

THE UNIVERSITY OF TOLEDO
Minutes of the Faculty Senate Meeting of September 10, 2013
FACULTY SENATE

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

Approved @ FS on November 5, 2013

Summary of Senate Business

Provost Scarborough and Chancellor Gold Forum

Dr. Michele Martinez

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 Rouillard: I call this meeting to order. Welcome to the second Faculty Senate meeting of **Karen Hoblet**, Past- Executive Secretary, called the roll.

I. Roll Call: 2013-2014 Senators:

Present: Present: Allen, Bailey, Barnes, Cochrane, Cooper, Crist, Dowd, Edinger, Edwards, Ellis, Elmer, Farrell, Federman, Frantz, Gilbert, Giovannucci, Gohara, Hamer, Hasaan-Elnaby, Hewitt, Hoblet, Humphrys, Keith, Kennedy, Kistner, Kranz, LeBlanc, Lee, Lingan, Lundquist, Molitor, Monsos, Moore, Moynihan, Nigem, Ohlinger, Plenefisch, Porter, Quinlan, Quinn, Randolph, Regimbal, Relue, Rouillard, Seligman, Sheldon, Springman, Teclehaimanot, Templin, Thompson, Thompson-Casado Van Hoy, Weck-Schwarz, Wedding, White, White

Excused absences: Brickman, Cappelletty, Denyer, Duhon, Duggan, Gunning, Marchionni, Skeel, Williams

Unexcused absences: Willey

II. Roll Call: 2013-2014 Senators:

III. Approval of Minutes: Minutes from April 09th Faculty Senate meeting are ready for approval.

Academic Year 2013-2014. I ask that President-Elect Hoblet come to the podium to call the roll.

The Minutes from the April 9th Faculty Senate meeting have been distributed, do I have a motion to approve the Minutes? Is there any discussion or corrections of the Minutes? All those in favor say “aye.” Any opposed? Let the record show the Minutes from the April 9th meeting have been approved. Thank you.

We changed around today’s agenda to accommodate the schedule of the provost and chancellor because they have to leave by 5:00 p.m. They were very generous of their time in offering to come here today and take questions and engage in dialogue. I sent them a few questions last night. I received some additional questions today and I shared those questions with them when they came in. What I am going to do now is invite them to come forward and make them comfortable here. You are all welcome to ask questions from the floor and we also have some questions that were submitted that the Executive Committee will ask. So, thank you, both of you for coming today and we open the floor to discussion and questions.

Senator Lee: At the last Senate meeting, Dr. Scarborough, you talked about faculty development funds, can you provide us more details? Was that across all colleges? For what purpose? How much etc.? Thank you.

Provost Scarborough: In the very difficult budget process that we went through in this last cycle, what we did was, we created a formula that all of the colleges thought about. We had to send an email out (I forget what it was) basically to a number of lecturers and tenure-track faculty times a certain dollar amount that got built into the first time being non-salary budgeted funds for each of the colleges' budgets. So in some cases, while some colleges lost some vacant positions, they gained in terms of non-salary budget dollars that were determined by this formula amount for the purpose of making sure that after development funds for all faculty in the college. So, talk to your dean because they know that. Part of the calculation in terms of the non-salary budget dollars that each college got, again it caused most colleges to go up for this purpose they were budget dollars.

Senator Unknown: Is that for the Main Campus and the Health Science Campus?

Provost Scarborough: We had a separate budget process. Chancellor Gold probably had a separate developmental fund within his budget for the Health Science Campus.

Chancellor Gold: Sure. What we did is what we do every year and have done historically, we look at non-salary funds for each of the colleges budget and it is part of the budget hearing process, the dean and Chief Financial Officer from the college will bring forward what they believe their needs are for both capital and operating as it relates to faculty development, travel, medical professional organization, and outside lecturers etc., things along those lines and we will go through an annual discussion about what's in, what's out, how much we absolutely need, and what is required etc. and those of you who are involved with Health Sciences accredited colleges will know that all the accrediting bodies are very particular without faculty help and things along those lines. They are looking not so much at jobs, but they are looking at programs, how many hours, how much time, and what the outcome of that is etc. For the Health Science Colleges it was done based on what we have historically done and any changes that the dean make. The answer to your specific question from Nursing, I don't recall the calculus around nursing, but I am sure that Dean Gaspar does and if not I will be pleased to come back with whatever the answer is to that specific question.

President Rouillard: A faculty member asked me to ask this next question to Provost Scarborough, *“We would like to commend the quality of the new Joseph Scott Honors College website, however there is a complete omission of Honors College faculty, was that intentional? Dean Ransom seems committed to retaining faculty, are you as provost committed to the same thing?”*

Provost Scarborough: Absolutely, Chancellor Gold and I just attended a meeting where we were told that there was an omission in terms of what was left off the re-designed webpage. They know it is something they've got to get on there, so that should be done shortly.

Senator Barnes: But the question was, “Are you committed to faculty in the Honors College?”

Provost Scarborough: Absolutely. I think we have great focus and we honored some of the focus there. I know just by watching Lakeesha, she's trying to really engage the faculty. Really for the Honors College student Convocation, one of the faculty in that college and I don't know her name came to me and said,

“Look, this is a great environment and she is engaging us and I am feeling good.” I don’t know if she is a representative of the sentiment of all the faculty in that college but it was a nice testimony from one senior faculty member from that college.

