Kogod Faculty Council
October 9, 2018
Minutes (Agenda attached), prepared by Sophia Florestal

Attending Faculty: Ajay Adhikari, Kent Baker, David Bartlett, Sheila Bedford, Bill Bellows, Wendy Boland, Carol Bruckner, Valentina Bruno, Erran Carmel, Mark Clark, Parthiban David, John T. Delaney, Heather Elms, Alberto Espinosa, Casey Evans, Maria Figueroa-Armijos, Brett Gilbert, Sonya Grier, Dave Harr, Jeff Harris, Robert Hauswald, Octavian Ionici, Itir Karaesmen-Aydin, Susan Krische, Nandini Lahiri, Emily Lindsay, Kimberly Luchtenberg, Robin Lumsdaine, Mark Ma, Sarah Mady, Gerald Martin, Sanal Mazvancheryl, Stacy Merida, Alex Mislin, Anu Mitra, Tomasz Mroczkowski, Ghiyath Nakshbendi, Ayman Omar, Jay Pope, Leigh Riddick, Cristel Russel, Ali Sanati, Jay Simon, Jon Simson, Ioannis Spyridopoulos, Ed Wasil, Tommy White, Don Williamson, Mikhail Wolfson, Benjamin Wright, Yinqi Zhang, Yijiang Zhao **Staff:** Reena Dwire, Sophia Florestal, Adrian Mihailescu

Faculty Attending Online: Frank Armour**,** Engin Cakic, Derrick Cogburn, Serge da Motta Veiga, Rick Gibson, Gwanhoo Lee, Joseph Mortati, Mahsa Oroojeni, Catalin Stefanescu

Absent Faculty: Meredith Burnett, Michael Carberry, Michael Clayton (AI Core W2 meeting), Frank DuBois, Augustine Duru (Member of Committee for Faculty Action), Maureen Hall, Manoj Hastak (Teaching), Ron Hill (Teaching), Yujin Jeong (Sabbatical), Asad Kausar, Jill Klein, Tom Kohn (Teaching), Richard Linowes, Michael Mass (Teaching), Michael Mowchan (Teaching), Randy Nordby, Jennifer Oetzel (Teaching), Girish Ramani (Teaching), Jeff Rinehart, Bob Sicina, John Swasy (Sabbatical), Siri Terjesen, Tim Timura (Teaching), Heng Xu, Nan Zhang

Prof. Mark Clark welcomed everyone and called the meeting to order.
- Prof. Robin Lumsdaine is the newly appointed Vice Chair
- A moment of silence for the passing of Prof. Meredith Burnett's husband.

1. Approval of Minutes of 4/03/2018 Council meeting
- **4/03/2018** – If no corrections are needed, they are approved. (in accordance with Parliamentary Procedure).

2. Welcome comments from Dean Delaney
- Kogod enrollment trends: on-campus enrollment is increasing, online programs is steady
- Budget process: budget is solid for us for the next two years
- Space continues to be an issue in Kogod, particularly office space
    - o We are reevaluating what our space will look like going forward. One possible idea is to have the Kogod building have more of the Undergrad Programs and WCL more of the Grad Programs. Nothing has been decided yet; we are exploring options.
    - o We are also working to redesign the Advising team's space.
- Faculty retreat
    - o The President's office will talk about the Strategic plan.
    - o Input from faculty is encouraged.
    - o Planning process should wrap up the end of this semester.
- Kogod is running smoothly
    - o Going forward Kogod will need to find ways to generate more revenue.
    - o Kogod's various centers are making good progress. Getting good attention from the rest of the university.

3. Council overview, faculty priorities and feedback, quorum, voting
- AU Faculty Manual requires a faculty council for each academic unit in order to:
  - Ensure faculty voice in & responsibility for governance
  - Provide oversight for academic affairs: curriculum, degrees, review of faculty
  - Enact policies regarding other matters and topics of general interest
- <u>Membership</u>: All full-time faculty are members (adjunct may attend but not vote). Staff, students and others may be invited as non-voting guests.
- <u>Council Leadership</u>: Chair, Vice-Chair (*tenured, preferably full professors*)
  - Chair manages agenda and meetings; conduit for communications with Dean; window into the views of the faculty as a whole
  - Vice-Chair assists
- Quorum requirements: A quorum is established if more than half (a threshold of 50% + 1 vote of full-time faculty eligible to vote – 43/84) of the full-time faculty are physically present at any meeting. Some challenges the current requirements pose:
  - Council meetings have been very close to NOT having quorum number physically present (although online attendance bolsters the numbers of faculty participating in the meeting, under the current requirements, online attendance doesn't count for establishing a quorum)
  - Quora as currently defined may not represent an adequate number of voting eligible faculty on a particular item
  - Council deliberation may not require physical presence (e.g., similarly to online class discussion)

