



FACULTY SENATE

TO: Members of the Faculty Senate and Guests **DATE:** October 3, 2017
FROM: Deborah C. Smith, Chair of the Faculty Senate
SUBJECT: Agenda and Materials for the October 9, 2017 Faculty Senate Meeting

Attached you will find the agenda and the materials for the October 9th Faculty Senate meeting. As always, we will meet in the Governance Chambers at 3:20 p.m. Refreshments will be provided.

1. Call to Order
2. Roll Call
3. Approval of the Agenda
4. Approval of the September 11, 2017 Faculty Senate Meeting Minutes
5. Chair's Remarks
6. Provost's Remarks
7. Report:
 - Update on the Library Collections Budget (Ken Burhanna, Interim Dean of University Libraries)
8. Old Business
9. New Business:
 - Discussion of Potential Changes to Tenure and Promotion Policies
10. Announcements / Statements for the Record:
 - Faculty Senate Fall Retreat (October 27, 2017 at 12:00 - 2:00 at the Bistro on Main)
11. Faculty Senate Meeting Adjournment



FACULTY SENATE

Meeting Minutes

September 11, 2017

Senators Present: Ann Abraham, Patti Baller, Jeffrey Child, Michael Chunn, Jeffrey Ciesla, Jennifer Cunningham, Ed Dauterich, Christopher Fenk, Mary Lou Ferranto, Farid Fouad, Lee Fox, George Garrison, Pamela Grimm, Todd Hawley, Albert Ingram, Robert Kairis, David Kaplan, Kathy Kerns, Edgar Kooijman, Darci Kracht, Cynthia Kristof, Tracy Laux, Mahli Mechenbier, Stephen Minnick, Rocco Petrozzi, Linda Piccirillo-Smith, Carol Robinson, Mary Beth Rollick, Susan Roxburgh, James Seelye, Andrew Shahriari, Denice Sheehan, Deborah Smith, Blake Stringer, Robert Twieg, Terrence Uber, Jennifer Walton-Fisette, Theresa Walton-Fisette, Molly Wang, Linda Williams, Kathryn Wilson

Senators Not Present: Rachael Blasiman, Vinay Cheruvu, Vanessa Earp, Bruce Gunning, Richard Mangrum, John Stoker, Robin Vande Zande

Ex-Officio Members Present: President Beverly Warren; Senior Vice Presidents: Karen Clarke, Mark Polatajko; Vice Presidents: Alfreda Brown, Paul DiCorleto, Shay Little, Charlene Reed, Nathan Ritchey, Coleen Santee, Stephen Sokany, Willis Walker, Jack Witt; Deans: Sonia Alemagno, Janis Crowther for James Blank, Allan Boike, Barbara Broome, Cynthia Stillings for John Crawford-Spinelli, James Hannon, Eboni Pringle, Robert Sines, Alison Smith, Deborah Spake, Melody Tankersley

Ex-Officio Members Not Present: Senior V.P. for Academic Affairs and Provost Todd Diacon; Deans: Ken Burhanna, Mark Mistur, Amy Reynolds

Observers Present: Thomas Janson (Emeritus Professor), Haley Foster (USS)

Observers Not Present: Mark Rhodes (GSS)

Guests Present: Kristin Anderson, Sue Averill, Larry Froehlich, Nick Gattozzi, Mary Ann Haley, Nicholas Hunter, Lamar Hylton, Tess Kail, Karen Keenan, Mandy Munro-Stasiuk, Susan Perry, Swathi Ravichandran, Therese Tillett, Eric van Baars, Aimee VanDomelen

1. Call to Order

Chair Smith called the meeting to order at 3:20PM in the Governance Chambers, Student Center.

2. Roll Call

Senator Kerns called the roll.

3. Approval of the Agenda

Chair Smith noted that today's report on the Library collections budget is being postponed. She then asked for a motion to approve the agenda as revised. A motion was made and seconded (Laux/Grimm). No additional changes to the agenda were offered. The agenda was approved.

4. Approval of the Faculty Senate Meeting Minutes of May 8, 2017

Chair Smith asked for a motion to approve the minutes from the May 8 Faculty Senate meeting. A motion was made and seconded (Kairis/Rollick). No corrections to the minutes were offered. The minutes were approved.

5. Chair's Remarks

The Chair's remarks focused on the university's budget model and the work of FaSBAC to evaluate and propose changes to the RCM approach (see attached remarks). Several senators offered questions or comments. Senator Twieg suggested that the recent requirement to have VPs sign off on hiring requests is inconsistent with the university's statement that the Deans have the authority to control their resources under RCM. President Warren indicated that the form was intended for nonacademic units. After the recent early separation plan for staff, it is the university's intention to evaluate which positions need to be refilled to support the university's mission. She also indicated that the university is using national benchmarks to help make decisions about staff positions. There is a second early separation plan for faculty, and it is expected that funds from those retirements will be used to increase the number of tenure track faculty. Those hires will be overseen by the Provost and Deans. She also indicated that FaSBAC will continue to review the RCM model and consider further changes such as shifting the funding model from considering only students in classes to considering other indicators of performance such as research. Chair Smith stated that FaSBAC was not involved in the development of the plan for staff, and it is unclear whether funds saved from unfilled positions in academic departments will be reallocated to a central pool. VP Polatajko indicated that in that case the funds would remain with the college and would not be reallocated to a central pool. Senator Williams noted that there is a place for a signature from the Vice President of Division Review, and she asked what the position is. VP Polatajko indicated that was not a single position but referred to the VP who oversees the position requested (e.g., Student Affairs).

