

Lewis & Clark College
College of Arts and Sciences
Faculty Meeting
November 2, 2011

The meeting was called to order at 3:16 p.m. by Clerk of the Faculty Daena Goldsmith.

I. The minutes of the last meeting were approved without additions or corrections.

II. Announcements

- a. Dr. Goldsmith reminded faculty that now is the time to send advising alerts and deficiency grades. In response to the frequent question, “Why haven’t I heard back?” Dr. Goldsmith pointed to the sheer volume of alerts currently coming in to the advising office – up to 12 or more a day – to explain that they do not respond to every alert. If the situation with a student has not improved, however, faculty members are encouraged to send another alert. Dr. Goldsmith stressed that the lack of response is not an attempt to conceal information; if an instructor requires more information, the Advising staff will communicate with him or her about what they know; just send an e-mail to Dr. Goldsmith or Barbara Roady.

Pauls Toutonghi asked if the number of advising alerts is up or down this year. Dr. Goldsmith replied that the numbers are not higher or lower than usual, but that it is simply the time in the semester when more alerts tend to come in.

Dr. Goldsmith also announced that first-year dinners are planned for February. In some cases last year, dinners did not happen until April, and the general feedback indicated that it was too late to do much good. This year the dinners are slated to take place in the Bon, to simplify the process. If advisors would prefer to take students out or invite them to their homes, the Advising office does have funds available from the Strategic Initiative. The maximum allotment is \$7.50 per student.

Greta Binford announced this month’s Research News & Brews at Sellwood Public House on November 4. Speakers will be Sarah Warren from Sociology/Anthropology, Štěpán Šimek from Theater, and Niko Loening from Chemistry.

III. Dean’s Report

The Dean began her report with recent faculty awards and honors. Michael Johanson, Music, was awarded a fellowship for the Virginia Center for Creative Arts. Ben Lohre ’12, Sam Dodson ’13, and Nick Sylvester ’12, summer research students who worked with Peter Drake, Computer Science, received the Best Student Poster Award at the Consortium for Computing Sciences in Colleges Northwestern Regional Conference. Pauls Toutonghi, English, was featured in the *Oregonian* series “Where I Write.”

Dean Jordan thanked David Campion and Karen Gross for their work with students on

fellowship applications, which gives us recognition on the national level. One student is currently a finalist for the Marshall fellowship.

Keith Dede received thanks as well for his work in getting the word out about athletics, organizing tailgate parties and promoting participation and enthusiasm for sports programs across campus. The Dean encouraged the faculty to take part.

The President's Strategic Initiative Fund received numerous proposals. Among those awarded funds were Liz Safran's proposal to work with the Law School on climate change issues, Deborah Heath's collaborative appointment with the Law School in Animal Law, and Kathy Fitzgibbon's proposal to bring a choir on tour to Egypt.

Dean Jordan then praised Terri Banasek for her work, calling her the best executive assistant she has ever had. Ms. Banasek has been conducting research and cost-benefit analyses for the Dean's office on a pilot program of electronic teaching evaluations. Tamara Ko spends many hours scanning and collating paper evaluations, and her talents should be utilized differently. The Dean added that electronic evaluations will save time in the classroom and afford students more time to reflect on their responses. She acknowledged that some questions remain regarding implementation, but she plans eventually to shift the entire campus to electronic evaluations.

The college has been receiving accolades on both local and national levels. The Rogers concert was a triumph, and the Theater department is presenting an ambitious play, "The Caucasian Chalk Circle," directed by Stephen Weeks.

The Curriculum Committee has been meeting every Wednesday and working hard to implement the new general education requirements. The recent gathering "Chocolate, Cheese and Curriculum" was a great success. The Dean emphasized that everyone needs to be involved in the implementation process and encouraged faculty to attend these events and provide feedback.

On the national level, the *Chronicle of Higher Education* reported on October 24 that Lewis & Clark is one of the nation's top producers of Fulbright scholars. The Dean thanked Deborah Heath for her hard work in advising students on those applications.

Dean Jordan also provided an update on personnel issues. The hiring process for the two new Associate Dean positions is underway. The Dean's office has received recommendations, and the ad hoc committee has vetted candidates, who then interviewed with office staff and will interview with the Dean soon. She hopes to be able to announce soon who the new Associate Deans will be. Acting Registrar Judy Finch is now the official Registrar.

