

THE UNIVERSITY OF TOLEDO
Minutes of the Faculty Senate Meeting of February 15, 2011
FACULTY SENATE

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

Approved @ F.S. meeting on 3-01-2011

HIGHLIGHTS

Professor Barbara Floyd, Faculty Senate Ad Hoc Committee on Department Reorganization
Dr. Tavis Glassman, Alexis Blavos, Proposed Tobacco Policy
Dr. Walt Olson, Faculty Senate Representative, Finance and Strategy Committee
Dr. Mike Caruso, Elections Committee
Chancellor Gold and Provost McMillen – Provost and Chancellor Forum

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

President Mary Powers called the meeting to order, **Karen Hoblet**, Executive Secretary, called the roll.

I. Roll Call: 2010-2011 Senators:

Present: Anderson, Atwood, Barnes, Batten, Brickman, Carr, Caruso, Chiarelott, Cluse-Tolar, Crist, Duhon, Eastop, Eisler, Fink, Franchetti, Funk, Gardner, Hamer, Heberle, Hoblet, Hornbeck, Hottell, Humphrys, Jorgensen, Kennedy, Kistner, Lee, Lundquist, Malhotra, Molitor, Moore, Moynihan, Nandkeolyar, Ohlinger, Olson, Piazza, Powers, Randolph, Regimbal, Rouillard, Sawicki, Sheldon, Skeel, Stepkowski, Teclehaimanot, Thompson-Casado, Wedding, Weldy, Wilson, Yonker,

Excused absences: Barlowe, Baumgartner, Benjamin, Dowd, Giovannucci, LeBlanc, Shriner, Tinkel,

Unexcused absences: Dismukes, Fournier, Hammersley, Laux, Patrick, Rooney, Solocha,

II. Approval of Minutes: Minutes of February 1, 2011 were ready for approval.

III. Executive Committee Report:

President Powers: I am calling the meeting to order. Welcome all to the tenth Faculty Senate meeting of the academic year 2010-2011.

To start the meeting, I request Secretary Hoblet to call the roll.

Minutes from the February 1st meeting were sent for your review. May I have a motion for approval of the minutes from the February 1st meeting? Second. All in favor? Any opposed. Please let the record show the minutes from the February 1st meeting have been approved.

For the past two days, Barry Cohen, Senior Vice President from Kaludis consulting has been on campus. Lloyd Jacobs, President,

Mary Powers, Senate President,

the FY12 Budget Formulation and Reengine Coheng Task Force,

Scott Scarborough, Interim Vice President/Executive Director, University of Toledo Medical Center,

William McMillen, Interim Provost, Executive Vice President Academic Affairs/Chief of Staff/Vice

President Government Relations,

Penny Poplin Gosetti, Interim Vice Provost, Main Campus,

Marcia King-Blandford, Interim Vice Provost, Main Campus,

Kevin West, Interim Associate Provost/Sr. Director Faculty Labor Relation, the Academic & Student Affairs Committee of the Board of Trustees, Jeffrey P. Gold, M.D., Chancellor & Executive Vice President for Biosciences and Health Affairs, Dean of the College of Medicine, Bill Koester, University of Toledo, Trustee, Chuck Lehnert, Special Assist. to President/Interim Dir Scott Park Campus for Energy & Innovation and Scott Scarborough, Interim Vice President/Executive Director, University of Toledo Medical Center, and a five-hour session with the Faculty Senate Ad Hoc Committee on Department Reorganization, before a wrap up with President Jacobs. Professor Barbara Floyd, chair of the Faculty Senate Ad Hoc Committee will provide a report on the work of the committee later today and may provide some insight about the session with Mr. Cohen.

I next want to provide a report on the activities of the FY12 Budget Formulation and Re-engineering Task Force. The task force has had three meetings since the last Faculty Senate meeting, including one meeting yesterday with Barry Cohen. All meetings now take place in President Jacobs's office and President Jacobs's presence provides focus for the meetings. For the past month and a half, the workgroup has been soliciting ideas for reducing costs and generating revenue. Several members of the workgroup have job duties associated with the University's finances and the dollar value associated with many of the ideas has been estimated and the possible effects associated with the ideas have been discussed by the group. Some of the ideas have been instantly ruled out, some of the ideas seem to have some potential for benefit and for some of the ideas, and additional information is needed. At this point, if you have any suggestions for the committee to explore, please send them as soon as possible to faculty senate@utoledo.edu so I can bring them to the committee for consideration before the budget process moves forward. Again, please provide me with your ideas as soon as possible so I can forward them to the committee.

Also, yesterday, I attended the Board of Trustees Academic and Student Affairs Committee meeting. Discussion items included: Applicants for Sabbaticals 2011-2012, Honorary Degree Nominations, Personnel Action Reports, February 14, 2011, Progress Report – Core Curriculum/ Classification of Instructional Program Codes, and Faculty Workload Policy Discussion

The Executive Committee is moving forward on Dean Assessments for the current deans who were not assessed last year. The assessments will use the same format that was developed last year. Within my own college, I know the assessment information that was collected through the Faculty Senate process last year is a source for important data as we are now preparing the self-study for reaccreditation by the Accreditation Council on Pharmacy Education.

At the end of our last meeting, a request for Faculty Senate endorsement of the Prior Learning Assessment proposal was tabled and the Faculty Senate Executive Committee was asked to review the proposal and bring its recommendation to the Senate. In its discussions at the Executive Committee meeting on Friday, additional questions were identified and the Executive Committee has invited Dr. Lettman to the next Executive Committee meeting.

Lastly, I received a request from Margaret Traband, Vice Provost for Undergraduate Studies, for two or three Faculty Senate representatives for the University Retention Task Force. Vice Provost Traband is convening a retention task force that will be made of individuals from across campus to address the important issue of retention. The group will meet the first Thursday of each month from 2-3pm. It is important to have Faculty Senate representatives on this task force. Individuals should be involved in teaching first year students. Please consider nominating yourself or a representative from your to participate in this task force and provide the nominations to faculty senate@utoledo.edu by the end of this week.

At this time, I would like to invite Dr. Nick Piazza to provide his report from the Ohio Board of Regents, the Ohio Faculty council meeting he attended last Friday.

Senator Thompson-Casado: President Powers, at the meeting that you attended yesterday regarding the denials of sabbaticals, a large number of sabbaticals were denied and I understand that it was on the basis that additional academic resources would be needed to grant these sabbaticals. Did they discuss the perimeters of those academic resources that were needed?

President Powers: My understanding from Provost McMillen's presentation was that all of the sabbaticals that were granted were from faculty who had never had sabbaticals before. Provost McMillen, perhaps you would like to address this concern.

Provost McMillen: Chancellor Gold is here as well. There were approximately twenty three or twenty two sabbatical requests that were forwarded to the Provost and to the Chancellor. Eleven of them were granted were all one semester sabbaticals. The eleven sabbaticals that were granted were for one semester for faculty members who had never had a sabbatical. The rationale for that is that we want to promote scholarship for the younger faculty members. We also did not want to restrict sabbaticals totally, not having any for this semester or year. So, there was a restriction of the numbers that were forwarded to the president. We recognized that the rest were postponed. We won't say denied because it does not mean that a person cannot apply in the near future for a sabbatical. We do not know what the financial situation will be, but it was an idea that we needed to restrict expenditures that were going forth for sabbaticals.

President Powers: Does that address your concern Senator Thompson-Casado?

Senator Thompson-Casado: Well, I am on the Sabbatical Committee and I received the letter that was sent to the candidates. What you just stated was not stated to the candidates. Perhaps if the parameters had been better explained the people that were asked to put off their sabbatical would more fully understand. Perhaps they can be given more information as to why they were denied the sabbaticals. Because the letter was very brief and it did not state what you just stated.

Provost McMillen: I had one faculty member come visit me and also one who requested additional information.

Senator Lundquist: It feels a little bit like the rules were changed at the end of the game. There was nothing to indicate at the time of the sabbatical application that semester-long sabbaticals would be favored over year-long ones. I imagine people who asked for a year would have asked for only one semester if they had been informed.

Provost McMillen: I recognize that and I understand that. Interestingly no one that asked for a year was a first time applicant.

President Powers: Are there any additional comments or questions?

Senator Wedding: Were the eleven approved by the Board of Trustees?

Provost McMillen: It was forwarded to the Board of Trustees. Yesterday afternoon there was a meeting with the Academic Committee.

