I. Chair Norton-Smith called the meeting to order at 2:00 PM.

II. Secretary Moneysmith called the roll and determined a quorum was present.


Ex-officio: Interim Assistant Dean Bathi Kasturiarachi

Absent: Beth Campbell; Interim Dean Denise Seachrist

**Guests:** Gwendolyn Purifoye

III. Approval of Agenda

Motion to approve: Councilor Birch
Second: Councilor Thacker
The agenda was unanimously approved.

IV. Approval of minutes for the January 16, 2015 meeting

Motion to approve: Councilor McKenney
Second: Councilor Tobias
The minutes were unanimously approved.

V. Chair’s Report

A. **FTNTT Full Performance Reviews.** Chair Norton-Smith began by reporting that the Stark Campus Non-tenure Track Review Committee met on Thursday, February 26th to consider FTNTT Full Performance Reviews. As always, the Committee’s deliberations were exemplary. At this point in his report, Chair Norton-Smith asked Councilor Shelestak to repeat a remark she had made during that meeting. Councilor Shelestak indicated that she is on the College of Nursing’s committee for FTNTT performance reviews, and the comment was made that the portfolios of the Stark FTNTT faculty were the most organized and comprehensive of those reviewed by the committee. Councilor Shelestak attributed the quality of the portfolios to the file workshops facilitated by our Faculty Professional Development Coordinator, which the faculty members in question had attended.
B. **Stark Campus Dean Search**: Provost Diacon and Associate Provost Thomas will meet with Faculty Council on Friday, April 10 from 2:30-3:30 to begin discussions about the search for the Stark Campus Dean.

C. **One University Commission.** The 1 University Commission met for over three hours as a Committee of the Whole on February 4th to hear and reflect on the reports from the four subcommittees. The Provost will now craft the first draft of the full report to be considered at the next meeting of the whole in early March. The plan is to have the Commission’s recommendations in the President’s hands by Spring Break.

D. **Emeritus Professor Status.** The voting members of the Reappointment, Tenure, and Promotion Committee unanimously recommended that Tom Sosnowski be granted emeritus professor status. To that end, Chair Norton-Smith crafted a letter to Dean Seachrist expressing the Committee’s positive recommendation. As for our other retired colleagues who were not considered for emeritus status, the Cabinet decided that the appropriate way to proceed would be for Assistant Dean Kasturiarachi to contact potential applicants to determine whether they wish to stand, and to inform them that they will need to provide some evidence of “exemplary professional competence and university citizenship” per the University policy regarding emeritus status.

E. **Return Rate of SSIs.** It was brought to the Cabinet’s attention that some of our colleagues who are undergoing performance reviews of one sort or another are concerned that they might be unfairly penalized because of the low return rate of SSIs for online courses. Cabinet members universally agreed that, while a consistent pattern of low SSIs might be a sign of problems in face-to-face courses, neither the occasional low return rate in a face-to-face course nor the widely acknowledged and documented problem of low return rates for online courses should be a cause for concern.

F. **RCFAC.** The RCFAC met on Friday, February 13th. Three items occupied the two-hour meeting: Associate Provost Wanda Thomas’ report, a truncated report from Chair Ciuba, and a discussion with AAUP negotiating chair Deb Smith.

1. Dr. Thomas began her remarks by enumerating important features of the College Credit Plus program to be implemented in Fall 2015. Among them are:

   - School districts are required by law to inform parents of the program
   - Students have the right to choose the partnering campus
   - There is no charge to students
   - The school pays for books
   - Kent has the right to decline a partnership
   - High school teachers must be approved by departments as any adjunct would be
   - Students have a 30 credit/year limit

2. Dr. Thomas informed the RCFAC about the Enrollment Retention and Recruitment Retreat. According to Thomas, President Warren has charged the regional campuses with recovering 50% of the current lost enrollment by next Fall. And this will be challenging, for high school graduation numbers are declining—affecting enrollments of traditional students—and the economy is improving—affecting enrollments of non-traditional students.
3. Chair Ciuba returned to the three issues that have vexed RCFAC for some time: (1) budgeting for student bad debt, (2) paying the regional campuses service fee on bad student debt, and (3) the computation of break-even numbers for summer courses in the regional campuses. The Faculty Senate Budget Committee had taken the RCFAC’s concerns to the Provost—and his reply was unsatisfactory to Chair Ciuba. The RCFAC persuasively argued that yet another letter to the Provost would be unproductive, and that if the issues are to be pursued further that at least some of them might be appropriate for Faculty Senate attention.

