

Faculty Senate  
McCormick Room, Collins Library  
Minutes of the March 7, 2016 meeting

Present: Kena Fox-Dobbs, Amanda Mifflin, Bill Beardsley, Bill Haltom, Jennifer Utrata, Andrea Kueter, Andrew Gardner, Jonathan Stockdale, Ariela Tubert, Brendan Lanctot, Nakisha Renee Jones, Robin Jacobson, Pierre Ly, Siddharth Ramakrishnan.

Guests: Suzanne Holland, Alisa Kessel, Dan Burgard

**1. Chair called meeting to order. 4:03**

**2. Announcements**

Ly described the current state of nominations for the upcoming elections. He has received the minimal number of nominations for Senate openings but still seeks nominations for the FSC, FAC and for Senate Chair

**3. M/S/P Approve the minutes of February 22.**

**4. Updates from faculty representatives to Board Standing Committees**

S. Bodine and K. Stirling submitted written reports of the meetings of the Academic and Student Affairs Committee and Finance and Facilities Committees respectively.

Burgard reported on the meeting of the Development and Alumni Relations Committee and took questions from Senators.

Tubert offered her observations on the meeting of the Academic and Student Affairs Committee and took questions from Senators

**5. Updates from liaisons to Senate Standing Committees.**

Utrata reported that LMIS, due to transitions in committee membership, was focusing on library issues.

Ramakrishnan that the UEC was continuing to work on addressing Senate charges.

**6. Updates from Student and Staff Senate representatives.**

Jones reported on upcoming election of ASUPS officers. She reminded Senators of the Leadership Award ceremony in April and welcomed nominations of student leaders.

## **7. Discussion of ASUPS resolution concerning the organization and composition of the Presidential Search Committee.**

Jones opened the discussion of the proposed resolution that suggests doubling student and staff representation on the Committee and the addition of a member representing the greater Tacoma community.

Discussion focused on the timeliness of this resolution, whether the Senate might want to suggest other changes and hence should delay endorsing this one proposed change, and on the extent to which the proposal might dilute faculty representation. Jones argued that increasing student and staff representation would not necessarily lead to a dilution of faculty representation, as there is no restriction on the number of faculty representatives.

Jones reported that this resolution had not yet been taken up in the ASUPS senate.

Haltom M/S/P to postpone discussion of the resolution until such time as the ASUPS Senate acts.

## **8. Discuss of proposed amendment to Faculty Bylaws**

Kessel reported on a survey of faculty opinions on governance and offered for discussion an amendment to the Faculty Bylaws that she intends to present to the Faculty at its next meeting. The proposed amendment would have the Senate Chair, rather than the President, preside at general meeting of the Faculty. She argued that this change would give the faculty greater control of the agenda while maintaining a role for the President as “Head” of the Faculty. She also noted that this was a timely proposal as it would be considered during the period of presidential transition and thus should not be taken as a negative reflection on either the current or future president.

Discussion focused on the “power dynamics” of the relationship between the President and the Faculty and the role of the Faculty Senate. Senators expressed a range of opinions and observations on such things as the extent to which having the President chair meetings might in some way inhibit free and open discussion and the importance of maintaining the idea that the President is a member of the faculty.

Discussion will continue at the next meeting of the faculty where Kessel will present the proposed amendment for its first reading.

## **9. Continued discussion of a proposed “common hour.”**

Tubert vacated the chair and Stockdale presided over the remainder of the meeting.

Tubert and Holland presented a brief history of the “scheduling principles” used by the registrar in formulating the basic framework of the weekly schedule of classes. This document was last approved by the Senate in December 2007 and subsequently discussed by the full faculty.

Tubert M/S to amend the 2007 “scheduling principles” document to add a new item #7:

Faculty members’ involvement in the business of the shared governance of the university is essential. In order to facilitate deliberation and decision making that is most broadly inclusive of faculty colleagues, it is incumbent on the university to assure a Common Period where governance-related meeting can take place, and to maximize the opportunity for colleagues to participate during the work day. Wednesdays between 3:00 and 4:30 will constitute the Common Period. Departments should avoid scheduling classes during this time so that as many faculty members as possible are available to participate in the affairs of governance that concern the whole community.