Senator Wedding: So, it hasn't yet been approved by the Board of Trustees?

President Powers: The Board will take action at the Board of Trustees meeting in March.

Provost McMillen: That's about a month from now.

President Powers: Okay, if there are no other questions or comments I would like to ask Senator Piazza to provide his report from the Ohio Faculty council meeting he attended last Friday. Thank you for your patience Senator Piazza.

Senator Piazza: There was a meeting on Friday, the Ohio Faculty Council. Most of the meeting was devoted to meeting with representatives from the State Teachers' retirement system or STRS. Currently Michael Neff is the director of STRS, and Laura Ecklar, Communication Director of STRS. They were there to discuss proposed changes to STRS and to ask for the support of the Ohio Faculty Council. Mr. Neff reported that STRS cannot continue to take in money for 30 years and pay out retirement for 40 years. He stated that the system was not designed for this and he wanted to discuss with us the STRS strategy for managing assets and liabilities. Currently Asset management for STRS disclosed that the portfolio is diversified and makes a good return of about 8%. They feel that this is about the maximum amount that they can shoot for without taking too many risks. Cuts will be their focus on liability management because salary increases and an aging population increase liabilities at a rate higher than assets increase. STRS is essentially asking members to accept a reduction in benefits in order to insure the long-term solvency of the retirement system. One of the proposed changes is how long someone must work and the age at which one can retire to help manage liabilities. They are also proposing to change how the final average salary (FAS) will be computed, i.e., using highest 5 years instead of highest 3 years. In addition, benefit will be 2.2% x number of years of service, e.g., 66% of FAS after 30 years; 77% of FAS after 35 years; 88% of FAS after 40 years. Moreover, they are proposing to eliminate the current 88.5% of FAS after 35 years for those who retire after July 1, 2015. The 88.5% rate was passed by the Ohio legislature in 2001. There was a teacher shortage at the time and the rate was increased as an incentive to elementary and secondary school teachers to stay on the job. There is no longer a teacher shortage and with the failure of the economy STRS is proposing to eliminate this incentive program. STRS is also proposing that the COLA will be reduced from 3% to 2%. Members retiring after Aug 1, 2012, would have COLA adjustments deferred for 5 years after their date of retirement. Finally, member contributions will increase by 3% and will be phased in by 1% per year starting July 1, 2012. Currently, members contribute 10% of their salary. This will increase to 11% in 2012, 12% in 2013, and 13% in 2014 and thereafter. After our meeting with the individuals from STRS, we met with Rob Evans, media director for OBOR. Rob Evans informed us that Fingerhut is still Chancellor of OBOR. Ohio law allows Fingerhut to serve out his term. Fingerhut cannot be replaced by the Governor unless he voluntarily vacates the position. The Ohio Faculty Council passed a resolution of condolence for the Youngstown State shooting victims. A memorial fund is being established that will be able to accept donations on behalf of the victims. It is important to note that the shooting was not on campus. The shooting occurred in a private residence. The people living in the house happened to be members of a YSU fraternity, but were living off-campus and not in a fraternity house. Finally, we had a short presentation about House Bill 5. House Bill 5 proposes to eliminate collective bargaining for public employees. No one knows if this bill has legs or not. Some people think the bill was proposed as a trial balloon by the Kasich administration to see which components of the measure would be acceptable and which would be most objectionable. Another theory is that the bill was introduced to give administrators more leverage when negotiating contracts with existing collective bargaining units. For those of you who are interested, the Ohio Education Association has a website that provides information on how to take action if you want to. I can direct you to that website if you are interested in learning more about that bill. This is the extent of my report of the Ohio Faculty Council.

President Powers: Thank you Senator Piazza. That concludes the Executive Committee report for this week. At this time I invite Alexis Blavos and Dr. Tavis Glassman to give their report on the Proposed Tobacco Policy.

Dr. Glassman: Hopefully we are going to be brief today. We have four PowerPoint slides that we want to share with you regarding the Proposed Tobacco Policy for campus. I am going to have Alexis walk you through the proposal. Afterwards, we will provide you with a brief rational and then we will have a little time for questions and answers.

Alexis Blavos: Many of you are already aware that we have been talking about this for the last few years. We went to the Board of Trustees. The Board passed the policy in June, so this is coming for an estimated start date, August 1, 2011. What we are looking at are the highlights that will prohibit tobacco in most areas on campus. What this means, there is going to be a small number of designated areas in which faculty, staff, and students can go to use tobacco. I am not aware of what those areas are going to look like right now. I don't know if they are going to be in huts similar to the bus station or if they are going to be on ground. We are waiting for the budget approval right now. Tobacco will be allowed in personal vehicles, so besides the tobacco use areas individuals have the opportunity to smoke inside of their vehicles. We are also going to have floating tobacco use areas, so if there happens to be a game we will designate Lot 10 by Savage Arena for tobacco use. If there's a basketball game there will be a designated area like the Savage Arena three hours before and three hours after for individuals who choose to smoke. Tobacco includes, but not limited to cigarettes, cigars, chew, pipe, and snuff. Snuff is a newer form of tobacco that is actually Chew in a little packet that they can just put into their mouths. Snuff usually targets women because you do not have to spit. We are seeing some problems in the Rec Center, so that's why we added in some of the other tobacco products as well. The reason why we are looking at a more restricted tobacco policy and the areas that we have chosen has to do with student feedback. Only 20% of our students are actually using tobacco. We went to the Student Advisor Board and asked their opinion on the tobacco use areas that we have selected. What we were looking for was promoting safety for the students who basically reside on campus and the students that are studying at night on campus; that is what these areas were chosen for. We are really looking for safety in the evening. We do not want students to get hit by a vehicle while crossing the streets, going across Dorr to just smoke a cigarette or chew some chew. As we picked these areas, I worked with Grounds to make sure that they would all be located by blue safety boxes because if somebody is out in the early morning choosing to smoke, I want them to be able to hit a button to get help if something happens to them or they become scared. They might be able to reach out to Night Watch at that point to help them as well. Once things are set and we know exactly what's going to happen we are going to do an assessment on that. In addition, there are some patient options. Right now I am working with a faculty member who teaches respiratory therapist and we put together sensation training. We are also training some students on campus to help us to implement a tobacco sensation program for anybody who might want to.

We want to train a lot of students so we can implement this across campus and in different buildings so it does not have to be one place and one time. I passed out a map of the locations of the areas we have chosen. Area 1 is outside of Dowd and MacKinnon Hall; chosen for the safety of resident students at night. Area 2, is outside of Stranahan Hall; chosen for the safety of students using the 24 hour computer lab at night. Area 3, is between the Student Union and Carlson Library; chosen for the safety of the students studying at night. Area 4, between International House and Academic House, chosen for the safety of the students studying at night. Area 5, between the Crossing and Ottawa House; chosen for the safety of the students studying at night. Area 6, Among McComas Village, Parks Tower and Cater Hall; chosen for the safety of the students studying at night. Area 7, Nitschke Hall; also chosen for the safety of the students studying at night.

Senator Olson: Could you put "Outside Nitschke Hall?"

Alexis Blavos: Yes, with clarity we will state "All of these would be outside." This is actually the conclusion of the presentation report. I really just wanted to let you know what is coming and answer any questions that you might have.

PowerPoint Slides.

