

All University Faculty Meeting Agenda
November 19, 2015
3:00 to 5:00 pm in Tangeman University Center Great Hall

3:00 – Call to Order

3:02 – Approval of Spring All University Faculty Meeting Minutes

3:05 – Report of the Chair of the University Faculty (T. Herrmann)

3:15 – Report of the University President with Q & A (S. Ono)

3:45 – Committee Reports

- Planning Committee – Tobacco Free Campus (M. Cheatham)
- Full reports for all Faculty Senate Standing Committees are available at http://www.uc.edu/facultysenate/standing_committees.html

3:50 – Unfinished Business

3:55 – New Business

4:00 – Round table discussions with UC administration and officials

Round 1—4:00 – 4:15 pm

Transition—4:15 – 4:20 pm

Round 2—4:20 – 4:35 pm

Transition—4:35 – 4:40 pm

Round 3—4:40 – 4:55 pm

Finances and Infrastructure

- Physical condition of campus in relation to spending on athletic facilities (Table 1)
- UC Budget (Table 2)
- Enterprise Risk Management (Table 3)
- Flexible parking fees (Table 4)
- Performance Based Budgeting (Table 5)

Health, Wellness, and Safety

- Health Insurance (Table 6)
- Wellness (Table 7)
- Shooter readiness and safety (Table 8)
- Title XI (Table 9)

Diversity

- Proactive stance on Community relations regarding diversity (Table 10)
- Diversifying the Student Body (Table 11)
- Diversifying the Faculty (Table 12)
- Human Resources/Search Processes (Table 13)

Other

- Course evaluation committee (Table 14)
- Faculty Development (Table 15)
- Social Media (Table 16)

4:55 – Closing Statements and Announcements

Minutes of the All University Faculty Meeting, Held April 23rd, 2015

Great Hall, Tangeman University Center.

Recorded by Gail Pyne-Geithman, D.Phil, Secretary.

Tracy Herrmann (president) opened the meeting, which included President Ono's State of the University Address, at 3.06 pm.

1. Approval of the fall AUF meeting minutes

No changes were proposed, and the minutes were approved unanimously, no abstentions.

2. Report of the faculty chair

This report is available on the Faculty senate website

(http://www.uc.edu/content/dam/uc/facultysenate/senate/docs/facultysenate/chairreports/tracyherrmann20142015/Chair%20Report%20AUF_April_23_15.pdf) and reproduced here as provided by TH.

All University Faculty Meeting
Chair of the Faculty Report
April 23, 2015

Please be reminded that the Faculty & Staff Campaign is underway and I encourage you to make an impact by donating to the area you are most passionate about. If you make your gift today, you will be entered into a prize drawing for an iPad mini. The UC Foundation has conveniently placed a pledge card at your seat or you can visit the Faculty & Staff Campaign table as you leave today's meeting to make your gift.

I would like to begin my report by congratulating all of our award winning faculty who were honored at the Faculty Awards Ceremony last week. If you were one of those outstanding faculty, please stand and be recognized. I would also like to highlight our Life of Mind Lecture honoree Jeffrey Whitsett and the panel comprised of Karen Bankston, Joseph Tomain, and James Clark. This was an outstanding intellectual event hosted by President Ono, the Faculty Senate, and the University Libraries. The call for nominations for fall will be coming soon so please watch for it and consider nominating your distinguished and provocative faculty. I would also like to recognize Kristi Nelson for her dedicated service to the University and its students. I know that we all wish her well as she pursues her retirement.

Deciding on the content of this report has been quite challenging. I serve on many committees and could spend quite a bit of time reporting on each one. Each of our Faculty Senate meetings has had a full agenda as well but I know that we don't have time for that since I have a 10 minute timeslot. By the way did you know that information about the Faculty Senate meetings and activity are available on the Faculty Senate website at www.uc.edu/facultysenate?

