



# FACULTY ASSEMBLY

UNIVERSITY of WASHINGTON | TACOMA

## Minutes

### Faculty Assembly Executive Council (EC) Meeting

April 25, 2014, 9-11 AM; GWP 320 (Tacoma Room)

**Present:** *Katie Baird, Zhiyan Cao, J.W. Harrington, Rich Furman, Nita McKinley, Jill Purdy, Linda Dawson, Denise Drevdahl, Huatong Sun, Sergio Davalos, Greg Benner, Kenyon Chan, Sam Chung, Kelly Forrest, Matt Kelley, and Doug Wills.*

**Absent:** *Amos Nascimento, Janie Miller, Orlando Baiocchi, and Michelle Garner (Substitute: Rich Furman).*

#### 1. Chair's Report

- A. Jill thanked those who attended the Faculty Assembly meeting April 18th.
- B. Executive council representative should ensure their units have conversations this spring regarding program and campus 7-in-7 growth, new faculty positions, and new program opportunities to understand and coordinate across the campus
- C. Vice Chair nominations are needed. The Vice chair begins service in September 2014 and becomes Chair in September 2015. Vice Chair receives two course releases given as a release, travel support, or stipend and \$5,000 for summer support at the end of their term. As Chair, there are three course leases and an additional \$5,000 in the summer.

#### 2. Consent Agenda

The Minutes from April 1<sup>st</sup>, 2014 were accepted.

#### 3. Harlan Patterson, Vice Chancellor of Finance & Administration: Report on UWT's Budget

- A. Executive Council is responsible for advising the Chancellor on the budget.
- B. Today's information is a historical refresher and a look at UWT's current status. May 14<sup>th</sup> will offer a preview of next year's budget and a focus on the faculty searches in 2015.
  - One big change in current history is the difference in tuition and state contributions. Around 70% of funding used to come from state, and now tuition makes up 70% of funding.
  - Self-sustaining funds are growing with fee-based Master's programs.
  - Campus has been investing in academic support and student service. Student success and retention are key areas of focus.
  - Handout 1 addresses the fiscal year that will end June 30<sup>th</sup> for campus as a whole. The budget started with \$58.4 million in income but is projected to exceed that by \$3 million more due to higher than expected enrollments. Our reserve fund is needed to allow a buffer for variations in enrollments, which is important because tuition increases are unlikely in the current political climate. For example, faculty and staff salary increases are self-funded by the campus and we may overspend the currently budgeted amount. The one-time budget's biggest expense lies in capital expenditures for the YMCA.
  - The campus 'savings account' is \$35 million; this balance may be bigger by year's end.
  - Retail space leasing is self-sustaining; balances are used for real estate and leasing fees.
  - \$13 million is budgeted to handle issues such as soil and water contamination.
  - \$18 million is budgeted to develop 30 offices and three more classrooms for the next few years to meet growth goals.
  - Funds for the YMCA came from current year funds rather than long-term savings given a current budget surplus of \$4 million resulted from higher than expected enrollment and

conservative budgeting. This approach will continue so that we can commit to hires over the long term; we want long-term sustainable decisions.

- Faculty is growing, especially at the tenure track and senior faculty levels. EC members asked if non-competitive positions have transitioned to competitive positions and requested that distinctions be made within the budget to show where each rank lies and see who is competitively hired. Harlan agreed it is useful to distinguish, but the budget system doesn't provide that currently. Harlan said that his numbers are a reflection of academic programs' ambitions. The FTE per faculty has grown but the hope is to get back where it was in 2008-2009.

C. Handout 2 reflects changes in the budget for the current and upcoming fiscal year.

Important pieces to highlight that there is a 7-8% growth rate in students and in finances and that no state increases and no tuition rate increases are planned.

- Kenyon asked if the budget was sustainable if enrollments were flat. Harlan reported we are working toward a sustainable budget of 7,000 students; a big part of that is salaries, keeping up buildings and technology, looking at classrooms and offices and common areas maintenance. The state amount is not enough.
- Harlan said we would need to fund salary increases without tuition increases. The plans account for 4% salary increases for staff and faculty according to the provost's guidelines. Faculty figures include positions that were approved last spring and are showing up for this fall, including converting part-time into full-time and making one-year into multi-year contracts. Some costs are decided at the UW system level: benefits, operation costs, and technological fees are some examples.
- We self-fund some of the \$5.5 million in tuition through financial aid.
- The campus risk/ opportunity fund is \$5.6 million, and is targeted to be 10% of the overall budget.
- Growth requires maintenance as well. A plan is being developed to address issues such as chairs, lighting, and noise control in classrooms and all spaces. There will be a survey coming out to faculty to give feedback regarding teaching spaces and maintenance.