The Dean then summarized her recent meeting with the Trustees. She discussed with them her priorities for the year: talking and listening to students, faculty, and the college community, as well as focusing on retention and diversifying the campus. The Trustees were receptive to all of these ideas. With respect to retention, Dean Jordan has been talking with Associate Dean Jane Hunter and colleagues in the office of the Dean of Students. Although the college offers many resources and activities, some more

programmatic steps can be implemented in order to assess what we are doing and coordinate resources.

As for diversifying campus, the Dean is currently working to diversify faculty in new searches. She stressed that diversification does not just imply recruiting people of color but other things as well.

Dean Jordan also continues to meet with students, from the Dean's List and at the lower end of the academic scale but also those in the middle. She will be getting in touch with faculty to obtain names of students with whom she can meet.

She also has been attending department meetings across campus. In each case, the discussion focuses on three questions, followed by anything else department colleagues wish to bring up. The Dean emphasized that these meetings are meant to initiate conversation, not to follow a script.

Next semester she will make the rounds once again, this time to talk about the work of the Business Task Force. Representatives to the Board of Trustees will be talking with departments about the BTF, and Dean Jordan asks faculty just to listen. The first initiative enacted by the task force, the "winterim" workshop on Entrepreneurship and the Liberal Arts, will be held January 9-13, 2012 and has 23 students enrolled so far for 30 slots, with many more students interested in joining the workshop.

The Dean then addressed enrollment for the class of 2016. The college is quite concerned about numbers, since some departments are currently bursting at the seams. She understands that some faculty are concerned that the student population will keep growing, but assures everyone that the dean's office is paying close attention to numbers.

Following her report, Dean Jordan responded to several questions about the implementation of electronic evaluations:

Stephanie Arnold wondered how instructors will know if students are doing the evaluations, particularly since teaching evaluations are so carefully scrutinized by the Committee for Promotions and Tenure. She expressed the concern that only students who are very satisfied or not at all satisfied will respond. Dean Jordan answered that the program will be piloted first, with time to consider how to implement it. She also added that since instructors are not allowed to be present while students fill out evaluations in class, there is no way to control whether or not they complete them there, either. She did not see the extra issue with electronic evaluations. Dr. Arnold then pointed out that students are more likely to complete the evaluations if they are present in class. Dean Jordan then responded that the Dean's office has a few ideas about placing a hold on grades or registration until evaluations are completed.

Niko Loening then asked how long electronic evaluations would remain open for students to complete. The Dean responded that the process was still quite preliminary and details still needed to be worked out.

Kurt Fosso expressed concern that students could literally "phone in" their evaluations

and that this will curtail the number of comments they give. The comments are what is most important to us as teachers, not the numbers. Dean Jordan replied that instructors can't guard against students not writing comments. The Dean's office will take these concerns into consideration when the program is piloted. Dr. Fosso pointed out that students can sit and write nothing during the evaluation process in the classroom, but at least they are not doing anything else. While outside the classroom, there are many other things capturing their attention.

Susan Glosser asked if there were studies available that compared the quality of electronic vs. paper evaluations. She remarked that while in the classroom, students complete evaluations individually, whereas that cannot be controlled electronically. The Dean replied that we will see data as they begin to pilot the program.

Deborah Heath wondered if it would be possible for all students in class to have a laptop on evaluation day. The Dean answered that the office is currently trying to find out how many students have laptops; again, these are details to be discussed.

Rob Kugler pointed out that in terms of data collection, this is a better system than what we presently have. It will help enormously with faculty development. Mark Figueroa, the new head of institutional research, is delighted with the idea. We will also get evaluations back much sooner under this system than we do now.

IV. Special Report

Lise Harwin, the new Director of Public Relations, introduced herself and outlined her objectives. She has been on campus for about three months now. Having worked for the Red Cross and Legacy Emanuel Hospital, she has now shifted her focus to higher education. She has expertise in media relations and social media and is excited to promote the use of social media tools at Lewis & Clark.

The Public Relations office recently has updated the new website and homepage, with features meant to engage prospective students. The site highlights five different things currently going on across campus, with a new photostream to which faculty can also submit images. The site includes announcements of events, awards, honors and accolades, news items, media mentions, and highlights from admissions. The site also features video content, including "man on the street" quick hits with students talking about their experiences at Lewis & Clark.

