaktuni.

**Senator Devabhaktuni:** The second question I ask myself is about retention. We have this office of Institutional Research that is now reorganized and so on, but, if you try to look up retention, some of the schools that have done very good with retention- what you will see is a couple of terminologies of phrases, "continuous monitoring," "timely intervention," these are the phrases that we keep seeing. As a faculty member I am always asking this question in various forums and I have yet to find an answer and the question is, how can (actually) the faculty be involved in the retention process? So, who in the President's Office or who in the Provost's Office is actually mandated with the idea of being available to the faculty and engagement?

**President Gaber:** That is a great question because I asked that of Provost Barrett when I got here. I said, "Provost Barrett, we say that retention is so important, who is tracking it daily, who is thinking about it, and who is working on it?" And he said, "Good point." So he's now got a vice provost who is going to be doing that and in charge of retention because we collectively are saying this is a priority and this is something that is very important at this institution. Do you want to talk about it, Provost Barrett?

**Provost Barrett:** Yes. I will answer the second question and then circle back to the first. Retention clearly is a priority. It is about three times more expensive to recruit a student than to retain a student. You've taken money from them, so you want them to succeed and you want them to get their degree. I complimented you all earlier for helping with retention. It is really everybody's responsibility. It is about the tone that you set in the classroom. It's about the expectations you set; you know, if you say to your students the first day of class, "I expect to see you here every day," that sets a different tone than if you say, "I don't care if you show up." I do want to say this isn't something we didn't pay any attention to before. We have Julie Fisher-Kinney in our office who is in charge of the success coaches and who has been making some good strides. We sent a group to a HLC retention and completion workshop over the Summer, so there's a lot of pieces that have been in place. But after talking with President Gaber, we felt we needed an academic peer, a fellow professor to work with you and be available to you to kind of step up our efforts and so Brian Ashburner, the Associate Dean of NSM, will be transitioning this Fall into my office as a new vice provost. Some of you may know, Kelly Moore has left the vice provost position he

was in last year. He will have other responsibilities, but one is to take the lead with retention efforts. Some of you may know we have a recruitment and retention coordinating group that involves some of the associate deans and some others. One of the things we are doing this year as part of this, we are splitting it in two coordinating groups. We will have a lot of the same people, but what I've been told is the group was primarily focused on the recruiting part and not the retention. I want them to both get the time they deserve, so we will have Brian leading the retention side of those two groups and kind of have a more distinct presence for each one. In terms of international opportunities and programs, we have the Center for International Studies and Programs which vets and approves any MOU's we are going to enter into. One point in time we had a jillion MOU's and a lot of them were pretty much inactive, so we have gone through and we've tried to clean that up and have a position. If we are going to do something, we want it to be active and meaningful. So, Dr. Sammy Spann is in charge of CISP and he reports to my office and any MOU or something will be signed by me before it becomes active. Dr. Spann will be the person you can go to and say, I have this idea; here is what I want to do. He can help you coordinate it with your dean as well because a lot of this ends up being programmatically driven. I would encourage you to talk with your chair or your dean and when you feel it is ready, then bring it to CISP.

**President Gaber:** We were thinking on the same line, that is a good thing <laughter>.

**Senator Barnes:** I would just encourage you when you are thinking about the recruiting and retention piece to also think about diversity- diversity specifically in terms of the student body and how they are retained and how they graduate. I don't know how it's been in the last year, but historically, particularly men of color have really been not graduating from the University of Toledo in high numbers. Geographically, we sit between Cleveland, Detroit, and Cincinnati and I think we have an opportunity to be a place of welcome and acceptance of diversity in all of its forms. I also don't think the face of this faculty represents the face of the student body on campus. I don't think the services for our students represent the face of our students either. I think LGBT initiatives, diversity initiatives, multicultural, student services and the recently merged Alcohol, Tobacco, and Other Drugs position and the Sexual Assault Education and Prevention Program coordinator position- those offices make our students know that they belong here and they are going to be trained to do the work we want them to do. I really think we can do so much better, and it would be incredibly rewarding.

