

Minutes of the April 25, 2018 faculty meeting

Respectfully submitted by John Wesley, Secretary of the Faculty

Attendance: Faculty members and guests in attendance are listed in Appendix A of these minutes.

I. Call to order

Faculty Senate Chair Kessel called the meeting to order at 12:02 p.m. Eighty-one voting members of the faculty were present.

II. Approval of the minutes of April 4, 2018

The minutes of the April 4, 2018 faculty meeting were approved as circulated.

III. Questions regarding reports from the President, Provost, and Faculty Senate Chair

For the reports, see Appendices B, C, and D of these minutes.

a) Questions regarding the President's report

President Crawford confirmed that Robert Gates—former Secretary of Defense for the United States, and former Director of the CIA—will be speaking at tonight's Susan Resnick Pierce Lecture in conversation with Professor Benjamin Tromly. In response to a question about the recent tragic loss of one of our students, President Crawford expressed his appreciation for the campus and wider community—including our first responders and our colleagues in Student Affairs and Security Services—with respect to their support for all those affected, and announced the upcoming memorial services where we might join in offering condolences to family and loved ones. He noted also that our community has benefitted from the exceptional pastoral care of Reverend David Wright. A guest member also reported delivering paper goods to the family that were collected through Wright's office.

b) Questions regarding the Provost's report

Provost Bartanen announced that we no longer have a fourth candidate in our search for a Vice President of Student Affairs, and our third candidate will be here on Friday. She expressed her gratitude towards all those who have participated in the search process.

c) Questions regarding the Senate Chair's report

There were no questions for the Senate Chair.

IV. Second reading of proposed revision to the Faculty Bylaws related to changes in the organizational structure of the university

For the text of the revision, see Appendix E of these minutes.

The motion from the first reading (at the April 4, 2018 meeting) is *that the faculty approve the proposed revision to the Faculty Bylaws.*

Kessel reminded the assembly that Faculty Bylaws cannot be amended unless at least 75% of the voting members are in favor.

It was **moved in amendment** by Beardsley, and **seconded**, to strike the parenthetical expressions in sections F.a, H.a., and J.a.

The faculty discussed the amendment.

Beardsley provided the rationale for his amendment by saying that the parenthetical expressions regarding the ex officio representation of the Dean of the University do not make sense and they are possibly dangerous. He said it is confusing if it's meant to instruct the Dean of Students or Chief Diversity Officer to think of their role as Dean of the University instead of the Student Affairs Office or Office of Diversity & Inclusion. Kessel clarified that there is only person designated in each and the Bylaws are identifying which one.

There was no further discussion.

A voice vote was taken. Neshyba ordered a counted vote. The amendment **failed** on a count of 30 in favor, and 30 opposed.

The faculty were returned to discussion of the main motion.

There was no further discussion.

The motion **passed** with a counted vote of 68 in favor, 3 opposed, and 10 abstentions (84% of the voting members were in favor).

V. First reading of proposed revision to the Faculty Code regarding phased implementation of amendments to the Faculty Code related to standards for tenure and promotion

For the text and rationale of the proposed revision, see Appendix F of these minutes.

It was **moved** by Beardsley, and **seconded**, *that the Faculty Code be revised with the addition of the following section to Chapter 1.F:*

Section 6 – Phased Implementation

Amendments to Chapter III Section 3, Parts D and E of the Faculty Code may include provisions for phased implementation. In those cases, the Professional Standards Committee, in keeping with its responsibilities (at III.3.A of the Faculty Code) to “publish periodically a statement of university evaluation standards,” will communicate relevant details concerning the provisions through its normal channels.

Beardsley said that the section was crafted with three things in mind: 1) a desire for the Code to be flexible (that is, the intention is not to mandate a provision to amend the Code regarding promotion, but rather to have it as an option); 2) a desire to narrow the possibility of phrasing so that it would only apply for tenure and promotion (and not, for example, to grievance procedures); and 3) a desire to make clear how the implementation would work in relation to the old Code. Kessel added that this section's language is independent of the Code language revision at III.e, but that this section's approval needs to happen first if we want to make the change to the latter.

A second reading of the revision will occur in the September 2018 faculty meeting.

VI. Presentation of motion from the PSC regarding bias in evaluations

For the text and rationale of the motion, see Appendix G of these minutes.

It was **moved** by Mifflin, and **seconded** *that the Faculty Senate create an ad hoc committee for the purposes of 1) remedying the problem of bias in student evaluations, and 2) recommending a long-term solution or change to our current system.*

The faculty discussed the motion.

One member asked whether the PSC had sought legal advice about whether the continued use of student evaluations of teaching (SET) exposes the university to liability. Mifflin responded that the PSC had not yet consulted the university's legal team. Another member said that probably we are legally liable, but that definitely we are morally culpable if we continue using SET, and this member argued that we should stop using them. Another member asked why an ad hoc committee, rather than the PSC, would be responsible for this work. Mifflin responded that this project is too large for the PSC to work on at this point. Kessel clarified that the senate would decide how to populate the ad hoc committee, and that it would not necessarily involve PSC members; Mifflin added that the PSC will send suggestions to the senate as to how it should make up the committee. One member asked why the PSC had brought the motion to the faculty meeting instead of simply asking the senate. Mifflin answered that the PSC felt strongly that the motion should have the support of the full faculty.

Regarding the language of "remedying the problem," one faculty member expressed a lack of belief that the problem of bias could be remedied out of student evaluations, no matter how earnest the effort. However, this member did support an ad hoc committee investigating changes to the current system. This member said that even if studies show the real existence of bias in SET on the basis of gender, what has not been shown so far is the magnitude of this bias in our own institution when it comes to decisions made by departments and the FAC with regard to promotion or tenure. This member argued that departments and the FAC must interpret the file anyway, and that the remedy lies in how we consider student evaluations; this member expressed agreement with a need to improve the process, but that no structural improvement will remove our responsibility to interpret evaluations in light of possible gender and racial bias.

It was **moved in amendment** by Provost Bartanen, and **seconded**, that the motion replace the word “remedying” with “mitigating.”

There was no discussion of the amendment.

The amendment **passed** on a voice vote.

The current (amended) motion reads as follows: *that the Faculty Senate create an ad hoc committee for the purposes of 1) mitigating the problem of bias in student evaluations, and 2) recommending a long-term solution or change to our current system.*

The faculty continued their discussion of the motion.

Responding to an earlier comment, one member agreed that there is a need for departments and the FAC to interpret evaluations, but that there should also be some consideration for the effect of bias on those who are being evaluated.

Another member asked why the current motion only addressed bias when the PSC’s presentation at the April 4 faculty meeting also showed that SET does not track teaching effectiveness. This member argued that teaching effectiveness should be represented in the charge to the ad hoc committee, if formed. One member responded that the PSC was charged by the senate to deal with the bias issue, and that the teaching effectiveness element, important as it is, was discovered in the course of the investigation (rather than as part of a charge).

