

JOURNAL OF THE FACULTY SENATE

The University of Oklahoma (Norman campus)

Regular session – February 11, 2019 – 3:30 p.m. – Jacobson Faculty Hall, Room 102

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Note: The remarks of the Senators and others are summarized and not verbatim. A recording of this meeting is available in the Faculty Senate office.

The Faculty Senate was called to order by Professor Megan Elwood Madden, Chair.

PRESENT: Allen, Ashby, Bradshaw, Butler, Carpenter, Churchman, Cuccia, Demir, Dunn, Edwards Williams, Ellis, Elwood Madden, Givel, Golomb, Hambright, Heinze, Heyck, Hoagland, Hobson, Houser, Karami, Karr, Keppel, Knox, Lai, Lamothe, Lifset, Lyst, Martens, Miller, Natale, Nelson, Pepper, Shotton, Smith, Sprecker, Stevenson, Stock, Tabb, Trafalis, Ward, Warren, Weaver, Woodfin

Provost's Representative: Provost Harper

ISA representative(s): Chris Cook

SGA Representative(s): Sam Quick

Others: Jane Irungu, Jackie Wolf

ABSENT: Anderson, Burge, Fuenzalida, Halterman, Martin, Schmeltzer, Wang

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APPROVAL OF JOURNAL

The Faculty Senate Journal for the regular session of December 10, 2018 was approved.

The Faculty Senate Journal for the limited session of January 14, 2019 was approved.

ANNOUNCEMENTS

The call for volunteers for councils, committees, and boards will be sent to faculty by email during the week of February 11, 2019. Nominations are due to the Faculty Senate office by Friday, March 8, 2019 via an online Qualtrics survey form. The link will be given in the call.

On behalf of the Faculty Senate, the Executive Committee approved the following nominations:

- Kyle Bergersen (Journalism and Communication) to replace Daniel Kimball (Psychology) completing a 2016-19 term on the Faculty Welfare Committee.
- Lyn Cramer (Musical Theatre) to replace Sarah Ellis (Music) completing a 2018-21 term on the Faculty Senate Committee on Committees.
- Kimberly Marshall (Anthropology) to replace Michael Winston (Modern Languages, Literatures & Linguistics) completing a 2017-19 term on the Arts & Humanities Faculty Fellowship Committee.
- Meta Carstarphen (Journalism and Communication), Misha Klein (Anthropology), and Brian Burkhart (Philosophy) appointed to the ad hoc Awards Review Committee.
- Amy Pepper (Law) to replace Harold Mortimer (Musical Theatre) completing a 2017-20 term on the Budget Council.
- Jon Young (Drama) to replace Jacquelyn Slater Reese (University Libraries) completing a 2016-19 term on the Rita Lottinville Prize for Freshmen Committee.
- Shawn Churchman (Musical Theatre) to replace Vince Leseney (Musical Theatre) effective January 2019 completing a 2017-19 term on the Faculty Diversity, Equity, and inclusion Committee (FDEIC).
- Robert Lifset (Honors College) and Lance Lobban (Chemical, Biological, & Materials Engineering) to the ad hoc Health Insurance RFP Committee.
- David McCloud (Social Work) to replace Jacquelyn Slater Reese (University Libraries) completing a 2018-21 term on the Publications Board.

The Faculty Senate is sad to report the death of faculty member Rosemary Knapp (Biology) on February 3, 2019 and retired faculty member Alberto Mata (Human Relations) on December 22, 2018.

SENATE CHAIR'S REPORT, by Prof. Megan Elwood Madden

Prof. Elwood Madden distributed the Senate Chair's Report to all regular faculty members prior to this meeting along with the meeting agenda; it is attached.

Prof. Elwood Madden asked if there were questions or comments about any of the items in her report. Prof. Lifset had a question about faculty evaluations, asking how much latitude departments would have in determining future merit raises. Provost Harper replied that in the memo from the Provost's Office in December, it was stressed to faculty that the evaluation process and results would be connected to merit raises moving forward. He added that there is currently a significant amount of variation on how units perform faculty evaluations.

Prof. Heinze also asked about the new faculty evaluation system. He said that not all departments have transitioned to the new system, which entails uploading a significant amount of potentially confidential information. His colleagues are concerned about who would have access to that data and if it would be subject to Open Records requests or the Freedom of Information Act. Provost Harper said that he wanted to verify his answer to this question and would get back to Prof. Heinze. There were no additional questions.

REMARKS BY KYLE HARPER, SENIOR VICE PRESIDENT AND PROVOST

Prof. Elwood Madden introduced Kyle Harper, the Provost. Provost Harper thanked her for the opportunity to address the Senate. Initially, he said that transitions could be difficult, especially as we have not had a Presidential transition at OU in so long.

However, Provost Harper stated that OU's mission remains the same: "to provide the best possible educational experience for our students through excellence in teaching, research, and creative activity, and service to the state and society." He said that faculty members steward that. There are four pillars that support that mission: financial sustainability, undergraduate excellence and success, graduate education impact, and the doubling of research and creative activity.

Achieve Financial Sustainability

- Exercise Financial Responsibility
- Keep OU Affordable
- Build a Mission-Focused Team
- Grow Enrollment to Expand Impact

UG Excellence & Student Success

- Make OU Processes Student Friendly
- Commit to Teaching Excellence
- Achieve Inclusive Excellence
- Provide Breadth and Depth for All

Expand Impact in Grad Education

- Grow Professional Master Programs
- Grow the Number and Impact of Ph.D.s

Double Research & Creative Activity

- Enhance Faculty Development
- Build a Culture of Excellence: Evaluation, Incentives
- Building for the Future

In terms of financial metrics, Provost Harper recommended watching the amount of unrestricted cash that the university has. Recently, OU's unrestricted cash has been less than six weeks of OU's operating expenses. He added that in this difficult financial time, we also are striving to keep our tuition and fees affordable, especially to Oklahoman students. He reminded the Senate that he is working with former Senate Chair Sarah Ellis and a team of faculty members to look at the resources used in academic affairs through the President's Academic Program and Budget Advisory Committee (PAPBAC).