4. Chair Ciuba led a discussion of Faculty Senate Vice-chair Deb Smith’s December 8th remarks, delivered in the absence of Chair Lee Fox. The consensus of RCFAC was that, while Dr. Smith is to be commended for her effort to promote respect for regional campus colleagues, her remarks overemphasized an archaic vision of the regional campuses. Of particular concern was the sharp distinction drawn in her remarks between the regional campuses’ teaching mission and the Kent campus’ research mission. But we know that a mighty amount of research goes on around here, and a more effective argument for mutual respect ought not to use a regional campuses mission statement that is now outdated. Chair Ciuba penned a letter to Senate Chair Fox expressing the RCFAC’s concern.

5. Finally, the RCFAC met with Deb Smith in her capacity as chair of the AAUP negotiating team.

G. Spring Faculty Meeting. The spring meeting for the full faculty is scheduled for Friday, March 13, at 2:00 in room 203 Main Hall.

VI. Dean’s Report
No report; Dean Seachrist was unable to attend due to illness.

VII. Assistant Dean’s Report

A. Scheduling. Assistant Dean Kasturiarachchi reported that we already have 630 students registered for summer courses, which is very good since registration has only been open about five days. Information on proportional pay for summer courses will be coming to faculty soon. The assistant deans recently met with Sue Averill about this issue; the formula used to calculate break-even numbers will not change from last year.

The assistant deans of all the regional campuses met to discuss how to offer fully online courses more effectively on regional campuses, looking particularly at courses in English, mathematics, sociology, and psychology. A few adjustments have been made that should make the regional campus offerings more effective. Some small adjustments are still being made for the Fall 2015 schedule, which will go live on March 5. Assistant Dean Kasturiarachchi thanked all the coordinators for their efforts in putting together a solid schedule.

B. College Credit Plus. Pathways have been completed; there will be a 15-credit-hour pathway and a 30-credit pathway. We are looking more at the 15-credit option. Two partnerships have been confirmed, one with Fairless High School and one with Canton City High School. We are working on a few more. Every registered student will go into the head count. The memorandum of understanding also includes funding for students’ textbooks, which will prove very helpful for students.
C. **Information on Faculty Searches.** Searches for TT positions in Art, Communication Studies, Education, and Marketing are underway, as well as a search for an FTNTT position in ASL and one for a Reference and Instruction Librarian. Three TT positions we proposed were not approved by the provost. We are hoping they will still come through.

D. **Science and Nursing Building.** Assistant Dean Kasturiarachi is in communication with faculty moving into the building. He is a bit concerned about the ambitious timetable that calls for moving faculty and labs in just one week. We will be hiring some new staff for the building as well. The grand opening for the building is planned for August.

E. **Issues Discussed at Meeting of Assistant and Associate Deans.** The policy on course withdrawal, a new policy on declaring minors, and a new workflow for writing letters of recommendation have recently been discussed.

F. **Florence Studies Program.** Twelve of our students have signed up for the program so far, each of whom will receive a $500 scholarship. Arts and Sciences Dean Blank is providing some of the scholarships, and we are matching them from our campus.

G. **Grant Writing.** Assistant Dean Kasturiarachi noted that grant writing is an important part of our strategic plan, and he urged faculty interested in grants to contact Theresa Ford. His office wants to ensure that the needed support is available for those who are pursuing grant funding.

H. **Retirement and Resignation.** Cyndy Trocchio has indicated her intention to retire. Heather Hentosz will be leaving to assume another position.

After the Assistant Dean’s report, Chair Norton-Smith asked if Faith Sheaffer-Polen could give her update prior to the committee reports; this change was made.

VIII. Committee Reports

A. **PAAC.** Councilor Lloyd indicated that 12 more travel requests have been made and approved, but the reimbursement process has not yet been completed.

B. **Committee II.** On behalf of committee members Carrie Schweitzer, Brian Chopko, Scott Tobias, and Lindsay Starkey, Councilor Sturr presented the committee’s report on Goal #2 of the strategic plan, exploring new ways to recognize teaching and scholarship. Councilor Sturr made clear that the committee believes strongly that there are many good things already being done on our campus, but we often don’t know what everyone is doing. The committee would like to see a broader range of the faculty and student body take part in academic excellence initiatives.

