

**MINUTES OF THE MEETING  
OF THE FACULTY SENATE**

**SEPTEMBER 9, 2015**

**PRESENT:** Berlin Ray,

“Dr. Richard McArdle passed away on Monday, April 6, 2015, the day after

Dr. Sridhar asked for a moment of silence in memory of our colleague Dr. Richard McArdle.

## **II. Approval of the Agenda for the September 9, 2015 Meeting**

Dr. Sridhar stated that he would like to make one change to the Agenda for today's meeting that everyone received in their packets. He noted that the change has to do with approval of Minutes of meetings. He added that we did get back meeting Minutes for three meetings from last year, 2014: February, March and April thanks to Dr. Duffy. Violet has the corrections for those Minutes from Dr. Duffy but was unable to make all of the corrections before today's meeting. We don't yet have March 2014 and April 2014 ready so we will strike them off the Agenda. We will bring those Minutes to the next Senate meeting.

Dr. Sridhar then asked for a motion to approve today's Agenda. It was moved, seconded and the Agenda as amended was unanimously approved by voice vote.

## **III. Approval of the Minutes of the Meetings of February 12, 2014, March 19, 2014 and April 9, 2014**

Senate President Sridhar stated that approval of the Minutes of the Meetings of March 19, 2014 and April 9, 2014 has been removed from the Agenda. He noted that it was a while ago but he hoped that everyone had a chance to read the Minutes of the February 12, 2014 meeting. We are playing catchup. He went on to say that he has been told that we should be caught up with all of Minutes in another month or so. He then asked for a motion to approve the Minutes of the Meeting of February 12, 2014.

Senator James Marino moved and Senator William Bowen seconded the motion. The Minutes of the Meeting of February 12, 2014 were unanimously approved by voice vote.

## **IV. Announcement of Coming Faculty-wide Elections**

Dr. Sridhar announced two faculty-wide elections that everyone should be receiving ballots for soon – Academic Misconduct Review Committee



**VI. Senate Nominating Committee  
Election of Faculty Senate Vice President**



President Berkman stated that also, in terms of a budget piece, and he feels proud about this, we committed and have implemented salary increases for every faculty and staff member at the university. Again, it becomes a new significant expenditure but an expenditure that he is proud that we were able to make.

President Berkman reported that we had tremendous success as President Sridhar referred to in enrollment largely on the freshmen side. The overall enrollment picture in terms of headcount to be transparent here is relatively flat. What has happened is the student credit hour, which is really the coin of the realm, they don't pay you for the heads; they pay you for the credits. And, actually now of course they only pay you for the completed credits – not the credits that students sign up for. So, while the headcount remained relatively flat, the student credit hour went up pretty dramatically and it went up dramatically he believes for two reasons. One, because of the large increase in the freshmen class and the number of freshmen who are taking a full load or something very close to a full load and second, he believes we have now leveled off from what we were told to expect and we did experience in the 4 to 3 conversion and that is we see a dip in the number of student credit hours as students learn the multiplication table and learn that four times three is only twelve and four times four is sixteen, etc. President Berkman said that we have seen a recovery in the number of students who are taking a full load.

President Berkman stated that everyone also knows how well we are and will continue to be for the foreseeable future in an intense competitive environment in terms of enrollment. Akron, if people saw the article or if people saw the article on Akron, part of their financial problems were created by the fact that they lost about 4,000 headcount in the last five years; it went from about 25,000 to just about 21,000 in the last five years. As he mentioned to everyone before, as people ride around the campus, he notices the newest entrance to the advertising sweepstakes here in our neighborhood is Baldwin Wallace who has put out a big advertisement that caught his attention. All of these factors are really the rationale and the reason that we are undertaking this exploration of every single management, administrative, academic, and student affair related function at the university.

