

Minutes of the October 6, 2015, faculty meeting

Submitted by Amy Spivey (2015-2016 Faculty Secretary)

I. President Ron Thomas called the meeting to order at 4:06 p.m. in McIntyre 103.

II. M/S/P to approve the minutes of September 8, 2015, with one small correction.

III. Announcements

Ellen Peters - The 6-week survey for freshmen and sophomores is in the field as of tomorrow. Encourage students to take it.

Renee Houston – There will be a town-hall-style experiential learning meeting to update everyone.

Nakisha-Renee – Next Tuesday, Oct. 13, ASUPS is holding a town hall meeting. The topic will be the board of trustees and how it works.

IV. Questions regarding reports from the President, Academic Vice President, and Chair of the Faculty Senate (see appendices)

There were no questions about the reports.

V. Update from the Faculty Compensation Task Force (John Hanson, Lynnette Claire, and David Sousa presenting)

Dean Kris Bartanen thanked members of the task force for their work over the last year. They continue to work hard to learn about budgeting processes and compensation philosophies, etc. The formation of this task force was driven by advocacy on the Faculty Salary Committee about the need for a goal for faculty salaries and to develop an analytical model for sustainability of the salary scale going forward.

Paper copies of the charge were distributed by David Sousa.

John Hanson began the PowerPoint presentation. (Slides are attached in Appendix E of these minutes.) Hanson explained the four charges. The task force was convened by President Thomas, and he gave them the four charges. Right now, the Puget Sound staff and administration have compensation philosophies, but there is no existing compensation policy for faculty. The task force is making recommendations, not setting policy. The task force is comprised of 10 faculty members, 2 administrators, 1 trustee, and 3 support staff. Frank Casagrande from Casagrande Consulting is facilitating. Task force faculty members are comprised of Faculty Salary Committee and other faculty representatives from the faculty across the university. Kris Bartanen and Sherry Mondou are on it representing the administration; trustee Lyle Quasim also is a member. (See slides in Appendix E for more details.)

Lynnette Claire – More comments.

“Grounding for decisions” slide - They have met 10 times since last year at this time, for 5 hours each time.

Charge 2 – “valid, realistic, and reliable peer group” has been a challenge to figure out.

Charge 3 – The model is being built, and it’s quite complicated. How can compensation be sustainable for the university?

The work of the task force has involved the compensation philosophy, peer group, modeling, and communication. The philosophy represents guiding principles related to fairness, sustainability, and ideals like that. Policies would be about how we implement those ideals.

Keith Ward and David Sousa handed out a list of proposed institutional peers, on paper. David has been on the faculty salary committee, and noted that without an established institutional peer group, it has been hard to set goals on that committee. In 2013, the university moved to a new peer list that is used for many different comparisons. It’s a good list in many ways (based on 9 different factors), but it was not created specifically with compensation in mind. The question is, “What institutions are like ours in terms of tuition revenue per FTE and endowment resources per FTE?” The proposed peer list contains all institutions “in the box” in the scatterplot presented, plus a few institutions not “in the box” (e.g., historical peers Reed and Whitman and any schools on the 2013 peer list that didn’t show up in the box.) This is the task force’s proposed list (50 schools). There are schools richer than us and schools poorer than us on this list, and the task force believes that it will be a useful list for future faculty salary committees.

Sousa said that it is important to note that the peer list was created without any attention to salaries or compensation at these institutions. The list is based entirely on our simple measure of institutional resources.

The task force is trying to have a recommendation to President Thomas by the end of 2015. They invite feedback from faculty. David would be happy to send out the Excel file with the peer group list.

John Hanson prepared to open the floor to the faculty for discussion. He started by outlining a set of goals for the conversation. He opined that the faculty meeting was not the right forum to discuss pros and cons of particular decisions that need to be made. Those discussions are important, but this may not be the right venue. Instead, he said that the task force wanted to present some of the issues that they have been struggling with, and get a sense from attendees about whether they are important to change from current practice or not. For example, an earlier survey indicated that the faculty really likes having a faculty scale, so the task force has not talked about moving away from having a set scale. But if people want to talk about that, we could. Hopefully, he said, there will be another venue at some other time to discuss things more. He encouraged people to also bring up other issues and ask whether the task force has been considering those.

Ariela Tubert – What about the philosophy? Is it ready to be shared? You haven’t shared any specifics.

Lynnette Claire – We are still tweaking the language of the philosophy. It has pieces about “shared sacrifice and shared success”, “fair distribution”, “role for merit-based compensation”, “livable wage”, “balancing competitiveness with financial sustainability”, and “clear communication with the faculty”.

Ariela Tubert - It would be great to for the faculty to discuss the philosophy because it is more accessible to the faculty than the model, for example.

John Hanson – On Friday in their meeting, they will be talking about where to bring up the philosophy and how to present it to the faculty.

John Hanson proceeded to bring up a number of different topics, around each of which there was discussion.

**Topic 1 - John Hanson explained the faculty salary scale, as it currently exists. His first question was, “Is the current tiering the way we want it? For example, we could compress the scale in each different rank, with bigger jumps between ranks. What do you think?”**

Nick Kontogeorgopoulos – Wasn’t there survey data on this?