After giving an overview of the report’s many specific observations and recommendations, Councilor Sturr suggested that Cabinet might look over the report to determine if any action items need to be placed on the Council’s agenda. Chair Norton-Smith agreed to this course of action. He thanked the committee for its work and asked that the report be included in its entirety as an addendum to the minutes.

C. **Colloquium Committee.** Chair Norton-Smith noted that this afternoon Dr. Carbonell sent out email to indicate that the next colloquium will be held in the Library Conference Room at 5:00 on Friday, March 13, with Dr. Starkey and Dr. Purifoye presenting. The February 20th colloquium that was canceled due to the campus closing that day has been re-scheduled. Dr. Cunningham and Dr. Seelye will now present on Friday, April 24.
D. **Treasurer/Social Committee.** Councilor Heaphy reminded Council that the spring dinner is scheduled for Friday, May 1. The coffee fund is currently doing well, but fewer people have paid this semester than last. The Faculty Fund, however, is in dismal shape, and the low level of funding will result in difficulties. To name just one example, we will need $400 to cover retirements alone. We have about 119 full-time faculty, yet only 45 have contributed this year. Councilors expressed concern about this situation, wondering if people simply do not realize how the money is used—although Councilor Heaphy has been conscientious in explaining how the fund works—and agreed that more faculty should be encouraged to contribute.

E. **Handbook Committee.** Councilor Shepherd indicated that the committee has made progress in its charge of reviewing both Parts A and B of the Faculty Excellence materials to see if any changes would be useful. He has solicited feedback from Council and the Handbook Committee and is synthesizing the results. The preliminary findings of the committee suggest that Part A will not need to be changed. Some small modifications may be useful for Part B. The committee will report additional information at the next Council meeting.

F. **Technology Committee.** An official report was not submitted, but two committee members present—Councilors Birch and Blundell—noted that an email had gone out asking all those teaching in Room 315 Main Hall for feedback on the technology in that room. They indicated that there is also the possibility that a tablet such as the Lenovo Yoga will be included as a refresh option for faculty.

IX. Old Business

None

X. New Business

A. **Faith Sheaffer-Polen Update on Great Lakes Internship Grant.** Twelve students were placed for fall and spring, and more students will be placed during the summer. Employers are very happy with the students that have been placed. Right now we can’t meet the demand. Employers are particularly interested in students with social media/marketing skills. In response to questions, Ms. Sheaffer-Polen indicated that we are filling about 67% of the requests we get. Interested employers are told up front that placing a student cannot be guaranteed. We are the only campus in the area offering Great Lakes Internships, so employers are not turning to other colleges when we cannot provide a student. The first step for an interested student is to fill out FAFSA. Amber Wallace is the contact in financial aid. If a student has need according to FAFSA, Amber can tell a student almost immediately if she or he is eligible.

Chair Norton-Smith thanked Ms. Sheaffer-Polen for providing this update.

XI. Announcements and Statements for the Record

Councilor Heaphy reminded Council that March 23 is the deadline for submitting to the student conference.

Councilor Birch reminded Council that the musical *Spring Awakening* will be performed on campus tonight, tomorrow, and Sunday.

Chair Norton-Smith reminded Council that the meeting of the full faculty is March 13, 2:00.
Councilor Tobias announced that the Staff Excellence Awards ceremony will be held at 2:00 in the Campus Center on Friday, April 10.

XII. Adjournment
   Chair Norton-Smith adjourned the meeting at 3:39 PM.
Committee II Report to Faculty Council (2/27/2015)

Committee II has been asked to investigate ways that Goal 2 (Academic Excellence) from our 2013-2018 Strategic Plan might be implemented. We have reviewed the original plan as well as the 2014-2015 Strategy Map. The general targets for Goal #2 are as follows (see the plan for the details below each of these broad objectives):

- Promote academic excellence in student achievement
- Promote excellence in teaching
- Promote excellence in faculty research and creative activity
- Build a vibrant academic community

Committee II reviewed the Key Tasks for 2014-2015, found on the Strategy Map under Goal 2 (and listed below). Due the broad nature of these tasks, including some that have to do with hiring and other matters that we felt were beyond our purview, our emphasis was on identifying specific action items that could be implemented in the short term and through existing structures (committees, offices, positions, etc.) rather than through the creation of new initiatives. We generally find that the Stark Campus is already active in the pursuit of academic excellence and that faculty and students are currently pursuing many of the specific goals laid out for the current academic year. They are:

- Strengthen career guidance by promoting connection of majors and careers
- Commit to academic honesty
- Support faculty use of innovative strategies, course offerings and interdisciplinary faculty partnerships
- Reaffirm commitment to and respect for diversity in the classroom
- Support faculty research and creative activity
- Intensify efforts to create a student-centered community
- Explore ways to recognize and celebrate outstanding teaching
- Actively recognize faculty scholarly activities
- Foster consultative relations for positive decision making
- Stress importance of diversity in recruitment of all community members
- Promote intellectual diversity in hiring of faculty

Committee II includes Robert Sturr (chair), Carrie Schweitzer, Brian Chopko, Scott Tobias, and Lindsay Starkey. We met several times during the fall to share ideas and impressions based on our different roles and personal histories as members of the faculty. Individual committee members have contributed written ideas incorporated into this report. We conducted interviews with individuals on campus who play vital roles in furthering the work of faculty. Finally, we are each involved in various professional development, shared governance, and scholarly activities of one sort or another. And, of course, we are teachers (first and foremost) within our disciplinary groups. We wanted to take stock of what is already being done to promote faculty excellence so that we might suggest improved connections and enhanced communication. We would like to see a broader range of the faculty and student body take part in academic excellence initiatives. In both spirit and in many of the key tasks listed above, Goal 2 is already being enacted on the Stark Campus.

Observations and Recommendations: We offer these observations and recommendations with an eye toward being as specific and practical as possible. When relevant, we have identified individuals or offices that might take action, or we have pointed to ongoing work. Inevitably, this report overlooks great ideas or will suggest initiatives that have already been planned and will soon be launched. We apologize in advance for those omissions or redundancies.
- **Workload.** Discussions of excellence in faculty work must take workload into account. Measuring faculty work should involve more than simply counting publications, creative performances, or funded grants, and promoting strong teaching should involve more than tracking data from student evaluations. To equate excellence with superficial measurements of output or with SSI scores inching ever-closer to ‘5’, without acknowledging the impact of 4/4 or 5/5 loads, is folly. We note that some departments currently do not distinguish between Kent Campus and Regional Campus workloads in reappointment, tenure, and promotion discussions, leading to unreasonable and counterproductive expectations. We urge our Dean to address such situations through conversation and negotiation with department chairs and college deans on the Kent Campus. If the current university-wide discussion regarding the mission of regional campuses moves the Stark Campus toward an increased research focus, our workload must be reduced to make such a change possible. We do not think that “academic excellence” can be achieved by simply asking faculty to be more productive within the current workload structure.

- **Load lifts and Faculty Professional Improvement Leaves.** We urge the increase of load lifts and continued strong campus support for FPIL applications. We applaud the targeted designation of releases for pre-tenure and FTNTT colleagues. We suggest the additional reservation of some load lifts for mid-career, tenured colleagues working toward promotion to full Professor. It is vital that the Stark Campus continue to see a segment of its faculty reach the highest rank within departments and units so that our voice will remain strong on the Kent Campus. Even within a constrained budget, a small increase could lead to a noticeable uptick in projects not only started but completed during the academic year, as opposed to the deferral of research to summer months. Campus support for FPIL applications has also been strong. We suggest that the Assistant Dean for Academic Affairs become involved even earlier in the process, particularly early in the fall when departments approve lists of eligible FPIL applicants, in order to encourage eligible individuals to apply. This should be done in conjunction with workshops and guidance provided by the Faculty Professional Development (FPD) Coordinator, which have already led to a significant improvement in applications.

- **Faculty Professional Development Coordinator.** The FPD Coordinator position has been integral to the strengthening of mentoring, increasing productivity, and building a deeper sense of community among the faculty. We urge its continuation. Specifically, we suggest that support for the FPD position be extended to the summer so that vital parts of the job can continue uninterrupted and with appropriate compensation. The FPD Coordinator has long been involved in supporting new faculty through mentoring and file-preparation workshops, among other activities. The faculty as a whole has benefited from research conversations, boot camps, teaching circles, and other meetings and events. We implore faculty to attend such events and to take full advantage of the support offered by the campus administration through this coordinator position. New initiatives continue to be introduced. The committee commends Dr. Jayne Moneysmith for defining and utilizing the position so effectively in recent years, and we sincerely hope that her leadership will continue.