Senator Laux raised the concern that full time Tenure Track (TT) and Non-Tenure Track (NTT) faculty received substantially different caps in the incentive in the early separation plan (cap is up to \$85,00 for TT and \$45,000 for NTT). He noted that, while the plan was designed this way so that it would save the most money, it sends a message of disrespect for NTT faculty. Senator Kerns stated that the Provost had indicated to the executive committee that the hiring form would not be used for faculty hires made in connection with funds freed up through the early separation plan, but that it would be used for any other faculty hiring requests. She pointed out that the VPs for Finance and Human Resources had a legitimate role in questions such as how much money is available for positions and hiring procedures to follow, but questioned why these VPs would ultimately have a vote on specific hiring requests (the Provost would have a third vote). She also asked why the form would apply to positions funded by external grants. VP Polatajko stated that he and VP Witt play only a support role in faculty hires, and the Provost and Deans make the decisions. He also indicated they are looking at ways to expedite hiring of personnel on grants as well as considering other exemptions to the form. Senator Kooijman stated that he still had a concern as it appears the VP of Finance and HR have to sign off and therefore they could make final decisions on faculty hires. VP Polatajko responded that he is not qualified to judge specific hires, and that the form has been tweaked to also require the Provost's signature. He stated that they will continue to look at feedback that is provided about the form. Senator Roxburgh noted that there is an inconsistency between saying someone is not qualified to judge a hire but then

saying that person has to sign off on the hire. She also asked whether the strategic hiring process is intended to be in place for a certain time period, and about the timeline for the hiring in connection with the early separation plan. VP Polatajko indicated that the deadline for the early separation plan is October 31. President Warren indicated that the plan is voluntary, and the Provost and Dean will be making hiring plans once they know how many faculty will take the offer and the impact it will have on students. She indicated that VP Polatajko's role is to make sure that a hire would not put the university at financial risk. President Warren also suggested that these concerns be deferred to FaSBAC for further discussion where the concerns can be explored in more depth. Senator Twieg stated that FaSBAC has already been ignored, and further suggested that the form be discontinued or at least have the Dean as the final signatory.

6. President's Remarks

The President remarked that she is grateful to have open dialogue at the university at a time when there are so many global challenges. She extended a welcome to the almost 40,000 KSU students and the faculty. President Warren also summarized some achievements. The university had over 10,000 students earn a certificate or degree last year which was a record, and the 4-year graduation rate is higher. We also had a record number of students in study abroad programs and are one of the top 80 universities for student participation in study abroad. Extramural funding increased 31%, and we had more faculty winners of national awards such as Guggenheim fellowships. Successful research faculty continue to be engaged in teaching undergraduates as well as doctoral students. The university continues to promote diversity with 15 new faculty of color hired last year. Annual giving is also up 31% and set a new university record of almost \$39 million in donations. The university also has enrolled a freshman class that set records for GPA, ACT scores, and enrollment in the honor's college.

President Warren also reported on future goals. She reported there has been a decline in international students, especially from India, Saudi Arabia, and China. This drop accounts for most of the decline in student enrollment, and the university is considering how to boost international enrollment. The official 15th day enrollment figures will be available soon. The decline in student enrollment has financial implications as well. We continue to have a state mandated freeze on tuition and on the available SSI (State Share of Instruction) funds, although we do relatively well on SSI given student graduation and course completion rates. Despite these challenges, the university is in good financial shape, although it will continue with efforts to be more cost effective. Some debt has been refinanced to save money.

One future goal President Warren suggested in a "Students First" environment is to consider offering new and innovative courses and programs that might attract a diverse student body. Dean Tankersley and Provost Diacon will be leading an effort to evaluate graduate education (programs, program size, faculty needs, etc.). She offered as an example that the College of Education could offer an Ed.D. With the decline nationally in freshman enrollment, the university could consider other graduate initiatives such as executive education. We could also consider ways to help transfer students have an easier transition from community colleges.

Another goal is to make this a "Year of Innovation" focused on facilitating multi-disciplinary work. President Warren suggested that a design thinking framework could be applied to provide an interdisciplinary approach to the education of healthcare professionals.

A third goal is to create “cradle to career partnerships” through collaborations with community partners to make sure that all children in northeastern Ohio have a fair shot at a postsecondary education. KSU is partnering with Akron Public Schools on one of their nine high school career academies. It is intended to be an innovation academy, with several KSU colleges participating (Architecture and Environmental Design, Arts, Communication and Information, Aeronautics and Engineering). The regional campuses are also looking for ways to develop career partnerships.

A fourth goal is to increase opportunities for students to experience cultures other than their own. One idea is to consider global scholars and global distinction programs that provide opportunities beyond study abroad (e.g., curricular and service activities). The larger goal is to help students have the global experiences that will make them more competitive for jobs or graduate study. KSU international students are also an important part of these efforts.

Another goal is to increase fundraising to support these efforts. VP Sokany is working with a capital campaign executive committee. The university received 200 suggestions last year for “big ideas” that could be pursued in a capital campaign, and 15 university wide multi-disciplinary projects will be selected. There will also be some college projects. The campaign goal is to raise \$465 million (the last campaign raised \$265 million). A committee of faculty, staff, and students (Strategic Opportunities for Academic and Reach and Success; SOARS) will identify stories of how KSU is making a difference. Fundraising is critical given that only 21% of the university’s budget comes from the state.

Senator Roxburgh raised the concern that graduate student stipends are too low to make us competitive for students. President Warren said that, through fundraising, they hope to get the money to fund endowed professors and endowed graduate student stipends. Senator Roxburgh indicated her department already has a stipend like that, but it has the unintended consequence of creating stratification among the students. Senator Roxburgh also asked whether it would be possible to create a program for adults who want to take an occasional class but are not working on a degree. The idea is to have simplified requirements for entry like with the senior guest program. President Warren agreed it was a good idea to develop more curricular options for adult learners. Senator Williams thanked the President for her hard work partnering with faculty to improve the institution and the transparency of her work. Senator Garrison spoke in favor of the president’s goal to make the university accessible to all students, including those from families without a legacy in higher education. He noted this is an important goal for a public institution. President Warren agreed, and she suggested some social services might be needed to help students succeed. Senator Garrison also suggested that we think about nontraditional disciplines when considering how to expand graduate offerings. President Warren agreed there is a need to consider what programs would make KSU distinctive.

