

Oregon Institute of Technology

ACADEMIC COUNCIL

May 4, 2018

MINUTES

Provost Gary Kuleck called the meeting to order at 2:00 p.m. Academic Council members present were: Nellie Stewart for Seth Anthony, Sharon Beaudry, Tiernan Fogarty, Jeff Hayen, LeAnn Maupin, Hallie Neupert, Mark Neupert, Jeff Pardy, Dan Peterson, Paula Russell, Farooq Sultan, Ken Usher, and Jack Walker. Todd Breedlove, Jamie Kennel, Dawn Lowe-Wincentsen, Dawn Taylor, and Erika Veth joined the meeting remotely. Marla Edge and special guest, Dr. Skip Myers were also in attendance. Seth Anthony, Brian Fox, Debbie McCollam, and Claudia Torres-Garibay were absent.

Dr. Kuleck welcomed all in attendance and introduced special guest, Dr. Skip Myers.

CAMPUS COMMITTEES

Dr. Kuleck recognized the importance of many of the on-campus committees. In an effort to reduce workload for faculty and staff, Dr. Kuleck believes it may be possible to reduce the number of committees (combining where possible). Dr. Kuleck will get more information to the Council and asked for all to provide feedback on which committees are viewed as absolutely essential, keeping in mind their impact on faculty development and effective teaching.

NON-TENURE TRACK (NTT) POLICY REVIEW

Prior to the meeting, Dr. Kuleck sent the following documents to the Council for review:

- *20-04x Promotion for NT Instructional Faculty.docx*
(OIT-20-04x, Academic Appointment, Rank and Promotion for Non-Tenure Track Instructional Faculty)
- *ntt proposal draft_gk edits.docx*
(Dr. Kuleck's proposed edits to OIT-20-04x)

Dr. Kuleck stated Faculty Senate voted on a NTT policy last year. Over the past few months Dr. Kuleck has had discussions with Faculty Senate. Dr. Kuleck reminded the Council of the importance of timely feedback from impacted constituents and encouraged all to review the document and provide feedback by Friday, May 18 at 5:00 pm, via email to Valjean Newsome. Recommendations will go to President's Council for deliberation and final approval. Dr. Kuleck will serve as Chair of the President's Council.

Ken Usher stated that he did not attend the last Faculty Senate meeting and asked about comments regarding the proposed draft. Dr. Kuleck replied that there was no discussion of modifications. Dr. Kuleck added that Matthew Sleep mentioned that the Rank, Promotion, and Tenure (RPT) Committee was working on a modified version from Senate that will go to President's Council but that it was not yet ready for sharing. Usher stated that he is on RPT and believes their specific intent is to not put forth their version until the first version has been considered by President's Council. Dr. Kuleck replied that per policy, the sponsoring group (Faculty Senate in this case) submits to President's Council, who sends it out to constituents for review, then sends it back to President's Council for deliberation. Jeff Hayen stated that his understanding was that the draft was going to be shared with Senate at their next meeting for an initial look, prior to it going to President's Council. Dr. Kuleck stated that a recommendation will be made to the President this academic year and that Senate will have an opportunity to review the document for final input. Dr. Kuleck added that although President's Council has not met for two and a half years, they will meet in May, then again before the end of the academic year. Dr. Kuleck stated that both the NTT policy and the Department Chair policy will be considered at that time and will include input from all constituents.

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SHARED GOVERNANCE – DR. SKIP MYERS

Dr. Kuleck welcomed Dr. Myers, who is consulting with various members of the community to discuss shared governance, and asked that he speak briefly on his background and his on-campus meetings.

Dr. Myers stated that he is a recovering college university president with previous positions at a liberal arts institute, two world-wide institutes, a technical engineering institute, and a culinary institute, and that for the past seven years he has been consulting for Casagrande Consulting. Dr. Myers added that as he moved from one institution to another he looked for something radically different and challenging and focused on helping institutions to improve their effectiveness. Dr. Myers commented that he also works with university boards and presidents to help them better align with one another.

During his on-campus visits with individuals and groups, Dr. Myers stated that he found conversations to be very forthcoming and interesting and commented that Oregon Tech is definitely in a place of flux.

Dr. Kuleck has done much reading on the topic of shared governance and stated that one interesting thing he read is that in order for an institution to survive it is necessary for the board, the president, administration, and faculty to work together to effect necessary change. Dr. Kuleck asked Dr. Myers to share his past experience working with institutions who have experienced a lot of change and how he helped to bring that all together.

Dr. Myers stated that if shared governance didn't exist, it would have to be invented. Shared governance is not just a nice thing to have but is an absolute necessity – the bedrock of effective decision-making and absolutely critical in times of change. Dr. Myers added that this is true in stable environments, but even more so in challenging ones. In the country's higher-education ecosystem there are things that can be anticipated and planned for, but there are also the unexpected. Dr. Myers continued that there will be changes impacting the Institution that will require a concerted, collaborative effort of all participants and a shared governance structure that brings the best minds to the table to work collaboratively and appropriately with one another to resolve challenges.

Dr. Myers stated that there are almost 4,000 colleges and universities in the nation and probably 2,000 ways to practice shared governance. Dr. Myers commented that there is no prescriptive formula as to the best practice. Shared governance is situational and needs to align with several things at the institution – culture and traditions, strategic priorities, and the strategic plan. Dr. Myers added that evidence seems to suggest that thresholds for effective shared governance embrace the following seven cultural markers:

- Trust
- Collaboration
- Communication
- Transparency
- Inclusiveness
- Honesty
- Integrity

Dr. Myers concluded that the question often raised is where to start and added that the basic foundational element of these markers is effective, two-way, symmetric communication.

