

Kogod Faculty Council
December 4, 2018
Minutes (Agenda attached), prepared by Sophia Florestal

Attending Faculty: Ajay Adhikari, Frank Armour, Kent Baker, David Bartlett, Sheila Bedford, Wendy Boland, Carol Bruckner, Valentina Bruno, Michael Carberry, Mark Clark, Derrick Cogburn, Parthiban David, John T. Delaney, Frank DuBois, Heather Elms, Alberto Espinosa, Casey Evans, Maria Figueroa-Armijos, Brett Gilbert, Maureen Hall, Jeff Harris, Robert Hauswald, Octavian Ionici, Itir Karaesmen-Aydin, Nandini Lahiri, Emily Lindsay, Richard Linowes, Kimberly Luchtenberg, Robin Lumsdaine, Mark Ma, Gerald Martin, Sanal Mazvancheryl, Stacy Merida, Joseph Mortati, Tomasz Mroczkowski, Ghiyath Nakshbendi, Randy Nordby, Ayman Omar, Mahsa Oroojeni, Jay Pope, Leigh Riddick, Jeff Rinehart, Cristel Russel, Ali Sanati, Bob Sicina, Jay Simon, Jon Simson, Ioannis Spyridopoulos, Siri Terjesen, Ed Wasil, Tommy White, Mikhail Wolfson, Benjamin Wright, Yinqi Zhang, Yijiang Zhao

Staff: Reena Dwire, Sophia Florestal, Adrian Mihailescu

Faculty Attending Online: Bill Bellows, Engin Cakic, Erran Carmel, Serge da Motta Veiga, Richard Devine, Rick Gibson, Sonya Grier, Dave Harr, Asad Kausar, Susan Krische, Gwanhoo Lee, Sarah Mady, Anu Mitra (sick), Alex Mislin, Jennifer Oetzel, Catalin Stefanescu, John Swasy (sabbatical),

Absent Faculty: Meredith Burnett (out the rest of semester), Michael Clayton (AI Core W2 meeting), Augustine Duru (at Committee for Faculty Action meeting), Manoj Hastak, Ron Hill (teaching), Yujin Jeong (sabbatical), Jill Klein, Tom Kohn (teaching), Michael Mass (teaching), Michael Mowchan (teaching), Girish Ramani (teaching), Tim Timura (teaching.), Don Williamson (sick), Heng Xu, Nan Zhang

1. Approval of Minutes of 10/09/2018 Council meeting

- Amended to reflect Maureen Hall's attendance at 10/9 meeting and approved.

2. Welcome comments from Dean Delaney

- He thanked the faculty for a successful semester.
- Space constraints in Kogod/Office space/Grad Programs at WCL.
 - Rent at WCL would be too expensive, so that's no longer an option for Kogod.
 - Kogod will be looking for other options around the area. We have a tight deadline, KSB is predicted to run out of space by July 2019.
- Budget Process (2-year cycle) – AU has requested all schools to reduce their budget by 2%. This can be achieved by a combination of budget cuts and new revenue streams, meaning that if we have new revenue coming in, we won't have to reduce by as much. Examples of new revenue streams include the new Analytics program, MLS program with the Law School and 2 other programs that we're working on. However, there will also need to be a small number of cuts.
- Enrollment caps in different classes – the Dean will be evaluating these to ensure resources are being allocated efficiently.
- One area of focus is career outcomes for graduating students. The Dean is placing pressure on Career Engagement team to create better results regarding job placements for our students.
- Partner pilot program: Kogod will be partnering with a company that provides shared workspace. Kogod would be the company's lead educational partner for an internship and cooperative education program. It would be set up initially where up to 100 KSB students would partake in the program. Following an initial pilot, AU students across campus would be able to join in. Among the benefits of this arrangement:
 - Potential revenue stream
 - Good for the reputation of Kogod. This would help us in rankings.