- We are currently working on proposals to rectify these issues, e.g.
  - Move votes to online (already done in some cases, not disallowed by bylaws)
  - Quorum may be established by either physical and online presence
  - Quorum could be established for individual votes, i.e., as 50%+1 vote on a given issue
- Current Voting Rules (from www.american.edu/kogod/facultycouncil/)
  - For an item to pass, need 67% supporting votes of the faculty present
  - An item fails if it receives supporting votes of less than 40% of the faculty present
  - A second vote is required for items that receive between 40-67% supporting votes. The second vote needs to occur within 10 days, may be conducted electronically, and needs 50%+1 support for the item to pass
- Current Proxy Vote Rules: in writing to Department Chair, Council Chair & Vice-Chair by 5PM the day before with designated voter (can be for entire semester). This effectively rules out the use of a proxy vote for emergency situations
  - A concern was raised from the audience regarding the current voting online voting system (poll.ev) being convenient but not secure
- Council Chair Mark Clark presented the results of the Council's survey of Faculty Priorities, which generated about 40 faculty responses.
  - **Faculty would like to see the Council do MORE of the following:**
    - Faculty voice on expenditures
    - Address problems (e.g., grad enrollments decline, career center performance)
    - Long-term strategy (less minutiae)
    - Explain/discuss: Teaching (how evaluated for RTP; online/on-load; in-class experiential learning, interdisciplinary)
    - Explain/discuss: Service (rationale of 0-4 ratings)
    - Diversity & inclusion (faculty composition, curriculum, programs)
  - **Faculty would like to see LESS of the following:**
    - Minutiae

- Council should wind down (small faculty, many service responsibilities, challenging to find willing faculty for Chair/ Vice)
- Fewer, more efficient meetings
- Break EPC into UG & Grad with authority to pass curriculum changes
- Discussion
  - Several faculty members emphasized the importance of physical presence for Council meetings, noting that being present enables faculty to hear the discussion of their colleagues and that it is nice to have an opportunity to come together and meet as a whole once a month.
  - One member raised the analogy to online courses not being comparable to face-to face meetings, citing research that has found that face-to-face meetings result in better decision-making. Another noted that meetings are necessary and that all faculty should want to attend to learn about Kogod's strategy and goals.
  - Some additionally argued that faculty do attend meetings when the vote is on a controversial issue and that one way to address the quorum challenges is to do a better job of separating out routine issues (e.g., some of the EPC actions) from more controversial or major ones. Another member noted that one of the challenges is enforcement of EPC deadlines that often means that EPC items are not adequately discussed within departments ahead of a Council meeting and vote.
  - Some faculty expressed that online participation in meetings is both effective and practically necessary.
  - The Council Chair noted that Council leadership is exploring set a way to vote outside of the meetings but that this will require a few Bylaws to be modified. This was followed by a question and discussion regarding the process of changing a bylaw and another regarding why the bylaws exclude the possibility of term faculty in Council leadership

4.Term faculty governance – Sr. Associate Dean Ajay Adhikari

The Term Faculty Committee has representatives from each of the different departments. Current membership consists of: Ajay Adhikari, Engin Cakici, Michael Clayton, Emily Lindsay, Ghiyath Nakshbendi, Jay Pope and Tim Timura (replacing Tara Rich).

- The Committee has been developing guidelines since Spring 2018.
- They are now asking for feedback from faculty, so they can submit the findings to the AU Council meeting in November. These guidelines will also be shared with the CFA.
- There are two types of Term Faculty: Academic Background and Practice Background..
- Executive in Residence (EIR) is typically used as a title for faculty with a Practice Background; EIR is not a rank. All EIR will be assigned the Professorial Lecturer rank.
- Promotions will be governed based on the guidelines articulated in the document.
  - Promotion Sequences:
    - Professorial Lecturer (Practice Background)
      - Instructor, Professorial Lecturer, Sr. Professorial Lecturer, Hurst Professorial Lecturer.
    - Assistant Professor Term (Academic Background)
      - Assistant Professor (Term)
      - Associate Professor (Term)
      - Professor (Term)

5. Online teaching load – Sr. Associate Dean Ajay Adhikari

- New KSB Online Teaching Onload Policy
  - Effective Fall 2019, full-time faculty members may teach online courses to fulfill their on-load teaching requirements
  - Exchange ratio: 3 credits of online teaching equals 2 credits of on campus teaching
  - Coverage of on-campus classes is first priority; department chair and Sr. Associate Dean will consider and approve such requests

6. 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",)

- **F18.01   ACCT-551 Seminar in Business Tax Planning**
  Action: Change prerequisite

  - The Accounting & Taxation Dept. proposes to remove the restriction that requires permission of the MST Program Director. Removing this permission will allow MS Accounting, MS Taxation and Graduate Certificate in Tax students to register for the course without advisor intervention.
  - Current catalog copy - *Permission:* director of MS Taxation program
  - Proposed catalog copy - *Permission: director of MS Taxation program* Restriction: MSA, MST, Graduate Certificate in Tax.

  F18.01 was APPROVED (38:0:0)

- **F18.02   MKTG-311 Internet Marketing**
  Action: Change course title and description

  - The Marketing department proposes changing the course title and description for *MKTG-311 Internet Marketing* on account of the changing landscape of the digital marketing curriculum. The new title 'Foundations of Digital Marketing' and description better reflect the current environment in which students will be learning about digital marketing.