2011 Tobacco Policy
University of Toledo

Jo Campbell, Director of Residence Life
Alcohol, Tobacco & Other Drug Prevention Committee
jo.campbell@utoledo.edu, 530-5472

Tavis Glassman PhD, MPH, CHES
Assistant Professor Health Education/Public Health
tavis.glassman@utoledo.edu, 530.2770

New Tobacco Policy Approved by the Board of Trustees in June 2010

- Prohibits tobacco use in most areas of campus
- There will be designated tobacco use areas
- Tobacco use will be allowed in personal vehicles
- There will be 2 “floating” tobacco use areas during large campus events, i.e. football games
- Tobacco includes but is not limited to cigarettes, cigars, pipes, chew
- Effective date August 1, 2011

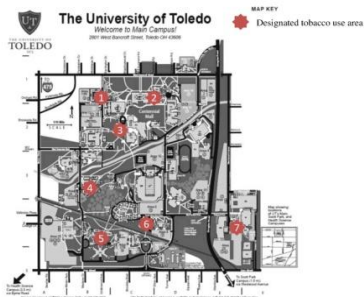
Student Feedback

Safety concerns expressed by the Student Advisory Board

- Access to tobacco use areas late at night
 - Residence halls
 - 24 hour computer labs
 - Carlson’s information commons
- Proper lighting
- Blue Box access

Cessation Options

- Monthly information sessions
- Workshops will begin in March 2011



Dr. Glassman: I have a couple of comments real quick. We have been working on this for over two years ago. The initial goal was to make the entire campus tobacco free similar to the Health Science Campus. We had student debates and Chancellor Gold and former Provost Haggett monitored those student debates. We had petitions and more committee meetings than I care to recall. It has been a long process and we tried to get feedback along the way. This issue has been discussed by the Board of Directors a couple of times and now we want to get your feedback on it. The reason why we had to go to designated smoking areas; is because of public safety. We really were concerned about the students that live on campus, particularly the residence halls having to track across campus during the night hours crossing the streets of Secor and Dorr. I recognized that there are some people in the audience who wish that there were no tobacco policy what-so-ever and some of you wish that we would go 100% tobacco free. My perspective is this is what the University of Toledo is ready to do right now regarding this issue and I really feel like it’s a compromise and fairly reasonable. For those who do smoke, we are very compassionate towards those individuals and we want to get them help and we recognize that most of those individuals have tried to quit smoking multiple times; we tell them “ ‘don’t quit quitting,’ you can still do it. We want to be there to help, but if you still need to smoke you can smoke in your cars and there are designated areas to smoke as well.” So this is an implemental approach. If you look at the history of tobacco prevention, there have been four key strategies: one is taxation; two is restricting or banning advertising, three is education; four is restricting access. Over the last sixty years in society we have been able to cut tobacco use in half. These prevention strategies do work. Are there any questions?

Senator Olson: Could you please make sure that your literature includes that it is outside of the buildings and not indoors. Right now people believe that they can smoke in foyers of buildings. It is problematic and I am an asthmatic. It bothers me walking through the doors of Nitschke Hall on some days because somebody has smoked a cigarette.

Dr. Glassman: I couldn't agree with you more.

Senator Kennedy: I think the policy is perfectly reasonable, but I know that I am going to get asked this question; what are the penalties for noncompliance?

Alexis Blavos: Right now we are starting to make it for social enforcement. The policy right now as it stands states, "...All university employees are expected to socially enforce this." If you see somebody smoking in an area that they shouldn't be smoking in say, "hey, did you know we have a new tobacco policy." We are putting together some marketing materials and people like myself will be wondering around for a few months next semester handing out information about the locations that smokers are allowed to smoke at, including website information. As it stands, no one will be fined for anything. Who knows what could happen ten years up the road, but at this point there will be no fines.

Dr. Glassman: If it is severe and if there's a student issue we will use the student code conduct.

Senator Barnes: I am wondering if you have investigated or made any inquiries about communities that use tobacco as part as their religious rituals; is there a way to make an accommodation for that?

Alexis Blavos: As it stands the University policy right now states that you have to be at least thirty feet away from any building where these tobacco areas are. They are not that far away from residence halls. Obviously we can entertain those; we can have a larger vent or a floating tobacco use area. If somebody was to come up to us, we can certainly have that conversation.

Senator Barnes: If those individuals are interested in that kind of exception, should they talk to you about it?

Alexis Blavos: Yes.

Senator Hoblet: I want to know are you going to provide adequate disposal for butts in these areas. Also, are you going to communicate to students, faculty, and staff members who smoke in their vehicles that butt disposal should be in their own vehicle? Walking through the parking lots or outside of buildings, I notice a lot of cigarette butts and packaging and to be honest with you, I don't want to pick them up, but they do need to be cleaned up.

Dr. Glassman: Actually, cigarette butts are the highest litter item in America. In terms of having a green campus that is one of the reasons for the new tobacco policy. We will definitely address that tobacco butts (litter) to the best of our ability.

Alexis Blavos: I am working with marketing and communications right now to put together an entire marketing plan and all of those kinds of items will be addressed in there. I have actually seen students take the ashtray out of their car and dump the butts onto the ground next to their car. That will be addressed whether or not we are going tobacco free.

Dr. Glassman: The issue is there are no tobacco police. The Police Department will not be enforcing this issue anytime soon; in fact, they would rather not. We are operating under honor system and we are really trying to create a social norm.

Senator Batten: What measures will Student Health Services have available for students who need support in the interim? I am talking about the patch and other alternatives. What is that avenue for those students?

Alexis Blavos: We are working right now with the pharmacy to see what we can do. Really what we have to do is go through Aetna Student Health. Aetna Student Health offers the nicotine replacement therapy so they can receive the patch. We are also trying to get some of the pharmaceutical companies to give us reductions in the cost of Chantix or the cost of nicotine replacement therapy to help the students. We have a greater access to help faculty and staff because we are able to talk to the medical health companies, but we do not have that much access to talk to a student health insurance.

Senator Batten: Will those be in place during the time of the implantation?

Alexis Blavos: Absolutely, that is the plan.

Senator Cluse-Tolar: My question is related to what Senator Hoblet just stated. Has the Grounds Department been invited to the table on this so they are prepared for the cleaning? When the State law passed they removed all of the ashtrays from around our building, so of course you are going to throw your cigarette butts on the ground if there's no ashtray. Several times I requested to put the ashtrays at least thirty feet out, so at least there is something, but right now there's nothing.

Alexis Blavos: I agree. I think we all can say they are near our buildings. They are near resident halls. When I walked through several buildings I also noticed them inside and outside. Our goal is to have a lot of disposable areas to really talk to students about sustainability. We are really trying to jump on the sustainability band-wagon. A lot of our students are really hyped up about recycling and becoming green and we are trying to jump on that to get them more involved. I've have had Facilities at the table talking to us about this so I know where the worst case scenario will be regarding the tobacco butts. I can tell you that there are eight gentlemen that spend eight hours per day picking up cigarette butts. I can just imagine how much that cost us financially.

Senator Nandkeolyar: Is there going to be a complete ban on smoking on campus at some future date?

Dr. Glassman: I would say not at this time. We are trying to implement this policy and it has taken over two years to get to this point. Hopefully that will be a future step, but there are no specific plans in the works.

Senator Wedding: Did the Board approve this? They can move fast on other things, so why did it take two years to get there?

Dr. Glassman: We went to a lot of student groups, student organizations, student government, and even among ourselves to hatch out this issue; at one point we got a vote on this issue that includes faculty, staff, and students. We just wanted to move carefully. I wish we would have gotten it done quicker.

Senator Wedding: We understand, shared governance.

Senator Heberle: Thank you for taking your time and for really listening to those who participated. Our current central administration could learn something from how you proceeded. I am sure that this is something that a lot of people were involved in. Some of my students were involved in the debates and I know that they learned something.

President Powers: Thank you very much. Next, I ask Professor Barbara Floyd to provide a report from the Faculty Senate Ad Hoc Committee on Department Reorganization.

Professor Floyd: Thank you for having me here today. It's been awhile since I've been to the Senate, so I am glad to be back. What I am going to talk to you about today is the initial report about what our committee has been doing. We are calling this committee the Ad Hoc Committee on Academic Departments; however you might have another name for it. The members on the committee are volunteers from Faculty Senate. The Senate asked for volunteers. The individuals that are listed on the PowerPoint slide are the ones who stepped up to the plate. These people are people who I believe have real integrity and I hope their recommendations that come out from this group will be respected for that reason. In addition to the faculty members, there are two representatives from Finance, David Cutri and David Dabney. Also, Geoff Martin, the director of Institutional Research is an adjunct to our committee. The original committee charge, which is what we thought we were working with until this afternoon, was a quote from President Jacobs: "The fifth and final step of this reorganization plan will be to sort through the more than 100 departments, seeking synergies, possible redundancies, and alignment with the colleges in which they exist." The goal was a 20% reduction in the number of academic departments. That was what we understood to be the original charge of the committee. The original parameters of this study were that this is not program review. There is already a committee that is doing program review and it's not the purpose of this group. This committee was not to consider how much revenue created by departments, but rather just look these issues of synergies, college alignment, and redundancies. The committee pointed out some of the questions and issues that came from such a study, such as:

(Q) Was the primary goal set to approve efficiencies or to save money?

(A) I believe the answer we received from the Senior Leadership was "both."

(Q) How much money could be saved by merging departments?