- Announcement is planned to coincide with the opening in January of a company location in College Park, MD.
- Rankings – Advance notice that news regarding them is expected to come out on 12/6/18.
- Update regarding various things that faculty and staff are working on. (Jim Dinegar, Erran Carmel, Task force regarding Amazon location in Crystal City, VA. – looking for opportunities for both Kogod and AU)
- Student retention is better than projected.
- Provost search is still going
- Progress in hiring faculty

3. 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”,)

- **F18.05 ITEC-660 Business Intelligence**
Action: Change prerequisite

- The Information Technology and Analytics Department proposes that the prerequisite for ITEC-660 be changed to remove ‘ITEC-616 or ITEC-617’. Concepts from management information systems are now covered directly in the course. The knowledge gained in ITEC-616 and ITEC-617 is no longer necessary to be successful in ITEC-660.
- ITEC-660 is a required course in the MS Marketing Analytics program in the Kogod School of Business and the biotechnology management specialization of the MS in Biotechnology program in the College of Arts and Sciences; however, neither ITEC-616 nor ITEC-617 are part of these programs. The proposed change will allow students in the MS Marketing Analytics program and the MS in Biotechnology program to register for ITEC-660 without advisor intervention.
- Current catalog copy - *Prerequisite:* ITEC-610 and ITEC-616 or ITEC-617
- Proposed catalog copy - *Prerequisite:* ITEC-610 ~~and ITEC-616 or ITEC-617~~

F18.05 was APPROVED (51:0:0)

- **F18.06 ITEC-624 Big Data Analytics and Text Mining**
Action: Create new course

- Text analytics is a core discipline in the skill set of any analytics professional. This new course will provide an additional, critical, skill set for our MS Analytics Students, both on-campus and online. In addition, it will provide these critically important skills to students across KSB. Successfully completing this course, will position students to be more competitive in the workplace and entrepreneurial endeavors.
- Currently, we offer *ITEC 596 Text and Visual Analytics* as a Special Topics course for both undergraduate and graduate students. Because these two audiences have very different skill sets, we find that it is necessary to separate the graduate from the undergraduate course. The course we are proposing herein will be strictly for graduate students using analytics and computational open source languages, like R and Python, which are more suitable for the MS Analytics audience. It is important to note that this course will be identical to the

equivalent course *SIS 750 Big Data & Text Mining*. We are working closely with our colleagues at SIS to develop the two course proposals together so that we can cross-list them.

Question – Prof. Lumsdaine asked whether undergraduate students would take ITEC-596 or ITEC-496. Prof. Wasil replied that ITEC-596 will no longer be offered. Graduate students will just do ITEC-624. ITEC-496 may be offered in the future or a new course will be created for undergraduate students.

F18.06 was APPROVED (54:0:0)

- **F18.07 MS Real Estate**
Action: Reduce core from 21 to 15 credits and increase the electives from 9 to 15 credits
 - The Department of Finance & Real Estate proposes to remove the following courses from the core curriculum of the MS Real Estate program:
 - REAL-730 Real Estate Principles & Investments (3)
 - REAL-738 Real Estate Financial Modeling (3)
 - With this change, the Core Required Courses will be reduced from 21 to 15 credit hours, and the Elective Courses will be increased from 9 to 15 credit hours.
 - The topics covered in REAL-730 and REAL-738 are also covered in other required Real Estate courses, so by eliminating these courses, we are eliminating repetitive course work. In addition, reducing the core courses to 15 credit hours allows MSRE students to take more electives, which gives them more flexibility to tailor their program to their specific interests and career goals.

Question – Prof. Clark inquired whether the electives are FIN-RE. Prof. Nordby replied that currently the MSRE program lists a large number of electives, across different disciplines. The plan is to streamline the number of electives offered in this program and this will be the focus of an upcoming EPC action in Spring 19 relating to the MSRE.

F18.07 was APPROVED (49:4:0)

- **Change to EPC Bylaws**
 - The proposed changes to the EPC by-laws below are based on the premise of a major/minor change as defined by the Office of the University Registrar. Definitions of what constitutes a major/minor change are provided in the '*EPC Proposed Bylaw Change*' document that was circulated to all faculty before this meeting.
 - Existing bylaws
Educational Policy Committee - the Educational Policy Committee has oversight responsibility to the Faculty Council to report on suggested changes in individual course offerings and programmatic level reviews and initiatives. The results of the committee's deliberations are reported to the full Kogod Faculty Council to aid the Council in its

review of and vote on these matters. Changes to the curriculum and programmatic offerings require approval by the Faculty Council.