I'll confess that my inspiration for this report came quite late in the semester while I was in the shower on Sunday. I do some of my best thinking in the bathroom, does anyone else? I

was unsure if I could pull off bathroom humor with this group but it sounds like it went ok. As the Faculty Chair, I serve in a number of roles and those that are most rewarding involve work that bring together students, administrators and faculty in an effort to improve our University and the experiences we provide in and out of the classroom. Shared governance is critical to our success and intellectual growth. Higher education continues to be challenged by both our state and federal governments and changes in society as a whole. Many of these challenges are well-intended... make education accessible to all, decrease cost to students, shorten time to degree, more and better jobs for graduates, etc. Others challenges potentially infringe upon our livelihood and academic integrity. It is shared governance that provides a faculty voice in this important conversation.

As Chair of the Faculty, I see one of my key roles as the person who asks for the "seat at the table" or creates those seats for faculty. I frequently ask the question "should we have faculty representation involved in that process?" On our end as faculty, we need to fill those seats and use them to provide input into the decision making processes here at UC. I sent out results of the Faculty Senate Standing and All University Faculty committee elections via email yesterday so many of these seats are filled but I assure you, there will be more seats and vacancies. If you are not already seated and have an interest in being "the voice" of faculty, I ask you to please send me your name and your interests and I help to find your seat. I hear that we have over 3700 full and part time faculty at the University of Cincinnati. That's a lot of voices to be heard and I would like to take this opportunity to thank President Ono and Provost Davenport for listening to the Faculty Senate. They have both been engaged with the Faculty Senate in conversations about numerous topics this year and I invite all faculty to attend the Faculty Senate meetings and listen in on the conversation. The information regarding these and

all of the Faculty Senate Standing Committee Reports are provided on the Faculty Senate website.

I would like to close by thanking all the faculty who have served in faculty governance, for their service to the University and to our community. Please stand and remain standing as you are recognized so we can show the impact of faculty service. If you have served on the Faculty Senate Cabinet, please stand. If you have served on the Faculty Senate, please stand. If you have served on Faculty Senate Standing Committees or All University committees, please stand. If you have served on a committee for your college or department please stand. If you have served the community, local, national, international or in your profession, please stand. Thank you to all of you for your dedication. Please join me in a round of applause for the service that has been demonstrated by these dedicated faculty. This concludes my report. Thank you for listening.

Respectfully Submitted,
Tracy Herrmann

3. State of the University Address: Santa Ono, President.

The video of this speech can be found on the President's website

<http://www.uc.edu/president/communications/speeches/2015/2015-state-of-the-university.html>

The text of the speech is found below (from Presidents website).

Thank you, Tracy. Good afternoon. Just over eight months ago we opened the new academic year with a history-making enrollment of more than 43,600 students. And already, here we stand just 9 days away from the final day of Spring Semester. I don't know about you, but I sometimes feel that to fit everything in, we need the month of April to be 60 days – not 30 :).

It's a busy time of year – full of year-end celebrations, testing and grading. But today I ask you to pause with me to look back at our accomplishments and to look ahead to the promise of more.

Before I proceed, however, I'd like to recognize the members of our Board of Trustees who are here today and ask them to stand (look in the front row to make sure they are in attendance before saying their names): Board Chair Tom Humes, Board Secretary Tom Cassidy and Trustee Ginger Warner. Our trustees serve nine-year terms and devote so much time and expertise to the University of Cincinnati. We appreciate all that you do.

As we stand on the threshold of the University of Cincinnati's third century in 2019, we envision a future that offers more than stability and business as usual. We want to make sure this university becomes even better. We're committed to attaining new heights, and we're confident we will reach them. UC is an institution with a successful record of transformation. We set goals and achieve them.