Lynnette Claire – The survey showed strong support for having a faculty salary scale, and weakly favorable support for adjusting the current scale. Some said that we should raise the assistant professor salaries, and some said that the whole scale should be raised.

Matt Warning – People are better off in their lifetime by having a front-loaded salary scale, and ours is very back-loaded. If we front-loaded it, we could recruit more effectively, people would have more money when they need it, and people can save their money and take advantage of compounding interest. The transition between two systems is the difficult part. Might it involve freezing full professor salaries?

Doug Cannon – This may be a question about the model. When you model the effect of the scale, it’s influenced by how many people are at different ranks, and that depends on our hiring practices. Now, we are hiring people with more experience compared to years ago, when we hired people at the bottom of the scale. Are you talking about that?

John Hanson – Yes, we are talking about that. We are getting data from the dean about this, and it’s true that it’s rare to hire people at the bottom of the scale. People are also staying longer at the top.

Jennifer Hastings – Is that a concept that goes into the philosophy?

John Hanson – No.

Suzanne Holland – This may be unpopular, but have you talked about what would happen if fewer associate professors were advanced to full?

John Hanson – No, we haven’t talked about that, but we could. We could certainly look at that. In the philosophy statement, we haven’t asked whether we should have a philosophy setting a high bar for getting promoted to full professor.

Suzanne Holland – At some institutions, it’s harder to get promoted to full professor than it is here.

Doug Cannon – These decisions and practices have effects that are financial. The task force should be talking about these.

David Sousa – While I share Suzanne’s concerns, I don’t think the faculty compensation task force should be getting into questions about promotion and tenure.

Suzanne Holland – True, but my question was about the model and whether it was taking that into account.

**Topic 2 - John Hanson explained that right now, we have the salary scale and an egalitarian ethos on campus because we all do the same job and get the same pay. However, there are exceptions. Are we okay with that? One exception is the merit-based awards like teaching awards, special chairs, distinguished professor designation, etc. That's one type. The question is whether we are generally happy with that, or should we revisit that?**

Jennifer Hastings – Is that annual?

John Hanson – Each class of people who go through the FAC have people named to Distinguished Professor, for example, which is a designation and salary bump (\$3500) that lasts for five years.

No other discussion.

**Topic 3 - John Hanson said that there is a jiggering of the faculty salary scale to handle hiring faculty in fields that are in demand in the marketplace. It's extra money up front and gets phased out by the time people reach Full Professor. Are we comfortable with that?**

Jennifer Hastings – No, I am not comfortable with that. I chair a department in which we have professionals that are not paid completely on the same scale as the rest of the faculty. It's a problem.

No other discussion

**Topic 4 – Hanson explained that visiting professors get paid the same as the permanent people. This is rare among higher education institutions. Do we like this currently? There might not be the same duties as for permanent people, but they do get paid the same right now.**

Suzanne Holland – Why is that the case?

John Hanson – It's always been that way.

Julie Christoph - I am comfortable with that, in the interest of fairness.

Renee Houston – I am comfortable with that, too, in the interest of getting good quality people and keeping them.

Megan Gessel – Permanent faculty members have additional responsibilities like mentoring student researchers, which visitors don't do in some departments.

Suzanne Holland – This should be on the table. Maybe the current system is not equitable in terms of equal pay for equal jobs.

Doug Cannon – We are able to hire amazing people with the current systems, but the down side is that visiting professors spend their time here “living high on the hog”, and then they go out to other places and have to deal with a pay cut that is difficult to handle.

Stephen Neshyba expressed a desire to hear from visiting professors in the room. (There were none.)

**Topic 5 - Hanson asked, “Should the ratio of salary to benefits change? (Medical, education, retirement benefits currently) Right now, we have 12% of our salaries going to retirement. Right now, the benefit rate is about 38%.”**

Derek Buescher – I would like the retirement to go up, if anywhere. That 12% is a selling point and a tremendous benefit. The educational benefit is not really very stable and has gone down recently. We should talk about how to keep the educational benefit stable and how to have it go forward.

Jennifer Hastings – We could also have a front-loaded benefits package so that people in younger parts of the scale could pay less for health insurance, for example.

Suzanne Holland – Have you talked about getting rid of the health care plan and sending us out to the affordable care act?

John Hanson – We haven’t looked into that.

Nick Konto – Can we respond in writing to some of the issues that you are talking about? Is there a way for the task force to solicit input from the faculty in writing?

John Hanson – The task force welcomes feedback of all forms from the faculty.

Suzanne Holland – The education benefits don’t help those of us who don’t have children. That seems inequitable to me. Or perhaps it could be used for a nephew or another family member, since I don’t have children?

**Topic 6 – Hanson brought up the following question: “What happens if there are hard economic times, and we can’t support everyone’s steps up in the faculty salary? How do we deal with that? What do people think? For example, we could freeze the professors’ salaries and only move up the lower people? Or you can raise the scale by less than normal across the board? What do people think, if we had a policy ahead of time about this?”**

Jennifer Hastings – Is the pocket of money for compensation separate from other money, or is it all together?

