

Minutes of March 8, 2016, faculty meeting
Submitted by Amy Spivey (2015-2016 Faculty Secretary)

I. Call to order

Kris Bartanen called the meeting to order at 4:04 p.m..

II. Approval of the minutes of February 9, 2016

M/S/P to approve the minutes of Feb. 9 without corrections or comments.

III. Announcements

1. Ariela Tubert – Governance elections are open. Faculty Senate Secretary Pierre Ly has called for nominations for Faculty Senate, Senate Chair, Secretary, and Advancement Committee for next year. Please send in your nominations.

2. Renee Houston – Thanks for spreading the word about the immersion program for student summer internships (a new experiential learning initiative). They had more than 40 students apply. Twenty-eight students are moving forward through the process. On March 30, the Wednesday at Four discussion will be about experiential learning, and at the end of the semester there will be a faculty workshop about experiential learning, as well, so look for announcements.

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

There were no questions about the reports.

V. Update on the Access Scholars Cohort Program (Michael Benitez, Dean of Diversity and Inclusion)

Michael Benitez took the floor to talk about the Access Scholars program and is looking for faculty mentors.

The Access to College program has been ongoing for about 25 years. They have been providing high school students with Tuesday night study sessions, a writing preparation workshop series, SAT preparation, arts/culture and career days, and have Access to College days for middle schools. They started a book club to get high school students to think critically and reflect. The Summer Academic Challenge is another aspect of Access Programs, where students come to campus for 4 weeks in the summer for project-based math and science study in Thompson Hall. Sixteen students over 23 years have matriculated to Puget Sound from these programs (7 in the last few years alone). This year, we have our second cohort with 5 students. Last year, the initial cohort was 2 students. They are doing quite well. The two faculty mentors this year are Mike Valentine and Oriel Siu, and the students have taken to them. We have modeled Access Scholars off of Posse, a national program that we will now partner with. Students who participate in Access Programs have done well in terms of graduation rates (90% in four years) and in increased rates of going to college.

Benitez mentioned that he is now searching for faculty mentors for the next several years. Students will visit in the summer for writing workshops and to get used to the campus community. Then, when they come for the year, the program does 3 things: 1) Meet full financial need. Students do not take any unsubsidized loans. They get grants instead.

2) Students get faculty mentors, beyond their academic advisors. 3) The students get some social support and leadership opportunities on campus, including events for the Access Cohort students to build community.

Questions –

1. Megan Gessel – Do faculty who help in the summer also help during the whole year?

Michael Benitez – They can, but they don't have to.

2. Peter Wimberger – Is “full need” FAFSA-determined need?

Michael Benitez – Yes.

VI. Alisa Kessel requested a suspension of the rules of order in order to propose a *Faculty Bylaws* change regarding who presides at full faculty meetings. Any proposed changes to the faculty bylaws require a first and second reading.

Moved: To suspend the rules to allow the first reading of a motion for a change to the *Faculty Bylaws*. This motion was seconded and passed unanimously.

The motion for a change to the *Faculty Bylaws* was passed out in hard copy and appears in these minutes as Appendix D. (See notes from later in the meeting for further discussion of the motion to change the faculty bylaws.)

V. Faculty Compensation Task Force update

Lynette Claire took the floor to give the FCTF final report to the faculty.

She presented a series of slides summarizing the work of the FCTF and the results of their work. The slides are shown in Appendix E.

Questions –

1. Bill Beardsley – Can you say a bit more about the retirement policies and evaluation procedures and policies?

Lynette Claire – Those were items we postponed and didn't take up but acknowledge that they impact compensation. For example, how people are advanced to full professor impacts the costs of faculty salaries. The current benefits package and retirement benefits are also a compensation-related cost, and both early retirement and retirement benefits affect how much the university spends on faculty compensation.

2. Jonathan Stockdale asked about the board of trustees' response and questions they had about the report.

Kris Bartanen – The board had the full report, and there is a report about the board meeting on Soundnet. The FCTF report was discussed in the Academic and Student Affairs Committee (ASAC) and reported out by the ASAC Chair. Board members had a lot of questions about the peer group that the task force had identified, questions related to peer group versus Northwest Five, and so forth. Most of their questions were related to clarification and trying to gain understanding. There were no objections to the report. The board expressed appreciation for the FCTF's work. It helps us move forward.

3. David Sousa – Kris mentions Ron's response to the FCTF. I read from Ron's response. The fourth paragraph talked about significant changes in order to save money on compensation. At some future time we might be able to ask President Thomas to explain what kinds of changes he is talking about.