Just 25 years ago, this university had a vision to rebuild its campus. Many of you were here then, and it seemed like a daunting idea. It meant years of bulldozers, detours and dust. But today, we know how it all turned out. We see and enjoy the spectacular results every day. Well beyond our campus, the world has taken note. The acclaim has been abundant and much deserved. Much less celebrated is another transformation that UC began 10 years ago. This one involved finances. I'd like to talk about that for a few minutes, because it demonstrates our capacity to make dramatic changes when we work together. Accomplished with discipline, persistence and vigilance, the results have been just as impressive as our physical transformation. Certainly the historic enrollment growth has helped our bottom line. UC built it, and the students came. In fact the droves of students I saw on our campus when I was provost inspired me to write my very first **#HottestCollegeinAmerica** tweet. But there's more to the story of our turnaround. With the cooperation and hard work of every unit across this institution, a stronger university emerged.

Let's take a look at just two important financial indicators to show what this institution achieved.

The first is our **cash and investment position**. This figure is an important one, because it represents our flexibility and ability to borrow from ourselves. In 2006, our cash and investment fund had shrunk to a level of \$42 million. The great news is that by the time we ended our last Fiscal Year in 2014, we had moved that by a factor of 14, up to \$603 million.

The second indicator is our **working capital**, a resource used for unknown expenses and emergencies. Experts tell the average American household to save at least six months of cash reserves to cope with any unexpected circumstances, such as a job loss or major illness. In comparison, in 2006, UC's working capital balance had fallen perilously low to an estimated four figures. Thankfully, under the leadership of our Board of Trustees, UC enacted new financial and cash policies, setting specific goals.

And with their guidance and your diligence, the university's working capital steadily rose from unacceptable four-figures to a much more prudent eight-figures. Because of these efforts, at the end of Fiscal Year 2014, working capital stood at just over \$48 million. While these two examples are more pragmatic than aspirational, they nonetheless show that the University of Cincinnati achieves extraordinary results when we set goals and work together. Fortunately, our financial progress was well under way by the time the Great Recession of 2008 hit, so that the university stood in a healthier position to weather the downturn that took its toll across the nation and around the world. Through it all, the University of Cincinnati has come out much more robust and much more agile.

I want us to celebrate this dramatic transition, but not too much. We have steered our ship to the more stable waters of common prudent financial practices. But we're not invincible. We must continue our discipline, persistence and vigilance. And under our Third Century initiatives, we will never give up in our quest to build a larger resource base, to find new ways to be more efficient, to innovate and to prepare for our next major campaign. Together with the UC Foundation, our university's senior

leadership has been building the architecture for our next major campaign. And recent Town Halls gave the entire campus community a chance to share input on our next fundraising priorities.

Which brings me to our Third Century vision and its central purpose. Twenty-five years ago, the University of Cincinnati envisioned and achieved a physical transformation. Ten years ago, the University of Cincinnati envisioned and achieved a financial transformation. And now with Creating Our Third Century, we have begun a people-focused transformation. We envision our university as a top choice destination for people to work and study – as a university that attracts, nurtures and retains the best and the brightest, the most diverse and the most innovative minds in the world. Whether students, faculty or staff, the individuals who become part of our academic community must feel that there is no better place for them to learn, teach, work, research and grow than the University of Cincinnati. To that end, the Third Century is making strategic investments in faculty hires, research support, student success and staff development.

Our Provost's Office, under the leadership of Beverly Davenport, and the Third Century plan have already begun to invest millions of dollars and countless work hours in creating opportunities for faculty and supporting this transformation. Focusing on **faculty**, we've developed aggressive initiatives such as **cluster hiring**, to build on our existing excellence and strengths. Three-year investments in our first four clusters total \$6.4 million and will result in 20 new faculty lines. These first clusters – Analytics, Precision Cancer, Water and Digital Media - cross multiple colleges and campuses and were identified last fall in a competitive process. In all, going forward, we anticipate funneling \$60 million into a total of 10 clusters, with the next set to be selected this fall through a second request for proposals. Also in the key area of Investing in Faculty, our **Strategic Hiring Initiative**, totaling \$1.7 million in 2014 and 2015, targets **underrepresented faculty** as well as **dual career couples** we are recruiting to UC.

