

## FACULTY SENATE MINUTES

January 20, 2009  
2:30 pm.

Assembly Room  
McFall Center

### CALL TO ORDER

Chair Ellen Williams called the meeting to order and asked the secretary to take the roll.

### ROLL CALL

**Present: Faculty Senators** Judy Adams, Keith Bernhard, Vibha Bhalla, Kristine Blair, Margaret Booth, Robert Boughton, George Bullerjahn, Donald Callen, Amelia Carr, Elaine Colprit, Alden Craddock, Jude Edminster, Tori Ekstrand, James Evans, Jean Gerard, Ellen Gorsevski, Dwayne Gremler, Beth Griech-Polelle, Christina Guenther, Arjun Gupta, Terry Herman, Emily Hinnov, Daniel Klein, Molly Laflin, Laura Landry-Meyers, Neocles Leontis, Daniel Madigan, Srinivas Melkote, Rekha Mirchandani, Benjamin Muego, Thomas Muir, Nancy Orel, Nancy Patterson, Patrick Pauken, Peter Pinto, Lee Rockett, Arthur Samel, Roger Schupp, Ronald Shields, David Stott, Allison Terry, Ruben Viramontez-Anguiano, Edward Weiland, Philip Weinsier, Daniel Williams, Ellen Williams, Sara Worley, Haowen Xi, Arthur Yeh, Jingyun Zhang, Michael Zickar, Opportune Zongo, Richard Hebein-Secretary

**Retiree Representative** Robert Clark

**Ex Officio President** Carol Cartwright, **Interim VPAA** Mark Gromko, **VP**SA Edward Whipple

**Graduate Student Senate** Emmanuel Guillory

**Undergraduate Student Government** Kevin Basch, John Waynick, P. J. Wolf

**Parliamentarian** Patrick Pauken

**Absent: Faculty Senators** Candace Archer, Nina Assimakopoulos, David Border, Nora Engebretsen, Monica Longmore, Montana Miller, Mary Murray (sub. Amy Scheurman), Hassan Rajaei, Amy Robinson, Guy Zimmerman (sub. Laura Leventhal)

**Graduate Student Senate** Sarah Lafferty

**Undergraduate Student Government** Rob Emmelhainz, Enoch Wu

The secretary announced that there was a quorum.

### COMMUNICATIONS

#### Chair

Williams read the following report:

Today, January 20<sup>th</sup>, 2009, is an exciting day in our country. It is an event of historical “new beginnings,” under the leadership of our first African American president, President Barack Obama. The new president is faced with leading a country in economic stress and a citizenry fearful of the future due to that economic stress. In his inaugural comments today, President Obama called for the American people to step up to the plate and accept an era of new responsibility where we all collectively face the challenges and collectively work toward solving the problems facing our country.

Somehow, I see Bowling Green State University in a similar situation....We are marking the onset of “new beginnings.” We have a new university President, the first woman president at BGSU. President Carol Cartwright is faced with leading a university dealing with economic stress and a university community fearful of the future due to that economic stress. I believe that the comments provided by

President Barack Obama are applicable to the situation here at BGSU. Faculty and staff should step up to the plate and accept the era of new responsibility where we all collectively face the challenges here at BGSU and all collectively work toward solving the problems facing our University.

On behalf of Faculty Senate, I would like to pledge my support and offer congratulations to our new president, President Carol Cartwright. I would also like to commend Mark Gromko for stepping up to the plate in accepting the position as Interim Provost during this difficult time. I ask all of Faculty Senate to engage in this “era of new responsibility” here at BGSU by supporting and working with our current administration.

#### Announcements:

Faculty are invited to an open forum with Keeling and Associates from 5:00 to 6:00 today, January 20, in 318 BTSU.

Faculty Senate is sponsoring an open forum on the topic of “collective bargaining” on Thursday, January 22, from 2:30 to 4:30 in 308 BTSU with Ben Muego and Michael Buerger as panelists.