7. EPC Items:

a) Action Items

College of the Arts:

- i. Establishment of a Musical Theatre major within the Bachelor of Fine Arts degree in the School of Theatre and Dance. The program currently exists as a concentration within the Theatre Studies major. Effective Fall 2018 pending final approval.

- ii. Establishment of a Theatre Design, Technology, and Production major within the Bachelor of Fine Arts degree in the School of Theatre and Dance. The program currently exists as a concentration within the Theatre Studies major. Effective Fall 2018 pending final approval.
- iii. The Theatre Studies major within the Bachelor of Fine Arts degree will be inactivated. The Theatre Studies major within the Bachelor of Arts degree will continue to be offered.

Chair Smith indicated the items would be handled together. A motion was made to approve the items (Dauterich). Professor Stillings explained the programs had evolved over time so that their requirements are more similar to degree offerings. The two concentrations could not be maintained as is because, with their substantial overlap, they no longer met the requirements to be separate concentrations. There was no discussion. The motion was approved.

b) Information Item:

College of Communication and Information (School of Visual and Communication Design):
Revision to change name of Photo Illustration major in the Bachelor of Fine Arts degree to Photography. Effective Fall 2018.

Chair Smith indicated this item had already been approved by the Faculty Senate Executive Committee. There was no discussion of the item.

8. New Business

Senator Kooijman expressed concerns about the university's new food vendor, Aramark. Prices are high, and the service has not been convenient. Meetings have to be off campus to use another vendor. Chair Smith indicated that she had heard similar complaints, and she asked faculty to contact her if they have problems. President Warren suggested involving VP Little, who oversees dining services. Senator Kracht expressed concern that they can no longer buy food from an off campus vendor for department student groups meeting on campus. She stated that what is available through Aramark is expensive and lower quality. Senator Kristof echoed concerns about quality. VP Little asked people to stay after the meeting to share their concerns with her. She also noted that David Cummings oversees dining, and he is also a good person to contact with concerns. Chair Smith recommended that anyone e-mailing concerns to her also copy VP Little.

9. Announcements / Statements for the Record

- a) Chair Smith indicated that one more senator is needed to serve on EPC's Graduate Council.
- b) Senator Dauterich reminded senators that this year's Fall Faculty Senate Retreat will take place this year on October 27 from noon to 2PM at the Bistro on Main Street. The topic for the workshop is Resilient Students: Encouraging Student Success and Maintaining Academic Rigor.

- c) Senator Grimm made a motion to congratulate the Kent Stater and those who work there for being named one of the four finalists for the College Media Association's Pinnacle Award for daily newspaper of the year (Grimm/Wilson). The motion passed.
- d) Senator Kooijman announced that he is organizing a science competition on campus called Mission: Life. The local competition is October 26, and the international finals are on November 13. He encouraged faculty to share this information with students.
- e) Dean Pringle announced that there will be a large career fair on campus on September 21 from noon to 4PM in the Student Recreation and Wellness Center. Employers are offering internships as well as jobs, so all undergraduate students are encouraged to attend.

10. Adjournment

Chair Smith adjourned the meeting at 4:51PM.

attachment

Chair's Remarks for September 11, 2017 Faculty Senate meeting:

In my remarks today, I'd like to take up more or less where I left off last Spring: talking about our budget model.

For most of Kent State's history, the University had a centralized budget model for the Kent Campus. On that model, the Provost, in consultation with the College Deans, would determine what portion of the budget for Academic Affairs was dedicated to each College in each fiscal year.

Under centralized budgeting, there were specific lines for faculty and staff positions within the colleges. When someone left the university, that line was freed up and could usually be replaced unproblematically at the same or lesser salary. If a college wanted additional lines or lines with substantially higher salaries, the Dean would need to make the case to the Provost who would then decide whether or not to grant the request and increase the college budget accordingly.

In 2010, Kent State switched to a Responsibility Center Management (RCM) budget model. On this model, college budgets are not determined centrally. Instead, each college is a revenue generating responsibility center. The funds available to a college are determined by the revenue it is able to generate (primarily from tuition and the State subsidy of instruction) minus the tax assessed to fund the non-revenue generating service centers.

On an RCM model, there are no specific lines for faculty and staff in each college. When an individual leaves the university, the expenses of the college are reduced by the amount of the individual's salary and benefits thereby freeing up funds within the college. At least in theory, the College Dean is responsible for determining how to use the funds available to the college including whether or not to make new or replacement hires. Any funds not used in a given fiscal year are reserved in the fund balance for the college.

Although on paper RCM is supposed to give College Deans more autonomy over their budgets than is possible under a central budgeting model, in practice that has generally not been the case. There remained a great deal of central control over hiring decisions and over decisions about whether and when to make use of monies in the college fund balance. So, we've never really been on a genuine RCM budget model. The one aspect of an RCM model that was operative at the University was this: when the revenue of a college increased or the expenses decreased in a given year, that additional money remained available to that college.

Over the last two years, FaSBAC and especially its RCM 2.0 subcommittee has worked to identify some of the unintended consequences of the way RCM has been implemented at the University and make recommendations for how to address those problems. Last Spring, it became clear that there were deep systematic problems with our RCM model that no amount of minor tweaking could fix. In its final report for the academic year, FaSBAC recommend that we evaluate the merits of Performance Budgeting as an alternative to RCM. Specifically, FaSBAC recommended that we:

- Benchmark other institutions that have adopted performance budgeting;
- Engage with John Lombardi, author of *How Universities Work*, in strategic dialogue in evaluating the potential of this transition; and
- Explore the application of performance budgeting on the Centers, with specific attention to rewarding outcomes, quality, productivity, and research.

