



Faculty Assembly Executive Council (EC) Meeting Minutes

June 6, 2014, 9:00 – 11:00 AM, GWP 320

Present: *Julia Aguirre (substituting for Greg Banner); Orlando Baiocchi; Zhiyan Cao; Sam Chung; Sergio Davalos; Linda Dawson; Rich Furman; Michelle Garner; J.W. Harrington; Matt Kelley; Nita McKinley; Jill Purdy; Haley Skipper; Huatong Sun; and Doug Wills.*

Absent: *Katie Baird; Kenyon Chan; Denise Drevdahl; Kelly Forrest; Janie Miller, and Amos Nascimento.*

1. Action Items

Minutes of 5-14-14 Executive Council Meeting (Agenda Item 2)

Jill Purdy informed EC that the format looked different in the minutes because Mary A. Smith, Faculty Assembly's Administrative Coordinator, had attended a training on minutes and note taking. This format is effective for those absent from meetings and provides easier reference when searching for discussions that occurred in the past.

J.W. Harrington, Vice Chancellor for Academic Affairs, asked to change information on the statement about Tacoma Paper and Stationery's Theme, in the second bullet point within section d, to express that J.W., Josh Knudson-Vice Chancellor for Advancement, Harlan Patterson-Vice Chancellor for Finance & Administration, and Kenyon Chan-Interim Chancellor made decisions together regarding the proposals.

Sam Chung moved to accept the minutes as amended; Matt Kelley seconded; all present members voted in favor, no members voted against, and no members abstained.

2. Discussion Items (in alphabetical order)

A. Accomplishments

Jill revisited the goals set for 2013-14. She noted that all were either accomplished or in progress. She mentioned that the Strategic Budget Committee is being reconstituted. She hoped EC would collectively feel proud of what was achieved this year.

B. Budget Update from Harlan Patterson (Agenda Item 6)

Harlan Patterson, Vice Chancellor for Finance & Administration, presented the budget update with assistance from Jan Rutledge, Associate Vice Chancellor for Finance.

1. Presentation

Harlan Patterson, Vice Chancellor for Finance & Administration, announced that there are changes in the budget expected for the upcoming fiscal year. He reported that there are new initiatives and that UW Tacoma will not see a great increase of state funds, if any at all. Harlan noted that physical plant and the technology of the buildings are getting old and need repair. A robust and large number of faculty participated in a survey regarding classrooms to give further direction on what needs to be improved first. He also mentioned that financial aid is an important part of the budget, especially because campus has aggressive growth ambitions.

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a) “University of Washington Tacoma FY 2015 New Commitments”

There is a \$1.5 million increase due to raises for faculty and staff through salary and benefits. New faculty lines created a \$3.2 million increase in the budget; this includes promoting from within and hiring additional lecturers. Staff increases come to \$700,000 including benefits. UW Tacoma is making financial adjustments to accommodate these personnel needs..

b) “UW Tacoma Campus Budget Detail for FY 2013 and Projected for FY 2015. As of May 2014 (in 000s)”

Additional tuition is expected to bring in \$5.5 million, but we don’t know state funding for next biennium. Discussion in the Legislature, currently, is around K-12 education funding.

The Campus Risk and Opportunity Fund allows a buffer to make adjustments in the budget without undoing decisions. \$5.6 million, around 10% of total revenue, is the goal to balance the risks of expected growth.

New faculty searches will start for appointments in fall 2015. The negative number listed in that section would be retirement and replacement needs, which are one way to fund the next generation and keep up with salary increases.

Jill asked about the line item, “*UW Overhead*.” This is what we pay to UW for services, such as registration. Harlan responded that it is set as 10% of tuition and state funds. Seattle has warned that they are undercharging, so the number will increase, potentially up to a few million dollars. Jill mentioned that the detail chart shows that growth is driving funding and the budget.

c) “UW Tacoma Faculty Searches for 2014-2015 New Hires effective Sept. 2015”

EC reviewed approved hires and budget ranges for each position. Jill Purdy asked EC not to share the salary ranges with anyone outside of the organization.