President Berkman noted that Jim Bennett who came on as Chief of Staff about nine months ago has brought an unusual set of skills and has been leading this process forward. Everyone heard a reference to the Office of Performance Management so this entity, the Office of Performance Management, is,

Deirdre Mageean, Dr. Sridhar and Bonnie Kalnasy has been added. He noted that in any event, we spent almost our entire presidential retreat on August 4<sup>th</sup> and August 5<sup>th</sup> devoted to this issue. Again, tremendous progress was made. We reviewed thirteen projects and again, we will talk about those projects tomorrow and the project leaders and we have identified a number on or around \$100 million which represents the costs outside the faculty and outside those that are spent inside of colleges – that is really a cost center that we have been looking at particularly. President Berkman said again, the bottom line is that it is all about what we do now; whether we are doing it as effectively as we should and what does effective mean. He noted that effective to him means that it contributes to student success. His first prerogative in measuring what we do is that it contributes to student success and that it maintains the financial stability and integrity of the institution. And, again, largely due to what we have been able to accomplish on the enrollment side, we went in to the end of last year at our last Board of Trustees meeting, and we actually asked the Board for authority to potentially use \$3.1 million from reserves to cover what was, at that point, a potential or projected or possible deficit going into this year. President Berkman said that we are not in the ninth inning but we have made substantial strides and are already closing almost that entire deficit so he doesn't think that we will need to use the \$3.1 million reserves. He noted that the reserves we have are very, very ample, and it has actually opened up the discussion of whether we might use these reserves for some other utilities rather than leaving them as reserves. But from today as we look at it, we probably have already balanced the budget for next year, which is good news, extraordinarily good news. But, the other prerogative is that we remain on strong financial footing and that



introduced to all faculty and staff. The group will take questions at 9:30 AM in the Ballroom. President Berkman added that everyone, of course, is invited.

success, it's not really a task for an individual unit. Really, it takes the entire university or takes a whole village to accomplish the recruiting or to ensure that the students graduate on time. He added that he really wants to enhance that culture that we, on the academic side, closely work with student services, recruitment, and all of the other sectors to show that we work together to ensure student success. Dr. Zhu also emphasized that he wants to be sure that the faculty members carry out the core of the academic mission.

Dr. Zhu reported that that right now we have fifty plus searches ongoing for full-time faculty, tenure-track faculty, plus full-time lecturers. And, that's almost twelve or thirteen percent of our current faculty size so the Provost's Office took a look at a



of view, and as soon as discussions are held with the associated deans and then the practice reviewed, we have found that there is a need to bring some uniformity to the class size. The base is historically what classes have been taught and typically the size. So that is what is described in the content of their memo and that is not totally to decrease because of the size that has been listed in the memo and that has been used by many instructors. Dr. Zhu again stated that he just wants to bring some uniformity to class size.

Dr. Zhu reported that the second item he wanted to bring attention to is that implementation of that will not begin until the spring semester. For fall semester, it was only a selective soft implementation. It is when the class size is below the recommended count and when class is already full, then the department is asked to increase the summer enrollment to put actual students into the class. If the class has no wait list, then the class will still keep the cap at the lower level, as it was determined almost a year ago. As everyone knows, for classes we put into the system over a year ago, there now is multiple term registration so there was no across the board implementation for the fall. The full-scale implementation will not begin until spring 2016. So that leaves plenty of time and of course there is an exception clause built into the memo that allowed departments to present an argument from both a pedagogical point of view or from whatever other point of view that the cap should be at a lower level and the option is open there. So, hopefully that clarifies the confusion and this is not a major policy change made over the summer without the faculty involvement and it is not an increase of the teaching load. Dr. Zhu stated that this issue was brought to his attention and that this was connected with the workload. In fact, the faculty members have been teaching under those clauses. We are just trying to bring some uniformity to the class size.

At this point, Provost Zhu said that he would be happy to take questions during the question and answer section. With that, Dr. Zhu said that this concludes his report. He said he looks forward to working with everyone to further enhance our student success and to reduce the cost of attendance of our students.

Dr. Sridhar stated that we will move on to the next item of the Agenda and that is to welcome our new Student Government Association President Ms. Emily Halasah.

