Kogod Faculty Council
March 6, 2018
Minutes (Agenda attached), prepared by Sophia Florestal

Attending Faculty: Ajay Adhikari, Kent Baker, Meredith Burnett, Sheila Bedford, Bill Bellows, Carol Bruckner, Engin Cakic, Michael Carberry, Erran Carmel, Michael Clayton, Derrick Cogburn, Parthiban David, John T. Delaney, Frank DuBois, Augustine Duru, Heather Elms, Alberto Espinosa, Casey Evans, Sonya Grier, Maureen Hall, Dave Harr, Robert Hauswald, Octavian Ionici, Yujin Jeong, Tom Kohn, Susan Krische, Nandini Lahiri, Gwanhoo Lee, Emily Lindsay, Robin Lumsdaine, Mark Ma, Joseph Mortati, Michael Mowchan, Tomasz Mroczkowski, Ghiyath Nakshbendi, Randy Nordby, Ayman Omar, Mahsa Oroojeni, Jay Pope, Girish Ramani, Leigh Riddick, Tara Rich, John Simson, Ioannis Spyridopoulos, Catalin Stefanescu, Siri Terjesen, Ed Wasil, Tommy White, Don Williamson, Yijiang Zhao, **Staff:** Reena Dwire, Sophia Florestal, Adrian Mihailescu, Raina Gandhi, Greg Bailey, Andrea Carpenter

Faculty Attending Online: Wendy Boland (Maternity leave), Rick Gibson, Sarah Mady, Gerald Martin, Bob Sicina, John Swasy

Absent Faculty: Frank Armour (teaching)**,** Nelson Amaral (Teaching), David Bartlett, Valentina Bruno, Mark Clark, Serge da Motta Veiga (Sabbatical), Maria Figueroa-Armijos, Jeff Harris (Working for the S.E.C), Manoj Hastak (Teaching), Itir Karaesmen-Aydin (Sabbatical), Jill Klein, Rebekah Lewis, Richard Linowes (Sabbatical), Michael Mass, Sanal Mazvancheryl (Teaching), Alex Mislin (Sabbatical), Anu Mitra (India), Jennifer Oetzel (Teaching), Jeff Rinehart, Cristel Russel (Sabbatical), Jay Simon (Teaching), Tim Timura (Working for the S.E.C.), Benjamin Wright (Teaching), Yinqi Zhang,

Prof. Heather Elms welcomed everyone and called the meeting to order.

1. Approval of Minutes of 2/06/2018 Council meeting
- **2/06/2018** Motion to approve by Prof. Nakshbendi, seconded by Prof. Baker. Approved unanimously by voice vote.

2. EPC Actions – Prof. Nandini Lahiri

The following EPC actions were considered during the meeting via electronic votes and proxy paper ballots. (Votes reported in order: "YES", "NO", "ABSTAIN",)

- **S18.02   Changes to the core for 5 Undergraduate Majors**
  Action: Change the undergraduate business and non-business core

  o The proposed curriculum changes position our business undergraduate programs as high-quality distinctive programs with a streamlined interlinked business core that integrates basic field knowledge with specific skill sets to prepare our students for a highly competitive business career.
  o Total required credit hours (non-business and business) reduced from current 51-53 credit hours to 44-45 credit hours to provide students with greater flexibility to double major or minor in another subject area.
  o MGMT-201 Global Corporate Citizenship, a General Education class that double counted for Kogod students in the old curriculum, is dropped. Ethics coverage, which was an

important component of the class, is integrated in other core classes particularly the new business law course in the revised curriculum.
  o Consolidate current two business law options (ACCT-244 & MGMT-203) in the core into one. The new consolidated course, ACCT-245 Business Law, integrates law with ethics and also emphasizes writing skills.
  o To strengthen and update quantitative reasoning skills, ITEC-320 Business Analytics that covers knowledge and skills highly sought out by employers, will be a required course for all Kogod majors. Business analytics replaces the MATH-211 Applied Calculus or MATH-221 Calculus requirement in our current program although departments who wish to include calculus as a requirement for their majors can do so.
  o The 6-credit macroeconomics and microeconomics requirement is replaced by a consolidated 3 credit Economics for Business course (ECON-150) that focuses on that part of economics that is central for business students to study. The economics sequence was part of the General Education program in the old curriculum. The new course has been developed and will be offered by the Economics Department.
  o KSB-211 Business Professionalism (2 credits), is reformulated into a 1 credit KSB-101 course with the same title. Core competencies related to professionalism will also be embedded into several core courses across the curriculum (several touchpoints) to reinforce concepts covered in KSB-101.
  o ITEC-355 Productions and Operations Management is retitled 'Operations Management' to reflect the focus on the processes that transform inputs into goods and services across all departments in a business, not just the manufacturing (production) department.

