

Kogod Faculty Council
February 5, 2019
Minutes (Agenda attached), prepared by Sophia Florestal

Attending Faculty: Ajay Adhikari, Kent Baker, David Bartlett, Sheila Bedford, Bill Bellows, Carol Bruckner, Valentina Bruno, Michael Carberry, Mark Clark, Michael Clayton, Derrick Cogburn, Parthiban David, John T. Delaney, Frank DuBois, Heather Elms, Alberto Espinosa, Casey Evans, Maria Figueroa-Armijos, Brett Gilbert, Sonya Grier, Dave Harr, Jeff Harris, Robert Hauswald, Octavian Ionici, Tom Kohn, Susan Krische, Nandini Lahiri, Gwanhoo Lee, Emily Lindsay, Kimberly Luchtenberg, Robin Lumsdaine, Stacy Merida, Alex Mislin, Anu Mitra, Joseph Mortati, Ghiyath Nakshbendi, Ayman Omar, Mahsa Oroojeni, Jennifer Oetzel, Serge Pires da Motta Veiga, Girish Ramani, Jeff Rinehart, Ali Sanati, Jay Simon, Jon Simson, Catalin Stefanescu, Ioannis Spyridopoulos, Siri Terjesen, Tim Timura, Ed Wasil, Don Williamson, Tommy White, Mikhail Wolfson, Benjamin Wright, Heng Xu, Yinqi Zhang, Yijiang Zhao
Staff: Reena Dwire, Sophia Florestal, Adrian Mihailescu

Faculty Attending Online: Engin Cakic, Erran Carmel, Richard Devine, Rick Gibson, Maureen Hall, Yujin Jeong, Asad Kausar, Sarah Mady, Michael Mowchan, Bob Sicina, Tomasz Mroczkowski, Cristel Russel,

Absent Faculty: Frank Armour (Teaching), Wendy Boland (Funeral), Meredith Burnett, Augustine Duru (Sabbatical) Manoj Hastak (Teaching), Ron Hill (Teaching), Itir Karaesmen-Aydin (Teaching), Jill Klein, Richard Linowes, Mark Ma, Gerald Martin, Michael Mass (Teaching), Jay Pope (Teaching), Sanal Mazvancheryl (Teaching), Randy Nordby, Leigh Riddick (Univ Budget Comm), John Swasy (Teaching), Nan Zhang

Reminder about Changes to Bylaws – Prof. Mark Clark

- Blanket proxy - proxy can exercise their own judgment in casting one or more votes
- Limited proxy - instructing the proxy to vote on one or more issues in a certain way
- Faculty members viewing the meeting online can now vote, limiting the need for proxies

1. Approval of Minutes of 12/04/2018 Council meeting

- Minutes stand as approved. (If no corrections are needed, they are approved)

2. Welcome comments from Dean Delaney

- Requested more feedback from everyone regarding the Strategic Plan
- Gave update on using the New Mexico space for more Kogod offices and the evaluation from DLR, the architect firm.
- Mentioned the opportunity for lunch with the Provost on a first come basis. Five people is the maximum number of slots we have.
- Is currently working on the budget
 - Upon re-evaluation we'll be taking a 2% budget cut instead of a 4%.
 - Pay increases will happen, but not yet sure about the percentage.
 - Expecting the budget to be finalized in the next few weeks.

3. EPC Actions – Prof. Nandini Lahiri (This section prepared by Reena Dwire)

The following EPC action was considered during the meeting via electronic votes and proxy paper ballots. (Votes reported in order: “YES”, “NO”, “ABSTAIN”.)

- **S19.05 MS in International Relations and Business**

- Action: Create new program**

- KSB and SIS propose to offer a *Master's of Science in International Relations and Business*. This joint degree will combine the core skills and foundational knowledge expected of a graduate of both a top MBA and an international affairs policy program. Graduates will be competitive for a wide range of public, non-profit, and private sector positions, especially those at the intersection of business and foreign policy. The degree is envisioned to be delivered initially in an online format, utilizing the platform and course delivery technology KSB and SIS have developed with our mutual online program provider, 2U.
- We believe there exists a strong interest in combining the fields of business and international affairs, but students are hesitant to commit to the length and cost of our current MA/MBA options. This joint degree would leverage the strengths of both KSB and SIS to create a unique degree for AU that has little start-up cost required. It is an opportunity to build upon our early success in online education in both business and IR and continue our early advantage relative to our peers. We believe this degree will offer valuable career opportunities to students, including students in policy and business positions looking to move into management and students looking to move into foreign economic and business policy in the public, private sector and non-profit sector who need to understand the functioning of the global economy and the strategy and operations of business seeking to succeed in that economy.
- **Program listing (36 credits):**
 - ACCT-607 - Financial Accounting (**unchanged**) (3)
 - IBUS-618 - Manager in the International Economy (**unchanged**) (3)
 - FIN-614 - Financial Management (**unchanged**) (3)
 - ITEC-610 - Applied Managerial Statistics (**unchanged**) (3)
 - ITEC-620 - Business Insights through Analytics (**unchanged**) (3)
 - KSB-630 - Business in Global Capitals Immersion (**unchanged**) (1.5)
 - MKTG-612 - Marketing Management (**unchanged**) (3)
 - SIS -696 - Private Sector Engagement with Social Issues (**existing course converted to 10 weeks**) (3)
 - SISG-761 - Intercultural Communication (**existing course converted to 10 weeks**) (3)
 - SISG-771 - International Negotiation (**existing course converted to 10 weeks**) (3)
 - SISG-774 - Understanding Global Economics and Markets (**existing course converted to 10 weeks**) (3)
 - SISG-XXX - International Trade and Policy (**new course**) (3)
 - KSB-XXX - Strategy in the Global Economy Capstone Project (**new course**) (1.5)