Senators reaffirmed their commitment to having a “common period” and discussed the appropriateness of the strategy of introducing this by Senate action to amend the “principles.” Discussion returned to the issue of the desirability of reserving the Weds time (as opposed to other times) for the common period.

Haltom M/S/P to extend the meeting for five minutes

Senators acknowledged the desirability of acting on this issue soon but discussed returning it to the Academic Standards Committee for further discussion of possible “common periods.”

Ramakrishnan M/S/P to extend the meeting for two minutes

Several Senators expressed a general reluctance to act without further faculty input.

The issue will be taken up again at the next meeting

## **10. The meeting was adjourned at 5:41 pm.**

Minutes prepared by William Beardsley

Respectfully submitted,

Pierre Ly

Secretary of the Faculty Senate

Attachments:

Appendix A: Academic and Student Affairs Committee

Appendix B: Finance and facilities committee, Kate Stirling report

Appendix C: Resolution on President Search Committee Composition

Appendix D: Bylaws change proposal

Appendix E1: Common period part 1

Appendix E2: Common period part 2

Appendix E3: Common period part 3

1. Dean Kris Bartanen: Academic Update

(a) Faculty Compensation Task Force

Dean Bartanen gave an overview of the completed work of the FCTF, whose final report the Trustees had received prior to the meeting. Mentioned were the Faculty Compensation Policy, a newly designed faculty salary comparison group of fifty institutions, and the development of models to project faculty salaries year-by-year. Emphasized was the goal to attain and sustain the 50th percentile geographically adjusted salary of our newly designed peer group and that we are currently 5-6 % below that goal.

Trustees asked if and how this report addresses faculty concerns of faculty salary vs. executive salary. Dean Bartanen replied that executive compensation remains to be a concern of a group of faculty, but reiterated that executive compensation is not part of the responsibilities of the FCTF.

Several clarification questions were asked concerning our different peer groups: Northwest 5 colleges, institutional peer group of twenty schools, the newly designed comparison group of fifty schools, and the larger group of baccalaureate granting schools.

Dean Bartanen noted that the goal of the 50th percentile salary requires salary increases above inflation and that faculty is aware that it will take some time to reach this goal.

Trustees wondered how many institutions follow a salary scale model. Dean Bartanen replied that the merit system is more common among institutions, but that the salary scale is widely supported by our faculty. In particular, paying visiting faculty colleagues according to the faculty scale is a strong statement about faculty values at Puget Sound.

(b) Faculty Leave Policy

Dean Bartanen addressed the proposed changes to the Faculty Leave Policy, noting that they were recommended by the Faculty Senate. Trustees wondered if the modified policy leads to a set of strict rules concerning, e.g., parental leave. Kris clarified that she meets with every faculty member requesting a leave, and that the Faculty Leave Policy basically provides guidelines within which she can work with the individual faculty member.

After a brief discussion, ASAC approved the policy.

2. Dean of Students Segawa

(a) Greek expansion

Dean Segawa recommended Tri-Delta (Delta Delta Delta) as the fifth sorority on campus, and Trustees approved the motion.

(b) Sigma Chi update

Dean Segawa reported on recent extensive work with local and national representatives of Sigma Chi following allegations of anti-Semitic behavior. He found members of Sigma Chi on campus to be excited to work on the cultural issues that had emerged. Sigma Chi has been put on probation by its national headquarters, but not by Puget Sound.

(c) Sexual Assault

Dean Segawa noted an increase in the number of reported sexual assault cases on campus. He added that this increase might not be an outlier, but might become the new norm, at least partially explained by a better reporting system.

Dean Bartanen ended the meeting by reporting that each Vice President has met with representatives of Advocates for Institutional Change, and that conversations have been collaborative and productive.