The President’s State of the University Address is on Friday, January 30, from 10:00 to 12:00 with the installation of President Cartwright as the tenth president of Bowling Green State University.

A spring open forum featuring BGSU administration will be sponsored by Faculty Senate on March 24 from 2:30 to 4:30 in the BTSU Theater.

Williams announced that Cartwright was coming from a meeting out of town and would join us shortly. Williams recognized Gromko.

#### **Vice President for Academic Affairs**

Gromko read the following report:

Good afternoon.

I am pleased to address you in my second term as interim provost, and proud to be able to serve Bowling Green State University in this time of transition. I want to thank President Cartwright for her strong sense of duty and her willingness to serve as our president for two-and-a-half more years. Her stepping up to serve as president adds a great deal of badly-needed stability, and it will make it possible to carry out an effective search for the next provost; and from there, to fill several of the dean positions now held by interims. Don’t get me wrong: I have nothing against interims! Nor do I feel they cannot be effective. It is just that the type of leadership an interim can provide has certain limitations. What is it that an interim can and cannot do? More generally, what is our approach to leadership in a time of transition?

In the spirit of shared governance, I want to ask you to think with me about the task of leading during a time of transition. I suggest that a guiding principle for Faculty Senate’s leadership, as for my own, should be to focus on those efforts that most clearly support the core mission of the University. This thought is also the advice given by Darrell Rigby in an older piece in the Harvard Business Review, *Moving Upward in a Downturn*. In a time of economic downturn he advises avoid diversification and invest in your core business. He also advises for rigorous cost control and to avoid layoffs insofar as possible, but the message is clearly not to approach a downturn with “cutting” as your only tool. Yes, in a time of downturn one has to cut in order to have the resources to reinvest, but the focus should be on where you reinvest.

That message is also consistent with the Governor's and the Chancellor's. They – and the legislature – clearly want to reduce overlap or duplication among the state's universities in their missions and programs. So in thinking about our core mission, we must think not only about where our strengths are, but also where we fit within the context of northwest Ohio and the state system.

Another general consideration for leadership in a time of transition is the amount of change the system can tolerate. Whereas I think we are all open to constructive changes, there are only so many extra degrees of difficulty a system can manage. As a small example of this, I propose to continue with the college and departmental compact process. We absolutely need a regular planning process, and while the compact process likely needs some fine-tuning, it

would make no sense at all to try to replace it with a different process or to return to program review, which was the planning process we used before compacts.

In thinking about what our core mission is, I want to mention an opinion piece by Stanley Fish in yesterday's New York Times. The piece was called, *The Last Professor*, and was based on a recent book by Frank Donoghue with the same title. Fish argues that the purpose of higher education is becoming more instrumental. Undergraduate education is moving away from the ideals of liberal education, he argues, and towards the purpose of training for a job. I would extend that claim to cover research as well, which is less and less about exploration and discovery for the sake of understanding and more about moving from the lab to application, technology transfer, and incubators. My advice to leaders in a time of transition is not to waste time trying to fight these trends, but to be aware of them and preserve the core of the academic tradition within the changing context of our current circumstances.

Enrollment is certainly at the core; it is of central importance to our mission and our work. There are many factors that contribute to enrollment, but the one I want to focus on with Faculty Senate today is the quality and purpose of our academic programs. I believe that quality and purpose of our academic programs is the main driver of enrollment. I am reading promotion and tenure notebooks now, and I am encouraged, as I am each year at this time, that we have many, many talented and creative faculty doing excellent work on behalf of our students. I am impressed with the creative efforts put into making teaching and learning more effective at BGSU. I encourage you to continue these impressive efforts. I also encourage you to connect these efforts so that they fit within the broader university context. From the point of view of the student's experience, it would be ideal if the excellent experiences in one class reinforced the meaning of experiences in another. How might we achieve such synergy, not only among classes and programs, but also with experiences in the residence halls and student organizations? In short, I strongly suggest that "emphasizing our core mission" means that we must work toward coherence and integration in the student's experience at BGSU. Our individual classes and majors are strong; we can be stronger yet, particularly in this time of transition and short resources, if we work to create synergy among our individual efforts. Resources are available to create this coherence and synergy: the Core Values, the University Learning Outcomes (which include critical thinking about values and values in action), metarubrics for the assessment of student achievement, and electronic portfolios for the demonstration of student outcomes. These are all vehicles that help students connect what they learn at different places and times at BGSU, and make greater sense out of their learning here. If you want to learn more about these resources, information is available at the CTL and on the Provost's Web site. I also encourage you to engage the general education review process, which begins later this meeting with a presentation by Keeling and Associates. An engaging, well-considered, and relevant program in general education could go a long way to improving the quality and attractiveness of BGSU to prospective and continuing students.