With the implementation of the strategic hiring initiative in FY 2018 connected to the early separation plan for non-faculty, rather than a crack in the RCM model we appear to have opened up more of a large

crevice. When a vacancy in a faculty or staff position occurs, the funds connected to that position are “returned to a central funding pool.”¹ All hiring requests are then reviewed centrally by a Strategic Hiring Committee comprised of Provost Diacon, Senior Vice President of Finance and Administration Mark Polatajko, and Vice President of Human Resources Jack Witt. Funds freed up in connected with a vacancy in College X may be utilized to make a hire in College Y. The goal, as I understand it, is to “right size” the number of non-faculty positions in each college and service center and to use the remainder of the central funding pool to increase the number of TT faculty on the Kent Campus in a way that enhances the research profile of the University.

I believe that this plan is definitely in the best interest of the University as a whole. However, it isn’t consistent with an RCM model. It also won’t benefit every college equally—there will be winners and losers.

For whatever reason, FaSBAC was never consulted on this strategic hiring initiative. So, the mechanism for sweeping the funds freed up by a vacancy in a given college into a central funding pool is unclear to me. Does this mean that colleges will be expected to contribute the revenue that would have funded a given position (whether of a faculty member or a staff member within a college) even if the position is no longer in the college? If so, are the funds taken off the top of the college’s revenues before the tax is applied or are they folded into the tax? (In my opinion, the former option would be highly unfortunate given that, on the recommendation of FaSBAC, the University had previously worked to eliminate the practice of taking funds off the top before the tax is applied.)

It also isn’t clear what role non-academic administrators (including VPs Polatajko and Witt) will play in faculty hires this year. It makes sense that the Provost might ask the VP of Finance how many TT faculty the University can afford to hire. It makes sense that the VP of HR would be asked to ensure that hiring laws are followed in these searches. However, it is not clear that either of these individuals should play a role in determining whether or not a specific faculty position in a given college would benefit the University. That decision should be left up to the Provost and College Deans.

I look forward to learning the answers to these and other questions about the strategic hiring initiative as the semester unfolds. I also look forward to hearing about the progress made over the summer in evaluating the merits of Performance Budgeting.

Despite all of the uncertainty, one thing is clear: FaSBAC will have a lot of important work to do this year if we are to ensure that RCM is replaced by a coherent budget model and not by a series of ad hoc budgetary decisions.

Thank you.

I will now entertain any comments, questions, or complaints.

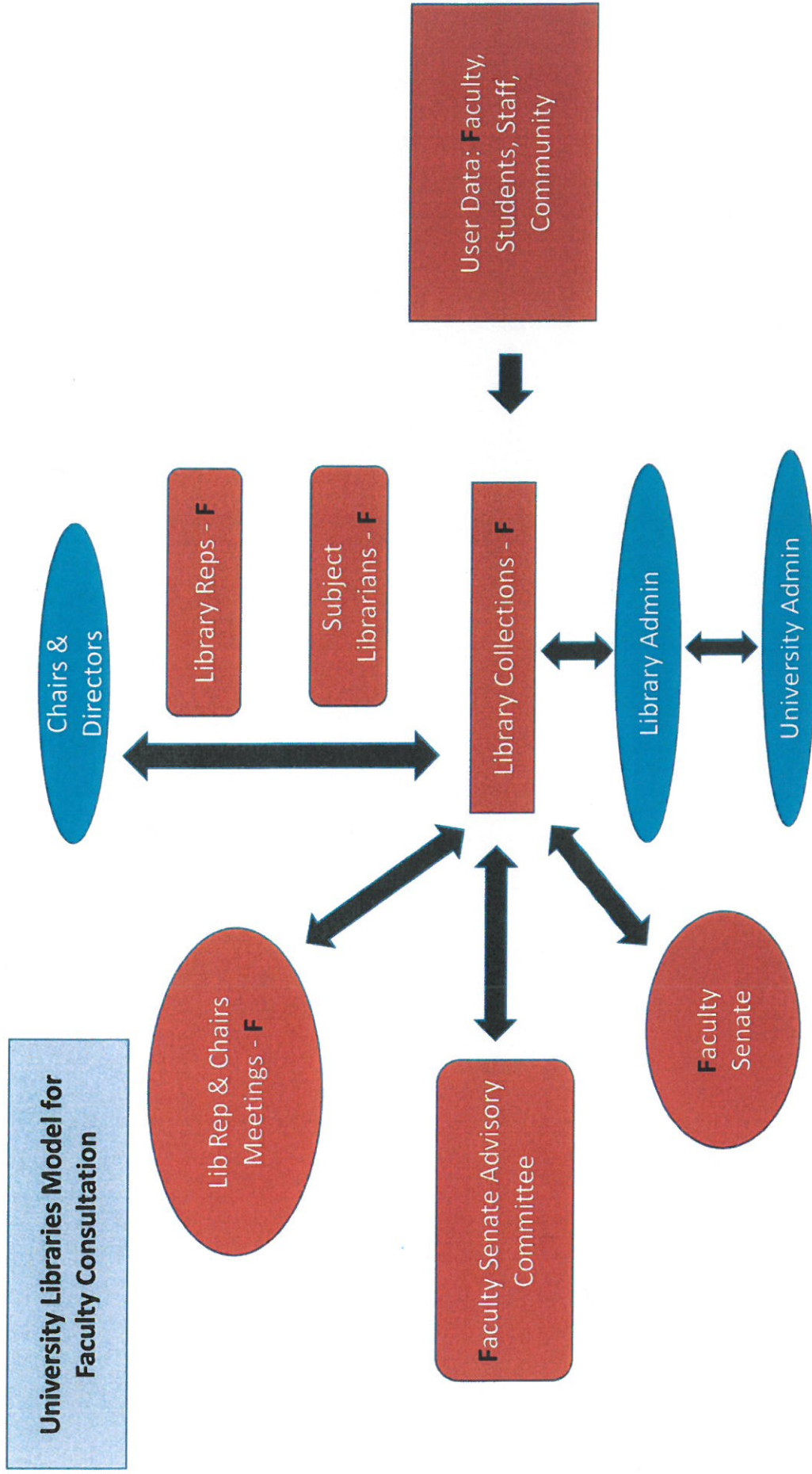
Chair Smith

¹ Kent State University Strategic Hiring—Position Control Process Overview, Fiscal Year 2018 document.

