

**THE UNIVERSITY OF TOLEDO**  
**Minutes of the Faculty Senate Meeting of January 20, 2015**  
**FACULTY SENATE**

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

Approved @ FS meeting on 2/17/2015

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**Summary of Senate Business**

Cynthia Nowak, Director of Communication for Academic Affairs-Diane Hymore Award

Interim Provost Barrett- Update

Mary Humphrys, Faculty Senate Executive Committee Member-Ohio Faculty Council Report

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

**President Hoblet:** I call this meeting to order. Welcome to the seventh Faculty Senate meeting of AY 2014-2015.

I ask that Executive Secretary, **Lucy Duhon** come to the podium to call the roll.

**I. Roll Call: 2014-2015 Senators:**

**Present: Present:** Barnes, Black, Boardley, Brakel, Burnett, Cappelletty, Caruso, Compota, Devabhaktuni, Dowd, Duhon, Edwards, Franchetti, Gray, Gunning, Harmych, Hasaan-Elnaby Humphrys, Keith, Kennedy, Kistner, Krantz, Lundquist, Malhotra, Mc Afee, Molitor, Monsos, Nathan, Nigem, Plenefisch, Piazza (Slantcheva-Durst), Porter, Prior, Quinn, Relue, Rouillard, Schafer, Sheldon, Springman, Teclehaimanot, A. Thompson, G. Thompson, Van Hoy, Weck-Schwarz, Wedding, White, White, Williams

**Excused absences:** Brickman, Denyer, Duggan, Edinger, Elmer, Giovannucci, Gohara, Hoblet, Lee, Ohlinger, Srinivasan,

**Unexcused absences:** Bailey, Crist, Elmer, Farrell, Federman, Hammersley, Quinlan, Skeel, Thompson-Casado

**III. Approval of Minutes:** Minutes from September 30<sup>th</sup>, October 21<sup>st</sup>, and November 18<sup>th</sup> Faculty Senate meetings are ready for approval.

**President-Elect Keith:** President Hoblet is not here today because she cannot be in two places at once. She is in Michigan for two days at airport interviews, but they are not in the airport, they are in Dearborn, MI. After Wednesday there will be a short list of candidates who will be invited to visit our campuses, however, I will tell you more about this in the Executive Committee report. Executive Secretary, Lucy Duhon please call the roll.

The first order of business is to approve the Minutes. The September 30<sup>th</sup> and October 21<sup>st</sup> were sent out last Friday, January 16<sup>th</sup> and the November 18<sup>th</sup> Minutes were sent out today. May I have the motion to approve the September 30, 2014? Is there any discussion or corrections? Hearing none, all those in favor of approving the Minutes please say "aye." Any opposed please say "nay." Any abstentions? Let the

record show, Minutes from the September 30<sup>th</sup> Faculty Senate meeting are approved. ***Minutes are Approved.*** Secondly, may I have a motion to approve the Minutes from October 21, 2014? Is there any discussion or corrections? Hearing none, all those in favor of approving the Minutes please say “aye.” Any opposed please say “nay.” Any abstentions? Let the record show, Minutes from the October 21<sup>st</sup> Faculty Senate meeting are approved. ***Minutes are Approved.*** Lastly, may I have a motion to approve the Minutes from November 18, 2014? Is there any discussion or corrections? Hearing none, all those in favor of approving the Minutes please say “aye.” Any opposed please say “nay.” Any abstentions? Let the record show, Minutes from the November 18<sup>th</sup> Faculty Senate meeting are approved. ***Minutes are Approved.***

The next item is the Executive Committee Report. This was sent to me last night by President Hoblet and I modified it and put it in my words instead of hers:

Executive Committee Report: Your Executive Committee has been busy since we last met. Several of the reports you will hear today are a product of that work.

We have attended all BOT committee meetings in December and January including: Clinical Affairs, Finance and Audit, Trusteeship and Governance, and Academic & Student Affairs. We have also attended University Council meetings.

Hopefully, a large number of you were able to share some time with other faculty and staff at the President’s Holiday Celebration. President Hoblet notes that she had a good time at the front desk wishing everyone a happy season. She believes the event consisted of shared fun with great company, and excellent refreshments.

Senator Humphrys has made the trek to Columbus to attend the Ohio Faculty Council meetings and will provide an update on the content of those meetings. Senator Dowd has been working with the provost, the deans, and others to obtain accurate lists of tenured/tenure-track faculty and lecturers in each college that are eligible to evaluate their dean and to vote in Faculty Senate elections this spring. Faculty Senate committees have been seated, chairs appointed, and have been working as issues arise. FSEC will also be working on a timeline to seat Faculty Senate committees and appoint a chair for those committees prior to the end of the academic year. This will allow time-sensitive work to begin immediately in the fall of each new academic year.

Friday’s University Council meeting included a report by Jason Toth, Associate Vice President of Facilities and Construction. He is charged with conducting an assessment of facilities and parking on all campuses at The University of Toledo. This assessment will be conducted by a consultant, i.e., an architect, and will take 12-18 months. Mr. Toth was asked to expand membership on the interviewing team that will be selecting the consultant since the only faculty representative is Interim Provost Barrett and there are no student or other constituent group members on the team. We would like to invite Mr. Toth to a full Faculty Senate meeting to provide an update prior to selection of the consultant.

President Hoblet has continued to attend the Presidential Search Committee meetings where she verbalizes strong support for candidates with strong academic and leadership backgrounds, as well as providing feedback on interview questions. The reason I am presiding over this meeting is because the

Presidential Search Committee is meeting today and tomorrow at the Henry Hotel in Dearborn, Michigan. Eight candidates will be flown in, interviewed and flown home. The interview sessions will wrap up on January 21, 2015 in the evening. She is not sure if they will have a decision on the final group, but she is sure that is the intention. She provided a report at University Council this past Friday. Council members had lots of questions, such as whether all of the Presidential Search Committee members would be participating in the interview.

She reported the following: To her knowledge everyone will participate. Specific members will be assigned specific questions to ask and there will be time for follow-up questions. The candidates will also be afforded time to ask questions as well. The intent is to limit the final candidates to three or four, and then forward those names to the full Board of Trustees. She is hopeful that more information on the process will be disseminated and the finalists' names will be made public.

The information and process to replace "Flashnotes" is being finalized and President Hoblet will ask Vice Provost Moore to come to the next Faculty Senate meeting to provide an update.