#### **IX. Report of the Student Government Association (Report No. 1, 2015-2016)**

SGA President Emily Halasah stated that she would be really quick. She just wanted to introduce herself to those she has not worked with as well as to introduce the rest of her executive team. She asked her team to stand. She introduced SGA Vice President Malek Khawam, SGA Treasurer Singh Harinder, and SGA Secretary Olga Grech. Everyone applauded.

Ms. Halashah stated that the SGA staff is quite excited to serve the students this semester and to work with Faculty Senate. She reported that SGA committee appointments for university and Faculty Senate committees should be ratified this Friday. They are also currently filling their Cabinet and their Senate. She noted that this is all she has to report to Senate today and SGA will be in touch.

**X. Update on Student Success Initiative Campaign (Report No. 2, 2015-2016)**

Ms. Berinthia LeVine, Vice President for University Advancement, thanked everyone for his or her support this past year. She noted that we just came off a record-breaking fund-raising year. She noted that many, many records were set. Over \$22 million was raised this year, the largest ever in the history of the university and the largest number of donors in the past five years, 7,472. We received many transformational gifts that everyone has read about and heard about which were we are very proud.

Vice President LeVine stated that she wanted to share with everyone a little bit about the source of these dollars. Referring to her PowerPoint presentation, Vice President LeVine stated that this past year, everyone will see that over one-third of our gifts came from our alumni. She noted that if we were to take the one transformational gift from our alum, Don Washkewicz, out of this, that number would drop significantly. But, she wanted everyone to know that alumni's giving is up. She has to say that everyone plays an exceedingly important role in the gifts that our alumni give to us as a university because our students, when we speak to them as alums,

May, we announced the university's first ever campaign - \$100 million. She noted that this is a big milestone for us. The campaign is focused on two major areas related to student success but it is counting every dollar that comes into the university. It is focused on student scholarships and focused on expanding and strengthening workforce and career preparedness capabilities. Our co-chairs are two alumni, Monte Ahuja from the College of Business and Don Washkewicz from College of Engineering. We have a campaign cabinet comprising fifteen individuals most of whom are alums of the university, all of who have agreed to solicit between three and five individuals and all of whom have made gifts to the campaign. In fact, The Foundation, the Board of Trustees and cabinet leadership have given over thirty percent of the campaign proceeds to date. As of July 30<sup>th</sup>, we were at \$79.7 million. We have crossed the \$80 million mark and we are very, very pleased about that. Vice President LeVine added that of course she has to caution everybody that the last \$20 million, the last \$10 million, those are always the challenging gifts to get.

Vice President LeVine made a couple of other remarks about that. She noted that we raise money in lots of different ways. We raise money individually, one-on-one President Berkman has been, as she mentioned to everyone before, a stellar fund-raiser for the university and it takes a stellar fund-raiser to bring in transformational gifts. But, fund-raising is a team sport and it requires everyone because there are many in this room that she has worked with over the past year, the President has worked with on proposals that we have. We started out the year with a transformational gift from The Cleveland Foundation of \$5.5 million and another transformational gift from Key Bank Foundation of over \$1 million. Those gifts were the result of the involvement of faculty and staff in that process. Vice President LeVine stated that she wanted everyone to know how appreciative she is of that involvement. She reported that this past week, we had a first ever in our Call Center – we have students who make calls to alumni. Last year we had 2013 alum that committed \$1,000.00 over the phone. Last week we had a Business alum that committed \$5,000.00 over the phone to one of our student callers that is going to be matched by a \$5,000.00 gift from that person's company. These are success stories based on interactions that our students had or are having here at the university with everyone. Ms. LeVine stated that she couldn't



that did raise that issue. So, until we have that person in place, we cannot decide on the textbook. Provost Zhu stated that he does think from the point of ensuring uniformity,