## MEMORANDUM

To: The Faculty Senate  
From: Kate Stirling, Economics  
Re: Finance and Facilities Committee of the Board of Trustees  
Date: March 3, 2016

I am unable to attend your meeting today, where Sigrun (Bodine) and Dan (Burgard), the faculty representatives to the other Board committees will present their reports. I teach during your meeting time. In lieu of making a report at the meeting, Ariela asked that I provide a brief written summary of the Committee's deliberations at its February meeting.

As you know, by nature of my appointment to the Budget Task Force, I am also the faculty representative to the Board of Trustees' Finance and Facilities Committee. Much of the format of this meeting was similar to those I have attended in the past: it seems there is a fairly standard agenda: reports from the Investment, Facilities, and Real Estate Subcommittees; a technology update; a risk and insurance review; and updates on financial operations. The February meeting varied a bit in a couple of ways. Several members were late or absent (due, I suspect, to the announcement of the president-elect, which occurred about an hour after our meeting adjourned). As a result, or perhaps due to new members, the meeting was more casual and conversational than others I have attended. During the insurance and risk review, for example, members discussed how insurance benefits might be paid out in the event of a natural disaster. During the financial operations review, a brief discussion ensued regarding the number of our students studying abroad. These conversations were a divergence from typical report-style of our meetings. Given Bill Morse's departure, there was no oral report from Technology Services, however Deputy CIOs Cucco and Riche provided a written report and were in attendance.

The 2015 audited ("clean opinion") financial report was also enclosed in the materials for meeting. If you have not already done so, you may wish to review it here:

<http://www.pugetsound.edu/files/resources/university-of-puget-sound-2014-15-financial-report-2.pdf>

*Stirling Report, page two*

Other than the approval of the October meeting's minutes, the only other action item was the approval of the President's 2016-2017 Budget Recommendation. Mondou asked me to provide a brief overview of the process of the Budget Task Force (BTF), particularly the significant detail each division/group prepares for the process, including their key benchmarks, metrics, and cost drivers along with recent changes in their respective budgets and efficiency. The BTF recommendation was previously presented to you (and made available to campus). It may be found here:

<http://www.pugetsound.edu/files/resources/btf-report-2016-17-final-6.pdf>

In accordance to the Succession Planning Policy, Appendix A

**Resolution to the Board of Trustees – Presidential Search Committee Composition**

Whereas a balance in constituencies is important because all university stakeholders are equal participants in the university's success;

Whereas to represent the university one has to know the varied needs of the university, knowledge best gained by including members of the community in the process;

Whereas one (1) student representative constitutes less than a tenth of 1% of the student population, yet all students provide financial revenue to the university;

Whereas one (1) staff member is unable to account for the multitude of histories, knowledge, and campus experiences that staff members acquire from working in environments outside of the classroom;

Whereas the University of Puget Sound has a complex contemporary and historical relationship with the City of Tacoma, and is striving to build a mutually respectful and supportive relationship with its local community;

Therefore be it resolved, that the Board of Trustees, in conjunction with the Compensation Committee, affirm the following changes to the composition of future Presidential Search Committees:

1. That a minimum of 2 students serve on the PSC, to increase the breadth of firsthand student experience on the committee, increase representation, and allow the members to share in the workload involved in the Presidential Search Committee's charge
2. That a minimum of 2 staff members serve on the PSC, to increase the intimate knowledge of the university that comes from areas unknown to most faculty, and allow the members to share in the workload involved in the Presidential Search Committee's charge
3. That at least 1 member of the PSC, determined by the Board, be a non-campus resident of Tacoma, with advanced knowledge of the University's relationship with Tacoma, in order to ensure the perspective and expertise of our home community informs the Presidential Search Committee's charge.



## ARTICLE III

### ORGANIZATION OF THE FACULTY

#### Sec. 1. Officers and Duties.

A. The President of the University shall:

~~a. Be Chairperson of the Faculty and preside at meetings of that body. The President may designate the Vice Chair to preside at faculty meetings or, contingent upon the approval of the Faculty Senate, another member of the faculty until such time as the President decides to resume presiding or the Senate requests that the President resume presiding.~~

**a. Serve as head of the Faculty and attend meetings of the Faculty, wherein the President may present a 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. Be Vice-Chairperson of the Faculty and in the absence of the President, be the presiding officer at Faculty meetings.~~

**a. Attend meetings of the Faculty, wherein the Dean may present a 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. ~~At its first meeting of the academic year,~~ **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, 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.