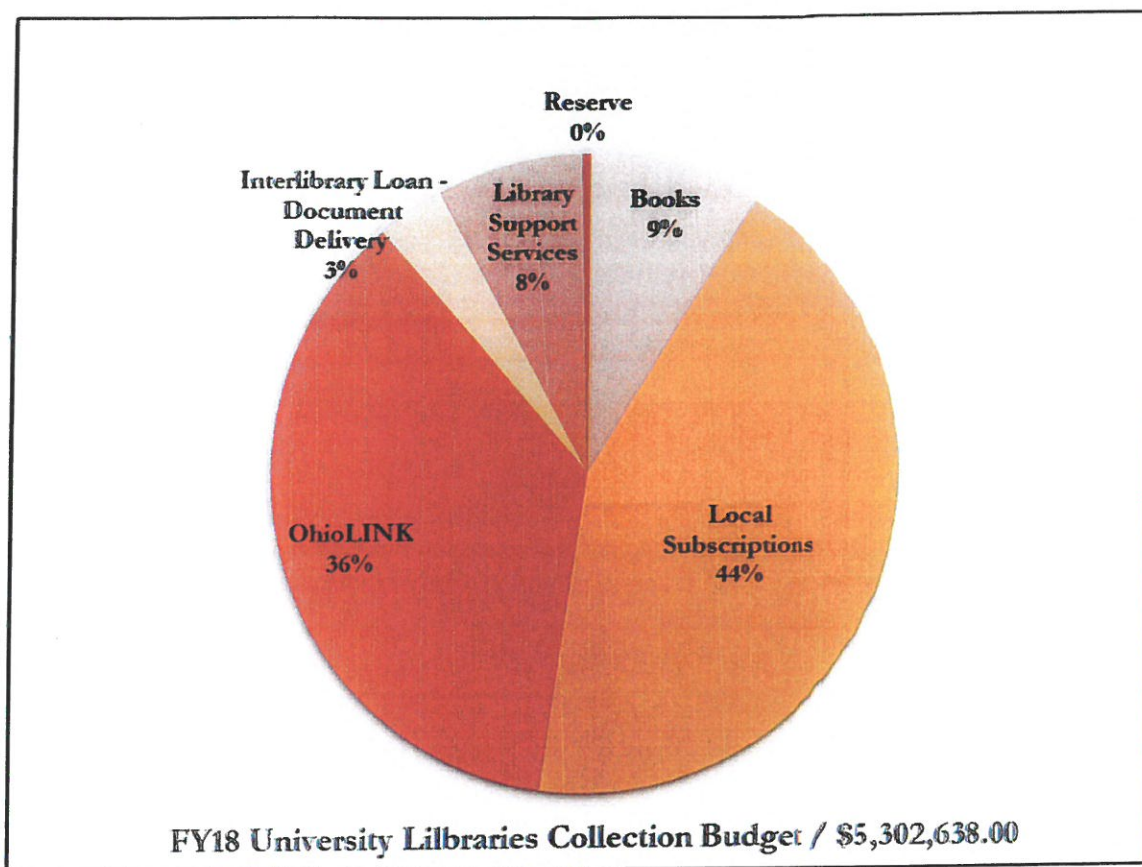
University Libraries Update to Faculty Senate
Ken Burhanna, Interim Dean
9 October 2017

1. Welcome
2. Libraries' Model of Faculty Engagement (Handout A.)
3. Collection Budget Update
 - a. No substantial cuts foreseen over the next year.
 - b. We anticipate our normal 5% to 7% inflation
 - c. (Handouts B. & C.)
4. Shared Monograph Fund (Pilot)
 - a. Increase efficiency
 - b. Allow funds to flow freely to areas that need them
 - c. (Handouts D. & E.)
5. Strategic Collections Fund (Pilot)
 - a. Alignment with strategic priorities
 - b. Measuring RIO / Impact
 - c. (Handout F.)
6. Affordable Course Materials Initiative and Summit
 - a. Providing resources and service to help faculty identify affordable course materials.
 - b. Affordable Course Materials Summit 3 November @ University Library

A.



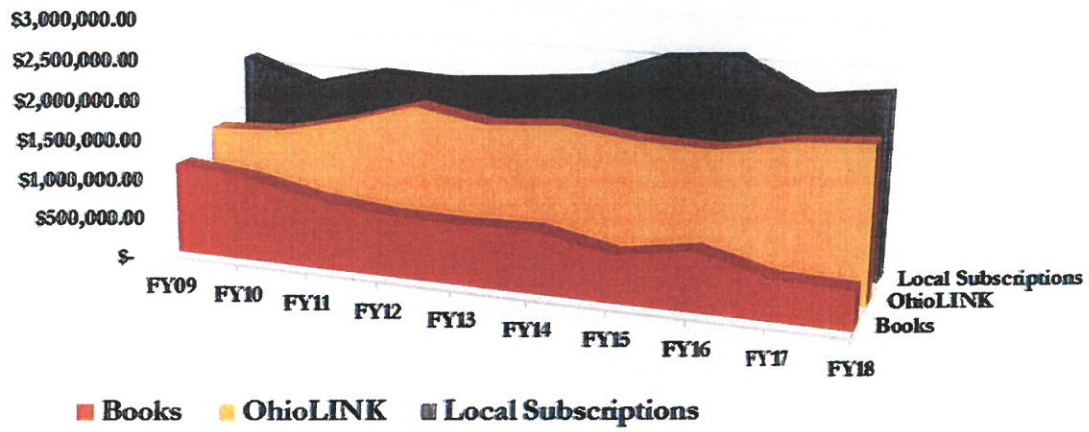
B.



