

THE UNIVERSITY OF TOLEDO
Minutes of the Faculty Senate Meeting of September 06, 2022
FACULTY SENATE

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

Approved @ FS on 10/04/2022

Summary of Discussion

Note: The taped recording of this meeting is available in the Faculty Senate office or in the University Archives.

President Insch: All right, everybody, we're going to get started. Can you guys hear me out there in 'web land'?

Senator Coulter-Harris: Yes.

President Insch: President Postel, can you hear me?

President Postel: Yes, I can hear you.

President Insch: Welcome everyone. Those who do not know me, you've seen me in the box on the screen. My name is Gary Insch and I'm [in] the College of Business. I have the opportunity to serve as the President of the Faculty Senate this year. I'd like to welcome you all to start our academic session for academic year 2022 to 2023. We're trying it a little differently. For those of us who can be here, it's great to see your face; I hope you get a chance to connect with some senators. Those of us who have to be out in the Internet area, I appreciate that as well.

We are in this room for two reasons. The first one is that it's designed to have speakers in the audience, so that when you speak, people can hear you. One of the challenges we've had with having group meetings in the past, is that when people who were in the room talked, people at home couldn't hear them. So, we figured that sound is more important than the sight. This room's camera is right there, so they get a nice wide view. Hopefully, we will test that out to see if it works. Obviously, we can make adjustments as we move forward. Hopefully, everybody in the Internet can hear us.

We have an agenda, so we'll get started first with roll call. I don't know if Senator Nigem is out there or not. Senator Nigem, are you out there?

Senator Nigem: I'm here.

<<Experiencing Technical Difficulties>>

President Insch: Senator Nigem, are you ready to call roll call?

Senator Nigem: Yes. First of all, the sheet only has last names so if I connect the wrong person, I apologize in advance.

Roll Call: Imran Ali (absent), Ammon Allred (present), Elissar Andari,(present), Peter Andreanna (present), Tomer Avidor-Reiss (present), Gabriella Baki (present), Bruce Bamber (present), Sheri Benton (present), Terry Bigioni (present), Jillian Bornak (absent), Eric Chaffee (absent), Prabir Chaudhuri (absent), Carmen Cioc (present), Daniel Compura (present), Deborah Coulter-Harris (present), Vicki Dagostino-Kalniz(present), Lucy Duhon (present), Anthony Edginton (present), Hossein Elgafy (absent), Collin Gilstrap (present), Karen Green (present) , Sally Harmych (present), Samir Hefzy (present), Cindy Herrera (present), Mitchell Howard (present), Jason Huntley (excused absence), Gary Insch (present), A. Jayatissa (present), Catherine Johnson (present), Michael Kistner (present), Lauren Koch (present), David Krantz (present), David Kujawa (absent), Patrick Lawrence (present), Glenn Lipscomb (absent), Kimberly McBride (present), Alexia Metz (present), Mohamad Moussa (present), Julie Murphy (present), Amanda Murray (present), Kimberly Nigem (present), Grant Norte (present), Mohamed Osman (absent), Carla Pattin (present),

Yvette Perry (absent), Elaine Reeves (present), Jennifer Reynolds (present), Linda Rouillard (present), Paul Schaefer (absent), Barry Scheuermann (present), Kathy Shan (present), Puneet Sindhwani (absent), Suzanne Smith (present), Robert Steven (present), Stan Stepkowski (present), Lee Strang (present), Steven Sucheck (present), Cioc Sun (present), Jami Taylor (present), Berhane Teclehaimanot (present), Robert Topp (present), James Van Hook (absent), Jerry Van Hoy (present), Randall Vesely (present), Donald Wedding (present)

Senator Nigem: We do have a quorum, President Insch.

President Insch: Thank you very much. I appreciate it. Thank all of you for being here today. The next thing we need to do is approve the agenda. I apologize, the agenda came out a little late. We will be doing a better job in the future. It's been a hectic week for us. So, do I have a motion to approve the agenda?

Senator Wedding: I move.

President Insch: Any opposed? We approve the agenda by acclamation. *Agenda Approval Passed.* Again, that same issue with the Minutes. It was a rough summer. Does anybody have any concerns with the Minutes? Hearing none. Do I have a motion to approve the Minutes?

Senator Wedding: I move.

President Insch: Any oppose for approving the Minutes? Hearing none. We will approve by acclamation. Now we will move on to elections, the real 'purpose' of this meeting. Before we do that, I must take a moment to thank Tim Brakel, who is stepping out of Senate. He did really a tremendous service for us, serving as president twice, guiding and leading us through the COVID pandemic and all of those issues. We are very, very grateful for Tim, all he has done for us. Also last year, we had a very active and vocal Executive Committee. We are very grateful for them. We are grateful for Kim as serving as secretary. We are grateful for Jason Huntley and Shobha Ratnam for serving from the Health Science Campus; and Sharon Barnes and Eddie Chou from the Main Campus. So grateful for them and grateful for Linda Rouillard for her services on the Ohio Faculty Advisory Committee (OFC). So, if you want, just give them an air clap, or a quick round of applause.