- Proposed change in bylaws

Educational Policy Committee - the Educational Policy Committee has oversight responsibility to the Faculty Council to report on suggested changes in individual course offerings and programmatic level reviews and initiatives. Major changes to the curriculum and programmatic offerings require approval by the Faculty Council. Minor changes in curriculum and programmatic offerings need not be voted on by the Faculty Council. Prior to the Committee's meetings, department representatives share information and seek comments on action items being considered by the Committee. For minor changes, action items are voted on in EPC, then disseminated to Council for information purposes. For major changes, the results of the committee's deliberations are reported to the full Kogod Faculty Council to aid the Council in its review of and vote on these matters.

Friendly amendment from Prof. Lumsdaine – Insert the words 'with their departments' after 'share information' so that the amended line reads 'Prior to the Committee's meetings, department representatives share information with their departments and seek comments on action items being considered by the Committee.'

The change to the EPC Bylaws was **APPROVED** with the friendly amendment (50:5:1)

4. Council bylaws: Proposed Changes – Prof. Mark Clark

- Kogod Faculty Council Overview (review)
 - Ensure faculty voice in & responsibility for governance; final voice
 - Oversight for academic affairs: curriculum, degrees, review of faculty
 - Policies regarding other matters and topics of general interest
 - Membership: All full-time faculty are members (adjunct may attend but not vote). Staff, students and others may be invited as non-voting guests.
 - Council Leadership: 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
- Faculty Bylaws: Summary of Proposed Updates (*EPC separate*)
 - **Quorum**: Allow electronic presence to count for quorum; establish quorum for each vote at 50%+1
 - **Voting Requirements & procedures**: establish quorum for each vote at 50%+1, enable electronic vote outside meetings, and other procedures to allow voting to occur in line with EPC etc.
 - **Faculty review**: remove “tenure track” (e.g., term faculty review)
 - **Proxies**: add “for non-emergencies,” general vs. limited; by vote
 - **Schedule & minutes clarification**: Notice of dates each semester, appointing Vice-Chair by the Fall term, minutes responsibility
 - **Consistency & spelling**: terms such as “bylaws,” “its,” “Fall,” “Spring”
- Quorum Bylaw Change Rationale

- Council meetings have been very close to NOT having quorum number physically present (although online bolsters, doesn't count)
 - Quora may also not represent voting eligibility group (e.g., tenure & term)
- **Proposed change to Article II, Voting:**
 - 1. ...A quorum **for a meeting** is established if **at the beginning of the meeting** more than half (a threshold of 50% + 1 **person** of full-time faculty eligible to vote) of the full-time faculty are **physically present (in person or by audio or visual electronic means; e.g., phone or Skype)** at the meeting. **For each voting item in a meeting, a quorum is established if more than half of the faculty who are eligible to vote on that issue is present at the time of the vote.**
- Voting Bylaw Change Rationale
 - To clarify voting produced. Also, is in keeping with the EPC proposal (major and minor issues voted at meetings or online)
 - **Proposed change to Article II, Vote Requirements:**
 - 2. Once a quorum is established **for a voting item**, votes of the Council are binding. **The Chair, in consultation with those bringing forth an issue that requires a vote, typically decides whether a vote should be held during a Council meeting or whether it can be held outside of the meeting times. Generally, voting will occur electronically if possible, although the Chair typically decides when paper ballots should be used. Additionally, any individual faculty member may request the use of paper ballots for any in-person vote.**
- Faculty Review Bylaw Change Rationale

