

## February 7, 2011 Faculty Meeting – Minutes

The third faculty meeting of the 2010-2011 academic year took place on Monday, February 7, 2011, at 4:00 PM, in TH 193.

1. Call to order: President Thomas called the meeting to order at 4:05 PM; there were about 28 members of the faculty in attendance.
2. **M/S/P** Approval of the minutes of the November 16, 2010 Faculty Meeting (with corrections to the spelling of names included).
3. Announcements
  - a. The search for the Neuroscience (Caruthers Chair) faculty member is underway with three candidates interviewing during the next two weeks.
  - b. Heidi Orloff is looking for early walkers (10-14 months old)
  - c. Brown and Haley lectures are scheduled for Tuesday, February 15, and Wednesday, February 16, both at 6:30 PM. Photojournalist and multimedia journalist Melanie Burford will present the lectures.
4. President's Report – Ron Thomas
  - a. The Board of Trustee meetings will take place February 17-18, 2011
    - i. Presentation of the 2011-2012 budget
    - ii. Workshops: strategic challenges facing Puget Sound; responses to date, including the new financial aid strategy; and questions for future adjustment of the strategic plan
  - b. Student applications numbers are up 7% over last year at this time
  - c. The Puget Sound fund is running 10% ahead of last year (the Puget Sound fund is an annual fund that accumulates donations from alumni, parents, and friends for direct operating expenses).
  - d. Strong 2010 4<sup>th</sup> quarter in campaign commitments (over \$63M so far)
  - e. The public phase of the campaign begins in October 2011
  - f. The endowment market value has recovered somewhat to \$248M.
  - g. The Center for Health Sciences interior finish work has started and window installation begins this week; it is a complicated building with integration of programs but is shaping up well, on-time and within budget.
  - h. President Thomas will be traveling often this spring with parallel alumni and campaign tours
5. Academic Vice President's Report – Kris Bartanen
  - a. We have completed two successful tenure-line searches in the School of Business and Leadership and four additional tenure-line searches are in progress
  - b. Upcoming staff member searches: Director of Academic Advising, Director of the Office of Institutional Research, Director of the Office of International Programs, and a study abroad advisor position.
  - c. Two Teagle Scholars will visit campus February 15 – 17
    - i. The purpose of their visit is to help us use our existing assessment data more effectively, particularly in regard to senior experiences in the academic departments and programs.
    - ii. Faculty members are invited to the Wednesday at 4 session where the Teagle Scholars will present their findings from the Wabash Study on liberal arts education assessment.

- iii. All are also invited to a session on Thursday at 3:00 PM when the scholars will report on their preliminary recommendations.

6. Faculty Senate Chair's Report – Steven Neshyba

- a. Encourage faculty members to identify issues to highlight at the Board of Trustees meeting. Nick Kontogeorgopoulos, Jeff Matthews, and Wade Hands are also faculty representatives to the Board of Trustees.
- b. *Incomplete grades.* As you know, in 2009-2010, a new policy for incomplete grades was approved that shortened the time students and faculty had to submit final grades. This year, the Senate reversed that change. The prior (more lenient) policy now stands.
- c. *Faculty evaluation.* On the basis of a faculty survey conducted in 2008, and many discussions, faculty opinion seems to be converging on a revised course evaluation form ("Option A"). The Professional Standards Committee has praised the form for its simplicity and clarity, noting some concern regarding the proper balance between course feedback vs. instructor feedback. The ball is now in the Senate's court, and Neshyba anticipates the Senate will move forward with a recommendation to the Faculty by semester's end.
- d. *Constituency.* Apart from the new faculty governance list-serve, the Academic Standards Committee also looked into the feasibility of setting aside "common hours" for campus-wide events, e.g., a protected time for faculty meetings. (Another application: a time during which all freshman writing seminars could be taught.) The result of that investigation, however, was that implementing common hours would run into significant barriers, partly because some facilities are so heavily used that all available class time is used; some laboratory sections must be conducted at night.
- e. *Faculty and student research.* Demand for funds continues to outpace supply, partly because of higher travel costs and partly due to increased scholarly activity by the faculty. The University Enrichment Committee anticipates petitioning the Budget Task Force on this topic next year.
- f. *International Education.* The International Education Committee (IEC) worked with Asian Studies to consider impacts of new study abroad financial aid rules on study abroad programs (e.g., PacRim). The IEC has recommended to Dean Bartanen that students attending Puget Sound programs (defined as being taught by Puget Sound-contracted faculty, being listed on Puget Sound transcripts as Puget Sound courses, and being awarded Puget Sound credit) receive full financial aid whether or not they are on campus.
- g. *Academic integrity.* An ongoing item of discussion concerns whether policies for reporting suspected academic dishonesty should be changed to allow staff members to report violations (currently, only faculty may do so).