We are anticipating the challenges the budget will present for at least two more years. In a recent IUC Provosts' meeting, provosts from Akron, Cincinnati, Cleveland State, Kent State, Miami, OSU, and Ohio

University shared their experiences regarding the budget. The actions taken by our sister institutions include the following:

- Hiring freeze in non-academic areas
- Filling academic positions only sparingly
- Budget hearings to attempt to maintain current enrollment
- Predicting 0% salary increase
- Considering furloughs for staff
- Up to 100 staff layoffs expected (Miami)
- Early retirement plan in effect
- Reconsider highest salaries
- FIL programs curtailed or postponed
- College restructuring/mergers considered
- Looking closely at doctoral programs
- Program review process will be ramped up
- Freeze on out-of-state travel

The positive side of this otherwise dreary news is that we have enough time to be more and more strategic about the cuts we will have to make and the areas where we can reinvest. I have already begun engaging the deans in discussion of how we might reposition ourselves, so that the reductions we have to make will be done in a way that results in strong programs that offer students the opportunities and prospects they need and desire. The compact process, the Charting Our Future Process, and the Great Ideas Web site all provide opportunities for Faculty Senate – and for faculty not in Senate – to make meaningful contributions to the difficult decisions that confront us in the near future.

I will be visiting colleges to speak with faculty over the next few weeks, and I hope to engage many in these interesting and vitally important discussions.

### **President**

Cartwright arrived to a standing ovation for her first visit to Senate after being appointed from Interim President to President. She read the following report:

Thank you for your messages of support following the Board announcement on January 6<sup>th</sup>. I value your engagement and know that we will be more successful if we work together--especially during the current budget challenges. We need everyone's good ideas. Thanks also to Mark Gromko for stepping in and immediately stepping up as Interim Provost.

I have a great deal of information to share today, and, given the time constraint, I will give a few sentences about many topics and fill in more details in future letters to the University community.

Earlier, I announced that we were working toward reductions of between \$6 and \$10 million to balance the operating budget for the next fiscal year (FY10). Because of our notice policy regarding non-renewal of administrative staff positions, in late December we notified over 40 administrative staff about possible position eliminations or changes in contracts (for example, from 12 month to 10 or 9 months). We launched the Great Ideas website and are receiving many valuable insights. The ideas are being evaluated and responses are posted (without attribution to the originator of the idea) on the Office of the President website under Great Ideas.

We now look forward to several key events at both the state and federal levels. Governor Strickland will be presenting his State of the State address on Wednesday, January 28<sup>th</sup>, and at that time we will have a

better idea of what higher education should expect in the next fiscal year. The Governor will have to submit his budget to the Ohio General Assembly by February 2<sup>nd</sup>, before Congress passes the federal economic stimulus package that will likely provide federal relief to the states. Therefore, we should anticipate that the Governor will be obliged to present a conservative, balanced budget based on the state's current revenues and resources, and we should expect that it will most likely be the very dire budget that we have all been hearing about. The Governor has made it clear that without federal relief, Ohio is facing a \$7.3 billion deficit going into the next budget biennium. Following the submission of the Governor's budget, committee hearings and budget deliberations will begin and continue until June.