Kris Bartanen – Some of the key pressures have to do with enrollment. The size of our enrollment pool is shrinking, families are price sensitive and debt averse, and the nature of the population is changing. A high-cost institution like ours is challenged by these changes. How can we temper our rate of tuition increase? From the Budget Task Force report, the tuition increase is 3.5% for next year, but that's the lowest it's been in 40+ years. The underlying source of the President's comments, I think, is that set of challenges.

Thanks to the Faculty Compensation Task Force were expressed with applause.

VII. International Education Committee (IEC) - update and a motion

Mike Spivey, Peter Wimberger, Gareth Barkin, and Eric Orlin took the floor representing the IEC. They gave a slide presentation, which is attached here in Appendix F. Their goal was to educate the faculty on current issues related to study abroad, and they had a resolution to propose.

They first highlighted the steep decline in semester study-abroad participation over the past 8 years. One of the issues they mentioned was that the IEC has been very aware of the extra costs that both students and the university face in order for students to study abroad. They have been thinking about ways to expand the number of students who participate in long-term study abroad while maintaining the costs to the university (or keeping them low).

The IEC group presented data demonstrating that conventional study abroad rates at the University have been in a steep decline for the past six years. This decline appears to be mitigated by increased in short-term, faculty led programs. They explained that, although short-term study abroad opportunities enhance the university's curriculum, short-term programs are in many ways not comparable to conventional, long-term study abroad experiences.

They talked about the Study Abroad Initiatives Grant, available through Roy Robinson's office (Director of International Programs), to help develop a new faculty-led program or get ideas for a new study-abroad program. There is up to \$5000 available per proposal. The form is in the Faculty Professional Development Document, and for Southeast Asia, there are funds available from the Luce LIASE grant. They also discussed the possibility of developing exchange programs with foreign institutions, which are revenue-neutral and might also increase the number of international students on our own campus.

Peter Wimberger described the history of financial aid policy for study abroad. Students are unable to take institutional aid above FAFSA-determined need on study abroad. He summarized an Office of International Programs survey targeted at students who had expressed an interest in study abroad and then did not go. The two primary reasons for not going were satisfying major requirements and financial considerations, often specifically mentioning the inability to take aid above need. The study abroad financial aid policy applies to students on the Pacific Rim program, which is wholly a Puget Sound program.

Wimberger moved that the faculty pass the following resolution.

Resolution: The Faculty recommend to the Cabinet and the Board of Trustees that Puget Sound students participating in the Pacific Rim program be allowed to take their full financial aid package with them during their year studying in Asia.

The motion was seconded (Orlin).

Discussion –

1. Nick Kontogeorgopoulos – What about the Southwest semester? Can students take their full aid with them?

Kris Bartanen - The Southwest Semester was run as a pilot program for the first time this fall. Students paid tuition, room and board and an additional fee. Those students took their full financial aid. It's a different model and may not be sustainable, but we wanted to try it.

2. Jennifer Utrata – I have a question about short-term study abroad. You mentioned that it is accessible to more students. It seems to me that short-term programs are more accessible to wealthier students. I have concerns about the growth of those.

Gareth Barkin – It's more accessible for students in terms of fitting it into their study plan, not necessarily financially. The university has also sometimes subsidized some of the short-term study abroad programs.

Peter Wimberger – The faculty-led programs have also been largely subsidized with grants, etc. Students who have to work in the summer will, of course, find it harder to go abroad then.

3. David Sousa – It seems like your resolution is fairly weak for what seems like a big problem. Can you tell me why your resolution is so narrow?

Peter Wimberger – You are absolutely right. We just thought that this is an obvious place where the policy should not be applied. It would at least help the Pacific Rim program. The other question about study abroad funding as a whole is a bigger question.

Eric Orlin – One solution that the IEC is investigating is trying to develop more faculty-led semester study abroad programs. We agree that this is a larger problem.

David Sousa – Are students aware of the pattern, that they can't use their financial aid?

Eric Orlin- Some probably are, but some clearly aren't. On the survey, some of the students talk about being surprised and disappointed that they couldn't take their merit aid.

Gareth Barkin – We discussed this resolution on the Asian Studies committee, and many faculty members have stories about students who wanted to go abroad but couldn't because of the policy about merit aid.

4. Pierre Ly – What was the original rationale for preventing merit aid from being used for study abroad?

Kris Bartanen – In three consecutive years, the Budget Task Force allocated \$1 million to meet the cost of increasing study abroad program costs. We had two systems, “partners” and “approved”. More programs were getting categorized as “partner” programs. For the “approved” programs, students did not pay Puget Sound tuition that semester, resulting in negative tuition revenue. In the “Partner” programs, students paid Puget Sound tuition and transported their aid from UPS; Puget Sound paid the program fees to third-party providers, also resulting in negative tuition revenue. So, there was a working group that tried to address this financial problem. Ultimately, the recommendation was to allow students to take all of their financial aid that meets need, but not merit aid above need. The principle underlying this decision was that students with lower means not be in a position of subsidizing those who have the means to study abroad. It would be great if there were a better alternative, but at the moment it's the plan we have based on the affordability. We also do not have a sustainable model for the array of faculty-led pilot and grant-funded programs. We need to keep thinking about a sustainable model for study abroad programs and their affordability for the students and for the university.