2. Discussion

Faculty raised questions on increasing funding for new buildings. Harlan responded that the YMCA is responsible for the operations and maintenance of the student recreation and assembly building. The MacDonald-Smith and Tioga buildings are currently being developed for use by UWT. Because these are self-funded (non-state-funded) projects, there are marginal incremental fees.

J.W. asked about financial aid offerings. Jan Rutledge, Associate Vice Chancellor for Finance, said that 70% of Tacoma campus students require financial aid and that total need exceeds budget. Harlan brought to EC’s attention proposed changes to federal financial aid. The President’s proposal would use university students’ loan size and affordability to evaluate campuses.

Faculty stated that tuition needs to be affordable and that loan payments can cause financial distress. Members asked what the debt and repayment profiles are for the average student. Harlan half of UW-system students graduate without debt and that the average debt is \$20,000. A member called for campus-wide literacy in student debt and education about what majors and careers support carrying that debt. Harlan responded that \$20,000 debt is manageable, but \$80,000 would be worrisome. Some students at UWT have little experience of how loans work; they might have

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experience with payday loans or no experience at all. He agreed this needs to be a conversation on campus. J.W. commented on a student group asking funders to meet them half-way. Students are putting together a compelling case to reduce fees and tuition in exchange for working a set number of hours per week.

C. Faculty Merit Survey Report 2014 (Agenda Item 1)

Sam Chung reported that the Faculty Affairs committee investigated merit and extra-meritorious raises by creating a survey and report. The report describes faculty ratings of academic units on the process; all units received above three on a 5 point scale. Nursing scored 5 out of 5 but there is room for improvement elsewhere. The report will be shared widely on campus.

D. Guidelines on Lecturer Promotion (Agenda Item 4, Appendix A)

Jill Purdy noted the need to codify the procedures for lecturer promotion in the UWT Faculty Handbook. This draft was developed using guidelines from the Provost and VCAA including Alison Navarrete, Director of Academic Human Resources. The Appointment, Promotion, and Tenure; Faculty Affairs; and Lecturer Affairs committees have reviewed this draft. After its review, EC should seek faculty comment on this legislation, get a review from the “code cops” and conduct a faculty vote next fall so procedures are in place as soon as possible. Questions and concerns noted were:

1. Articles

Does Page 9, “f. Copies of Candidate’s Publications or Evidence of Achievement” imply that articles are necessary?

A member asked if diversity work could be included. Jill responded that any material of achievement could be included that is useful to judging lecturers’ performance. A member suggested making a reference to the original guidelines for tenure track. Jill noted that the language in the Faculty Code supporting diversity (Section 24-32) applies to all promotions. Members supported guidelines to highlight the diversity work of the lecturers. Jill suggested including diversity in page 7, part 5, “c. Candidate’s Most Significant Contributions and Personal Statement.”

Faculty said that the language of the code says that faculty at any time may seek promotion. It is more an issue of programmatic culture when a person may come up for promotion. Jill interjected that one would need to ask the dean or director to consider entering into that process.

J.W. said that Section 24-34, of the Faculty Code, uses specific ranks for professorial titles. He asked that rank versus title be considered, and to list the possible ranks.

2. Bibliography

Should part “b. Bibliography” (on page 7, section 5 “Required Documentation for Lecturer Track Candidates”) be included?

Jill noted that lecturers are not hired for scholarship, and that a bibliography should not be a required part of the lecturer process. Other faculty mentioned that there is a difference between being able to do something and being required to do something. Jill said that the concern is that someone might not be promoted because they omit documentation required by the Provost.

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Another idea is to demote the bibliography idea; it could be included, but would not be perceived as a requirement. Jill supported having the guidelines say “may be submitted” and moving this to “g. Additional Supporting Data.” She will check in with Alison Navarette on this.