A number of faculty, university leaders, students, and community leaders and members attended the Martin Luther King Unity Celebration at Savage Arena yesterday. President Hoblet and I were able to spend some time with Representative Marcy Kaptur who is willing to come and speak to our Senate. Please let us know if you would like to have Rep. Kaptur come and meet with Senate.

As always, I am sure I am missing some of the important work FSEC is doing. Interim Provost Barrett is here today to provide an update on the activities of his office. President Hoblet notes that she is cautiously optimistic about the change in our administration, but like many others she is growing impatient at the lack of change in areas where the need for improvement appears obvious. I will let her tell you at a later date exactly what she meant by that. This ends the Executive Committee Report. Are there any questions?

**Past-President Rouillard:** I think that Faculty Senate Executive Committee had asked for some additional financial information from Tom Biggs, do you know if that was received?

**President-Elect Keith:** I do not know.

**Senator Dowd:** At the October or November Finance and Strategy meeting when we first started talking about the process of building the budget, the Faculty Senate Executive Committee made a number of requests to Tom Biggs who is now the CFO. After a couple of months of not receiving any information we asked for it again and a month after that we asked for it again. The information and the data that we asked for, the representatives to that committee chose this carefully in the sense that we were not asking for new data. We were not asking the Office of Finance to generate new data for us. We were asking for data that they had already gathered. For example, there was an analysis of some of the programs on the Main Campus, on the academic side, and I requested that we have a similar type of analysis for UTMC- they have it, why not share it? When they started talking about the budget, they had a list of fifteen or so assumptions which of course they happen to be worded in the budget. This could be what they expect enrollment to be, up 2% or up 0%. The faculty salaries, the increase in salaries, do you remember some of the other assumptions?

**Past-President Rouillard:** No.

**Senator Dowd:** It was fifteen. And what I asked for was some sensitivity analysis. What would be the impact on the budget if enrollment was not up 3%, if it was up 4%? What would be the impact on the budget if it was down 3%? The numbers I am telling you today -- I am just making them up. I don't remember exactly what they were, or examples they used at that time. But in order to build a budget, you have to go through at least the sensitivity analysis and at the meeting Biggs told us, "Yes, we have it. I will get it to you." Well, that was in October or in November. When I asked again at the end of December, the response that I received -- and I am paraphrasing, I can't remember; I'm old -- was, "could you remind me what you asked for?" He makes promises that he will provide this information and data to Faculty Senate and appears to simply forget after he makes the promises. It has been frustrating.

**Past-President Rouillard:** Well, I think one of the most disturbing things that I heard at that meeting was that the discrepancy between the way the budgets are reported and the way the audited finances are reported clearly don't line up; they don't use the same format and they've admitted that over the years. They continue to use those discrepancies in both formats, and finally at this meeting I think somebody admitted that perhaps they would begin looking at reporting the budget plans differently.

**Senator Dowd:** While you have the microphone, would you like to expand upon the five-year comparison of budgets?

**Past-President Rouillard:** That was also emailed to us after that meeting as an attachment. It wasn't time to go over that five-year budget comparison and five-year budget projections. However, there was time for that to be presented at a mediation meeting which was rather puzzling since budgets don't tell you where the money actually went. We look at audited financials to do that and oddly enough, that was not the subject of their presentation.

**Senator Dowd:** Because the budget is just a plan for what they plan to spend. What should be compared is the expenditures and the actual receipts. I am not an accountant and if I am wrong, faculty here please correct me. That's what seems to make sense to me, not comparing budgets to budgets.

**President-Elect Keith:** They were supposed to give this presentation, the comparison of five-year budgets at the last reported Finance and Audit Committee meeting, but they ran out of time and it will be presented to the full Board at the next Board meeting. We have a Finance and Strategy meeting this Friday. I am asking Senate if there is anything that you want, (the representatives on that committee are Mike, Linda, and myself) to bring to that committee's attention.

**Interim Provost Barrett:** I thought there might be a question or comment that comes up today and I asked Tom Biggs to give me a couple of comments if you don't mind my sharing.

**Senator Dowd:** That would be very good.

**Interim Provost Barrett:** I asked why they used the budget versus the actual audited financial statements. There were a couple of elements in their response, the first is "The audited financial statement is all-inclusive and does not separate Academic from UTMC, UTP, UTIE. Thus it would have taken a lot of work to break out the academic from the rest of the university. Furthermore, I felt that I would have no

public documents that I could tie my numbers back to, which might cause people to think I was manipulating the numbers.” He was trying to paint a picture of the academic side of the house in what he was given. He also says, “By using the Academic Budget for the last five years, people can tie the numbers back to the budgets that were presented to the UT BOT as part of the budget book. Over the course of time, annual budgets approximate actual, so the story would not change when looking over a five-year period. Finally, I wanted the five-year look back and five-year future looks to tie to the FY2015 budget. The FY2015 budget is the foundation which begins the building of the FY2016 budget. When we start the budget process in October it is too early in the year to consider actual as the basis for building the future year budget.” So, that is what he (Mr. Biggs) said.

**President-Elect Keith:** Thank you.

**Senator Humphrys:** In response to your previous question about if there was anything that we would like you three to bring to the financial committee. I think from my personal standpoint, it sure is disappointing that we had to basically “beg” for this information and from what Provost Barrett had said to us, essentially it is like they are telling us, “You want this information, but we can’t give it to you”. So if you have the opportunity, maybe you can express that at least a few of us, if not most of Faculty Senate, are pretty disappointed in how we are basically being told, “You wouldn’t understand.” Thank you.

**President-Elect Keith:** Thank you. I can assure you that viewpoint will be expressed by the people who are on that committee. Okay, are we ready to move on to the items that are on the agenda?

We have four reports. The first one is by Cynthia Nowak. There was an error on the agenda. It is my fault because I took the information off of an old UT webpage. She is the Director of Communication for Student Affairs, not Academic Affairs and she is here to talk about the Diane Hymore Award, so please welcome Cynthia Nowak.