**President Gaber:** I agree with you. Thank you. We will continue to work on it.

**Assistant Dean Pollauf:** I just would like to say after being here for 25 years I've seen some very encouraging signs that may actually be some retention and enrollment initiatives in the future. In the past "we slammed the barn door shut, but we left the side doors and all the windows wide open" <laughter>. We still have an issue with direct-from-high-school students. We really have closed that up with Rocket Awareness Program, but the transfer conditional student population is a huge concern to me. While it's never been a large number of people, not more than a couple hundred students at most, - these are people who have failed at one or more institutions, are eligible for another financial aid, and don't even meet the minimum requirements at an institution which is set well below the minimal requirements of any college, so they have no pathway to a degree. I feel like we are just running down the road and shooting off our toes. So if I was looking at enrollment, that is the group of people I would look at. We have a thousand people in Nursing and we have another thousand wannabes that haven't even made it to Nursing, so be

aware that how many are in a college that are not accepted, there's hundreds and thousands more of them residing in the university that also need to be attended to.

**President Gaber:** What I want to say is, yes, and as we talk about it no one person is going to come in and resolve it. We collectively are going to have to figure out what we are going to do and...and so that is good information and we are going to have to work on some of these issues to make progress.

**Senator Dowd:** Some faculty members, including myself, believe we at UT have lived through series of years where God and his angels slept. During that period, there was little respect for faculty and faculty participation in university governance. When I first raised my hand up I thought I had a question, but now I realize I have a comment only. You have 1200 faculty experts at your fingertips. We all want UT to succeed. Student success depends on our success and our success depends on your success. Please bring faculty input back into consideration when decisions are made. Take advantage of your 1200 experts. And since I have the floor, I will make another comment. I believe that the environment here has already improved since you took office.

**President Gaber:** And what I would say is that is my intention. Certainly, anytime, it goes both ways. We will continue to work with Faculty Senate and the Faculty Senate Executive Committee. For some of you, when you were talking about all the things over the Summer, I managed to meet with the Faculty Senate Executive Committee a couple times, even when I was doing the transition from after being named and coming here and so we will continue to do that. My point is, anybody that comes in and decides to do restructuring etc., it is not going to work until you all buy into it and decide, this is what's going to work. I am suggesting that collectively we have to do this to make progress.

**President Keith:** Although we met with President Gaber a couple of times this Summer, she has volunteered to meet with the Executive Committee at least once a month and she is also meeting with President-Elect, Mary Humphrys and myself once a month. She has made herself very accessible for all of us.

**Senator Molitor:** President Keith, I don't know if you mentioned this in your Executive Committee report, but did you mention the fact the Executive Committee has also been invited to interview the candidates for the CFO? We were also invited to interview candidates for the vice president of advancement and external communications.

**President Keith:** I said, "we were involved;" I did not get very specific.

**Senator Molitor:** We appreciate President Gaber's invitation to be involved in the process for selecting these candidates.

**President Keith:** It is a very important responsibility and we are pleased to be part of it. Next on the agenda is an announcement by Senator Dowd about Summer research grants.

**Senator Dowd:** As you know, the University Research Council is the faculty governance body that determines the university's research policies and also awards various internal grants to faculty members. I have served on Research Council since Lady Alice, Alice Skeens first appointed me to that body sometime around 2003. Over those years, I do not recall funding for summer research grants ever being increased. It has not kept-up with inflation, salary growth, or other related factors.

The announcement is that Senate's representatives to a different committee, the Finance and Strategy Committee, requested that the budget for summer research grants be increased by \$150,000 and the Office of Finance approved that request. Starting in AY2015-16, the budget for summer grants has increased from approximately \$92,000/year to \$242,000/year. As background information, recall that the Finance and Strategy Committee is a Board-created committee. Individuals from the Office of Finance work with Senate representatives to discuss, among other issues, the financial state of the university and to involve Senate representatives in the university's budget building process each year.

I will discuss the motivation for the budget request in just a moment. But, before that, I very much want to thank both Provost Barrett and Bryan Dadey, Associate Vice President of Finance, for their open approach to this issue and their willingness to consider requests from Faculty Senate. The improved funding would not have occurred without their support and the time they devoted to making it happen.