[Applause]

Also, personally, I just want to take a moment to thank Terry Bigioni. He finally and tirelessly shepherded us through the Constitution. There is a lot of stuff that happened under the surface that many of us are not aware of. Terry and Tim had a front row seat for all of that. And so, we really appreciate all the hard work that Terry did last year. I'm grateful for his mentorship. His kindness. His diplomacy. And most of all, for friendship. So if we can all thank Terry.

[Applause]

Okay, now we're stepping into 'scary' area. We're doing elections just a tad differently this year. All elections are going to come from the floor. And also those who are nominated -- if they can just take a moment to introduce themselves just so people have a chance to put a name with a face since we are not in the same area so people have a sense of who they are voting for. So without any further ado, we'll open nominations for president-elect. For those of you who are interested in president-elect, it is actually a three-year 'sentence.' You start as president-elect, and then you go to president, and then past-president. President-elect does have a bit of a time commitment early. They accompany the president to all of the meetings. We meet monthly with President Postel and some other senior administrators, which are very informative, very useful. But that's the kind of commitment that they should be aware of. With that being said, the floor recognizes President-Elect.

*Linda Rouillard nominated and accepted the nomination
Jerry Van Hoy nominated, but declined the nomination*

President Insch cont'd: Do we have a second?

Senator Wedding: Second.

President Insch: Linda, do you accept the nomination? Would you like to say something?

Senator Wedding: She said she cannot hear you; she is at a conference.

President Insch: Does she accept?

Senator Wedding: Yes, she accepts.

President Insch: Are there any other nominations from the floor? All right, without any further nominations we'll close the nominations. *Nomination Closed.* Since there is only one nominee, we can do that by acclamation, unless you would want to actually physically vote for it. That is Robert's Rules. So, we will do that by acclamation. Congratulations! Professor Rouillard is the President-Elect.

President-Elect Rouillard: Thank you.

President Insch: We now have nominations for secretary.

Deborah Coulter-Harris nominated

President Insch cont'd: Do we have a second?

Senator Wedding: Second.

President Insch: Do we have any other nominations from the floor?

Past-President Bigioni: Do she accept?

Senator Coulter-Harris: I have a question, please. This is not going to, of course, interfere with me being Chair of the Faculty Senate Committee on Student Affairs? Correct?

President Insch: If you are willing to do 'double duty,' I am willing to let you.

Senator Coulter-Harris: And, I really don't know what the duties are and how much I'll have to do President Insch.

President Insch: One of the primary duties, obviously is working with Quinetta on getting the Minutes put together every meeting. Just kind of a pair of eyes on that. The other thing that is more time consuming, you are a member of the Faculty Senate Executive Committee. We meet probably every-other-week. Generally, we meet about three or four days after Faculty Senate. So there's about two meetings a month with Faculty Senate Exec.

Senator Coulter-Harris: Okay. Is that on a Friday? Because I teach four classes?

President Insch: We can work on that. Generally it's been Friday afternoon at 3 o'clock.

Senator Coulter-Harris: Oh, that is fine.

President Insch: There's one other small [FYI]. We also have a tendency to meet with the Provost as the Faculty Senate Execs fairly frequently as well. I believe it is every fourth Thursday.

Senator Coulter-Harris: I'll call the roll also, right?

President Insch: Sure.

Past-President Bigioni: She will be calling the roll here.

President Insch: Yes, you will be calling the roll here. Deborah, I appreciate you, so is that a 'yes?'

Senator Coulter-Harris: Yes.

Deborah Coulter-Harris accepts nomination

Senator Coulter-Harris: I am honored. Thank you.

President Insch: Anybody else have another nomination? Any other nominations?

Senator Wedding: I move the nominations be closed.

President Insch: Second?

Unknown Senator: Second.

President Insch: So we will approve Deborah Coulter-Harris without any objections, by acclamation as Secretary Faculty Senate Exec.

Senator Coulter-Harris: Thank you.

President Insch: It is harder than itself. Right? <Laughter>

Slight change. So the way we're electing the representatives, I had a discussion as to why we broke it into two separate votes. Usually the person who lost the first vote got elected the second time around. It just seemed like a lot of time. So what I recommended, and no one said I couldn't do it, we're going to just make a slate of nominees and then depending on how many there are, Scott has an electronic voting system where we would just vote for your top two candidates. So we will do this in one point swoop.

Senator Wedding: How will we vote?