(A) This is perhaps one of those things people suddenly said "wait, there's not much money to be saved by merging academic departments." The primary savings would be in chairs stipends, the difference between 9 and 12 month salaries for chairs, and the cost of a few secretaries" Personally I feel that it is not a good idea to balance the University's budget on the backs of secretaries.

(Q) How much efficiency could be gained by merging departments?

(A) I believe this was a question that we struggled with. Is there a lot of efficiency to be gained by combining department "A" with department "B" and saying "welcome to your new department?"

(Q) Is this committee duplicating other efforts currently underway, and if so, what is the relationship between this committee and other committees?

(A) There wasn't a clear delimitation on what our committee was suppose to be doing that were different efforts that were on the way.

(Q) How was the 20% goal determined?

(A) This was a number/goal that we can shoot for.

(Q) How many departments exist?

(A) We were told that it's approximately one hundred departments that exist. However, we looked at the data information and we found that there was somewhat less than seventy. Although the data for that was not particularly clear.

Today we met with Barry Cohen. We had a discussion about these issues and how the committee was moving forward. As of one o'clock this afternoon we are envisioning a different charge, a different scope for our committee and that's what I wanted to talk to you about.

Cohen encouraged the committee to revise the charge and to look at the viability of academic programs and departments. The reason that this was decided was because as a consultant of higher education, Cohen felt that is was a real need for this University to have a factual basis for which to make decisions about possible program elimination. As we know as the budget crisis is looming, it's likely that

some time in the near future program elimination will be on the table. Cohen felt that this University did not have a good way to make such decisions. Cohen suggested that the committee should focus on financial viability, including the number of degrees granted, the number of students in program, duplication within institution and with other institutions. We also thought as a committee that we really need more time to develop such a study and we agreed that the focus of our study ought to be more about the long term needs of the institution rather than what budget cuts we are going to be made. The goal of our committee is to provide timely, relevant, and accurate data regarding programs and their performance outcomes. The purpose of this study is to look how to strengthen programs as well as provide data for deciding if programs are viable. The committee will look across colleges for synergies, where deans may only be looking within colleges when making budgetary reduction recommendations. Hopefully our committee will provide a more global examination of this issue. One possible area where redundancies may exist, where synergies may be possible, and efficiencies may be improved are programs from the former UT and the former MUO, where mergers have not occurred. The committee will examine pedagogical soundness of any such recommendations. The data we want to consider for this study include: What academic programs currently exist within each department? Is it possible to track costs to individual programs, or only to departments? What programs are offered at undergraduate level, and what programs are offered at the graduate level? The committee wants to look at the size of academic departments based on FTE faculty/student numbers. In addition to quantitative data, we must also gather qualitative data through dean interviews. The committee will examine models used at other public universities to review program viability. The Committee will assemble necessary data on current departments and programs with assistance of institutional research, finance, provosts, and deans. The committee will attempt to verify accuracy and appropriateness of data. The committee will examine departments where administrative costs are not in line with university norms. The committee will examine departments and programs where costs are high for small numbers of students served. The committee will keep in mind mission of institution and social values of programs. The committee will also look at programs and departments with common root disciplines to determine if mergers would make programs more viable. The committee will present its findings to the Faculty Senate sometime next academic year. Final recommendations forwarded to deans, provosts, and president. We want to gather input from senators at today's meeting. We are going to talk with Faculty Senate Executive Committee to get approval of new focus. The committee will talk with the president to get an approval of our new focus. If approved, we will begin data collection very soon.

PowerPoint Slides.

Faculty Senate
Ad Hoc Committee on
Academic Departments
Initial Report to the
Faculty Senate

Committee Members

- Barbara Floyd, College of Innovative Learning, chair
- Steve Peseckis, College of Pharmacy and Pharmaceutical Sciences
- Celia Regimbal, Judith Herb College of Education and Health and Human Services
- Linda Rouillard, Faculty Senate Executive Committee
- Larry Fink, College of Business and Innovation
- Mary Humphrys, College of Business and Innovation
- Mike Dowd, Faculty Senate Executive Committee
- Sara Lundquist, College of Languages, Literature, and Social Sciences
- Glenn Sheldon, Honors College
- Andy Jorgensen, College of Natural Sciences and Mathematics
- John McSweeny, College of Medicine
- Walt Olson, College of Engineering
- David Cutri, Internal Auditing
- David Dabney, Finance
- Geoff Martin, Institutional Research (adjunct to committee)

Original Committee Charge

- The fifth and final step in this reorganization plan will be to sort through the more than 100 departments, seeking synergies, possible redundancies, and alignment with the colleges in which they exist.” President Lloyd Jacobs, as communicated through Faculty Senate President Mary Powers
 - 20 percent reduction in departments is goal

Issues Regarding Original Charge

- Was the primary goal of this effort to improve efficiencies or to save money?
- How much money could be saved by merging departments?
- How much efficiency could be gained by merging departments?
- Is this committee duplicating other efforts currently underway, and if so, what is the relationship between this committee and other committees?
- How was the 20% goal determined?
- How many departments exist?

Outcome of Meeting with

Barry Cohen, Kaludis Consulting

- Cohen encouraged the committee to revise charge to look at the viability of academic programs and departments
- Need for a factual basis upon which to make decisions about possible program elimination
- Committee should focus on financial viability, number of degrees granted, number of students in program, duplication within institution and with other institutions
- Committee should have a longer focus rather than be concerned about immediate cost savings
- Goal is to provide timely, relevant, accurate, and interpretable data regarding programs and their performance outcomes
- Committee work would complement work of Program Review Committee
- Outcome would be a study that does not make recommendations on cuts, but rather gathers the data to help make informed decisions
- Committee may still make recommendations to the Senate on merging departments and programs and eliminating redundancies
- Work will not be completed in time for next year’s budget recommendations
- Study will look how to strengthen programs as well as provide data for deciding if programs are viable
- Committee will look across colleges for synergies, where deans may only be looking within colleges when making budgetary reduction recommendations
- One possible area where redundancies exist, synergies possible, and efficiencies improved are programs from the former UT and the former MUO, where mergers have not occurred
- Committee will examine pedagogical soundness of any such recommendations

Data to be Considered in Study

- What departments currently exist and in which colleges are they located?
- What academic programs currently exist within each department?
- Is it possible to track costs to individual programs, or only to departments?
- What programs are offered at undergraduate level, and what programs at the graduate level?
- Size of academic departments based on FTE faculty/student numbers
- In addition to quantitative data, must also gather qualitative data through dean interviews
- Committee will examine models used at other public universities to review program viability

Methodology

- Committee will assemble necessary data on current departments and programs with assistance of Institutional Research, Finance, provosts, and deans
- Committee will attempt to verify accuracy and appropriateness of data
- Committee will examine departments where administrative costs are not in line with university norms
- Committee will examine departments and programs where costs are high for small numbers of students served
- Committee will keep in mind mission of institution and social values of programs
- Committee will also look at programs and departments with common root disciplines to determine if mergers would make programs more viable
- Committee will present its findings to the Faculty Senate sometime next year
- Final recommendations forwarded to deans, provosts, and president

Next Steps

- Gather input from senators at today’s meeting
- Talk with Faculty Senate executive committee to get approval of new focus
- Talk with the president to get approval of new focus
- If approved, begin data collection

Senator Thompson-Casado: You stated that you were going to look at graduates, majors, and minors. Could you also look at the number of student serviced in the department that does not fall into that category?

Professor Floyd: Absolutely. That is why we are globalizing FTE’s. For example we want to look at English; there are thousands and thousands of students who are not in a major. That’s what we are going to be looking at.

Senator Thompson-Casado: The second part to that question is pedagogically certain disciplines cannot give large lectured classes because of the way that we teach. Will that also be considered?

Professor Floyd: I don't think we are going to be looking at how curriculums are delivered. All we are going to be looking at are programs and departments.

Senator Thompson-Casado: If you are looking at the number of faculty member per students, you have some discipline that is very logical.

Professor Floyd: Yes, they are very valuable.

Senator Hamer: Are there any plans for looking at redundancies, synergies, and is special administration running parallel to this process?

Professor Floyd: That is not a focus of this study. Hopefully those kinds of questions are being asked in this very thorough budget review that we understand includes representation from the faculty. In our analysis if it becomes obvious that a department has thirty support staff to one hundred students I think that will be a perfectly valid question.