- Discussion:**

- **Adding/Changing the proposed program:**
 - Management faculty commented that there were no Management courses included in the program. As a result, students in the program would not be exposed to a field of study/department that we believe is a core field of a business program. They proposed that perhaps ITEC-610 could be a prerequisite, thus opening a spot for MGMT-609 or KSB-613. Dean Adhikari replied that we do not want the statistics course to be a prerequisite course because an analytics course follows, and

we need to ensure that all students have the same foundational knowledge. Additionally, we expect that most students would be coming from a liberal arts background and hence would not be able to waive the prerequisite.

- Another faculty member questioned why International Finance is not a part of the program, noting that students in the on-campus course are primarily from SIS, specifically from the IER track and that a 2U equivalent course had already been developed. Dean Adhikari answered that we want to build some efficiency in the model. 2U has done research in terms of number of credits needed to be marketable and with 36 credits we are already right on the edge. Also, because we are working with a partner (SIS), we are already stretched in terms of the parameters we can shift.
- **Clarification of proposed program:**
 - Another faculty member inquired about whether there was a discussion of conditional admittance or perhaps something like our Bridge to Business course. Dean Adhikari replied no.
 - Another colleague pointed out that there are four schools coming into this market within a year and asked whether there is a market for ours. This person added that there are costs regarding career advising, etc. and asked at what point we would consider saying to 2U that we have not hit the numbers. Dean Adhikari replied that the costs are minimal – because the courses have been developed, we already have the capacity. The only additional cost is the development of the capstone course. It is a low-cost experiment – if it doesn't work, then it doesn't work.
 - One colleague asked what our competitive advantage is. Dean Adhikari replied that SIS is a well-known and highly sought-after brand in the international relations marketplace. There are also not many players in the market. Additionally, both SIS and KSB are already working with 2U.
 - Another asked whether electives could be included, noting that giving students choices has contributed to the success of the MS Analytics program. Dean Adhikari answered that there are practical considerations associated with giving choice as there are two schools involved and so it would create complications if we decided to give choice. We would have to sacrifice courses to give choice.
- **Council Chair Prof. Clark proposed the following motion** – In order to create some level of choice, remove *ITEC-320 Business Insights Through Analytics* and *MKTG-612 Marketing Management* as core courses in the program and place them in a 'must choose 2 out of 3 courses' with the other course being the introductory management course *MGMT-609 Management of Organization and Human Capital*. This motion did not pass (15:29:2).
- **Sr. Associate Dean Adhikari proposed a motion that a vote be taken on the program as is.** This motion passed.

S19.05 was APPROVED (40:16:4)

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

- They've been working on this for 8 to 9 months on these Term faculty guidelines. A draft was circulated in December 2018 to the entire faculty. Acknowledged everyone that worked on the committees, especially the term faculty committee. The CFA are the ones that are working on streamline these guidelines across campus. Input was taken from the faculty, CFA and the DAA to finalize on Kogod's end. Faculty acknowledged: Emily Lindsay, Tim Timura, Girish Ramani, Ghiyath Nakshbendi, Michael Clayton, Engin Cakici, Jay Pope and Tara Rich.
 - One major change to these guidelines: Would the Term Faculty who are the Executive in Residences title would be they be able to retain that title? It will be changed from the

guidance Kogod has received from the university. Changing to Professorial Lecturer or Assistant Professor Term track.

