

## Faculty Senate

**Faculty Senate Meeting**  
**Wednesday, April 23, 2018**  
**3:30 pm to 5:30 pm**  
**Adelbert Hall, Toepfer Room**

### **Members Present**

Rohan Akolkar	Archishman (Prince) Ghosh	Susan Painter
Amy Backus	Sahil Gulati	Andrew Pollis
Bud Baeslack	Peter Harte	Roger Quinn
Harihara Baskaran	Steven Hauck	Vasu Ramanujan
Cynthia Beall	Susan Hinze	Renato Roperto
Karen Beckwith	Paul Iversen	R. Mohan Sankaran
Jaime Bouvier	Sudha Iyengar	Beverly Saylor
Matthias Buck	Thomas J. Kelley	Peter Shulman
Christine Cano	Ruth A. Keri	Barbara Snyder
Gary Chottiner	Ahmad M. Khalil	Glenn Starkman
Philip Cola	Kenneth Ledford	Robert Strassfeld
Juscelino Colares	Paul MacDonald	Ali Syed
Christopher Cullis	Gerald Mahoney	Valerie Boebel Toly
Lisa Damato	Anne Matthews	Dustin Tyler
Evelyn Duffy	Maureen McEnery	Joachim Voss
Kimberly Emmons	William Merrick	Rebecca Weiss
Steven Eppell	David Miller	Jo Ann Wise
Steve Feldman	Thomas Montagnese	

### **Members Absent**

Leon Blazey	Leena Palomo	Usha Stiefel
Bo Carlsson	Aaron Perzanowski	Ibrahim Tulunoglu
Simone Dekker	Andres Pinto	Chris Winkleman
Kathleen Kash	Dana Prince	
Satish Nambisan	William P. Schilling	

### **Others Present**

Jonathan Carlson	Jennifer Scharf-Deering	Sue Workman
Donna Davis Reddix	Maril Sanders Mobley	Victoria Wright
Stephanie Endy	Dean Patterson	
Don Feke	Suzanne Rivera	
David Fleshler	Jeff Wolcowitz	



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Jennifer Scharf-Deering  
Marilyn Sanders Mobley

Sue Workman  
Victoria Wright

### **Call to Order**

Professor Juscelino Colares, chair, Faculty Senate, called the meeting to order at 3:30 p.m.

### **Approval of Minutes**

The Senate approved the minutes from the March 28<sup>th</sup>, 2018 Faculty Senate meeting.

*Attachment*

### **President's Announcements**

The President thanked the senators for their work and service throughout the year. She said that this was Provost Baeslack's last meeting and thanked him for everything he has done. Provost Baeslack will be on sabbatical next year and will return to campus the following year. A celebration in his honor is being planned and the date will be announced in the Daily.

The President recognized Carolyn Gregory, Vice President of Human Resources who updated the Senate on the university's transition to direct prescriptions for maintenance medications. Direct prescriptions will be through MedImpact, a pharmacy benefit manager, and the changeover will occur in July or August. Town halls will be scheduled in May or June to provide the campus community with more details. New identification cards will be available over the summer.

### **Provost's Announcements**

The Provost thanked all senators, particularly those who served as Senate chair during his tenure as Provost.

### **Chair's Announcements**

Prof. Colares thanked the Provost and said that it had been a pleasure working with him. He also congratulated Professor David Miller who was elected chair elect of the Senate and who will serve as vice chair during the 2018-2019 academic year.

Prof. Colares said that at the April 13<sup>th</sup> Executive Committee meeting, the Committee approved the formation of an ad hoc subcommittee to be established under the Senate Finance

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Committee. The Subcommittee will include chairs of standing committee that are most directly affected by university budget decisions (Personnel, Research and Faculty Compensation). Prof. Colares suggested that the Finance Committee charge be revised to make this a permanent subcommittee and that the By-Laws Committee be charged with drafting the revised language. The ad hoc Committee will operate until the permanent committee is established.

Prof. Colares reported that the annual Senate Budget Meeting will be held on Friday, May 4<sup>th</sup> from 1-2pm in the Senior Classroom of the Tinkham Veale University Center. All senators are invited and encouraged to attend.

Prof. Colares mentioned that the Policy Life Cycle Task Force being established through the university's compliance program will include four faculty members. Prof. Colares has requested that the selection of faculty members for the task force be coordinated through the Faculty Senate and that going forward selection of faculty members for all university-wide committees be handled similarly.

Prof. Colares reported that only 52% of current senators have participated in Diversity 360 training. If necessary, the Office of Inclusion, Diversity and Equal Opportunity will schedule a training session solely for faculty senators at the conclusion of the grading period.

