



## Faculty Senate

**Faculty Senate Meeting**  
**Monday, November 26, 2018**  
**3:30 pm to 5:30 pm**  
**Adelbert Hall, Toepfer Room**

### **Members Present**

Brendan Barton  
Cynthia Beall  
Karen Beckwith  
Matthias Buck  
Luke Bury  
Christine Cano  
Phil Cola  
Juscelino Colares  
David Crampton  
Christopher Cullis  
Evelyn Duffy  
Radhika Duggal  
Steven Eppell  
Karen Farrell  
Mark Hans

Steven Hauck  
Lee Hoffer  
Sudha Iyengar  
Kathleen Kash  
Thomas J. Kelley  
Ruth A. Keri  
Ahmad M. Khalil  
Kenneth Ledford  
Anne Matthews  
David Matthiesen  
Maureen McEnery  
Janet McGrath  
David Miller  
Thomas Montagnese  
Ronda Mourad

Andre Paes  
Susan Painter  
Simon Peck  
Roger Quinn  
Renato Roperto  
William P. Schilling  
Roman Sheremeta  
Peter Shulman  
James Simmelink  
Glenn Starkman  
Stan Szarek  
Dustin Tyler  
Ben Vinson III  
Allison Webel  
Rebecca Weiss  
Chris Winkelman

### **Members Absent**

Rohan Akolkar  
Harihara Baskaran  
Jeremy Bendik-Keymer  
Valerie Boebel Toly  
Jaime Bouvier  
Francesca Brittan  
Steve Feldman  
Susan Hinze

Paul Iversen  
Danny Manor  
Kathryn Mercer  
Leena Palomo  
Aaron Perzanowksi  
Andrew Pollis  
Dana Prince  
R. Mohan Sankaran

Beverly Saylor  
Barbara Snyder  
Ali Syed  
Joachim Voss

### **Others Present**

Amy Backus  
Katie Brancato  
Lisa Camp  
Jonathan Carlson

Jessica DeCaro  
Don Feke  
Marilyn Sanders Mobley  
Dean Patterson

John Sideras  
Matthew Smith  
Jeff Wolcowitz  
Victoria Wright



## Faculty Senate

### **Call to Order**

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

### **Approval of Minutes**

The Senate approved the minutes from the November 1, 2018 Faculty Senate meeting with one addition. *Attachment*

### **President's Announcements**

The President was not in attendance.

### **Provost's Announcements**

The Provost did not have any announcements. A senator asked when the members of the 2018 Strategic Planning Steering Committee would be announced. The Provost said that he had received feedback that the 2013 Strategic Planning Steering Committee had been too large. He is working with his Chief of Staff on the composition of the new committee and he expects that this will be completed in January.

### **Chair's Announcements**

The Chair did not have any announcements.

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

Professor David Miller, vice chair, reported on items from the November 12<sup>th</sup> Executive Committee meeting:

1. The Senate is seeking to better understand the role special faculty play across the university. Prof. Miller contacted Vice Provost Don Feke to obtain data on the numbers of special faculty, the number of credit hours within the College and schools being taught by special faculty and how they are integrated into the university. Vice Provost Don Feke is pulling together as much information as possible for the Dec. 12<sup>th</sup> Executive Committee meeting.
2. Faculty Space Committee- An ad hoc Committee of faculty and administrators will be formed to discuss issues of space allocation (do faculty have the space they need) and space utilization (how well the space we currently have is being used). Provost Vinson mentioned that despite the perception that there is insufficient space on campus, compared with our AAU peers, we rank quite high in terms of available space. This is something that needs to be reconciled and how the space is used should be considered also. The Executive Committee discussed the fact that the 2015 master plan has information on space utilization, and a link to the plan should be posted on the Senate website.



## Faculty Senate

3. Whether Deans can serve as members of Senate standing committees – Professor Leena Palomo, chair of the Senate Nominating Committee, reported that the Committee had discussed whether faculty who also serve as deans within the College or schools, should be permitted to serve on Senate standing committees. The majority of the Committee decided not to take a stand on this issue, but did decide that faculty in dean roles should not be permitted to serve on the Nominating Committee. The Executive Committee voted to forward this matter to the By-Laws Committee to draft language.