7. Strategic Issues for the Next Three Years

Kris Bartanen reported on budgetary issues that lie ahead:

- For 2011-2012 we need to reduce the overall university budget by \$1.6M, with \$995K coming from academic division.
- Despite the need to reduce the budget, we have the strategic goal to maintain a strong academic program. Therefore, the following were protected through the budget process:
  - Compensation
    - Covering steps and promotions

- 2% increase in faculty salary pool (salary scale increase of 2%)
  - No reductions in academic department/program operating budgets
  - Protect faculty development funds [investments in the faculty]
    - all sabbaticals granted
    - no changes to travel or research funds
- Steps taken to reduce the budget:
  - hold academic remodeling budget for two years
  - some reductions in academic administrative budgets
  - some staffing changes as retirements and departures occur
  - the bulk of the reductions is coming from the amount of funds used to hire replacement faculty for sabbatical leaves in fiscal year 2011

Actual and projected faculty (see below for narrative):

	Fiscal Year (FY) 2011	FY 2012 (projected)	FY2013 (projected)	FY2014 (projected)
Tenure line faculty members	188	189	189	189
Fulltime, ongoing instructors	16	15	15	15
Graduate Instructors	9	8	8	8
Visiting faculty members	35	31		
Net visitors	15	6		
Faculty FTE (includes adjuncts)	250	241	234	227
Student:Faculty ratio	10.89	11.33	11.52	11.72
Average class size	18.44	19.16	19.45	19.78

- This chart illustrates a scenario based on current long-range budget model projections. We will try to “do better than” this scenario, but it illustrates what could be necessary as we move through the impact of the recession on endowment and other revenue streams.
- In the weeks ahead:
  - We will look carefully at preregistration in April and be more aggressive in curtailing courses with low enrollments (say, enrollments of about 5 or fewer students; or low team teaching enrollments)
  - We may need to look at increasing enrollment limits in some courses (assuming target first year class and good retention)
- Despite the reductions planned for 2011-2012, we are not out of the woods yet: we will continue to experience the effects of 3 year trailing average of endowment payouts; we will , therefore, also experience a decrease in endowment payout in fiscal year 2013 (FY2013).
  - We may have to reduce the faculty salary budget by an additional 4 – 7 sabbatical replacements for FY2013
  - There will be a similar number of sabbaticals in the pipeline for FY2013
  - The range of 4 – 7 is due to uncertainty regarding retirement savings [but we are not encouraging people to retire] – and how retirement savings offsets steps and promotions.

- Neshyba asked for clarification that the reduction in 4-7 replacement positions is in addition to the reduction in 9 positions for FY2012—it is: faculty compensation budget is reduced by \$770K for FY2012 (\$570K + benefits) and we will need to reduce the compensation budget by another \$420K for FY2013.
- Other possible mitigations:
  - Reduce some release units
  - Change the salary scale (no proposal for this as of now)
- In FY2014, endowment income increases, but class of 721 will have graduated and our class of 625 will be seniors; therefore, projected budget exactly matches projected actual enrollment numbers.
- Overall, this is a “Time vs. Money” question: are we OK with class sizes increasing to protect some budgets or do we want to take smaller scale increase, etc.?
- We anticipate going forward with tenure line searches.

