



# FACULTY ASSEMBLY

UNIVERSITY of WASHINGTON | TACOMA

## FACULTY ASSEMBLY QUARTERLY MEETING

Monday, September 22, 2014

William Philip Hall

### AGENDA

- 9:00-9:10      Gathering & Welcome – Faculty Assembly Chair, Nita McKinley
- 9:10 – 9:45      Expectations, Vision, and Agenda for this academic year – Nita McKinley
- 9:45-10:45      Report from Interim Chancellor, Kenyon Chan, and Vice Chancellor of Academic Affairs, Bill Kunz
- 10:45 - 12:00    An exercise to discuss Faculty Work/Life Priorities– Turan Kayaoglu and Nicole Blair
- 12:00-1:00      Lunch to welcome new faculty with great thanks to Interim Chancellor Kenyon Chan

### Additional Resources

The following presentations and resources will be available at side tables at 12:45.

#### ***Cindy Schaarschmidt, Director, Student Fellowships & Awards***

*The Office of Student Fellowships & Awards (OSFA) supports UW Tacoma students in their applications for competitive institutional, national, and international fellowships. In collaboration with campus partners, the Office raises awareness of fellowship opportunities, helps students develop the skills, and personal insights necessary to pursue scholarships, and provides assistance throughout the application process.*

#### ***Joseph Franco, Development Officer, Advancement***

*My work is geared toward fundraising efforts for the university. One of my primary focuses here is to spread the word about a new fundraising tool for faculty and students called USEED. USEED is a crowdfunding tool much like kickstarter.com and indiegogo however it is the only crowdfunding solution exclusively dedicated to the needs of higher education.*

*Crowdfunding is a new form of digital grassroots fundraising; a collective effort of individuals pitch their project, program cause or idea online to win the financial support of their personal networks, social networks and also the general public. We're hoping to be able to give faculty another form of raising funds for their research projects and spreading awareness of this new tool.*

### Upcoming Faculty Assembly Meetings

**Winter:** Friday, January 23, 1:00-3:00 pm

**Spring:** Friday, April 17, 1:00-3:00 pm

# Welcome to 2014-15!

Faculty Assembly  
Nita McKinley, FA Chair



# Faculty Assembly & Shared Governance

*Mission: Faculty Assembly engages in shared governance with a spirit of mutual respect and partnership.*

# Faculty Assembly & Shared Governance

Set admission and graduation standards

Create courses and degree programs

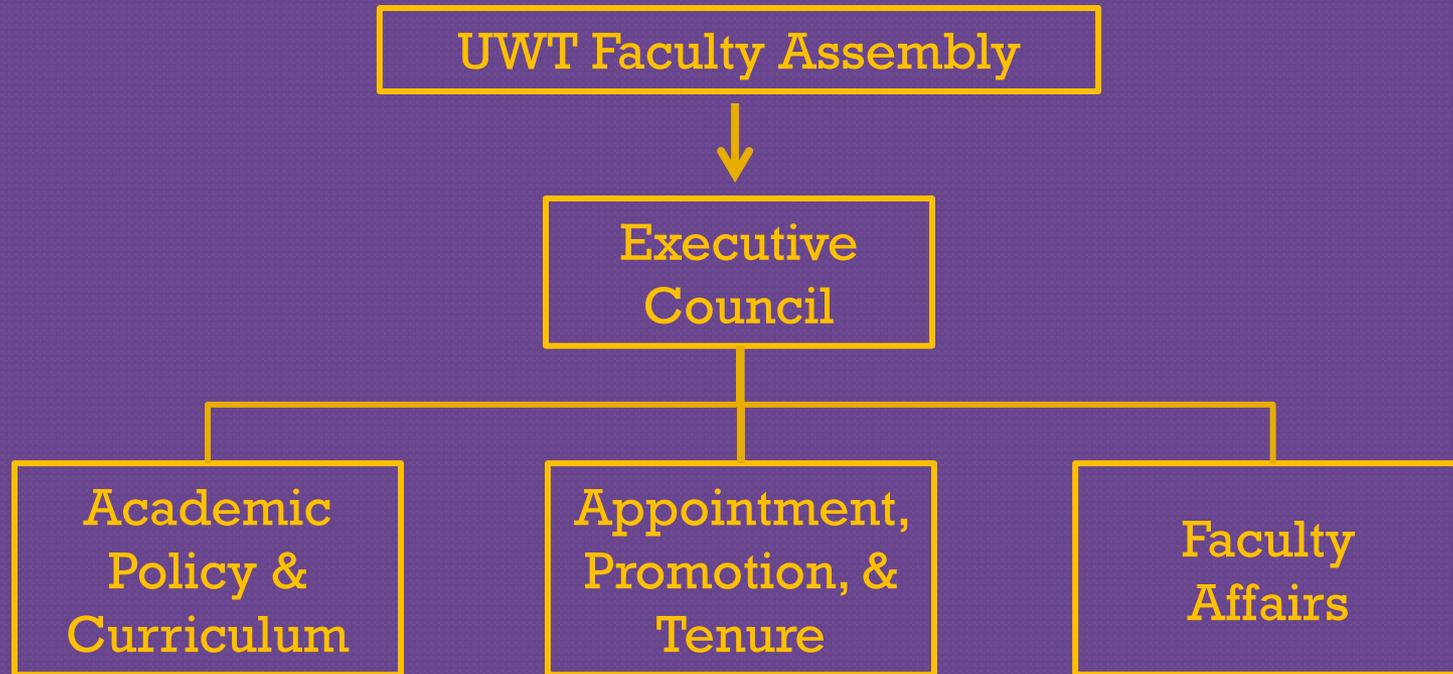
Establish criteria for faculty appointment, tenure, and promotion