Provost Harper shared that in recent years, OU has grown tuition and fee revenue from \$265 million to \$340 million per year. He added that we continue to try to improve our undergraduate retention and graduation rates. In terms of graduate students, we need to enhance graduate stipends while concurrently reducing graduate fees. This will improve our ability to recruit graduate students. He said that OU would also need to grow the number of faculty members. Long term, we need approximately 150 more faculty members across campus. This year, 25 new lines were authorized.

Prof. Keppel raised the issue of disability accessibility on campus and in the community. He said that since he came to OU 20 years ago, OU has made huge strides in implementing the ADA. He added that he has worked on issues with Chelle' Guttery in the Disability Resource Center and she has affirmed that

OU is committed to accessibility. However, he is concerned about the future of the Cleveland Area Rapid Transit (CART) system, which allows him to travel around campus and within Norman. OU has given infrastructure to the CART program and he would hate to see the CART program leave OU. Provost Harper said that his ability to influence those decisions is very limited, as transportation does not fall under Academic Affairs. He said that under the new organizational structure, there would soon be an OU Vice President of Operations and CART would fall in his domain. The person filling that role, Eric Conrad, will start at OU in late February.

Prof. Givel asked for sources of publicly available information about OU's financial situation. Provost Harper replied that OU has an annual financial statement that is externally audited. Prof. Givel asked if the amount of state appropriations OU receives is provided in that document. Provost Harper said that it is. In response to a follow-up question, Provost Harper noted that the OU Regents have asked for an increase in appropriations of about 4%.

Prof. Golomb expressed her concern that in the past five years, the University Libraries has lost about ten faculty lines. She asked if the plans to increase faculty members would include the libraries. Provost Harper said that the libraries would be included in those plans.

Prof. Heyck raised the issue of valuing faculty time. He mentioned several systems that have moved work from staff to faculty, such as the Concur system. Prov. Harper said that faculty time should be focused on teaching and research, where it can make a difference. He is aware of the concerns about Concur, but that also is not under Academic Affairs. However, he has raised his concerns to the decision makers who select and manage those systems.

Prof. Elwood Madden asked a question sent by a faculty member to the Senate office: What is being done to assist international students who are unable to enroll under the new bursar policy, which results in their losing their student visas? Provost Harper said that fewer students are actually affected than has been depicted in the media. He said that OU is working with those students to try to find solutions, while still maintaining the policy that students pay their tuition and fees in a timely manner. He added that this is an ongoing challenge.

RECOMMENDED APPORTIONMENT OF THE FACULTY SENATE FOR 2016-19

Prof. Elwood Madden recapped the apportionment recommended by the Ad Hoc Reapportionment Committee (attached). She said that the concerns of the Law faculty about how faculty numbers were calculated were satisfactorily addressed by the Senate office and Institutional Research and Reporting (IRR). There was no discussion and the recommendation was approved by a voice vote.

FACULTY SENATE DIVERSITY, EQUITY, INCLUSION, & BELONGING RESOLUTION

Prof. Elwood Madden presented a draft statement regarding diversity, equity, and inclusion for discussion (attached). She said that it was developed cooperatively by the Faculty Senate Executive Committee, the Faculty Diversity, Equity, and Inclusion Committee, and the Faculty Welfare Committee. She asked senators to discuss the document with their colleagues over the next month and come to the March meeting with any suggested changes.

Prof. Givel said that there has been research on the validity of student evaluations of faculty. He said that student evaluations could disadvantage faculty members of color. Prof. Elwood Madden said that this is addressed under Section B.1.b of the statement as well as in other parts of the statement. She added that Prof. Natale is leading an ad hoc committee that is working with the Provost's office to look

at teaching evaluations. Prof. Elwood Madden asked that Prof. Givel send her any specific concerns by email.

Prof. Heinze asked about the recommendation in the statement to hire a Chief Diversity Officer at the Vice Presidential level. He asked if that would replace the Office of University Community. Prof. Shotton said that those on the search committee for the Associate Vice President for Community recommended that the position should be at the VP-level, not Associate VP level.

Prof Butler suggested the addition of an overarching vision to the statement. Prof. Smith asked if we have looked at what other universities are doing in this area in terms of best practices. He followed up with a question about section A.3, which holds campus leaders accountable as we move towards diversity, equity, and inclusion goals.

Prof. Ashby asked that the statement be written to broadly address ongoing issues in this area, not simply be a reaction to one specific incident. Prof. Elwood Madden said the statement has been written to address long-term structural issues. There were no additional questions. Prof. Elwood Madden reiterated that senators should send their suggestions to the officers of the Senate before the March meeting via the Faculty Senate email address facsen@ou.edu, or directly to Prof. Elwood Madden, Prof. Nelson, or Prof. Bradshaw.

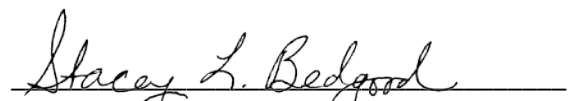
NEW BUSINESS


Prof. Elwood Madden asked if there was any new business. Prof. Woodfin said that as a member of his college's Committee A, he had been contacted by the Provost's office to coordinate their Dean's evaluation. Part of the evaluation was gathering feedback from faculty, staff, and students on the Dean's performance. His college chose to use OU's Qualtrics survey system to gather that information. He said that there seems to be a given that the leadership in the departments and colleges are the right people to lead the charge to improve OU. Yet, there is no transparency in evaluations of chairs and deans.

Prof. Natale said that OU's IRR office assisted him in collecting that feedback information on his college's dean. Prof. Demir added that his colleagues also have concerns about a lack of transparency in the evaluation of administrators. Prof. Tabb and Prof. Hoagland said that it is their understanding that the comments from faculty on dean evaluations are never shared with the dean; they only receive the numerical scores. Prof. Natale offered to take this issue to the Faculty Welfare Committee to start a conversation on this issue.

ADJOURNMENT

The meeting adjourned at 5:00 p.m. The next regular session of the Faculty Senate will be held at 3:30 p.m. on Monday, March 11, 2019, in Jacobson Faculty Hall, Room 102.