Senator Chiarelott: You have a slide that states something about examine pedagogical soundness of the programs. I think that we need to use the word "curricular soundness" and not "pedagogical soundness."

Professor Floyd: What we are talking about is the merger of two departments and is there a real reason why that will not work. For example, are there real differences with how those departments developed, and to merge them may not make sense. This is particularly true with research. If there is a single personnel committee evaluating research and the research is very different, and then the faculty member may be harmed. Those are the things that we want to keep in mind.

Senator Chiarelott: I guess I am suggesting a curricular issue not a pedagogical issue i.e. if you are teaching it, then how shall we learn?

Senator Wedding: I assume you are not doing this at the Medical School.

Professor Floyd: Yes we are. All academic programs will be a part of this study.

Senator Cluse-Tolar: Per PowerPoint slide, getting an approval from the president, I wonder if there's a way to do more than an approval, to get a commitment from the president to pay attention.

Professor Floyd: We can only do what we can do. I will hope that if this committee will come up with a recommendation that will come before the Senate that it will have the Senate's endorsement. What it does in so many words is gives the administration coverage, for example, "I am not saying this, but the faculty are saying this." I hope that it will be respected if we do it in a way that the data is based upon sound reasoning. As I stated before, the only reason I agreed to this is because I looked at the names that are on this committee and I feel they are people who could rise to the occasion to really offer up their services in a way that it would benefit this institution.

Senator Franchetti: How do you see this being different from the program review because it seems like the focus is now shifted to program review.

Professor Floyd: That is a question that I think that we need to discuss with the Program Review Committee. What we really need to do is sit down with the Program Review Committee and find out

exactly what they are doing. I am assuming we are going to be looking at more of the financial viability and they are going to be looking at quality issues.

Senator Heberle: It seems to me that this committee is stuck between an administrative approach which is about efficiency, quality, and costs and a faculty approach that is about the best forms through which to produce knowledge and insight. I believe we have the same interests at stake and that is to improve the University. However, this really seems like a tough thing that this committee is trying to do and I wanted to describe that a little bit out loud.

Professor Floyd: I think that's a very valid point. The kind of data that we will come up will provide us with knowledge on how to make wise decisions like you just stated. We are not going to look at this as "this department costs a lot of money; therefore we need to get rid of it." We want look at the whole picture. We hope that we can say, "Here is good data that we used and we hope that it will be beneficial to you as well."

Senator Heberle: Not to beat a very dead horse, but the Round Table Committee of Arts and Sciences did this for two years. It was something between program review and what I think you are trying to accomplish with the Ad Hoc Committee.

Professor Floyd: That is really helpful, I didn't know that. Is this something that you Faculty Senate would like for us to go forward with? We will continue to discuss this with Faculty Senate.

Senator Jorgensen: This is an occasion where the president has come to the Senate President and said "I'm interested in doing this and I invite faculty to be a part of it." I think we should accept his invitation. I think that it is important to respond favorably.

Senator Fink: I listened to the points that were just made. I just want to stress that committees are not just about eliminating departments. It's really about strengthening and looking for resources. The program review is looking at the quality of programs. The future budget could be the best program in the world, but we may not be able to support it financially without some help and additional resources. In addition, some things are doing great now because funding to the business core might be taken away because that is what the governor has promised to do. It may be viable now but it may not be in the future. So, it's all about making this a better place for our best interest and to make better decisions.

Senator Hoblet: I just want to thank you and the entire committee for taking on this charge. I believe that it is needed and I think you coming to us to share the process and how you are going to slice and dice the study is very helpful. This level of detail regarding the assessment process is very helpful and I thank you for that.

Professor Floyd: You are welcome. Are there any other questions? Thank you very much.

President Powers: I also echo Senator Hoblet's thanks to Professor Floyd as well as the entire committee. Are there any other comments from the Senate to me with regard to anything that you would like for me to do to further pursue this? The dialogue has taken place to support the new direction. We will continue discussions with the president and the committee will move forward.

Senator Hoblet: President Powers, I am wondering if this committee when looking at cost cutting measures and efficiencies if they are planning on posting their work and recommendations anywhere for faculty to review.

President Powers: I don't think that has been determined yet.

Senator Hoblet: I would suggest that. I think faculty would want to know. I don't think that the process is totally transparent. I think we really would like some information. I think that would lay away a lot of anxiety if we know how the process is progressing.

President Powers: So you don't think the Fiscal Year 12 Budget process is transparent? Please help me to understand.

Senator Hoblet: We don't know what has been recommended. You said there's been a list of things that the committee has been working on. I don't think all of those recommendations, not..., but the other sum of that, i.e. the Budget Committee. I would like to see more transparency from that committee as far as posting it. When they regress; how recommendations are aligned with the strategic plan mission of the institution? I think that will be very helpful, at least for me.

President Powers: So your questions are directed toward the fiscal year 2012 budget?

Senator Hoblet: Correct.

President Powers: I don't think that committee has a written document that can be shared. At this stage the documents that I've seen are ideas that may be shot down right away when they are presented to the committee. However, I will communicate that to this group to see if we can get information on the budget that can be shared.

Senator Barnes: I am not certain if this is the right time, but I recently received the UT News and it mentions that the Board is considering asking faculty to increase workloads from twelve to fifteen credit hours. I read the record of the conversation that was there and it looks as if they are particularly concerned about the impact on student access to faculty members, especially in large classes. I hope that if this is a part of a conversation that is ongoing about budgets etc. that people who teach will make it clear that the more important point is that raising the number of credit hours will affect the quality of instruction. It isn't about availability. It's about how much work that you can ask a student to do that you can honorably and professionally respond to. As someone who has just had an increase in my workload, I recently had to have a difficult conversation with myself and say, "I have to assign less work because I cannot give high quality feedback anymore." I do not have large classes, but I cannot give good, professional, instructive feedback to students at the level I used to because I am teaching an additional class, and that decreases the value of what they are learning in my classes. I have to leave in a little while, but I wanted to make sure that the conversation about workload gets bigger than the concern about access; it's about the quality of education we deliver.

President Powers: Thank you for that input. We will have a further discussion on that when the Executive Committee meets with the Provost and Chancellor Thursday. I will have that first on the list.

Senator Barnes: If you want to have a description, you can take a look at the pile of homework that I am grading on a weekly basis; I would be happy to share.

President Powers: Thank you very much. Are there any other concerns or questions?

Senator Regimbal: I would like to know why the Board believes that fifteen hrs, verses any other number, is the best for workload. Is this decision coming from the Board of Trustees? Have they visited classrooms, have they been on campus, have they talked to faculty, or are they only talking to administration? How much information do they have to make this decision?

President Powers: Thank you for your comments. Next, I ask Dr. Mike Caruso to provide a report from the Faculty Senate Elections Committee.

Senator Caruso: My purpose today is to address the upcoming faculty election, update where we are in the process, and eventually ask for Senate's approval of some processes that the Elections Committee and the Faculty Senate Executive Committee feel are needed to address the unique challenges created by the recent reorganization of the college structure at the University. Some of these issues are more in the purview of the Constitution and Rules Committee, but the chair of that committee is unable to be here this afternoon and asked me to present the issues instead. Some recommendations represent decisions made by the FSEC who also asked me to represent them this afternoon.

I will be addressing Senate again at future Senate meeting concerning recommendations to put an electronic voting system into place for next year's faculty elections. So this year we will still be using the paper ballot and interoffice mail method we have traditionally used.

There are several interrelated issues that need to be addressed that involve the details of the Senate Constitution and Rules. We have to work within the parameters of the current constitution since it takes a full faculty vote to amend it. So at the risk of being too detailed, I need to provide some context. The major challenges relate to Article III:

Except as provided in Article V, the Faculty Senate of The University of Toledo shall consist of 64 members elected as representatives of the faculties of the colleges. These seats shall be apportioned according to the size of the eligible electorate of each college. Notwithstanding the foregoing, each of the Colleges and the Library shall in no event have fewer than two seats. Furthermore, no College faculty shall have more than 14 seats as a result of this apportionment.