Advise Chancellor on budget and policies to achieve academic goals

Communicate faculty interests, positions, and decisions with administrators

Convey administrative decisions, policies, and priorities to faculty

# Faculty Assembly & Shared Governance



Administrative Coordinator:

Mary A. Smith

# Executive Council

## BUSINESS

Zhiyan Cao  
Sergio Davalos

## NURSING

Denise Drevdahl

## EDUCATION

Julia Aguirre

## SOCIAL WORK

Michelle Garner

## IT

Charles Costarella  
Orlando Biaocchi

## URBAN STUDIES

Matt Kelley

## IAS

Kelly Forrest  
Janie Miller  
Amos Nascimento  
Haley Skipper  
Huatong Sun

# Executive Council

Chair                      Nita McKinley

Vice Chair                Marcie Lazzari

Past Chair                Jill Purdy

APCC Chair                TBD

APT Chair                TBD

FA Chair                 Anne Wessells

Ex-officio Members

Kenyon Chan, Interim Chancellor  
Bill Kunz, Interim VCAA

# Accomplishments

Bylaws for most units

Lecturer Promotion Guidelines

Admissions Taskforce

Academic misconduct reports

COACHE Taskforce

# Accomplishments



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UW Faculty Senate

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## FACULTY ASSEMBLY

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Executive Council

UWTacoma Committees

Academic Policy and Curriculum Committee

Appointment, Promotion and Tenure

Faculty Affairs Committee

Lecturer Affairs

UW Faculty Senate

Councils and Committees

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Faculty Assembly · Academic Excellence

## Academic Excellence

### 2013-2014 Faculty Leadership Teams



### 2012-2013 Campus Fellows



Writing



Online Learning



Quantitative Literacy

## Goals for 2014-15

Establish Admissions Committee

Review APCC Committee charge and explore options

Empanel one or two Campus Fellows groups

Diversity & Equity in an Urban-Serving Context

Teaching Evaluations

Finalize and vote on Lecturer Promotion Guidelines

Work on priorities established by faculty workgroups, including the COACHE workgroup

## Goals for 2014-15

Increase awareness of FA work and FA buy in

Improve communications between EC and programs

Encourage faculty governance leadership

## What you can do...

Share with your colleagues why FA is important to you

Communicate with your EC Rep

Contact Nita and Marcie with concerns

Send Nita your ideas to increase awareness and buy in to faculty governance



The Collaborative on Academic Careers in Higher Education  
*at the Harvard Graduate School of Education*

# COACHE Fellows

[Sam Chung, Nicole Blair, Turan Kayaoglu]

*Faculty Satisfaction at UWT*

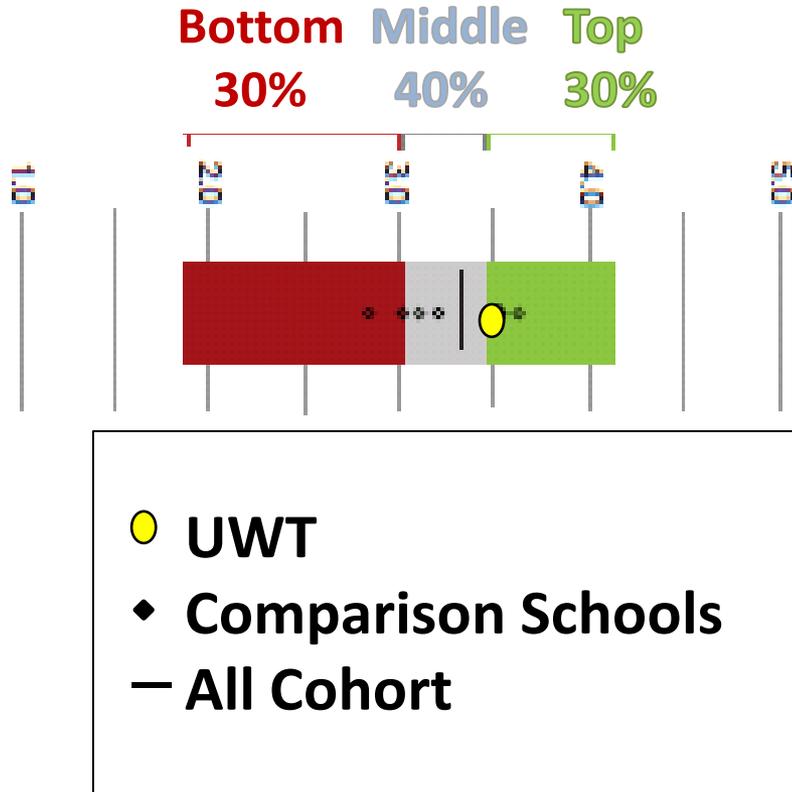
Final Report to Faculty Assembly

September 22, 2014

# COACHE

- Collaborative on Academic Careers in Higher Education
- Survey conducted at the Harvard Graduate School of Education
- Data collected Autumn 2012 from full time faculty with at least one year of work experience at UWT
- Summary scores shared with other participating schools for comparison