John Hanson – All of the money is really in one big pot.

Jennifer Hastings – We could think about pulling money from other parts of the budget to preserve compensation.

Eric Orlin – That seems like part of the philosophy question.

Kris Bartanen – The philosophy statement is there, and this question is really a policy question. For example, the philosophy might say “there should be shared sacrifice and shared success”. A policy would say how that would be implemented in hard times. In the past, we have made choices like hiring fewer visitors or sabbatical replacements when the salary budget was tight.

**Topic 7 – Hanson brought up the topic of the university’s institutional peer group. He asked, “Once we have a peer group, and we look at our compensation relative to the peer group, what should be our goal? Should we be the top of the peer group? In the middle?”**

Doug Cannon – What about cost of living in different locations?

John Hanson – We will adjust for that. We have been doing that, with Frank Casagrande’s help.

Sara Protasi – Are the values on the spreadsheet adjusted?

John Hanson – No.

Laura Krughoff – Is there a way to look at the duties that faculty have at the other schools? As you compare institutions, you have to think about what the different duties are.

John wrapped up, and promised another forum for input from faculty.

There was a round of applause of appreciation for the task force. President Thomas expressed his thanks to them, as well.

## VI. Resolution for a Fair Pay Ratio - Rich Anderson-Connolly

(This was sent out before the meeting on the faculty listserv and handed out in hard copy.)

Rich Anderson-Connolly read the motion. It was seconded by Steven Neshyba.

Suzanne Holland – What is the salary of the lowest-paid full-time employee?

Kris Bartanen - \$25,000 for salary alone, not including benefits.

John Lear – I gather this is to bring the top salaries down, and not the bottom ones up?

Rich Anderson-Connolly – I would like to see the bottom come up as well as the top come down.

Nick Kontogeorgopoulos – If this was passed today, what would the task force do with this information?

John Hanson – It probably wouldn't have any impact, since we are charged with faculty compensation, which is neither the highest nor the lowest.

Nick Kontogeorgopoulos – So, this would be communicated to the trustees?

Rich Anderson-Connolly – Yes, this would be communicated to the trustees. We would try to communicate this to ASUPS and the staff for agreement and bring it to the trustees.

David Sousa – Talk about the 10:1 figure. Where does that come from? Would it affect recruiting of top administrators?

Rich Anderson-Connolly – There is one other institution (St. Mary's in Maryland) that is looking at this and debating it, and that's what they picked. In the private sector, the ratio tends to be 20:1, and we are a non-profit so should have a lower ratio. Whether it affects our ability to recruit, if we are getting people purely due to pay, then maybe they aren't the right person for our institution. This would send a powerful message about our values. We could pay \$30,000 to the lowest and \$300,000 to the highest under this.

Jennifer Hastings - 25:1. Is that the total pay? Is that compensation? What is it?

Rich Anderson-Connolly – It was an estimate.

John Lear – Did you propose that we vote today, or will it be sent to the faculty so that people who are not here can weigh in?

Kris Bartanen – I believe that voting in favor of this resolution is a mistake. We have a presidential search process underway that is going to bring a new leader to Puget Sound who is going to love this place; the person is not going to come because of money. Executive compensation decisions are made by the Compensation Committee of the Board, based in the Executive Compensation Philosophy. The Executive Compensation Philosophy is based in a merit/market-based system; the faculty salary scale is a different, equity-based system. The Board is aware of the feedback of the faculty regarding compensation; the Board Chair met with the faculty on this topic. We have a very strong search committee and they will do good work; it

would not be helpful to try to tie their hands, or create a negative tone, in terms of recruitment of the best next leader for Puget Sound.

Sara Protasi – I agree with Kris, but it would be great if we could bring up the bottom salaries. I don't know how much money is on the table, and it would be costly, but it's good to think about going in the direction of bringing up the bottom. Maybe going from 25:1 to 10:1 is too drastic, but it would be great to move in that direction.

Rich Anderson-Connolly – We have given feedback to the trustees, and it hasn't gone very far. We can express our voice here. We recently changed our graduation requirements to say that issues of power and inequality are important to us. Let's take it seriously.

John Lear – We should talk more about this. We are such a small portion of the faculty here. If we really pass this, it should really go to the full faculty.

Rich Anderson-Connolly – I move to postpone the issue to an indefinite time.

Jennifer Hastings seconded the motion.

Bill Haltom – The effect of adjourning the meeting is the same as postponing.

VII. M/S/P to adjourn. 5:25 p.m..

Note: After the meeting, Bill Haltom made a correction related to parliamentary procedure. The motion by Anderson-Connolly is still on the floor and will be taken up as prior business at the next faculty meeting.