Proposed addition to the “Principles on Which to Base the Schedule of Classes” approved by the senate in Dec 2007

#7

Faculty members’ involvement in the business of the shared governance of the university is essential. In order to facilitate deliberation and decision making that is most broadly inclusive of faculty colleagues, it is incumbent on the university to assure a Common Period where governance-related meetings can take place, and to maximize the opportunity for colleagues to participate during the work day. Wednesdays between 3:00-4:30 will constitute the Common Period. Departments should avoid scheduling classes during this time so that as many faculty members as possible are available to participate in the affairs of governance that concern the whole community.

## Appendix A

November 2007

### Principles on Which to Base the Schedule of Classes

1. The schedule of classes serves the diverse needs of students, faculty members, department-chairs, and program directors. It necessarily reflects the resources and limitations with which the administration, academic advising, the staff, and facilities-services must work, including the physical spaces available for teaching and learning. The process of scheduling is complex and dynamic. By articulating some principles, the faculty intends to contribute productively to this process, but relatively broad principles cannot address all circumstances. Consequently, good communication among students, faculty members, department-chairs, program-directors, staff members, and the administration remains essential. Some issues connected to scheduling may be addressed by articulating principles; others are best addressed individually, with flexibility, cooperation, and practicality in mind.
2. The university's primary mission is to educate the whole student; therefore, in addition to providing an academic education, the university continues to value students' participation in athletics; in the performing, visual, and literary arts; in media; in the ASUPS; and so on. Consequently, those involved with scheduling need to take these elements of academic education into account. At the same time, the core-curriculum, majors, minors, graduate programs, and interdisciplinary curricula form the basis of a Puget Sound education. Departments should avoid scheduling required classes for the majors, *of which classes there are not multiple sections or alternatives*, after 4:00 p.m. Legitimate exceptions to this guideline may arise, and there are different kinds of "required classes," but in general, departments should include this guideline in the several considerations that go into scheduling classes. By the same token, some courses (in the core curriculum and in majors, minors, and graduate programs), to which students may readily find alternatives, may be scheduled after 4:00 p.m. Such courses can serve the needs of many students and faculty-members without undermining athletics, arts, and media.
3. The schedule should reflect an optimal use of the classrooms available, of the five working-days available per week, and of the hours from 8:00 a.m. to 9:50 p.m. It is understood, of course, that there are other teaching-spaces besides actual classrooms, such as laboratories, practice-rooms, and studios. "Classrooms" here is used in a broad sense, therefore. The principles articulated in this document acknowledge the diversity of educational venues and methods at the university.
4. In academia, the 50-minute and 80/90-minute periods remain effective and venerable. It is understood that, for sound pedagogical reasons, some colleagues prefer the former, some the latter, and some a combination of both. It is understood that neither period is inherently better pedagogically even if individual professors strongly prefer one to the other. Personal preference does not reflect an inherent pedagogical value of either time-slot. Therefore, the schedule should reflect an optimal combination of the 50-minute and 80-minute time-slots for classes.

5. No classes should begin before 8:00 a.m., and no classes should end later than 9:50 p.m. Moreover, as has been the custom at the university, individuals, departments, the staff, and the administration should attempt to accommodate reasonable preferences for a class-schedule. The main scheduling-custom now seems to involve good communication among individuals, departments, associate deans, the advising office, and the Registrar. There appears to be no reason to change this customary practice of reasonable negotiation and accommodation.
  