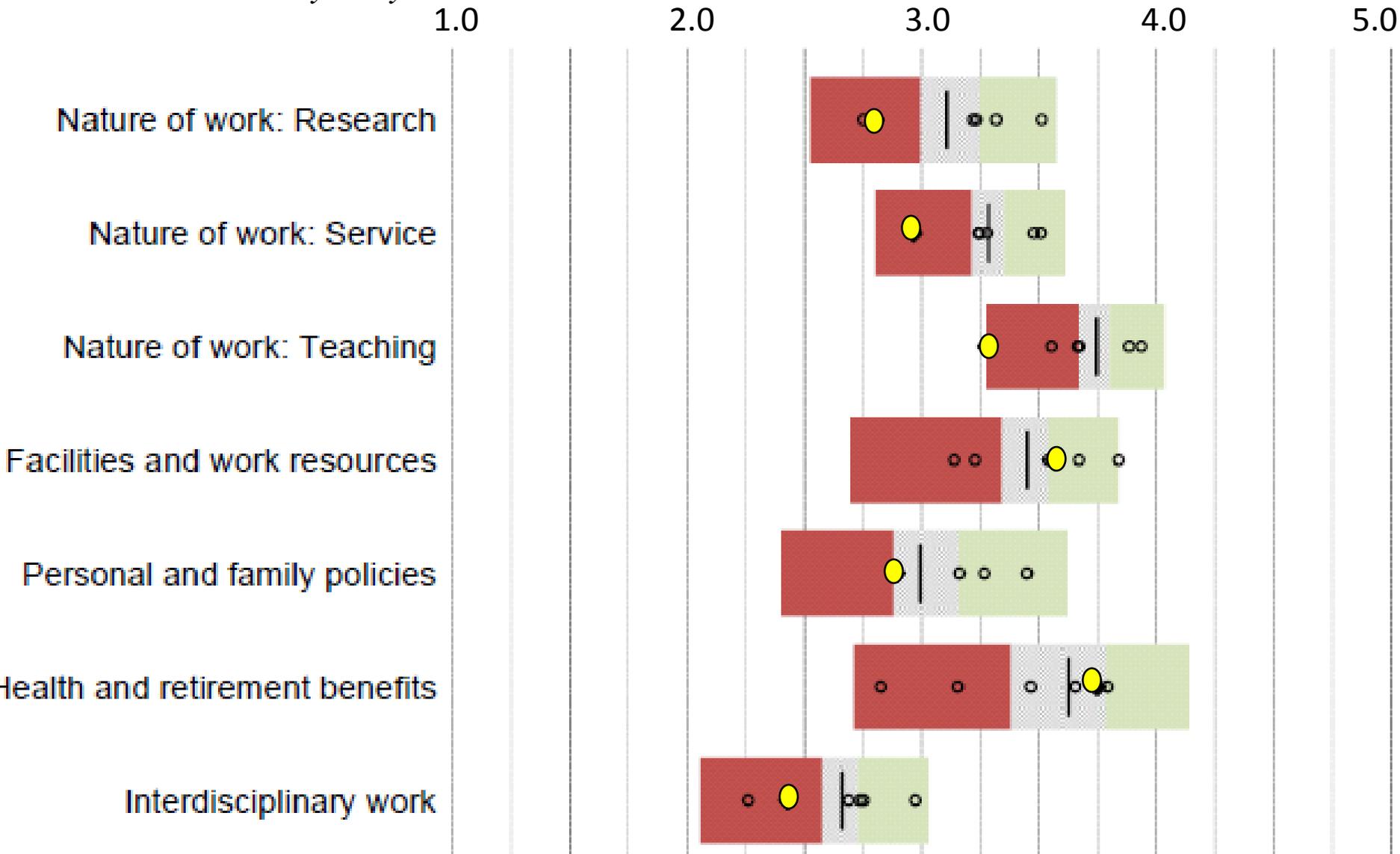
# Cohort Comparison



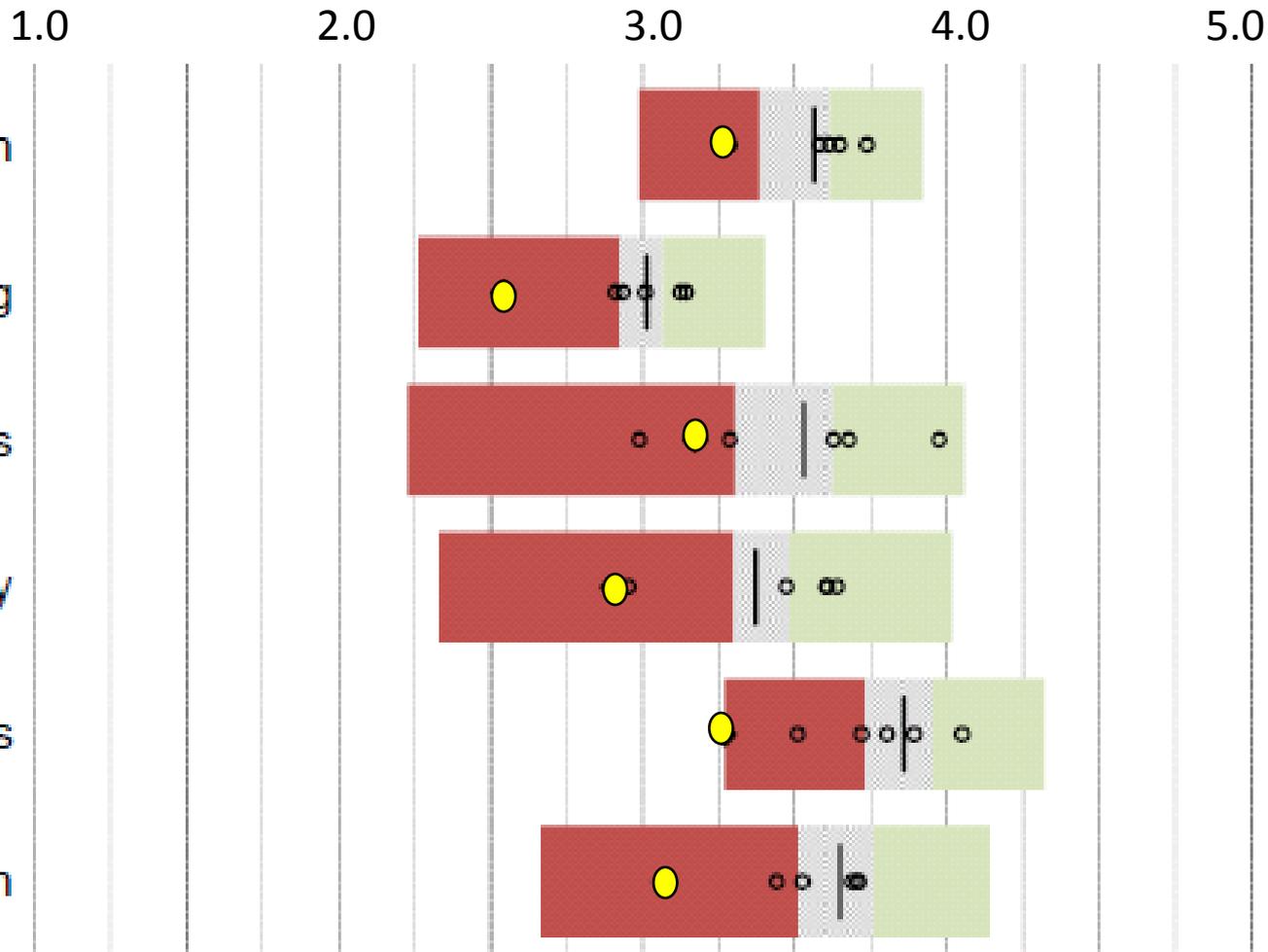
Total Cohort Size:  
77 university institutions

Comparison Institutions  
North Carolina Central U  
SUNY - Buffalo  
U of Massachusetts – Lowell  
U of North Carolina – Greensboro  
U of St. Thomas (MN)