However, assuming the passage of the federal economic stimulus package by Congress and the new Administration by the end of February (which is the targeted timeline), it is possible that the cuts to the state budget will not be as grim as the \$7.3 billion deficit would suggest. However we should keep in mind that even with federal relief, Ohio faces considerable challenges in the year ahead. Automakers and their struggles, along with the downturn in manufacturing, have resulted in what Governor Strickland has referred to as an "economic tsunami" for our state. I will give more details on the Governor's budget proposal during my State of the University Address on January 30.

I should note that although there have been three budget rescissions (or cuts) to the state budget this year – for a total cut of \$1.9 billion - the Governor has stayed true to his commitment to the compact between higher education and the state – and he has not cut higher education core funding, the State Share of Instruction (also known as SSI). The Governor, with bipartisan support of the state legislature, has made it clear that he recognizes that higher education plays a key role in the economic recovery of our state.

Turning to the federal agenda, the first session of the new 111<sup>th</sup> Congress was convened on January 6<sup>th</sup>, and, of course, the swearing-in of our new President took place today at noon. Even before taking office officially today, the new Administration and Congress have been working to put together a federal economic stimulus package that is designed to jump-start the economy and to create or save up to 4 million jobs. Last week, the House version of what is being called the "American Recovery and Reinvestment Act" was introduced in Congress, and we now have the first details of this proposed legislation.

The \$825 billion economic stimulus plan that was introduced in the House includes \$275 billion in tax cuts and \$550 billion to be spent in two years on infrastructure investment, energy efficiency, health care, assistance to the unemployed, and aid to education- both K-through-12 and higher education. We are still studying the implications of this proposed legislation for the state of Ohio and for higher education, in particular. I will have more to say about the details of the federal recovery plan on January 30. It should be noted, however, that this plan is likely to change as it moves through the U.S. Congress. Nonetheless, it looks promising in terms of resources for states and communities.

These are highly challenging times for students, families, and the communities we serve. The commitment to higher education during this severe economic crisis facing our nation and state – a commitment shared by our Governor, our state legislature, the new Administration in Washington, and by members of Congress – places a great responsibility on our shoulders as we seek to use our resources wisely and align our programs and services in every way possible with the economic and quality of life needs of our nation, state and region.

The state and federal issues are important, but we need to understand that, in the end, our budget will be built around our own planning assumptions about three key variables: state share of instruction (SSI--the basic state support for our mission), tuition and enrollment. Because SSI and tuition are both driven by enrollment levels, we are watching very carefully our data about new admissions for next year and our retention data about currently enrolled students.

It is still too early to make specific predictions about the final results for next fall. However, there is ample time to try and influence our enrollment (which will, in turn, improve the SSI and the tuition revenue). I won't go into detail at this time since you will have an enrollment update from Greg Guzman during this afternoon's meeting. Budgets include two major categories--revenues and expenses. We have some control over both. We are aggressively seeking to control expenses, even in the face of inflationary increases in some of our fundamental expense categories. We are also vigorously seeking new revenue in areas such as extended education and on-line learning. Developing and delivering BGSU degrees and programs to Ohio citizens where they live and work is critical to the future of BGSU.

The message that we should be sharing with our colleagues throughout the University is that we have opportunities to think about ways to control expenses and we also have opportunities to generate more revenue. Your ideas in both of these categories are welcome and will be added to those we have already received.

I mentioned earlier that enrollment drives the SSI and the tuition revenue and I am pleased to tell you that we are very close to naming a new Vice Provost for Enrollment Management. While we have a few details to settle, we will be announcing the appointment of a talented individual who is uniquely qualified to jumpstart our enrollment opportunities.

Finally, I want to address the vacancy in the Provost position and share our thoughts about moving forward. Mark Gromko and I will work closely together on forming the committee and launching this search. We hope to begin the search within the week and to be able to bring candidates to campus for final interviews in mid-spring semester. We extend our appreciation to the leadership of the Faculty Senate for their review of this opportunity and their recommendations about committee members. Thank you.