- **Stark Campus Digital Commons.** We find that members of the campus community are often unaware of the innovative work done by faculty, students, administrators, and staff. We suggest the creation of a virtual space utilizing the University Libraries Digital Commons site where publications, performances, and creative activities can be digitally published and widely shared. Currently, Digital Commons’ pages are under-utilized by departments, colleges, and other units. RC representation is especially light. Yet, faculty profile pages, uploaded articles, visual material, and other work can be collected on a Stark Campus DC page and we can (as we have before) take the lead within the university. Library Director Rob Kairis has experience with the system and has volunteered to lead
campus efforts to create a campus presence on the system. We encourage individual faculty members to create pages, profiles, and to upload articles and other scholarly work. This would make information about what we do available to colleagues, students, administrators, staff, support offices on campus, and wider communities so that our accomplishments will be better known. Should the Faculty Council wish it, Committee II could continue its work following this report by working with Rob Kairis to create our Digital Commons presence.

- **Technology Support.** The Stark Campus has a long history of providing faculty with the technology to be effective researchers and teachers. The hiring of a full-time Educational Technology Designer (Katie Baer) has been a boon and we urge the continued support of that position. Ms. Baer’s leadership in providing training in the use of Blackboard and other DL tools (among other parts of her job) has led to excellence in web-based teaching at Stark. In addition to the role of our ET Designer, our Technology Committee provides detailed procedures for new technology requests and serves as a liaison to our campus administration. We suggest that the Technology Committee offer additional information meetings or workshops to assist faculty in preparing effective proposals. The committee might use a faculty meeting to share information about technology on campus and to gather feedback on the request process. Individual disciplinary groups on campus should meet together to discuss collective technology needs and to craft joint proposals so that they will be more persuasive. As proposals are reviewed, we encourage the Technology Committee to assign a ‘point person’ from the proposing faculty members disciplinary area (or related fields), even if that means recruiting temporary committee members. Finally, if a proposal is rejected, we encourage the Assistant Dean for Academic Affairs (or the Technology Committee) to provide feedback so that proposals might be improved and possibly resubmitted.

- **Funding for Research Travel.** We suggest the expansion of the types of faculty travel funded by our campus travel budget so that a wider range of research-oriented trips will be covered. In addition to the current emphasis on conferences and exhibitions, our travel program might include trips to libraries, archives, laboratories, and field research locations. Support from our campus for research travel could make a significant difference in the completion and submission of articles that sometimes languish due to a lack of travel opportunities.

- **Increasing Grant Activity.** We encourage the continued circulation of a Grants Newsletter and urge faculty to work more directly with Theresa Ford, our Grants Administrator. We suggest that departmental or program coordinators set up brainstorming and ‘get-to-know-you’ meetings so that faculty might learn more about the services of our grants office. This is another area (along with load lifts) where additional attention might be paid to mid-career colleagues in order to support advanced (or simply re-booted) research programs. Faculty who learn about lesser-known funding opportunities, perhaps on the regional or local level, through professional organizations or other means are encouraged to convey those possibilities to the grants office so that the flow of information about external and internal funding goes both ways.

- **External Promotion of Faculty or Student Achievements.** We recommend that the campus homepage include an image devoted to promoting faculty or student achievement in its regular rotation of slides. We envision a regular faculty (or student) spotlight along the lines of the recent celebration of Dr. Matt Lehnert’s work. We appreciate continued coverage in *Encompass* and the establishment of community events and forums that utilize faculty voices. We encourage all faculty to participate in such events when called upon to do so. Generally, we urge the closer connection of our External Affairs office and the faculty. We encourage the sponsoring of events—including social ones—that would allow for one-to-one contacts between our External Affairs professionals and more
faculty members than currently engage with outreach efforts. Individuals need to know one another so that the story of academic excellence told by our colleagues in External Affairs is as accurate and detailed as possible. We urge faculty to enroll in our digital commons site (if that is adopted) and to follow up on requests from External Affairs for information that will promote KSU Stark. This might include joining the KSU registry of experts available for media contact.

- **Closer Connections with Student Services.** We encourage more faculty colleagues to serve as general faculty advisors within Student Services. This will enhance the advising of majors and increase knowledge about our general curriculum as well as the work of our advising staff. In turn, advisors, admissions specialists, and financial aid counselors can do their jobs more effectively if they know more about the faculty. As with External Affairs, faculty can promote academic excellence by joining more readily in events and services sponsored by Student Services. The information provided to prospective and current students will be more accurate and compelling if colleagues in Student Services know more about the faculty.