5. Ben Lewin – Do our peers have a similar policy in place, or do they have different models?

Peter Wimberger – We have looked at different schools, but we haven't found another model like this one. There are a lot fewer students who apply to go now relative to the budget.

Eric Orlin – At Lewis and Clark, there's a tuition difference of \$3,000-4,000 for study abroad versus on campus, but students can take their aid.

Kris Bartanen – At my son's school, the policy set a number, like "no aid above \$14,000".

Doug Cannon – I am reluctant to vote for the resolution partly because of David Sousa's remarks. We generally don't speak to financial aid policy as the faculty. It feels like a little thing to me, and there are larger considerations, but this resolution doesn't speak to them.

6. Alisa Kessel – Is the Pac Rim issue a loophole in the policy, or is there a good reason why Pacific Rim students can't take their merit aid?

Peter Wimberger – All study abroad programs fall within the policy.

Alisa – If it's not a loophole, why is it different?

Gareth Barkin – I think that's why we brought this, even though it seems like a small piece.

People on the IEC have been trying to increase study abroad enrollments and push back against the policy. For the Pacific Rim program, students pay a huge extra fee for the airfare, in addition to full tuition and full room and board. As a program, Pacific Rim is unique.

7. Kris Bartanen – If this passed today and was implemented tomorrow, would you have a whole new application process for the next Pacific Rim group?

Peter Wimberger – It's too late to do that.

8. Renee Houston asked about faculty leadership of the Pacific Rim program.

Gareth Barkin – Previously, there was a director for the program who did it for about 20 years. Now members of the regular faculty do it. We are theoretically replaced on campus, and we are still teaching Puget Sound students while we lead the program. There's a full-time administrative director, too.

9. Ariela Tubert – Do we still have "approved" programs?

Peter Wimberger – No.

Ariela – So, we should have increased revenue there.

Martin Jackson presented approximate numbers from some modeling that Roy Robinson has been doing. He said that next spring, the average cost Puget Sound will pay to study abroad programs is about \$15,500 for one student for one semester, not including room and board.

That's more than the amount the average student pays in tuition, once our discount rate is taken into account. So, it's a losing business. (The fees are different for different programs and range from \$8000 up to \$22,000.)

10. Diane Kelley – I am all for supporting the resolution for ideological reasons, but I'm sure that the powers that be will examine the financial issues.

11. Peter Wimberger – The key is that a financial issue here is affecting academic issues. So, speaking to Doug Cannon's point, it has an academic impact.

12. Nancy Bristow – For an individual student, going versus not going is a big deal. I'm in favor of the resolution for that reason.

Bill Haltom moved to call the question, and the motion passed.

The motion passed, with two No votes.

VIII. Continued discussion of motion to change the *Faculty Bylaws* (Appendix D)

Alisa Kessel – I would welcome a conversation about the motion to change the bylaws.

Suzanne Holland – I have long thought it structurally odd that the President runs the faculty meetings. This change makes better structural sense to me.

Jennifer Utrata – Alisa, can you talk about your knowledge of best practices at other places and faculty governance. What do other people do?

Alisa Kessel – In the past, a survey that the Faculty Senate did regarding faculty meeting attendance mentioned the attendance of administrators as a reason that faculty members hesitated to attend. The AAUP recommends that an elected faculty member preside over the meetings. We have depended on the good will of the President and Dean to run the meetings fairly. I think shared governance might be at risk in these days. We should have some conversations about what shared governance needs to be. How are we going to operate as a faculty in the difficult times ahead? She mentioned that she hadn't researched what other places do, and she commented that she welcomes recommended changes to the language of the motion.

Renee Houston – What about the amount of work this will create for the Faculty Senate Chair? How can that be offset?

Kessel – Maybe making different use of the three elected Faculty Senate officers might help alleviate the work load.

Greta Austin – Would you also propose changes to the Faculty Senate structure?

Kessel – No.

Suzanne Holland – What is the process to change the bylaws?

Kris Bartanen – It takes a $\frac{3}{4}$ vote of the faculty, then it goes to the Trustees.