The increase in the summer grant budget is good news. However, my request to the Finance and Strategy Committee was based on a rather disturbing trend I witnessed during Research Council discussions. Over the past few years there has been a sharp decrease in the number of summer grant proposals submitted. This decline occurred in every eligible area of research - including the Social Sciences, Arts, Humanities, Natural Sciences, and Engineering. The decline in the number of proposals may in part have been due to the decline in new, untenured faculty members. And, in part, it may be due to the maximum summer award of \$12,000 being no longer sufficient to compete with salary earned from summer teaching opportunities. The reason I requested the budget increase is because I am afraid we are losing entire cohorts of junior and senior faculty members who do not know internal funding opportunities exist or that they view such research opportunities as a second-best option compared to summer teaching. We need to rebuild that understanding if UT is to maintain high-level research and to improve our record of externally funded projects.

OK, so here is the other good news. Not only has the budget for summer research awards increased to \$242,000, the Research Council has decided to increase the maximum award from \$12,000 to \$20,000 for individual proposals. UT can not only fund additional proposals, each successful proposal will receive a significant increase in financial support.

Note that the summer grant awards I am discussing today are restricted to nine-month faculty members only. While twelve-month faculty may object to that restriction, I wish to remind Senators that roughly three years ago the Research Council established a new internal grant program supporting the activities of twelve-month faculty members only.

It is always nice to talk about increased opportunities for faculty members. However, the reason I asked President Keith for a few minutes before the Senate is because I believe this information has not been announced to anyone. I have spoken with five deans about this development and not one of them were aware of the increased opportunity for their faculty. I do not know why the V.P. for Research has chosen to not inform faculty or administrators about this research opportunity. Because of this, my most sincere request of Senators is to take this information back to their colleagues and strongly encourage them to consider applying for a summer 2016 research grant. That includes both untenured and tenured faculty members. The Office of Finance has provided a tremendous opportunity for many faculty members. Senators, please disseminate information on the improved funding opportunity to your colleagues. Let's "share the love" with our colleagues.

**President Keith:** Thank you, Senator Dowd. The last act of business on the agenda is the resolution. I sent the senators a copy of it earlier today. The background on this, which you can see from the resolution is that this is new because of the new collective bargaining agreement. I believe Senator Wedding left, but Senator Rouillard is here, Provost Barrett, and Associate Dean Pocotte is in the back to answer any questions about the restructuring, if you actually have questions about the restructuring in itself. What we are asking you here to do is to basically endorse the proposed reorganization. Let me read the resolution:

The University of Toledo Faculty Resolution: Regarding the reorganization of the College of Nursing organizational structure”

*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 August 18, 2015 the administrative leadership of the College of Nursing presented the College’s reorganization plan to the Faculty Senate President to take to Faculty Senate for its input;*

*Whereas, the process to develop this structure has taken place over more than two years, and included the College of Nursing faculty as a whole using their college body known as the Faculty Assembly;*

*Whereas, the revised organizational structure was approved by a majority vote of the College of Nursing faculty on April 6, 2015, and reaffirmed unanimously by the faculty on August 17, 2015;*

*Whereas, the Executive Committee of Faculty Senate has reviewed the proposed reorganization and commends the College of Nursing faculty for their due diligence and commitment to the reorganization process;*

*Therefore, be it resolved, while the input provided by Faculty Senate can take many forms, in this particular case, the Faculty Senate Executive Committee recommends the Faculty Senate of the University of Toledo endorse the proposed reorganization this first day of September 2015.*

**President Keith continued:** This is just the first of potential reorganizations that would require Faculty Senate input. The Executive Committee thought that we needed to establish a precedent that the input would come from the body of Faculty Senate, not the Executive Committee. This is why it is here in front of you today. What are your thoughts? Do you have any questions?

**Provost Barrett:** If you truly want this to come from Senate as a body, and not to quarterback on drafting sitting in the audience, I would suggest that you strike the phrase “...*the Faculty Senate Executive Committee recommends*” and just make it the Faculty Senate of the University of Toledo endorses the proposed reorganization the first day - that way, it is actually a recognition of endorsement.

**Senator Willey:** Assuming that everybody agrees that this is appropriate, it seems to make sense, so, do we have access to the proposal? I mean, we can’t really vote on it without seeing the proposal.