Stacey L. Bedgood, Administrative Coordinator


Amy Bradshaw, Faculty Senate Secretary

***SENATE CHAIR'S REPORT, by Prof. Megan Elwood Madden
February 11, 2019***

On January 14, we held our annual Faculty Senate-administration reception. Thank you to all who attended and participated in the discussions.

On January 15, I received an update from Information Technology Council (ITC) Chair Patrick Livingood providing information about proposed IT policies to manage IT vulnerabilities and IT security awareness training. ITC will continue to provide feedback to OU's IT leadership regarding the policies as they are further revised.

On January 16, the Faculty Senate Executive Committee (FSEC) met with President Gallogly and discussed health insurance, research initiatives, faculty evaluations, and staff compensation. President Gallogly told us that he hopes to eventually bring all three campuses together under one benefits plan. He suggested that as we work towards one unified plan, the Employee Benefits Committee (EBC) should evaluate and discuss the overall philosophy of how the university distributes the cost of benefits between the university and employees, including our "anemic" support for dependent coverage and the salary tiers used to determine how much employees pay towards their benefits. The President also mentioned possible plans to re-evaluate the university's relationship with the state retirement system in the future.

In our discussion of research productivity, the President highlighted the need for improved graduate student support and briefly discussed potential efforts to re-evaluate the tuition/fee revenue structure further with the state so that OU can cover the cost of fees for graduate students. The remainder of the discussion focused on "investable ideas" for generating research money via private donations or targeted funding from the state legislature. We discussed how faculty could be engaged with the process to generate high quality proposals and suggested that the President communicate future proposal calls to the general faculty directly or through Faculty Senate. Chair-elect Joshua Nelson also suggested the President might speak at the next chairs and directors meeting on February 11 so that a faculty member from each department can learn more about the process of generating these types of proposals. The FSEC reiterated that faculty want to be involved in these types of initiatives and can be strong assets in the process, since faculty are the researchers pushing towards the next big discoveries within their disciplines. We also discussed how faculty are often eager to work on cross-disciplinary projects that are compelling to outside donors and funding agencies, including the legislature, but may fall between colleges.

The FSEC members asked about the President's goals for faculty evaluations given his intention for future merit raises. He hopes that OU will take a holistic look at the evaluation process and provide training about how to give honest feedback. We asked him about how the faculty evaluation process might be adapted towards his goal of doubling research. The President reiterated that doubling research does not just mean double the total volume of scholarship (e.g., two books in five years instead of one book); he aims to increase both the volume and quality of scholarship to double the impact of our scholarship efforts. President Gallogly also talked about finding ways to evaluate fairly faculty who are primarily focused on instruction while also providing avenues for faculty who are highly productive to focus more on research.

The FSEC expressed faculty support for staff raises. We highlighted the need for retaining excellent staff in addition to retaining excellent faculty. The President reiterated that Norman faculty salaries were in need of adjustment to bring them closer to peer institutions, but support staff salaries (landscaping, food service, etc.) are in line with local norms. We inquired if academic staff salaries may be more difficult to compare with a “market” average. President Gallogly suggested that focusing staff positions on one area of expertise rather than asking academic staff to be generalists would make the university more efficient and allow for clearer salary comparisons. The President also addressed media reports that circulated in December and expressed that he hoped that the public and media would focus on the substantive issues the university is facing.

On January 18, I talked with Marcy Fleming from Human Resources, as well as Teresa Cullen and Amy Pepper (faculty representatives on the EBC) following President Gallogly’s recent visit to the EBC meeting. The President informed the EBC that OU would be opening a new RFP to solicit proposals from health insurance carriers in February. HR will be establishing an RFP review committee that will meet this semester to review proposals and hear presentations from the companies, then discuss and make recommendations to the EBC and the administration. The EBC and HR have asked the Faculty Senate to nominate two Norman faculty members to fill one seat on the RFP committee by February 5. The FSEC worked with the Committee on Committees and nominated Robert Lifset (Honors College) to represent the Faculty Senate on the committee.

I emailed President Gallogly on the morning of January 21 and offered to share faculty perspectives, ideas, and assistance regarding current and future diversity, equity, and inclusion efforts. President Gallogly replied and stressed that we all need to be part of the solution. Staff Senate Chair Justin Daniels also reached out to me and suggested we put forward a joint statement demonstrating staff and faculty’s unified commitment to addressing the racist incident and working toward lasting positive change. We worked together to draft an initial statement with input from both senate’s executive committees and both diversity, equity, and inclusion committees. The joint statement was sent to all OU faculty on January 22 from the FSEC and the Faculty Diversity, Equity, and Inclusion Committee (FDEIC) and was also circulated to all staff from the Staff Senate Executive Committee and the Staff Diversity, Equity, and Inclusion Committee.

On January 24, we shared a list of diversity needs with Provost Harper. I also met with Staff Senate Chair Daniels and discussed mechanisms to improve diversity, equity, and inclusion practices across campus. We also talked about campus safety concerns, recent executive-level hires, the ad hoc RFP review committee to evaluate Health Insurance Carrier proposals, and parking plans. Justin relayed parking permits costs are not expected to increase in the foreseeable future and an additional faculty/staff parking lot is planned South of Sarkeys Energy Center.

On January 25, a group of FSEC faculty met to discuss communication mechanisms and potential actions moving forward. The full FSEC met again on January 28 to finalize letters to President Gallogly and the Regents. We also began drafting a resolution aimed at building and strengthening OU’s diversity, equity, and inclusion infrastructure.

Following the meeting on the 28, Joshua Nelson, Amy Bradshaw, FDEIC Chair Kathrine Gutierrez, and I met with Staff Senate leaders, Interim Associate VP for Community Jane Irungu and Director of Campus and Community Engagement Teara Lander to discuss current and pending action plans to improve

diversity, equity, and inclusion at OU. Dr. Irungu went through the list of diversity needs that we had provided to the provost on January 24 and indicated that several items had been included in the diversity plan presented to President Gallogly earlier in the day. We also discussed the Office of Community's plan to hold discussion sessions with faculty, students, and staff throughout the semester. I also met with Stewart Berkinshaw, Director of the Budget Office, to discuss OU's financial metrics. We discussed OU's lack of operating reserves relative to other peer institutions. Based on publicly available metrics, OU had ~ 38 days of operating reserves available at the end of FY 2017 (~\$105 million) and ~36 days (~\$101 million) of operating reserves available at the end of FY 2018. For comparison, OU's Big 12 peers had ~40-175 days of operating reserves available at the end of FY 2017, with most holding 60-90 days of operating reserves. I have requested that Ken Rowe, OU's Chief Financial Officer, and Stewart Berkinshaw share the full analysis with the full Faculty Senate.