3. Dissertation Title

Should Ph.D. dissertation title and/or Master’s dissertation title be included?

Faculty commented that not everyone has a Master’s thesis, so maybe it should not be included. Another member asked if it needed to be listed at all. Jill responded that the Provost’s requirements include this but this language is copied from the tenure track system.

4. External Letters

Should part “e. External Letters” (on page 8, section 5 “Required Documentation for Lecturer Track Candidates”) be included?

Jill said that it does not specify what the letter should be about and that there is a need for clarity in this section. J.W. suggested including service if appropriate for the position. External evaluators may be situated well to talk about a person’s service. J.W. suggested adding “teaching and/or service, if applicable,” based on job duties and the external reviewers’ knowledge. J.W. suggested removing the sentence on teaching on the bottom of page 8, because the work of the Provost’s task force might affect any changes EC makes there. Jill can request to find out to see if there is a point in moving this through.

5. Lecturer Track

Should the term “lecturer track” be used?

Faculty thought of “progression,” “stream,” or “track.” J.W. requested to not use “non-tenure track” because that is already used in other instances. Jill suggested retaining “lecturer track” for now.

E. Ideas for Campus Fellows Groups (Agenda Item 8, Appendix D)

Jill reviewed the six suggestions EC received for new campus fellows groups. She made one correction in that “Effective Teaching Evaluation” was suggested 1 time, not 4. Jill explained that \$3,000 is available for campus fellows. EC needs to decide on one, or have a limited number of options, or have groups apply for the funds. Some groups may want to engage without resources because they believe so strongly in the effort.

1. Admissions and Retention

One member said that having another faculty group investigating admissions might be redundant; EC has agreed to form an admissions committee but has not decided if it will be a standing committee or an ad-hoc, non-permanent committee, or what the scope of their charge will be. The group will have to investigate good admissions practices. Michelle noted that two groups tackling the same project would not only be inefficient but frustrating.

2. Arts

One member showed support for the arts. Jill noted the importance of campus wide interest for Campus Fellows topics.

3. Diversity

This proposal was discussed at the last EC meeting.

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4. Effective Teaching Evaluations

Faculty showed interest in a group to study best practices regarding evaluations and saw ties with retention. Jill noted concerns about how to evaluate teaching in merit review and promotion. J.W. said, of all the proposals, faculty only can lead the effort in evaluations. Another member said it is a necessary, ongoing conversation within faculty affairs and all of campus.

5. Interdisciplinarity

A member said the administration needs to work with faculty to figure out how to share teaching load and joint appointments. Nita said it is a programmatic issue to make sure programs make that happen with faculty appointments. Jill said that without a reward system, people will not engage. Another member said that there are dovetails: a specialization could network and have joint appointments with other units. However this brings up issues with tenure and promotion. The council said that faculty need to want interdisciplinary collaborations. Too often people hear, "it's not my area," and the conversation stops.

6. Urban-Serving Mission

Members agreed to collapse and overlap #3 & #6 due to their connection. Jill said it is important to articulate the scope and charge of such a group. Because of the chancellor search, people are discussing urban-serving more than ever and how it is linked to and different from diversity. The council said it would be exciting to explore how faculty can address both.

Based on EC's discussion Jill summarized that Effective Teaching Evaluation and the combination of Diversity and Urban-Serving Mission emerged as the most important issues.

F. Lecturer Affairs Committee Report 2013-2014 (Agenda Item 1)

Jill Purdy informed EC that Libi Sundermann had provided leadership for this committee for the past two year and provided the included report. This group is uncertain if they will meet again next year. Jill recognized their service to make difference at UW Tacoma and in the UW system to create new attention to lecturer affairs issues.