Past-President Dowd: Chancellor Gold, this is another question submitted by a faculty member, *“There seems to be expensive renovations to the building on the Medical Science Campus as well as interior renovations, how are the interior and exterior renovations being funded?”*

Chancellor Gold: Well, I don’t know if the faculty member who is asking the question is specifically addressing hospital renovations and refurbishment and if that’s the case, it is non-academic funded capital. If they are asking about projects such as changing the flooring in the Health Education Building that was funded through a routine capital from last year, 2013. Every project obviously has its own source and uses so it is very difficult to answer that question generically to what is grant funded, routine operation funded, bond funded etc. There is no capital project that was undertaken without the Board’s approval.

Senator Barnes: This is a question for Provost Scarborough. What was the thinking behind charging students who are already paying a student activity fee to attend the Distinguished Lecture Series that the Honors College is hosting?

Provost Scarborough: Yeah, we only received partial funding from the student activity fee. And that fee funded about 1/3rd of the cost. So by funding 1/3rd of the cost we were able to lower the student ticket price from \$25.00 to \$10.00. Given the overall budget it was an attempt to try to be fiscally responsible for what we were trying to achieve here.

Senator Barnes: Do you think it will have an effect on student attendance?

Provost Scarborough: I will say this, there are free tickets available but they are in the Overflow Room.

Senator Barnes: Do you think it will affect student attendance?

Provost Scarborough: I will tell you we sold out, to date. So we are completely full and that is added chairs to the auditorium room. We have students who are attending but not as many as I would like. I am hopeful that they are just kind of late decision-makers and they will choose to be part of the Overflow Room experience. We are going to take questions and answers from the Overflow Room and pass them on to Salman Khan where we are going to get our questions from. So there is still an opportunity for the students to engage the speaker. We will have a full house next Tuesday night; it will be a nice first lecture and a series of four lectures. The next lecture is November 18th, James Carville, Campaign Manager in 1992 to Bill Clinton’s presidential campaign, and he will be attending also and we’ll be encouraging students and faculty to get in line early.

Senator Edwards: Could you tell us where the Overflow Room is located in case some of us don’t know?

Provost Scarborough: It’s going to be in the Memorial Field House, I don’t know the room off the top of my head but we will get that information out.

Senator Barnes: Can I make a plug for more gender equity for the guest list for distinguished speakers?

Provost Scarborough: That is a good point.

President Rouillard: Provost Scarborough, as long as you are talking about Salman Khan, The Blade recently reported that there might be some sort of potential connection with the academy, could you elaborate on that?

Provost Scarborough: Yes, we were invited (Chancellor Gold and I and others) to go and meet with the officials out at the Capitol of headquarters of Apple. I inquired us to whether or not to go to the Khan Academy headquarters - and true enough about 20 miles away from Apple. So while we were in Akron I tried to schedule an appointment with...for a number of reasons, the least of which he was our first lecture, but I wanted to see really what they were all about. I didn't get an appointment first for Salman Khan but I did get an appointment with the administrator who was hired to manage the operation on his behalf. As you can expect he is more in the closet making videos. The administrators are out running the operations of the enterprise. Fascinating place I would say it is located next door to the Google headquarters, makes a lot of sense. It's in the space in a room about the size of two or three times the size of this room. It is one big open room with lots of tables and lots of computers, lots of intern-looking people, young people. They have two or three offices in the site. I met with the administrator to get an idea of what their focus and future might look like. In that conversation I said to her, "Our college of Education is being rebirthed" and Salman Khan (I asked can I call him Sal and he said, yes) had some very interesting thoughts about improving some of the educational model at all levels. And part of the rebirthing of our Judith Herb College of Education may result in a strategic plan that looks to developing a lab school; I said, "Would you be willing to partner with us and others in a developmental lab school? We will be able to test some of the ideas that are articulated in the book although we present some research findings in schools around California. This would be an opportunity to be tested in an urban school district in a part of the country that would be good to create a success and would you be interested in doing it?" To achieve and I think wisely responded, "That is not our niche. Our niche is to create these tools that continue in a wide variety of educational forums and so I don't think we would be interested in doing that." So I said, "Well, Let me ask you this? Name one rural school house that you trademarked because there is some inherent market value to that name and if so it might be a name we would like to consider licensing from you to which he responded, "You know, I think we trademarked it great. I don't think we have any intention to trademark it so let me talk to Sal and I will get back to you. I said, "Okay, great." We visited a little bit longer and I felt I was beginning to wear out my welcome so I began to exit the door and sure enough he was there hanging out with some young people talking... Physics. So I walked to him and he was a very nice guy and he said, "We have no intent to trademark it. We would love for you to use it. He said, "In fact, there are a number of people around the country that are doing some very interesting things based on using our tools and what we have written in the book." Then he pointed out a few folks around the country that we might want to speak with and then he said to me, "You know what we might ought to do is create some type of association of people who are testing these new models so we can share what we are learning with one another. I said, "Great idea. I would love to talk to you about that, when are you coming to Toledo?" He said, "In a few weeks." So that was the extent of the conversation with him and we are now thinking about what we should do in terms of affiliation with him.