**President Keith:** Well, we were just asked to provide our input.

**Associate Dean Pocotte:** Basically, the faculty in the College of Nursing in collaboration with administration and some staff members of the College of Nursing have spent two years in open discussion of making recommendations that will improve the faculty’s ability to function in an academic environment such as it exist today. Really, we’re asking to reduce the number of departments and realign

a job title role of what our department chairs do. This isn't as if our faculty are reorganizing our entire structure organizationally of the College of Nursing; it is very focused on faculty and the organization of a college as it pertains to allowing faculty to implement their faculty role, scholarship role, and service. So, while we shared the boxes and the reporting lines (editorial meaning: Full CON Organizational Structure) with Senate Executive Committee, we also feel strongly that the collective bargaining agreement as it is written with input really doesn't rise to the level of asking Faculty Senate to vote on our entire college structure, where we put a box, what we call it, and the recording line- I say that with all due respect.

**Senator Willey:** I understand. I think basically this is an endorsement that we have confidence in our Executive Committee, and I think in that context that I understand it.

**Senator Molitor:** I just want to amend the previous statement. We have confidence in our colleagues from the College of Nursing in this case because they essentially were the drivers of this reorganization process.

**Past-President Hoblet:** This clause is in the collective bargaining agreement. I think it is really imperative for everyone to have common understanding of it that we have witnessed and lived through experiences where colleges have not always been included in a discussion and conversation about the reorganization of their college, faculty lines, departments, etc. One of the conversations that we entertained at the Faculty Senate Executive Committee was exactly that, that this body is not a body to approve or disapprove the activities that actually occur within a college that include faculty as a whole. But, this body should be taken as a consultant, and ensuring that inclusion always in primary decisions where faculty are impacted by decisions in the college that impact their practice as academic admissions. And so, with that in mind, we brought this resolution forward. And as you read, we want to use this as an example because the processes that the College of Nursing undertook to make sure this was an inclusive decision, agreed upon by administration in concert with faculty, was so important to use as an example and sort of a trailblazing resolution to this body.

**Senator Willey:** I appreciate that. And so, I don't want to change this by committee, but what I think we are doing is approving the process.

**Past-President Hoblet:** Correct.

**Senator Willey:** Then I think if that is what that says and if that is what people read it to be, then great. I now understand your comments, we are approving the process and I think it is wonderful. Thank you.

**Senator Unknown:** It doesn't say we are approving a process in the last sentence.

**Senator Willey:** No, it doesn't say that. If we could change it to say that I think it would be a good idea.

**President Keith:** Well, we had debated whether or not we are approving the process or approving the proposed reorganization. In the end this is what we ended up saying.

**Senator Willey:** I think we should change it to specify that we are endorsing the process. I would not be able to endorse the proposed re-organization without reading the proposed plan.

**Senator Molitor:** We aren't actually empowered to endorse this reorganization, we can only provide our input.

**Senator Willey:** [*Indecipherable*]

**Senator Molitor:** We can provide feedback in both directions, but we are not actually empowered to make an endorsement that means anything. We are here to say that we held the discussion, which may be even more important when we talk about the reducing the number of colleges. The review by and input from the Faculty Senate may be more important for future reorganizations driven by the administration compared to the current College of Nursing reorganization that is being driven by its faculty.

**Senator Willey:** We have the power to endorse the process that the University and the College of Nursing engaged in to arrive at the re-organization plan and I think that is important because I get the sense that this is sort of a precedent. This is a really important change in the way the reorganization process took place and I think it is important for us to recognize that.

**President Keith:** There are many hands in the air, but before I let anyone speak, let me read what Article 7 section 7.2 says, "...*The Employer will seek input from the Faculty Senate on the following matters: curriculum, including addition or elimination of academic courses, certificates, programs and degrees; standards and requirements for degrees; academic rules, regulations, policies and standards regarding undergraduate students; and the reorganization of colleges and departments. Additionally, at such time as the University undertakes a university wide strategic planning process, the administration will seek input on nominations from the Faculty Senate Executive Committee for membership on each criteria item.*" It doesn't really say what form the input needs to take and we struggled with this. I know Provost Barrett had his hand up, and Senator Barnes, and then Senator Molitor; I don't know who needs to go first.

**Senator Barnes:** I have a question for the Nursing faculty about what's here, which is, are you satisfied with the degree of inclusion, because we had six years of a certain kind of inclusion. So, what really matters to me if we're endorsing this process is, is it a process that the faculty of the Nursing College really felt like you got to say what you needed to say?