G. Report on Academic Retreat (Agenda Item 7, Appendix C)

Jill Purdy noted that this retreat helped create a big picture perspective on academic planning. Faculty need to consider academic unit goals and programs within the larger campus context. EC members should be thoughtful in the creation of new programs. This growth period is limited and will set the stage for what UWT does as a university. J.W. added that over the summer, he will ask directors and deans to give student projections. He knows that EC has asked repeatedly for this. This kind of planning and projection is important and a higher education coordinating board from the state no long exists. The APCC is accountable for approving new programs and courses.

H. Report of Faculty Admissions Task Force (Agenda Item 5, Appendix B)

Bonnie Becker, Associate Director of Strategic Initiatives and Associate Professor for IAS; Marc Dupuis, Full-time Lecturer for the Institute of Technology; and Karl Smith, Associate Vice Chancellor

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of Enrollment Services and Chief Admissions Officer presented the report which is available in Faculty Assembly's "Everyone" folder (<S:\Faculty Assembly\EveryoneAccess\Admissions Task Force>).

1. Academic Planning

A member mentioned that UW Tacoma is still a small university. The students consider transferring so that they can pursue majors not offered on our campus. The question is whether that is a failure or success. Jill replied that the academic planning component is important. She mentioned data that Karl shared at the Academic Planning Retreat; there was data circulated about what students seek regarding programs at universities. It was easier to think of fun programs, but it is more important to create practical programs. Bonnie responded that IAS will be working on a biology program, a high demand area.

2. Student Success Data Lacking

Bonnie noted some data does not exist and some needs to be more detailed. In particular, 6 years of records are needed but our documentation only begins in 2006 and some of that is flawed. However, trends from the 6-year graduation rate are going in the right direction. Bonnie suggested forming a fellows group and/or a standing committee on admissions. Marc noted the importance of data in tracking how effective our admissions practices are. Numbers are skewed because of transfers and because we are serving a large military community that moves. Karl said that the class of 2010 was tracked by the National Student Clearinghouse; about 50% of students that leave here earn degrees elsewhere. As for the students that do not, we do not know the reasons why. There are a number of factors: academic rigor, deployment, income, major choices, and more.

Bonnie added that Pathways to Promise admits students who receive 480 or more on each section of the SAT and at least a 2.7 Grade Point Average. Evidence suggests that a 2.7 high school GPA yields a 2.5 GPA at UWT.

3. Faculty Involvement

Karl Smith requested a formal structure for faculty involvement in admission. Karl wants to educate faculty more in the process of admissions nationally, in the UW system, and locally. This task force developed a set of recommendations but work remains.

4. Student Services and Admissions

Marc Dupuis said, in contrast to UW Seattle, Tacoma's focus is to serve the community. If we bring students on who do not have a strong academic background, they need to be supported. UTexas and Walla Walla Community College are examples of schools offering students support throughout the process. Bonnie Becker interjected that the New York Times wrote an article about UTexas at Austin, "Who Gets to Graduate?" She suggested bringing in the person highlighted in the article to learn from them. Marc noted if UW Tacoma wants to attract students from other states, parents will feel better if there is student housing. Bonnie said that a group of students who did not return after freshman year were contacted and most reported financial issues as the reason. J.W. noted that the retention consultants' upcoming recommendations and reports will discuss and analyze admissions and retention.

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Jill shared EC's appreciation for this task force's hard work.

I. Service Recognitions (Agenda Item 9)

Jill recognized the following EC members for their service this year:

- Sam Chung led the Faculty Affairs Committee as Chair, and will be leaving UWT to be Director of IT at Southern Illinois University; Anne Wessells, Assistant Professor in Urban Studies, was elected to serve as Chair of FAC next academic year.
- Rich Furman served as chair of the Appointment, Tenure, and Promotion Committee.
- Doug Wills chaired the Academic Policy and Curriculum Committee.
- Greg Benner represented Education for the last three academic years; Julia Aguirre, an Associate Professor, will begin representing Education in the fall.
- Linda Dawson will be on sabbatical next academic year; Haley Skipper, a Lecturer, will serve as her substitute representing Interdisciplinary Arts and Sciences starting in the fall.