IX. Adjournment. Moved and seconded. 5:25 p.m..

Appendix A – Attendance record

Attending

Greta Austin
Gareth Barkin
Kris Bartanen
Bernie Bates
Bill Beardsley
Bill Breitenbach
Nancy Bristow
Dan Burgard
Alva Butcher
Doug Cannon
Julie Christoph
Lynnette Claire
Alyce DeMarais
Lisa Ferrari
Amy Fisher
Lea Fortmann
Sara Freeman
Megan Gessel
Jeff Grinstead
Bill Haltom
John Hanson
Jennifer Hastings
Suzanne Holland
Renee Houston
Martin Jackson
Diane Kelley
Alisa Kessel
Nick Kontogeorgopoulos
Kriszta Kotsis
Laura Krughoff
John Lear
Ben Lewin
Sam Liao
Pierre Ly
Tiffany MacBain

Janet Marcavage
Eric Orlin
Siddharth Ramakrishnan
Adam Smith
David Sousa
Amy Spivey
Mike Spivey
Jonathan Stockdale
Ariela Tubert
Jennifer Utrata
Keith Ward
Stacey Weiss
Carolyn Weisz
Linda Williams
Peter Wimberger

Guests

Michael Benitez
Ellen Peters
Brad Tomhave

Appendix B – Report from the Academic Vice President

March 1, 2016

TO: Faculty Colleagues

FROM: Kris Bartanen

RE: Report to the March 8 Faculty Meeting

Faculty Compensation Task Force Report: The Academic and Student Affairs Committee (ASAC) of the Board of Trustees reviewed and discussed the FCTF report at its February 26 meeting. Trustees asked whether the report addressed the concerns which gave rise to it. I said that the report was responsive to the charges from President Thomas; that concern about executive compensation relative to faculty is the purview of the Compensation Committee of the Board, but was the focus of the guiding principle in the Faculty Compensation Philosophy that articulated the value of “sharing both sacrifices and successes fairly”; and that the long-voiced concern about lack of a goal for faculty compensation was addressed by the articulated goal to “attain and sustain the 50th percentile geographically adjusted salary of the peer group.” Trustees had several questions about the fifty school compensation peer group, relative to overall AAUP ranking among baccalaureate IIB schools, the institutional peer group of twenty schools, and the Northwest Five Colleges schools. I explained that the NW5C sit within the institution 20, which sit within the 50, which sits within the larger set of baccalaureate schools.

Faculty Medical, Parental, and Disability Leave Policies: The ASAC approved the policy revisions as presented. The complete policy document and application form are now posted at <http://www.pugetsound.edu/about/offices-services/human-resources/policies/faculty-policies/faculty-medical-leave-and-disability-policies/>. My thanks go to Stacey Weiss, Gwynne Brown, Kena Fox-Dobbs, Renee Houston, Brett Rogers, Ariela Tubert, Katie Holmes, Cindy Matern, and Kenni Simons who all helped to bring this project to completion. The proposed changes regarding one-year waiting period and paid parental leave will need to be considered by the next Benefits Task Force.

Professional Growth and Advancement: Trustees continue to voice concern about uneven standards for professional growth across Puget Sound departments and programs, with some expecting publication (or artistic equivalent) and others not. I said that the ongoing conversation about the criteria for promotion to Professor offers an important venue for further faculty consideration of this topic. Trustees also asked about the proportion of tenured faculty, how that proportion had changed over the past decade, and how it is possible to adjust to enrollment demands with a highly tenured faculty.

Searches: A second tenure-line hire has been complete for 2016-17; Courtney Thatcher, currently in her second year as a visiting faculty member in Mathematics, will join the tenure-line faculty in the Fall. The Economics Department will re-open their tenure-line search next summer; the Exercise Science search is at finalist stage, as is the clinical-line search in Occupational Therapy.

Summer Internship Immersion Program: 49 applications were completed for 14 available slots in the pilot program for Summer 2016 that will provide funded internship placements with area non-profits for students who could not otherwise afford to undertake an unpaid internship. Students who are not selected for the “SIIP” cohort will have opportunity to be placed independently into available internships

through CES, and all students will have had the benefit of preparation and coaching for their cover letters and resumes. Thank you to John Hickey for providing very low cost summer housing for the intern cohort and 2016 summer research award students.

Northwest Commission on Colleges and Universities: Ron Thomas and Martin Jackson are presenting Puget Sound’s work on institutional learning goals as part of the NWCCU “Demo Project” on mission fulfillment. Completion of this work, which will continue over the coming year, and presentation of our progress in workshop settings will stand in lieu of a “Year Seven” accreditation report in Spring 2017. Thank you for your significant participation in the fall focus groups that informed progress to-date.