4. State of Faculty/Staff Relations – Through recent surveys and town halls, the Provost has learned that relations between faculty and staff can be strained. The Provost would like to see what can be done about this and would like the Faculty Senate to lead a discussion. A suggestion was made that in addition to staff in central administration, staff from the College and schools should also be involved in these discussions. A second survey of staff might be worth considering. Prof. Miller said that he would contact Matt Smith, chair of the Staff Advisory Council, to discuss how to proceed.

5. Faculty Senate Self-Evaluation – At the November Board of Trustees meeting, a board member asked Prof. Beall whether the Senate had ever engaged in a self-evaluation process. Prof. Beall asked members of the Executive Committee whether this would be of interest to them. For instance the Senate could evaluate its effectiveness and efficiency and decide whether improvements could be made. The Committee seemed receptive and a member suggested that a self-evaluation be conducted on a regular basis.

The chair of the University Budget Committee said that the Committee had completed a self-assessment a few years ago. Prof. Beall said she would consult with him to determine if the Senate might use a similar process.

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

The Secretary of the Corporation report from the November 15<sup>th</sup>, 2018 Board of Trustees meeting was posted to the Senate Google site prior to the meeting. A senator asked if future reports might include more information on what was discussed at the meetings. Arlishea Fulton, Senior Counsel, said that the report includes just Board actions but that she will discuss the request with General Counsel Libby Keefer. *Attachment*

### **FSCUE: GER Initiative**

Professor Steven Eppell, chair of FSCUE, provided an update on the General Education Requirement (GER) Initiative. Last year the Undergraduate Program Faculty (UPF) schools endorsed a statement in which they supported the principle of a common general education curriculum for all CWRU undergraduate students. Over the summer and into the fall semester, a basic structure for the GER was drafted. FSCUE sought buy-in from faculty in the UPF schools on this preliminary structure. Once each school has responded, a GER subcommittee will be convened with representatives from each one of the UPF schools, and the subcommittee will work on developing a more detailed GER curriculum.

The primary changes from the current GER structure are:



## Faculty Senate

- (1) transferring 1 credit from the SAGES First Seminar to create the Explore Seminar; First Seminar to be writing-intensive;
- (2) transforming the 6 credits of SAGES University Seminars into Writing-Intensive Academic Breadth requirements; and
- (3) broadening the definition of Physical Education to include Wellness within a similar 2-semester graduation requirement.

Prof. Eppell said that the University Seminars would be taught with a disciplinary focus and may satisfy major, minor or academic breadth requirements. Prof. Eppell requested that senators inform their constituents about the GRE Initiative and let them know that a vote on the final GER proposal is anticipated within the next 18 months.

Senators expressed concern that the new GER structure would result in a reduction of SAGES writing instructors because faculty would be teaching writing intensive courses. Prof. Eppell said that it is expected that many SAGES writing instructors will be required to meet the needs of the new curriculum. A senator was concerned that regular faculty may not be qualified to teach writing. Prof. Eppell said that standards for writing intensive courses will be created, and if the instructor is able to deliver on the learning outcomes, the course will meet the needs of the curriculum. Instructors will also be responsible for teaching the 3 credit-hour First Seminar. A senator said that when SAGES was instituted, the First Seminar was to be taught by regular faculty. Eventually, SAGES instructors were assigned to teach these classes. The senator thought that it might be difficult to ask regular faculty to teach only the 1 credit-hour Explore Seminar since it would not give faculty time to develop a relationship with the students or provide students with in-depth knowledge about their discipline. Prof. Eppell said that the Explore Seminar will be taught over a full year even though it is just 1 credit. Some faculty have expressed excitement about teaching the Explore Seminar and others have not.

A member of the Senate said his understanding was that the number of GER credit hours were going to be reduced. Prof. Eppell said that currently the GER only contains the 15 credit hours represented by the first seminar, the two university seminars, the disciplinary writing course, and the capstone course. The new GER has 28 credit hours. The intent is to make the unified GER more robust across the schools. A senator asked what would happen to the breadth requirements for a student who changes majors. Prof. Eppell said he believes this shouldn't cause any problems, but that the GER subcommittee will be tasked with analyzing this situation. A senator asked whether all students would still be required to complete a capstone project. Prof. Eppell said that they would, but that the capstone could be completed on a topic outside the student's major. A Senate member said that he was pleased with the three breadth areas that were chosen. Students who eventually enroll in law school will benefit from having taken more quantitative courses. *Attachment*