On January 29, the FSEC sent an update to all faculty regarding our communications with President Gallogly and the Regents, and requested suggestions from the OU campus community. Thank you to everyone who contributed ideas.

On January 30, the exec committee received an email from a faculty member informing us that they believed that they were being harassed by the administration because of the faculty member's previous statements. The faculty member told us that the administration had removed a computer from their office without any prior warning. We communicated to the faculty member that we were trying to learn more about the situation and provided them with information from the Faculty Handbook regarding the faculty appeals process. We reached out to the provost's office for more information. Provost Harper communicated that IT and the legal office followed existing HR and legal protocols to transfer business files and documents to the incoming administrator. Joshua Nelson, Amy Bradshaw, and I also talked to Chief Legal Counsel Anil Gollahalli who told us it was also standard procedure to image computer hard drives and archive the data when an employee has been terminated or changed positions, especially when the employee indicates there may be potential for future litigation. We requested the relevant termination checklist protocols from Anil Gollahalli as well as the other applicable policies and procedures regarding computer searches, data archiving, and access to faculty email. Mr. Gollahalli agreed to share this information with the FSEC in our upcoming meeting.

On January 30, Joshua Nelson, Amy Bradshaw, and I also attended the OU Regent's meeting at the Health Sciences Center. Regents Vice-Chair Leslie Rainbolt-Forbes announced that Regents Chair Clay Bennet has resigned as chair of the Board of Regents, effective immediately, due to health reasons. She will be assuming the role of Chair. President Gallogly presented the President's report. He talked about the racist student video and the need for respect, equity, and safety on our campus. He also read the first two paragraphs from the letter we sent him on Monday, January 28. He highlighted the FSEC's list of actionable ideas and told the Regents he would be working with us and others on these and other ideas. He spoke about a new ad hoc committee, led by Dr. David Surratt, the new Dean of Students, to review of the Student Code of Conduct. The review will include analysis of best practices and comparisons with student codes of conduct employed by other campuses. Several of the Regents commented on the situation and stated their support for President Gallogly and the university's diversity, equity, and inclusion goals. Chair Rainbolt-Forbes stated that the Regents care deeply about the university and she hopes everyone has heard that the Regents are committed to proactive change using effective metrics and mechanisms for real change over the next five to ten years.

CFO Ken Rowe provided a financial status report. He shared a plot showing that OU-Norman's debt load has doubled over the past 10 years. He also showed a plot of OU Norman's average monthly cash which was reported as \$204M in 2013, then decreased from \$210M in 2014, that steadily decreased to a low of \$102M in 2016, and has recently been \$113M in 2017, \$125M in 2018, and estimates show \$107M for 2019. He reported that OU's current Composite Financial Index (CFI) is a negative number. His goal is to reach a CFI >4 so that the institution has resources to allow transformation. President Gallogly commented that our cash is half of what it should be, but OU has found \$32 million in savings to date.

The Regents moved into executive session to discuss personnel actions. When they returned, we received updated materials with information about athletics department personnel decisions. The Regents approved revised salaries for several football coaches as an amendment. The Regents also approved the sale of land to the City of Norman and a utility easement to the city for a water line along Timberdell. All the other items in in the agenda were also approved.

On February 1, I met with Provost Harper, and we discussed the draft resolution aimed at improving OU's infrastructure for diversity, equity, and inclusion efforts. Provost Harper discussed the current status of OU's work to recruit and retain students, faculty, staff, and administrators from underrepresented groups. He gave high marks to our recent efforts to attract, admit, enroll, and retain undergraduates from underrepresented groups, but acknowledged that significant work is required to improve OU's recruitment and retention of faculty, staff, and administrators from underrepresented groups. Provost Harper provided a brief update on the PAPBAC committee's work and also the ongoing search for a VPR. Later in the day, I also met with Vice Provost Jill Irvine. We discussed the draft resolution on diversity, equity, and inclusion, as well as the Theory of Change document aimed at implementing institutional change to improve diversity, equity, inclusion, and belonging at OU. Dr. Irvine and I also discussed delegating tasks associated with her role in the Provost's office, as well as faculty morale in CIS.

On February 4, the FSEC met and worked to finalize the language in the draft diversity, equity, and inclusion resolution. The FDEIC Chair reported that they will meet on Wednesday, February 6 and will also provide input. In addition, the FDEIC will be discussing the Higher Education Research Institute (HERI) survey data, effects of bursar holds on underrepresented student populations, and other diversity, equity, and inclusion priorities. The Committee on Committees has been working via email to fill open committee positions, and the FSEC approved the following recommendations on behalf of the Senate from the committee: Shawn Churchman will return to FDEIC; Robert Lifset (Honors) has been nominated to fill a Norman Faculty seat on the upcoming Health Insurance RFP committee; and David McCloud will replace Jacquelyn Slater Reese on the Publications Board. The FSEC also approved either Yan Zhang or Julie Ward to fill the open seat on the Faculty Welfare Committee (FWC).

The Faculty Compensation Committee (FCC) met last month and discussed employee benefits, the upcoming RFP for health insurance carriers, potential inequities in faculty pay based on gender, race, and/or ethnicity, as well as future cost-of-living and merit raises. They will meet with the new VP for HR Jackie Wolf next month. The FWC has been meeting via Zoom to discuss updates to the Faculty Handbook and methods and metrics for assessing faculty teaching, including student evaluations of teaching. An ad hoc working group met last week with Vice Provost Jill Irvine and looked at data collected by a graduate assistant in the Provost's office to assess the current range of teaching evaluation approaches across the university. FS staff Stacey Bedgood gave an update on the

reapportionment efforts, since the College of Law had a concern that they were not getting credit for their entire faculty. Stacey worked with HR and Institutional Research and Reporting (IRR) to verify the numbers used by the Reapportionment Committee. Law has 37 faculty members, of which five of them are Dean, Associate Deans, or Assistant Deans. Since administrators cannot be senators, we do not include them in the numbers for reapportionment, leading to 32 faculty members in the College of Law that are counted for reapportionment. This matches the data we received from IRR that was used for reapportionment calculations, so no changes in the reapportionment recommendations are needed.