Dr. Kuleck excused himself and Dr. Myers and asked that LeAnn Maupin and Farooq Sultan lead the remaining discussion.

WORKLOAD REPORT UPDATE

Farooq Sultan stated that 4th week numbers are ready. Sultan will send each Chair their own department information rather than the entire report, and asked that remaining changes be submitted by May 15. Once finalized, Chairs will be asked to sign off on workload reports. Sultan reminded all that ACP courses will not show up on the report and asked to be notified of any being paid in-load.

Ken Usher inquired how to handle workload for faculty leaving mid-term on medical leave. LeAnn Maupin replied that the faculty member would be paid via the medical leave policy and that the instructor teaching the balance of the courses would receive workload as well.

Jamie Kennel stated that some EMS faculty members teach non-EMS courses and asked whose workload they would show up on. Sultan replied that if marginal workload was submitted by the Chair throughout the year, the faculty member would show up on the department report. Sultan added that he will create a drop-down menu with a “not mine” option to handle exceptions to ensure that courses are not missed.

Sultan commented that the reason for the new workload model is due to problems last year such as CRNs and courses not matching and courses on workload reports that were never taught. Maupin stated that the idea moving forward is to automate – for faculty to be assigned when courses are scheduled and for workload to be automatically generated at the end of the year. Maupin added that this will be helpful at the beginning of the year as well in scheduling an entire year at a time. Sultan stated that this will also benefit students, allowing them to better plan their schedules.

ACADEMIC STRATEGIC PLANNING UPDATE

LeAnn Maupin stated that the last two Academic Council meetings are scheduled for June 1 and June 8 and will include staffing and position requests. Maupin added that prior to then, strategic plans submitted last year will be reviewed. Farooq Sultan will pull actual enrollment to serve as a guide for staffing requests. Maupin added that a hiring template will be sent out by June 1 and that Chairs will have one week to prepare staffing plans which will be discussed on June 8. Maupin continued that the intent is for positions to be approved and for searches to be launched when faculty return in the fall.

Sharon Beaudry stated that ideally, ads would be posted over the summer before faculty return, allowing search committees to dig right in when they return. Beaudry suggested approving positions earlier to allow this to happen and added that the big job push for higher education is in July. Beaudry stated that the applicant pool is greatly reduced by waiting and that the rule of thumb is to be sooner than later in order to get the cream of the crop. Beaudry suggested that all parties involved work to develop and follow a timeline. Beaudry added that from experience, if faculty can be hired prior to leaving for Christmas break, it will be much more successful.

Tiernan Fogarty shared his most recent experience stating that he and the search committee quickly entered all required information into HEROES (within 24 hours). After waiting for 9 weeks, Fogarty inquired as to where the PD was in the process. Fogarty voiced frustration that even if it can be tracked in HEOROES, there is no way to move it along and added that for 9 weeks absolutely nothing had happened. Fogarty questioned whether or not it was realistic that PDs could be approved by June 15.

Maupin stated that Dr. Kuleck’s intent is to have approvals completed prior to summer or shortly thereafter. Once positions are in the system they go to HR, to the Dean, back to HR if edits are made, then to the Provost. Fogarty asked why the Dean approving the ad does not spark immediate advertisement and how the Council can make this suggestion. Mark Neupert asked why the Budget Office would need to weigh in again on the posting if advertising expenses comes from Dean approved budgets,

Maupin replied that the Provost's Office approves the postings and that Dr. Kuleck would like to view each to ensure that they are written in a way to encourage individuals to apply. Maupin stated that after the Provost approves the ad, it goes to Budget, then to Finance again (even on positions that have already been vetted and approved). Maupin believes this may be the hold up. The Council questioned the HEROES routing efficiency. Jamie Kennel stated that departments suffer when other offices delay, requiring fixes such as hiring adjuncts, cancelling courses, and requiring others to work overloads.

Todd Breedlove asked if departments would have to reauthorize for failed searches. Maupin replied that her gut feeling is yes, due to the budget deficits predicted for the next year. Maupin agreed that that HEROES workflow and software glitches need to be reworked and stated that due to a glitch in the system her authorization was temporarily denied. Hallie Neupert had a similar experience where email notifications for PD approvals were not coming through.

Mark Neupert commented that the latest report from FOAC is that there will be a neutral budget realized by salary savings. Neupert continued that he would like to see more accurate forecasting in order to make better planning decision required to innovate and grow and added that Chairs need to feel that there is some freedom to invest in things.

Ken Usher stated that a good number of hires are not preplanned and come up mid-year. Usher asked about developing a process to address this and asked how others are doing this. Mark Neupert stated that he had an instance this spring. Neupert stated that he entered the PD, which is still sitting there, and it is now too late to complete the search this year. Neupert added that the first wait is getting the position approved. The second should only be for advertising, but it becomes an opportunity to again decide whether or not the position is approved, thus progress comes to a grinding halt. Maupin agreed that there should be a written process.

NEXT MEETING

The next meeting will be held Friday, June 1.

The meeting adjourned at 3:00 p.m.

Respectfully submitted,
Valjean Newsome