He right now has the trajectory of becoming kind of the Steve Jobs of education, the Bill Gates of education. His trajectory is on an accelerated climb if you will. He was on *60 Minutes* last weekend and he was on *Bill O'Reilly*, and all over the webpage, he is all over the country. Everyone is talking about the

story, what he's done and how his tools are being used. So there is an argument but I think it has merit. If we can loosely affiliate with him, he will introduce us to people, not the least of which is the Bill Gates Foundation, that will open some doors for our university and in fact it is within our university to do something. So, the down side to this is when people are on such a steep climb ultimately they stumble, and if you were to stumble then we would disassociate ourselves. We have an opportunity to partner with what I sense is a very good guy with good reason. If you get a chance to meet him while he is here next week I will let you form your own opinion, but it is something that we are thinking about a lot and developing some ideas about how to work with him. This is also being tied in the fact that Chancellor Gold and some Health Science folks are building this incredible weight center on the Health Science Campus. But what most people don't know is we were given an amount of money to create something on the Main Campus that would tie in to the magnificent center that's being built on the Health Science Campus. One of the things we are thinking about doing is creating an entity from a project that was begun in the College of Business. It was a project that was begun by a gentleman by the name of Bill McCreary who was working with graduate students to create simulation and educational games that teach certain subjects in business, the technology will be used in many disciplines. And he has the ability to create these products; these games, if you will, that simulate to do something in a particular discipline that will learn all various aspects of a different perspective. One of the things we are doing with our money is we have to tie into the Health Science simulation is to create a conditional development with the faculty to develop these games. As an educational tool it is just another set of educational tools, so when you think about packaging all those together in a way that leverage each other, we are thinking about creating a games division, maybe even a demonstration or a lab school as part of the College of Education's rebirth. And maybe this association with other entities that the combination of online technological face-to-face experiential education doing it under the name of "One world Schoolhouse" opens ourselves up to the relationship that might lead to external funding. You might say, "Well, I've heard that before." In this case it is right now. There is a potential, there is something big right around the corner. It involves one of three governmental relations people worldwide. One of them works in the state of Ohio which is connected to Governor Kasich. Governor Kasich asked his government relation person from Apple what he thought he should do to invest in higher education and from an innovation standpoint the guy from Apple said the best thing you can do is create a significant amount of money to create new PIBT initiative. Evidently, word is that Kasich followed that advice and created a \$ 20-30M fund in this next state budget and that is something that is called, Straight Income, but we haven't heard word about it yet. But, if so, this will be the perfect kind of thing to package in terms of request that will allow us to bring \$20M-30M back to UT to fund a lot of things we need to do. Not the least of which are faculty development funds to test and pipe some of these new technologies. So that is a long answer, but it merits a long answer because it represents one of the very (I think) positive strategic opportunities which, if we play our cards right could position us in full resources.

Senator Barnes: Two short questions. Are we paying these four distinguished lecturers \$100K each or is that the total amount.

Provost Scarborough: The total budget for all lecturers is \$100K. Now that varies from \$0-55K.

Senator Barnes: So the students have paid \$30K.

Provost Scarborough: They paid 30K. The ticket sales will cover some portion of the difference and then the difference is budgeted in my office to get to \$100K in revenue.

Senator Barnes: It would be great if they can go for free.

Provost Scarborough: I know.

Senator Barnes: And the other thing I wanted to ask is about Mr. Khan's background. He is not an educator, right? He is in fact the former hedge fund person.

Provost Scarborough: He is Harvard educated. He went to work with a hedge fund. You will hear the story. He began tutoring his family and he put his tutoring lessons on YouTube and what was born from that was the Khan Academy. And he personally has done somewhere between 2,000-3,000 of the 4,000 videos that are now on the Khan website free of charge and is translated into fifteen different languages introduced to about 4.2M students per month. He is being funded right now by the Gates Foundation and he is obviously making a good salary for going around speaking, so that is how he supports himself.

Senator Humphrys: I think it is very exciting to hear about different technological advancements that we can make at the university. Unfortunately, we are lacking some of the basic technology to accommodate our special needs students. To give you an example, this semester I teach online and I decided I was going to enhance my course with an audio session which I would record and upload for my students. I was notified by the Office of Accessibility that I have a student who has a hearing issue and needs captions for the audio sessions. I asked "How do I get captions?" The response that I got was, "Well, you should have the students buy materials that would already have captions." That negates the whole idea of uploading timely material every week. I found out that we don't have sufficient resources to be able to caption original materials in a timely manner. They said if I could give them a four-week advance notice they could do it. They were swamped and I understand that and I don't fault them, but I guess the point is, if we are looking to these wonderful advancements, something as simple as captioning should be available. I looked into buying the software myself and the least expensive version I found was \$1200. Obviously, we have to follow the federal laws that say we can't make audio available without captioning for the hearing impaired. In my opinion, we have to provide the basic resources necessary to accommodate all students.

Provost Scarborough: Well, I couldn't agree with you more. I have a long history with this issue, maybe about fifteen years ago. One of the institutions that I went to work for having been found to violate the ADA law at the time and one of my first tasks was to dig ourselves out of that hole. What I found is you have to communicate regularly to the folks in Washington to get out of the hole. They are more lenient than you would think. So at the time it was a reasonable foundation. It was not the exact foundation, a reasonable foundation, meaning, to come up with an alternative. My understanding is since that experience that I had fifteen years ago they would raise the bar with a new set of expectations; resource foundations may not be the same anymore. I just happened to be visiting today with Dave... who is our... and we were talking about this issue and he has agreed to bring someone in to train (whoever wants to be a part of the training) to get a real understanding of what is the standard today. And then we will have a more common understanding and then we will be a part of the conversation, how do you live up to legal and higher commitments to students? Right now it is uncomfortable because we just had someone interpreting for us what we can't do or what we must do. It doesn't feel reasonable and so there is a

reaction. I've been talking in a number of emails to faculty governance representing you, trying to communicate that there is an issue there. John Barrett and others are trying to sort this out. I think it is going to take a little while to sort this out because we really need to know what the standard is. But I know we all want to do well by these students. Ultimately, you are right; we do have to provide the resources once we understand how it is best to achieve this goal.