One member restated the concern regarding liability if we continue to use SET, and asked for further clarification as to how we should proceed in the interim between now and the implementation of a new system. President Crawford addressed this concern, first, by commending the faculty for looking into this issue, and second, by noting that we do not rely solely on student evaluations to measure teaching effectiveness, and that perhaps the motion’s language might be changed to reflect the much broader swath of data that the university uses in its assessments.

One faculty member said that our students are interested in having a voice at the university in terms of its evaluation process, and expressed a need to preserve feedback mechanisms while cutting out bias. Another member spoke in favor of addressing the SET problem, and urged that the ad hoc committee should not be bound by the motion’s language. Kessel responded that the senate would work on the language of the charge, and invited feedback from the faculty now and during this process. The formal motion of the charge has not yet been created.

The question of a proposed timeframe was raised, to which Mifflin answered that it would be something that the senate would work out once they had agreed to form the ad hoc committee. One faculty member expressed the need for urgency given the seriousness of the matter. Kessel responded that the senate would craft the timeline with an eye to balancing this urgency with the need to do the job well. One member reported that the FAC is currently drafting a report for the senate which details its awareness of bias, and that it takes this problem into account when making its deliberations. In response, one member asked whether the proposed ad hoc committee

should explore the mitigation of bias in the peer review process in addition to the student evaluation process. Another member agreed, noting that bias involves colleagues as much as students, and that each department may or may not be interpreting evaluation comments in the same way. This member felt that the ad hoc committee should meet with every department on campus to engage this issue. Another member suggested that the ad hoc committee might further consider the way bias affects our assessment of students, and Kessel noted that this very issue is the topic of a forthcoming CWLT writing workshop. One member also felt that the ad hoc committee might look into ways in which acknowledging bias within the evaluation process could mitigate bias in some way, and the ways other institutions address bias. Another member reiterated the need for evidence of bias affecting evaluation outcomes at our own institution, suggested that one thing we can do immediately is to educate ourselves about biased comments, and offer support to colleagues, especially junior colleagues, who are damaged by these comments.

Provost Bartanen praised the feedback offered so far, and expressed awareness that there are ongoing discussions about how to support colleagues when interpreting evaluations. She also mentioned that each one of our peer institutions in the Northwest 5 Consortium are addressing the problem of bias in SET, and that Reed has already provided information to the PSC. She commended the faculty for their interest in the impact of evaluations on colleagues, in how we listen to underrepresented students, in what we can learn about ourselves in the process of addressing concerns over bias, and in thinking of the broader phenomenon of bias in our classrooms.

Regarding the need for evidence within our own institutions, one member said that there is evidence nationally about traditionally underrepresented faculty having a harder time getting tenure, and that Puget Sound should not consider itself exceptional in this regard.

A guest member mentioned that it would be valuable to hear from staff on the issue of bias in student evaluations, because sometimes there are things students will say to staff that they will not say to faculty.

The discussion returned to the demoralization that one can experience after reading negative evaluations rooted in gender or racial bias. One member reported how helpful it was early in their career to receive the advice of senior faculty on how to interpret SET, and on how the FAC considers SET; this member highlighted the importance of good mentoring as we move forward. Another member agreed, and also felt that departments could receive mentoring prior to the evaluation of their colleagues. One other member expressed concern about removing comments from evaluation forms, since comments can help the FAC interpret the numerical scores. Numerical scores alone could, for example, hide a bias that would otherwise be apparent in the comment. One faculty member mentioned that bias can hide in comments as well. So, for example, a student's remark on the late return of assignments may not be explicit about gender or race, but nonetheless reflect that very bias (this member raised the example of women being judged as poorly organized).

One member suggested that we will need multiple solutions to the problem of bias, but that one of them should not be discarding student voices. This member also said that peer evaluations

should be done by colleagues other than those in one's own department. Another member said that while there is no perfect solution, it seems we can pursue a better system. This member agreed that mentoring is always needed, but that it remained incumbent on us to create a new way of collecting and contextualizing SET. One other member stated that we should not limit our consideration of bias to gender and race, and that we should therefore extend the investigation to factors such as age, religion, and disability.

There was no further discussion.

The motion **passed** on a voice vote.

VII. Continued discussion of motion to amend Faculty Code language for promotion to full professor

For the language of the motion, see Appendix H of these minutes.

Kessel requested the assembly's approval to shift this item to the September 2018 agenda, as the current meeting was nearing its planned adjournment. There were no objections.

VIII. Other business

Provost Bartanen advised the assembly to be on the lookout for a message regarding the relocations of offices and programs due to construction of the Welcome Center. In particular, she highlighted that the relocation of all our technology services to the lower level of the library means that the books and journals currently housed there will be relocated to areas and in formats still to be determined by the Library, Media, and Information Systems Committee. One faculty member asked for clarification on which houses will be slated for removal as part of the construction project, since one of them might be a location in which our trans students currently feel safe showering. Provost Bartanen mentioned that she would look into this.

The assembly thanked outgoing Senate Chair Alisa Kessel with a round of applause.

IX. Adjournment

The meeting was adjourned at 1:27 p.m.

Appendix A – Attendance

Attending

David Andresen	Pierre Ly
Greta Austin	Tiffany MacBain
Bill Beardsley	Mita Mahato
Françoise Belot	Mark Martin
Mike Benveniste	Jeff Matthews
Geoffrey Block	Amanda Mifflin
Bob Boyles	Andrew Monaco
Nick Brody	Wendell Nakamura
Gwynne Brown	Jennifer Neighbors
Derek Buescher	Steven Neshyba
Dan Burgard	Susan Owen
Jo Crane	Emelie Peine
Monica DeHart	Michael Pohl
Alyce DeMarais	Sara Protasi
Regina Duthely	Isha Rajbhandari
Lea Fortmann	Siddharth Ramakrishnan
Kena Fox-Dobbs	Andy Rex
Sara Freeman	Elise Richmond
Andrew Gardner	Leslie Saucedo
Betsy Gast	Eric Scharrer
Jeff Grinstead	Rokiatou Soumare
Bill Haltom	David Sousa
Fred Hamel	Jonathan Stockdale
John Hanson	Jason Struna
Peter Hodum	George Tomlin
Suzanne Holland	Andreas Udbye
Renee Houston	Jennifer Utrata
Darcy Irvin	Kurt Walls
Anne James	Seth Weinberger
Gregory Johnson	Carolyn Weisz
Kristin Johnson	John Wesley
Tatiana Kaminsky	Heather White
Diane Kelley	Peter Wimberger
Alisa Kessel	Paula Wilson
Jung Kim	Sheryl Zylstra
Grace Kirchner	
Nick Kontogeorgopoulos	<u>Guests</u>
Kriszta Kotsis	Kate Cohn
Laura Krughoff	Anna Coy
Sunil Kukreja	Ellen Peters
Ha Jung Lee	Landon Wade
Jan Leuchtenberger	



President's Report to the Faculty

April 17, 2018

As I write to you today we as a campus community are mourning the loss of a first-year student who passed away yesterday. The loss of such a young person is a tragedy and, as shared in messages to the campus community, made more difficult for family, friends, and the campus community as we understand it may be some time before a cause of death is identified. I ask that you continue to hold the family close in your thoughts.