The FSEC then discussed the [Acceptable Use Policy for Information and Technology Resources](#). We discussed the potential implications of using OU email on privately owned devices (smartphones, laptops, etc.) or university networks. We also discussed the approval process for new IT-related policies. ITC may comment on IT policy, but no longer has approval authority. The Regents delegated such authority to the Security Governance Advisory Council (SGAC) and the Security Governance Executive Council (SGEC), which do not include faculty representation. The FSEC recommended adding a faculty representative (i.e., the ITC chair) to the SGAC in 2017, but it does not appear that this recommendation was adopted. However, several recommendations from ITC were incorporated into the most recent draft of the acceptable use policy.

OU Legal Counsel (OLC) Anil Gollahalli joined the conversation, along with ITC Chair Patrick Livingood, and we discussed the acceptable use policy, as well as the [HR termination checklist](#) and the Office of Legal Counsel Electronic Device Search procedure. Mr. Gollahalli emphasized that no one using university resources should hold an expectation of privacy in any electronic communications, and personal use of university accounts is discouraged. He discussed open records requests and described how OLC and the Open Records Office do their best to protect private data and research-related proprietary information, as well as personnel, donor, and student information. He reminded the FSEC that all emails and data produced or transmitted via OU resources are state documents that can be requested at any time by the media or any outside individual or group. However, there are stricter policies and procedures in place that require OLC authorization of any internal data search. He shared the OLC Electronic Device Search Authorization form that requires a justification for the search as well as the scope and specifications of the search criteria. Within the form, OLC may approve, deny, or modify the search criteria. In addition, the employee's supervisor will also be notified of the search. Joshua Nelson asked for clarification regarding the types of situations in which a search would be authorized. Mr. Gollahalli highlighted Title IX issues, NCAA investigations, law enforcement investigations, and potential litigation as situations warranting an authorized data search. He suggested that seeking information regarding unionization activity, outside job searches, etc., would not be appropriate reasons for a data search.

Mr. Gollahalli also described the termination procedures outlined in the HR termination checklist. He acknowledged that HR is currently working to develop a similar checklist for employees who are transitioning between roles at the university (employees moving from dean to faculty, e.g.). He also discussed that when there is a potential for litigation, the university is required to preserve all potential evidence. Thus, computer hard drives are imaged and emails are copied, then archived. If there were litigation, all the archived data would be provided as requested during discovery. ITC Chair Livingood pointed out there is a large gap between the policies and procedures outlined in the IT Acceptable Use Policy (i.e., the university has access to everything at any time, with or without consent) and the current

practices carried out by OLC, IT, and HR. Dr. Livingood requested that OLC and IT communicate the guiding principles that Mr. Gollahalli presented in the meeting to communicate clearly that supervisors and IT should not be accessing computers or data without authorization from OLC or HR.

Provost Harper joined the meeting and provided a PAPBAC update. The committee has recently talked with the Fred Jones, Jr. Art Museum, OU Libraries, and the Sam Noble Oklahoma Museum of Natural History. The committee plans to meet one additional unit before releasing further recommendations. Provost Harper requested a copy of the draft resolution on diversity, equity, and inclusion to share with VP for HR Wolf. We also discussed legislation in the Oklahoma state legislature that could realistically become law in Oklahoma. OU is hoping that, should concealed carry legislation be successful, they would be able to exempt educational institutions with a 'carve out' in the legislation. Executive Director of Governmental Affairs John Woods is working hard, and faculty should contact the Provost with any concerns. We also discussed the role of Ranked Renewable Term (RRT) faculty across campus and the current cap that limits RRT faculty to 10% of the regular faculty.

CFO Ken Rowe, Budget Director Stewart Berkinshaw, and President Gallogly joined FSEC for the final portion of the meeting. We discussed various financial metrics, including our debt load, which has doubled in the past five years, our cash-on-hand, which has decreased by half since 2013, the AAUP financial health metric based on a series of financial indicators:

<https://www.aaup.org/file/FinancialExigency.pdf>, and the Composite Financial Index (CFI) <https://www.kent.edu/university-dashboard/composite-financial-index-cfi>. Based on the comparisons generated by Stewart Berkinshaw using publicly available data, OU ranks poorly in terms of both the AAUP financial health metric and our available cash reserves compared to our peers. Mr. Rowe also reported that the Norman campus has had a negative CFI value for several years, indicating a long-term need to reassess our budget structures and allocation of university resources.

We also discussed how the financial narrative presented by the administration has changed significantly between the previous and current administrations, from a focus on declining state appropriations to a new focus on finding efficiencies and eliminating unnecessary spending outside of the core academic mission. Mr. Rowe said there has also been a philosophical change over the last several months to focus our financial resources on the core mission of the university: teaching and research. He reiterated that we have to 'right-size' the operational and amenities parts of the budget and move those funds to the core teaching and research mission. The FSEC stated that the financial data comparisons for OU and peer institutions prepared by Stewart Berkinshaw and the additional data shared by Mr. Rowe in the last Regent's meeting present a compelling case for financial change. However, the FSEC recommends that the administration communicate the data and the change in priorities more clearly to the faculty if they wish to gain wide faculty buy-in. We also suggested that they communicate a moderate-term plan for how we turn the university finances around to put us on healthier financial footings. President Gallogly expressed frustration that financial data have been misrepresented in the media. He hopes that faculty will trust the financial experts, not the media reports. Mr. Rowe and Mr. Berkinshaw agreed to present more financial information to the full Faculty Senate in a future meeting once they have developed a data communication plan.