President Rouillard: I think it is best to follow-up to address regulations and government compliance which is a question that came in from a faculty member and that relates to Cam Cruickshank, in his position as Vice President for Enrollment Management here in online education. This person wants to know, *“What provisions have been made to prevent an Ivy Bridge scandal here?” That is not a trivial question since we know that Cam is part of a Justice Department investigation regarding false claim acts at Tiffin University and Ivy Bridge?”*

Provost Scarborough: Yes. Here is what I am going to say, it's been fully discussed with Cam. Anybody in this room can request a meeting with him to talk about this and Cam is willing to sit down with anybody to tell the story at least from his perspective what happened with Tiffin University and Ivy Bridge. He left that institution because he was uncomfortable with some of the direction. So, it's not like he does not have a critical viewpoint of some of the decisions that they made and as a result he left. Now I would say this about the federal investigation: Cam and I don't have any reason to believe or be concerned about his involvement in what happened with that entity. I have reason to believe what has happened is in fact, Linda, John Barrett, and I attended a conference and we saw the tension first-hand between the federal government, for-profit higher education providers, and the state creditors. And what I think if what I am seeing with this “federal investigation” is a little bit of a political battle between those entities. And Tiffin and Ivy Bridge just so happen to be where that political battle is going to play out. They have chosen to fight that battle. And unfortunately, Cam having been a principal involved and a lot of this that's being put together is going to be involved with whatever occurs, but he has not been contacted by anyone.

President Rouillard: And of course this is an investigation, it is not a trial.

Provost Scarborough: Right.

President Rouillard: People are going to be asking questions.

Provost Scarborough: Right.

Past-President Dowd: May I ask a follow-up question? Please explain how you can say that Dr. Cruickshank is willing to sit down with anybody to discuss the issues pertaining to why he is under investigation by the Department of Justice. I ask this because Dr. Cruickshank refused to discuss such issues with the Faculty Senate Executive Committee and insisted that our discussion be restricted to UT enrollment only.

Provost Scarborough: I know he met with certain members of the Faculty Senate Executive Committee. So I don't know why he didn't want to meet with the entire committee, maybe he had scheduling issues. I mean, since he met with individual members he is happy to meet with anyone to discuss it.

Past-President Dowd: For clarification, Dr. Cruickshank did not meet with “certain” members of the Faculty Senate Executive Committee. He met with President Rouillard and refused to meet with the full Executive Committee. So, again, please explain how you can say that Dr. Cruickshank is willing to sit down with anybody to discuss the issues pertaining to why he is under investigation by the Department of Justice. If you are not willing to explain your statement, then I have another question for you. As background, there was an extended period of time spanning both Fall 2012 and Spring 2013 when the administration was working out the details of Vice President Cruickshank’s contract. Legal Affairs was asked by Faculty Senate whether a conflict of interest existed between Dr. Cruickshank’s new position as Vice President for Enrollment Management and his continuing activities of providing enrollment advice to Ivy Bridge and other universities and other external entities. Given UT is a regional/national university, what legal protections have been put into his UT contract to ensure that no such conflicts of interest will exist? I ask this because as I understand his contract, Dr. Cruickshank’s – as UT’s Vice President for Enrollment Management – is free to consult with other universities about their enrollment on his “days off.”

Provost Scarborough: Alright, when he chose to leave Ivy Bridge and Tiffin University in order to support his family he started a consulting business. Basically, he took what he had learned from the developing and creation of an online university and began to offer his services to other universities to help them to grow their online programs. His business, that consulting enterprise grew to 6 or 7 costs that he began regularly to work with. That consulting business was an ongoing business enterprise. When he began to grow tired of the travel and the time away from family he began looking for a fulltime employment which ultimately blended with us, which now to do something to dispose of that company. So he immediately began to look for someone to sell the company to. In his contract if he retains an ongoing interest in the company it will allow him to continue to have an ownership interest in the company as long as it is not with entities that compete directly with The University of Toledo and it is specified in his contract what those entities are. Again, went through legal office worked with this and consulted with those that had interest in the issue and it is a publically available document and it is available to anyone who would like to look at it. I don’t know because I haven’t checked in lately, but I know he’s been trying to sell it. I know he has had some interested buyers, but I don’t frankly know if it’s sold yet, but we can ask.

Past-President Dowd: May I ask a question of the Chancellor – because it relates to something that he had discussed earlier? The question was submitted by a faculty member to the Faculty Senate Executive Committee. *“Inside Higher Ed. featured an article entitled Look at Med Ed. which focused on collaboration between Salman Khan [Khan Academy] and the Stanford University School of Medicine. The lectures are videotaped from outside the classrooms. This [service appears to be an attempt] to reverse the lack of student attendance in lecture courses. In addition to the videos of faculty lecturer, this collaboration also features student videos. Does the UT College of Medicine have similar attendance problems and is the UT College of Medicine planning a similar initiative?”*