President Insch: It is going to be electronically. Do you have your phone? It is going to come through an email. You know, I can take your vote here too.

Senator Wedding: Yes, that is what I was thinking.

Senator Hefzy: Can we have separate nominations?

President Insch: Yes, we are doing the Health Sciences first. And again, Health Sciences votes for their representatives and then Main Campus votes for theirs.

Senator Wedding: We (Main Campus) don't vote for the Health Science at all, right?

President Insch: Correct.

Senator Wedding: The only three colleges that vote would be Nursing, Pharmacy and Medicine. Am I right?

President Insch: Yes.

Senator Wedding: The rest of us do not for the Health Science?

President Insch: That is correct. So, nominations for Health Sciences for the Faculty Senate Executive Committee?

Senator Van Hoy: And you need two representatives?

President Insch: I need at least two, yeah. So anybody from Health Sciences that have somebody they want to 'offer up'?

Unknown Speaker: Is Paul Schaefer one of the names?

President Insch: Yes, but he is not here right now. He is at a meeting somewhere. He sent me a notice as an excused absence, so I don't know if we can throw him on the 'pot' or not.

Senator Van Hoy: Well, he can't accept the nomination if he is not available.

President Insch: Correct. Are there any other Health Science people? Do you want to think about this, and then we'll go to Main Campus and come back? All right, we'll do that. So we're going to come back to Health Sciences. All right, going to the Main Campus again. And this is only the people on the Main Campus can vote and nominate. Do we have any nominations for Executive Committee from the Main Campus?

Jerry Van Hoy nominated and accepted the nomination

Senator Wedding: I'll second.

President Insch: So we have Jerry Van Hoy, do we have any other nominations?

Senator Hefzy: Yes, I'll like to nominate myself.

Mohammed Samir Hefzy nominated and accepted the nomination

Senator Coulter-Harris: Yes, I second that nomination.

Rob Stevens nominated and accepted the nomination

President Insch: Do we have any other nominations from the floor?

Senator Wedding: I move the nominations close.

President Insch: Okay, motion to move the nominations closed. Any second?

Senator Compora: Second.

President Insch: Thank you, Sir. Any opposed? So we have three names. Scott, are you with us?

Dr. Molitor: I am, President Insch. I am putting the ballot together right now, and I am going to be sending out an email link to all Main Campus senators. Now, per your comment that you can take votes from the people there, I do not know who is there with you. All I can do is send a ballot to everybody in Main Campus. If you are taking votes there, they would have to be on the honor system and not vote via email as well.

President Insch: We'll do it electronically for everybody who can, and then I'll let you know who can't. But I think most of us can probably do it electronically.

Dr. Molitor: Just to clarify, I have no way of tracking who voted. So everybody is getting a link.

Senator Hefzy: Are you going to do it via email?

Dr. Molitor: Yes, it is coming to your University of Toledo emails; with the exception of Dr. Wedding, it will be coming to his Gmail account. But everybody else is getting it at their UToledo.edu account. This will be coming momentarily. I will let you know when it is sent. If you want to go back and solicit nominees for the next position while I work on this.

President Insch: Thank you very much, Scott. All right, we are turning to the Health Sciences Campus. Are there any nominations from the Health Sciences Campus?

Ivana de la Serna nominated, but is not eligible

Senator Murphy: I'm not necessarily nominating anyone, but it's difficult for us to nominate because the list of newly elected senators wasn't released. So I'm looking at the list from last year. I feel like that needs to be posted.

President Insch: Yes. We have a list of senators sitting somewhere, don't you, Quinetta?

Quinetta Hubbard, Admin. Faculty Senate Secretary: We can try to pull it up.

President Insch: Scott, you have a list of senators, right?

Dr. Molitor: Do I have a list of senators?

President Insch: Yes, divided by colleges?

Dr. Molitor: Yes. Do you want me to share my screen and display it?

President Insch: I don't know if you could do this, but could you display Life Sciences, Pharmacy and Nursing so we can see who the list of potential candidates are?

Dr. Molitor: Hang on one minute. Let me get this ballot out.

Past-President Bigioni: I can put newly elected senators in the chat box.

President Insch: Do you have the list?

Past-President Bigioni: I do.

President Insch: Okay, please. So Terry is going to put the list of newly elected senators in the Chat Box so you scroll through that.

Dr. Molitor: Just so you know, the Main Campus representative ballot has been sent to everybody's email. You should be able to start casting your ballots.

President Insch: Right, I got it. Scott, it only let us vote for one. Is there a way to make it let us vote for two?

Dr. Molitor: No. The easiest thing to do would be to run this twice with the first winner removed if there aren't going to be any more nominees.

President Insch: Do we have a winner on the first one?

Dr. Molitor: Hang-on, I'm still getting surveys. I will let you know as soon as I find a winner and then we can go from there.