For example, our dual career funding allowed the McMicken College of Arts & Sciences to recruit Dr. Quintino Mano and Dr. Kristen Jastrowski Mano, who both joined the Department of Psychology in August. The two met while in graduate school at the University of Wisconsin and married in 2007. The parents of two children, they wanted to find faculty positions where they could both live in the same city – an oftentimes difficult proposition for academic couples. Today, Quintino and Kristen both have labs here on campus. And they are especially thrilled to be part of UC because of its proximity to our pediatric faculty in the Cincinnati Children's Hospital Medical Center, where they both have research collaborations. Quintino conducts research on dyslexia and how the brain works for reading, and Kristen conducts research on the cognitive and emotional mechanisms associated with chronic pain in children.

Another example of this kind of investment is **Felix Chang**, assistant professor in the College of Law, and **Sunnie Rucker-Chang**, an assistant professor who recently joined the German Studies Department. Felix has served as the Director of the Institute for the Global Practice of Law since August 2013. But Sunnie held a faculty position at Florida State University. With two children under the age of four, they had lived in separate cities for two years. With family ties and roots in Cincinnati, they very much wanted to live in the same city. Thanks to the Third Century, Provost Davenport plus the collaboration of two colleges, two deans and multiple departments, we have retained a talented faculty member in the College of Law and recruited a new faculty member for the McMicken College of Arts and Sciences with expertise in minorities and Islam in Eastern Europe, as well as film and culture. Sunnie began her work at UC at the beginning of this semester. I should note that both of the faculty couples mentioned have classes, committee meetings or department meetings and could not be with us here today.

The College of Engineering and Applied Science is one of our colleges that has fully embraced our new strategic hiring and dual career hiring opportunities. It has leveraged its own existing funding in combination with our new initiatives and is committed to recruiting 50 new faculty in the next five years. Already, it has brought on board 12 new hires – all pictured in the photo you see here.

Investments in Faculty also require support for the tools and opportunities they need to teach and to innovate. And these investments in turn benefit our students. These include **E-Learning and Global Engagement**. E-Learning has already grown to become an integral part of learning at UC and will continue to develop into a full ecosystem. In 2015, we invested \$300,000 to support faculty training, hiring of instructional designers and new technology. For global engagement, increased funding for **UC International** has already expanded our faculty-led study abroad opportunities by more than half in one year. With a targeted investment of \$100,000, we supported the development of 14 new courses and this year, more than 90 faculty-led study abroad opportunities allow international exploration not only for students, but also faculty. Closely connected to our faculty investments, we also are making significant research investments, re-inventing the culture surrounding innovation and commercialization, and pursuing plans for more comprehensive professional development for research faculty.

Focusing on **staff**, as part of our Third Century investments, we have created a road map to attract, develop, retain and reward high-performing staff. Our plan includes leadership development, skills training and mentoring, better pathways for career advancement, along with competitive compensation and increased recognition and rewards. We kick-started these investments this year with the launch of SuccessFactors, a cloud-based solution that focuses on the university's earliest contact with staff: in recruitment management, recruitment marketing and onboarding.

This integrated approach is expected to improve the candidate experience and streamlines our recruitment process. The next phase, earmarked for FY16, focuses on **performance and learning** to support career development and succession planning, with the goal of aligning staff performance with strategic and operational goals. Our longer trajectory under the Third Century umbrella tackles competitive compensation and opportunities for advancement.

Focusing on **students**, on top of the tremendous strides we have made in the last decade in student retention and graduation rates, with the Third Century, we are reimagining the student experience, always with the commitment that we put students at the center of all we do. As we understand and adapt to students' changing needs, our Office of the Provost and Student Affairs are working together to identify innovations in our academic and support services, all with a goal of enhancing student success. Among these initiatives are:

- A new Student Success Corridor, where resources for student success such as advising and experiential learning as well as collaborative learning spaces will be more accessible and visible to students.
- And developing an enhanced culture of connection, community and inclusion - not only for our on-campus residential students, but also our online students, commuters, non-traditional learners and military veterans.

Underscored all of our student initiatives is a deep commitment to making sure that college is affordable. We know that the unmet financial need of our undergraduate students remains a key impediment to student retention and graduation.