## **NEW BUSINESS**

### **Keeling and Associates, Consultants for General Education Reform**

Williams reordered the agenda to accommodate Drs. Richard Keeling and Richard Hersh from the New York City based higher education consulting firm. Keeling said that President Ribeau was committed to holistic education and was interested in strengthening general education. He was aware that there were pockets where general education was very good but that the areas were not well connected. Keeling said that they were not here to prescribe or diagnose but to answer three questions: 1) Should there be a renewal of general education here? 2) Is it feasible? 3) Through what process and how to engage faculty? We are not yet giving advice but listening. Hersh said that they had read our pertinent documents. Some of the conceptualization is as good as any in the country, including notions of integration, cumulative learning, assessment and engagement.

Leontis, referring to our first generation students, asked if there were inherent barriers that would be met with resistance by students. Hersh said that we had to have high expectations and a good pedagogy. If you ask students to check off boxes, that's how they will respond. We can help you create a compelling institutional culture.

Muego asked about a possible conflict of values between faculty and administration or between the faculty in one college versus those in another when it comes to allocating hours to general education requirements and to those in the major. Hersh answered that these questions foreshadow the discussions that will continue. Instead of asking about faculty on one college versus those in another, the question should be should we expect more or less from our students when it comes to general education. Williams thanked the guests. (An information sheet was distributed with the agenda and is available from the Senate office.)

### **President Continued**

Cartwright returned to the podium to take questions. Samel asked what were the plans for targeted fundraising for our infrastructure. Cartwright acknowledged that we do have problems. As we finish the Building Dreams Campaign, the alumni have been very supportive. Regarding facilities, we have several sources, including special opportunities to tap into the state system. We can also issue bonds, and we have some capacity for that. Samel said that the College of Arts and Sciences had been put at a disadvantage. Cartwright said that all areas, including athletics, have had to make reductions.

### **New Department of Architecture and Environmental Design**

Williams reordered the agenda to accommodate guests. Senate had approved the new Master of Architecture degree on November 4. Drs. Stan Guidera, Andreas Luescher and Dean Wayne Unsell spoke today to support the creation of a separate department, saying that it was required for purposes of accreditation. Unsell admitted that there were some costs involved but that the college was prepared for that. Muego moved, Bullerjahn second approval. Leontis asked if there was a vision to grow the program. Unsell said that he hoped it would and that they could accommodate that. Motion passed by a show of hands with forty-seven for, none against and no abstentions.

### **Enrollment Update**

Greg Guzman, Interim VP for Enrollment Management, reported that enrollments were still down from this time last year. He said that they were offering new scholarships and would ask for help from faculty in a new outreach effort. Craddock asked to what degree were we targeting specific colleges or programs. Guzman said that they were doing that and suggested going to the enrollment management web site: <http://www.bgsu.edu/offices/provost/enrollment/index.html>. Craddock asked how we compare with our sister institutions. Guzman said that we were somewhat behind but that we were gaining.

### **Graduate Student Senate**

Guillory submitted the following report:

1. Top Ten Concerns
  - a. We have narrowed the top ten down to our top three for the current administration
    - i. Inadequate professional development funding
    - ii. Increase stipend levels
    - iii. Health insurance dental option
2. Upcoming Legislation
  - a. Department accountability of travel funds
  - b. Constitutional Amendments
3. We need presenters for Graduate Student Professional Day on February 7<sup>th</sup>. If interested, please contact Jason Miller at [jmellen@bgsu.edu](mailto:jmellen@bgsu.edu) for further details.  
The theme for the day is "Defining You" and encourages graduate students to begin the process of establishing themselves both as students at BGSU and as emerging professionals.

Some other details about the day:

\*The event is Saturday, February 7 from 9 am to 3 pm.

\*The event is free and open to all graduate students. Based on past numbers, we anticipate between 75-100 to attend the event. Registration is required.

\*Presenters are welcome but not required to stay for the entire day. Lunch will be provided at Noon.