Chancellor Gold: Well, that is a great question. So, if you look across the country at medical schools or medical schools accredited by the LCME. Lecture attendance will vary from an average of 9% to probably as high to about 79-80%. Almost all medical schools do lecture capture pre-distribute notes. Students have archives of previous years lectures etc. and they typically work off of I Pads and laptops

etc. in the classroom. Our lecturing attendance is really remarkable high towards the higher end of the spectrum. I actually give several lecturers a year and I typically enjoy a pretty full house of students. We have some lecturers that are not that well attended. Stanford because of the spinoff of Causera, LLC and the relationship with Sal Kahn their new dean have had an interest with building a web...adapter component for medical education. Kahn has actually hired a fully trained position, I believe a graduate of Stanford to work with them and to build these lecturer components to increase the quality if you will of what was essentially Echo 360 or similar type of lecture component. And as dean of Stanford has spoken to the deans of the AAMC quite publically engage in this proves with Sal Kahn and his colleagues. There is no question if that is happening across the United States. I will tell you that LCME accrediting body is interested in the possibility, should we do this nationally, do it once and do it right and get the very best people from each of the medical schools across the United States and try to give time in the classroom back to students to do research and to participate in evidence based learning activities and do problem solving and things along those lines. To reflect a service based active learning and to move away from a heavy lecture format as most medical schools currently have. Unfortunately, we are never going to get there completely. I guess the answer to your question we are continuing improving our lecture material. We have faculty members that are extremely gifted in all kinds of virtual reality and innovative learning experiences and we have faculty members that still depend upon ordinary projection and both of those individuals that are the extremes of lecture format happen to be the most highly attended lectures that we have. I find myself in the middle of that PowerPoint world where I find assassination by PowerPoint <laughter>.

President Rouillard: Are there any other questions?

Senator Hamer: I am really interested in the One World Schoolhouse. To my knowledge we haven't talked about this at all in the College of Education yet you just referred to "rebirthing" the College of Education through it. I am wondering who is involved in the College of Education in that conversation? Also, how can we get involved in the conversation?

Provost Scarborough: In the strategic plan document, Imagine 2017 Plan there is a calendar for the second-year implementation and it shows a schedule of a strategic plan process for the College of Education beginning in November.

Senator Hamer: We have been meeting every Friday since Friday.

Provost Scarborough: So that process is begun and it will not be scheduled to be completed until November. Part of the early conversations that will proceed over the next couple of months have identified the desire for a lab school.

Senator Hamer: That's something that has come up. What I would like to know is who from the College is involved in your discussions? Who is the point person, for the College of Education, that we can meet with to hear about your plans for One World Schoolhouse and involvement of the college in them?

Provost Scarborough: Why don't you invite me to come?

Senator Hamer: Great, Friday at 11 o'clock is our next meeting, but I'm sure you would be welcome at any meeting.

Provost Scarborough: Just to be clear, we were presented with a predicament as you suggest.

Senator Hamer: I don't know of any predicament in the College of Ed.

Provost Scarborough: We shared the--.

President Rouillard: I don't mean to cut you off, I just want to make sure many people get to ask questions.

Provost Scarborough: Sure.

Senator Teclehaimanot: Can you help us to establish an advisory committee for Distance Learning as well as for Information Technology (IT) to address technology related issues that impacts faculty and students?

Provost Scarborough: If I understand the question correctly, I think Cam Cruickshank has been meeting with a group of faculty.

Senator Teclehaimanot: I thought the committee was done at the end of the summer; I was on that committee.

Provost Scarborough: Okay. So that is the group that I am mostly aware of that has been discussing and cultivating some of these ideas, your question particularly beyond the work of that group is?

Senator Teclehaimanot: Technology-related issues?

Provost Scarborough: There is a second group that is chaired by Godfrey...

Senator Teclehaimanot: Okay, thank you.

Provost Scarborough: I don't know. I am not on that committee. There is a group of people who meets to discuss the technology needs to support the kind of things that are talked about from an educational standpoint and academic standpoint. But if you know that it makes sense to include faculty on that group as well I am sure they would be happy to add members to the committee.

Senator Van Hoy: As predicted last year, the number of people who are retiring is very high at the university, I am wondering if there's a faculty hiring plan or are you talking about hiring faculty.

Provost Scarborough: Yes. Chancellor Gold made one comment that the president has asked us to begin to think about that.

Chancellor Gold: Basically, last Wednesday, Dr. Jacobs, Provost Scarborough, and I started to put together some thought regarding what the element of the faculty hiring plan will be given the hours we anticipate, the budget, the reality projected enrollments, and retirements etc. So we are very ...for bringing some thoughts together. We actually discussed the subject (Dr. Scarborough, and I, and deans) over the last hour or so and we got a great deal of input from them and we will integrate those thoughts. The thoughts from others are what we are interested in listening to. The question is really going to be, how to deal with the 2015 budget concerns and at the same time keep a very very close eye on the need for replacement of faculty in the strategic areas.

President Rouillard: Are there any other questions from the floor?

Senator Barnes: Following up on the technology question, but related also to Senator Humphrys' question about making things accessible and also related to a culture issue that I have been hearing about from students, particularly regarding the president's barbeque recently. The issue is about making our community accessible to a wide variety of people. With a world-class Disabilities Studies program, it is embarrassing we can't provide access quickly. But being able to do technology that is necessary for education requires educators to be involved in the process. So, I would like to encourage you to please continue to put people who know the actual feet-on-the-ground issues in terms of technology in the classroom. The President's Barbeque served up a couple of whole hogs, which really of course, turned not only the stomachs, but also the hearts and sense of belonging of Muslim students upside down. It is embarrassing to those of us who work in areas of oppression and inclusion when things like this happen. It is things like that, and having on campus Chick-Fil-A, a very well-known funder for anti-gay activism around the country, that are embarrassing and offensive. It's not just offensive and off-putting to the students, but it is embarrassing to those of us who work in these fields. It just goes to the lack of awareness about culture that happens when a small group of like-minded people make decisions, and that is a really BIG problem. The more people sitting at the table involved in decisions, the less embarrassment and offense we have. I heard that there is another big student event happening on Yom Kippur. These kinds of things are obvious and embarrassing to us, and we really really want them to stop.