Appendix A – Attendance record

Attending

Rich Anderson-Connolly  
Kris Bartanen  
Bernie Bates  
Derek Buescher  
Doug Cannon  
Julie Christoph  
Lynnette Claire  
Alyce DeMarais  
Rachel DeMotts  
Megan Gessel  
Jeff Grinstead  
Bill Haltom  
John Hanson  
Jennifer Hastings  
Suzanne Holland  
Zaixin Hong  
Renee Houston  
Martin Jackson  
Alisa Kessel  
Nick Kontogeorgopoulos  
Krista Kotsis  
Laura Krughoff  
Sunil Kukreja  
David Latimer  
John Lear  
Ben Lewin  
Jeff Matthews  
Danny McMillan  
Andrew Monaco  
Steven Neshyba  
Eric Orlin  
Susan Owen  
Emelie Peine  
Sara Protasi  
Wayne Rickoll

Guests

Nakisha Renee Jones  
Ellen Peters  
Brad Tomhave

David Sousa  
Amy Spivey  
Jason Struna  
Ron Thomas  
George Tomlin  
Ariela Tubert  
Jennifer Utrata  
Keith Ward  
Matt Warning  
Stacey Weiss  
Peter Wimberger





## President's Report to the Faculty

October 6, 2015

We are preparing for an important set of trustee meetings to take place beginning the evening of September 30. We will welcome in a new class of trustees—one returning veteran trustee (Bill Weyerhaeuser) and 4 alumni from three decades: Sumner Erdman '88 from Hawai'i, Jeremy Korst '97, faculty emeritus Mike Veseth '73, and Linda Wilson '75 who is also a parent from the class of 2012. A full schedule of meetings will proceed through October 2. In addition to participating in regular policy committees and subcommittee meetings, trustees will also (1) take part in a workshop led by the search consultant on the presidential search and leadership transition and (2) will engage in discussion, led by the Investment Subcommittee, on endowment investment policies, principles, and fiduciary responsibilities as they may relate to Socially Responsible Investing (SRI) and companies involved in the production of fossil fuels. This is the next step of several in the board's careful consideration of the issue following conversations held within the Investment Subcommittee on the subject last year and several conversations with interested students over the course of last year as well.

The weekend following our meetings includes a "topping-off ceremony" as we put the steel in place for the new Athletics and Aquatics Center on Friday afternoon and a recognition and celebration for our donors and their leadership in the success of the capital campaign on Saturday evening. A full report on the meetings and events will go out to campus promptly in the week after the meetings.

In light of that forthcoming report and the broader based report I presented for the last faculty meeting on university priorities for the year and my plans for the fall semester, I will make this president's report a short one and end it here.

Respectfully,

A handwritten signature in blue ink, appearing to read "Ron Thomas".

Ronald R. Thomas  
President

## Appendix C – Report from Academic Vice President Kris Bartanen

September 29, 2015

TO: Faculty Colleagues

FROM: Kris Bartanen

RE: Academic Vice President/Dean's Report to the October 6 Faculty Meeting

Topics: Faculty searches

Faculty leaves policy

Northwest Five Colleges Consortium

Fundraising priorities

Charge to the Faculty Compensation Task Force

**Faculty searches.** On September 17, Dr. Mary James, Professor of Physics and Dean for Institutional Diversity at Reed College, presented a well-received, two-hour workshop for department chairs, directors, and deans on the topic of “A Blueprint for Hiring Diverse Faculty.” Among several important suggestions was the importance of planning and working two and three years ahead of tenure-line searches in order to cultivate strong pools of candidates from historically underrepresented groups (African American, Hispanic, Native American). Dr. James generously provided resource materials for our internal use; if your department or program leader has not yet discussed this topic with you, ask for this discussion! Currently, we have open tenure-line searches in Economics, Exercise Science, Mathematics, and Psychology. In accord with the [Shared Faculty Appointments Policy](#), effective for 2016-17, Sara Protasi and Sam Liao (who share a single position this year) will each hold a full-time tenure-line position in Philosophy, replacing Paul Loeb and Douglas Cannon, respectively. We will be conducting an internal interview process this Fall for a position in African American Studies, in accord with the [Faculty Opportunity Hire Policy](#); watch for announcements to participate in this process.

**Faculty leaves policy.** Work continues to move forward to incorporate the no- and low-cost recommendations from the ad hoc faculty committee on medical and family leaves into the Faculty Medical, Family, and Parental Leave policy document. University counsel has provided input and we are also incorporating provisions of the new [City of Tacoma Paid Leave Ordinance](#) that takes effect February 1, 2016. In the meantime, our practice continues to align with all state and federal leave provisions.

**Northwest Five Colleges Consortium.** Thirteen Puget Sound faculty and staff participated in the NW5C Fourth Annual Meeting this past weekend, September 25-27. The meeting had two major themes – development of more inclusive pedagogy and planning for a second proposal to the Andrew W. Mellon Foundation for continued consortium implementation support. Check in with Peggy Burge, David Chiu, Julie Christoph, Katy Kurtis, Alyce DeMarais, Rachel DeMotts, Renee Houston, Kriszta Kotsis, Sunil Kukreja, Renee Simms, or Harry Velez Quinones to learn more about the discussion and projects in which they are involved. I am working on a comprehensive summary of Puget Sound involvement in the NW5C over the past four years; in the meantime, you can also learn more at [www.nw5c.org](http://www.nw5c.org).