Since our last meeting I have been out and about in the usual flurry of activity that accompanies the end of the spring semester, meeting with constituents in San Francisco; building a "tiny house" with student members of our Habitat for Humanity chapter; delivering remarks for the Honors Program banquet; attending the Independent Colleges of Washington board meeting and reception for retiring president, Vi Boyer; hosting the Phi Beta Kappa initiation and a volunteer recognition reception at the President's Residence, as well as the last Fireside Dinner of the year; attending (and dancing badly at) the annual Spring Luau; and planning for our upcoming Strategic Planning Steering Committee and Board of Trustees meetings. In the coming weeks I look forward to attending scholarship luncheons and dinners; meeting our vice president for Student Affairs candidates, and preparing for Commencement. And I do hope to see many of you at the Pierce lecture on April 25, when we welcome to campus former U.S. Defense Secretary Robert Gates in conversation with Associate Professor Ben Tromley.

Strategic Planning

I have just concluded the last of three open sessions for members of the campus community in which I presented key elements of the draft plan that is being developed in consultation with the Strategic Planning Steering Committee for discussion by the board of trustees in May. It was good to see many of you in attendance; if you were not able to attend, please note that the presentation is available on the strategic plan website at pugetsound.edu/strategicplan. I continue to be gratified by the strong participation in the planning process, and the good thinking that has come forward from our faculty, staff, students, alumni, and trustees.

Enrollment

With just a few weeks to go before the undergraduate national candidate reply deadline, we are seeing many positive indicators in our admitted student pool. I have greatly enjoyed the opportunity to meet with prospective students and their families at our Destination Puget Sound events, which have been well attended. Since I last wrote to you, our penultimate Destination Puget Sound program had 136 admitted students registered; currently we are expecting another 133 students (as well as any accompanying family members and others) for our final event on April 20. Campus visits and enrollment deposits continue to run ahead of the same time last year. In particular, we are running ahead of last year in deposits from students participating in athletics and in music, as well as for the Business Leadership Program, Honors Program, and Access Program. With a candidate reply deadline of June 15, transfer applications are strong with nearly four times as many students admitted as in 2017.

Graduate enrollment is also looking strong, with increases in deposits compared to last year within individual offerings in Education, Occupation Therapy and Physical Therapy. Of course, these are snapshots in time; I encourage all of us to contribute in whatever ways we can to welcoming our admitted students, and helping them to see the ways in which a Puget Sound education can help them realize their full potential and achieve their goals.

President’s Alliance on Higher Education and Immigration

Earlier this month I signed on behalf of Puget Sound an [amicus brief](#) supporting plaintiffs who are challenging the decision to end the Deferred Action for Childhood Arrival (DACA) program. To date, more than 70 colleges and universities across the country have joined in support of this challenge; a complete list is available at the link above. This action is one of many the university is taking, including participation as a sponsor of the Northwest Immigrant Rights Project gala, to support DACA students as they seek to enroll and graduate from college. More information is available on the [university’s website](#).

National Association of Independent Colleges and Universities

The challenges facing higher education were discussed in detail at the recent NAICU meeting, which I attended last week as a member of NAICU’s board of trustees. Key topics discussed included student aid funding for FY 2018 and FY 2019, reauthorization of the Higher Education Act, the status of DACA students, congressional and national perceptions of higher education, and the status of the “Free Public College” movement. One thing is exceptionally clear—we cannot afford to stand still. The actions that emerge from our strategic planning process will be critical to our success over the coming decade to respond effectively to the challenges that are before us and, moreover, to build on our strengths and take advantage of the opportunities we have to advance our liberal arts tradition and its relevance to the times in which we live.

Sincerely,



Isiaah Crawford, Ph.D.
President





April 17, 2018

TO: Faculty Colleagues

FR: Kris Bartanen

RE: Provost Report to the April 25 Faculty Meeting

Vice President for Student Affairs/Dean of Students Search: We have four excellent candidates visiting campus in the coming two weeks. You are welcome to attend open sessions with the candidates on the following dates:

- **Monday, April 23: Noon, Murray Board Room**
- **Tuesday, April 24: 3:00, Murray Board Room**
- **Friday, April 27: Noon, Library 020 Presentation Room**
- **Monday, April 30: Noon, Trimble Forum**

Candidate bios and C.V.s will be available at each session. Feedback surveys will be provided to participants following each candidate visit.

In order to allow the new Student Affairs leader to participate in the Director of Counseling, Health and Wellness search, and to allow more time to cultivate a robust pool in this high demand field, the search has been closed and will re-open early in Fall 2018.

The annual **Logger Athletics Dessert** is Tuesday, April 24, at 7:00 p.m. in the Fieldhouse. Faculty are welcome to attend in support of all student-athletes, including those receiving academic, four-year athlete, and various sport recognitions. It is also an important moment to recognize the service of **Faculty Athletic Representative Fred Hamel and Faculty Athletic Associates:**

Nancy Bristow (Women's Soccer)
George Erving (Track and Field)
Lea Fortmann (Womens' Crew)
Fred Hamel (Men's Soccer)
Pierre Ly (Tennis)
Peter Hodum (Women's Lacrosse)
Jung Kim (Softball)
Alan Krause (Football)

David Latimer (Cross Country)
Alison Paradise (Volleyball, Women's Basketball)
Brad Reich (Men's Basketball)
Andy Rex (Men's & Women's Golf)
Justin Tiehen (Baseball)
Peter Wimberger (Men's Crew)

The April 25th Chairs, Directors and Deans meeting, 8:00, Tahoma, will include an important discussion of revised transfer credit policies and action departments will need to undertake for implementation. New chairs are welcome to attend.

Thank you again for your support to Destination Puget Sound days and preparation for yield efforts, June pre-registration, and June 22 Logger Pre-Orientation.

**Report to faculty from Faculty Senate Chair Alisa Kessel
17 April 2018**

Dear colleagues,

First, two items will be forthcoming (from me) next Tuesday (4/24), for consideration at the faculty meeting:

- a motion to allow phased implementation of amendments to the Faculty Code related to tenure and promotion criteria
- a motion from the Professional Standards Committee regarding demonstrated bias in student evaluations of teaching.

Please be patient as we put the finishing touches on these measures. Our intention is to provide you with all the information you need to discuss the matters in an informed way at the meeting.

Second, since my last report, the Faculty Senate met on April 2 and April 16. I have little to report, since most of our discussions involved:

- receipt of year-end reports from the following standing committees: Student Life, Academic Standards, Institutional Review Board, and International Education;
- discussion around process for pending motions at faculty meetings related to:
 - proposed changes to the Faculty Bylaws to reflect changes in organizational structure
 - proposed changes to Faculty Code regarding the language around promotion to full professor
 - possible motions in response to the information shared with the faculty at the April 4, 2018 faculty meeting regarding demonstrated bias in student evaluations of teaching
- discussion of a report regarding the status of non-tenure line faculty members
- discussion and endorsement of an action by Academic Standards Committee regarding transfer of AP/IB credit; the Senate requested that this matter be discussed at the April 25, 2018 chairs/directors meeting in order to support intentional and transparent implementation of the new policy. Landon Wade (Dir. of Academic Advising), Michael Pastore (Registrar), and Danny McMillian (chair of ASC) have agreed to attend the meeting in support of an informed discussion.