### **Report from the Executive Committee**

Professor Cynthia Beall, vice chair of the Senate, reported on items from the April 13<sup>th</sup> Executive Committee meeting:

**1. Proposed Revision to Senate Nominating Committee-** The Faculty Senate Nominating Committee recommended adding the Secretary of the University Faculty as an ex officio member of the Committee. The Secretary has information and institutional memory that is useful when the Nominating Committee works to fill vacancies on Senate standing committees. The Executive Committee charged the Senate By-Laws Committee with drafting language for the Faculty Handbook.

**2. Revisions to the Library Review Process Document-** The final Library Review Process Document will be posted on the Senate website.



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**3. Senior Administrators Serving on Senate Standing Committees-** The Executive Committee voted that members of the central administration should not serve as regular members (as opposed to ex officio members) on Senate standing committees. Anyone in this category currently serving on a committee may complete his/her term. The Executive Committee charged the Senate By-Laws Committee with drafting language for the Faculty Handbook.

**4. WSOM Representative Report-** Prof. Lee Blazey, Executive Committee representative from WSOM, reported on matters of interest from the perspective of the new dean, Manoj Malhotra. They are working on new goals such as building corporate and alumni engagement; increasing undergraduate enrollment and internships; reviewing, auditing, and diversifying their portfolio of graduate programs. They also plan to raise MBA program rankings, and advance faculty and student research and scholarship. They are working on aligning their goals with those of the University.

**5. 5-Year Review of Faculty Handbook and Review of Standing Committee Charges and Memberships-** Prof. Colares announced that the By-Laws Committee would be charged next year with a review of the Faculty Handbook. Such a review is required every five years. As part of the review, he suggested that standing committee charges, including membership provisions, be discussed and revised if appropriate.

**6. CAS Representative Report-** Professor Kim Emmons, CAS representative to the Executive Committee, reported on matters of interest from the College. She said that the Academic English Proficiency Program had served its first students this spring and anticipates that these students will matriculate in graduate programs this fall; the Cleveland Humanities Collaborative expects its first graduates this spring and summer; Phase Two of the Performing Arts Center is underway; the Dept of Biology launched bio[box], a collaborative learning and research space; and the College has been discussing the results of the informal audit commissioned by Enrollment Management with the goal to better understand the challenges for the College (especially in the arts, humanities and social sciences).

**7. Update on Faculty Handbook Provisions Proposed at March Executive Committee-** At the March Executive Committee meeting, Prof. Ledford had presented two sets of revisions to the Faculty Handbook. One would require all policies that pertain to faculty be included in or referenced in the Handbook. The other set of revisions pertained to the disciplinary and



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grievance provisions of the Handbook. The administration suggested that President Snyder, General Counsel Libby Keefer, and Ken Ledford meet to discuss the proposed revisions because they had not had sufficient time to review them. At the April Executive Committee meeting, Prof. Ledford reported that they had two meetings and decided to wait until the newly-formed Policy Lifecycle Task Force had compiled a master list of all university policies. At that time, the By-Laws Committee will resume the discussion of which policies to reference in the Faculty Handbook.

### **Secretary of the Corporation Report**

The report from the Secretary of the Corporation had not been completed in time for the meeting. It will be posted on the Senate Google site and senators will receive an email letting them know. Any questions should be directed to the Office of the General Counsel.

### **Graduate Studies Class Attendance Policy**

Professor Paul MacDonald, chair of the Senate Graduate Studies Committee, presented a proposed attendance policy for graduate students. Most schools at CWRU, with the exception of Graduate Studies, have an attendance policy. Under the proposal, instructors may determine how students should notify them of absences, and the extent to which absences will affect their grades. Instructors who judge a student's absences from class to be excessive may request that the student withdraw from the course. Instructors who are concerned about excessive student absences may also inform the School of Graduate Studies. A senator said that keeping attendance in very large classes imposes a burden on faculty members. Prof. MacDonald said that the policy does not require faculty to keep attendance but they are required to inform students about the consequences of missing classes. The Faculty Senate voted to approve the attendance policy for the School of Graduate Studies. *Attachment*

### **Report on FSCUE-Drafted Resolutions in Support of CUE Principles/CUE Update**

Professor Kimberly Emmons, chair of the CUE, reported that she is in the process of preparing a final report summarizing the feedback received on the CUE recommendations. The three major themes in the final recommendations will be administration/structure, a diverse and thriving community, and academic/curricular reform. She is working with FSCUE on next steps related to the recommendations and endorses the three resolutions approved by FSCUE that Professor Gary Chottiner, chair of FSCUE, will describe.