**Fundraising priorities.** There seems to be some on-campus perception that Puget Sound, with successful conclusion of the One [of a Kind] Campaign, has not yet identified continued fundraising priorities. In fact, as outlined most recently in President Thomas' remarks to faculty and staff on August 26, effective planning has occurred over the past year or so both to keep the alumni, parent, and development operations strong and to launch “The Next Chapter” fundraising program on July 1, 2015. University Relations Vice President Dave Beers has provided the following summary:

In May of 2015, as Puget Sound's successful One [of a Kind] Campaign was drawing to a close, the university's board of trustees endorsed an ambitious five-year constituent engagement and fundraising plan designed to increase the reach and effectiveness of the Alumni and Parents Councils and to increase the university's base of support and overall fundraising capacity. The board asserted that Puget Sound will be successful in elevating its advancement effort by placing Puget Sound among the top engagement priorities of alumni, parents, friends, Foundations, and corporations; providing quality, high-touch experiences for all constituents, especially alumni and parents; engaging alumni and parent volunteers in meaningful, rewarding work that benefits both the volunteer and the university; and crafting philanthropic opportunities that provide donors with emotional and intellectual fulfillment while providing resources for the university's operating budget.

The university's projected fundraising capacity for the years 2016 through 2020, based upon an analysis of the results of the One [of a Kind] Campaign coupled with the planned execution of new and enhanced fundraising programming to be implemented during the post-campaign period, is estimated to be \$58.0 million. Attaining this ambitious total without the benefit of a campaign platform will be challenging but the needs of the university are far greater than this sum and maximizing Puget Sound's philanthropic capacity is vital to the college's aspirations. Based upon Puget Sound's projected five-year fundraising capacity, the university proposes to raise \$27.4 million in commitments for new endowment for **financial aid, faculty support, and experiential learning**; \$24.6 million in commitments for **current use dollars** including \$16.6 million for the Alumni, Parent, and Friends Funds [which support and are modeled into the operating budget]; and \$6.0 million for the construction of the **Admission Welcome Center**.

Faculty members are already engaged in work to support these objectives, including grant proposal submissions, potential endowed faculty positions, and other donor support for teaching, research, faculty positions, student research and other experiential opportunities.

**Faculty Compensation Task Force.** The charge of the Faculty Compensation Task Force calls for recommendations in four areas that will be reviewed and considered by the president and the Board of Trustees:

1. Draft and recommend a faculty compensation **philosophy** for Puget Sound that reflects the mission and values of the university and the principles that inform the faculty's approach to compensation;
2. Based in a valid, realistic, and reliable peer group for anchoring Puget Sound's faculty salary structure, recommend a multi-year compensation **goal** that is consistent with the faculty compensation philosophy, reflects the resources and values of the university, and is financially sustainable;
3. Forecast the impact of the compensation **model** on a go-forward basis under various assumptions (e.g., net tuition revenue, class size, faculty size, teaching load, index of salary steps and promotion increments, value of benefits, etc.);
4. Recommend an annual transparent **compensation communication plan** for reporting on performance relative to goal, financial conditions, and decision-making related to faculty compensation.

**Faculty Senate Chair Report to the Faculty  
In advance of 10/06/2015 Faculty Meeting  
By Ariela Tubert**

- The senate has been busy in the weeks since our last faculty meeting. The senate has met three times over the past three weeks and we have now approved initial charges for all standing committees. We are likely to approve additional charges in the next few meetings as we still have several pending issues. I highlight below a few notable issues and charges that we have discussed in these past three meetings.
- Notable among the charges approved for the Curriculum Committee, is a charge to *“Craft proposal(s) to reduce the number of teaching days in spring semester; report back to the Senate.”* The Curriculum Committee has purview over the academic calendar and this charge is following up on the following motion approved by the faculty at the April 14, 2015 meeting: *“The Faculty invites the Senate to craft proposals to shorten the number of regular teaching days in Spring Semester to 67-68 days.”*
- Also notable among the Curriculum Committee charges is a charge to *“Draft guidelines for evaluating short term, study away, experiential learning, and other ‘new format’ course proposals.”* This charge is motivated by last year’s committee report indicating that proposals envisioning new formats (e.g. Food Systems Northwest; CONN 370 in Rome; Washington State Legislature Internship) required significant attention by the Curriculum Committee last year. The report indicated that some guidelines would be beneficial both for the Curriculum Committee (in evaluating) and for faculty (in proposing) such courses.
- Among the charges to the University Enrichment Committee is the following: *“Create a standardized rubric for evaluation of Faculty Research Award applications and reflect any changed wording the Faculty Research Award application itself.”* This charge was suggested by the committee in the 2015 year-end report to the senate. The committee believed that such a rubric would be helpful in evaluating the applications and would mirror the newly established and adopted rubric for evaluation of Student Research Award applications.
- The senate discussed the next steps regarding discussions related to freedom of expression on campus that started last year at a faculty meeting and continued in the Professional Standards Committee, the Student Life Committee, and the Committee on Diversity. In response to the end of year reports from these committees, the senate approved the following charge for the Committee on Diversity at the end of our last meeting: *“Work with the PSC, BHERT, and SLC to identify conflicts, if there are any, between the Faculty Code and the Response Protocol to Incidents of Bias or Hate.”* The senate is

planning to pursue similar charges for the Student Life Committee and the Professional Standards Committee at our next meeting.