During its last two meetings, the Faculty Senate will continue to receive reports from standing committees, will consider additional actions regarding the status of non-tenure line/non-clinical line faculty members, and will determine the recipient or recipients of the Walter Lowrie Service Award. I don't anticipate additional work beyond those tasks.

Some follow-up and continuing work:

- 1) As you know, at the February meeting, the Board approved some changes to the organizational structure of the university. While most of these changes do not affect faculty governance, Provost Bartanen's title change from Dean to Provost does affect our Faculty Bylaws and Faculty Code (which refer to the Dean of the University, not the Provost). The Board requested that the faculty consider amending its Bylaws and Code to reflect this change. After much consideration at its meeting on March 19 and its April 2 meetings, the Faculty Senate responded to the Board with a respectful request that the Board alter its appropriate documents to include, among the list of responsibilities of the Provost, the title "Dean of the University." It seems likely that the Board will consider a recommendation to revise the University Bylaws (which are distinct from the Faculty Bylaws) to identify the Provost as the Dean of the University, which will create consistency throughout our documents. The faculty will continue consideration of proposed changes to the Faculty Bylaws to clarify some aspects of standing committee membership in light of organizational changes.
- 2) The Office of Institutional Research, in collaboration with the Faculty Senate and with Assistant Academic Dean Kate Cohn, is continuing to gather data to assess the effects of the common period on faculty participation in governance, classroom availability, and student access to courses.
- 3) A focal point of my final report to the Board will be the presentation at the April 4, 2018 faculty meeting from the Professional Standards Committee regarding demonstrated bias in student evaluations of teaching. My hope is that including the presentation materials from the PSC will help to educate the Board about the challenges we will face in the year(s) ahead as we confront the problem of bias (in evaluations but also, as colleagues noted in our last meeting, in broader contexts as well) while trying to ensure an efficacious review process.

Thanks, all, and kind regards.

Kessel out.



FACULTY BYLAWS

—◆—
2017-2018

**Revised Edition
July 2017**

**ARTICLE I
PREAMBLE**

The Faculty of the University of Puget Sound is a creature of the Corporation chartered as the University of Puget Sound.

From the University of Puget Sound Trustee Bylaws, dated February 27, 1978, Article VIII, 2c:

The Faculty shall be governed by its Bylaws, which shall set forth the powers, duties and general rules of procedure and the duties and responsibilities of its committees. Such Bylaws, and any subsequent changes therein, shall be approved by the Board of Trustees before becoming effective.

**ARTICLE II
THE FACULTY**

Sec. 1. **Membership.** The Faculty shall consist of the President of the University, the Academic Deans, the Dean of Students, and members of the instructional staff classified as follows: Professor, Associate Professor, Assistant Professor, Instructor, and full-time visiting faculty.

Sec. 2. **Responsibilities of the Faculty.** The Faculty shall create and maintain a superior academic climate in the University. To this end, the Faculty shall prescribe, subject to the approval of the Board of Trustees, the graduate and undergraduate courses of study, the specific courses to be offered, the nature and requirements of graduate degrees to be conferred, the requirements for graduation and recommend all candidates for baccalaureate and advanced degrees and/or honors to the Board of Trustees, the standards of instruction, and the general rules and methods for the conduct of educational work of the University and any rules for the regulation of student publications, musical, dramatic and literary clubs, and other student affairs related to the academic life of the University.

Sec. 3. **Voting.** Each member shall have one vote and no voting by proxy shall be permitted in any deliberation of the Faculty.

**ARTICLE III
ORGANIZATION OF THE FACULTY**

Sec. 1. **Officers and Duties.**

- A. The President of the University shall:
 - a. Serve as head of the Faculty and attend meetings of the Faculty, wherein the President can report to the Faculty.
 - b. Jointly, with the Dean of the University and the Executive Committee of the Faculty Senate, appoint all Faculty standing committees and fill vacancies as they occur.
- B. The Dean of the University shall:
 - a. Attend meetings of the Faculty, wherein the Dean can report to the Faculty.
 - b. Be an ex-officio member of all standing committees.
 - c. Be responsible for keeping the official file of the Minutes of the Faculty and of the Faculty Senate.
 - d. Jointly, with the Executive Committee of the Faculty Senate and the President, appoint Faculty standing committee members.
 - e. Distribute to all new Faculty a copy of the Faculty Code and Faculty Bylaws.
- C. The Faculty shall elect for a two-year term from among its instructional staff, a Senate Chairperson to:
 - a. Call and preside over the meetings of the Faculty Senate and of the Faculty.
 - b. Serve as Faculty Representative to the Executive Committee of the Board of Trustees.
 - c. Jointly, with other members of the Faculty Senate Executive Committee, the Dean, and the President, appoint all Faculty standing committee members. (IV)
- D. The Faculty shall elect for three year terms from among its instructional staff, eleven (11) Senators as members of the Faculty Senate. (IV)

Sec. 2. **Meetings of the Faculty.**

- A. The Faculty shall be called into session at least once each semester by the Senate Chairperson, or in the Senate Chairperson's absence, the Vice-Chairperson of the Senate. If the need should arise, the Faculty may be called into session by the Senate or its officers, or by written petition of not less than twenty (20) Faculty members.
- B. The length of the meeting shall not exceed ninety (90) minutes unless extended by a majority vote of the members present.
- C. In its annual elections, the Faculty shall elect a Secretary to keep minutes of all Faculty actions; distribute those minutes to the Faculty; and at the conclusion of the academic year deposit a complete collection of the minutes and supporting documents in the University library archives and with the office of the Dean of the University.
- D. A quorum necessary for the transaction of all business shall be constituted by the members of the Faculty present. Announcements giving time, place, and agenda for Faculty meetings shall be distributed in writing by the Secretary of the Faculty to all members of the Faculty at least one week prior to the meeting.
- E. Voting shall be by voice or, at the call of two (2) members of the Faculty, by a written ballot, or by mail when a majority of those present at the meeting approve such a ballot by voice or written ballot prior to a vote being taken on a substantive motion. In the case of voting by mail, the process for the distribution and collection of ballots shall correspond to the process for the election of Senators (IV, 6, D).
- F. *The Standard Code of Parliamentary Procedure* by Alice Sturgis, latest edition, shall be followed in conducting Faculty meetings.

**ARTICLE IV
THE FACULTY SENATE**

Sec. 1. **Purpose.** The Faculty Senate, hereafter referred to as the Senate, shall serve as an Executive Committee of the Faculty and shall study, advise, recommend, and initiate programs of action for the good of the University and communicate its findings and proposals to the Faculty, the Administration, the Board of Trustees, and other appropriate bodies.

Sec. 2. **Membership.**

A. The Senate shall consist of seventeen (17) members representing the University in the following way:

- a. A Chairperson (III, 1, C).
- b. Eleven (11) Faculty members (III, 1, D)
- c. The Dean of the University (ex-officio) and the Dean of Students (ex-officio).
- d. Two regularly enrolled students chosen by the Associated Students in a manner to be decided by them.
- e. One member of the University staff chosen by the Staff Senate in a manner to be decided by them.