### **International Rankings Initiative**



## Faculty Senate

David Fleshler, Vice Provost for International Affairs, introduced the topic but said that Molly Watkins, Executive Director for International Affairs, would be presenting the proposal. CWRU's international rankings have been steadily decreasing. This has resulted from an increase in the rankings of other institutions causing CWRU's ranking position to drop. An ad hoc committee was created and started meeting in the spring of 2017 to determine what steps to take to reverse this trend. The Illuminate Consulting Group, led by Dr. Dan Guhr, was engaged at that time and Dr. Guhr presented to the Faculty Senate in October of 2018. Since that time, a smaller group has been working with the consultants and Molly Watkins is leading the effort. The proposal is the result of the working group's efforts, and they will be asking the Senate for an endorsement.

Ms. Watkins said the university's rankings have begun to improve as the result of efforts made since 2017, but there is much more to be done. Out of 24 ranking institutions, the university is focusing on 6 with the top 3 being the ARWU (Shanghai), QS and Times Higher Education. Each ranking considers various indicators, and assigns different weights to each. International rankings are impacted by the submission of accurate data, the creation of a sufficient communications plan, and by an investment in faculty research.

The proposal is a not a strategic plan, but more of a guide for improving rankings by 2022. It includes 5 recommendations as follows:

1. ***Continue and Prioritize Existing Initiatives*** that positively effect rankings, including building the new Faculty Information System (FIS), utilizing bibliometric indexes, attracting and diversifying international students, and employing Illuminate Consulting Group.
2. ***Develop systems to collect accurate faculty data as it relates to international rankings indicators, making sure to cover necessary information in the Faculty Information System.***
3. ***Capture existing faculty scholarship/patent information attributed to CWRU by requiring ORCID ID and profile for faculty and updating this information as part of the faculty activity report.***
4. ***Provide support and incentives for faculty to further their scholarship and increase their individual scholarship reputation in impactful ways.*** Support faculty with both financial and non-financial resources to encourage international collaboration and high impact research endeavors
5. ***Create a comprehensive international communications strategy, targeting international alumni, faculty and institutions, together with both international and domestic employers, all which have connections to CWRU.***

A senator expressed concern about making decisions based on any type of ranking. He said that the rankings process is flawed in a number of ways. Ms. Watkins agreed but said that the recommendations, in particular recommendations 3-5, benefit the university as well as its international ranking.

Another senator said that faculty should not be required to obtain an ORCID ID or at least have the right to opt out. Faculty should have the right to conduct their research as they choose.



## Faculty Senate

A member of the Senate said that she was concerned about the university's use of Academic Analytics. Due to errors and inconsistencies, many universities are no longer using it. Faculty should be able to make changes if they find errors in their information. Ms. Watkins said that she would discuss this with the University Librarian.

A senator raised a concern about being encouraged to publish in "high-impact" journals in order to increase international rankings. Faculty are aware of the best publications within their disciplines and they may not always be considered high-impact journals. Encouraging faculty to publish in certain journals is a slippery slope and should be avoided. A senator said that it would be preferable to inform faculty about which activities have the greatest impact on rankings rather than mandating that they engage in these activities. If reputation is an important factor, the university might consider holding international conferences on campus.

Ms. Watkins said that the reference to high-impact journals in the proposal was intended to let faculty know that publications in certain journals have a greater impact on rankings, not to mandate that faculty publish in those journals. She will clarify the language in the proposal.

A senator asked if there was a way to influence the factors considered by the ranker agencies. Ms. Watkins said that this is something they are looking into and that they are attending more international conferences so that the university will be better recognized. This may be something that Dr. Guhr can help with.

A member of the Senate said that he would like to see the budget for the proposal. Ms. Watkins said that much of the work is already being done. Some of the resources for future work has been identified and some has not. A motion was made and seconded to delay the voting on the proposal until a budget was included. Since there hadn't been a motion to endorse, the motion to delay was improper.

A motion was made and seconded to endorse the proposal *to continue to provide administrative resources and to engage faculty in the international rankings process*. Another motion was made and seconded to table the motion to endorse until a budget was included in the proposal. Discussion continued until a motion was made and seconded to call the question. The Senate approved the motion to table the endorsement until a budget is added to the proposal. *Attachment*

The meeting was adjourned at 5:15pm.