- Among the charges to the International Education Committee, there is a charge to *“Make recommendations to the Senate for improving the rate of participation in study abroad based on survey data collected in 2014-2015.”* This charge is following up on work done by the committee in 2014-2015 when it investigated the reasons for the steep decline in Puget Sound students studying abroad. They conducted a survey and requested that the senate charge them during 2015-2016 to analyze the results of the survey and make further recommendations. Among the possible solutions the committee already identified are increasing the number of Puget Sound study abroad programs and of programs initiated by Puget Sound faculty. Following up on these recommendations, the senate approved the following two charges for the committee: *“Work with faculty to develop exchange programs with colleges and universities abroad”* and *“Work with faculty to develop in-house study abroad programs.”*
- Among the charges issued to the Professional Standards Committee is a charge to *“Propose the creation of a cycle of review for department and program faculty evaluation standards and criteria.”* This charge is the result of a request from last year’s PSC, they noted that at present, there is no cycle or timeline for the revision of departmental evaluation standards and criteria; as a result there is great variation among departments on when departmental standards were last updated. In addition, the senate approved the following charge to the PSC: *“Review and consider revising the following statement in the Faculty Code: ‘Advancement to the rank of full professor is contingent upon evidence of distinguished service in addition to sustained growth in the abovementioned areas’ (III.3.e).”* It has been noted that the wording in the Code is ambiguous, as it can suggest either that a candidate’s record must be distinguished in all areas or specifically in university and community service. The received a letter from faculty members pointing to this issue with potentially high-stakes consequences and the PSC asked to be issued this charge in its year-end report.
- We had various discussions of the issue of revising the course schedule so as to allow for a Common Hour for faculty meetings. This issue has been discussed by the senate and the Academic Standards Committee for several years now. Just this semester, I have received various emails from faculty members about the issue. In the past couple of weeks, members of the senate started conversations with Brad Tomhave and Associate Dean Sunil Kukreja to put together proposals that would allow for a Common Hour. The issue had stalled before due to the transition to People Soft, as some of the data needed to move forward was not available. The senate plans to discuss this issue again once it receives further information and perhaps some specific proposals in the weeks ahead. At that point, the senate will determine whether to forward the issue to the Academic Standards Committee and/or to the full faculty for further discussion.

- These are just some of the issues that the senate discussed over the past few weeks. They should set up the agenda for interesting work in all committees. I would like to emphasize that committees are free to pursue other issues within their purview, even without a senate charge to pursue that particular issue. In some cases, the senate decided against issuing charges that would duplicate the general duties of the committee as assigned in the Faculty ByLaws. For reference, in addition to the Faculty ByLaws, the duties for each committee can be found in the new webpage for each committee which can be found through the following link:  
<http://www.pugetsound.edu/gateways/faculty-staff/faculty-senate/standing-committees/>
- As always, I want to encourage questions about the senate's work and suggestions for issues that you would like the senate to pursue.

# Faculty Compensation Task Force Update to the Faculty

October 6, 2015

Notes: Opening slide – welcome - John

## The President's Charge

1. Draft and **recommend** a faculty compensation philosophy for Puget Sound that reflects the mission and values of the university and the principles that inform the faculty's approach to compensation.
2. Based in a valid, realistic, and reliable peer group for anchoring Puget Sound's faculty salary structure, **recommend** a multi-year compensation goal that is consistent with the faculty compensation philosophy, reflects the resources and values of the university, and is financially sustainable.
3. **Forecast** the impact of the compensation model on a go-forward basis under various assumptions (e.g., net tuition revenue, class size, faculty size, teaching load, index of salary steps and promotion increments, value of benefits, etc.)
4. **Recommend** an annual transparent compensation communication plan for reporting on performance relative to goal, financial conditions, and decision-making related to faculty compensation.

Notes: The president charged us with creating a recommendation.

We are not a decision making group.

John

## Faculty Compensation Task Force (FCTF) Membership

- Faculty – 10
- Administration - 2
- Trustee – 1
  
- Supporting Faculty & Staff - 3
  
- Facilitated by Frank Casagrande, Casagrande Consulting

Notes: Our group includes faculty, administration, staff and a trustee - John

## Faculty Compensation Task Force (FCTF) Faculty Members

- Bernie Bates, Instructor, Physics
- Lynnette Claire, Associate Professor, Business
- Amy Fisher, Assistant Professor, STS
- John Hanson, Professor, Chemistry
- Benjamin Lewin, Associate Professor, SOAN
- Danny McMillian, Clinical Associate Professor, PT
- Andrew Monaco, Assistant Professor, Economics
- Jill Nealey-Moore, Associate Professor, Psychology
- David Sousa, Professor, Politics and Government
- Keith Ward, Professor, Music