**Cynthia Nowak, Director of Communication for Student Affairs:** Thank you. And thank you for giving me your valuable time. I know some of you through my years as the editor of the Alumni magazine. But what was said, I am here today as Director of Communication for Student Affairs. I am here very briefly, but in a very heartfelt way to talk about the Diane Hymore Award. Now, I don’t know how many of you knew Diane. She worked as an executive secretary in the President’s Office for many years. She was renowned as somebody everybody loved. I speak in the past because Diane died yesterday. We just received word about that. In fact, I was talking with her daughter just before I left for this meeting and so she wants to express her continued gratitude for everything that UT does in Diane’s memory. Anyway, the “Diane Hymore Exemplar of Excellence Award” is the official name. It was established three years ago and Diane was the first recipient; she had already retired due to ill health. There are many awards at UT and there are many terrific employees at UT, but the Hymore Award was specifically established to honor those people who fly under the radar. We were thinking of departments’ secretaries and administrative assistants who don’t always win the Shining Star Award because many people don’t know what they do and everybody is busy, and writing up a nomination form does take time. But these are the people who have the true service hearts and those are the people we want to honor as we honor Diane who had the service heart for sure, and so that is the reason for this award. Now, we have put it online. If you go to the Google Search Engine off the UT main page and just type in “Hymore Award,” it is the second item that will come up and that will take you directly to the nomination form. It was a

story in last week's UT News that talks about when it was established and why, and all that kind of stuff. But what I really want to leave with you is the importance of recognizing these people who work in the frontlines and who often get, not due to malice or anything like that, but they just get overlooked when the awards come around. So please consider taking a little bit of time to find someone who is deserving of this award and send in a nomination. Thank you.

**Senator Dowd:** Cynthia, could you describe the timeline/deadline?

**Cynthia Nowak:** It is actually February 27<sup>th</sup>. I wasn't going to tell you that because I wanted to light a fire under everybody to have a sense of urgency <laughter>. You have until February 27<sup>th</sup> to submit your nominations. Are there any other questions?

**President-Elect Keith:** Is everybody eligible, all UT employees?

**Cynthia Nowak:** Yes, all UT employees. In fact, last year's award recipient was from the Health Science Campus. Are there any other questions? Thank you again for your time.

**President-Elect Keith:** Thank you very much. Next, on the agenda is our Interim Provost.

**Interim Provost Barrett:** Thank you. I was asked to come and give an update on things that have been happening in the Provost Office so far this year. It is not always a clearly defined line. There are certainly a number of things going on that involve other vice presidents and the president, but I am going to try mostly to confine my remarks to things really happening inside the Provost Office as opposed to those other things. There have obviously been a lot of unexpected things- we didn't expect the Health Education Building to lose its heat the weekend before classes started, well, its electricity actually. We didn't expect the water main to break today. As you all know, because most of you, if not all of you are involved in it-- our office created a hiring plan. All colleges prepared a college-specific plan based on math and I've reviewed each college's plan. Three of my vice provosts and my assistant vice president for finance have also reviewed it. The four of them got together and made some recommendations and then I met with all four of them over the New Year's week for about 14 hours or so to kind of come to some general views of consensus. We are now in the process of reaching back and contacting deans and continuing to get more information where necessary and moving forward with approvals where appropriate. Also, for anybody here from the Health Sciences College- we to some degree let the brand new dean cycle back on that a little bit and have had a chance to talk to his department chairs to determine whether there are going to be any adjustments. It just seemed like that was only fair and appropriate for having a brand new dean coming in at a new semester. Speaking of which, we have hired two new deans, deans for the Colleges of Engineering and Business at the beginning of the school year, and then a dean for the College of Health Sciences who just began a few days ago. We have two searches underway -- one for the College of Law which has placed ads and started to review applications as I understand it, and we just kicked off this semester one for the College of Social Justice and Human Service. I worked directly with Mike Dowd and others from the Executive Committee to revise the performance evaluation for deans and I am looking forward to that being distributed and getting input from you, the faculty, in order to make determinations on renewals or otherwise for "my" various deans. I know the appearance of reference in the remark to some degree refers to issues in that area and I feel like it is very important to get input from you all before making decisions of that sort and that is one of the reasons that hasn't

moved on to a faster pace. I am not promising a greater outcome because I am not sure what response you are going to give me, but I will take your input very seriously once I get it and that is going to be happening very soon.

On the sabbatical front, we talked about changing our approach and casting a different light. I personally recommended to the president of the Board that we approve 30 of the 33 applications. Of the three that were not recommended, UCS did not recommend two of the three and two of the three also were not technically eligible because one person wasn't tenured and one person hasn't been here seven years. So if you actually look at it, all 30 of the people who were approved and eligible came through the process and were submitted at the Academic and Student Affairs Committee meeting in December. This was placed on the consent agenda for next month -- February's meeting -- so I anticipate them all being approved. One of the questions that was asked was, what about the expense of this? By collecting the data and looking it all over, based on the number of people taking year-long sabbatical in part does save us money given the way our formula works. We actually will not spend a penny out of pocket, and so it was a very easy solve if we did our homework right.

**Senator Dowd:** You approved 30 applications this time. Can you remind us of how many were approved in the last two years?

**Interim Provost Barrett:** Two years ago we approved eight and last year I think there were eleven and then we had two late ones from the Health Science Campus and they would've been included in this. The College of Medicine tends to be a little off sight; I think we actually got one new submission from the College of Medicine.

**Senator Dowd:** So about three times as many?

**Interim Provost Barrett:** Yes, but I think to me it is equally important when you look at the context of the number of people that apply. As a percentage we were hovering around 25-30% in the last few years and obviously, (I would say) 30 out of 33 eligible and recommended is a much higher batting number.

**Senator Dowd:** Yes, I agree.

**Interim Provost Barrett:** All right. As many of you know, we are working on the library trying to improve its situation. Obviously, this takes time to be right. Our collections task force conducted a survey of what is needed. I would say we were a little bit disappointed with the response rates because we were once again looking for input from faculty about what they need for their teaching and research and it wasn't a robust response. But based on that, we are now in the process of comparing our holdings with comparable institutions so we can make some recommendations. We also have a facilities task force that has received input from all various constituencies and we have now engaged a design firm for some plans and once we get those, we will once again circle back and get input on what people think before we take specific actions. Finally, on the library front, we are looking for faculty to serve on the new library advisory committee and if you are interested in serving please contact your dean.