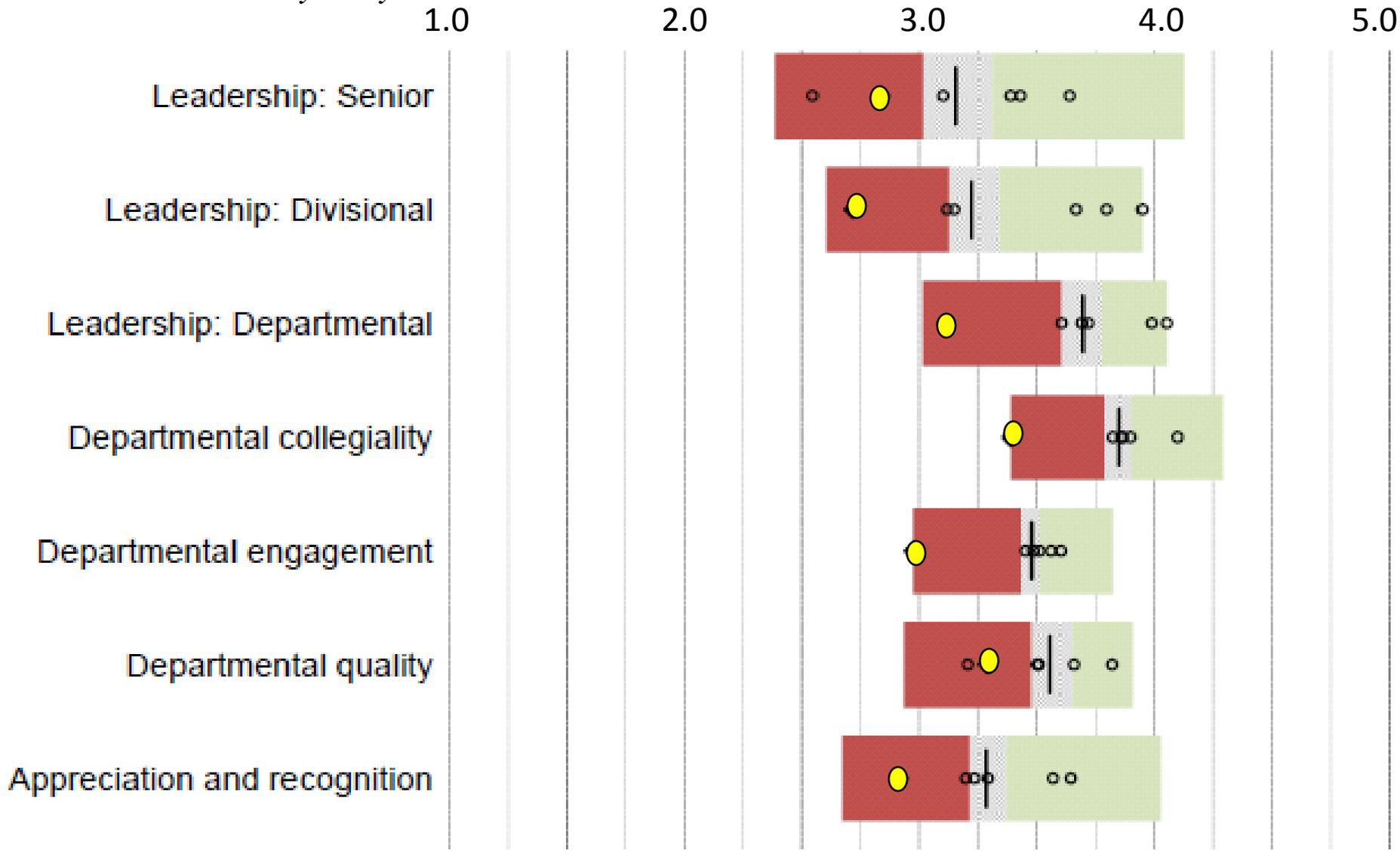
Tenure Stream Faculty Only



Tenure Stream Faculty Only



Tenure Stream Faculty Only



# Worst Aspects of Working at UWT (ranked)

- Teaching load
- Salary
- Quality of leadership
- Support of research/creative work
- Too much service

# Best Aspects of Working at UWT (ranked)

- Location
- Academic Freedom
- Quality of colleagues
- Sense of “fit” here

# Our Charge

- “A prioritization of the areas for improvement” [**Prioritization**]
- “A suggested action plan for making improvements in the highest priority areas” [**Action Plan**]
- “A Proposed timetable for the action plan” [**Timetable**]

# Core values and Criteria for Prioritization (unranked)

- Teaching excellence
- Research productivity
- Transparency and accountability
- Equity and diversity
- Collegiality and respect
- Community outreach
- Interdisciplinary work and value of collaboration
- Effective and stable leadership

Also...

- Compatibility with the COACHE survey results:
- Practicability and feasibility:
- Synergy between different items

# High Priority Areas to improve Faculty Satisfaction at UWT (unranked)

- Leadership quality (Departmental and Senior)
- Nature of work (Research, Teaching, Service)
- Tenure and promotion
- Mentoring
- Departmental engagement
- Appreciation and recognition
- Interdisciplinary work

# Tenure and Promotion

- Why do we think this should be prioritized(invoking core values and criteria)
- What does COACHE Survey Tell
- Best Practices
  - UW Tacoma?
  - UW System?
  - Other Universities?

# Report

- Draft “How to Improve Faculty Job Satisfaction at UW Tacoma” submitted to FA, (end of July)
- Under shared drive (FA/COACHE)

# So What?

- Learning about our institutions  
[we're not crazy]
- Faculty Empowering  
[Legitimacy at the leadership level]
- Some action items are likely to implemented
- UWT is likely to re-administer the survey in future

- Questions

**Faculty Assembly Quarterly Meeting Notes**  
**Monday, September 22, 2014**      **William Philip Hall**

*60 faculty members were present.*

## **1. Welcome & Greeting**

### **A. Overview of Shared Governance**

Faculty Assembly Chair, Nita McKinley, gave spoke about the mission and the ramifications in which the faculty hold control on campus:

- Set admission and graduation standards
- Create courses and degree programs
- Establish criteria for faculty appointment, tenure, and promotion
- Advise Chancellor on budget and policies to achieve academic goals
- Communicate faculty interests, positions, and decisions with administrators
- Convey administrative decisions, policies, and priorities to faculty

Nita introduced Marcie Lazzari, Vice Chair; Mary A. Smith, Administrative Coordinator; Jill Purdy, Past Chair; and Anne Wessells, Chair of the Committee on Faculty Affairs.