The review function holds for all faculty, not just tenure track faculty

 - e.g., term faculty review committee
 - **Current Faculty Review (Article II):**
 - “It is through this council that the faculty also exercises its oversight responsibilities for academic affairs: in particular the curriculum, the degrees and any certificate offerings of the school and matters related to the responsibilities and review of **tenure track** faculty for tenure and promotion. Policies regarding other matters and topics of general interest to the faculty may also be considered by this council.”
- Proxy Bylaw Change Rationale
 - The current proxy is allowed only if planned by 5pm the day before; does not allow for emergencies that may arise
 - The revised language will specify that proxies may be general or specific
 - **Proposed changes to “3. Proxy Votes” in Article II:**
 - “...proxy votes are allowed for Faculty members who cannot **attend-participate in a Faculty Council meeting-vote** due to conflicts, at the requesting faculty member's professional discretion (e.g., for legitimate conflicts such as faculty teaching, other business, or emergencies). The request for a Proxy Vote must be delivered in writing (email preferred) to the Faculty member's Department Chair and to the Chair and Vice-Chair of the Faculty Council **as soon as practically possible and for non-emergencies** no later than close of business (5PM) on the day before the affected Council Meeting **so that the Chair and Vice-Chair can ensure proxy materials are available.** The request should designate the individual to whom the proxy has been given and whether it is a general proxy (so that the proxy can exercise their own judgment in casting one or more votes) or a limited proxy (instructing the proxy to vote on one or more issues in a certain way).”
- Scheduling, Minutes, etc. Bylaw change rationale
 - Notice of dates each semester, appointing Vice-Chair by the Fall term, minutes responsibility

- Consistency & Spelling Bylaw change rationale
 - Correcting typos (its, Fall, Spring) and inconsistencies such as “bylaws”
- Bylaw changes Vote: All Changes
 - Voting is open. Please vote at pollev.com/kogodcouncil
 - If you vote with a phone, please text the corresponding letter to 22333
 - "A" - for the motion (you support changing the bylaws as amended and discussed)
 - "B" - against the motion (you do not support changing the bylaws as amended and discussed)
 - "C" - abstain
 - **Quorum:** Allow electronic presence to count for quorum
 - **Voting Requirements & procedures:** quorum for each vote at 50%+1 etc.
 - **Faculty review:** remove “tenure track” (e.g., term faculty review)
 - **Proxies:** add “for non-emergencies;” general vs. limited; by vote
 - **Schedule & minutes clarification:** Notice of dates each semester, appointing Vice-Chair by the Fall term, minutes responsibility
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Discussion: Various faculty brought the following:

- The need for better technology/option to facilitate discussion
- There was a suggestion that the department chair should be designated to specify if the issue to be discussed requires an “In Meeting” vote vs an electronic vote. Some worried about the department chair solely deciding what’s a big issue vs. minor issues. The group was reminded that any faculty member may request this as well.
- There was a question regarding how logistically the paper ballots would work? Council Chair noted that they would be counted after the meeting.
- Dates for the coming Spring semester are still being discussed between Mark and Ajay.
- Vote passes, 52-3-1.

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

Term Faculty Committee with representatives from different departments: Ajay Adhikari, Engin Cakici, Michael Clayton, Emily Lindsay, Ghiyath Nakshbendi, Jay Pope and Tim Timura (replacing Tara Rich).

- Promotion Sequences:
 - Practice Background
 - Instructor, Professorial Lecturer, Sr. Professorial Lecturer, Hurst Professorial Lecturer.
 - Academic Background
 - Assistant Professor (Term)
 - Associate Professor (Term)
 - Professor (Term)
 - Evaluation Components
 - Teaching & Student Engagement (Required)
 - Classroom activities
 - Non-classroom activities
 - Service (Required)
 - Internal Service
 - External Service

- Scholarship (Not required but positively noted)
 - Maintaining Academic or Professional Qualification (Important). Kogod was considered relatively weak on this aspect after our last accreditation review. Faculty will need to work on this aspect before the next accreditation in 5 years.
- Promotion to Hurst Sr. Professorial Lecturer
 - A candidate for appointment or promotion to the rank of Hurst Senior Professorial Lecturer rank must qualify as either a “Scholarly Academic,” “Practice Academic,” or “Scholarly Practitioner” under the KSB Academic and Professional Qualifications policy.
- Multi-Year Appointments
 - Recommendation for given rank and appointment to a multi-year appointment are strictly separate actions.
 - Generally, KSB will consider term faculty for multi-year appointments when:
 - the faculty member has taught full-time at AU for 3 years
 - there is sustained course need in the area of faculty member’s teaching experience
 - The duration of a faculty member’s first multi-year contract will generally be two years. Thereafter, a faculty member can apply for a three-year contract.
 - Five-year contracts will be reserved for faculty at the rank of Hurst Sr. Professorial Lecturer or Full Professor (term).
- Criteria for Multi-Year Appointments
 - Demonstrate high quality teaching and student engagement
 - Demonstrate high level of engagement and commitment with respect to service to KSB, AU, the profession, and the broader community
 - Maintain academic and/or professional qualification through sustained academic and professional engagement based on KSB policy on Academic and Professional Qualifications
 - Longer multi-year appointments (3 years or more) are reserved for term faculty who exhibit leadership in addition to excelling in teaching and service.
- Term Faculty Review Committee (TFRC)
 - TFRC reviews and votes on promotion decisions and hiring faculty at the Sr. Professorial Lecturer level or above.
 - TFRC composition will reflect Kogod’s overall faculty composition and will be reassessed at the beginning of each academic year.
 - The tenured members will include the RTC Chair, the RTC Vice Chair, and senior most member(s) by term from the remaining RTC members based on the relative composition of the TFRC.
 - Term faculty members will be elected by full-time faculty of departments not represented in TFRC through RTC membership.
 - The RTC chair will also chair the TFRC.
 - The chart below summarizes the responsibilities of the TFRC