On February 6, I attended the Dean's Council where we heard an update from interim CIO David Horton about the IT workforce and budget on the Norman campus and information about the first round of computer purchases under the standardization policy. Mr. Horton reported that IT accounts for ~9.6%

of Norman Campus expenditures, with over 400 employees, including ~320 in central IT and 180 working in IT in other departments. Since the standardization went into effect, they have purchased ~240 computers, with 21 exceptions to buy non-standard computers requested. Of those 21 exception requests, 17 were approved to buy different machines and four were denied.

We also heard from Jackie Wolf, Glenn Hansen, and Marcy Fleming about efforts to revise the faculty evaluation system. They delivered information to each college that showed the distribution of evaluation scores within that college compared to the distribution of scores for the entire campus. They also shared information with the deans regarding the mean and median scores for each college, along with the standard deviation of scores assigned within the college. Some colleges had high median and mean scores, along with low standard deviations ($\sim 4.5 \pm 0.17$) and other colleges had lower median and mean scores and higher standard deviations ($\sim 3.5 \pm 0.71$), with most colleges falling somewhere in between ($\sim 3.75-4.25$, $\pm 0.3-0.5$) making it difficult to calibrate merit scores across campus for future merit raises. They shared a handout describing best practices for evaluating faculty and included the annual evaluation instructions and rubrics from Social Work as a positive model. There was a robust discussion amongst the deans regarding how best to calibrate and/or compare faculty evaluation scores across departments and colleges. There was a general consensus amongst the group that departments should individually reevaluate and calibrate their scores using benchmarks from peer or aspirational peer departments, rather than trying to force a calibration across departments and colleges using the current scoring standards. The deans suggested this would also be useful for aligning annual evaluations with expectations from outside evaluators during the tenure and promotion process. Vice Provost Irvine suggested that deans and the Provost's office could help departments determine appropriate peers determining benchmarks.

Provost Harper also talked about the percentage of Ranked Renewable Term (RRT) faculty on campus and his discussion with FSEC about adjusting the cap on RRT. He acknowledged faculty concerns about the potential impact on academic freedom and other tenure protections if we increase the cap. He also discussed adjusting the lecturer and instructor positions to allow promotion through multiple ranks. Dean Gaffin asked about AAUP guidelines regarding caps for non-tenure track faculty as well as comparisons with peer or aspirational peer institutions. [Note: [AAUP recommends](#), "no more than 15% of the total instruction within an institution and no more than 25% of the total instruction within any department, should be provided by faculty with non-tenure track appointments"]. There was discussion of hiring additional RRT positions to teach 4/4 loads, thus releasing tenure and tenure-track faculty to focus more time on research. The deans also highlighted using RRT positions to accommodate spousal hires. Dean Wrobel announced the death of Biology Professor Rosemary Knapp, Dean Biscoe announced that the open access journal JSCORE will now be published by OU libraries, and Dean Gaffin announced an upcoming celebration of Martin Gardner.

Joshua Nelson and I also met with College of Arts & Science Director of Student Development & Community Paola Lopez and Carlos Regalado on February 6 to discuss a training program for faculty and staff to educate them about opportunities for DACA students. I also met with the FDEIC to discuss the draft diversity, equity, inclusion, and belonging resolution.

Report of the Ad Hoc Committee on Faculty Senate Reapportionment

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January 2019

The Ad Hoc Committee on Faculty Senate Reapportionment met to recommend a reapportionment of the Faculty Senate. It first considered the policies found in the Faculty Handbook. The rules for apportioning the Senate are stated in section 10.2.1 of the Faculty Handbook:

"The Faculty Senate shall consist of 50 members of the Regular Faculty. The senators shall be elected to three-year terms in the degree recommending divisions of the University. The electors shall consist of members of the Regular Faculty. Full-time administrative personnel above the department level shall be excluded from elections of the Faculty Senate.

In the Faculty Senate, seats shall be allocated as follows: one seat to each degree-recommending division with at least one percent of the total faculty. Members of the Regular Faculty who are not members of a degree-recommending division of the University, or who are in a degree-recommending division with less than one percent of the total faculty, shall be treated as a separate division. The balance of the seats will be allocated among faculty members placed in this separate division according to a triennial apportionment proposed by the Faculty Senate and approved by the Regular Faculty. Degree-recommending divisions with no faculty members will be allowed to appoint a faculty member as an ex-officio member with all the rights and privileges of senate membership excluding the right to vote in official Faculty Senate actions."

Recommended Reapportionment

The Committee followed a number of past practices. Included in the faculty count are renewable term appointments at the Assistant Professor level and above and part-time faculty at the Assistant Professor level and above, term or tenured/tenure-track, according to their FTE. For faculty who are budgeted in non-degree organizations, we allocated as many of them as possible to their home departments (where they hold tenured or tenure-track appointments). They should, therefore, vote for their Senate representation with their academic department. The "Total" column in the table provides the total number of faculty in each unit when applying the above method of counting faculty.

There are 46.5 faculty members in non-degree recommending divisions who do not have joint appointments. That number represents 4.52 percent of the total faculty and entitles them to about 5 percent of the total numbers of Senators, or three Senators. Following both tradition and being justified

by their numbers we recommend allocating one seat, each, to the Library and ROTC faculties. Faculty members in non-degree recommending divisions as well as the faculties of Professional & Continuing Studies (formerly Liberal Studies), Honors, and Aviation are left. We recommend they share that last seat.

We recommend the remaining 47 seats be allocated using a proportional method. The committee used the “Webster Method” of allocating seats. It basically gives each unit its whole number of seats and then allocates the remaining seats to the largest remaining fraction until all seats are allocated. The specific recommendation of the committee is found in the column labeled “Recommended Allocation” in the attached table. The only change in terms of senate representation by college will be for Architecture, Education and Law to each lose one seat and Business, Engineering, and Fine Arts to each gain one seat.

We opted for the Webster method, in part, because it is more commonly used and generally perceived to produce the least bias. For a discussion, see: “Dividing the House: Why Congress Should Reinstate an Old Reapportionment Formula” (<http://www.brookings.edu/research/papers/2001/08/politics-young>). But, most convincing to the committee is the argument that the Faculty Senate has been apportioned using this method for as long as anyone can remember and absent a policy decision made above the committee’s level we felt we should follow tradition.

In conclusion, the Committee recommends the allocations in the table for the three years beginning with academic year 2019-20.