Under the Third Century, our work to increase both need-based and merit-based financial aid has already begun, and fundraising for this critically important need will be an ongoing goal. UC continues to enroll a high percentage of Pell-eligible students, and we're proud of that fact. Through investments in our best and most proven programs from co-op to the Gen-1 Theme House along with innovative thinking, we must continue to find ways to keep educational attainment within the financial reach of all students. All students. And let's never forget that another key population to our academic community here at UC are patients who rely on us for advanced and cutting-edge health care. Under the Third Century, we are taking steps to create the optimal structure for the Academic Health Center and its future. The Academic Health Center, with its four colleges, is the largest contributor of healthcare professionals for Southwest Ohio and Northern Kentucky.

Dr. William S. Ball, in the new position of Senior Vice President for Health Affairs and Dean of the College of Medicine, has been charged with creating a strategic plan for the health campus. In the coming months, all four health colleges will work together to establish a unified and collaborative plan that promotes greater inter-professional activities and a unified concept for the integration of simulation in inter-professional development. I am also personally committed to aligning our plans with key partners, including UC Health, Cincinnati Children's Hospital Medical Center, the Veteran's Affairs Medical Center and Shriner's.

While I've covered a lot of facts and figures, I would like to conclude my presentation by focusing on what matters most: people. This year, aligned to our Third Century focus, we've launched a new video series dedicated to the same principle. It's called "[The Faces of UC.](#)" I hope you enjoyed the first two episodes and

will keep watching in the future. In that same spirit, let's take a look at several more faces of UC... people who make the University of Cincinnati so unique, innovative and great.

Consistent with our belief that students come first in all that we do, I'll start with a student first. Freshman Bereket Haile was born in Ethiopia and moved to the United States at the age of 6. A first-generation college student, his parents always encouraged him to get a college education, but as he drew closer to his high school graduation, Bereket simply could not fathom how he could afford tuition. He also worried that he would not be able to navigate through college life. With no role models to follow, he fortunately gained greater confidence by participating in UC's respected Dr. Edward Prather summer bridge program. Bereket also received multiple scholarships so that he didn't have to worry about finances. Among them was one of our first offerings in the new Niehoff Presidential Scholarships, made possible by the sale of University House. As a pre-pharmacy student who earned a 4.0, made the Dean's List in his first semester and is on track for the second, Bereket is off to a great start. This is the kind of support for success that we envision for even more of our students as our Third Century changes take hold.

Recruited from Duke University School of Medicine in 2013, Richard Becker is a 1982 alumnus of the UC College of Medicine. Now serving as the Mabel Stearns Stonehill Chair of Cardiology and director of our Heart, Lung and Vascular Institute, Dr. Becker is leading efforts to establish a comprehensive program at UC/UCHealth in congestive heart failure, which affects thousands of patients in the Cincinnati area, and, as part of this effort, to reestablish a heart transplant program here in Cincinnati at UC Health and UC Medical Center. Already seven doctors have been recruited and more are expected in the coming weeks. Heart disease is the No. 1 cause of death in Ohio, Kentucky and nationwide and in addition to transplants, the new center focuses on advanced treatments to help people with heart disease live longer and healthier lives. Dr. Becker is here this afternoon. Please stand so that we can welcome you back, Dr. Becker. We look forward to the life-saving work that you and your team will be offering.

Both *The New York Times* and *The Washington Post* have raved about the talent, command and imagination of **Soyeon Kate Lee**, a new assistant professor of piano in our College-Conservatory of Music. In winning first prize at the world-renowned Naumburg International Piano Competition in 2010, Lee joined a pantheon of piano greats dating back to 1926. Her arrival gives CCM the rare distinction of having two Naumburg award winners on the faculty at the same time, as Awadagin Pratt won the award in 1992. Although Lee has already graced many of the world's most famous stages, her reputation and reach is only getting bigger and better. Soyeon, will you please stand? I cannot wait to see what your remarkably bright future holds here at UC.