**Faculty Senate Chair Report to the Faculty
In advance of 03/03/2016 Faculty Meeting
By Ariela Tubert**

- We have had two senate meetings since my last report. I also participated in the meeting of the Board of Trustees last week. I summarize below some of the main issues that have come up during that time.
- A large part of the February 8, 2016 faculty senate meeting was devoted to a discussion of the Professional Standards Committee's proposal for changes to the Campus Policy Prohibiting Harassment and Sexual Misconduct. After a lengthy discussion, the Senate endorsed the change to the Campus Policy Prohibiting Harassment and Sexual Misconduct Policy proposed by the PSC. For the details on the changes being recommended, please see the minutes from the senate meeting: <http://www.pugetsound.edu/files/resources/senate-2016-02-08.pdf> . I want to extend my thanks to the members of the Professional Standards Committee for their work on this issue and Jennifer Neighbors and Mark Reinitz for presenting this work to the senate.
- At the February 22, 2016 faculty senate meeting, Todd Badham and John Hickey provided an update about campus security. Members of the senate had a chance to ask various questions and provide feedback. They are currently seeking feedback throughout campus and they encouraged faculty to provide feedback to them about concerns that faculty may have.
- Also at the February 22 meeting, the senate discussed the Academic Standards Committee's work on possible changes to the course schedule so as to accommodate a common hour. After lengthy discussion, the issue was left pending and will be discussed further at the upcoming senate meeting on Monday March 7. I want to thank Suzanne Holland and the Academic Standards Committee for their thorough work on this issue.
- The last issue on the agenda on the February 22 meeting was a petition from ASUPS to the Board of Trustees about the composition of the presidential search committee. The issue was discussed briefly and left pending for our next meeting.
- On February 25 and 26, I participated on the meeting of the Board of Trustees. The Board meetings included a sustainability workshop and a workshop on divestment. Emelie Peine and I presented the resolutions approved by the senate and the faculty on the issue of divestment and provided a summary of the considerations raised during the senate and faculty meeting discussions. I received positive feedback from the members

of the Board on the senate and faculty statements. The Board is considering the issue though as far as I know, no decisions have been made.

- The Academic and Student Affairs committee of the Board approved the updated Faculty Medical Leave and Disability Policies. The updates include most items that were recommended by the ad-hoc committee of the senate that worked on reviewing the old policies over the past two years. The changes left pending to be considered during the next Benefits Task Force are the ones that are considered to be an expansion of benefits (waiving the one year employment requirement for tenure track faculty and a one semester paid parental leave.) The new policy is available through the following link: <http://www.pugetsound.edu/about/offices-services/human-resources/policies/faculty-policies/faculty-medical-leave-and-disability-policies/>
- The call for nominations for various governance positions will be going out shortly from senate secretary Pierre Ly. Among the positions open are the faculty senate chair position, various senate seats, seats of the Faculty Advancement Committee and the Faculty Salary Committee, etc. Please do not hesitate to contact me if you have questions about what the various positions entail but especially, feel free to contact me with questions about the Faculty Senate Chair position. A lot of information about the senate's work is available on the senate's website: <http://www.pugetsound.edu/gateways/faculty-staff/faculty-senate/>
- As always, I welcome your questions about the faculty senate's work and suggestions for issues that you would like the senate to pursue, there are just a few meetings before the senate gets busy with end of year reports.

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 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. 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 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. ~~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.

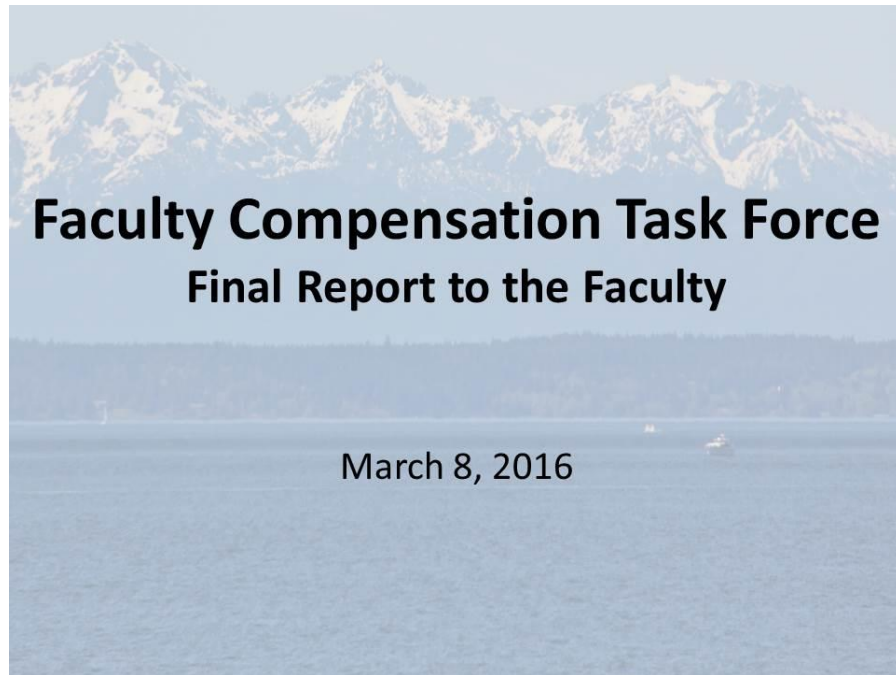
A. The Senate shall have the following officers:

a. A Chairperson (III, 1, C).