Sec. 3. **Officers and Executive Committee.**

A. The Senate shall have the following officers:

- a. A Chairperson (III, 1, C).
- b. A Vice-Chairperson to call and preside at Senate meetings and Faculty meetings in the absence of the Chairperson.
- c. A secretary to keep minutes of all Faculty Senate actions and at the end of each May to deposit a complete collection of those minutes and supporting documents in the University library archives and with the office of the Dean of the University; at the beginning of each academic year to distribute to convenors of committees the end-of-the-year reports submitted by the respective committees to the Faculty Senate during the previous May; and to perform such other duties as may be assigned.

B. Election of Senate Officers.

- a. The Chairperson (III, 1, c).
- b. The Vice-Chairperson and the Secretary shall be elected for one-year terms from among and by the elected Senators as soon as possible after the election of Senators (IV, 6, C).

C. The elected officers shall constitute the Executive Committee of the Senate.

Sec. 4. **Meetings and Quorum.**

A. The quorum for the transaction of business shall consist of a majority of members. Agendas, giving time and place of meetings, shall be publicized to the Faculty prior to Senate sessions.

B. The Senate shall meet at regular times, but not less than once each month from September through May.

C. All members of the Faculty, Administration, and Student Body may attend Senate meetings and speak from the floor, but only Senators shall vote. The vote of each Senator shall be recorded in the Minutes of the Senate when roll call votes are taken.

D. *The Standard Code of Parliamentary Procedure* by Alice Sturgis, latest edition, shall be followed in conducting Senate meetings.

Sec. 5. **Responsibilities.**

A. Unless the Faculty is in session, the Senate shall have all the powers and duties of the Faculty and shall serve as a forum for discussion of University development. The Senate shall report to the full Faculty at least once a semester. By a majority vote of the Faculty present at a regularly called Faculty meeting any decision of the Senate may be altered.

B. The Executive Committee shall, jointly with the Dean of the University and the President, appoint Faculty committee members and regularly structure a review of all standing committees' responsibilities and operations in order to sustain efficient organization.

Sec. 6. **Procedures for Election of Senators.**

A. Eligibility for election of and voting for Senators.

- a. Eligible to be elected to the Senate are full-time members of the non-retired instructional staff classified as follows: Professor, Associate Professor, Assistant Professor, and Instructor.
- b. Eligible for voting in the election of Senators are the members of the instructional staff as defined in Article II, Section 1.

B. Terms.

- a. The term of office shall be three years.
- b. The terms shall be staggered so that approximately one-third (1/3) of the elected Senate positions open each year.
- c. The terms of office for the Senate Chairperson and all Senators shall begin on June 1 and end on May 31.

C. Resignations and Vacancies.

- a. If a Senator resigns or is unable to complete his or her term of service, the resulting vacancy shall be filled in the next regular election. The new Senator shall serve a three-year term. If the vacancy occurs prior to the end of the academic year, the Faculty Senate may appoint a temporary replacement to serve until the next election.
- b. When a Senator is unable to serve for a period that does not exceed an academic semester, the Faculty Senate may appoint a member of the Faculty to serve as a temporary replacement during the Senator's absence; however, a Senator, who is unable to serve for more than a semester must resign.
- c. If an incumbent Senator is elected Chairperson, the resulting vacancy shall be handled as a resignation.
- d. Whenever possible, temporary replacements should be drawn from a list of alternates composed of runners-up from the previous regular election.

D. Nomination and Balloting Procedure.

- a. At a time no later than one month before the last scheduled class day, or at a time designated by the Chairperson when an election to fill a vacancy is needed, the Secretary shall distribute a nomination ballot to each member of the instructional staff eligible to vote.
- b. Names of nominees for Senate Chairperson, Senators, or the Faculty Advancement Committee are to be submitted to the Secretary within one week. The consent of the nominee to be a candidate is to be secured by the Senate Chairperson.
- c. The Secretary shall list all nominees in alphabetical order and make available a ballot to each member of the instructional staff eligible to vote. One week shall be allowed for the return of the ballots. Nominees and ongoing members of the Senate shall be identified by name and academic department on the election ballots.
- d. If the number of candidates is more than twice the number of positions to be filled, a primary vote shall be taken.
- e. Nominees for a final election, if needed, shall be those with the highest number of votes but not to exceed twice the number of positions to be filled.
- f. Each person may vote for as many nominees as there are positions to be filled; however, a person may not cast cumulative votes for a single candidate.
- g. The nominees receiving the highest plurality of votes shall be elected. Tie votes shall be decided by a coin toss.
- h. The Faculty Senate shall establish a system of voting that is reasonably secure against fraud and ensures a secret ballot.
- i. The regular election of Senators shall be completed by the last Senate meeting of the spring semester.

**ARTICLE V
STANDING COMMITTEES**

Sec. 1. **Purposes and Functions.** Faculty committees exist to do constructive work for the good of the University. Their function is an advisory one, advisory to the Faculty, the Senate, and/or the Administrative Officers. Every committee should fulfill most of the following functions in each specific area of responsibility. It should seek the best facts, the best theory, and the best reasoning to apply to each problem. It should promote creative ideas and worthwhile change. It should review from time to time the success and efficiency of programs under its jurisdiction. It should make recommendations only after careful examination of all facets of the problem. Finally, it should communicate fully, report fully, and inform fully.

Sec. 2. **Organization.** The Senate shall name a Convener for each committee except the Faculty Advancement Committee during the first month of the fall semester for the purpose of electing a Committee Chairperson and orienting the committee based on the committee's prior year-end report, except when otherwise provided in the organization of the committee. The Dean will convene the Faculty Advancement Committee when evaluation files are ready for review. The Faculty Advancement Committee will then elect a Committee Chairperson whose sole responsibility or authority as chairperson will be to deliver the annual report to the Faculty Senate.

Sec. 3. **Committee Meetings.**

A. The Chairperson of each committee shall convene the committee during the first month of the fall semester to plan the work of the committee. Times for additional meetings will be at the discretion of the committee members. The Chairperson shall be responsible for presenting reports to the Senate.

B. Meetings of standing committees, with the exception of discussions of confidential matters affecting individuals, are open to all faculty members and students. However, under exceptional conditions, either the committee chairperson, or a majority of the committee may declare the meeting closed.

Sec. 4. Selection of Committee Members.

A. The appointed Faculty members of the committees shall be from the members of the instructional staff eligible for voting for Senators. On committees where there is a provision for students, the student members shall be selected by the Associated Students, from regularly enrolled students, in a manner to be decided by the Associated Students.

B. Insofar as is possible, these guidelines should be followed in the selection of standing committee members.

- a. Prior to June 1, any Faculty members may indicate personal committee preference in writing to the Dean of the University or the Chairperson of the Senate. These requests should be considered when appointments are made.
- b. No Faculty member should be appointed to more than one (1) standing committee.
- c. In order to provide both continuity and change, appointed members of a committee should serve approximately three consecutive years on a committee with one-third (1/3) replaced each year.
- d. No Faculty members should be appointed to a committee during the first year of service.