Provost Scarborough: With that particular case I do know an issue was raised and a university official reached out to the Jewish American Confederation to ask whether they thought this event was appropriate and the word they got back was, "No," so at least in this case they gave the rationale to move forward. At least I know it was sensitive enough to ask the question to the appropriate group and receive input before making a decision.

President Rouillard: I have a question for Chancellor Gold. Yesterday, the dean of the College of Nursing indicated his concern over the decreasing percentage of nursing graduates who pass the Ohio State licensure exam. If I understood correctly, it seems he has received some kind of signal from the state that perhaps he wasn't sharing with faculty, but I don't know if that's accurate. There were also some concerns that changes in admission criteria and procedures may have affected some of these outcomes. Can you speak a little bit about what you know about that particular situation and what kinds of initiatives that you might put in place to address this?

Chancellor Gold: As recently within the last hour, Dr. Gasper mentioned that there were a long time discussions with faculty about the performance on national testing I believe it is called the, NCLEX exam, which is the standard testing tool for nursing. He didn't say how severe or long standing the exam score changes were, but just the fact that he was concerned and faculty were concerned too. I can assure you that all the accrediting bodies in the health professions are concerned about this. The licensure examinations and accrediting bodies hold the professional colleges accountable for that performance. If there is a change I believe that he will be straight forward with his comments. As I am sure is on going, a complete evaluation in which areas of the exam, knowledge and skill set of the short fall here indeed whether we are dealing with career issues, advising issues, whether we are dealing with faculty related matters or leadership related matters. It is just going to take an "all hands on deck". I can tell you that many years ago for the first time pass rate for our College of Medicine was below the national average

and frankly unacceptable. We took a very careful look at curriculum assessments and student advising up to an including a look at our admissions process to remedy those problems, but we did and I am not sure that Dean Gasper and the leadership team and faculty will be all over this because it is not an acceptable situation.

President Rouillard: Are there any other questions?

Senator Unknown: Chancellor Gold, you mentioned challenges with the fiscal year 2015 budget, could you speak to where we ended at for 2014, the cuts that we are taking and what we are going to do to address 2015?

Chancellor Gold: As I understand it, we ended up working approximately 134K favorable to a total breaking budget and that is what we are using. It is a substantial amount of one time money (state money etc.) to fill the gap in what should have been filled by an operating budget. Our goal is to fill that one time money with standard operating revenues of expense reductions into fiscal year 2015. As I understand it from Dr. Jacobs and from the Finance Committee of the Board what are charges going to be. A lot of that will be determined by enrollment and retention statistics, and enrollment projections, as well as research and clinical, and our projections of course as well are climbing. It is probably early to put a number on it, but it could be anywhere north of \$10M and you probably will be more than \$10M off.

Senator Unknown: We had \$36M from last year and I thought we were shooting for an \$18M reduction, are we going to make that?

Chancellor Gold: Sure. I will say we did. I will say if we use that capital and we will target next year for another \$18K. There has been numbers as low as \$30K and numbers as high as \$42K and that is why I describe them as a range. The point being is that half of that was achieved through revenue enhancement and expense reduction and the other half was achieved by the use of one time monies which will probably not be available to us next year.

Past-President Dowd: I have another question for Provost Scarborough. It was submitted by a faculty member to the Faculty Senate Executive Committee. However, I must note that it uses an acronym that I am not familiar with and, unfortunately, cannot clarify if asked. The question is *“What work did Selcore perform with the R.C.G. at UT since that group was essentially working with the budget formulation?”*

Provost Scarborough: We are having trouble remembering the acronym. But it was essentially a 5-person group that was created that when a position request comes forward to look at the area to see whether or not there were ways of getting the work done without filling the positions. The way reducing is the way of drilling down to get the \$36M budget that we began with. Excelcor was a group that was brought in to train the 5-person group. My feedback that I heard was, it was good to have everyone think through the process they were being asked to employ and to help us decide whether or not their way is an assertive process to fill certain positions.

Senator Wedding: We had a big cutback last year and we talked about it, it may have consisted of \$36M or less. We were told after we got hit by that there would be some sort of hard look at trimming the administration. My own personal observation is, if anything, we increased the number of administrators as opposed to cutting. But my real question is what’s happening to the \$36M that went over for the

sensor. How was the sensor operation going? Is this moving ahead successfully, what is happening to that?

Chancellor Gold: I take it that this has to do with the Interprofessional Immersive Simulation Center, the I. I.S.C project?

Senator Wedding: Yes.

Chancellor Gold: The question is that obviously what we raised is still in the air. We are working with a long list of commercial vendors for technology software to be used today. We are meeting with a third-party vendor that is going to provide software for the simulation environment that we are working to build. I will say the project is on schedule and the project is on budget and we are actively looking for increased faculty involvement in building curriculum elements.

Senator Sheldon: I don't know if either of you gentlemen is familiar with the work from Dr. Benjamin Ginsberg from John Hopkins University. But related to Senator Wedding's question about the budget, Dr. is (we've all heard of MOOCS) proposing massive online administration as a way of cost cutting. I think that is something that administration could look into and should look into just as we are very willing to look into technology and how to deliver our classes more efficiently.

Senator Barnes: I know that lecturers' workloads have increased to five, and I am watching faculty members in my college run around totally stressed already in week three. I hope we are doing some follow-up study in terms of the impact on faculty and students on the education that they are getting as a consequence of the workload increases. I am hearing about colleagues that have a one/one teaching load which they can do distance learning from California, and I am interested in hearing about how to get one of those workloads as opposed to the three/three that most people are getting in my department. So two issues: equity in workload and the effect on education. Can we please do some follow-up on this?