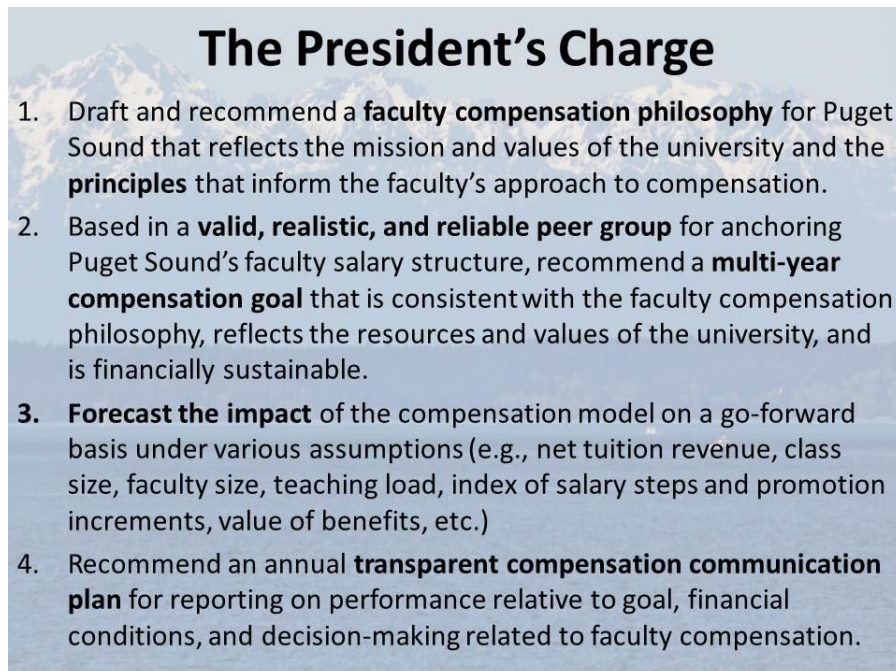
b. A Vice-Chairperson to call and preside at Senate meetings **and Faculty meetings** in the absence of the Chairperson.

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.

Appendix E – Slides and notes from presentation by the Faculty Compensation Task Force (Lynnette Claire)



Note: The Faculty Compensation Task Force (FCTF) worked on creating a faculty compensation philosophy from September 2014 to December 2015



Note: This is the president's charge to our task force. Please note that we are charged with making a **recommendation** to the president. We are **not** a decision-making group.

Faculty Compensation Task Force (FCTF) Membership

- Faculty – 10
- Administration - 2
- Trustee – 1

- Supporting Faculty & Staff - 3

- Facilitated by Frank Casagrande, Casagrande Consulting

Note: Our group includes faculty, administration, staff and a trustee.

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

Note: As you can see, the task force was created to reflect a wide range of disciplines and ranks from within the university. Half the members (*) are the members of the elected Faculty Salary Committee (FSC).

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

Note: The other members of the FCTF represent the Cabinet and the board of trustees. We also benefit from the inclusion of supporting members.

Grounding for Decisions

- Diversity of perspectives
- Faculty Salary Committee survey
- Reading and learning modules
- Faculty feedback
 - 2 faculty meetings
 - 1 faculty senate meeting
 - 2 open forums
 - individual, confidential conversations

Note: As you saw from the FCTF membership, we have a wide diversity of perspectives on the FCTF. This diversity has helped us feel more confident that we are moving in the right direction in our work.

In the fall of 2013, the FSC surveyed the faculty. The results of the survey (n=169) have helped inform our conversations. For instance, there was strong support for continuing the use of a

faculty salary scale (76% of faculty supported the scale at a rating of 7-9 on a 1-9 scale where 1 was strongly disagree and 9 was strongly agree).