Martin Jackson asked if the adjunct faculty was taken into account? FTE numbers do take adjuncts into account; goal is to maintain quality by not going to lots of adjunct faculty.

Doug Cannon asked if the size of entire student body will be reduced after the class of 721 graduates – yes, as Randy Nelson (Office of Institutional Research) has projected (based on projections that include this semester’s 10<sup>th</sup> day enrollment numbers). Doug also wondered what we have done when the faculty has been reduced in the past. Strategies include:

- Reduced number of classes with low enrollments
- Moved some classes to a longer rotation: every other year or every two years
- Increase enrollment limits judiciously
- Reduce number of “specialty” courses taught by visitors

In response to Heidi Orloff’s question, Kris confirmed we would protect enrollment limits in first year seminars as mandated by the faculty.

Andy Rex wondered about how much of the \$1.6M budget shortfall was due to reduced endowment earnings.

- \$770K due to endowment earning decrease for FY2012
- about \$300K endowment earning decrease for FY2013
- this is coupled with growing increases in financial aid

Mark Harpring asked how we might reduce release units. Kris responded that we could go first to those departments that have three administrative units. We would not decrease the number of release units provided through the University Enrichment Committee (UEC) as these units support faculty development. We could look at release units for coordinating initiatives, projects, etc., and administrative units.

Steven Neshyba confirmed that the 42% discount rate is anticipated for the coming year (even with that rate we are still below competitors and have a gap between costs and financial aid).

Doug Cannon noted he had the impression that the number of administrative release units has grown (with same number of faculty and students). Kris Bartanen confirmed this, noting that we have added a number of academic programs in the past 10 -15 years.

In response to Bill Barry's questions, Kris Bartanen noted that we will protect faculty sabbaticals. We will, however, need to reduce the number of visitors used to cover sabbatical leaves.

Doug Sackman said he generally endorses the plan, given the circumstances. He suggests deferring release units rather than removing them. He also suggests exploring combinations of full-year visitors and adjunct faculty members.

Doug Cannon wondered if we have let administrative tasks creep upwards so the burden for chairs is greater. He has some ideas for alleviating some of the administrative burden for chairs and directors.

Steve Rodgers asked how teaching overloads were counted. Overloads are incorporated in the FTE calculations.

Kris Bartanen welcomed faculty members' thoughts over the coming days. She will continue to keep the faculty aware of plans and updates. She anticipates our students will not see much of a difference because of our outstanding teaching faculty

Ron complimented Kris on her hard work to protect our teaching faculty and academic programs. We are in a much better situation than some other institutions: we are not freezing salaries, cutting benefit contributions, or eliminating departments. We intend to continue to reward those who are committed to the college (salary increases for next few years, etc.). There are many variables in play including enrollments, endowment funds, annual fund, etc. Perception matches reality where teaching is highly valued and of high quality—we don't want to lose that for our students.

Steven Neshyba asked about the "branding workshop" outcomes. Andy Rex, who was a participant in the workshop, relayed there were a number of exercises to better identify our target audience to narrow focus in recruiting. Representatives from the consulting firm Hardwick Day collected all input and will generate a report, leading to an iterative process. Ron Thomas noted there were about 50 participants in the workshop and they worked to define what we think we provide for our students. There was a broad spectrum of campus participants yet remarkable unanimity about the character of what we provide (more so than the consultants usually find). Ron Thomas noted, anecdotally, that he asked students to do the same type of exercise at a fireside dinner and the students had remarkable correspondence. We must make sure the messages we communicate to prospective students reflects this (next stage of project).

Adjourned by acclamation.