College/Division	Allocation
Architecture	1
Arts & Sciences	23
Atmospheric & Geographic Sciences	2
Business	3
Earth & Energy	2
Education	2
Engineering	6
Fine Arts	5
International Studies	1
POOLED (Aviation/Honors/PCS - formerly Liberal Studies)	1
ROTC	1
Library	1
Journalism & Mass Communications	1
Law	1
Total	50

Ranked Instructional (Regular) Faculty by College and Recommended Apportionment for Faculty Senate for 2019-2022

<u>COLLEGE/DIVISION</u>			<u>Total</u>	<u>% of FTE</u>	<u>% of 981.95 x 47</u>	<u>2016 alloc</u>	<u>Base 2019</u>	<u>Fraction Over Base</u>	<u>Rank Fraction</u>	<u>Represent Rate</u>	<u>Recommended Allocation</u>	<u>Change</u>
Architecture	29.00		29.00	2.82%	1.3881	2	1	0.3881	6	3.45%	1	(1)
Arts & Sciences	452.72	16.29	469.01	45.60%	22.4487	23	22	0.4487	4	4.69%	23	0
Atmospheric & Geographic Sciences	39.75	1.00	40.75	3.96%	1.9505	2	1	0.9505	1	2.45%	2	0
Business	63.00		63.00	6.13%	3.0154	2	3	0.0154	10	4.76%	3	1
Earth & Energy	39.17	1.02	40.19	3.91%	1.9237	2	1	0.9237	2	2.49%	2	0
Education	47.00		47.00	4.57%	2.2496	3	2	0.2496	7	4.26%	2	(1)
Engineering	127.94	0.81	128.75	12.52%	6.1625	5	6	0.1625	8	4.66%	6	1
Fine Arts	95.31	0.19	95.50	9.29%	4.5710	4	4	0.5710	3	4.19%	5	1
International Studies	15.25	1	16.25	1.58%	0.7778	1	1	-0.2222	11	6.15%	1	0
Journalism & Mass Communication	22.50		22.50	2.19%	1.0769	1	1	0.0769	9	4.44%	1	0
Law	30.00		30.00	2.92%	1.4359	2	1	0.4359	5	3.33%	1	(1)
Graduate College						0	0					
TOTAL Non-Pool Faculty (FTE)	20.31		981.95	95.48%	47.7393							
TOTAL Non-Pool Seats			47.00			47	43				47	0
POOLED PROGRAMS												
Honors	10.00		10.00	0.97%								
Liberal Studies	6.00		6.00	0.58%								
CCE Aviation	2.00		2.00	0.19%								
President	0.00		0.00									
IT	0.81		0.00									
Provost Direct	16.23		1.00									
Art Museum	0.00											
Blankenship Chair												
Cultivation of Character	1.00											
Ctr Teaching Excellence	1.00											
Carl Albert Center	2.00											
History of Liberty	1.00	1.00										
Humanities Forum	1.00											
OSLEP	0.75											
Okla. Mus. of Nat. Hist.	5.29											
Univ Press	0.19											
World Literature Today	1.00											
Provost Office Admin.	3.00											
Writing Center	1.00	1.00	1.00									
Research Administration	1	0.00										
Part Sum			19.00	1.85%		1					1	
Library	15.50		15.50	1.51%		1	1				1	
ROTC	12.00		12.00	1.17%		1	1				1	
TOTAL Pooled Faculty (FTE)			46.50	4.52%	2.2607							
TOTAL Pooled Seats						3						
Total Full-Time-Equivalent Instructional Faculty			1028.45			50					50	

Source: November 2018 payroll file & Institutional Research and Reporting

Faculty Senate Diversity, Equity, Inclusion, and Belonging Resolution

Whereas, the Faculty Senate is dismayed by the recent evidences of racist behavior by our students and on our campus;

whereas, we recognize that, while these incidents are despicable on their own, the sober fact is that they are merely symptoms of more systemic issues of embedded racism in our broader society and in our campus institutions;

and whereas, the Faculty Senate is committed to working with students, staff, faculty, and administrators to build and strengthen the infrastructure required to move the university forward in its efforts to disrupt and dismantle racism on campus,

the Faculty Senate of the OU-Norman campus calls upon the University of Oklahoma to demonstrate its commitment to enacting meaningful, long-term, positive change by empowering and supporting faculty, students, staff, and administrators as we work together to:

A. Hire a Chief Diversity Officer (CDO) to coordinate and implement a comprehensive diversity, equity, and inclusion program throughout the University of Oklahoma system and empower the CDO with the budget, staff, and accountability structures required to plan and implement meaningful change across all three campuses. Towards this goal, we recommend that the University consider implementing the following:

1. Designate the CDO a Vice-President level position that reports directly to the President.
2. Ensure that the Board of Regents and President use the expertise of the search committee previously established for the Associate Vice President for Community position to help them search for, identify, attract, and hire a CDO who has the professional experience and educational background necessary to do this work.
3. Maintain an Office of Diversity, Equity, & Inclusion (previously the Office of Community) with dedicated leaders responsible for implementing the necessary work on each of the three OU campuses. Provide each office with the resources and staff necessary to implement meaningful change, and empower each office to hold other campus leaders accountable as we move towards our diversity, equity, and inclusion goals.
4. Designate administrative responsibilities within each college to support and assess diversity, equity, and inclusion goals. It is important that this position has the protection of tenure and does not have conflicting mandates.
5. Provide funding for affiliated administrators, faculty, and staff to attend conferences such as those held by the American Association of Colleges and Universities (AAC&U) and the National Conference on Race and Ethnicity in American Higher Education (NCORE).
6. Align Colleges' and academic units' strategic plans with the university's diversity, equity, and inclusion goals.
7. Provide clear access to information for faculty, staff, and administration regarding resources available to support students and others in the hour of need.

B. Develop clear, actionable plans that describe how we will recruit and retain more diverse students, staff, faculty, and administrators. These plans should be communicated broadly and publicly. The University must hold units and their leaders accountable for working swiftly to implement these plans and must regularly assess and report progress towards clearly stated goals.