We've introduced a number of things to help support faculty, including the Kohler Grant and creating the Provost Grant to help people go to conferences for publishing as well as some shared conference training. We awarded 36 Kohler Grants, 26 awards for publications and conferences, and we are sending two

chairs to outside chair training conferences. Any chair I think with three years or fewer is eligible. There is no cap on that and so there are two who've applied so far. The University Teaching Center also has just rolled out a number of other support initiatives at the beginning of last term, and in the beginning of this term rolled out 6 Khan Academy-style tutorial videos. We bought a tablet that allows you to write right on it and capture the audio so you can do a video that is Khan style and it doesn't have your face in front of the people it just has whatever you are trying to teach and demonstrate. We really want to see this expand. I think it will be very helpful to our student retention and success. So if any of you or any of your GA's are interested in pursuing this, please reach out to the Teaching Center and we are happy to provide training and support for this. And if there's a demand we will buy more equipment so there's not sort of a major waiting line for people to be able to do it. At the request of the deans- I reached out to the Marketing Department and the Marketing Department is now working with the colleges and the departments to help brand and promote programs, departments and colleges, not just Jesup Scott and The University of Toledo as a whole. We have a lot of programs that we certainly can expand on and I think this will help that.

On the forward front, just to let you know what's been dribbling in my head over the holiday period. I've asked some of my vice provosts to begin looking into creating an incentive system to support faculty that wish to convert to using open source materials. There is no intent here to require that, but it is something that saves students a lot of money if you're teaching in an area where quality open source materials are available. Obviously, conversion takes time and effort, but we need to provide support to you to take that time and effort. I don't know what will come of that yet, but that is something that we are half-baking or quarter-baking at this point. I've also got a number of people looking at whether we should require students to have tablets as a way to open up some teaching opportunities, once again, to give you as professors some other delivery modes. E-textbooks are generally 40-50% of the price of print textbooks so they pay for themselves in a semester, or over a year, depending on how many courses you have and how many books you have to buy. No decision has been made on that, and I will certainly circle back to you before a decision is made, but it is something we are looking into and gathering data on at this point.

We are beginning the budget formulation process. The initial target that the university Finance Office has said we need to try to close to be cash-flow positive before bringing in investment income which of course is concern of what the stock market is going to do- it is a target of \$14 million and we are exploring various ways to bring that down. One of them we've already implemented, there is a memo that went out taking the whole period for hiring new faculty from 30 days to 60 days. We currently recapture over \$7 million a year through the 30-day hold, so by extending it out a little longer that would "plump" that number up and help bring that \$14 million down. The preliminary discussions, and none of this set, it is looking to set targets and the targets for the academic side of the house are set at a lower percentage to be attained than for the non-academic side of the house, so it won't be even by any discretion, it won't be a flat across-the-board. The chancellor requested that we prepare a career service operational plan and we have done so. We are taking steps far beyond it, and it is pretty preliminary, to improve the quality of this area and the service that we provide. I think it is a weak area in the university. At least, if you look at us across-the-board there are certainly colleges do an outstanding job, but we need to improve the quality. This goes broader, not that the operational plan is not responding to the chancellor ruling, but we are doing a lot of re-engaging with Columbus. We are responding and putting faculty who are interested on various program committees and the vice provost on various committees etc. This may or may not shock you, but we have not been thoroughly engaged in a while. I think we get better results as we are engaging.

For example, and it's just a trivial example in the grand scheme of things, but I had a chance to meet with one of the vice chancellors and asked pretty directly, why foreign languages aren't included in the gen ed. OTM? I don't see any reason why being educated to speak two languages or read two languages isn't part of the general education and so they are now discussing that and looking into it. I don't know what will become of it, but if you are not there talking about it you just get whatever you get.

There are a lot of other things that are going on. We are updating numerous policies and Kelly Moore has been in charge of that; there were quite a few in the Fall and we've got a lot more to do. We are proceeding with program reviews. We are continuing to work with Senate to try to get our gen ed. fully in compliance with the state while at the same time meeting the needs of the university. In general, we are just committed to being in better compliance. You may not know this, but from the HLC's perspective we do not have any other campuses or sites beyond what we have right here, this campus, the Health Science Campus, and Scott Park, and then we filed for Schoolcraft but we have since then been approved. We have since filed for all our other locations, both cohorts that are trained in Columbus or other places around the state- our program in India and our program at the Jeep Plant. This is something that we are clearly not following from the HLC perspective. We haven't heard back from them, but we heard back that they want some additional information on a few...across the country matters. But that is a commitment from my office to try to follow up on rules that apply to us. We are diligently working on preparing and starting to graph the course for next year's HLC visit which will be in April of 2016. We decided in consultation with the Academic Honors Committee to convert the title of the "distinguished university professor" once you get it, to being a title retained indefinitely as opposed to just an annual award with a stipend. So lots of little things, but that gives you a sense of some of what's been going on and I am happy to entertain any questions that you might have.

**Senator Dowd:** When you were talking about the tablet, if everything goes "peachy," will this be in the Fall?

**Interim Provost Barrett:** In an ideal world, yes. If we want to do it and if we decide it is a good idea and get it vetted that would be my thought process; I don't think we want to start in the middle of the school year.

**Senator Dowd:** Have you spoken with some individuals from Student Government?

**Interim Provost Barrett:** I've had brief discussions with Clayton and Ali about it. We've got a meeting coming up; I can't remember if it's at the end of this week or the beginning of next week with a group of people to begin discussing it. We had a half-day informational meeting with Apple just to learn what kind of experience...and we were interested in what they had to say. We are bringing a group together of people from my office, faculty, and Student Government because we need input from all these groups, but first we needed some data.

**Senator Barnes:** I just wanted to comment on the library committee; especially the survey you were asking us to fill out and the responses were pretty low. One of the things that they've done in response to that is they purchased some software, I think from OCLC, and they're going to generate or teach us how to generate lists of material that are most commonly held by other peer libraries in our disciplines and so they're trying to make it as easy as possible for us to compare what our library holds with what we think

it should hold and what our peers think. I would encourage you at least at the department level to see if somebody in your department is willing to participate in that process, because they really are seeking our input on what needs to happen to bring the collection up to speed so we really should do what we can.

**Senator Devabhaktuni:** I have a question about the faculty hiring plan. It's not clear to me what the exact implementation is. For example if we advertise then...Fall 2015

**Interim Provost Barrett:** The 30-day or 60-day change does not affect that at all. If, say, an administrative assistant were to decide to retire or leave, we don't file a new position request currently for 30 days moving to 60 days. Once the process is approved you proceed as normal, so it is just a delay that helps the cash flow essentially.