- Typo found by Don Williamson on page six: Strikeout, see below:
 1. **Professorial Lecturer Promotion Sequence**
New term faculty with the requisite academic background and/or professional experience are normally assigned to this track at the time of an initial appointment. Ranks in this promotion sequence include Instructor, Professorial Lecturer, Senior Professorial Lecturer, and Hurst Senior Professorial Lecturer. The initial appointment may be to any ~~of the first three~~ of these ranks, depending on qualifications.
- Two documents were up for vote:
 - KSB Guidelines for Appointment Reappointment and Promotion of Term Faculty.
 - Term Faculty Promotion Process.
 - One important point, in the first year after the changes, we will not have a Senior Term Professorial lecturer on the committee. An exception will have to be made in the first year regarding the committee.
 -
- Vote for each motion was held.
 - Result: Guidelines (38 For the motion, 10 Against the motion, 1 abstain) Passed with 2/3 vote.
 - Result: Term Faculty Promotion Process (37 For, 10 Against, 0 abstain) Passed with 2/3 vote.

Discussion: Sr. Associate Dean Adhikari then responded to questions:

- Question from the faculty: Did the term faculty as a body look at these guidelines and approve or comment on this or was it just the committee?
 - It was circulated to all the full faculty, there was no separate term faculty vote.
- Question from faculty: At one time term faculty could only work for six years, unless they were Executives-in-Residence (EIR). Once their six years was up, they had to leave. In 2009, the rules regarding working more than six years was changed.
- Members of the tenure-line faculty wanted to hear from Term faculty colleagues before voting on the motions to ensure it was generally accepted by them
 - Response from one Term faculty member: The guidelines we're looking at today are in concert with the changes that have already been voted on and approved by the Faculty Senate and Board of Trustees. So Kogod is now creating school level guidelines that reflect what has already been in place, university wide. In this member's view the promotion process is more procedural in stating how we are going to review the document. Kogod has included in its review that to reach the Hurst Senior Professorial Lecturer level a term faculty member must also publish in a peer reviewed journal within a five-year period; that is not required in any other unit across the campus. Thus, the requirements for promotion are more restrictive in the business school compared to the rest of the units across campus. The Sr. Associate Dean noted that the definition of academic currency is different in the business school. While other units can focus only on teaching, because of our accreditation requirements we must add on that extra requirement.
 - Another term faculty member reported feeling very comfortable with the guidelines, noting that the document is very fair and well-structured. This member encouraged everyone to vote to approve it.
- Further clarifying questions from faculty members:
 - (Pg. 1 of KSB Guidelines for Appointment document) *Term faculty at the Assistant Professor rank can apply for promotion to Associate Professor (term) at any time after six years. A start date needs to be added to this sentence: Response: Agreed. It should read Six years from date of hire with the university (continuous service with AU.*

- **(Pg. 2)** A move from term Assistant Professor to Professorial Lecturer or vice versa is considered a lateral move and can be approved by KSB with consultation with the Dean of Academic Affairs. Don't we mean the "approved by the TFRC"? *Response:* Since this is a lateral move, it doesn't need approval from TFRC.
- Multi-year contract is handled by the Dean's office and not the TFRC? *Response:* Yes, by the Dean's office.
- Faculty asked how many people will be on the Term Faculty Review Committee? *Response:* Each year will be different depending on the numbers. It will be recalibrated every fall semester.

5. Graduate student organization – SR. Associate Dean Ajay Adhikari

- The Graduate students have organized, they are part of a union now. We will now have to monitor how we discipline our graduate assistants.
- More information to come from the university with templates.

6. Facilities – Michael Del Giudice, DLR

- Presentation from the architecture firm DLR regarding Kogod's space issues.
 - Project Goals
 - Project Goal: To produce a plan that will guide the renovation of Kogod through multiple phases of renovations meant to improve the quality, experience, and functionality of the facility for business education.
 - The Feasibility Study will:
 - Engage KSB Stakeholders
 - Generate Excitement + Consensus
 - Support Fundraising
 - Outline a Renovation Phasing Plan that is Implementable
 - Process + Schedule
 - They're currently in the conceptualizing stage.
 - Program/Space Exploration
 - Organizational Plan
 - Preliminary Costing
 - Focus Groups* - Next steps
 - Facility Analysis: Constraints + Opportunities
 - Example: Many of the walls around Kogod are not there for support, so they can come down.
 - Space Use + Utilization

Kogod Faculty Council Agenda
February 5, 2018, 2:35-4:20pm
KSB 118

2:30 Refreshments

Pre-meeting:

- a. Establish Quorum (50%+1 present in person or by audio or visual electronic means) – 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 December 2018 Council meeting
2. Welcome comments from the Dean (John, 10 min)
3. EPC (Nandini, 10 min)
4. Term faculty governance guidelines (Ajay, 15 min)
5. Graduate student organization (Ajay, 5 min)
6. Facilities (Michael Del Giudice, DLR, 10 min)
7. Good of the Order (5 min)
8. Adjourn
9. Post-governance meeting session: DLR (architecture firm consulting with Kogod) would appreciate faculty participation in a discussion of issues related to facility possibilities.

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 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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