C. Any ex-officio member of a committee may designate an alternate to serve as a member on that committee.

D. Appointment to other University Community Committees not herein specified shall be made following the procedure for appointment of Faculty members to standing committees. (Article III, 1, A, b)

E. A one-year sabbatical from committee assignment should follow three consecutive years of service on any standing committee or committees.

Sec. 5. Committee Reports.

A. All actions of standing committees shall be reported to the Senate and are subject to approval by the Senate with the exception of confidential matters affecting individuals. Committee actions shall take effect unless modified, rejected or delayed within thirty (30) class days of written notification to the Senate.

B. Committee reports which are to be reported in the Minutes shall be in writing and filed with the Secretary of the Senate before any oral report is given.

C. No later than the first week of each May, the chair of each standing committee, in consultation with the committee membership, shall develop and deliver to the Faculty Senate a written report summarizing committee actions, concerns, and suggestions for the committee's membership to consider during the next academic year.

Sec. 6. Standing Committees.

A. The Academic Standards Committee.

- a. The Committee shall consist of the Dean of the University (ex-officio), the Dean of Students (ex-officio), the Registrar (ex-officio), the Director of Academic Advising (ex-officio), no fewer than seven appointed members of the Faculty, and two student members.
- b. The duties of the Committee shall be:
 1. To study, formulate, and recommend academic policies and practices within the context of the academic goals of the University.

2. To formulate policies that determine the composition of the student body through standards of admission, rules for probation and dismissal for unsatisfactory work, grading procedures and student evaluation policies, and policies that ensure eligibility for a degree consistent with the University's educational philosophy and ideals.
3. To assist the Deans in the interpretation and administration of adopted policies.
4. To establish and interpret policies for advising.
5. To recommend University and Departmental standards for Honors at graduation.
6. To hear student petitions for waivers of academic policies.
7. Such other duties as may be assigned to it.

B. The Curriculum Committee.

- a. The Committee shall consist of the Dean of the University (ex-officio), Registrar (ex-officio), Library Director (ex-officio), no fewer than seven appointed members of the Faculty, and two student members.
- b. The duties of the Committee shall be:
 1. To apply the educational philosophy and ideals of the University to the undergraduate and graduate curricula offered.
 2. To recommend the degrees to be offered by the University and the specific requirements for those degrees.
 3. To examine proposals for the addition, deletion, or modification of credit or non-credit courses offered through the University.
 4. To establish the specific dates for the academic calendar of the University.
 5. To review plans for study for interdisciplinary majors not under an established program.
 6. To review the curriculum of each department, school, or program at least once every five years.
 7. To review proposals for new majors, minors, and programs.
 8. To monitor the effectiveness of the Core components and initiate reviews of the Core.
 9. Such other duties as may be assigned to it.

C. The Faculty Advancement Committee.

- a. Membership. The Committee shall consist of the Dean of the University (ex-officio) and five tenure-line Faculty members.

A slate of nominees will be selected by the Faculty using the method specified for the election of Senators. In order to stand for election, a nominee must agree to serve a minimum of two consecutive years. The slate of nominees will number three if there is one position to be filled. If there are two or more positions to be filled, the slate will number two persons for each position open. The Dean normally will select from the nominees in such a way as to avoid the appointment of two members of the same department or school to serve on the Committee at the same time.

- b. Terms. The normal term of service shall be three consecutive years. The Dean, in consultation with the Committee member and with the Senate, may lengthen by one semester or shorten by one year a member's term in order to avoid terms that end mid-year and to assure overlapping terms. Members cannot serve during the academic year in which they are to be considered for promotion or tenure. In such cases the member must resign from the Committee.
- c. Vacancies and Resignations. Replacement of members due to vacancies and resignations shall be handled by the procedures described above. New members shall serve full terms.
- d. Participation in Deliberations. A member may recuse him or herself if there is a conflict of interest. Specifically, a member shall not participate in deliberations involving that member's department or professional school colleagues.

- e. The duties of the Committee shall be:
 - 1. To make recommendations to the President concerning all reappointments, tenure, and promotion decisions.
 - 2. To make recommendations to the President concerning all other evaluations specified in the Faculty Code.
 - 3. To establish criteria for distinguished teacher awards and conduct procedures for making final selections.
 - 4. Such other duties as may be assigned to it.

D. The University Enrichment Committee.

- a. The Committee shall consist of the Dean of the University (ex-officio), no fewer than seven appointed members of the Faculty, and two students.
- b. The duties of the Committee shall be:
 - 1. To promote the professional growth of the Faculty by seeking and receiving funds for research and travel, to budget and allocate such funds, and to receive and approve research and travel reports.
 - 2. To seek and allocate funds for student research.
 - 3. To seek nominations and select the Register lecturer.
 - 4. To support Faculty leaves such as sabbaticals, grant-assisted leaves, and exchanges.
 - 5. Such other duties as may be assigned to it.

E. The Professional Standards Committee.

- a. The Committee shall consist of the Dean of the University (ex-officio) and no fewer than seven appointed members of the Faculty.
- b. In matters brought before the Professional Standards Committee (PSC), the individuals involved or any PSC member may raise the issue of a conflict of interest concerning a member of the Committee. If the conflict of interest is disputed, those members of the PSC who are not involved in the alleged conflict of interest shall conduct a confidential, written vote to determine if a conflict of interest may exist. If it is determined that a member of the PSC may have a conflict of interest, that member shall be recused from deliberating and voting. If a member of the PSC is recused because of an apparent conflict of interest, the PSC, at its discretion, may appoint a substitute to participate in the case.
- c. The duties of the Committee shall be:
 - 1. To recommend and improve continually the instruments and methods of Faculty evaluation and to facilitate their use in the University community. In performing this duty the Committee shall have the authority to call upon any part of the University for assistance.
 - 2. To fulfill responsibilities assigned by the Faculty Code.
 - 3. To recommend to the Faculty any changes in the Code and Bylaws when needed.
 - 4. To establish standards of professional performance, including those for promotion and tenure, and responsibilities for members of the instructional staff.
 - 5. Such other duties as may be assigned to it.

F. The Student Life Committee.

- a. The Committee shall consist of the Dean of Students (as the ex-officio representative of the Dean of the University), no fewer than four appointed Faculty members, and three student members.
- b. The duties of the Committee shall be

Deleted: the Dean of the University (ex-officio),

1. To act as a liaison on student life issues among students, staff, faculty, and the administration. This includes providing input on various Student Affairs projects and initiatives as brought to the Committee by the Dean of Students, as well as establishing ongoing communication with and providing input to ASUPS on various projects at the request of that body's executives.
2. To review information sources available that could help identify issues relevant to student life. Such information sources include individual faculty, students, and staff, as well as the Office of Institutional Research and the ASUPS Student Concerns Committee.
3. To conduct reviews and make recommendations about those policies and procedures that affect students' lives outside the classroom.
4. To conduct reviews and make recommendations about co-curricular programs and services.
5. To serve as a pool of faculty from which to draw for participation on Student Affairs ad hoc committees.
6. Such other duties as may be assigned to it.