**Associate Dean Pocotte:** Ironically, this is the one case that I can say with confidence and actual pride that our colleagues spent hours and hours in formalized meetings. The previous administration of the college actively participated and even asked for our input and set back and allowed our Faculty Affairs Committee and our Faculty Assembly which are our names for college councils and similar bodies to do its job. The way that we organized our assembly is the voting members include all of our administrative faculty, exception of the dean which is an ex-officio non-voting member. What is even more apparent through hours of discussion that were recorded was that when we talked about what we wanted to do it was aligned with what we thought to be best practices. In addition to that, we talked about things in a neutral manner. We talked about a box with a title in it but not a human who might be in it in the future or currently. I appreciate that question and that concern. It was fascinating. It was actually kind of surprising that it worked out so well, and that is why when you look at the fourth *Whereas*- it was important to us that it was reaffirmed in August because those of you who might know some history, there were some changes in administration at the senior level of our college between April 6<sup>th</sup> and August 17<sup>th</sup> and so we took an extra measure with Interim Dean Phillips to double check with everyone in the process of "A," having a CBA implemented for the first time in the College of Nursing after April 6<sup>th</sup> and then "B," with

the administrative changes that occurred, that everyone was still happy with it. It was unanimous. Does that help?

**Senator Barnes:** Absolutely. Thank you.

**Associate Dean Pocotte:** I thank you for that. That is exactly why we like the role of Senate as input to do checks and balances as we go forward.

**Provost Barrett:** I think it is really important that Senate understand its role in this process. The collective bargaining agreement delegates to Senate the ability to provide input when there are reorganizations and other things. It is really important this not be seen as a precedent for how all organizations are going to proceed in the future or that all need to meet this standard. I think what the College of Nursing did was fantastic here. It was a great process. It got great buy-in and everybody was all lined up and agreed and from my point of view, that makes Senate's job easy in this case. In this case everything was so approved and so unanimous, Senate really doesn't need to weigh in other than to say, we're fine with it because everything was so smooth and easy, but they all aren't going to be that way. There's going to be times where administration wants to do something that a college doesn't want to do or the college wants to do something the administration doesn't want to do, it's a split vote, there's going to be all kinds of things that are going to come forward over time and Senate's role is to provide input to the administration before they finalize the decision. Does Senate think this reorganization is a good idea or bad idea and they can say why it's a good idea or bad idea. Now, that could turn on the process. It could turn on the merits of reorganization itself. I think you need to embrace this robustly because this is the one opportunity that faculty are guaranteed a right to provide input via this body. And if you read this, it is creating a precedent that everything has to always line up this way, your input is going to be far less valuable and far less useful in the future.

**Senator Willey:** That is helpful. Based on this, I have enough information to endorse the process and I think it is great. To endorse the reorganization we would have to read about the reorganization and I don't think that's what being asked for here, so that is my opinion.

**Senator Molitor:** I was just going to follow up on what Provost Barrett was saying. Essentially, we are not endorsing anything, we are just allowing faculty to provide input. In one sense this is almost a trivial proposal because our Nursing colleagues are happy with the work that came out of this reorganization process. Where this would be important is if there were a reorganization going on in the College of Nursing that the faculty were unhappy with. If this were the case, we would need to provide our colleagues with the opportunity to provide their input on the reorganization. I think that's what we want this resolution to do.

**Senator Willey:** I don't think it is trivial though because it provides a reference point.

**Senator Molitor:** Exactly. We allowed our colleagues to provide input on this reorganization, that's what we're asking for.

**Senator Lee:** I think our college is at a new and different place than before. I think the Senate can be confident that when things come from our college they are going to come. We are confident as any of you who changed your college and restructure to look at our process when we feel engaged, but not everybody

is happy all the time. But I also think that that participation is going to help us figure out how to implement the structure because we did add new things, so I thank you for having confidence in us.

**Senator Edwards:** I just wanted to say I don't think this is a trivial issue here either. The issue here is for faculty to have a voice in a civil discussion of differences and opinions. It is going to come down to a vote, yay or nay, but we do have an opportunity to have a voice in the matter and that is what this is all about- to give Faculty Senate a voice in the decisions that are made.

**Senator Unknown:** This is based on collective bargaining and...in a college that is not engaged in any collective bargaining. I would hope the input from the faculty in that college is also respected in any sort of global changes that are going to affect the faculty.