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Prof. Chottiner thanked Prof. Emmons for her work and support and presented the FSCUE Resolutions in Support of Principles Outlined by the CUE. Prof. Chottiner said that the resolutions had been sent to the UPF schools through the FSCUE school representatives and that the feedback was generally positive. Endorsement by each UPF school has been requested prior to Commencement. Support for the resolutions would provide a boost as work commences over the summer and next fall when FSCUE reconvenes. Prof. Emmons emphasized that the FSCUE resolutions are meant to serve as guides and are not the CUE's final recommendations. The Senate was not being asked to endorse or approve the resolutions. This was simply a report. *Attachment*

### **FSCUE: Proposed Undergraduate Records Retention Policy**

Prof. Chottiner explained that CWRU does not have a records retention policy for faculty and student academic records. As the university migrated materials from Blackboard to Canvas, questions arose about which documents should be maintained and for what length of time. FSCUE spent a significant amount of time on this issue, and drafted three proposals for Faculty Senate consideration. The first proposal was defeated by the Executive Committee at the April 13<sup>th</sup> meeting and only two proposals were ready for consideration at this time:

1. Records of each component used to calculate the final course grade should be kept for five years. A record for this purpose is the grade for each component, not the student's work in the form of papers, exams, *etc.*
2. In the event an instructor leaves (*or retires from*) the university, records should be transferred to the appropriate department office to be preserved for the remainder of the required retention period.

Prof. Chottiner said that the proposals relate solely to records of the component parts of the grades, not the documents that make up the component parts. FSCUE will most likely work on that next fall. A number of senators questioned the 5-year period in proposal #1 and said that it was too long. Other senators questioned the value of keeping this information without keeping the documents for the component parts of the grades. Finally, a senator questioned why the proposal was being presented in a piece-meal fashion. The Senate voted and the proposal was defeated by a vote of 12 in favor, 24 opposed and 1 abstention. *Attachment*

### **Report from Faculty Compensation Committee**

Professor Gerald Mahoney, chair, Faculty Senate Committee on Faculty Compensation,

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reported that in 2016 the Faculty Compensation Committee had compared CWRU faculty salaries with AAU salary data from 2013-2015 and made recommendations based on what they learned. This year, the Committee looked at similar comparisons with AAU salary data and determined that the overall status of CWRU to AAU salaries had not improved through 2017. They learned that the majority of CWRU faculty continue to receive compensation that is lower than the AAU 25th percentile.

Prof. Mahoney reviewed the 2016 recommendations and progress made under each. He said there continues to be a debate as to whether AAU salaries provide an appropriate benchmark. The Schools of Medicine and Dentistry requested exclusion from AAU faculty salary comparisons stating that AAU data does not provide an appropriate benchmark. A senator expressed disappointment that the School of Medicine was not a part of this study and that they have not provided School of Medicine faculty with AAMC salary comparison data.

Prof. Mahoney reported that the President is generally supportive of targeting CWRU faculty compensation averages at, or above, the AAU 50th percentile but that she also favored a merit based faculty compensation system. The Provost is not in favor of across the board faculty compensation targets. He believes that schools or departments should compensate faculty at a level commensurate with their productivity and national ranking.

Based on the new data and progress made since 2016 the Compensation Committee made the following new recommendations: that a vision for faculty compensation be adopted by the President and Provost with the support of the Board of Trustees; that all academic units be required to include faculty compensation as one of the key elements of the next round of strategic plans; that deans who serve multiple 5-year terms should not continue to be straddled with repayment of past debts if they have made significant progress in balancing the budget for their academic unit during their previous term; and, the University/Central administration play a major role in developing and funding retirement incentive plans and work alternatives for aging faculty.

The Committee also maintained that the goal of attaining faculty salaries at or above the 50th percentile of specified benchmark schools, is appropriate and reasonable for CWRU.



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A senator asked about the total amount of revenue needed to fund this goal over a 5-year period. Prof. Mahoney said that this is very difficult to calculate. Prof. Colares said that this is the type of issue that can be discussed in the Budget Priorities ad hoc Subcommittee that will be established.

Prof. Colares said that the Senate is being asked to vote on whether to endorse the Compensation Committee's recommendations. The Senate voted to endorse the recommendations by a vote of 19 in favor, 11 opposed and 6 abstentions. Prof. Colares thanked Prof. Mahoney for all of his work on these issues during his tenure as chair of the Compensation Committee. *Attachment*

### **Report from Nominating Committee on 2018-19 Standing Committee Memberships**

Professor Maureen McEnery, chair, Faculty Senate Nominating Committee, presented the 2018-2019 Senate standing committee members as well as the Senate Executive Committee members. All members were approved by the Faculty Senate. *Attachment*

### **Passing the Gavel**

Prof. Colares passed the gavel to Prof. Cynthia Beall who will serve as chair of the Senate during the 2018-2019 academic year.

The meeting was adjourned at 5:25 p.m.