Before the elections committee can apportion the seats, we need to know exactly what the colleges are in light of the reorganization. In a moment I will present a formal motion, but let me set it up first. With the recent reorganization there are now 14 colleges. Two of these colleges, the College of Graduate Studies and the College of Adult and Lifelong Learning do not have any teaching faculty below administrative level whose only assignment is to that college. The Executive Committee is recommending that these two colleges will not have representatives on Senate. A second issue involves the two seat minimum. One new college, the Honors College has four eligible faculty members. The FSEC feels that having two seats dedicated to a four faculty member college is unreasonable and will be burdensome on those faculty members. The FSEC is recommending for the purpose of Senate representation that the Honors College and the College of Innovative Learning, which is now home to the Library faculty, be treated as a unit for the purpose of Senate representation. Finally, even though the Constitution cannot be amended in time for this election, Article XII provides in the event of an ambiguity in the interpretation of any provision of this Constitution, its Appendix or its Rules, the meaning of such provision shall be determined by a majority vote of the Faculty Senate.

With all this in mind, the following motion is put forward:

For the Spring 2011 election of representatives of the faculties of the colleges to the Faculty Senate, the word "colleges" in Article III of the Constitution of the Faculty Senate is interpreted to mean:

The College of Business and Innovation
The Judith Herb College of Education, Health Sciences, & Human Services
The College of Engineering
The College of Languages, Literature, & Social Sciences
The College of Law
The College of Medicine and Life Sciences
The College of Natural Sciences and Mathematics
The College of Nursing
The College of Pharmacy and Pharmaceutical Sciences
The College of Visual and Performing Arts

The College of Innovative Learning and The Honors College as a combined unit.

Senator Caruso: With that said, is there any discussion?

Senator Anderson: Is this just for FY 2011?

Senator Caruso: Yes.

Senator Sawicki: I think that it makes a great deal of sense. I think we should go forward with this.

Provost McMillen: If I may, I didn't quite hear all of the reasoning, but I think the point should be made that the College of Innovative Learning and the Honors College have no intrinsic connection. Their linkage is an arbitrarily one and as a matter of fact, the Honors College actually has more representation of engineering students than any place else. I understand why they are linked, but I do not want to give an impression that there are somehow linked by administration or they have some special relationship. In fact, just today I had a conversation with a faculty member who may become a faculty member in the Honors College so faculty may grow. This is just a point to be made, I don't want to be argumentative or anything like that; I just wanted to point that out.

Senator Caruso: I do understand. It was based on just the numbers.

President Powers: Are we ready to vote?

Senator Caruso: All in favor? Any oppose? *Motion Granted.*

Another issue relates to continuing and new members. For the colleges not affected by the reorganization, current Senators will complete their terms. All Senators for the new and newly configured colleges will need to be elected anew. I am asking that Senate authorize the Election Committee to follow the procedures outlined in Article XIV, Section E concerning eligibility and length of terms for newly elected Senators from the new colleges.

Namely, these two clauses: ANotwithstanding any term limitations imposed by the current governing documents of the faculty senates, all members of the University Faculty eligible to vote in the election shall be eligible for election.® and AWith regard to the senators elected from any given College the third receiving the highest number of votes shall be elected to a three year term; the third receiving the second highest third shall be elected to a two year term; and the third receiving the lowest third shall be elected to a one year term. For those Colleges electing only two senators, the one receiving the highest vote shall be elected to a three year term and the other senator shall be elected to a two year term.®

Basically, what I am suggesting is that we follow the same procedure that was followed for the merger. Is there any discussion on this? I am asking for the Senate's approval to use the past procedure. All in favor? Any oppose? *Motion Granted.*

Finally, the composition of UCAP and UCS is determined by the CBA. Since the language in the current CBA no longer applies in light of reorganization, the Elections Committee needs to be informed of the composition of those committees so that we can prepare the ballots. Harvey Wolff, president of UT-AAUP has informed me that the issue is still being discussed with the administration and that he should be able to inform me of the final decision on the issue soon. Thank you.

President Powers: Thank you Senator Caruso. Next, I ask Dr. Walt Olson, Faculty Senate Representative to the Finance and Strategy Committee to provide a report from the Finance and Strategy Committee. I

note that for many years, Dr. Olson has served on the Finance and Strategy Committee and his insights are valued.

Senator Olson: Thank you for giving me the opportunity to talk to you about the finances of UT and how they intersect with the Faculty Senate. Previously, there was a committee called Fiscal Advisory Committee; however that Committee died along the way and it was reconstituted as the Finance and Strategy Committee.

What I am going to report to you on is the current status of that committee. I am going to talk about purpose and presentation; some terms and definitions that you need to know about budgets; what are the budget guidelines; what is the committee itself and what does it do.

A budget is a financial plan and it should capture the organization revenues, expenditures, and investments. A budget is for a period of time. UT's fiscal year starts July 1st and ends June 30th. One thing you should remember about a budget and other plans is that it is only as good as the first day it was prepared and the people that prepared it. A budget represents a tactic for meeting the future, but it does not necessarily enforce expenditures would be made in the budget.

There are several types of resources that are controlled. First, there are unrestricted funds. Unrestricted funds are defined as this; it can basically be spent for any purpose at the University. This includes the student tuition, fees, State Share Instruction, the sale and services usually from auxiliaries, and certain contracts and grants. Oppose to unrestricted funds are restricted funds. Restricted funds are most often grants and contracts which restrict the use of the money for specific purposes. Usually they are research grants. At this point I believe that they are almost all research grants with a few exceptions of a few donations from donors.

Student fees at this University are unrestricted and there's a real question about whether or not they should be. In the court case; Rosenberger vs. University of Virginia in 1995, the Supreme Court ruled that student fees belong to the students and must be spent for the purposes that students authorize for them to be spent for. A problem in the UT budget is that it does not clearly identify which fees are restricted and which are not.

At the University of Toledo, the budgets are the operating budget for the academic enterprise, budget, which most of us are familiar with and concerned about and the clinical enterprise operating budget. These are available at the website that I have given you in which you will have a reference to the report library. You can use the report library on campus and possibly at your home if you have a VPN type connection. In the web report library you would find the Personal Control Rosters and other elements of the budget. Unfortunately it is not user friendly.

The budget information is available, but it's not the same as the budgets we have seen a number of years ago. There is one budget that I have not been able to find anywhere: the capital funding budget. The capital funding budget is probably bigger than our operating budget and we should have access to that as well, but we do not. This budget is also not seen by the Finance and Strategy Committee.

In the past, the budgeting process usually began in November. Between August and November the Fiscal Advisory Committee was trained. Dean Skeens, you served on that committee, would you say you learned exactly what all of the terms meant?

Senator Skeens: Yes.

Senator Olson: It was an intense training process. In November you saw your first estimated budget. However, it will not be the final budget. That would be your first glimpse of what the budget would look like the following year. As you drilled down into the budget you would start making refinements. This drill down process would go between the months of November and the end of March. In addition, deans and managers would be coming to us to make proposals for projects and new funding that they need in addition to what they have been budgeted for in the past. In March the budget would be consolidated and finalized for the April presentation to the Board of Trustees.

Senator Skeens: Absolutely.

Senator Olson: It was a lot of hard work. More information had to be presented by the staff in order to make this work.

Here is the current budget process: It supposedly begins on February 7th and it will run to February 18th. On February 18th the materials and presentations will be transferred to the budget office. The budget hearings will occur through February 21st and March 4th. Meanwhile the budget office will be putting the budget together into the budget developmental tool. The budget developmental tool is the same thing we were seeing in November under the previous method. On April 18th the president recommends the operating budget to the Board and on May 16th the BOT's approves the operating budget.

The budget guidelines letter that was sent out to the deans requires a 20% budget reduction scenario. It was proposed that the deans prepare a menu of cost reduction options. There are also instructions to avoid across the board cuts. In the College of Engineering, if we were to release everybody that was not tenured, we would still be about \$1 million short. This level of cut cannot really be budgeted for. All funds are university funds, including student fees; they no longer belong to the student, but to the university. The purpose of the Finance and Strategy Committee was to review the budget and to provide advice to the president regarding these matters and replace the F.A.C. The committee reviews the budget after all of the deans and vice president hearing. Senator Rouillard, you were present during the F.A.C meeting this past Friday. What did we discuss?

Senator Rouillard: Here and there and this and that.

Senator Olson: Yes, we had no agenda and we did not discuss any of the numbers that were going in to the budget and we did not see any part of the budget, nor did not discuss the guidelines. What we did discuss were some problems that people perceived based upon rumors. It was hardly what this committee should be doing at this time in a deep crisis that we find ourselves in.

Our total revenue is \$527 million. Governmental grants forms 16% and nongovernmental grants forms 80%.