\*The event consists of four 45-50 minute sessions following three tracks - new grad students, continuing grad students, and those finishing their programs.

And also the sessions for which we still need presenters:

- \*Making your assistantship work for you
- \*Planning a successful graduate career
- \*Defining research and developing your research agenda
- \*Securing funding for research
- \*Job searching and professional associations
- \*So I Have a Job Offer – Understanding Compensation and Benefits
- \*The Global Workforce – For International Students Planning to Work in the U.S. and U.S. Students Planning to Work Abroad

4. We need judges for the Shanklin Awards Ceremony on April 24<sup>th</sup> at 5:30 pm in Olscamp A. Contact Karl Geyer at [kgeyer@bgsu.edu](mailto:kgeyer@bgsu.edu) . We need 3 Science/Math judges and 2 more Arts/Humanities judges for the Shanklin Awards.

The competition for the Shanklin Awards:

A. Preliminary Competition

Written research reports will be submitted to the Graduate Student Senate Honors and Awards Committee (please see the Instructions for Submission of Papers). The Chair will then forward the papers to the judges of the appropriate division *after author and department of enrollment have been deleted*. The judges will then select two finalists from each division (please refer to The Evaluation Criteria for the Preliminary Competition).

B. Closing Competition

The two finalists in each division will give a 10 minute presentation of their paper followed by a 3 minute question and answer period on Tuesday, April 14, 2009, 11:30-1:00 p.m., 207 Bowen-Thompson Student Union. The panel in each division will evaluate the finalists' written papers and oral presentations. First place and runner-up positions will be determined on the basis of written research reports, oral presentations, and responses to questions (please refer to Evaluation Criteria for the Presentation).

Finalists will be notified by Tuesday, March 31, 2009. The Honors and Awards Committee Chair will forward copies of the finalists' papers to each member of the judging panel for their review.

The presentation of winners will be held on Friday, April 24, 2009 at the award ceremony, 5:30-7:30 p.m., 101 Olscamp Student Union.

C. Composition of the Panel of Judges

Judges will be invited by the Honors and Awards Committee to serve one year terms. The panel of judges will consist of ten members of the graduate faculty. Three faculty members from disciplines of Arts & Humanities, Sciences and Mathematics divisions and four faculty members from disciplines of Social Sciences and Behavioral Sciences division, will be chosen as judges.

The judges of each division will evaluate the written research reports within their respective divisions and choose two finalists.

The entire panel of ten judges will evaluate the finalist's research papers and oral presentations to determine the 1st place and runner-up awards in each division.



**Undergraduate Student Government**

Waynick reported that USG was opposed to that section of the proposed city's housing plan, which would allow for unannounced inspections of property.

**Retiree Representative**

Clark reported that the retirees were busy sitting in their chairs and watching their fireplaces.

**Ohio Faculty Council Representative**

Bernhard reported that the representatives were discussing possible governance structures for faculty across the state.

**REPORTS FROM SENATE COMMITTEES****Committee on Academic Affairs**

No report.

**Amendments and Bylaws Committee**

No report.

**Committee on Committees**

Shields called for faculty to volunteer to serve on committees since there were vacancies on CAA, Com/Com, FPCC and FWC.

**Faculty Senate Budget Committee**

No report.

**Faculty Personnel and conciliation Committee**

Muego said that there were four active cases and that one had just gone through a hearing board and that its report was going to the VPAA.

**Faculty Welfare Committee**

Craddock said that they were discussing the nttf proposal that was referred to them by Senate.

**Committee on Professional Affairs**

Ekstrand reported that they were discussing textbook issues and were planning their annual trip to Columbus.

**ISSUES AND CONCERNS**

Muego announced that there would be a NW Ohio Legislator-Faculty Exchange on March 2, starting at 8:00 am. Faculty from the University of Toledo and BGSU are invited.

**ADJOURNMENT**

Williams adjourned the meeting at 4:15 pm.

Respectfully submitted,  
Richard Hebein, Secretary