S18.02 was APPROVED (49:1:1)

- **S18.03   KSB-101 Business Professionalism**
  Action: Create new course for undergraduate business core

  o KSB-211 Business Professionalism (2 credits), is reformulated into a 1 credit KSB-101 course with the same title. It will form a part of the new undergraduate business core. Having it as a 1 credit course, instead of as a 0-credit course originally proposed, will hold students accountable.
  o With an emphasis on self-management, sophomore business majors will learn about career development and decision-making, professional conduct and etiquette, personal brand management, interpersonal communication, networking, and interviewing in KSB-101. Core competencies related to professionalism will also be embedded into several core courses across the curriculum (several touchpoints) to reinforce concepts covered in KSB-101.
  o KSB-211 has received strong feedback from students and providing similar content in a 1-credit weekend format will make it more convenient for students' busy schedules and course planning. Including alumni and employers as guest presenters will help students make the connection between their current career and professional development and their career after college. Establishing a consistent touchpoint like this for our undergraduate business majors is essential for developing career-ready students.

Comments from faculty:
  o Prof. Williamson inquired as to which department would take responsibility for staffing this course. Dean Adhikari replied that Prof. da Motta Veiga will be the course coordinator

for this course and will make the determination as to who will staff this course as it is a KSB course and hence ownership is shared by all departments.

<mark>S18.03 was</mark> **APPROVED** (51:3:1)

- **S18.04   ACCT-245 Business Law**
  Action: **Create new course for undergraduate business core**

  o In accordance with the overall change to the KSB undergraduate curriculum, this course has been created to replace the two business law options, *MGMT 203: The Legal Environment of Business* and *ACCT 244: Introduction to Business Law*, that students could choose from to fulfill the business law core requirement in the old program. It combines the two courses and also integrates ethics more intentionally in the course. As a core course, it will be required of all Kogod students.
  o This course will develop a basic understanding of several legal topics. These topics are separated into three distinct areas: basic legal theory and judicial process, fundamental areas of business law, and the regulatory environment of business. Students will analyze two legal topics in greater detail during the course which will enable them to obtain experience in in-depth legal analysis.
  o In addition to these legal topics, the course prepares students to be effective leaders by requiring a basic understanding of ethical concepts in various business applications.

<mark>S18.04 was</mark> **APPROVED** (53:1:0)

- **S18.05   ITEC-355 Production/Operations Management**
  Action: **Change course title, description and prerequisites**

  o The course title is changed to *Operations Management* to reflect the focus on the processes that transform inputs into goods and services across all departments in a business, not just the manufacturing (production) department.
  o The proposed course description reflects the focus on operations management throughout an organization with specific applications in supply chain management and service operations.
  o ITEC-355 uses Excel to model and solve problems, so students need to be exposed to Excel before taking this course. While most Kogod students enrolled in ITEC-355 have already taken ITEC-200 which covers Excel, there are a few who have not. To ensure that all Kogod students taking ITEC-355 have some background in Excel, we propose adding ITEC-200 as a prerequisite.
  o Also, since ECON-200, MATH-211 and MATH-221 will no longer be required effective fall 2018 as part of the revised undergraduate business core, these prerequisites are to be removed.

Comments from faculty:
  o Prof. Riddick mentioned that the proposal to make *ECON-150 Economics for Business* is currently going through the university approval process and recommended that the ITEC-355 proposal include a comment to OUR about switching the ECON-200 prerequisite

with ECON-150 when that course is approved. Prof. Wasil agreed to this recommendation.