He added, whatever the department decided, he certainly appreciates that. But just because she never asked for that, that doesn't mean that other people didn't have that on their preference list. He said that he, as a chair at other schools, certainly experienced that where faculty certainly had preference for his class that cannot have so many students. So, he is not saying that this is the determining factor; it is actually what prompted us to look into this and to see if we should have more or less a uniform approach as to class size to better utilize our classroom spaces and also to bring some fairness to faculty. For someone teaching forty students in the same class that others are teaching fewer than twenty students per class for the same class, there is a difference here. Dr. Zhu stated, "Now, back to Dr. Little's questions and the examples that she gives. That is precisely the reason that we will have exceptions. In fact, for on-line, if he read it correctly, on-line classes are treated separately." He added, "Remember that there is a footnote on the bottom there that that will be considered differently. The Departments have different reasons for the classes for that particular section to have a different size. That is open."

Professor Little stated that the other issue was that you were given twenty-four hours to respond to that memo.

Provost Zhu said that he appreciates Dr. Little bringing that up and that is something that is confusing. He noted that there are two things: one thing is the memo she is referring to that is to bring some uniformity into the scheduling practices in the classroom schedule. That memo was sent out on June 30<sup>th</sup> and the department chairs were asked to respond by August 1<sup>st</sup> if exceptions are needed for the fall semester. As he mentioned, in that memo specifically to be clear for implementation, implementation will not start until the spring. For the fall semester, all capT Q Q q11 1 Tf [c q(ha) 0.2cs 0 850 0 0 51 slmo

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were given time to respond. If they object and say I don't want those two or three students in their class, they had the opportunity to respond to the Registrar's Office before the cap was in place. Provost Zhu went on to say that those are two separate things and he is glad that Professor Little raised this issue. We have to clarify that with others. It is not really connected with that memo; it was trying to address the wait list the week before the classes began.

Dr. Sridhar stated that he doesn't recall that there are class sizes on forms although for some, at least for the time he served on the UCC, it is only the WAC and

Registrar's Office email so that it is clear to department chairs what is actually happening. So, that is another tactical change but it is easy to live with as well.

Senator Beth Ekelman commented that Dr. Sridhar might be able to answer her question instead of Provost Zhu. She stated that Steering was having some difficulty determining the chairs of certain committees like UFAC for example, because we need to know that the chair will get a course release since it tends to be a very heavy committee. She knows there are other committees that typically get course releases. Sheee73.2363 620.64(he) CUre c

few years, what has happened is that he did some polling of past committee chairs, etc. and most of the committee chairs of these difficult committees also had lots and lots of extra banked credit hours anyway because they couldn't take personal leaves during the time that they were serving as chairs. That contributed to this confusion as well. Somebody already has a ton of banked credit hours contradicting course release so essentially they shake hands with the department chair and say, "Well, at some point you recognize this in the future and so that just happens to be a shared understanding between that person and the department chair." Dr. Sridhar stated that what we want is for there to be a written record of how this process is managed. He went on to say that this is what he is trying to figure out to do while still taking care of both assignments which happened in January while committee appointments which happened in May and some chairs are being selected in August and the fall. So, there are lots of pieces there to be worked out and he doesn't want to rush into something that is untenable. It is an important problem. He has had three conversations with the Provost so far and they will continue to talk about this issue until they have a resolution.

Senator Robert Krebs said he had a question for President Berkman. He said that he has heard that there is a big problem but now construction bids are coming higher than anticipated. He is just hoping that President Berkman can answer in the affirmative. He asked if Chester is locked in in terms of the construction contracts or is that going to be a bit of an unknown as we take the building down.

President Berkman responded that what we are doing is guaranteeing maximum prices. We now have a design bill authority. He can't say that this has ever happened before and he congratulates those who had a role in it but the Center for Innovation in Medical Professions came in \$1 million below budget and of course right on time. But,

**XIII. New Business**

Senate President Sridhar asked if there was any new business. Being no new business, Senate President Sridhar asked for a motion to adjourn. It was moved, seconded and the meeting adjourned at 4:30 P.M.

Respectfully submitted,

Debbie K. Jackson  
Faculty Senate Secretary

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