Senator Anderson: The grants and contracts figures is not just the overhead, it's the whole thing.

Senator Olson: That's the grants and contract and much of this is restricted funds. Here is what's paid out: total salary is approximately \$22 million.

Senator Wedding: Is that everyone including all faculty and administration?

Senator Olson: That does include all faculty and the administrators. Of this total expenditure which totals \$527 million, salaries for faculty are only about 21%. It totals about \$110 million by my initial computations. Benefits are another 17%, so the total labor expenditure is approximately 60% of our budget. 60% of our budget is the total of direct personal costs etc.

What could you advise on this budget sitting at this F.S.C level? Could anybody say “boy, we ought to reduce travel?” Second of all, travel includes other things. What advise can you give to anybody regarding this budget in April? We have an investment income of \$220,000. We have an interest expense of over \$13 million. The F.S.C. meets monthly and it has a very limited agenda, limited or no review of actionable advice. We do not review the budget or expenditures. There is no review of the actual past expenditures of the university.

In other words, the F.S.A.C is not providing advice on the budget because it does not have the detail. There is limited review of the budget for budget formulation. We are too late in the process to take any actual or affective advice. I recently showed you what we were presented with to advice on. It had no to limited review of UT’s previous budget performance. The discussions have no transparency, no idea what was considered and why it is there or why it is no there. The review is almost a rubber stamp. It’s brought to us “fair accompli” and we are expected to “bless” it.

Unless there are some details that come to a F.S.C. member from another source, nothing is discussed about the budget. Such a case was done to the library last year. I became aware that the intent was to go to an electronic library. The administration was going to cut the physical resources of the library and you saw evidence of that happening about at that time. I then became aware of that they cut the electronic budget for the library almost in half. I objected to that process, but it was too far late to make any change in the budget process based upon that. We couldn’t trade anything else against it.

I am not happy about the transparency of budgets on this campus. I am also on the committee that Dr. Floyd recently spoken to you about. We need to evaluate departments by their budget performance. Guess what? This document does not have it. This document only goes to the college level. We do not know what each department spends. In order to provide that information the finance offices are going to have to prepare a special report, if we are going to be able to accomplish that. But they shouldn’t have to, that information is your information. That is information that you should have and be able to access, but you can’t.

PowerPoint Slides

UT BUDGET DISCUSSION

Professor Walter W. Olson

Outline

- Purpose of Presentation
- Terms and Definitions
 - Budget
 - Types of Resources
- University of Toledo Budgets
 - Past processes
 - Budget Process
 - Budget Guidance
- Finance and Strategy Committee
 - Purpose
 - Reviews
 - Discussion

Purpose of Presentation

- To make you aware of the Budget process and timeline
- To discuss the terms used
- To provide feedback as your representative to the Finance and Strategy Committee
- To highlight my concerns regarding budgeting at this university

Budget

- A budget is a Financial plan. It should capture the organizational
 - Revenues
 - Expenditures
 - Investments
 - The budget is for a period of time
 - At UT this is the Fiscal Year beginning July 1st and ending June 30th

- A plan is only as good as the first day it was prepared... it can and does change.

Types of resources

- Unrestricted funds
(can be expended for any purpose deemed necessary)
 - Student tuition and fees
 - State Share of Instruction
 - Sales of services usually from auxiliaries
 - Certain contracts and grants
- Restricted funds
(can only be expended for defined purposes)
 - Grants
 - Donations
- A problem with the UT Budget as is now constructed is that it does not clearly identify what funds are restricted and which are not.

University of Toledo Budgets

- University of Toledo relevant budgets are
 - Combined Academic and Clinical Enterprise Operating Budget
Academic Enterprise Operating Budget
Clinical Enterprise Operating Budget
Available at
<http://www.utoledo.edu/offices/budget/BlueBooks.html>
 - Capital Projects Plans
Cannot find a good reference to this
Not seen by the Finance and Strategy Committee

Past and Current Budgets

- Past process
 - Gross estimated budget numbers were prepared in November and presented to the FAC
 - Refinements were made as a “drill down” process with discussion and new information brought to the FAC
 - Deans and Managers presented proposals to the FAC for the next budget in January through March
 - March through May brought budget refinement and preparation for the BOT
 - The result: The “BLUE BOOK”

Current Budget Process

(CFO Letter of January 14, 2011)

	Date
University issues budget development guidelines.	January 13
Budget pre-hearings with respective Chancellor/Provost/Sr. VP.	February 7-18
Presentation and supporting materials for budget hearings due to the Budget Office	February 18
Budget hearings occur.	February 21 – March 4
Budget Office puts budgets into Budget Development Tool	March 7 – 11
Budgetary units reallocate dollars in the Budget Development Tool.	March 14 - 25
Proposed Responsibility Group budget referred to the Finance & Strategy Committee for review and input.	April 1
President recommends operating budget to the Board of Trustees Finance Committee.	April 18
Board of Trustees approves the operating budget.	May 16
Approved budget loaded into the Banner system by the Budget Office / Accounting Office.	June 30

Budget Guidance

(Letter of January 14, 2011)

- 20% Budget Reduction Scenario
 - Menu of cost reduction options
 - Attempt to avoid “across the board cuts”
- Net revenue enhancements may offset 50%
- Prioritize reductions
- All funds, including carry-forward funds, must be budgeted before they can be spent
- Due February 18, 2011, to the Budget Office

Finance and Strategy Committee

- Purpose:
 - To review the finances of the university and
 - To provide advice to the President regarding these matters
 - Replaced the Finance Advisory Committee
- What does this committee do?
 - Reviews the budget after all of the Deans and Vice Presidents Hearings
 - Discusses some financial matters of interest

Revenues

(from the review of April 19th, 2010)

The gross amount of income before any deductions are made

▪ Operating revenues:			
▫ Tuition and fees	\$216,464,064	41%	
▫ State Share of Instruction	\$130,993,480	25%	
▫ Governmental Grants and Contracts	\$86,810,433	16%	
▫ Non-gov Grants and Contracts	\$7,804,014	1%	
▫ Sales and Services	\$80,447,551	15%	
▫ Other revenue	\$4,530,389	1%	
	(continuing ed, UTP and UTMAC)		
▪ Total Revenue	\$527,049,931		
	(Up 3% from FY 2010)		

Expenditures (from the review of April 19th, 2010)

Funds paid out			
▪ Salaries	\$221,762,142	42%	
▪ Benefits	\$87,159,317	17%	59%
▪ Outside Purchased Services	\$11,532,151	2%	
▪ Supplies	\$23,924,745	5%	
▪ Seminars & Travel	\$7,099,959	1%	
▪ Information & Communication	\$10,740,788	2%	
▪ Occupancy	\$20,069,721	4%	
▪ Provision for Doubtful Accounts	\$ 2,542,610	0%	
▪ Pooled Designated and Other Funds	\$ 13,515,468	3%	
▪ Insurance	\$ 1,385,548	0%	
▪ Reimbursement from Hospital	-\$ 8,623,395	-2%	
▪ Cost of Goods Sold – Auxiliary Services	\$ 24,706,441	5%	
▪ Leases	\$ 441,115	0%	
▪ Miscellaneous	\$ 1,836,195	0%	
▪ Depreciation	\$ 30,000,000	6%	
Grants & Contracts	\$ 78,957,126		

Investments

(from the review of April 19th, 2010)

▪ Investment Income	\$220,000
▪ Interest Expense	\$(13,213,514)
▪ Net Income (Loss)	\$ (12,993,514)

Discussion

1. FSC meets monthly
 - Limited agenda
 - Limited or no review of UT Actual Budget Performance
 - No review of actual Cash Flows
2. Limited review of Budget during formulation
 - Too late in the process to give effective and actionable advice or influence
 - Discussions are of aggregated values with little meaning
 - No transparency
 - Review is almost a “Rubber Stamp” unless some detail becomes known to a FSC member, usually from other sources than the
3. Last meeting: Friday, February 11th, 2011

Thank you

Senator Duhon: We do have the big printed book.

Senator Olson: No you do not, you have this.

Senator Duhon: We do have the big printed book in Canaday Center.

Senator Olson: It looks like this [The Blue Book form 2006] because it is single printed.

Senator Duhon: Is that true?

Senator Olson: It is this, I’ve checked today. Barb told me they had the big ones and I had to check. I’m open to any questions or comments that you may want to say.