Nita spoke of Executive Council and each unit's representatives.

### **B. Accomplishments of the Faculty Assembly during the Previous Two Years**

Nita celebrated the work of Jill Purdy, Katie Baird, and other past Chairs of Faculty Assembly:

- Bylaws for most units
- Lecturer Promotion Guidelines – document that outlines the procedures in which lecturers seek promotion - which were created with a huge effort from Lecturer Affairs. Nita mentioned Libi Sundermann, Lecturer in IAS, as a great influence in this group and their work. There are more steps for this document, but is progressing. Faculty will vote on it as a major change in the handbook.
- Admissions Taskforce met last year with Karl Smith, Associate Vice Chancellor and Chief Officer for Admissions, to create a standard of how campus proceeds through holistic review. She mentioned the importance for faculty involvement and admissions.
- Executive Council now receives yearly academic misconduct reports aggregated by Ed Mirecki, Dean of Student Engagement.
- The COACHE taskforce tackled the work-life satisfaction issues in review of a faculty-wide survey.
- Faculty Assembly has enhanced academic excellence through campus fellows. One accomplish is hiring Asao Inoue, Director of University Writing, because of the requests of the groups.

## **2. Expectations, Vision, and Agenda for the academic year**

### **A. Goals**

Nita McKinley spoke about some of the goals she would like the assembly to achieve this academic year:

- Establish an admissions committee

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- The academic policy and the curriculum committees were collapsed to form APCC; it getting encumbered with tasks. Nita will meet to review options with the committee.
- Empanel one or two campus fellows groups such as:
  - ❖ diversity and equity in an urban-serving context
  - ❖ teaching evaluations that embody the surveys completed by students
- Work on priorities establish by campus fellows workgroups, including the COACHE workgroup. These reports sometimes simply sit on a shelf.
- Finalize the Lecturer Promotion Guidelines in the Faculty Handbook.
- Nita hopes for an increased awareness of the Faculty Assembly work and faculty buy-in
- Investigate and improve Executive Council representatives communication with units

## **B. What Faculty Can Do**

Nita shared that faculty can:

- Share with colleagues why Faculty Assembly and its work are important to you
- Communicate with Executive Council representatives
- Contact Nita (<http://directory.tacoma.uw.edu/employee/nmmckin>) and Marcie (<http://directory.tacoma.uw.edu/employee/mlazzari>) with concerns and ideas to increase awareness and buy-in to faculty governance

## **3. Report from the Chancellor and Vice Chancellor of Academic Affairs**

Interim Chancellor, Kenyon Chan, asked the new faculty to introduce themselves. Kenyon emphasized that the faculty here, new or veteran, have inspiring histories and scholarship. Campus will be hiring new faculty in the next couple of years to grow the university.

### **A. Summer Updates**

Kenyon Chan said that summer session had strong enrollment, including the Bridge program.

Vice Chancellor of Academic Affairs, J.W. Harrington, resigned after an exhausting two years including the passing of Prior Chancellor, Debra Friedman. Bill Kunz was appointed as the Interim VCAA and Cheryl Greengrove agreed to become the Interim Dean of Interdisciplinary Arts and Sciences.

### **B. New Year**

#### **I. “Are You Ready?”**

Kenyon mentioned the “Are You Ready?” packets

([http://www.tacoma.uw.edu/uwt/sites/default/files/global/documents/safety/uwt\\_emergency\\_booklet\\_digital.pdf](http://www.tacoma.uw.edu/uwt/sites/default/files/global/documents/safety/uwt_emergency_booklet_digital.pdf)) from Campus Safety and Security. Unfortunately, campus needs to be prepared for emergency situations.

#### **II. Enrollment**

Kenyon informed the faculty that this fall, 4,500 fully enrolled students are expected. There will be 440 first-year students, 68% of them are the first in of family to attend college; there will be 870 second-year four-year transfer students; and there will be 1,310 students new to UW Tacoma. Kenyon spoke about the Pathways to Promise initiative in which local high school graduates are admitted; this year there are 120. The minimum qualification is a 2.7 GPA; the average student, in reality,

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comes with a 3.2 GPA. They fit in with the rest of the students, but they did not consider going to college without Pathways to Promise.

### III. Improvements

Kenyon said that the Prairie Line Trail will open on Thursday, September 25th. It will ease walking on campus and create some beautiful, open spaces. In mid-October, the Japanese Language School Memorial statue will be erected; it was made by Gerard Tsutakawa, who created "The MITT" at Safeco field. There will also be a restaurant with a patio.

The University YMCA Student Center is being built. It will support the student and their activities.

### C. Law School

Kenyon spoke about a community-driven evening/part-time law school in Tacoma. Kenyon hopes it brings prestige and honor the campus. It will be housed in Tacoma's campus and fully funded by Seattle. Campus will not be giving up any facilities or services that the Tacoma campus needs. The law school of Seattle hopes to partner to build some bachelor degrees in synergy.