**Unknown Speaker:** Absolutely.

**Senator Dowd:** I would like to connect that issue to the point raised by Senator Edwards. Regardless of whether a department or college is covered by the CBA, faculty in all departments and all colleges have a voice at Faculty Senate to express their opinions and concerns about proposed administrative restructuring. Whether mandated by the CBA or as an established Senate practice, the Faculty Senate can provide input to the administration on all such restructuring.

**President Keith:** What is Senate's wishes with this resolution? Do you want us to amend it?

**Senator Willey:** I propose an amendment in which you speak about endorsing the process by which this reorganization took place rather than endorsing the proposed reorganization.

**Senator Devabhaktuni:** I second.

**President Keith:** Senator Dowd just handed me a note.

**Senator Dowd:** It was based on a comment from Provost Barrett.

**Provost Barrett:** It doesn't really speak to his language, but I will throw out a possibility for you- "Therefore, be it resolved while the input that Faculty Senate can take many forms, in this particular case, the Faculty Senate of the University of Toledo is of the opinion that adequate input has been provided for the reorganization via the College of Nursing faculty through its process."

**Senator Willey:** That is fine.

**Senator Dowd:** The input from Faculty Senate should be reflecting the hard work performed by the faculty in the College of Nursing.

**Provost Barrett:** All right, so the Faculty Senate of The University of Toledo endorses the proposed reorganization based on input the college was able to provide this first day of September 2015.

**Senator Willey:** None of us could vote on it as if we read the reorganization proposal, I certainly can't. So, I do believe based on everything I know that the process is a reference process and it ought to be considered for the future, but I can't vote on something that says I read the reorganization.

**Provost Barrett:** "Endorses the process used to obtain input on this reorganization."

**Past-President Hoblet:** Correct.

**Senator Federman:** Why don't we just enter it formally into the Minutes? We don't actually have to vote on anything even if we make a formal resolution. It is not a votable resolution.

**President Keith:** Is that it? "Therefore, be it resolved while the input provided by Faculty Senate can take many forms, in this particular case, the Faculty Senate of The University of Toledo endorses the process used to gather input." Do we need this first day of September 2015? Here it goes- "Therefore, be it resolved, while the input provided by Faculty Senate can take many forms, in this particular case, the Faculty Senate of The University of Toledo endorses the process used to gather input on this first day of September 2015." Is that what we want?

**Senator Willey:** Yes, except I would change where you put the first day of September, but either way is good.

**President Keith:** Where do you want it to go?

**Provost Barrett:** After The University of Toledo.

**Senator Molitor:** I would change one thing, "endorses" the process used to gather input "regarding the proposed reorganization."

**Senator Keith:** All right, the resolution reads: "Regarding the reorganization of the College of Nursing organizational structure"

**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 August 18, 2015 the administrative leadership of the College of Nursing presented the College's reorganization plan to the Faculty Senate President to take to Faculty Senate for its input;

**Whereas**, the process to develop this structure has taken place over more than two years, and included the College of Nursing faculty as a whole using their college body known as the Faculty Assembly;

**Whereas**, the revised organizational structure was approved by a majority vote of the College of Nursing faculty on April 6, 2015, and reaffirmed unanimously by the faculty on August 17, 2015;

**Whereas**, the Executive Committee of Faculty Senate has reviewed the proposed reorganization and commends the College of Nursing faculty for their due diligence and commitment to the reorganization process;

**Therefore, be it resolved**, while the input provided by Faculty Senate can take many forms, in this particular case, the Faculty Senate of the University of Toledo, on this first day of September 2015, endorses the process used to gather input regarding the proposed reorganization.

[Applause]

**President Keith continued:** So now this is no longer coming from the Executive Committee, I probably need a "first" and "second."

**Senator Dowd:** So moved.

**Senator Molitor:** Second.

**President Keith:** All in favor of approving this resolution please signify by saying, “aye.” Anybody against, please vote “nay.” Are there any abstentions? Then the resolution passes. ***Resolution Passes.*** Thank you very much. That is it, unless there are items from the floor. Are there any items from the floor? Hearing none, may I have a motion to adjourn? Meeting adjourned at 6:01 p.m.

V. Meeting adjourned at 6:01 p.m.

Respectfully submitted,  
Lucy Duhon  
Faculty Senate Executive Secretary

Tape summary: Quinetta Hubbard  
Faculty Senate Office Administrative Secretary