We've welcomed or will shortly be welcoming six new deans into our colleges. Five were promoted from within: Bill Ball, Dean of the College of Medicine and Senior Vice President for Health Affairs, was made official by the board on April 15; Jeff Bauer, the dean of UC Clermont begins May 15; Ken Petren, dean of the McMicken College of Arts Sciences, started in January; Chip Montrose, Dean of the Graduate School, started in August, and Tina Whalen, appointed Interim Dean of the College of Allied Health Sciences, started in July.

In our College of Law, the first woman to serve as its dean arrives on July 1. Jennifer Bard comes to us from Texas Tech and is a graduate of Yale law school. She also has expertise in public health and bioethics, and will hold a secondary faculty appointment in the College of Medicine. Will any of our new deans in the audience please stand?

In our audience today is **Terence Harrison**, the new leader of one of the most important units on campus, The Veterans Center. Terence, will you stand for recognition? The Veteran's Center is a one-stop shop for our more than 2,250 military-affiliated students. Harrison also advises a co-ed, veteran-only organization designed to provide social support and peer-to-peer mentoring for our military students. Prior to joining us, he helped lead the Veterans Upward Bound program at Cincinnati State. I am proud to say that Terence holds a master's degree from our very own School of Criminal Justice. Terence knows that I have very high hopes for this office in its support of our veteran students, and I am confident that he and his team can more than meet the challenge.

As our new Dean of Students, **Denine Rocco** will play a central role in shaping our Third Century goal of "Reimagining the Student Experience." Dean Rocco has more than two decades of experience in building and elevating student affairs programs and services. In addition to being a thought leader in residence life, she has considerable experience in Title IX matters as well as crisis management. From day one, Dean Rocco has made it abundantly clear that her door is always open for our students. And she is fast instilling this culture of accessibility, support and excellence throughout the entire organization. As I have said, I want UC to be a student-centered organization, and I believe that Denine's leadership will enable us to realize this vision in full. I believe Denine is here. Will you stand so we can recognize you?

To all of those I have highlighted and to the thousands of other students, faculty and staff who make UC all that it is each and every day please give another round of applause. Our university's values, identity and true strength ultimately rest in the individuals who create our community. UC is an extraordinary place, and it would not be without your help and teamwork. With our Third Century initiatives, we will make one of the most ambitious investments in our history to ensure that the University of Cincinnati will enjoy the talents of the best and brightest in the decades ahead. Working collectively – with many parts making up something much greater than ourselves – we will propel the University of Cincinnati into its next century, defined by the principle that people are our most important asset.

Thank you for your dedication and hard work as we soar into the future together. And thank you for your collaboration as we build a future that is focused on people, and the belief that the best is yet to come.

4. Committee reports

i. Necrology (Datina Juran)

Dr. Juran read the names of faculty who had passed in the preceding 12 months, and we observed a moment of silence in their honor.

ii. Final call for nominations for standing committees (Gail Pyne-Geithman)

Dr. Pyne-Geithman presented the slate as it currently stood, and asked if there were any nominations from the floor. Several nominations were presented and entered onto the slate. Statements of interest will be collected and added to the online election. The slate was then officially closed.

iii. Amendment to the bylaws (Sean Mangan)

TH reminded the faculty that these bylaws changes came from a Faculty Senate Committee (Governance) and as such, there is no need to motion for consideration.

Dr. Mangan presented a brief history of the bylaws, explained the need for an overhaul and a synopsis of the changes.

RH: I'd like to support the committees work; not sexy but important. I commend you for your efforts. We now have a strong self- and shared-governance model.

SM: I'd like to commend the committee for making the bylaws significantly more readable.

MH: I agree with Sally and Richard; it is a fine piece of work, and so much more user-friendly.

TH: I agree. Call for vote: All in favor?

The amendments to the bylaws as presented were unanimously approved by the faculty.

5. Unfinished Business

No unfinished business was raised.

6. New Business

No new business was raised.

7. Announcements

TH: please send me the names of your new senators and IT committee representatives.

Meeting closed.