  F18.02 was APPROVED (43:0:0)

- **F18.03   MS Sustainability Management**
  Action: Add IBUS-745 to the core as a "choose one of five" option

  - An understanding of Supply Chain Management in the global economy is critical for professionals in Sustainability Management. Current executives (Chief Sustainability and Supply Chain Officers, Vice President for Sustainability and Social responsibility) and managers in this field work with global supply chains on a daily basis to achieve corporate goals and satisfy corporate social responsibilities with their stakeholders.
  - The MS Sustainability Management program was envisioned as a cross-disciplinary program. Adding IBUS-745 will expand the options available to students to take classes that are consistently offered every year, and which are more closely related to the degree. The existing other four options are ENVS-610, ENVS-615, PUAD-685 and SIS-660 and

are not run by KSB. We had to make several substitutions with our 2017-2018 cohort because a) ENVS 610 conflicted with one of the core courses in our program, so our students could not take it, b) ENVS 615 was not offered in 2017-2018. In the past students would take IBUS-745 as a substitute as they had a hard time getting into the existing options offered.

F18.03 was APPROVED (45:0:0)

- **F18.04   MGMT-416/617 Sustainability Systems**
  Action: Change course title and description

  o The Management department proposes adding "and Innovation" to the course title for MGMT-417/617 and removing "Business, Science, Policy, and International Issues" Old title - (Sustainability Systems: Business, Science, Policy, and International Issues) New Title (Sustainability Systems and Innovation) They also propose minor additions to the course description to more closely relate to content and learning objectives of the course. The course has been enhanced to match recent advances in sustainability management. These changes reflect the content of the course.

F18.04 was APPROVED (47:0:0)

7. **Good of the Order**
   - Event announcement by Professor Dave Harr:
     o Vendor Demonstrations in Bender Library, Room B51 (Lower level Media Screening Room)
       - Brightspace: Tuesday, October 16th, 2:30 – 4:30pm.
       - Canvas: Friday, October 26th, 2 – 4pm.
     o Volunteers needed to pilot test these platforms in Spring 2019
     o If interested, please send an e-mail to Harr@American.edu with course name and number. Faculty will be kept posted on the status of both review.
   - Professor Robert Hauswald and Professor Emily Lindsay: Both are serving on the AU Senate. Senate discussion has been dominated by 4 topics:
     o Strategic Plan
     o Budget
     o Term Faculty governance
     o Student Evaluations – The proposed modification is to shorten the questionnaire. Currently running a pilot project to see the response rate from the students. Another suggestion would be not to release the student's grade until they have filled out the surveys, although this option is currently not feasible. The Registrar's office is working on possible solutions.
   - Associate Dean Wendy Boland announced the Case Competition coming up on October 26th and requested faculty to encourage their students to join.
   - Professor Jeff Harris mentioned the upcoming 4th annual Sovereign Wealth Fund conference on October 24th on campus (Constitution Hall at East Campus). https://www.american.edu/kogod/events/swfcon/swf-conf-18.cfm
   - Sr. Associate Dean Ajay Adhikari: Kogod is planning on imposing professional and academic qualifications for Adjuncts. This will be very important for our accreditation. He requested feedback if anyone has any.

Council Chair Mark Clark - Meeting adjourned.

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Faculty Council Chair: Prof. Mark Clark
Faculty Council Vice-Chair: Prof. Robin Lumsdaine

Kogod Faculty Council Agenda
October 9, 2018, 2:35-4:20pm
KSB 118

2:30 Refreshments
Pre-meeting:
 a. Establish Quorum (50%+1 physically present) – Ms. Sophia Florestal & Vice-Chair, Prof. Robin Lumsdaine
 b. Establish Proxy Holders' presence - Prof. Robin Lumsdaine
    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 (Assoc Prof Mark Clark, chair)

1. Approval of Minutes of April 2018 Council meeting

2. Welcome comments from the Dean (5 min)

3. Council overview, faculty priorities and feedback, by laws, quorum, voting (15 min)

4. Term faculty governance (Ajay, 25 min)
5. Online teaching load (Ajay, 5 min)

6. EPC (Nandini, 10 min)

7. Good of the Order (5 min)
    - Library is seeking volunteers for classroom testing of alternative Learning Management System Platforms, Canvas and Brightspace, in Spring 2019 (Dave Harr)
    - other

8. Adjourn

Council Voting Procedures

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

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

Both permit easy voting. Once you've created the first text message to 22333, texting is simple. 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 power-point on 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) OR 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/laptop/pad 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 and thus the "hurdle" (67%) for passage for 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 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.

For people responding by SMS it basically introduces a new step, they will need to text "kogodcouncil" to join the session, then things will be easier because the choices can be "A", "B", "C" or "1", "2", "3" instead of a long random number. The system is also nicer and easier to use from the point of view of the person who conducts the poll.

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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