### D. Searches

#### I. Chancellor Search

Kenyon stated that a job description was written during the summer and recruiting begun. Kenyon asked faculty to look over the job description (<http://www.tacoma.uw.edu/chancellor/chancellor-position-description>) because it gives an understanding of the challenges and opportunities of campus. The committee has screened over 350 applications and has over 100 really viable candidates, including 20-30 top candidates.

Faculty asked to compare the pools of the past search with the current one. Jill answered that the original catch was larger, but the number of top candidates is equivalent. Kenyon said that our campus is more appealing because it has a longer history and larger student body now. There is a great vision and there will be more and more viable candidates.

Faculty asked when candidates will come to campus. Kenyon responded that, in November, each candidate will be grilled and interrogated and see the campus and campus will see them for at least 48 hours. The candidate will need to learn about campus and Tacoma in general. Then they spend a half day in Seattle to meet the President and learn about the UW System. Then there will be deliberations on campus and in Seattle and deep background checks.

#### II. VCAA Search

Kenyon indicated that today the Executive Council will meet to determine their faculty nominations for the committee. The search will be in parallel with the chancellor search. Kenyon will still appoint the next chancellor because of his seat.

#### III. Dean of IAS Search

Kenyon said that the search of the Dean of IAS has been postponed so that the VCAA may be involved in the search. That will probably occur in June.

### E. Changes

Vice Chancellor of Academic Affairs, Bill Kunz, reflected on the stability, mentioned some issues that need to be addressed, and still things need to move forward. The retention consultants' report raised concern in that campus has difficulty with student success. An improvement to be made is departments meeting together and coordinating with each other.



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Kenyon said there is a big disconnect between lower division and upper division. Once they are in a program, they are smothered with care and they graduate. Once students pick a major, they are more successful. The TLC and the advisers are not keeping track of students attending their services. The TLC and advisers are not communicating. Our career center is one staff member, Jake Nelko; though he does a great job, it is impossible for him to do a great job for all students. Kenyon urged the faculty to share their concern and suggestions. Faculty reflected and thanked Kenyon. They asked Kenyon to continue to explain and discuss this across the board with administration and students. Faculty suggested that faculty connect with and mentor first-year students, about 30 at a time; more than 30 the sense of community and engagement is lost. Kenyon reflected that it takes ownership.

### **I. Advising**

Bill said that Jeri Carter, Interim Director of the Academic Advising Center, is stabilizing and has developed a plan to move forward. Advising recently has been centralized; it created issues for recruiting and advising within majors. The advisers will now be fully integrated into the academic units. It will now be mandated that first-year students seek advisers. Because a lot of them do not have support at home, they need someone asking how things are going on campus and go over checklists with them.

Faculty stated that they had voiced their concern against the centralization of advisers. Now, two years later, administrators decide that the advisers need to go back to their unit. That is just one example where the opinion of the faculty is marginalized and the administration does not

### **II. The Teaching and Learning Center**

Bill explained that he is reviewing the TLC's structure, resources, management, and funding.

TLC is not as accessible as it needs to be. They are not being utilized by students like campus would like. Bill and the TLC will be conducting a study on their services to see if what improvements can be made.

### **III. Recruitment**

Bill spoke of the need for greater connection and created communication. Kenyon spoke of the problem of soloing each department on campus. A student would have a hard time navigating which office to go to for help.

### **IV. CORE**

Bill said that the adhoc committee on undergraduate curriculum submitted a report to Kenyon this summer. Faculty showed concern that changing the curriculum is under the faculty's purview and there was a lot of time and thought put into the birthing of the CORE. Bill stated that decisions have not yet been made and that there will be some more meetings with Faculty Assembly membership and the Office of Undergraduate Education.

Kenyon said that he conducted the study because directors and deans were not taking responsibility for the lower-division classes. Once students are enrolled in a major, the deans and directors took responsibility. Kenyon emphasized that his responsibility is to make administration accountable for their roles, and the faculty is responsible for the curriculum.

In the summer, it can be difficult as administrators because faculty for the most part are off campus, but there is still work to be done. Kenyon was asked to keep things moving and stabilize things but he also noticed some big challenges and has to prioritize.

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## V. Community and National Assessment

Kenyon said that the faculty and staff are tremendously committed to this campus; it is growing, new and a centerpiece of the city. The community is dedicated and gives a lot of money to see this campus prosper. This university has transformed the downtown area.

National ratings are created out of first-year students' success. President Obama will grade the universities of America in 2015. Seattle's campus will receive an A because they graduate at 80%, Bothell a B/B+ because they graduate at 68%, but Tacoma a C/C- because our graduation rate is 49%. Western Washington University and Washington State University students graduate at 69%; Evergreen State University graduates at 57%, Central Washington University graduates at 55%, and Eastern Washington University graduates at 47%. Less than half of our first-year students graduate in 6 years or less. The consultant report, released in early summer, informed campus that many students after leaving UW Tacoma do not return to higher education.

## VI. Transfer Students

Kenyon informed faculty that UW Tacoma's transfer students are tremendously successful, with a 85-90% graduation rate. Only 18% of students who start in community college believe that they will go to a 4-yr college do, so it is an elite group of students. The first-year students come with all the difficulties and kinds that the community college students worked out already.