President Insch: We have two votes. We are still working on the Main Campus. Do we have nominations for the Health Sciences? We are still looking for Health Science nominees. Did everybody get a chance to look at the names?

Senator Wedding: You [can] quicken-up this election separately after this meeting is over by contacting those people and seeing what could be done.

President Insch: Okay, because it is the same list.

Senator Wedding: That would be up to you; we are not going to be involved.

President Insch: All right, we need to finish-up Main Campus real quick. Scott, do we have a winner?

Dr. Molitor: We have a winner. The winner is Jerry Van Hoy.

President Insch: So Scott, you are going to send it now again between Professor Stevens and Professor Hefzy, correct?

Dr. Molitor: I'm sending a second ballot for Main Campus with Rob Steven and Samir Hefzy. I will let you know when that has been distributed.

President Insch: Thank you. Well, I suspect that might be the easiest thing to do in lots of time. President Postel is going to be here with us for this event – I was happy I saw his face -but he had to go to another meeting. I'll try to speed this up because we are taking a lot of time from the Provost as well. We'll work out the Health Sciences Campus' voting through email on that later on this week as we try to find people who are willing to serve. While Scott is working on getting the ballot together, we do have one other vote we need to do, and this is for the Ohio Faculty Council.

Kimberly McBride nominated and accepted the nomination

President Insch cont'd: Do we have a second?

Senator Coulter-Harris: I second that nomination.

President Insch: Thank you, Deborah. Are there any others interested? This is a state wide committee that deals with faculty issues. They meet with representatives from other universities. It is a pretty interesting group.

Past-President Bigioni: Does she accept?

Senator McBride: Yes, I accept.

President Insch: Any other nominations?

Ammon Allred nominated and accepted the nomination

President Insch: So we have Kimberly McBride and Ammon Allred. Is there anybody else interested in having a nomination for the Ohio Faculty Advisory Council?

Senator Wedding: I move they close.

President Insch: Thank you, Senator Wedding. Second? Any opposed? Okay, we'll move on. Scott, do you have those two names for the Ohio Faculty Council?

Dr. Molitor: I have Kimberly McBride and Ammon Allred. I will get that going. I just got the second Main Campus ballot out.

President Insch: All right, thank you, sir.

Dr. Molitor: And I will get the Ohio Faculty Council ballot out, if you want to move on.

President Insch: Everybody can vote for the Ohio Council. We will offset for just a moment. We'll deal with Health Sciences in just a moment.

For those new members, you'll receive an email from me soon to set up our first meeting, and at that point we need to start setting up our meetings with the provost and those things as well. I believe that will be the end of the nomination process and our elections. So thank you all very much for your participation and your help in selecting our leaders.

President Insch: Okay, we'll move on quickly to the Executive Summary: I'll make this fairly brief because we have the Provost here and she can answer a lot of your questions dealing with the changes in the Provost Office and the things that her team is working on. Before we go there, though, I would like you to do me a quick favor and wander into the world of a thought exercise. I'll like you to just close your eyes for a minute. I promise no one is going to jump out and grab you. I want you to think about the great things that are happening, or have happened, your memories here at the University of Toledo. It might be a big win with the football team. It might be the friendships you've created and colleagues you've met. The opportunities to do world impactful research. It might be watching your students cross the podium when they graduate from the University. Or maybe that unexpected email or unexpected postcards from students thanking you for what you've done. There are great things happening at the University of Toledo. Now, I want you to take a moment and imagine what the University of Toledo would be without you – the faculty.

[Pause]

What is it? The University of Toledo would not exist if it **were** not for you, the faculty. And why **is** that important, **it** is because during these interesting times we need each other to continue working hard. For some of us, maybe step-up and get involved with faculty governance to help solve our problems. Now, I know that we are really here also for our students. Without them, we are just a 'think tank' as the provost would tell us. So think about this. I had an interesting conversation with a group of business people when I was the dean. And one turned to me and asked, he said, "Gary, who is your client?" "Who is your customer?" [He was] talking about the College of Business. So I defaulted in my business mind: a customer in the business world is the person that pays your bills. So I said, "Well obviously, our customers are our students because they or their parents pay tuition." I realized immediately that, that was not the answer they were looking for. And I've had an epiphany, because to them our students are our product. They are hiring our students. And in that sense, employers, think-tanks, nonprofit organizations, and hospitals, whatever -- they are our clients also. What does that mean? It means that our students are unique in the world. They are both our customer and our product. And it is imperative upon us to deliver to them the skills, the experiences, critical thinking, all of those things that they are going to need to have successful careers in whatever they choose. And I know, that you know that we effect change, positive change in the lives of our students, and we effect positive change for generations. So I want to thank you for that so much, because despite whirlwind of all the things going on in higher ed., our mission is clear. To continue to have excellence in our teaching, in our research, in our service. That's what we're going to focus on.