Notes: Faculty come from different ranks and disciplines - John



## Faculty Compensation Task Force (FCTF) Additional Members

- Kris Bartanen, Academic VP, Dean
- Sherry Mondou, VP, Finance and Administration
- Lyle Quasim, Trustee
- Supporting Faculty & Staff
  - Martin Jackson, Associate Dean
  - Cindy Matern, Assistant Vice President, Human Resources/CES
  - Ellen Peters, Institutional Research

Notes: John

## Grounding for Decisions

- Diversity of perspectives
- Faculty Salary Committee survey
- Reading and learning modules
- To Come: feedback from faculty on draft recommendations

Notes: Survey was in fall 2013 (Lynnette)

Reading and learning modules on:

October 2014 - Diagnostic & Case Study

November 2014 – Learning Modules on University Business, Compensation, & Faculty Compensation

December 2014 – Learning Module on Philosophy

January 2015 – Learning Modules on Peer Groups & Salary Scales

We have met 10 times for 5 hours each time since 10/6/14

## The President's Charge

1. Draft and recommend a **faculty compensation philosophy** for Puget Sound that reflects the mission and values of the university and the principles that inform the faculty's approach to compensation.
2. Based in a valid, realistic, and reliable peer group for anchoring Puget Sound's faculty salary structure, recommend a multi-year compensation goal that is consistent with the faculty compensation philosophy, reflects the resources and values of the university, and is financially sustainable.
3. Forecast the impact of the compensation model on a go-forward basis under various assumptions (e.g., net tuition revenue, class size, faculty size, teaching load, index of salary steps and promotion increments, value of benefits, etc.)
4. Recommend an annual transparent compensation communication plan for reporting on performance relative to goal, financial conditions, and decision-making related to faculty compensation.

Notes: Why we need a philosophy – we didn't have one - Lynnette

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## Our Work

- Philosophy
- Peer Group
- Modeling
- Communication

Notes: Summarizing the four parts of our work - Lynnette

## Philosophy

- Guiding Principles: our ideals
- Policies: focus on implementation

Notes: Explain that there are two significant parts to the philosophy

- Principles are our philosophical ideals such as fair distribution of compensation, financial sustainable, sharing in the sacrifices and successes fairly
- Policies are how we enact the ideals: how we make decisions, what our goals are for faculty compensation etc  
-Lynnette

# Philosophy to Policy

## Building a Faculty Compensation Peer Group

Notes: David and Keith

## Peer Group History

Multiple lists (prior to 2013):

Traditional Comparison Group: PNW 5 (Lewis & Clark, Reed, Whitman, Willamette, Puget Sound)

National Peers: Allegheny, Bard, Beloit, Bucknell, Colorado, Denison, DePauw, Dickinson, Franklin and Marshall, Furman, Gettysburg, Kalamazoo, Knox, Lafayette, Lawrence, Lewis & Clark, Occidental, Rhodes, Skidmore, St. Lawrence, St. Olaf, Union, Sewanee, Wheaton (MA), Willamette

Next Step (aspire to): Barnard, Bates, Colgate, Connecticut, Hamilton, Kenyon, Macalester, Mount Holyoke, Oberlin, Reed, Smith, Trinity, Whitman

Premier Schools: Amherst, Bowdoin, Carleton, Claremont McKenna, Colby, Davidson, Grinnell, Haverford, Middlebury, Swarthmore, Vassar, Washington and Lee, Wellesley, Wesleyan, Williams

Notes: David and Keith

## Current Institutional Peer List

Allegheny	Linfield
Bard	Occidental
Beloit	Pitzer
Connecticut	Reed
Denison	St. Lawrence
Dickinson	St. Olaf
Hendrix	Trinity (TX)
Kenyon	University of Portland
Knox	Whitman
Lewis & Clark	Willamette