6. One-day-per-week, three-hour classes should be limited to 300- and 400-level courses and graduate courses. Except in extraordinary circumstances, no professor should teach more than one of these classes per term. Currently, such classes are rarely scheduled; therefore, debate about the drawbacks and merits of such courses is probably unnecessary and wasteful. However, three-hour slots beginning at 3:00, 4:00, 5:00, and 6:00 should be available to teach in, *as long as scheduling such a class reflects guidelines expressed in item #2 above.*

Current Schedule

	Monday	Tuesday	Wednesday	Thursday	Friday
8:00					
8:30	12		3		12
9:00		18		16	
9:30	37		32		41
10:00					
10:30	56	56	53	47	55
11:00					
11:30	60		53		56
12:00		58		51	
12:30	34		25		36
1:00					
1:30	39	48	38	44	40
2:00					
2:30	47		44		26
3:00		39		36	
3:30	15		16		10
4:00					
4:30	9	20	11	15	2
5:00					

Plan A: Common period from 3-4:30pm on Wednesday

	Monday	Tuesday	Wednesday	Thursday	Friday
8:00					
8:30	A		A		A
9:00		H		H	
9:30	B		B		B
10:00					
10:30	C	I	C	I	C
11:00					
11:30	D		D		D
12:00		J		J	
12:30	E		E		E
1:00					
1:30	F	K	F	K	F
2:00					
2:30					
3:00		L		L	
3:30	G		Common Period		G
4:00					
4:30		M		M	
5:00					

Common period from 3-4:30pm on Wednesday

This plan would create a new 80 minute block option, labeled as E, and shift forward in time the current 80 minute block (which currently is available from 2-3:20pm MFW) to running from 1:30-3pm MFW.

Block E would be from 12-1:20pm, MFW

Block F would be from 1:30-3pm MFW

Block G would be 3-4:20pm MF

As with the current schedule, The current 50 minute blocks starting on the hour would remain available, i.e. in addition to the 80 minute MFW classes (blocks E, F and G), 50 minute classes could still be offered starting on the hour at 12, 1, 2, 3 and 4pm.

Plan B: Common period from 8-9:30am on Wednesday

	Monday	Tuesday	Wednesday	Thursday	Friday
8:00			Common		
8:30	A	H	Period	H	A
9:00					
9:30	B				B
10:00					
10:30	C	I	C	I	C
11:00					
11:30	D		D		D
12:00		J		J	
12:30	E		E		E
1:00					
1:30	F	K	F	K	F
2:00					
2:30					
3:00	G	L	G	L	G
3:30					
4:00		M		M	
4:30					
5:00					

Common period from 8-9:30am on Wednesday

This plan would create a new 80 minute block option, labeled as E, and shift forward in time the current 80 minute block (which currently is available from 2-3:20pm MFW) to running from 1:30-3pm MFW.

Block E would be from 12-1:20pm, MFW

Block F would be from 1:30-3pm MFW

Block G would 3-4:20pm MF

As with the current schedule, The current 50 minute blocks starting on the hour would remain available, i.e. in addition to the 80 minute MFW classes (blocks E, F and G), 50 minute classes

The red block following the common period would be not be allocated if no other class times are adjusted. This could allow for a 2-hour common hour, or for faculty to have 30 minutes to get ready for their 10am classes.

Would this also allow for or require that an 8-9:30am 80 minute block be available on MF



=?

Plan C: Common period from 12-1:30am on Wednesday

	Monday	Tuesday	Wednesday	Thursday	Friday
8:00					
8:30	A		A		A
9:00		H		H	
9:30	B		B		B
10:00					
10:30	C	I	C	I	C
11:00					
11:30	D		D		D
12:00		J		J	
12:30	E		Common Period		E
1:00					
1:30		K		K	
2:00	F		F		F
2:30					
3:00		L		L	
3:30	G		G		G
4:00					
4:30		M		M	
5:00					

Common period from 12-1:30pm on Wednesday

This plan would create a new 80 minute block option, labeled as E, and shift forward in time the current 80 minute block (which currently is available from 2-3:20pm MWF) to running from 1:30-3pm MFW.

Block E would be from 12-1:20pm, MFW

Block F would be from 1:30-3pm MFW

Block G would 3-4:20pm MF

As with the current schedule, The current 50 minute blocks starting on the hour would remain available, i.e. in addition to the 80 minute MWF classes (blocks E, F and G), 50 minute classes could still be offered starting on the hour at 12, 1, 2, 3 and 4pm.