

## Faculty Senate Resolution on “One University” Initiatives

The Faculty Senate cabinet offers the following resolution:

Whereas the Faculty Senate appreciates and continues to support initiatives intended to improve the reputation and financial condition of the University;

Stipulating that the University has three distinct, yet interrelated, planning initiatives currently underway: enrollment targets, centers of excellence, and collegiate restructuring as well as the expectation of quarter to semester conversion;

Acknowledging that conversations regarding the potential merger/acquisition of the School of Social Work with the College of Allied Health Sciences have been ongoing for a year;

Noting that conversations regarding a potential merger/acquisition between the College of Engineering and some elements of the College of Applied Sciences have been initiated recently;

Recognizing that semester conversion, the various planning initiatives, and merger conversations carry the potential for “one-university” outcomes as envisioned by the Collegiate Restructuring charge;

Realizing that clear articulation of a strategic vision which justifies outcomes is critical to the effective integration and ultimate implementation of any recommendations which flow from the various initiatives:

Noting the relationship and potential synergy between semester conversion activities and individual planning initiatives within the units;

And in keeping with the spirit of the integrated framework for decision making and the spirit of the principles of shared governance as well as the faculty’s contractual responsibility for curriculum and instruction;

Be it resolved that:

1. The Faculty Senate calls upon President Zimpher and Provost Perzigian to define and communicate the strategic vision of “one university”, as it relates to the initiatives and outcomes identified above. The Faculty Senate seeks the articulation of the underlying vision justifying such outcomes (e.g., In what manner is university control over room and course scheduling going to result in improved student learning, or greater research productivity by faculty, etc.). Further, the Faculty Senate asks that the definition and articulation of the vision be communicated to the Faculty Senate before the end of Fall Quarter, 2008.
2. The Faculty Senate asks for the benchmarks and/or metrics (a report card) that will provide the assessment for the “one university” initiative and also that will inform units of the goals toward which their efforts should be directed.
3. The Faculty Senate asks that the timelines for implementation of any recommendations emerging from the planning initiatives be integrated with the semester conversion timeline.
4. The Faculty Senate recommends that the Academic Coordinating Committee be explicitly asked to monitor the recommendations of the various task forces to assure integration and consistency with the vision articulated in section 1 of this resolution.

5. The Faculty Senate asks that faculty be involved in sufficient numbers and areas to demonstrate meaningful involvement and consultation.

Background information on ongoing initiatives:

In recognizing the critical need for steady and reliable revenue sources, the enrollment demands created by the strategic plan for the University System of Ohio, and demographic realities, President Zimpher has established a task force charged to craft a five year enrollment plan for undergraduate, professional and graduate populations after considering scholarship policy, tuition pricing, affordability, access, quality, retention and graduation rates, nontraditional and transfer students, two plus two programs, the Center for Access and Transition, distance education, and other policy issues emanating from the USO and demographic trends. The recommendations for a five year plan are due to President Zimpher for review by the Executive Committee and other all University governance groups by December 15, 2008.

Provost Perzigian has established a Centers of Excellence task force charged to identify those “defining niches” that afford UC a strategic opportunity to exercise leadership, to secure additional state support, and to differentiate and distinguish UC among USO institutions, enhance our national scholarly reputation while serving to attract high quality students and faculty using the UC academic priorities document (Summer 2008 version) as its current institutional context. Recommendations are expected by early 2009 and to be vetted through our governance committees by the end of winter quarter.

President Zimpher’s recent State of the University Address (10/29/2008) described our progress toward placing students at the center as measured by new admission standards, new transfer policies, improved retention and graduation rates and continuing progress on the role-out of integrated core learning. The address also drew attention to forging new relationships and opportunities through Cincinnati Pathways, Dual Admission programs with Cincinnati State, the new USO initiative ‘Seniors to Sophomores’, and increasing the number of RWC/Clermont Baccalaureate programs.

The President also delineated challenges regarding **access** (Strive, distance learning, invoking greater standardization to utilizing teaching and space resources most effectively), **affordability** (scholarships, Strive College Promise), **efficiency** (cost containment through TAGS, credit to degrees, program review, costs of instruction, performance based budgeting, integrated planning of financial, capital and academic goals, semester conversion, increasing interdependence between uptown and regional campuses) and **linking quality and economic leadership** (Centers of Excellence, international education, cooperative education and internships)

The address concluded by identifying three key steps toward organizational transformation: stabilizing and eventually growing revenues through PBB, solid enrollment projections, managing instructional costs and rewarding enrollment growth as well as the following set of tasks: strategically synchronizing calendar conversion with collegiate restructuring, curriculum design, expedited review of credits to degree, course offering designations and schedules, space utilization, and regional and Uptown campus integrations.

Provost Perzigian has also established Collegiate Restructuring task force charged to develop a comprehensive planning process that will lead to a set of recommendations for achieving a heightened degree of inter-dependence between and among the regional and uptown campuses as manifested by a

systemically re-engineered set of administrative, academic, programmatic and financial linkages. The planning team is expected to develop a comprehensive process that will ensue and result in a plan for implementation by June 2009. The “guiding motif for the task force is to create expanding opportunities and pathways to targeted-baccalaureate degrees given the USO imperatives for serving more students and providing a wider array of affordable baccalaureate degree options in closer proximity to more Ohioans.”

The collegiate restructuring task force is expected to work toward a hybridized approach that will achieve a “one-university” model sustained by an appropriate administrative structure. According to the Provost’s charge, this will necessitate an examination of administrative structures, financial structures and systems, faculty appointments, library systems, and relationships between Uptown academic units and their regional campus counterparts and recommendations regarding their integration. This will also necessitate an examination of state-level statutory issues and accreditation requirements as well as engagement with the larger Blue Ash and Clermont County communities. This will necessitate a market-driven academic plan based on local, regional and state-wide workforce needs and supported and sustained by a sound business/financial model. This will necessitate an assessment of its current capacities/resources leading to recommendations as pertain to: space/facilities, technology, e-learning, student services, and admissions.