Senator Lundquist: I would like to encourage a follow-up to the increase of workload to lecturers. I think it's been having a detrimental effect on our first-year students particularly and we will have a problem with retention as a result of that. Also, I have had lecturers in my department who have been really excellent departmental citizens over the years and for many years say to me, "I cannot serve on any more committees. I am busy night and day." This is really not good for departmental morale and it is not good for the students.

President Rouillard: Alright. I thank you both for your willingness to come.

[Applause]

President Rouillard: Okay, we will resume our regularly scheduled program. I thank you all for your participation in the forum. I had a few questions ahead of time, but I was very interested to hear your questions from the floor. We will proceed to the Executive report.

I attended the All-Day Leadership Meeting on Thursday, Aug. 29 at The Hotel at UTMC. Included was a presentation by Scott Nostaja of Excelcor, a consulting group that worked with our Redesign Coordination Group here at UT. They presented on their work with University of Buffalo in its attempt to

be listed as a “Great Place to Work”. The Great Place to Work Institute cites the importance of trust, pride and camaraderie in developing a culture of excellence.

In their proposed approach for UT, they suggest the following objectives: clarity of direction, alignment, integration and coordinated campus strategies and initiatives; a focus on the right initiatives with the most value and benefits to UT.

Mr. David Morlock was introduced as new VP for Finance.

At this same all-day leadership meeting Dr. Douglas Leaman gave a wonderful presentation on the ways in which sciences at UT are incorporating experiential learning in their classrooms.

Provost Scarborough’s presentation summarized the progress on Imagine 2017, including the transformation of the Honors’ College. Currently there are about 951 FTEs in that college, with plans to grow to 1300 by 2015. Another component of that transformation includes a lecture series which features Salman Khan who will give a talk here on Sept. 17. A recent Blade article suggests a connection between UT and the Khan Academy will occur shortly.

Vice Provost Patsy Komuniecki gave a report on the College of Graduate Studies, indicating that enrollment for fall 2013 was essentially flat or stable. Among the Professional Masters of Science new programs in development, she listed biotech, environmental sustainability, applied statistics and cyber security. UT remains the most expensive graduate college in the state.

On Sept. 5, three members of the FSEC committee (Senators Mary Ellen Edwards, Mike Dowd and myself) met with John Barrett, Barb Kopp Miller of the University Assessment Committee, along with Heather Huntley and Alana Malik to discuss gen ed assessment. We reminded the group that immediately prior to the HLC visit in 2011, FS passed the competencies that gen ed courses would address. A rubric for measuring attainment of these competencies was discussed, but passing the proposed rubric was prohibitive due to its complexity and the impending HLC visit. At the Sept. 5 meeting, Mary Ellen Edwards pointed out that the Faculty Senate Core Curriculum Committee already has an assessment process in place for those gen ed courses that the state has accepted into the Ohio Transfer Module. Because the *new* gen ed curriculum was never approved by OBOR, it was not implemented and hence not assessed. It was agreed that FS Committee on Committees will name four more faculty liaisons to the UAC. Additionally, the FS Core Curriculum Committee will take up the issue of assessment of gen ed competencies.

On Sept. 3, Karen Hoblet and I met with Chancellor Gold. We asked about the status of a proposed agreement between the College of Nursing and Academic Partnerships, an on-line delivery vendor to further develop a current CON RN-BSN online program. Dr. Gold told us that he had been introduced to this company through Provost Scarborough, Dean Gaspar and VP Cruickshank. He told us that Academic Partnerships has decided to work with another Ohio institution rather than with UT. Dr. Gold agreed that UT is quite capable of developing this online nursing program in-house.

Yesterday, I met with Dr. Connie Shriner who is the new VP for Faculty Development and director of the new University Teaching Center. We welcome her and look forward to many productive collaborations, the first of which occurred yesterday. Connie asked to meet with me to ask for faculty input on programming initiatives for the UTC. Therefore, I am announcing the creation of a FS ad hoc committee

to provide some suggestions for topics to be considered by the UTC. I am asking for 5-6 volunteers to sign up for 1 or 2 meetings. Quinetta has the sign-up sheet for that.

I would also like to note the passing of a retired UT professor who worked with the gifted education program. Professor Larry Coleman died in Knoxville while on a hike with his wife and friends. He had worked at UT from 2001-2011. Dr. Laurence Coleman's memorial service will be held September 21st at 4:00 p.m. at the Tennessee Valley Unitarian Universalist Church, 2931 Kingston Pike, Knoxville TN 37919.

For any of you that wish to send something to his wife, Betty Coleman, please address it to 1817 River Shores Dr., Knoxville, TN 37914.

Also Senator Lucy Duhon's dad passed away couple of days ago and we offer her our condolences.

I would like to ask for a moment of silence for the two who have passed. Thank you. Senator Edwards.

[Moment of Silence]

Senator Edwards: I think President Rouillard basically covered the first meeting of the student assessment of general education at the university. I want to remind Faculty Senate that we have passed the review classes for the... we have not passed nor discussed them and we need to move forward with that. But, what I would like to say specifically to people is that there is the main confusion between the Ohio Transfer Module and general education at the University of Toledo: general education/core is as it always has been in the catalog for everyone. The attempt and the work that we did over the last two years to get general educational courses that will also fit into the transfer module was not an attempt to cut the general education courses. It was an attempt to put together the Ohio transfer module for the University of Toledo. The Ohio Board of Regents itself very clearly says in a discussion, that general education is a course of study that is generally broader and more comprehensive than the transfer module. It contains both lower- and upper-division courses. Okay, so, our general education core is set and in place as it always has been and the Core Curriculum Committee will be working to make sure that we meet our requirements for general education as the new courses come forward and that we try to implement more assessment processes in the general education core. We started with the transfer model and that is just a small piece of the puzzle. I would appreciate all of your help in going forward on this. Particularly those of you who work and teach every day the general education, you know what it is all about. We need your help. I am making sure that every one of the general education four faculty areas are represented in this process of assessment. Thank you.