S18.05 was APPROVED (50:1:0)

- **S18.06   ITEC-320 Business Analytics**
  Action: Change course description and prerequisites

  o ITEC-320 is being added to the KSB core and will be taken by all KSB undergraduate students. Due to alignment with other core courses and adjustment to a wider audience, prescriptive analytics will no longer be included in the course. It allows the course to focus more thoroughly on descriptive and predictive analytics, and to incorporate more applications across the various functional areas of organizations. Additionally, we have contacted all KSB departments and have received suggestions for examples/data/assignments which will be integrated in the course to highlight the interdisciplinary application of analytics.
  o STAT-202 and STAT-203 are also being removed from the prerequisites since STAT-204 is the preferred course.

  Comments from faculty:
  o Prof. Lumsdaine inquired as to why STAT-202 and STAT-203 could not remain as prerequisites. Prof. Wasil replied that STAT-204 has been adopted as the preferred route as it embeds all the Excel we want in the school of business. Greg Bailey added that students who have taken STAT-202 and STAT-203 have to take an additional step – i.e. these students need to take the additional 1-credit *ITEC-210 Data Analytics for Business*.

S18.06 was APPROVED (48:4:1)

- **S18.07   MS Marketing**
  Action: Change 'Admission to Program' requirements

  o Students will be embarking on 13.5 credit hours in the fall, touching on a variety of marketing topics. It's critical that students enter these courses with an understanding of core marketing concepts and nomenclature. This change will ensure all students are prepared to engage in the MSMKTG curriculum.
  o Hence, the Department of Marketing recommends that the Admission to the Program catalog copy for the Master of Science in Marketing program be modified to require that an introductory marketing course be completed before entering the program. If the course has not been completed at time of enrollment, the MSMKTG Program Director will review and approve options submitted by enrollees, and will require documentation indicating course requirement was completed prior to the start of the fall semester.

S18.07 was APPROVED (53:0:0)

- **S18.08**   **BS Finance**
  Action: **Add Calculus requirement to the Finance Core**

  o The Department of Finance and Real Estate votes unanimously to require Calculus in the BSF program core. This change is motivated by the removal of Calculus from the general business core requirements that apply to all undergraduates in KSB. This new policy to eliminate Calculus initially applies for students who begin their studies at AU in Fall 2018.
  o As has been past policy, we will accept either MATH-211 Applied Calculus, or MATH-221 Calculus I for the proposed BSF requirement.
  o This change will not affect any other part of the BSF, but will increase our required credits in the Finance Core from 15 to 19, as both calculus courses are 4 credit courses. It is the increase in credits which causes this request to be considered a "significant" rather than a "minor" change within AU.

  S18.08 was APPROVED (52:0:0)

- **S18.09**   **Minor in Finance**
  Action: **Expand selection of electives**

  o The Department of Finance and Real Estate wishes to expand the choices for the six elective credits in the minor. There is no change in number of total credits, or any other portion of the program. The only change is in the classes that can meet the elective requirement.
  o The intent of, or rationale for, this change is to provide students with more flexibility in their course choices, depending on their interests.
  o The new elective choices in the minor are:
    - FIN-460 Financial Modeling (3)
    - FIN-461 Behavioral Finance (3)
    - FIN-462 Private Wealth Management (3)
    - FIN-467 Mortgage Finance (3)
    - FIN-468 Intermediate Corporate Finance (3)
    - FIN-472 Fixed Income (3)

  S18.09 was APPROVED (53:0:0)

- **S18.10**   **FIN-460 Financial Modeling and FIN-660 Financial Modeling**
  Action: **Cross-list two existing courses**

  o The Department of Finance & Real Estate wishes to cross-list our undergraduate and graduate courses in Financial Modeling, FIN-460 and FIN-660. These courses are required for the Bachelor in Finance (BSF) degree and the Masters in Finance (MSF) degree, respectively. FIN-460 is also included in the choice set of classes for the BSBA with a specialization in Finance.
  o As a matter of practice, we occasionally allow an undergraduate student to sit in on FIN-660, and vice versa for a graduate student, in order to accommodate two constraints: the student's course schedule and the limited seating in the FSIT lab, which limits class size

and the times at which we can offer the course. We would like to formalize this flexibility, and believe it will also encourage students to take the course earlier in their course of study– resulting in better course sequencing.
   o The differentiation between the undergraduate course and the graduate course is that FIN 660 Financial Modeling graduate students have more Bloomberg Assignments and 1 Company Valuation Project.