**Senator Devabhaktuni:** [does it affect the faculty hiring plan]

**Interim Provost Barrett:** No, it does not. It doesn't affect anything that has already occurred and there are times for exceptions; I think there are four or five of us that have the power to grant an exception- the president can, I can, Dave Morlock can, and maybe one other person. So if there's a critical need in an area, we are not going to let that fall through the cracks because of this policy. So if an ICU nurse were to retire or leave for some reason, we are not going to wait 60 days to have a properly staffed intensive care unit. There is already an existing exemption for graduate assistants for example; we know we need them and you can't have that kind of gap, so we are trying to be smart about it and we have the flexibility to grant exceptions when we need to, but they will be seriously considered before they are granted, it is not something that would be rubber-stamped.

**Senator Devabhaktuni:** With respect to the budget, I have a small question. When Dr. Scarborough was here they talked about a \$36 million enrollment deficit that happens every year. Where does that number stand when you are planning the budget for the next year?

**Interim Provost Barrett:** Well, it is kind of depends on how you want to look at the budget as a whole. So going back to assumptions- it depends on what you build in your assumptions so, what do you think your enrollment is going to be and what do you think you are going to set your tuition at? One of the assumptions that is a big number for us, the biggest number is how much of our depreciation are we going to cover? Depreciation is the money you put aside to repair things and upgrade things, your visible plan. I assume everybody repairs their house at least every now and then; you set the money aside because it hits you hard if you suddenly have to get your gutters repaired. I had to do that this year so I know how expensive that is. The current budget assumption which leads us to this \$14 million shortfall we need to cover to get to cash-flow positive is built on an assumption that we are going to fund 48% of our depreciation. If you choose to set that at 100% we have a much larger number. So, when you hear numbers like, and I don't remember the exact details how Dr. Scott Scarborough got to \$36 million, but I think a significant hunk of that came from the concept of fully funding depreciation which we are still not proposing to do next year. We are not in the place where we are gaining the revenue to do that. When you cannot fund your depreciation indefinitely you've got to repair things; and what frequently happens is we do budget amendments during the year because we realize we got to spend some money. And the nice thing about some of that is it's at least to some extent a onetime expense as opposed to something that occurs every single year. We also have done extraordinarily well the last two years in the stock market

which helps our overall position in cash-on-hand and it allowed us to pull some money out for certain expenses last year. But you can't count on the stock market to go next year the way it did last year, especially since what happened last year was completely good. Does that sort of answer your question? I know that's maybe not a perfect answer. You probably need one of the finance people to give you detail.

**Senator Devabhaktuni:** I just wanted to make sure that if there are some changes in the presumptions and so on, but the object at that time was \$36 million and how do you cut some and a few other things to make up for the shortfall? Is your plan going to be working on the \$ 14 million, at least for this year under the current presumptions or is it likely to change, so that is what I wanted to know?

**Interim Provost Barrett:** Well, I think the \$14 million is going to drop. Going from a 30-day hold to a 60-day hold is going to pick up; I don't know if it's going to pick up \$2 million or \$3 million or exactly what, but that is money that can take that \$14 million down. We've been brainstorming about other options. One other option we are exploring is not having absolutely uniform tuition for graduate programs that are in high demand. The programs that we are turning away lots and lots of applicants is because they are oversubscribed- we've done comparisons to other institutions around the state and we are thinking about maybe raising some of the tuitions there. Depending on how much you raise it, it may generate \$.5 million dollars or \$1.5 million. You don't want to price yourself where people don't want to come. Each of those things can help chip down that \$14 million and I think we can get that number down (this is just my guess. I don't want to be held to this) to the \$7 to 8.5 million range which will truly be the target. I think the target will allow for cuts and for growth. We want to encourage entrepreneurship here at the university, but we need to be serious about it. It needs to be accountable entrepreneurship. If it doesn't materialize and it didn't get the number we needed then we haven't solved our problem. President Naganathan is working really hard and has produced pretty good results so far through all your efforts, through the dean's efforts in helping getting our enrollment up as much as possible. If we get our enrollment back to 2010-2011 levels we won't have a deficit, even fully funded depreciation. So you chip away each of these things as best you can and you bring the number down and then we find targets and ways to get there, and the main thing is we work over the next few years to really try to improve our enrollment. If you don't mind, I don't want to drill into it unless you want me to and I am not the best person to do it, but our inquiries, applications, and deposits are all up meaningfully for next Fall. We are currently projecting 350 additional students, just under a 2% increase for the Fall and that is a positive sign. If we can just keep doing that over the next few years it will make a big difference, and hopefully, if we pick the right programs to invest in, it will allow more expansion that are restricted and that will give us an opportunity to then reinvest in other opportunities.

**Senator Malhotra:** If I understand this right, a person can give us a two-week notice and then we are going to take at least 60 days to fill the position. I don't know about anybody else, but my administrative assistant does so much and keeps us afloat. Last Fall, it took me to hire a student for our lab more than 60 days and by that time Summer was almost over; that is not efficient, that doesn't help me get to the next grant, so help me understand this rationale.

**Interim Provost Barrett:** Well, there are costs, as you described, to taking longer to fill the positions. But as a way to lower the amount of money you need to close your gap, I think in most of the senior leadership opinion, it is less painful than doing something like moving in to having layoffs which also means some people will not have a person at all. We are trying to make sure the personnel costs are as

minimal or as non-existent as possible, but you are right, there is a difficulty when you take longer to fill positions and that is also why we have the ability to create exceptions where we need to.

**Past-President Rouillard:** I know it is early in the semester, we are just one week in, but do you have enrollment figures?

**Interim Provost Barrett:** I do have enrollment figures; what figures do you want?

**Past-President Rouillard:** Both the headcount and the FTE's.

**Interim Provost Barrett:** These are preliminary numbers, they are changing daily and point of fact, I will tell you today's numbers, but today's numbers are down from yesterday's numbers. Do you want total grad or undergrad?

**Past-President Rouillard:** Both, if you have them.

**Interim Provost Barrett:** The Spring headcount as of today is 14,498. Last year's census headcount was 14,582 and so we are 84 people short.

**Unknown Speaker:** Is that undergrad?

**Interim Provost Barrett:** This is undergrad only. Yesterday was 66 if you just want to know the comparison change. For FTE, we are at 12,662.4. The census for 2014 was 12,800.4 which puts us at 138 short and we were 98 short yesterday. For graduate headcounts, we are at 4,287 and the census count was 4,455 and that is a difference of 168. And for FTE, we are at 2,979 and census we are at 3,145 for a difference of 166. Overall, we are at 18,785 headcount and last year's census we were at 19,037 with a difference of 252 students.