So, that being said, I have a couple of quick comments from what happened over the summer. We thank our Executive Committee. They had an extended term. Terry and I met quite-a-bit with a number of people over the summer months. And I'd love to talk about all these issues, [but] let's just talk about four that are somewhat critical or somewhat important. Number one, the Constitution, as you are aware, the Constitution was overwhelmingly passed by the faculty last April. The Faculty Senate also unanimously passed a couple of amendments. Those amendments needed to be voted on. They are currently being voted on. Once that vote ends this Friday, hopefully the Constitution will be ready to go to the Board of Trustees. We are hoping to get it on their agenda for September. So, we are very close to the end of that.

I think we all have seen or heard about the enrollment numbers. They're a little lower than we're hoping for. That's going to create some budget challenges. I'm sure the provost and others will talk about that later. But what we are going to do as Faculty Senate is organize an ad hoc faculty senate finance committee. That committee is going to be composed of a Faculty Senate member from each of the colleges' budget committees. The Provost and the President have both agreed that those committees should have a representative from Faculty Senate on each of those. If there are two or more members they can pick which one will be joining us on a faculty senate finance committee, so we can get a good sense of what's happening in the colleges. Then they will report back to you on those issues that are of extreme importance to all of us.

Similar to that, just because it has been in the press recently, as you are aware, back in probably June, the Board passed a contract where part of our dorms had been subcontracted out. Part of that plan was to do some refurbishment and some improvements. Unfortunately, with the changes in the interest rates and rising construction costs, what the building company could do has been hindered severely. So, President Postel and his team have decided to pause that until those conditions improve. So that just gives you a quick update on that situation. I'm sure President Postel with his team are [working] very much on that.

The last one. I was able to attend the COVID task force. We had a meeting this morning, so they are very aware of the challenges. Currently, we are following CDC guidelines. If you have any questions or concerns, please let a Faculty Senate member know and we'd be happy to convey them to those who are interested. Just to let you know, COVID is still out there. And the administration and our task force are very much aware of that. Just to give you an FYI. They are doing a flu shot again. And as you are aware, most of us are required to get the flu shot. They're thinking about possibly finding a way to administer a booster to those who want it at the same time. So, please be thevery much aware of all of those issues. So, that's all I've got. It took a little longer than I anticipated. Are there any Faculty Senate Executive Committee members who have anything to add? Are there any questions?

Unknown Speaker: So you're saying that they're going to have a mandatory vaccine again?

President Insch: I believe so, yes.

Senator Wedding: You think it's going to be mandatory or optional?

President Insch: There are certain groups where it's mandatory. It's mandatory for students and it's mandatory for health employees. I think the UCAP represented faculty are voluntarily because it is not part of the contract. There is a group where it is mandatory; there is a group volunteer. I apologize, I don't know the specifics.

Senator Wedding: They won't have them on campus till probably October.

President Insch: Yes, they are planning to do a roll out in October if you want it.

Senator Wedding: They will give them in the Pharmacy. Well, not in the Pharmacy per se, but in the Health Center right next to the Pharmacy.

President Insch: Yes. They've also given them in different locations throughout campus. They've given them in Stranahan Hall and other places as well. So keep your eyes open if you're interested in getting the flu shot from the University. Good question. Any other questions or concerns?

Senator Coulter-Harris: Yes. President Insch, have the winners of the last two votes been announced yet?

President Insch: Deborah, thank you for the reminder. That is where I was headed next. Deborah, you are already doing your job as secretary <Laughter>.

Senator Coulter-Harris: I've already earned my stripes <Laughter>.

Dr. Molitor: I was just about to jump in. Rob Steven is the second winner for the Main Campus ballot. And the Ohio Faculty Council representative ballot has been distributed and it looks like we already have several votes for that. That is sent to everyone, Main Campus and Health Science Campus. And I also received an email from Diane Miller to let you know that Dr. Postel had to leave and could not stay on. Just so you are aware of that.

President Insch: Thank you, Scott. How much longer are you going to let the OFC run?

Dr. Molitor: Why don't we proceed with the agenda, let everybody vote and then at the next agenda item, I will give you an update.

President Insch: Thank you. We are very privileged to have with us Provost Risa Dickson. I don't know if you had a chance to meet her or not. She has quite the extensive background and President Postel was ready to extoll her virtues and her resume, I'm sure. I've had the opportunity to interact with her on a number of occasions. I'm very pleased that she's here. I'm grateful for her willingness to serve and to help us out. Without any further ado, I will let her take it away.