Responsibilities	TFRC Review and Vote	TFRC Informed
Promotion to Professorial Lecturer		Yes
Promotion to Senior Professorial Lecturer	Yes	
Promotion of Hurst Sr. Professorial Lecturer	Yes	
New faculty hire appointed to Sr. Professorial or Hurst Sr. Professorial Lecturer rank	Yes	
New faculty hired at Instructor or Professorial Lecturer rank		Yes
Term faculty appointed to multi-year contracts		Yes

- Timeline
 - Comment Period: December 4, 2018 – January 11, 2019
 - Updated Draft Circulated to KSB Faculty and CFA by January 25, 2019
 - Proposal Voted on first Kogod Council in February 2019
 - Submitted to CFA by end of February
 - Policy becomes effective Fall 2019

Discussion: Sr. Associate Dean Adhikari then responded to questions

- Where do Executives-in-Residence fit in the new streams? Executive in Residence faculty will keep this title. Professorial Lecturer is a rank, not a title.
- Can you provide an example of how an Instructional Practitioner can demonstrate the status of Scholarly Practitioner? This can be done by publishing one article in a 5-year time period in a peer-reviewed journal publication. Either a practice or education forum will suffice.
- What happens to Term faculty that reach Scholarly Practitioner status but then don't maintain the standard? If they don't maintain their currency, it will affect their re-appointment the Kogod.
- One faculty member noted that Academia is years behind in its terminology, specifically that the usage of the term Lecturer sounds dated and suggested we should use a term more like Professorial Engager or something similar.
- How to build a dossier for promotion consideration? The Kogod committee was developing a document to lists those requirements but has learned that the DAA is currently working on that for the university – stay tuned.
- How is the tenured side of the committee comprised?
 - RTC Chair, RTC Vice Chair, Senior tenured on the RTC.

6. Good of the Order

- Letter from Professor Jack Swasy regarding the writing requirements on the university level and how it would impact MKTG 300 course. He and one other professor oppose it. The rest of the department are in favor of the changes regarding the W2 proposal.
- Professor Siri Terjesen spoke about needing to be part of the Gen Ed courses to grow the numbers for Kogod students. She also mentioned one of Kogod's students, Maria Rose Belding, creator of "Means" (a service that facilitates restaurants donating leftovers to charities). She is a top 10 finalist in "CNN Hero of the Year" award. Faculty were encouraged to vote, if they felt so inclined.
- Professor Ghiyath Naqshbandi led a moment of silence for the passing of President George H.W. Bush.
- Professor Jeff Harris
 - Professor Ioannis Spyridopoulos was recognized for publishing a paper journaling the Journal of Financial and Quantitative Analysis. (The Role of Tax Evasion, Liquidity Preference and Borrower Sophistication in Strategic Default)

- Professor Valentina Bruno was awarded a \$180,000 fellowship from the Council on Foreign Relations (CFR).

Council Chair Mark Clark - Meeting adjourned.

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

**Kogod Faculty Council Agenda
December 5, 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 October 2018 Council meeting
2. Welcome comments from the Dean (John, 5 min)
3. EPC (Nandini, 10 min)
4. Council bylaws (Mark, 20 min)
5. Term faculty governance committee (Ajay, 15 min)
6. Good of the Order (5 min)
7. 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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