**Senator Devabhaktuni:** And the total FTE?

**Interim Provost Barrett:** The total FTE is currently 15, 641.4 and the census was 15, 946.1 for a difference of 345. Percentages range from a high on headcount for undergraduate of 99.42% to a low 94.7% which will be FTE for undergraduate. Is there anything else?

**Senator Relue:** I have a question on enrollment in terms of retention. [Indecipherable] [Have you done any sort of analysis of where we are with retention with respect to members of advisors that we have or has there been any discussion with colleges about needs for academic advisors within their programs?]

**Interim Provost Barrett:** I cannot say there's been a specific discussion about exactly what you said. I brought Julie Fischer-Kinney in from YouCollege to be an assistant vice provost to focus solely on advising and success coaching. I think it is critically important for the success of our students as well as to our enrollment and retention that we do a consistently high-quality job and there are a number of things that we are looking at. We just rolled out some new software called "Starfish" a hallmark for success coaches and advisers. I anticipate discussions this Spring looking at how we compensate the success coaches because we have a problem where success coaches are not staying in the position because they want to move into being an advisor where they are paid better. If you have the idea that success coaches

are to be with you throughout your time here and if they all are flipping over then you're not going to have that experience. We need to look at the program level for staffing most success coaches and advisors and where is staffing needed? To what degree do we centralize it or decentralize it and what is the appropriate faculty role? Julie and people working with her are having those discussions and looking into that, but it's not gotten to a point of coming and having a discussion with me yet. But it is something I am concerned with.

**Senator Devabhaktuni:** I'm going to borrow the idea from Senator Dowd and ask a question. He said something about an analysis and so I am curious to know, going back to this \$14 million gap that needs to be filled -- and it could be \$10 million next year and so it is just a number -- what should be the increase in enrollment whether it happens or not that could close this gap by just enrollment?

**Interim Provost Barrett:** As I understand it, and I haven't dug in deep with all the numbers, but to be perfectly candid, whatever the frustration Senate has with the numbers they get, you basically get the same numbers and spreadsheet I get. So, it's not like I'm getting some great set of data that you are not privy to, anything I get I am happy to share. As I understand it, for every 1% that we increase our enrollment currently---

**Senator Devabhaktuni:** One person is equal to 200 students or 150?

**Interim Provost Barrett:** Well, I want to make sure I am saying this right. I believe for every 1% we increase our enrollment and you've got to do it on FTE because that is the number that matters; so if you consider our current FTE in the Fall of this year -- it was somewhere a little bit over 92,000 (I believe) so 1% is going to be about 192.

**Senator Devabhaktuni:** So about 200 in round numbers?

**Interim Provost Barrett:** 200 in round numbers, which brings about \$2 million to the budget.

**Senator Devabhaktuni:** This means about 1,400 students increase.

**Interim Provost Barrett:** A 1,400 student increase will give you about \$14 million, if I remember the numbers correctly. I mean I am doing this off of memory, but that is my recollection.

**Senator Devabhaktuni:** What I mean to say is that maybe the provost or the president can look at this number of 1,400 and actually accomplish it. I think when folks see all the other things on this campus I am yet to see the importance given to the aspect of enrollment. It's the trying to manage the budget by cutting things and by looking at defensive mechanisms etc. I think an offensive approach to enrollment is extremely important whether it's this year or next year or the year after.

**Interim Provost Barrett:** I don't think you'll ever see a president more committed to that than the current president that we have. If I may use the term in a "friendly" way, "pesters me relentlessly," and I return, pester the deans relentlessly to reach out to all our current students who have not enrolled in the next semester to try to get them to re-enroll. He is always looking at what can we do to increase the number of students we are having here. He has really pushed very hard for the importance, for the role of faculty to play. When a prospective student makes a connection to a faculty member they are likely to

come. When a current student knows a faculty member cares about them, they are more likely to come back, that has been a major initiative. Another thing we have to look at: where we have program opportunities where we would be hiring an extra faculty member or two to allow us to bring in a number of new students to a program that is currently at its capacity, or what new degree program might provide a great opportunity to bring students in that we are not taking advantage of right now. But when it “boils down,” a lot of those elements ultimately need faculty input and support. I can deem a new program is going to exist here, but if there’s nobody who wants to have that program and if nobody’s really supporting it, then it’s not going to go anywhere. It has to be something that faculty see as a shared mission and at the same time doing it. I can talk about the difference we can make and attract students, but if that’s not something you want to be involved in, then I’m going to fall pretty “flat on my face.” So, we are in this together and it does make a big difference and so I will do everything I can to try to help you do everything you do as well.

**Senator Dowd:** The response to that question is, if we were to have the enrollment that we had in 2010- we don’t have faculty to teach that. Your point is dead on; we have to look at capacity- how many students can you teach this year? This is not going to be a one-year thing. We can’t teach the number of students we taught three years ago.

**President-Elect Keith:** Are there any other questions? If not, then our next speaker is Senator Humphrys.

**Senator Humphrys:** Thank you, President-Elect Keith. We had a guest speaker who was Brett Visger, OBOR associate vice chancellor of Institutional Collaboration and Completion. He reported on Ohio’s participation in “Complete College America.” Ohio is part of “Complete College America’s” alliance of states. “Complete College America” is a non-profit organization whose purpose is to “*increase the number of Americans with quality career certificates or college degrees and to close attainment gaps for traditionally underrepresented populations.*” You may want to actually Google because it’s kind of an interesting group and I think it will also give you an idea of the direction that the state of Ohio is going in as far as where we are.

Mr. Visger stressed that Ohio’s universities need to focus less on the “students they want and more on the students they get.” He said that OBOR has two immediate higher education goals:

1. To get more students who start college to finish college
2. To attract more adult students

Mr. Visger said to attain these goals, OBOR is going to focus on three areas:

1. **Developmental Education**—according to Complete College America’s data, 34.3% of freshmen entering Ohio’s 4-year degree programs require at least one remedial course. OBOR is encouraging universities to engage in creative solutions for students needing developmental coursework (such as combining remedial work with college-level academics into one 5-hour class). OBOR did reiterate that 4-year institutions do not receive subsidy for developmental courses.
2. **Guided Pathways to Success**—this involves students choosing “coherent academic majors and not random, individual courses.” Also, universities use information such as high school performance to recommend majors for students.