S18.10 was APPROVED (55:1:0)

3. Academic Integrity Code, Profs. Dave Harr and Alison Thomas
   o Talked about new initiatives in academic integrity. Alison Thomas is spearheading ways to enhance and revise the code. And to achieve a consistency in the application of the code across all schools on campus.
   o A 2015 study from the International Center for Academic Integrity states that 68% of students admitted to cheating, at some point to their undergrad years.
   o AU cases that were filed:
      o 2015 = 113
      o 2016 = 127
      o 2017 = 94 (Spring 2017), so far.
   o The number of cases is growing every year. From when Alison first started working at AU, she saw 30 cases in 2015 vs 72 in Fall 2017 in CAS.
   o Junior, Term and Adjunct faculty have concerns about reporting these cases due to being nervous about their standings/position as a teacher. They worry it will reflect poorly on how they teach.
   o Our code does not permit faculty to deal with their own cases.
   o A lot of different ideas of what the AIC code is and what it says.
   o Current code was written in 2007, before the technology advancements. Revisions for the entire code is necessary.
   o Focus for students: Ethics and Responsible research
   o Alison wants feedback from all the faculty via this link: https://myau.american.edu/forms/ugstudies/Lists/AIC%20Database%20Feedback%20%20Temp/Item/newifs.aspx?List=2847c7f7%2D54da%2D4253%2Da52c%2D74ed06f4bff6&Web=b941a44b%2D2917%2D4d8a%2Daa64%2D17ff713414a9
   o She can meet with faculty in small or bigger groups for those with more specific questions?
   o Kogod data: the main offense is cheating on exams. More data information will be shared at the next meeting regarding the code.
   o The code needs to be clear on when and where they need to go for support when it comes to students who cheats.
   o Beginning Fall 2018, through AUx, students will have access to the same tools that faculty has. They'll learn about our policy and code and best practices to avoiding violations.
   o Currently students a taught a bit of the code via their freshmen orientations/International students (case studies)/International Accelerator Program (sessions at the beginning of the school year and in January)/Student athletics uses the program Talons (an early model of AUx)
   o AUx, students will have to watch a series of videos and have to complete an assignment will be discussed for an entire week.

        o   Greg Bailey, Undergrad advisor, states that Kogod has an online module through Blackboard for freshman and transfer students. They have to enter a score to complete the program.

4. Good of the Order

- Prof. Bruckner - The Kogod Tax Policy Center, the Kogod Diversity and Inclusion Committee, the AU Center for Innovation, and the Institute for Women's Policy Research are hosting an event at American University on March 8 – International Women's Day. American University scholars and alumni will discuss issues specific to women business owners. This event is co-sponsored by Women Impacting Public Policy (WIPP) and the Institute for Women's Policy Research (IWPR). Can be streamed on their Facebook page.
- Assoc. Dean Adhikari informed the meeting that Emily Lindsay is ending her University Senate seat. She is running for an at large position. We need new nominations for the senate seat. Susan Krische's CFA's term is expiring. We'll need new nominations. Faculty Manual has been updated, most significantly in the material regarding Term faculty. Because of that, a Term faculty committee is working on submitting guidelines for term faculty promotions, etc. The Kogod committee consists of one member from each department. Suggestions for the guidelines can go to the departmental representative.
- Prof. Elms noted she had asked Prof. Lindsay to send the red-lined version of the recently approved AU Faculty Manual (i.e., identifying changes). Prof. Lindsay has sent this to all faculty.
- Prof. Lindsay needs feedback from faculty regarding the revisions.
- Prof. Carmel spoke about the passing of a MBA alum, David Iselin, and the passing a former Professor Dave Martin.

Council Chair Heather Elms - Meeting adjourned.

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Faculty Council Chair: Prof. Heather Elms
Faculty Council Vice-Chair: Prof. Mark Clark

Agenda for Kogod Faculty Council
March 6, 2018, 2:35-4:20pm
KSB 118

2:30 Refreshments

Pre-meeting:

a. Establish Quorum (Count all physically present) – Sophia Florestal & Heather Elms
b. Establish Proxy Holders' presence – Sophia Florestal & Heather Elms
    All faculty members in the room voting on their own account and those online must use their laptop or smartphone to vote "Present." See attachment.