The FCTF has met 11 times since October 2014. Each meeting has required preparation and has lasted 5 hours. Our first four meetings were devoted entirely to learning about issues that affect compensation:

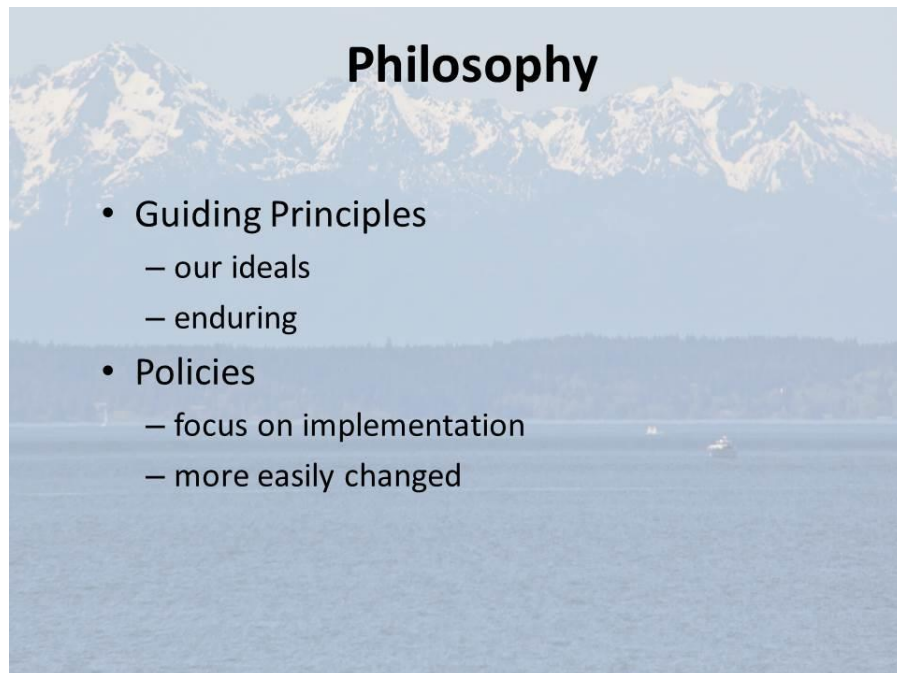
October 2014 - Diagnostic & Case Study

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 grounded our decisions in current practice, but have considered alternate practices. Our extensive learning modules have helped us consider alternate ways of thinking about compensation. Our discussions have been authentic and respectful. We think we are making good decisions for our recommendations. Now, we are seeking input from faculty to ensure that our thinking is representative of the faculty as a whole.



Note: There are two significant parts to the philosophy.

- Principles are our philosophical ideals.
- Policies are how we enact the ideals: how we make decisions, what our goals are for faculty compensation, etc.



Compensation Goal

Increase Puget Sound faculty salaries to attain and sustain the 50th percentile geographically-adjusted salary of the proposed set of faculty salary comparison institutions for assistant, associate, and full professors.

5 to 10 years to accomplish

Notes: None.



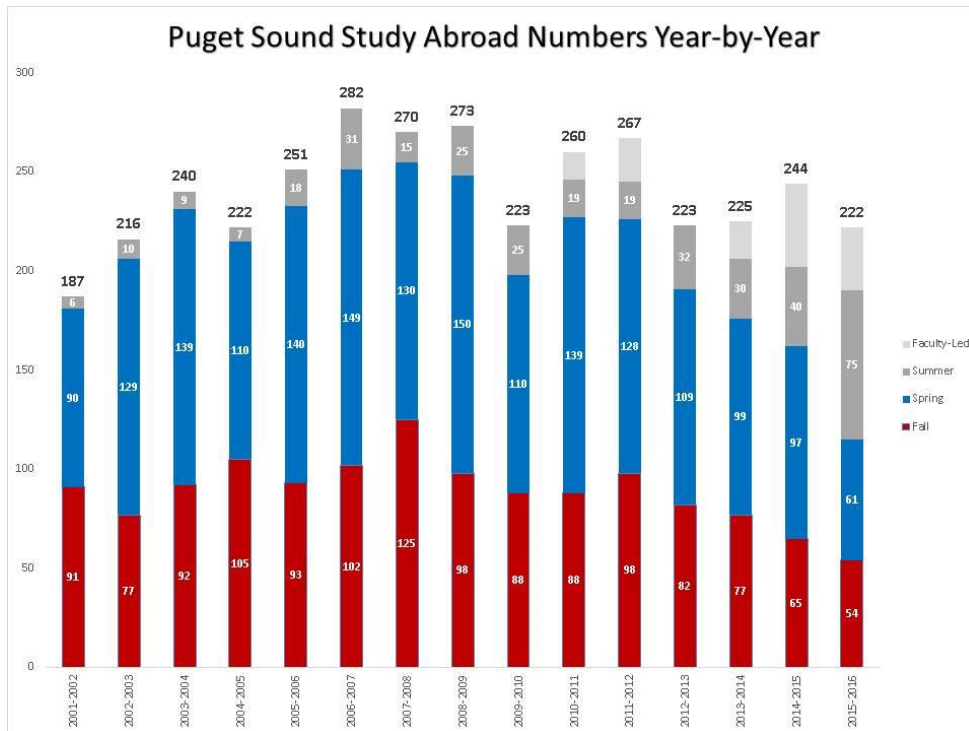
Issues to Consider in the Future

- Change the scale index
- Change clinical faculty scale to tenure scale
- Connect compensation philosophies across campus
- Examine retirement policies
- Examine evaluation standards and practices
- Consider changes to faculty teaching load

Notes: None.