President Rouillard: Also, a brief report from Dr. Dowd on Committee on Committees.

Past-President Dowd: The Committee on Committees has quorum, as there is a representative of most colleges. I still have to secure a representative from three colleges. I hope to have a full committee seated soon. Student Government has been invited to participate in the process of appointing individuals to all of our standing committees and to appoint an undergraduate student to each of those committees.

President Rouillard: If anybody is interested in serving on the...

Dr. Michele Martinez: Thank you for inviting me to your meeting. I would like to inform you about the services that we provide. We tutor in all levels of math and have tutors who can help students in other disciplines including chemistry, organic chemistry, biology, anatomy and physiology, biodiversity, accounting, statistics and five of the foreign languages. Those are all the courses that we offer tutoring in by student tutors in the lower level of Carlson Library and that are in the Learning Enhancement Center. So, if you come down you will be greeted by a student reception and he/she will ask what you are here for and if you are there for any of those subjects you will receive some one-on-one help. If you are there for the Writing Center then you will go to the other side and the Writing Center does accept walk-ins, but we encourage students to make appointments. We have some really great students who were referred from the English Department. They are being trained and Dr. Anthony Edgington, who is the Director of Composition Program and he is our liaison. We have a partnership with the Math Department and we have a partnership with English Department. We also offer something called, Supplemental Instruction and that program is implemented when the instructor has indicated that their course material really needs an outside peer to work with it, so we currently have that in a number of classes. For example, let's take Biology, if a student receives a "B+" or better the previous year or the previous semester and has a 3.5 g.p.a., they are a good student and they have done well in the class, so they will actually sit in the class with the group of new students. They will take notes in the class and then they will offer three 50 minutes study sessions to students. It is really like a study period where the lead tutor will gather up the concepts from the last class and will try to help students prepare for the exam. We recently added Human Geography, Anthropology, and Sociology. I think it is really great that Dr. D'Naie Jacobs is taking that initiative. I really encourage all of you to get the word out to students that there is help on campus or if they just need someone to talk to about their concerns in classes. Yesterday I worked at the desk and I was really shocked by the number of students that just said, "I am going to go in because I need help with one problem" and they will go and sit at the table and talk to the other students at the other tables and they will try to kind of help each other work it out and get the answer and then they will leave. Now, one of the things that we know about tutoring is the students that go are trying to go from a "C" to a "B" or a "C" to an "A" but it is not the students that really need to be taking part so that is one of the challenges. One thing we need to work at is to make sure we are reaching out to all students. I know Senator Lundquist mentioned the Writing Center earlier and that we have to add tutors and we will be adding more tutors in the near future. We have a group right now that is really mostly seniors. I was charged with expanding this. I just recently sat down with a student that said they were starting a petition and they were sending it to the dean and I said if you are starting a petition about this place can you let me know before you do it? I was really happy to hear, he turned to me and said, "This is the most helpful place on campus." We are working on our marketing and we are just making sure that people know and so I will bring fliers for President Rouillard and I will also email Ms. Hubbard the PowerPoint that I was going to present today. The other thing I want to mention is that we are open Monday through Thursday, 9:00 a.m.-9:00 p.m. and Friday, 9:00 a.m.-5:00 p.m. and if this all works and you drive the students there we will start opening up on weekends.

Senator Relue: Do you have an electronic flier that you can send to Quinetta so she can distribute to everybody because that is something I would like to post for my freshmen webpage, so they can go get some extra help?

Dr. Michele Martinez: Absolutely.

Senator Edwards: In the past we were able to send graduate students to the Writing Center, is that service still available?

Dr. Michele Martinez: Absolutely. We are still in the process of hiring the professional tutors that are going to be assisting graduate students. Tony is currently working eight hours with us.

Senator Edwards: Can I also ask about how the Writing Center is working for online students. It looks like it's all been contracted outside the university and that it is no longer with the Writing Center?

Dr. Michele Martinez: For the E tutoring we use the consortium that the state of Ohio uses as the Board of Regents suggests

Senator Barnes: I just want to ask if you have anybody right now who specializes in reading. I have an unusually high number of students who have come to my office to talk about the problems they are having with reading the text. And historically there was a study skills person down there who could provide them with reading strategies, but I don't know if she is still there. Is there anybody right now that is doing reading skills?

Dr. Michele Martinez: I have to check for sure, but I do know Julia, Radwanski, who was a part-timer and she just went to full-time. I am pretty sure she is probably the one that is doing that. I have heard that there is a need for reading comprehension for premed students taking the MCAT.

Senator Thompson-Casado: Can you please tell us what tutors will look like for the summer, especially for the foreign language tutoring?

Dr. Michele Martinez: This is just a "general rule". We did have math tutors over the summer, but I am not sure about foreign language. I was actually speaking with President Rouillard about speaking to Foreign Languages to make sure we are not duplicating services. Thank you.

President Rouillard: So, that brings us to items from the floor, are there any issues that people want to bring up today? No. Okay, may we have a motion to adjourn? Meeting adjourned at 5:35 p.m.

IV. Meeting adjourned at 5:35 p.m.

Respectfully Submitted by:
Lucy Duhon
Faculty Senate Executive Secretary

Tape Summary: Quinetta Hubbard
Faculty Senate Administrative Secretary