2:35 Call to order

1. Approval of Minutes of 02/05/17 Council meeting

2. EPC Actions, Prof. Nandini (1 hour)

   a) **S18-02**: Changes to the core for 5 Undergraduate Majors
      Changes to undergraduate business and non-business core

   b) **S18-03**: KSB-101 Business Professionalism
      Create new course for undergraduate business core

   c) **S18-04**: ACCT-245 Business Law
      Create new course for undergraduate business core

   d) **S18-05**: ITEC-355 Production/Operations Management
      Change course title, description and prerequisites

   e) **S18-06**: ITEC-320 Business Analytics
      Change course description and prerequisites

   f) **S18-07**: MS Marketing
      Change 'Admission to Program' requirements

   g) **S18-08**: BS Finance
      Add Calculus requirement to the Finance Core

   h) **S18-09**: Minor in Finance
      Change electives

   i) **S18-10**: FIN-460 Financial Modeling and FIN-660 Financial Modeling
      Cross-list two existing courses

3. Academic Integrity Code, Profs. Dave Harr and Alison Thomas (15 minutes)

4. Good of the Order (5 minutes)

Council Voting Procedures

Device: Smartphone and laptop/tablet (no "dial up" phone)

Adrian has created a text number "22333" (text "kogodcouncil") and a web site page, www.POLLEVERYWHERE.COM/KOGODCOUNCIL to facilitate voting.

Both permit easy voting. Once you've texted "kogodcouncil" to 22333, you'll be able to text A, B, or C, according to the Yes/No/Abstain vote as indicated on the Council Meeting PowerPoint. Similarly, once you've bookmarked and opened the webpage, it automatically shows your choices.

Adrian can open, tally and close a poll easily. The web page updates the status and your options. We believe the most efficient procedure is to create a generic "Yes / No / Abstain" poll and activate it as required.

Presentation of the action at Council

The action under consideration will appear in the PowerPoint screen in KSB 118 as we've done in the past. To simplify matters, any editing or construction of a motion will be done directly "on screen" in 118 using the power point slide. Separating the "vote" page from the "motion" slide seems to be operationally quick and simple.

Establishing Quorum and The Baseline for Passage of an Action

Quorum count. Attendance will be confirmed two ways at the beginning of Council: normal headcount and by asking all members to e-vote "Present" (by smartphone/iPad/laptop) and by initial sign-in for any paper ballot. This paper ballot option is reserved for those who are physically present and wish to vote by ballot rather than smartphone/iPad/laptop/ PLUS those who hold a proxy for another member. (Adrian will create a "Vote Present" poll for this opening exercise for the quorum count.)

The attendance head count defines the baseline (a quorum requires 51% of KSB full-time faculty to be physically present) and thus the "hurdle" (67% of those present) for passage of any general vote taken at that Council. **If required,** a second "Present" vote may be taken for restricted votes (e.g., only tenure-track faculty are eligible to vote on certain issues).

Phone dial in

At this time we have no simple and reliable system for members who listen via phone. (If you are a multi-tasker presenting at an academic conference and listening to Council, you have the option of requesting a proxy ahead of time.)

Side Comments / Issues

1. Risk of double voting. To maintain anonymity we will not collect a name or id. Thus, we cannot prevent someone from voting via laptop and also a second device such as a smartphone. We are on an honor system.

2. Dropped internet connections while you are home / off site.   There is no 'back up' system. A lost internet connection during a Council session means a lost vote.   (Note, the hurdle remains the same since it may be too troublesome & time consuming to repeat the "All Present Vote" routine before every action vote.)

Summary

With a computer or other internet capable device (e.g. iPad, Android tablet): go to pollev.com/kogodcouncil and select the response. Please bookmark the page for future use. At the beginning of the Council meeting we'll run a count to establish the quorum, please click on the "Present" button at the beginning of the meeting to get counted.

If you do not have access to a computer, you can use a phone to text the code corresponding to your chosen response to 22333.

Instructions for texting the response:
1. Start the text messaging application on your phone
2. Enter 22333 for the recipient address
3. Type KOGODCOUNCIL in the content field and press Send to join the session
4. After you have joined the session, you can enter the corresponding letter (A, B, or C) for the response (the letters will be projected on screen next to the response alternatives) and press Send.

The easiest way to respond is still by browsing to pollev.com/kogodcouncil with an Internet enabled device. If you have technical questions, please contact Adrian.

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