Provost Dickson: Thank you very much, Gary. I am just so thrilled to be here. It's nice to virtually see you all. I'm looking forward to working with you this year. I'd like to echo the comments that Professor Insch made about the importance of your work, not just to your students. But, I'm also going to say, to the health of the local community, to the region, and to the disciplines in which you all work, it is of great importance to educate the future of our disciplines. So, I just really admire and appreciate the work that you're doing. I have to say, I've been very impressed since I've come to the University of Toledo, and the amazing work that's being done here and the dedication to the institution. So I'm very, very pleased to be here. And I'm happy to answer as many questions as I can at this point, knowing that I've been alone or solo in this position for just about 30 days now, but I have been on campus for a couple of months.

I wanted to give you a quick update on what I'm working on and to let you know that I will be giving more robust updates in the future. But generally what I've been tasked with and what I've decided I think that we really need to attend to: First-off, what I was brought in to do is what we have been calling the 'incentive-based budget model.' This is not the first time I've implemented a different budget model. I might mention that this is my third chief academic officer position that I've held, so it's not a job that is unfamiliar to me. I'm also very, very familiar with what's going on across the country. I want to say that the University Toledo is not struggling with anything that almost every institution in the country is also struggling with, regardless of how elite and how rich they are. We are all struggling with what the future of higher education looks like. So what we're calling the 'incentive-based budget,' I've heard people say,

well, there aren't a lot of incentives right now. That's true. The last place I worked, we did [a] zero-based actuals budget. Regardless of what we're calling it, it's a really, really important thing to do right now in terms of understanding where the efficiencies are going into the future. So, that is one of the things.

The strategic plan -- I was super impressed with the amount of work that had been done on it up to the point when first came in. Currently, a small group is taking all the feedback that has been put together by the very large committee, organizing it into a coherent structure where it not only makes kind of an elegance sense, but also tells a story, and then we'll take it back out for socialization and feedback.

Program prioritization -- I want to spend a minute on this. When I first came in I kept hearing about how the institution needed to cut and cut, and program prioritization were often used in the same sentences. I'm working really, really hard to stop that. And let me explain why. I understand there are budget deficits. Enrollments are going down across the country. Some programs are doing better than other programs. The nature of the workforce is changing. But, program prioritization is not about cutting, cutting, cutting. If we only talk about cutting, we're going to not only continue to be depressed, but we are going to run out of momentum. Program prioritization is about taking a very hard look at what we're offering and understanding where we need to reorient or reprioritize resources so that we can lead higher education into the future. Higher education is changing in ways that we have not really anticipated. Many of you have seen these changes in your discipline. There are new disciplines that are being created, other disciplines that are getting absorbed into one another. We're trying to hold the importance of the education, in terms of the liberal arts and sciences foundation while also moving into the future. We are going to need resources to pivot some of your disciplines into the future and to be ready to create the relevant disciplines for our students and our communities. So program prioritization is really about reprioritizing where we need to put resources, rethinking how we're doing things. This is something that every institution in the country is struggling with right now.

So far I've mentioned the strategic planning, incentive-based budgeting and program prioritization. And then one of the things I noticed when I came in is that our student success and enrollment management appears to be very distributed. I believe very strongly that in order to get fiscal stability in the institution, we really need to understand how to not only bring in students, but keep them throughout their education and then graduate them. This is work I've done in a couple of different states. So I'm pulling together the component pieces right now that I see, to see what we're doing across the colleges, what we're doing in the institution. We're building the data in institutional research to be able to start tracking. I'm hoping by the end of coming year, that we will have a very clear model of what I'm calling the student life cycle, or what's commonly called enrollment management or student success. Currently there are several people from across the institution pulling together what it is we're doing. As we start building that out, we'll start socializing that.

So, those are my big things right now that I'm working on. I'm very, very excited to be part of leading the University of Toledo into the future.

President Insch: Thank you so much, Provost. Are there any questions?

Unknown Speaker: Yes. I wonder why you mentioned enrollment as the fourth thing and not the first thing, because it looks like enrollment is the biggest crisis. I would think it would be number one and it should be discussed fully with faculty. Maybe think about it more seriously because we have about 10 years of continuous decline. And, how do we change it?

Provost Dickson: So, I didn't give these in any specific order. I'm going to tell you that the enrollment management, student success is my first priority. I think one of the ways we change it is to ensure that

we're offering the programs that students want to take. Also, one of the things we did in California is educate the community, particularly non-college going populations about the importance of an education in terms of increasing the quality of their lives and the importance about moving forward. Most of the jobs-- and this is one of the things I've been saying for many years, and I believe very, very strongly in virtually every fiber of my being—almost to a student, the people that you are educating today will work in jobs that either don't exist or that they will have to be part of creating. So, we're going to have to socialize the importance of higher education, not just skilled workplaces. We have to make sure we're offering degree programs that are relevant and resonate with people. Once we start bringing those students in, we need to make sure that we keep them. Because the enrollment crisis isn't just bringing students in, it's keeping them to make sure that we are retaining and educating those students and putting them back out. This is a very big thing. Several states have been dealing with this for as far back as 15 or 20 years. There's a lot of research on this. It is going to be multi-pronged. Of course, the faculty have to get involved, but the institution needs to make sure that we are positioned to provide the resources and the support where there needs to be resources and support. That is what I'm working on right now, which is the structure, trying to figure out what we are doing, where is it paying off, where are the gaps, and that's when we'll start developing initiatives. I don't know if that answers your question.