3. **Prior Learning Assessment**—this provides students with the opportunity to receive transcribed college credit for work experience.

Mr. Visger indicated that Ohio does not agree with everything Complete College America supports. He also stated that higher education in Ohio is increasingly driven by legislation.

Another subject discussed at the OFC meeting was the concern by Kent State's faculty with the fact that Kent's distance learning courses offered to students in other countries are being staffed with independent outside contractors. As an example, a Kent State DL course being offered in India is staffed by a person who is receiving \$300 to teach the course. Kent's AAUP chapter is investigating this practice.

The last item that we discussed was, Ohio House Bill 616 is in committee of the legislation. The Bill deals with forbidding the use of textbooks that provide royalties to either a faculty member or university at the institution where the book is used. It also forbids the use of customized textbooks that contain materials that were authored by the faculty member teaching the course. The Ohio Faculty Council is watching the progress of this Bill. And that is it. Are there any questions?

**Past-President Rouillard:** Did anybody at this meeting talk about "Complete College America" and its connection to the Lumina Foundation?

**Senator Humphrys:** No, they did not.

**Past-President Rouillard:** The Lumina Foundation is a nonprofit foundation, the same way the Gate Foundation is and it is run by a lot of people who have legislative connections to some very conservative politicians. When you Google the people involved in the Lumina Foundation you'll find out that many of these people were political aids to legislatures in Indiana and perhaps Tennessee who have some very conservative educational agendas. "Complete College America" is putting out unfunded mandates. I don't care if the governor of the state signs on to "Complete College America," these are unfunded mandate- if you want this, you pay for this, but that is not how they look at it.

**Senator Humphrys:** Good information. The Board of Regents is definitely pushing the agenda of Complete College America. Are there any other questions?

As an aside, talking about enrollment, we were told at the meeting that Youngtown's State has a 40% increase in the number of applications for the Fall of 2015, which they are calling the "Tressel Effect" laughter>.

**President-Elect Keith:** Thank you, Senator Humphrys. Next, on the agenda is Senator Michael Dowd who wants to talk to us about faculty lists for deans' evaluations and Senate elections.

**Senator Dowd:** Thank you. President Hoblet asked me to present to Senate two issues: the construction of faculty lists for Senate elections this semester and also, Faculty Senate is conducting or facilitating the assessment of deans/ administrative performances. In other words, the faculty in most colleges is given the opportunity to evaluate their deans. I am talking today about both of these issues because they're related. I just want to be clear about a couple of issues. The list of faculty that is created for each college will be used for both academic sides-for the elections for Senate which is starting in March, but also the

same list is going to be used for the evaluations for deans: who is eligible to evaluate the deans. One of the most important points though is that these lists are coming from your college. For the past couple of years, some colleges just refuse to provide a list to us, Faculty Senate. We had to create lists. We had to go through and generate a list and send it back and say, will you at least look at the list of your faculty? I don't understand why deans don't want to participate in this; we are grateful that it is only one or two colleges, but it has been an issue. This year the lists are originating from your college and we are going to verify them as best we can and we are going to send it back so they can verify it again. But if there are errors, if someone is left off the list- it may be that the college didn't include it, or as pointed out in the Executive Committee meeting, I may have eliminated/deleted a few people from the College of Engineering. These lists have to be reviewed for approval; different sets of eyes have to go through these lists to make sure that it is an accurate list. Current senators who have served on the Executive Committee in the past know how difficult it is to come up with these lists and to verify their accuracy. In the past some colleges, a very small number of colleges would simply bring us a list and then they would not respond to our request for additional information on what is the status of this faculty member and it has been a right pain to do these lists. The reason why I say that is not to whine about how difficult it for two reasons: This year rather than just screwing around with the deans, the Faculty Senate Executive Committee asked Provost Barrett to make the request to the deans. Now, either he made the request because he is a past Senate president and he knows how much a pain it is or it could be that he is just a reasonable guy and he knows what needs to happen in order for the trains to run on time. Regardless of his motivation for doing this, I think we received these lists in record time as opposed to previous years. But the other reason why I wanted to bring this up is because I wanted the process to stop asking colleges (every year they go through a significant amount of work) to generate these lists and it is sent to Faculty Senate and we verify and send it back. What I would like to see happen is we come up with a solid list this year and then next year whoever is on the Executive Committee will simply send each list to their college and say, "update it." We don't need to have colleges generate these lists every single year, let's just have them update it-they know who they hired over the year and they can change just that information and hopefully the process will be a little simpler and a lot smoother. When the Senate Executive Committee met to discuss this last week, the most vigorously debated issue was dealing with individuals who may have been identified as not eligible for elections. I should rephrase that, we identified them and we believe that they are not eligible for elections. For example, I believe I know two associate deans who do not have faculty status. They are associate deans and associate deans do get to vote on Senate elections, but you also have to have faculty status, so in those cases I have to go back and talk to the individuals and talk to the business managers of their college to see if I am right, and if it is what I believe, then we need to verify that. Also, there are some department chairs that I understand do not have faculty status and I have to go back and verify. It is not going to be based on what I believe or what the Senate Executive Committee believes that is right about faculty. Now, at the Senate Executive Committee meeting President Hoblet asked me what I am going to present today and I was going to show a master list that we have for all faculty that are eligible for Senate elections and I was going to present the instrument for the deans evaluations, but I thought about it today and I am not going to show the master list for obvious reasons- I don't know what I was thinking when I said that. I am not going to show a list that could identify individuals who are not eligible until I verify. When it comes to the assessment of deans this semester, the majority of deans will be evaluated by faculty. Off the top of my head, the ones I remember: Communication and the Arts; Education; Graduate Studies; The Honors College; Language Literature and Social Sciences; Natural Sciences and Mathematics; Nursing; Pharmacy and

Pharmaceutical Sciences. Other deans are not going to be evaluated and the reason is they are new deans and they have only a few years under their belt or they are retiring. Interim Provost Barrett, Dan Steinbock -- he is not retiring from the faculty; he is just not going to be dean anymore?

**Interim Provost Barrett:** That is my belief; I believe he is going to be taking an executive leave next year.

**Senator Dowd:** So if he is not going to be dean anymore there is no reason to evaluate him. The list that I generated I believe is complete, but I may have missed a dean.