G. The Library, Media, and Information Systems Committee.

- a. The Committee shall consist of the Dean of the University (ex-officio), the Director of the Library (ex-officio), the Chief Technology Officer (ex-officio), the Director of Educational Technology, no fewer than five appointed members of the Faculty, and one student.
- b. The duties of the Committee shall be:
 1. To develop general policies, procedures and plans in collaboration with the Library Director and the Chief Technology Officer.
 2. To provide recommendations and advice to all parts of the University community on the role of the library, media and information systems in support of the academic program.
 3. To review periodically the mission and objectives of the library and information systems and to recommend such changes as are needed.
 4. To review periodically the collection development plan for the library to ensure that a balanced collection is maintained for effective support of the academic program.
 5. Such other duties as may be assigned to it by the Faculty Senate.

H. The Committee on Diversity.

- a. The Committee shall consist of the Chief Diversity Officer (~~as the ex-officio representative of the Dean of the University~~); no fewer than seven appointed faculty members, and one student.
- b. The duties of the Committee shall be:
 1. To serve the university's goal of increasing the social diversity of the campus.
 2. To participate in the development of initiatives that enable the university to hire new faculty from historically under-represented populations and to support better the retention and success of such faculty.
 3. To work with the President, Vice-Presidents, and the Chief Diversity Officer concerning diversity initiatives that can benefit from faculty presence and leadership, as needed.
 4. To establish liaisons with key university units including staff and student diversity groups to assess strategic needs and work collaboratively in diversity-related initiatives, as needed.

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5. To work with colleagues to maintain an educational environment that welcomes and supports diversity even as it protects and assures the rights of academic freedom outlined in the Faculty Code.
6. To activate annually a group of faculty, staff and students that will review aggregate data about patterns of bias and hate in our campus community with the purpose of creating educational opportunities for reflection and dialogue.
7. To report annually to the Faculty Senate on the committee's work related to diversity goals 1-6.
8. Such other duties as may be assigned to it by the Faculty Senate.

I. Institutional Review Board.

- a. The Board shall consist of the Dean of the University (ex-officio) and no fewer than four appointed members of the faculty. Members may be added or chosen so that the composition of the committee is in compliance with current federal regulations.
- b. The duties of the Institutional Review Board shall be:
 1. To apply the University's policies on the protection of human and animal subjects to the board's review of faculty, student, and staff proposals for research involving human and animal subjects and to proposals from persons outside the University planning research involving University employees or students.
 2. To carry primary responsibility for ensuring that the University's policies and procedures and its *Protection of Human Subjects and Protection of Animal Subjects* documents are consistent with the will of the University and that they comply with regulatory requirements governing the protection of human and animal subjects in research.
 3. To establish definitions, procedures, and dates for the review of research involving human or animal subjects.
 4. Such other duties as may be assigned to it.

J. The International Education Committee.

- a. The Committee shall consist of the Dean of the University (ex-officio), the Dean of Students (ex-officio), the Director of International Programs (ex-officio), no fewer than seven appointed members of the Faculty, and ~~one student~~.
- b. The duties of the Committee shall be:
 1. Establish criteria and assessment procedures for international education programs.
 2. Review and approve new and existing international education programs and program proposals, including programs led by University faculty.
 3. Assist the Office of International Programs in selecting students for study abroad.
 4. Represent the interests of the Faculty in international education.
 5. Such other duties as may be assigned to it.

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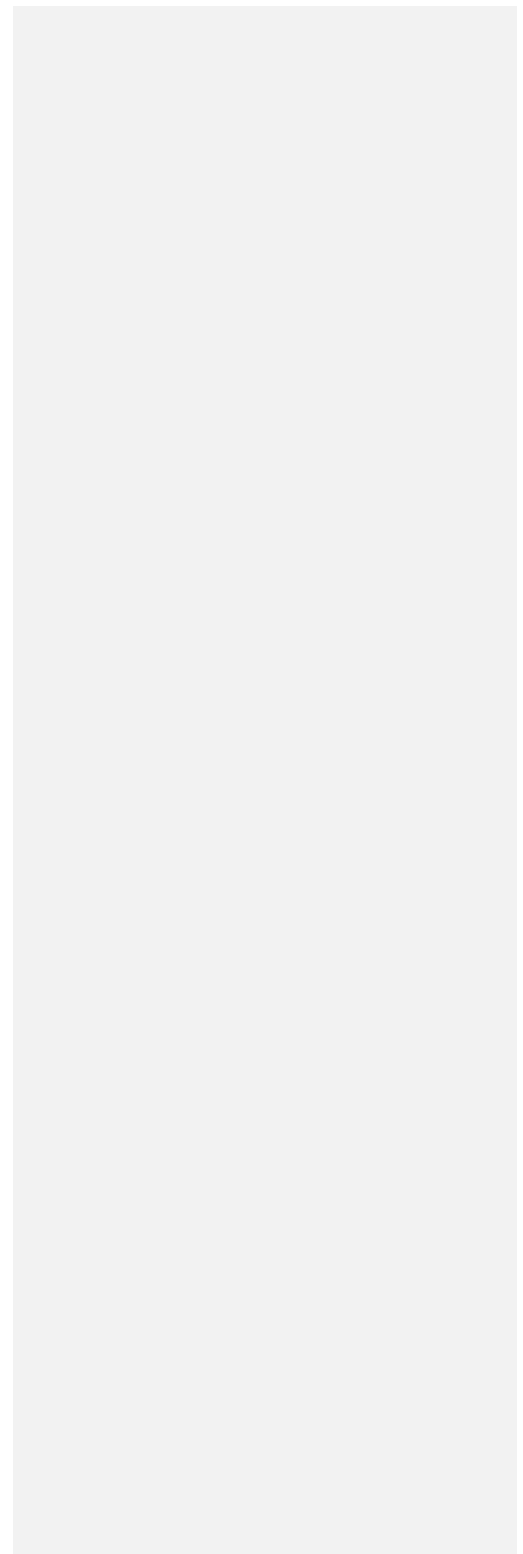
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Sec. 7. **University Community Committees.**

A. The Committee on Honorary Degrees.

- a. The Committee shall consist of the Dean of the University (ex-officio), two appointed Faculty members, two Trustees, two students, and two alumni.
- b. The duties of the Committee shall be to recommend criteria for honorary degrees, and recommend candidates for election.

- c. The basic document concerning honorary degrees is found in "Policy and Procedure for the Granting of Honorary Degrees," as approved by the Faculty Senate and Trustees.



**ARTICLE VI
AMENDMENT**

Sec. 1. **Method of Amendment.** These Bylaws may be amended or revised provided that the suggested changes shall have been presented to each Faculty member, in writing, at least two weeks before a final vote is taken on same, and provided that such changes shall have been read in a Faculty meeting prior to the meeting at which the final vote is to be taken. The changes must be forwarded to the Board of Trustees for review and approval.

Sec. 2. **Adoption of Amendments.** Approval of a minimum of three-fourths (3/4) of the Faculty members voting shall be necessary for the adoption of amendments.