IEC Report on Study Abroad at Puget Sound

Notes: None.



Notes: None.

Some Benefits of Study Abroad¹

- Students show improved academic performance after returning to their home campuses.
- Students have higher graduation rates.
- Students have improved knowledge of cultural practices and context compared to students in control groups.
- Studying abroad helps, rather than hinders, academic performance of at-risk students.

¹ Source: Elizabeth Redden, "Academic Outcomes of Study Abroad," *Inside Higher Ed*, July 13, 2010. Based on research from the 10-year GLOSSARI project at the University of Georgia.

Notes: None.

Long-Term vs. Short-Term

- Short-term programs key benefits¹:
 - Accessibility to more students
 - More ‘budget neutral’ for universities, generally
 - Home institution faculty and integration into broader curriculum
- Concerns with categorizing short-term with long-term study abroad²:
 - Much more variable than long-term programs
 - Recent literature questions effectiveness, reduction of ethnocentrism, local engagement, etc.
 - Poor results for learning objectives like language acquisition and intercultural competence

¹ Bellamy and Weinberg 2006; Chieffo and Griffiths 2004; DeLoach et al. 2003
² Kinginger (2010), Lemmons (2013, 2015), and Ramirez (2013)

Notes:

Bellamy, Carol, and Adam Weinberg

2006 Creating Global Citizens through Study Abroad. *Connection: The Journal of the New England Board of Higher Education* 21(2):20-21.

Chieffo, L., and L. Griffiths

2004a Large-Scale Assessment of Student Attitudes After a Short-Term Study Abroad Program. *Frontiers: The Interdisciplinary Journal of Study Abroad* 10:165-177.

DeLoach, Stephen, Leila Saliba, Victoria Smith, and Thomas Tiemann

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Kinginger, Celeste

2010 American Students Abroad: Negotiation of Difference? *Language Teaching* 43(02):216-227.

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2015 Short-Term Study Abroad: Culture and the Path of Least Resistance. *Journal of Geography in Higher Education*:1-11.

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2013 SHORT-TERM STUDY ABROAD PROGRAMS: WHERE THEY CAME FROM, HOW THEY WORK, AND WHY THEY OFTEN DON'T. Ph.D. dissertation, Texas A&M University.

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2013 Learning Abroad Or just Going Abroad? *International Education in Opposite Sides of the Border. The Qualitative Report* 18(31):1-11.

New Study Abroad Initiatives

- Faculty-Led Programs
 - Semester or Academic Year Abroad
 - Course on campus followed by trip abroad
 - Alliances with other institutions
- Exchange Programs
 - Students enroll directly in partner institution
 - Foreign students also enroll at Puget Sound
 - Relationships can create new projects

Notes: None.

Study Abroad Initiatives Grant

- Site Visits - to assess the viability of a program location, organization or institution
- Program Shadowing – to accompany a faculty member currently leading a program abroad
- Faculty Visits – to meet with colleagues at other institutions to discuss new & collaborative program ideas
- Up to \$5,000 available per proposal
- Luce LIASE grant – funds available for SE Asia

Notes: None.

Study Abroad Student Financial Aid

- All SA students pay UPS tuition (and usually some board)
- SA students can take aid up to FAFSA determined need on study abroad
- Policy implemented 2009
- Previous policy distinguished partner and approved programs. Students on partner programs received full aid package. Students on approved programs paid program directly and received no institutional aid.

Notes: None.

Study Abroad Survey

- The two leading causes of students interested in SA, but not going were:

Not able to apply enough financial aid to SA

31% strongly agree

18% agree

Falling behind in degree requirements

22% strongly agree

28% agree

Notes: None.

Pacific Rim Program

- Pacific Rim is a flagship Puget Sound program – Puget Sound students, Puget Sound faculty, tuition and fees charged by Puget Sound and credits awarded by Puget Sound
- PacRim serves students from across the university; Asian Studies students are a minority of participants
- PacRim students are subject to study abroad financial aid policy because the program is an international program, thus Pac Rim students cannot take their full aid package if it is above FAFSA need

Notes: None.

RESOLUTION

The Faculty recommend to the Cabinet and the Board of Trustees that Puget Sound students participating in the Pacific Rim program be allowed to take their full financial aid package with them during their year studying in Asia.

Notes: Eric presents the resolution.