D. Jill requested that any planned office moves for faculty be communicated as soon as possible. Harlan discussed Handout 3 and the assigned spaces of units for fall 2014 to be finalized this summer. The Chancellor makes unit assignments, then units decide individuals' space(s). Space in Tioga and MacDonald-Smith will be built for fall of 2015. Harlan is looking to the units and programs for their proposals. Conversations happen with directors and deans. If someone wanted to move, there should be a midyear conversations.

E. The Major Capital projects are developing well.

- The Prairie Line Trail will be ready 1<sup>st</sup> of September 2014.
- The University YMCA opens in January 2015.
- Tacoma Paper & Stationery, aka Urban Solutions Building or the Old Spaghetti Factory, needs a \$1.9 million redesign. The first priority is to take care of lead and asbestos and build an infrastructure. The second priority is the program phase. That is in conversation with leadership currently. We hope \$16 million will come from the state to fund the build out.
- The first phase of Tioga and MacDonald-Smith's design has begun.
- The projected \$15 million for The Swiss is too much so we will have to rethink that space. It will mostly become offices.
- MacDonald-Smith and Cherry Parkes will be connected on more floors.
- There are 5-15 building site potentials that will be looked at in the next year.
- Space management requires replacing things before they are broken (technology, lighting, and so on). Part of the 10-year plan to have teaching spaces that are functional.

- F. Harlan directed attention to the faculty search process handout. Harlan has requested proposals for changes and new searches from each unit. He is hoping to have more information to share by May 14<sup>th</sup>. Units propose and discuss positions with J.W., then the proposals go to Kenyon and the faculty. There are about 20 searches requested for new faculty and more for replacements.
- The most important thing to do as a community is to budget with good risk assessment and get good faculty without cancelling any hires. Budget is committed to bringing new faculty on.
- G. Discussion:
- Jill asked what the pie chart would look like in 5 years – are changes expected in sources or uses of funds? Harlan expects tuition to become 80% of revenues. The state budget will be flat or shrink. Donations mainly support scholarships to support students paying tuition. Endowments will support chairs and professorships. Gifts might increase a couple million. Grant and contract funds stand around \$1.5 million and might grow. The shape of the pie won't change very much.
  - EC asked about the uses of funds. EC is interested in the instructional component. Members wondered if funding for instruction is going down and in 2020 what it would look like. We used to hire faculty and then the program would grow; now we are gaining students, then hire faculty. Kenyon described the benefits of economy of scale where with increasing student enrollments, fixed costs stay the same, but the overall revenue increases. Faculty will grow with the student body, but the administrative side should not grow. In larger institutions, a greater percentage is spent on instruction, and large institutions pay for research with 20,000-30,000 students. The 8000-10,000 student range will look more like the pie chart from 2005 relative to instructional spending: academic support is needed to get students through classes and graduated. We need good libraries, advising, etc., along with good instruction. Almost 75% of the budget goes to students. Our current size of 4,000 is fiscally difficult and we have areas of disciplinary/curricular expertise that are missing.
  - Kenyon stated it is helpful to inform the full faculty about budget at an open general meeting so there is transparency. He asked if UWT could have some open meetings for faculty and staff. Harlan said that he would be happy to do that.
- H. Harlan encouraged EC to send any questions for the next meeting to him and Jan Rutledge..

#### **4. Chancellor/VCAA Report**

- A. Kenyon reported that admissions for next year are going well for transfers and first year students. He is pleased with the quality of the incoming class.
- B. The Provost appointed 22 people to the Chancellor Search Committee. Diversified Search is the search firm. Nita, Jill, J.W. and Kenyon are on the committee. Kenyon emphasized that the committee is the gatherer of information. The real search committee is when the candidates are on campus and everyone can ask the candidates questions.
- C. Kenyon asked for comments and questions.
- One member asked how to balance finding someone while keeping all the important campus work moving. Kenyon answered that his appointment is to continue the momentum. The chancellor to be hired will also keep the momentum going. The idea of 7,000 students in 7 years needs more planning for what this growth will look like. This will happen before and after the next chancellor comes onboard.
  - EC asked about the faculty searches. IAS had heard that all requests for tenure track searches had been approved, then later this was withdrawn, which created angst. Kenyon responded that the dean and directors consulted with J.W., but that those requests hadn't been paired with the actual budget. Until we really understand what