Jill Purdy was also recognized by Nita McKinley and Mary A. Smith for her service as the Chair of Faculty Assembly this academic year and as Vice Chair last academic year.

J. Spring Elections

Jill announced that Marcie Lazzari, Professor & Graduate Program Coordinator in Social Work, accepted a nomination as Vice Chair to the Faculty Assembly. Jill said that an election will be created via catalyst and that write-ins ballots will be possible.

K. VCAA Report (Agenda Item 2)

1. Advising

J.W. Harrington noted concern and conflict in undergraduate advising since the function was centralized in spring 2011 and that changes to the advising structure are being planned. J.W. wants to maintain a cadre of professional academic advisors and create closer coordination between advisors, admissions specialists and recruiters, as well as more contact with academic programs.

Currently the method to understand transcripts of transfer students is very difficult; there is no equivalency guide from community colleges to UWT-specific courses. This is a key piece in Admissions and Advising and work is being done to address this problem. Both Admissions and Advising are thrilled to make advising more central for new students. Nita McKinley reported that the Psychology faculty have provided a set of equivalencies for psychology courses and asked if the equivalencies will be in place by fall. J.W. said that they would not be automated by fall because it requires reprogramming at the UW system level.

2. Employment and Search Updates

Mandatory review of Assistant Professors occurs in the second or third year of the first appointment. All required reviews have been completed.

J.W. said that campus was close to final approval for all proposed searches. J.W. will ask unit heads to announce the searches to faculty when approval is final.

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J.W. is considering adding a new administrative position: Associate Vice Chancellor for Student Achievement to work with TLC, Advising, and Undergraduate Education. This person would need to be an expert in student achievement. J.W. is seeking permission to search for Dean of IAS now that school status was approved by the Regents. A search will be started next year for a Director of Education, and possibly a Data Steward in Education. A member said that Director of Education is more attractive than a Dean, because the unit hopes that the search would attract folks to spearhead the movement into a school. J.W. responded that it is difficult to recruit for a Director because folks do not know what that means. The member responded that growth potential needs to be emphasized to attract the best. Finally, the campus is close to finalizing the hiring of a writing director.

3. Improving Students' First Year

J.W. expressed his desire to improve the organization of the students' first year at UWT. One member noted concerns with the cohort model and the need for strong leadership of the freshman academic experience.

4. Leadership

The structure of administrative meetings will change because Kenyon perceives too much duplication and overlap. J.W. noted some structural problems might be leadership-based. A member noted COACHE results showing that faculty seek better leadership and development. This member recommended review of the upcoming COACHE task force report.

5. Student Success

J.W. reported that the retention consultants, Jody Gordon and Stan Henderson, will be on campus all day June 30th to give reports and answer questions. They expressed that UWT advisors are at the top of their range in the understanding and practice of collegiate advising.

J.W. mentioned a recent Seattle Times article regarding Rainier Scholars and the high student load that advisors face. This might be one reason as to why low-income students do not attempt college. Walla Walla Community College was recently wrote about in the New York Times magazine because of its fewer dropouts and more degrees.

This all echoes the book, by Claude M. Steele, Whistling Vivaldi, that Kenyon Chan, Interim Chancellor, continues telling others to read. What students really need is: healthy challenges, support, and certainty that they can succeed and graduate.

6. Tacoma Paper and Stationery

J.W. said that the writers of the proposals not accepted had been notified. One of the proposals could be done, just in another space and time. Funding will be a big factor in what will happen in the building. Some aspects of rejected proposals can still occur in another way in the building. J.W. will keep EC updated during the summer, via Jill Purdy and Nita McKinley. J.W. hopes that the individual proposers are formalizing their ideas and plans.