Senator Rouillard: Thank you for making this presentation. I would like to say that I too looked at that budget that is in the Canaday Center even though I have no particular expertise in looking at budgets. But even I find it odd that that budget will make room for a line item expense of a \$7.00 bill for cleaning, parking, or some other odd ball thing, but above another line that is \$2.7 million in outside consulting fees. I have asked about this one particular outside consulting fee which was \$2.7 million, I was told that was a pass through of funds for charter schools in Toledo. It seems to me if you can provide a line item for a \$7.00 expense then you can provide another line item that clearly explains that this was a pass through of funds. I was also told with that particular expense that there was corresponding revenue listing. I was not told exactly where that revenue listing was, but simply that it was on that page and there was no other number that matched that. Now there was an item that showed about a \$2.3 million or so revenue, leaving a difference of many hundreds of thousands of dollars in difference. I would like to know what consulting fees were paid for with that difference. There are a number of other situations like that. There's another one that I can mention that we have some questions about which is about cell phones. We saw something again in the millions of dollars with a listing of "cell phone" and asked about it and we were told that it had offsetting revenue. Well, the revenue didn't match. We found out that this was because of the Rocket Phone plan. Apparently what the University did was that it purchased over \$2 million worth of minutes but did not sell all of those minutes. If you go to the Rocket Phone plan you would notice that they are no longer accepting new clients. The reason for that is they clearly lost money on that. Where is that reported in the budget that there was a loss in that auxiliary sale of service?

Senator Olson: I can understand why it was not in the budget, but why was this not reported to the Finance and Strategy Committee? Why was this not brought forward and why the people do not understand what happened here?

Senator Heberle: Given that our time is short here, what is the next step? Should we invite Scott Scarborough here to Faculty Senate so he can present his narrative of the process?

Senator Olson: There's an old statement that applies to the F.S.C as well as Scott Scarborough coming here to speak, "You can bring the horse to water, but you cannot make him drink." In the past presentations that Scott Scarborough has given you, what did you really learn? You don't know. The point is that there's no transparency in this and we as a Faculty Senate really need to bring transparency to this. I think the next step is considerations on how to do that.

Senator Rouillard: I would also like to point out that Scott Scarborough has finally admitted the truth about transfer of \$8.6 million from the hospital to the university. In the past he continually stated that the hospital subsidized the University. It's only because people has been hammering at him and pointing out the fallacy of that statement that he has finally said "that goes to the College of Medicine." In your presentation that was very accurate. Most of that goes to the UT physician plan.

Senator Olson: Yes, it's really important to make whole the salaries of the physicians.

Senator Rouillard: But because people have been hammering at him, he has finally admitted what that really is and it's certainly not a subsidy to the rest of the University.

Senator Olson: We have been working on the transparency to budget for approximately four years. Originally, the only thing we received from the budget was similar to a guidance document. Do you remember the original budgets that Morrison used to bring us? This is information that should be public information. We need to make sure that it is public information. Thank you.

President Powers: It's close to six o'clock and I did not realize that the meeting would run so late. Provost McMillen, do you have any announcements for the Senate?

Provost McMillen: I will be glad to answer any questions you might have. I also have a few comments that I want to make. I just want to make a couple of comments regarding Dr. Piazza statement. There is one other way that we can get rid of the chancellor, you can change the law. That could be something that the general legislature could do. I also want to point out that there is common talk right now in Columbus that Jim Petro will be become the new chancellor. In Columbus they are saying that it is going to happen sooner than later. Dr. Piazza made a couple of comments about House Bill 5, Collective Bargaining and I think that he was optimistic, which is fine. I think the Collective Bargaining Bill will pass. I really urge you to look at it and think about it because it is not going to go away. The Republicans are going to pass something and it is going to be pretty severe. I would like to make a comment about Penny Poplin Gosetti. I think many of you already know that she was seriously injured in a skiing accident over the weekend. She was in the hospital a couple of days in Travers city. She is supposed to be coming home today. If she doesn't move, she feels pretty good. We exchanged e-mails and had a couple of phone calls. I am not sure if she will be working from home for a week or will come in, but her mobility will be very limited. I am going to remind everyone that HLC is exactly a year away now, next February. We have been moving forward well and I hope this doesn't interfere too much, but I think she will continue to work on this. There is a conference at the HLC headquarters in Chicago. That is the reason why I have to apologize about Ben Pryor absence from here today. Ben was going to give a library report. We are moving forward to bring the library back. Concerning the law search, we hope it's concluded. I have been in contact with the candidate. I don't want to announce him right now because we have not contacted the other individuals who were interested, but we will hopefully announce him on Friday because the candidate happens to be out of the country. It was a very strong recommendation from the committee and hopefully this will be a positive for everybody. I've been to two pre-budget hearings today with the College of Law and the College of Innovative Learning. I have scheduled for the rest of this week all of the colleges that I will be working with. So, I will be getting into the budget over the next few days. I would be happy to answer any questions.

Senator Rouillard: Thank you for the update of the searches. Do you have an update on the search of the dean for the school of Solar and Renewable Energy?

Provost McMillen: No, I don't.

Senator Rouillard: Is that search still going on?

Provost McMillen: It's not a dean, it's a director.

Senator Rouillard: Have there been any interviews?

Provost McMillen: I haven't been given any names. It is difficult to find a person that is interested in a director level position.

Senator Heberle: I was going to ask you about Senator Olson's presentation. I am sure that you are sympathetic towards the concerns.

Provost McMillen: Certainly.

Senator Heberle: Could you be sure to provide us with insight as you move along on this during the couple of months? This is about the question Senator Olson raised about transparency.

Provost McMillen: I appreciate that and I will work on that. There was a comment on this statement in the past. The State budget for the fiscal year is about a half a billion dollars ahead. Wisconsin is about

\$37 million in the hole this year. They also have a two year budget. As goes Wisconsin, there goes us. Wisconsin is about a month ahead.

Senator Wedding: Out of this budget information that Senator Olson talked about, he confirmed what we said before. The faculty represents about 1/5th of the expenses of this University. Yet, most of the time you would hear them talk about cutting faculty. They want to chop the academic costs. However, we represent only 1/5th including part-timers.

Provost McMillen: 1/5th %.

Senator Wedding: No, 1/5th of the entire faculty members. If you are talking about workloads you should be talking about FTE because that is the money that we get. Do we not get paid by the State? The real workload is that number and not whether a person has five courses or fifteen hours.

Provost McMillen: We've talked about that; Marcia, Ben, Penny, and a couple of vice provosts.

Senator Wedding: But, you have to educate somebody on the Board to that mentality.

Provost McMillen: If you were at the Board meeting you would know where that came from. Was anybody here present at the Board meeting at that point in time?

Senator Jorgensen: I heard that there was a decision made about the PSA and furloughs. What can you tell us about this?

Provost McMillen: I have not heard that. I am not going to involve the CWA in those issues.

President Powers: Thank you Provost McMillen. That concludes the executive business. Is there any other business from the floor?

Senator Heberle: I have a quick question. Is there a status report on the provost search? I know that it is late, but I wanted to throw it out there.

President Powers: Dr. Naganathan will provide us with a report hopefully at our next Faculty Senate meeting.

Senator Jorgensen: Will the candidates be giving public presentations?

President Powers: At this point I do not know the details, but I would imagine that, based on what has been happening. Is there any other business from the floor?

Provost McMillen: Thea recently informed me that HLC is in good condition. I think that is true too. I am reading the big book of the first drafts of the criteria committees.

Senator Sawicki: We would very much welcome everyone going to read the drafts of the 5 criterion team reports and the special emphasis team report that was uploaded on the self study website <http://www.utoledo.edu/accreditation/index/html> and we also are asking you to encourage your colleagues, staff and students to do so and to provide comments at this site. The rough drafts are being shared at this time so the UT community can help the self study teams to identify additional examples of activities or programs etc that show how well UT is meeting the HLC's 5 criteria and 21 core components. It's through the whole month of February, so all comments are welcome. I know that it is a lot of work to read and think about the 6 reports but your input is important and we appreciate your effort.

President Powers: I just want to remind everyone that volunteers are needed before the end of the week for the University Retention Committee.

IV. May I have a motion for adjournment?

Meeting adjourned at 6:15 pm.

Respectfully submitted,

Karen Hoblet
Faculty Senate Executive Secretary

Tape summary: Quinetta Hubbard
Faculty Senate Office Administrative
Secretary