FY18 University Libraries Collection Budget / \$5,302,638.00	
Books	\$ 467,655.00
Local Subscriptions	\$ 2,307,711.00
OhioLINK	\$ 1,925,050.00
Interlibrary Loan - Document Delivery	\$ 181,500.00
Library Support Services	\$ 399,000.00
Reserve	\$ 21,722.00
TOTAL	\$ 5,302,638.00

C.

University Libraries Collection Distribution FY09 - FY18



D.

Dear Department Chairs and Library Representatives:

I am writing to let you know about a change to how University Libraries will manage monographic funds (or what we call one-time acquisitions). This year we will pilot one shared fund for monograph orders. We believe this funding structure will help us all manage our monographic collection needs more efficiently and do a better job of helping you acquire the materials you need for teaching and research.

Why Was Change Needed?

Overtime changing collections needs and inflation has diminished the overall funds available for monographs. Here are some facts that have made us consider this new approach.

- Over the last ten years our **funds dedicated to monographic purchasing have dropped** from roughly \$950,000 to \$500,000. This is largely due to inflation on recurring collections expenses (i.e., journals), but has also been influenced by increasingly available online content (e.g., eBooks, streaming media, etc.).
- As this decrease has happened, **we have seen new acquisitions patterns emerge** at the departmental level. Some departments have increasingly become less dependent on monographs, while others have maintained quite a healthy demand. This has resulted in funds sometimes going unspent in some areas, while other areas have wanted to overspend. We believe that a shared monograph fund will enable us to actually spend all of our monograph funds for needed resources, allowing available funds to more easily flow to areas that need them.
- **Interdisciplinary needs have also emerged** over the last several years. These needs have often times resulted in confusion. Which fund should this be purchased from? Should this really be debited to another area? This single fund will do away with these confusions. We will just go ahead and try to get the materials, if they're needed.
- Redirecting our conversation from spending to specific limits to **focusing on curricular and research needs will be healthy for everyone**. This is not to say that "need" hasn't always been an important factor, but sometimes we spend to our budget levels, rather than our need levels. We think this shared approach will help keep the focus on our needs.
- **Managing multiple small funds is simply not efficient**. One shared fund will be more easily managed and allow for increased flexibility.

What Will Change?

- Library representatives will no longer receive monthly allocation statements.
- We just want to hear what you need and how the requested items help support those needs, which by the way, is what we have always wanted to hear from you.
- We will continue to depend upon department library representatives to help subject librarians select resources for their discipline, that communication and ordering process will remain the same.

This is a pilot

We have only committed to try this out. If it doesn't work, we certainly will try another approach. We welcome questions throughout the year and will report back in May on how this has worked. For

additional information, including frequently asked questions, please our shared mono web page:
www.library.kent.edu/sharedmono.

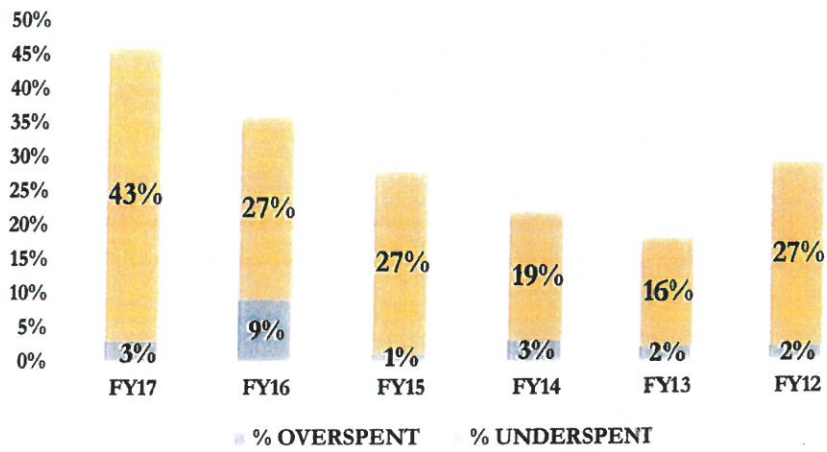
Please direct question to Kay Downey, interim head of collections & technical services
(mdowney1@kent.edu) or to your subject librarian.

Best regards,

Ken

E.

Department Book Fund Spending Patterns FY12 - FY17



Department Book Fund Spending Patterns FY12 - FY17		
	% OVERSPENT	% UNDERSPENT
FY17	3%	43%
FY16	9%	27%
FY15	1%	27%
FY14	3%	19%
FY13	2%	16%
FY12	2%	27%

F.

KENT STATE UNIVERSITY LIBRARIES

September 25, 2017

Re: University Libraries Strategic Fund Designation

University Libraries will pilot a new fund that focuses on the acquisition of resources that support university-level priorities. The *Strategic Collections Fund* supports the planned and cooperative selection of strategic resources for the library collection. It has been created using existing library collection funds and is generally reserved for costlier acquisitions.

When submitting resources for consideration the requesting unit will need to show that the utility aligns with one of the five university priorities:

1. Students First
2. A Distinctive Kent State
3. Global Competitiveness
4. Regional Impact
5. Organizational Stewardship.

The requesting unit must also provide an assessment plan to help determine return on investment and impact of the strategic collections investment. Subject and Collections Librarians will be available to consult on assessment plans. Purchased resources typically will be for a one-year commitment, pending assessment review and availability of funds.

Requests for new acquisition may be made through the library web site [here](#). After having received the request the library will research cost and licensing. Once that information is obtained library administration, subject librarians and the requesting unit will work together to decide on the purchase. Shared funding models may be explored for major purchases.

One example of a resource that qualifies for Strategic Funds is [Lynda.com](#) as it supports distance education and aligns with the Students First university priority. Data has shown a significant upward trend in usage. Additionally, the annual cost is shared between the library and two other units.

The *Strategic Collections Fund* is a pilot. We will evaluate the program at the end of the year and determine whether it will move forward.

Please contact me, your Subject Librarian or the Collection Management Librarian, Kay Downey, mdowney1@kent.edu if you have any questions about the program.