- money is there, we cannot finalize searches. Deans and directors need to think of a long-range plan. As UWT moves to 7,000 we will hire 100-120 faculty and that must be guided by specific improvement and growth plans. J.W. will now have detailed data regarding needs for faculty lines. Key question for each position are:
- Is there a plan? How does it fit in the plan?
  - Where does the money come from? Does it exist already?
  - Where will person sit? Is there office space?
  - Are there necessary startup funds for computer, lab or software needs?
- Members asked about the timing in the IAS search for a dean. The original plan was to wait until the new chancellor is hired, but now the plan is to move forward with planning this quarter and search in the fall. The current interim director can be re-designated as interim dean when school starts in autumn. The dean search is not dependent on the chancellor and the campus will know its next chancellor by the time an offer for a dean is made.
  - Faculty asked about the vision around the Urban Solutions Center and the innovative partnership zones. This name was used in the budget discussion for the Tacoma Paper and Stationary building. There was a call earlier for proposals for use of this building, but no information has been provided about the status of those proposals. Kenyon said that the proposal process is not finalized and that the name of the building will remain Tacoma Paper and Stationary. The name “Urban Solutions Center” is a theme designed to attract donor support. It’s just a name. It will be an academic building that will have offices, classrooms, external partnerships. J.W. noted two stages of fundraising for this building: the state government and funders who understand particular missions. It will cost \$16 million to get a safe, functional building, then another \$10 million for walls and infrastructure.
  - Faculty asked what happened to the proposals for Tacoma Paper & Stationery that Debra had started. Kenyon responded that we are in phase two: go back to proposers and develop ideas more and ask more questions. We need to determine the real costs. Proposers will be informed which ideas are a good fit for the space and which are not. Faculty requested a more transparent process and asked if decisions are final or can include more involvement by faculty. Faculty noted the importance of the next chancellor engaging with all constituents in the process. Kenyon remarked that the communication problem is not unique on this campus between administration and faculty. Generally as we move to 7,000, we need to talk about visions and aspirations.
  - J.W. is hosting a session with directors, deans, and heads of units on May 16<sup>th</sup> to share information on upcoming plans for new programs and what programs are under exploration in the next two years. More planning will happen over the summer, with campus-wide planning in the fall. Jill reminded EC members that J.W. wants to know how new programs are created at UWT.

## **5. Update on Chancellor Search Committee**

- A. Jill proposed EC recommend to the President that the rules for the chancellor search committees be changed (Appendix A) so that the campuses are not subject to the same rules as schools and colleges in Seattle requiring the majority of faculty from outside the hiring unit. If EC endorses this proposal, then she will pursue Seattle and Bothell’s support, before final submission to the Provost and the President. This proposal, if approved by the Provost and President, would not affect the current chancellor search committee, but would change the rules for the future.

- B. Sam asked what would happen if EC does not endorse this request. Jill responded that nothing would be sent to Bothell or Seattle, but that the Provost and Kenyon know that UWT is concerned with the current procedures.
- C. Nita moved to endorse the recommendation. Denise seconded it. The motion passed unanimously.

**6. Faculty Merit Raises Survey from Faculty Affairs Committee (FAC)**

- A. Sam presented data from a faculty survey on merit raises and questions regarding 7 in 7. Next week the FAC will review final results. There were a lot of suggestions, ideas, and good perspectives. Sam thanked faculty for their participation.
- B. Jill said the goal is to give advice to units as soon as possible because will merit decisions will be made in the next month.
- C. Members asked whose responsibility it is to communicate the EC requests regarding merit raises. Jill will share the data with the campus, and EC reps should be prepared to assist their units.

**7. Continuation of Lecturer Representation Discussion**

- A. Jill presented the data from a survey of EC members on ways to address the lecturer issue. She noted units have already begun elections for next year's EC, and long term solutions requiring bylaws changes would not take effect until the following year
- B. The solution of making Lecturer Affairs a standing committee was discussed. The Faculty Senate in Seattle has councils that advise on key issues. A member said given the changes around lecturers and academia, maybe this needs to be a larger discussion. Jill suggested asking Lecturer Affairs if they want to be a standing committee considering the work on their plate. EC may need or want to change EC structure in other ways.
- C. Jill advised addressing the three short term options: to invite lecturers informally; to issue a statement to ask programs to ensure representation reflection by ranks; or to request units with multiple seats to ensure lecturers are sent to EC. Faculty noted units may be careful not to have assistants overcommit to service in the first year or two. She asked to reframe the language of rank to what EC meant (lecturer).
- D. Faculty suggested a short term solution of inviting people to attend, and that EC explore a permanent solution. Others argued that doesn't allow lecturers sufficient understanding and voice. Others noted that Lecturer Affairs has been addressing a particular set of issues that are hopefully going away. EC needs to articulate purpose then create structure.
- E. EC showed support to craft a statement supporting lecturer election to units from EC and working on a longer-term solution. Members said that Lecturer Affairs would weigh in with more concrete ideas. Jill said that she and Nita would draft a statement to electing units and put this discussion on the agenda for the next academic year.

Meeting Adjourned.