- **Enhanced Signage and Displays.** The current display of faculty publications in Main Hall has outlived its usefulness. In place of books and articles to represent faculty publications, we suggest that the case be used to display images, artifacts, and posters that will spotlight individual (or group) faculty research, with a monthly or bi-monthly display rotation. We encourage the continued (even enhanced) display of student work in Fine Arts and topical subjects in the Library. We suggest that displays related to faculty or student achievement be put up in the Campus Center and the new Science building (also on a rotating basis). Such campus displays might be created and maintained by an undergraduate intern, perhaps from among our public history, writing, communications, journalism, or art students. In addition, we suggest that External Affairs partner with the Assistant Dean for Academic Affairs and individual faculty members in creating displays and signage related to ongoing faculty research at particular sites in the wider community where KSU has a presence (e.g., Sippo Lake).

- **Faculty Colloquium.** Efforts by recent colloquium committees to vary the scheduling and format of the colloquium series are welcome and we urge all members of the faculty to attend and contribute more readily to this longstanding and important tradition. Recent committees have been energetic and creative, but the wider faculty must make a stronger effort to attend. Faculty who receive load lifts and FPILs should be encouraged to offer colloquium talks upon the completion of their release or sabbatical.

- **Collaborative Teaching.** The Stark Campus has long supported collaborative teaching. We recommend that the Assistant Dean for Academic Affairs set out procedures and ‘best practices’ so that colleagues who want to teach together can submit effective proposals and engage in necessary consultation. This should, as a first step, consulting with the department or program coordinator as well as the Honors program on campus to investigate ways to boost enrollment, effectively schedule a class, and to promote such courses. Currently, the campus can sustain one or two a semester, though in some semesters we have none. We suggest the target of 2-3 collaborative and/or interdisciplinary teaching situations per year.

- **Promotion of Undergraduate Research (Annual Conference).** We applaud the work of the Stark Campus Honors Program, and particularly Dr. Leslie Heaphy, in organizing and promoting our annual undergraduate research conference. We recommend that proceedings from this annual conference be published digitally (through the University Libraries Digital Commons service) so that
student academic excellence will be recorded and made available to those who cannot attend the conference.

- **Promotion of Undergraduate Research (URA Program & Research-Oriented Courses).** Our campus administration has a strong track record of supporting the Undergraduate Research Assistant program across fall, spring, and summer. We urge the further promotion of this opportunity to students and suggest that the URA committee collaborate even more closely with the academic advising office in Student Services so that when faculty and academic advisors gather for regular training meetings within each semester that they will know better how/when to recommend that students apply. Furthermore, we suggest that the URA committee strongly encourage students earning URAs to submit proposals for papers or posters to be presented at the annual student conference or *The Writing Center Review*.

- **Promotion of Undergraduate Research or Career Exploration Courses.** We note that a number of departments offer course credit for either undergraduate research or career exploration courses. We suggest that the Assistant Dean for Academic Affairs poll departmental/program coordinators on campus and where appropriate to engage in negotiations with departments to see if we could bring more of those offerings to the Stark Campus.

- **Undergraduate Student Teaching or Assistantship Opportunities.** Some departments offer course credit for undergraduate teaching assistance, and we encourage the Assistant Dean for Academic Affairs to confer with departmental groups and to negotiate with departments (when appropriate) to bring such courses to Stark. A paid assistantship program, especially for students who might work within certain areas (e.g., sciences, art, etc.) along the lines of our current URA program might be established. Oversight of such a program could be added to the URA committee, which would need an expanded name and mandate.

- **Continued Emphasis on Internship Placement & Experiential Learning.** The recent spotlight on paid internships offered through the Great Lakes Foundation grant has been welcome. We encourage planning in a broader way to expand internship activity. The planned hiring of an internship coordinator is a strong sign of campus commitment. We encourage the Assistant Dean for Academic Affairs to work with department or program coordinators to make sure that internships offered for course credit are fully available as Stark Campus classes (when possible) and that faculty who oversee internship work are given appropriate compensation or course releases to promote, supervise, and evaluate student work. In addition, we recommend that additional promotion of service and experiential learning by the Service Learning Coordinator take place within FYE classes, through departmental/program coordinators, and the regular training meetings for academic advisors, among other venues.