**Faculty Senate Executive Committee
Minutes of the Meeting
August 14, 2017**

Present: Deb Smith (Chair), Kathy Kerns (Secretary), Ed Dauterich (at-Large), Robin Vande Zande (Appointed), Farid Fouad (Appointed), Tess Kail (Office Secretary)

Guest: President Warren

Excused: Kathy Wilson (Vice Chair), Provost Diacon

1. Call to Order

Chair Smith called the meeting to order at 3:07PM in the Faculty Senate office.

2. Approval of Minutes

Members of the executive committee reviewed the July 17, 2017 Faculty Senate Executive Committee Meeting minutes. A motion was made to approve the minutes as revised (Dauterich/Vande Zande). The minutes were approved.

3. Review of Items for Discussion with President Warren

The committee reviewed a proposed agenda prepared by Chair Smith. One item was added for discussion with the President.

4. Discussion of Agenda for the September 11 Faculty Senate Meeting

Chair Smith listed some possible agenda items for the September 11 Faculty Senate meeting. The agenda will be finalized at the next executive committee meeting. Given the small number of items, Chair Smith asked whether there was anyone who should be invited to the meeting to give a report. It was suggested that the new Interim Dean of the Libraries, Ken Burhanna, could be invited to present an update on any expected changes in the library collections budget. Chair Smith will contact Interim Dean Burhanna to see whether he is available to make a report.

President Warren joined the meeting.

5. Proposed Changes in the Fall 2017 Calendar

Chair Smith thanked President Warren for her help in implementing the change approved by Faculty Senate to include all of the Wednesday before Thanksgiving in the Thanksgiving break. The change will begin in Fall 2017. President Warren indicated that the administration still wants to implement a Fall break, and a revised proposal is currently under development.

6. Flash Folio Transparency

Chair Smith summarized Faculty Senate actions that lead to proposed changes in the transparency of Flash Folio, which were then approved at the May Faculty Senate meeting. She invited President Warren to share her views on the proposed changes. President Warren indicated that her primary issue was that some faculty might have concerns about the lack of privacy for their portfolio. There was discussion of Ohio Sunshine Laws which stipulate that these materials can be requested by anyone, and how to create a process that considers both the legal requirements and concerns of some faculty about privacy. The matter will be discussed further at a future executive committee meeting when Provost Diacon is also able to be in attendance.

7. Faculty Early Separation Plan

Chair Smith raised the concern that departments are being asked to submit hiring plans for next year prior to the deadline when faculty eligible for the new early separation agreement have to indicate their intention to retire. Departments may not know by the deadline how many and which faculty members are leaving. President Warren indicated that the quick timeline for decisions on new faculty hires is needed so that departments will be able to hire in the coming academic year.

8. Internal and External Communication at KSU

There was discussion of the difficulties in sharing information, especially within the KSU community, given the size of the university (e.g., sometimes it is unclear who is responsible for sharing information). The new VP for Communications, Karen Clark, will be invited to a future executive committee meeting to discuss her plans and areas for improvement in university communications.

9. Potential Changes in Tenure and Promotion Policies

As a follow-up to a previous discussion with the Provost, Chair Smith raised the question of whether there might be a need to ask the Faculty Senate Professional Standards Committee to look at the current tenure and promotion policies this academic year. There

have been questions raised regarding the need to clarify expectations for early tenure and promotion and whether the university wants to link tenure and promotion decisions. The topic will be discussed with Provost Diacon at a future executive committee meeting.

10. Review of Provost Diacon

President Warren indicated that she received the mandated review of Provost Diacon in May and is waiting until Fall semester begins to send her reports to the review committee and the campus community. She indicated that the review was largely positive.

11. Other Items with President Warren

- a) President Warren suggested dates for the dinner with the Faculty Senate Executive Committee. Chair Smith will finalize the date with executive committee members.
- b) President Warren would like to have a discussion at another meeting regarding other ways the university could facilitate research productivity of faculty and celebrate their successes.
- c) President Warren would like to provide more extended remarks at the first Senate meeting on September 11.

12. Senate Fall Retreat

The date and time for the Senate Fall retreat has been tentatively set for Friday October 27, 2017 from noon to 2PM. The location will be finalized soon. Chair Smith will check what amount we have budgeted for the event.

13. Adjournment

The committee adjourned at 5:22PM.

Respectfully submitted by Kathryn Kerns
Secretary, Faculty Senate



**Faculty Senate Executive Committee
Minutes of the Meeting
August 30, 2017**

Present: Deb Smith (Chair), Kathy Wilson (Vice Chair), Kathy Kerns (Secretary), Ed Dauterich (at-Large), Robin Vande Zande (Appointed), Farid Fouad (Appointed), Tess Kail (Office Secretary)

1. Call to Order

Chair Smith called the meeting to order at 3:00PM in the Faculty Senate office.

2. Approval of Minutes

Members of the executive committee reviewed the August 14, 2017 Faculty Senate Executive Committee Meeting minutes. A motion was made to approve the minutes as revised (Vande Zande/ Dauterich). The minutes were approved.

3. Review of Agenda for September 11, 2017 meeting

Chair Smith distributed a proposed agenda for the September Faculty Senate meeting. The agenda was discussed, but no items were added. A motion was made to approve the agenda (Dauterich/Fouad). The motion was approved.

4. Discussion of Strategic Hiring Plan for Faculty

There was discussion of new procedures ("Position Control Process") for hiring that have been implemented at the university. The new procedures require the approval of all new hires from a 3-person committee of the Provost, VP for Finance, and VP for Human Resources.

Members of the executive committee raised several concerns about the process, including:

- the process is not appropriate for faculty hires (both the criteria listed on the form, and the fact that the majority of committee members making hiring decisions are from outside the academic sector);

- it is unclear how the proposed process fits in an RCM environment, including how monies from unfilled positions will be redistributed;
- if the focus is on cost containment, it is unclear why it would apply to positions funded by external grants.