Notes: David and Keith

## Selection Criteria for Faculty Compensation Peer Group

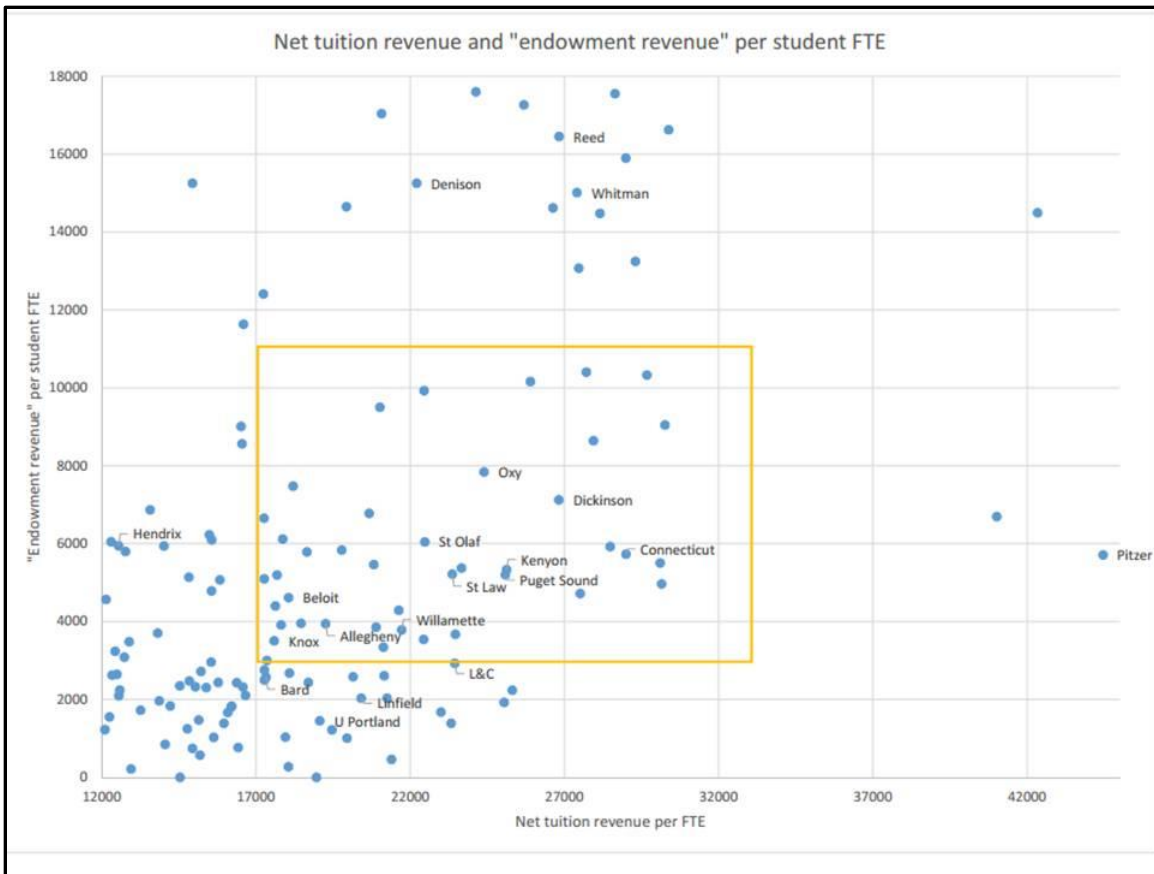
Institutions with missions similar to ours

Focus on variables centered on institutional resources: Net tuition revenue per FTE student, endowment per FTE student

Arbitrary cutoffs (a broad range), LACs with:

- net tuition revenue per FTE student: \$17K-\$33K *and*
- endowment revenue per FTE student (5% of endowment per FTE) \$30K-\$11,250K

Notes: David and Keith



Notes: David and Keith

## The New Proposed Peer Group

All institutions that are “in the box,” as defined by our arbitrary endowment revenue/FTE and net tuition revenue/FTE cutoffs

Several institutions not “in the box”

- PNW5 institutions that were outside our cutoffs: Reed, Whitman
- All schools on the 2013 “institutional peer” list outside our cutoffs

Notes: David and Keith

## Proposed Comparison Peer Group: 50

Allegheny College	Furman University	Linfield College	Trinity College (CT)
Austin College	Gettysburg College	Muhlenberg College	Trinity University (TX)
Bard College	Goucher College	Occidental College	Union College
Beloit College	Hendrix College	Pitzer College	University of Portland
Barnard College	Hobart William Smith College	Reed College	Ursinus College
Bucknell University	Illinois Wesleyan University	Rhodes College	Washington College
College of the Holy Cross	Juniata College	Saint Mary's College (IN)	Washington and Jefferson College
College of Wooster	Kalamazoo College	Sewanee - University of the South	Wesleyan University
Connecticut College	Kenyon College	Skidmore College	Wheaton College (IL)
Denison University	Knox College	St. John's University	Wheaton College (MA)
Dickinson College	Lawrence University	St. Lawrence University	Whitman College
Drew University	Lewis and Clark College	St. Olaf College	Willamette University
Franklin and Marshall College		Stonchill College	

Notes: David and Keith

## Our Work

- Philosophy
- Peer Group
- Modeling
- Communication

Notes: We are making good progress on the first three of these items—and communication has been a constant theme. – David



## Next Steps

- Philosophy principles and policies
- Peer group
- Model impact
- Communication plan
  
- Feedback

Recommendation to President Thomas by end of 2015

Notes: We continue to work on these.  
We will seek meaningful feedback in a forum where we are able to present more detail.  
Recommendation is due by end of 2015

Questions?

David

## Resolution for a Fair Pay Ratio

Whereas economic inequality has been rising in the United States for four decades and is now at a level last seen just prior to the Great Depression;

Whereas economic inequality is a source of health and social problems in a society;

Whereas one cause of increasing inequality has been rising executive compensation and stagnating wages for the middle and working classes;

Whereas most Americans believe that the ideal pay ratio of the highest paid to lowest paid employee should be seven to one;

Whereas the pay ratio of the highest paid to the lowest paid employee at the University of Puget Sound currently exceeds 25 to 1; and

Whereas employee compensation must largely come from student tuition, which is often financed by student debt; now, therefore, be it

*Resolved*, that the faculty at the University of Puget Sound call for the ratio of total full-time equivalent compensation (including deferred compensation) of the highest paid employee to the lowest paid employee (excluding work-study students) to not exceed 10 to 1.