Senator Avidor-Reiss: Good for now. Thank you.

President Insch: Are there any other questions for the Provost? Go ahead, Don.

Senator Wedding: I am Don Wedding. We have not met. I'm very active in the union. My background is engineering and I'm a patent attorney. So, I have a great deal of respect and admiration for the people who are in the STEMM, or so-called sciences. I'm big in that. I also believe that you cannot have a university without having an arts and humanities college. I think that the arts and humanities are very, very important and they build, in fact they lay a foundation often for people to be creative. There is a creative element there. Often what I hear is that they want to put the resources in the STEMM area and not in the Arts and Letters. So you will hear me as a 'song' for the Arts and Letters.

Provost Dickson: So, Don, nice to meet you. I heard much about you. A couple of things you need to know. Number one, is I spent the first 10 years of my career doing mechanical engineering work, even though I didn't have a degree. I'm aging myself. It was during the Cold War. The other thing I'm going to say, and I'm sorry, reference to God; God forbid that would ever have an engineer who doesn't know why we call something Apollo.

Senator Wedding: My undergraduate also is chemical engineering, and my masters is chemical engineering. It was the hardest stuff I ever did in my life.

Provost Dickson: And, I hope we never have a chemical engineer that doesn't understand the Latin roots of the chemicals <Laughter>. I will be the first to tell you that I think that the arts and sciences are actually the foundation of an education and even engineers need to understand the importance of critical thinking and logic beyond the logic that we learned in engineering school. So it is nice to meet you.

Senator Wedding: Thank you. I'm probably going to present your words back at the negotiating table.

Provost Dickson: You might <Laughter>.

President Insch: Are there any other questions for the Provost? Anybody else in the Cyber land? Well, thank you so much Provost. I apologize it took so long to get to you. I appreciate your patience with us and thank you very much. I know that you will be coming back regularly to update us.

Provost Dickson: Thank you. I look forward to working with you all this year.

President Insch: Thanks, Provost. All right, Scott, the suspense is killing us.

Dr. Molitor: I am downloading the results now. I assumed there would be more questions for Risa. Let me download and I will give you a moment in case there's anything else you need to take care of. I didn't know if you wanted to revisit the Health Science representative ballot as well.

President Insch: I think because that doesn't involve all of us, then we'll go ahead and adjourn and we'll figure out a way to do that at a different time. Any opposed? Main Campus people said, 'no, I'm off the hook.' Yes, Terry?

Past-President Bigioni: Bob, do you want to speak up?

Senator Topp: Terry, if you're nominating me, I'd be happy to be the Health Science Campus representative to the Executive Committee.

Past-President Bigioni: I cannot nominate you, but you can self-nominate.

Senator Topp: Okay. Then I self-nominate.

Robert Topp nominated and accepted the nomination

President Insch: We do have one nomination, Bob Topp. Can I get a second?

Senator Herrera: Second.

President Insch: Is there anybody else that has a nomination? Well, if that is okay, if the Health Sciences' people, not any dissenting votes, we'll have Bob join us by acclamation and we'll find another person to join us later this week. Congratulations, Bob!

Dr. Molitor: Gary, I'm now ready to announce that Kimberly McBride is the Ohio Faculty representative.

President Insch: Thank you so much, Scott. Thank you, Kimberly for your willingness. Congratulations! All right, well, that puts us through the agenda. I didn't invite others to speak so we can get along with the agenda. You know, my goal is to be done before 6 o'clock. So, are there any business or items from the floor that someone would like to bring up in Faculty Senate at this time?

Senator Coulter-Harris: I have an item, President Insch.

President Insch: Yes?

Senator Coulter-Harris: I would like to know if we're going to continue with these hybrids or whether or not we will just be on WebEx for the remainder of the semester? And, if we need to vote on that?

President Insch: That is a great question and I believe the answer would be, we probably should vote on it. I think that we know the Constitution does say we're supposed to vote on anyway. I think Tuesday at 4 o'clock I think works.

Senator Wedding: Why don't you meet with our new Executive Committee and come back with a recommendation for us?

President Insch: Is that okay with you, Deborah?

Senator Coulter-Harris: Of course it is. Thank you.