## VII. Office of Equity and Diversity

Faculty asked how the office of equity and diversity plays a role in all of this for both students and faculty. Kenyon responded that Sharon had felt that her office was off to the side. She initiates with other departments and they encourage her to leave them alone. Bill said the decision needs to be made whether or not the ode will be incorporated more or set to the side.

Faculty asked what is the direction campus is going in. there is so much transition in the leadership. Kenyon emphasized the case that he is making must transcend the leadership. Kenyon agreed that the instability and the transitions hurt the campus.

## VIII. Faculty Suggestions

Faculty spoke that one solution already exists: the mechanism of the Faculty Assembly, the Executive Council, and the representatives to each unit. Discussions need to be held in units with supportive deans and directors.

One faculty member asked faculty to engage with groups of 30 students or less to carry students from day one to across the graduation stage.

Nita concluded by asking faculty to send suggestions to:

- herself (<http://directory.tacoma.uw.edu/employee/nmmckin>),
- Kenyon (<http://directory.tacoma.uw.edu/employee/kschan>), and/or
- Bill (<http://directory.tacoma.uw.edu/employee/bkunz>).

## 4. Faculty Work/Life Priorities

### A. Introduction

Turan Kayaoglu, Associate Director of Faculty and Associate Professor for IAS, explained that in winter 2014, the Faculty Assembly established a group, COACHE (Collaborative on Academic Careers in Higher Education) Faculty Fellows, Turan; Nicole Blair, Assistant Director and Lecturer for OUE and

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Lecturer for IAS; and Sam Chung, former faculty in the Institute of Technology; to review COACHE survey results and create some recommendations. The group was charged to prioritize and create an action plan with a timetable. The survey is completed by a group at Harvard University; over 100 institutions took this survey. UW Tacoma was only compared with similar institutions (North Carolina Central University, SUNY – Buffalo, University of Massachusetts – Lowell, University of North Carolina – Greensboro, and University of St. Thomas (Minnesota). At UW Tacoma, data was collected in autumn 2012 from full time faculty, with at least one year of work experience at UWT.

The results were that faculty were dissatisfied with their work-life.

The best aspects of working at UW Tacoma were ranked:

- Location,
- Academic freedom,
- Quality of colleagues,
- Faculty's sense of fit,
- Facilities and work resources, and
- Health and retirement benefits.

The worst aspects of working at UW Tacoma were ranked:

- Teaching load,
- Salary,
- Quality of leadership,
- Support of research/creative work, and
- Service load.

Turan and Nicole hope to see, in the future, at UW Tacoma:

- Faculty empowerment (legitimacy at the leadership level)
- Re-administer the survey in the future

## **B. Group Reflections**

Faculty formed groups to make actionable items for UW Tacoma in each of the highest priorities.

### **I. Interdisciplinary Work**

- Interdisciplinarity needs to be added to the unit faculty review for promotion and tenure, if the culture is truly supporting interdisciplinarity; VCAA needs to hold units accountable for this.
- Consider career effects: our campus can attract faculty because of interdisciplinarity-focus, but their reputation and mobility might be affected.
- The VCAA could make an award to the interdisciplinarity.

### **II. Appreciation and Recognition**

Implement role statements for individual faculty to allow for specialization and to better align evaluation with recognition; composition would include percentages for teaching, research, and service

### **III. Promotion & Tenure**

- Create a standardized campus plan for assigned, purposeful mentorship to be reviewed and adjusted over the year.



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- Be clear with service opportunities. Junior faculty should have ownership of unit and the senior faculty should have ownership of university-wide service.
- Meet with directors/deans to learn what is really important for each person's field, process, and/or role.
- Begin construction of materials early with: Concrete criteria, sample materials, constant check-ins, and clear expectations early from deans/directors
- Protect a research period, especially from service.
- Create opportunities for collaboration

### IV. Mentoring

Support the recommendations for formal mentoring programs but:

- Interdisciplinary mentoring should be optional and not mandatory,
- Co-locate offices when possible to encourage informal mentoring, and
- Include lecturers, a substantial group of faculty on campus.

### V. Nature of Work (Research)

Craft a complete plan for research support:

- Grant writing,
- Money for graduate student support,
- Undergraduate support,
- Better procedures for involving students,
- Course releases for research, and
- Interdisciplinary partnerships and opportunities at UWT.

### VI. Departmental engagement

- Realize the scariest resource is time. Realize that engagement drops when the velocity of growth is raised. There is a lot of time spent hiring. Give faculty a voice in enrollment increases.
- Task the new hires to infuse their energy to the rest of faculty. They do not see the committees as a burden yet. The new folks help us see the good of being here. Need help remembering that.

### VII. Leadership equality

- Conduct annual survey to assess directors and dean
- Incorporate feedback and accountability structures.
- Ensure quality of communication: allocate resources for discussions like today's.

## Meeting Adjourned.

*Additional Resources were also available from:*

- [Cindy Schaarschmidt](#), Director, Student Fellowships & Awards, and
- [Joseph Franco](#), Development Officer, Advancement