**Senator Duhon:** And we have no determination yet on the library?

**Senator Dowd:** I am going to try to make the provost nail down that issue and to give word to the Exec Committee next week.

**Interim Provost Barrett:** Senator Dowd, can I make a comment there?

**Senator Dowd:** Sure.

**Interim Provost Barrett:** We can have a discussion about the desirability of evaluating the current director, but I think that is essentially independent of the longer plan. I got my recommendation for the hiring plan from the library faculty and I am waiting for recommendations from some of these other library groups; but the intent is to conduct a search, whether that is for a dean or a director. I haven't completely decided, but we will have someone permanent running that. There is no intention of leaving the current person in that place, so that may affect the desirability for doing the evaluation.

**Senator Dowd:** Thank you, Interim Provost Barrett. Here are the lists of the areas where the deans' administrative performance will be assessed. These are the same as last time Senate ran evaluations, with one exception. The first area listed: academic integrity, transparency, and credibility. Early on in this process the provost suggested that we don't really need to assess deans for technological skills because who cares if a dean knows how to turn on a computer, we have I.T. people<laughter>. So, the provost suggested their shared governance, transparency, and of course, over a couple of months it morphed into this area. Now, I have this area on the flashdrive if you really want to see what we are doing, but the major change to the instrument came in areas like leadership. Now, I don't know if you remember what the old instrument looked like, but it said leadership, and then it essentially had five areas. There was no guidance provided to the person doing the evaluation as to what were the criteria that they are to use to judge the successor or non-successor for leadership. And so what you see in the instrument is every one of these areas has been beefed up considerably. It is better to specify what we are talking about when we say "responsibility," such as what are they responsible for, rather than leaving that to the mind of the evaluator. We wanted to add a little more focus and I really don't want to go through each one of these today because you will see them soon enough, honestly. But what I would like to talk very briefly about is academic integrity, transparency, and credibility- this one was made from scratch and it really does address a lot of the issues that just didn't seem to be discussed during Jacobs' administration. With that said, each one of the areas is now in my mind much better defined. The evaluator now has a much better idea what we are asking to assess, rather than this generic notion of leadership. The other issue that I would like the Senate to recognize is that when we first began to edit and revise this, the Senate Executive Committee through the provost sent it to deans for their comments and suggested revision because out of

fairness, they are the ones being evaluated; we wanted to give them the opportunity to revise the language. And one comment I remember receiving is the order of which category, will exceed expectations, average etc.- they wanted it to be maintained in this order, and I made that change. After that set of revisions, that is when we really did an extensive revision in these areas. Again, out of fairness, we sent it to the deans for their comments and suggestions and we did not receive any back. Now, you can interpret that however you want. I do want to thank Provost Barrett because he has provided quite a number of very helpful suggestions and revisions that improved this instrument. The current status: the language of this instrument has been forwarded to CCI which is the Center for Creative Instructions. They are the group that actually puts this on the web and so we sent this to CCI for coding. Once we get the faculty lists nailed down, we send it back to CCI that indicates who is eligible to evaluate the dean and then we are good to go. What I hope is that we try to get this in the first couple of weeks in February. Are there any questions on that? None. Thank you.

**President-Elect Keith:** I would like to take this opportunity to thank Senator Dowd for all his work he's done on this. He really did do a lot- all the running around, talking to the provost, and taking the first stab and coming up with these descriptions of what it means to be a leader and what it means to have academic integrity etc. Also he added, trying to clarify what it means to be a role model or to exceed expectations. He did have some input from the Executive Committee, but he is modest as usual.

**Senator Dowd:** Can I get a raise?

**President-Elect Keith:** I don't have that ability <laughter>. But as usual he came through and so I would like us to thank him.

[Applause]

**Senator Dowd:** Not now, it is not done now. If you applaud now I will just stop working <laughter>.

**President Elect Keith:** Well, since there are no questions for Senator Dowd---

**Senator Barnes:** Well, I actually have a question for Senate. The bookstore is out of books for a class we offer at least four sections of, every semester. This term, a large number of the students still do not have the books. We are trying to work around it, scanning chapters and those types of things, but our department secretary mentioned to me today that she can only tell the bookstore the cap on the class, but she can't give any information about how many students are enrolled. I know they have a complex formula because they don't want to buy the maximum # and get stuck with books, but I was wondering if there would be reasons why we couldn't warn them that our sections are fully enrolled or is there some way that we might improve this situation, because it is really difficult when students are at the end of week two and they don't have a textbook.

**Senator Dowd:** My experience when the bookstore is short of books-- I make a direct request that they overnight the books. The bookstore will say "we need two weeks to get them in" and that is not so. The bookstore has a contract; now, I don't know if the contract says they need to overnight them, but in my experience, the bookstore will overnight the textbooks that they are short of, but you have to ask.

**Senator Barnes:** They said 3 to 5 days. But I wasn't on the phone.

**President-Elect Keith:** Have you checked with the other bookstore on Bancroft? They might have them. I mean, I don't know how they get their book orders, but sometimes I stop in there just to see if they have my book for students. Okay, is there anything else?

**Senator Dowd:** A real quick follow-up. I will encourage every chair to check out the pricing policy followed by the bookstore. Last Spring the bookstore marked up books to our intro classes by 229% , there was an obvious error and I asked if they would give the money back to the students- so far, nothing,.

**President-Elect Keith:** Is there any other business?

**Senator Sheldon:** The Office of Undergraduate Research has a number of Summer grants that I think a lot of you are familiar with, and proposals for those Summer grants. We have workshops and the workshops are next Tuesday and Wednesday. We have fliers this year and I encourage you to give them to your students and share them with your peers. Faculty members are also welcome at these workshops. We often get some superior work being submitted but the proposal is not in the kind of shape it is in. Some disciplines that teach grant writing are at a higher level than other disciplines. So, I have that information for you here and you can also go to [www.utoledo.edu/honors/undergradresearch](http://www.utoledo.edu/honors/undergradresearch) .

**President-Elect Keith:** Is there other business from the floor? Then may I have a motion to adjourn? Thank you very much.

V. Meeting adjourned at 5:46 p.m.

Respectfully submitted,  
Lucy Duhon  
Faculty Senate Executive Secretary

Tape summary: Quinetta Hubbard  
Faculty Senate Office Administrative Secretary