President Insch: Maybe even before that, we'll send out a Faculty Senate poll and have you decide. Thank you, Deborah. Great question, and we'll certainly do that as we move forward. Are there any other questions, concerns, issues from the floor?

Unknown Speaker: I have a question. This is my first time here. What is the role of this body? What can we do here?

President Insch: That is a good question. So, I don't know if you know this or not, but I used to be the Dean of the Business School, so, I've seen this from both sides. The biggest challenge I think we have is that our role as faculty is very limited because we don't really get involved in the things that are going to attract students, other than if you go visit schools. I know that some colleges try to get, you know, people out to do presentations, and that is one thing. It is very time consuming for us to do. Theoretically, we have a group doing that. I think you'll find the Provost will say, and I would agree, that the other thing that we probably have more influence on would be in retention. We also pay a little bit more attention to students who are struggling and growth mindset, inclusiveness, all those kinds of things, and try to help those students because oftentimes those students are from under-represented areas. Sometimes just a little encouragement [would help]. Some of us, you know, just don't recognize that an awareness issue would be helpful. You're going to hear probably a lot of talk because I've asked a question on what can I do as a faculty member when it comes to enrollment, first-time enrollment from high school? Not a whole lot. But what can I do as a faculty member for the students who are currently in my classes? So I can make sure that they have a good experience, they are learning the material? I can find resources for those who are struggling to help them, so that they'll stay in school. Does that answer the question at this moment?

Unknown Speaker: *[Indecipherable]*

President Insch: Anything else? So, the next time you come back I'll give you an answer to that. That is a great question. Anything else? All right, do I hear anybody else that has anything that they would like to bring to the committee? Not hearing any, I'll entertain a motion to adjourn.

Unknown Speaker: When are we going to assign senators to our committees?

President Insch: So here's what is going to happen this week. Thanks for bringing up. I appreciate it. So obviously we need to populate our committees very quickly. And some of them are, some of them are on their way. So, one of the things that I am going to ask Linda to do is organize the Committee on Committees which organizes the committees. So, that is going to happen and that is why we are going to have the Faculty Senate Executive Committee move fairly quickly and get those committees setup. In fact, Quinetta doesn't know this, but tomorrow she's going to be sending out an email to all Faculty Senate members, faculty in general to ask if they are interested in being on a committee, and then start putting together a list of people who would like to volunteer.

Unknown Speaker: You have a question in the Chat.

President Insch: Chat Box question: "Do you have a plan?" "Do you have a plan for next year?" To answer your question directly, yes, I do have a plan. However, I'm not a dictator. We work through the Executive Committee. So, one of the things we're going to do, and that's a great question, is sit down with the Faculty Senate Executive Committee and outline two or three major objectives that we'd like to get done this year, and then we'll be happy to also come back and present those to you. Again, we're a little bit behind schedule because of the delay in the elections, but that's definitely what we're doing in our first Faculty Senate Executive Committee meeting, is that as a group we'll talk about what our major goals are

from here. Is that a satisfactory answer, my friend? Are there any other questions or concerns, other than that, dinner plans?

Unknown Speaker: Just really quickly. [*Indecipherable*]

President Insch: I'll let you know we're inviting the Vice President for Enrollment Management to come to Faculty Senate so you can then ask those questions directly and he can answer it directly.

<<Technical Difficulty>>

Back and forth discussion occurred during this short segment regarding UT's budget and the Faculty Senate Constitution. The following is a brief overview of the remarks:

Senator Andreanna: Gary, in light of the recent issues regarding the university budget, how will the IBB model be fairly implemented or managed to work?

President Insch: Currently, there is no formal structure for implementing the IBB model. Each college was supposed to set up its own budget committee and start the discussion as to how the IBB model might be implemented and what it might mean to that respective college. Some colleges set up their budget committee and began these conversations. Other colleges' budget committees have either not yet met or have not yet been set up. In order to better understand the budget process and its potential impact on faculty, the Senate will establish a Faculty Senate Ad-hoc Budget Committee to collect the data on each college's Budget Committee composition and the faculty selection process for these committees. What I would like to see, as Faculty Senate President, is Senator representation on all College Budget Committees. I will ask that Senators, in their respective college, sit-in on these budget committee meetings and if a college does not have a current Faculty Senate representative, then we will ask the Senators to volunteer to serve on a said College Budget Committee. The idea is then to have a preliminary report compiled by November to then be presented at a Faculty Senate meeting."

President Insch: Are there any other questions or concerns from the floor? May I have a motion to adjourn? Meeting adjourned at 5:22 p.m.

IV. 5:22 p.m.

Respectfully submitted: Deborah Coulter-Harris

Faculty Senate Office Administrative Secretary

Tape summary: Quinetta Hubbard

Faculty Senate Executive Secretary