Members of the university community have contacted members of the Faculty Senate Executive Committee to express their concerns about the process and how it will be implemented in the case of faculty hires. There are conflicting views regarding whether the process is intended for faculty hires. Chair Smith will contact Provost Diacon for clarification, and this item may be discussed further with President Warren and Provost Diacon at the next executive committee meeting.

5. Discussion of Promotion Process for Faculty in the College of Podiatric Medicine

A member of the College of Podiatric Medicine contacted Chair Smith to express concern regarding the lack of clarity in the promotion process for faculty in their college. Faculty in Podiatric Medicine are classified as Non-Tenure Eligible professional faculty, and thus they are not covered by policies for Tenure Track or Non-Tenure Track faculty. It does not appear that any formal promotion policy has been written for professional faculty, although there may be some written specifications for the process. This topic will be discussed with Provost Diacon at the next executive committee meeting.

6. Fall Retreat Update

The Faculty Senate Fall Retreat has been scheduled for October 27, 2017 from noon to 2:00PM at the Bistro on Main restaurant. The topic for the retreat will be announced soon.

7. Adjournment

The committee adjourned at 4:28PM.

Respectfully submitted by Kathryn Kerns
Secretary, Faculty Senate



**Faculty Senate Executive Committee
Minutes of the Meeting
September 20, 2017**

Present: Deb Smith (Chair), Kathy Wilson (Vice Chair), Ed Dauterich (At-Large), Farid Fouad (Appointed), Robin Vande Zande (Appointed), Tess Kail (Office Secretary)

Excused: Kathy Kerns (Secretary)

Guests: President Warren, Provost Diacon, Associate Provost Averill

1. Call to Order

Chair Smith called the meeting to order at 3:01 PM in the Faculty Senate office.

2. Approval of Minutes

Members of the executive committee reviewed and made corrections to the August 30, 2017 Faculty Senate Executive Committee meeting minutes. A motion was made to approve the minutes (Fouad/Wilson). The minutes were approved.

3. Items for the President and Provost

Chair Smith presented a proposed agenda for the discussion with the President and Provost, which was discussed.

Provost Diacon and Associate Provost Averill arrived at the meeting.

4. Possible Changes to Tenure/Promotion Policies

Chair Smith noted that the Provost Diacon had previously suggested some ideas for changes to tenure and promotion policies and asked him to elaborate on them. Provost Diacon expressed interest in the combination of the tenure and promotion processes, as well as a concern over the lack of clarity in the language of the policies. Examples of these were discussed. Chair Smith will convey these concerns to the Professional Standards Committee.

President Warren arrived.

5. Strategic Hiring Process

Chair Smith expressed concerns about funding in the hiring processes at the university. President Warren said that she has asked Provost Diacon and Senior Vice President Polatajko to look at holistic ways of hiring strategically. Chair Smith pointed out that the current model of distributing funds when faculty or staff positions are eliminated is not consistent with the current RCM budget model. Provost Diacon agreed that there are changes to academic hiring that go against the RCM model. He then explained the situation in greater detail with some examples and offered to walk Faculty Senate through how this works at the next Senate meeting. It was suggested that two strategic hiring documents, one for academic areas and one for others, could be developed. Further examples of budgeting for different colleges and a discussion of how budgets are interpreted ensued. President Warren expressed enthusiasm for RCM 2.0 and the University Employee Separation Plan as means of moving funds toward strategic priorities.

6. Retirement Benefit Estimates for Faculty Eligible for Early Separation

Concern was expressed that faculty retirement benefits are being underestimated in the estimates provided to individual faculty members. Chair Smith pointed out that this could dissuade faculty from taking the early separation. The President and Provost seemed to share the concern.

7. College of Podiatric Medicine Promotion Policy

Chair Smith expressed concern that the college may have no clear criteria for promotion. Provost Diacon and Associate Provost Averill said that such a document exists and can be provided.

8. Concerns about Aramark

Concerns about the exclusivity of the contract with Aramark, as well as the quality and prices of the services provided were discussed. President Warren acknowledged the concerns and said that Vice President Little has met with the regional vice president of Aramark and has made the university's concerns clear. President Warren has asked for a meeting with Aramark to discuss the onboarding process. Deans, chairs, and directors have been asked to share concerns with the Provost.

9. Continued Discussion about FlashFolio Transparency

Chair Smith pointed out that the Professional Standards Committee had previously recommended that transparency in FlashFolio be altered to mirror that which was previously available in FolioWeb. The Chair also pointed out that the Provost had supported the idea at the May senate meeting and that the senate voted unanimously to pass

it. Provost Diacon said that the meaning of transparency still needs to be clarified. Chair Smith gave examples of what was meant by a lack of transparency and then explained what worked in the previous version and what senate wanted FlashFolio to do. Provost Diacon explained that the vendor might not have the capability to make the changes and that the vendor is not currently willing to change the platform to meet the request at this time. Provost Diacon also pointed out that the vendor they originally made the FlashFolio deal with was acquired by another company, which may contribute to the difficulty of the situation. Associate Provost Averill will look further into the possibility of replicating levels of transparency that were previously available. Other modifications and possible alternatives to FlashFolio were then discussed. Chair Smith requested that the provost put his final response to the situation in writing, as per senate requirements. Both president and provost expressed concerns that only the benefits of transparency were discussed and noted a few drawbacks.

President Warren, Provost Diacon, Associate Provost Averill, and Chair Smith left the meeting.

10. Fall Retreat Planning Update

The Faculty Senate Fall Retreat will take place on Friday, October 27, 2017. This year's retreat will be held at Bistro on Main (1313 W. Main Street in Kent). The title for this year's retreat is "Resilient Students: Encouraging Student Success and Maintaining Academic Rigor."

11. Adjournment

The committee adjourned at 5:11 PM.

Respectfully submitted by Edward Dauterich
Faculty Senate Executive Committee