Towards this goal, we recommend that the University consider implementing the following actions:

1. Recruit and retain more diverse faculty, staff, and administrators.

- a. Develop and employ rubrics for faculty, staff, and administrative searches that explicitly value diversity, equity, and inclusion through all legal measures, including evaluating job candidates on cultural competency, record of mentoring students and colleagues from under-represented groups, broadening participation, inclusive practices, etc.
- b. Explicitly value work that strengthens campus diversity, equity, inclusion, and belonging when assessing faculty, staff, and administrators for annual evaluations, promotion criteria, awards, internal grants, merit indexes, etc.
- c. Reward faculty and staff involvement in diversity-focused trainings and workshops via the annual evaluation.
- d. Formalize mentorship programs and reward mentors in annual evaluation and merit indexes.
- e. Include numerical registering of community outreach in annual evaluation and merit indexes.
- f. Fill all vacant administrative positions with open searches, either filled internally and (as appropriate) externally. Each search must ensure a qualified and diverse applicant pool by advertising open positions through University-wide internal communications and enumerating criteria and qualifications sought.
- g. Hold search committees accountable for following best practices for supporting diversity, equity, and inclusion in the recruitment, hiring, and retention process.
- h. Assess and address salary inequalities for faculty, staff, and administrators.
- i. Invest in a robust pool of resources and funds to support competitive recruitment and retention of faculty from underrepresented groups. Ensure clear communication of the availability of this pool of resources and funds.

2. Recruit, retain, and graduate more diverse undergraduate and graduate students.

- a. Increase resources and funding support for Multicultural Programs & Services in Student Life, including adequate staffing of advisors/directors who work with diverse student populations who are paid equitable salaries.
- b. Provide bridge funding for graduate students of color, first-generation graduate students, and graduate students from low-socioeconomic status backgrounds at the beginning of their studies during which they can (a) receive funding without having to immediately go into an intensive TA position, (b) pursue any leveling coursework they need and/or audit graduate courses they will take for credit the following year, (c) receive effective mentorship that is sensitive to their needs, and (d) get access to tutoring if needed.
- c. Provide bridge funding from appropriate accounts for TRIO/Project Threshold and identify support network for next grant cycle.
- d. Invest in diversity, equity, and inclusion efforts in living-learning spaces.

- e. Identify opportunities to improve student diversity through strategic scholarship awards (e.g., need based, sovereign nation agreements).
- f. Identify meaningful ways to facilitate student connections with their home community.
- g. Assess and address salary inequities for graduate assistants and undergraduate student workers.

3. Build and strengthen organizational leadership, planning, and communication.

- a. Establish and publicly communicate goals for further diversifying student, staff, faculty, and administrators.
- b. Seek out and meet with diverse student groups to better understand student needs and priorities, particularly those from marginalized groups and those involved in multicultural and intersectional communities.
- c. Consult and support our current faculty, students, staff, and administrators who have expertise in diversity, equity, and inclusion work. Value their ideas and efforts as critically important scholarship, not side-projects.
- d. Solicit and invest in faculty-, staff-, and student-led projects aimed at supporting or amplifying OU's recruitment, retention, and reputation relevant to diversity, equity, inclusion, and belonging goals.
- e. Include diversity, equity, and inclusion as part of the university's development strategy.
- f. Establish awards to recognize student groups, faculty, staff, administrators, and units, as well as outstanding efforts in teaching, research, and service.
- g. Clearly articulate the university's commitment to diversity, equity, and inclusion in student recruiting, admissions, retention efforts, materials, and policies.
- h. Facilitate data collection and data access, including robust and recurring campus climate surveys, to support diversity, equity, and inclusion efforts.

C. Review the impact of existing policies and procedures on diversity, equity, and inclusion goals. Carefully consider and evaluate how new policies and procedures might impact diversity, equity, and inclusion goals. Examples include:

1. University-wide policies and procedures

- a. Review and revise the university's code of conduct for students, faculty, and staff.
- b. Review and revise the mechanisms for appointing Regents, populating alumni advisory boards, and identifying/working with other stakeholders to reflect the University's diversity, equity, and inclusion goals.
- c. Provide opportunities for faculty, students, staff, and administrators to meet consistently to develop a common vision for diversity, equity, inclusion, and belonging, with a strategic agenda to include goals, objectives, initiatives, accountability measures, and rewards.
- d. Review and revise Title IX resources and practices. Expand the role of Title IX and other related offices to serve as available and immediate resources to support faculty, staff, and administrators as they work towards the university's diversity, equity, and inclusion goals.
- e. Monitor underrepresented minority demographics in layoffs.

- f. Facilitate community teach-ins or workshops where we come together to listen, learn, consider, and discuss, for example, “justice,” “institutional racism,” and “community.”

2. Policies and procedures impacting faculty, staff, and administrators

- a. Revise and amend the Regular Faculty Recruiting Application (RFRA) to require detailing of specific strategies and effective practices for actively recruiting historically under-represented faculty.
- b. Review and revise how we evaluate faculty and staff, including teaching, research, service, and community outreach efforts.
- c. Provide appropriate resources to reinstate and continue critical training programs for faculty, staff, and administrators, such as Diversity Ally trainings (“Unlearning” racism, sexism, ableism, and classism, in addition to the ongoing LGBTQ Ally training).
- d. Reinstate the Diversity Fellowship through Center for Teaching Excellence (CTE).

3. Policies and procedures impacting students

- a. Reevaluate and assess the effectiveness and impact of the required diversity training for first-year and transfer students.
- b. Identify and facilitate retention of underrepresented minority students affected by bursar holds; facilitate and expedite need-based scholarships.
- c. Replace monthly bursar fees (currently 18% APR) with per-semester fees (approximately \$50/semester at peer institutions).

D. Apprise the Faculty Senate of actions taken toward President Gallogly’s stated goals to “increase efforts to recruit more students, faculty, and staff of color on campus; second, to review our code of conduct to make it as rigorous as possible in addressing inequality and racism; and third, ensure that our campus inclusion programs and training are robust and impactful.”

We call on the administration to present an initial report at our May 6, 2019 Faculty Senate meeting, followed by an inaugural annual diversity, equity, and inclusion report presented in the September 2019 Faculty Senate meeting.