Sec. 3. **Interpretation of Bylaws.** Any dispute arising from interpretation or application of Bylaws shall be resolved as follows:

- A. The Senate may interpret and determine the application of Bylaws, especially in cases requiring immediate action. In cases in which the Bylaws are silent the Senate shall consult *The Standard Code of Parliamentary Procedure* by Alice Sturgis in arriving at an interpretation.
- B. The Faculty, in a legally called meeting, may interpret the Bylaws or overrule the Senate interpretations in regard to the issues of item (A). If Faculty members wish to request the Faculty to consider overruling a Senate interpretation, the call for a Faculty meeting must be made within ten regular school days of the time the Senate Minutes are distributed to the Faculty.
- C. When such disputes arise from ambiguities in the Bylaws, the Faculty should, as soon as possible, amend the Bylaws.

Sec. 4. **Previous Constitutions and Bylaws.** These Bylaws shall take precedence over all previous Faculty Constitutions, Bylaws, or other rules of procedure, and all such are hereby repealed as of the date of adoption.

**Adopted by the Faculty May 23, 1978, approved by the Board of Trustees September 7, 1978.
Revised to include all amendments adopted by the Faculty and approved by the Trustees May, 2012.**

Proposed revision to Faculty Code regarding phased implementation

Rationale: The goal of this revision is to provide a mechanism for phased implementation of changes to the review criteria in the Faculty Code, but to do so in a way that is narrowly conscribed to disallow phased implementation of changes to other aspects of the Code (such as grievance procedures or review procedures):

Proposed language, added at Chapter I.F

Section 6 – Phased Implementation

Amendments to Chapter III Section 3, Parts D and E of the Faculty Code may include provisions for phased implementation. In those cases, the Professional Standards Committee, in keeping with its responsibility (at III.3.A of the Faculty Code) to “publish periodically a statement of university evaluation standards,” will communicate relevant details concerning the provisions through its normal channels.

Motion from Professional Standards Committee

Rationale: This year, the Senate charged the PSC with addressing the issue of bias in the student evaluation process, and to recommend one or more options for addressing bias on an interim or long-term basis and to reassess the student evaluation process as a whole.

The PSC has spent much of its time this year working on this charge, gathering literature on bias in student evaluations, seeking out information on how peer institutions are addressing the issue, and consulting with the Committee on Diversity. At the April 4 faculty meeting, the PSC presented their work on this issue and concluded that bias in student evaluations of teaching is a problem. The issue of implementing a long-term solution warrants further work, and is beyond the scope of the PSC. For this reason, the PSC recommends that the Senate form an ad hoc committee for the purpose of identifying a long-term solution to the problem of bias in student evaluations.

Motion:

The members of the 2017-18 Professional Standards Committee move that the Faculty Senate create an *ad hoc* committee for the purposes of

- 1) remedying the problem of bias in student evaluations, and
- 2) recommending a long term solution or change to our current system.

A brief history of work to date

For several years, the Faculty Advancement Committee has noted (in its annual report to the Faculty Senate) discrepancies in how departments interpret the phrase in the Faculty Code regarding “distinguished service,” a requirement for promotion to the rank of (full) professor. The Faculty Senate charged the Professional Standards Committee (in around 2015-2016) to render an interpretation of the language. Upon surveying departments chairs, the PSC determined that departments were split in their interpretations: some applied the modifier “distinguished” only to service, while others believed that “distinguished” applied to other categories of review. Consequently, the PSC did not feel confident rendering a decisive interpretation, for to do so would have been to impose a culture change upon half of the faculty.

That left the option of revision of the Code. Because the PSC is the body that interprets the Code, the Faculty Senate determined that it should not also be charged with writing the Code. For this reason, the Faculty Senate took on the responsibility of crafting language to present to the faculty. In AY 2016-2017, in collaboration with the Faculty Senate, the Office of Institutional Research, conducted a survey of the faculty and three focus groups—one each at the rank of assistant, associate, and full professor. Those reports are attached here for your consideration.

In fall 2017, a committee of the Faculty Senate (Jacobson, Kessel, Kukreja, L. Livingston, MacBain, and Wilson) convened to draft language based on the findings from the survey and focus group data. The committee saw a wide range of perspectives in the survey results, but nevertheless saw a few ideas that it believed would be important to consider in revising the Code:

- the revision should clarify an expectation that applicants for promotion to full should both meet a minimum bar and provide evidence of an upward trajectory in each category of review;
- the revision should convey the idea that each career has seasons (to borrow the Provost’s language) and that, while applicants for promotion to full are expected to have demonstrated significant achievement in each category of review, they are not expected to do everything at a significant level all the time;
- the categories of review should be simplified.

The committee developed language, which it took first to the Professional Standards Committee and then, upon incorporating the PSC’s recommendations, to the Faculty Senate. After some discussion, the Faculty Senate revised the language once more. The Faculty Senate approved its own revisions of the language and voted to take the revised language to the full faculty for consideration.

The tenor of our deliberation

A concern was voiced in the Faculty Senate that faculty members at the assistant and associate levels could feel reluctant to speak candidly during the conversation of the full faculty for fear of being misinterpreted or unfairly judged. The Faculty Senate asks participants in the discussion to entertain all points of view and to invite, in particular, the input of those who

stand directly to be affected by a change to the requirements for promotion or the schedule of implementation of the change. The Faculty Senate asks, too, that participants commit to the generous interpretation and respectful consideration of one another's ideas.

The text of the motion

Procedurally, it feels important to the Faculty Senate that the implementation of the change be debated independent of the language of the revision itself. Therefore, the motion has two parts: part one concerns implementation and part two concerns the proposed revision.

PART I. IMPLEMENTATION

If the faculty and Trustees vote to revise the Faculty Code regarding promotion standards to the rank of full professor, the revised language will apply to tenure line faculty members who join the campus in the academic year following approval of the revised language. (For example, if passed in AY 2017-18, tenure line faculty who join the faculty in AY 2018-19 will be subject to the revised language). Faculty members who are on the tenure line prior to passage of the measure will be evaluated on the standards that existed in the Code when the faculty approved the measure.

The faculty requests that the Professional Standards Committee note this implementation measure in the Faculty Evaluation Procedures and Criteria document (formerly known as the "buff" document).

PART II. PROPOSED LANGUAGE FOR REVISION TO THE FACULTY CODE (at III.3.e)

"Faculty promotion shall be based upon the quality of a person's performance of academic duties. Because the university seeks the highest standards for faculty advancement, mere satisfactory performance is no guarantee of promotion. Appointment in the rank of associate professor and professor normally requires a doctoral or other equivalent terminal degree.

Decisions whether to promote shall be based upon the quality of the faculty member's performance in the following areas, listed in order of importance:

- (1) teaching and related responsibilities, including the mentoring and advising of students;
- (2) professional growth;
- (3) participation in service a) to the university, and b) to one's profession or, in ways related to one's professional interests and expertise, to the larger community.

Promotion to the rank of full professor requires a candidate to have maintained excellence in teaching and demonstrated significant scholarly achievement. Within the category of service, candidates for promotion to the rank of full professor must provide evidence of a continued and significant contribution to the university."