The college's Facebook URL is Lewisandclarkcollege. The Graduate and Law schools have pages as well. Ms. Harwin encouraged faculty to "like" Lewis & Clark on Facebook, where contests, trivia, news headlines, photos, and video will regularly appear.

Ms. Harwin also asked faculty to let her know if they could serve as experts to comment on breaking news in the media. Having faculty experts cited in the media showcases the college's expertise, increasing our ability to attract top students and to connect with the community. She suggested that we watch headlines and let her know if we have comments or opinions, as well as whether we are available that same day (very important, as reporters will want to speak to experts within hours of breaking news stories). She

asked faculty to try to respond if the PR office sends out a breaking news notice. Ms. Harwin will share \$5 coupons for Bon Appetit with any respondents.

Furthermore, faculty should contact the PR office regarding about any human interest story or photo opportunity (such as last week's pumpkin launch) or if anyone would like to be listed as a go-to expert for a specific publication or on a specific subject. Anyone who has been quoted in the media or who has a book coming out should also let the PR office know.

Finally, Ms. Harwin asked that we also encourage our students to "like" LC on Facebook. Should departments wish to establish a presence on Facebook, she suggested that they consider using a group, which is more conducive to online discussions, rather than a page. Pages need to be engaging and provide year-round content updated at least once a week. If departments cannot fulfill those conditions, the PR office would prefer that they not create pages on Facebook. Any general announcements can be shared through the institution's Facebook page and Twitter. She asked that we contact her with any information of interest to a broader audience.

Following her presentation, Ms. Harwin responded to several questions.

Paulette Bierzychudek asked who decides which events will be promoted on our website and how decisions are made. Ms. Harwin responded that on the new events calendar, the key thing that will make a given event appear is if it is tagged "open to the public." There are only three spaces allotted to events, so any single event will not be up very far in advance. If a colleague thinks an event would be of interest to the public, he or she should let Ms. Harwin know that it's important for the event to appear on the homepage. Dr. Bierzychudek asked Ms. Harwin to clarify the idea of "tagging" an event and the process involved in submitting events to the PR office. Ms. Harwin responded that administrative assistants will know how to do it and can demonstrate the process.

Tim Mechlinski remarked that the primary problem in using the website is the search engine and asked if the PR office was currently dealing with that. Ms. Harwin responded that yes, her understanding is that they are integrating Google into the search engine and that this would be happening in the fairly near future, either at the end of that week or in the following week. Rob Kugler added that anyone who would like to beta-test the new search engine should contact David McKelvey in New Media.

Deborah Heath pointed out that Law School content comes up consistently when she is searching the CAS site. Ms. Harwin answered that the search function will soon be taken care of, but that the navigation part is more complicated. The group working on these questions hopes to have a report together by December and will tackle problems next spring.

V. Reports of Standing Committees

- a. Representing the Budget Advisory Committee, Rachel Cole submitted a brief report. The committee will be reporting on 2012-13 budget as soon as substantive information is available, and they are working on targets with respect to revenue issues. Dr. Cole reminded faculty that Cliff Bekar had said last spring that the committee had been working on fixed vs. percentage raises, and the committee has completed a report but will not be reporting to the faculty until spring. With respect to the issue of salary discrepancies among faculty cohorts, the committee is not ready to report on that yet either.
- b. Curriculum Committee Chair Bruce Suttmeier announced that an electronic report on Wednesday's "Chocolate, Cheese, and Curriculum" event would be circulated and that the committee will soon begin consulting with individual departments.
- c. Paul Powers gave a report from the Committee for Admissions and Financial Aid. Brian Detweiler-Bedell will serve as chair this year. Returning to the Dean's report on enrollment issues, the college's enrollment target is expected to be 570 first-year students and 30 transfers, which is close to numbers in previous years, when it has typically been 510-530, depending on how the discount rate was coming in. Currently the CAS has 2,032 students enrolled, along with 78 students in Academic English Studies, 24 visiting students, and 14 special students (such as high school students). The total student population, 2,150, is up significantly from five to 10 years ago. The college is expected to remain at a high enrollment level for the foreseeable future, and the Committee is currently seeking greater clarity about how targets are being set; over the past few years, the process has been changing. For example, Admissions has hired an outside firm to evaluate financial aid packaging, and the Committee applauds this process and looks forward to reporting relevant details.

Following Dr. Powers's report, several questions arose regarding future enrollment targets.

Dr. Loening asked about the target of 570 students for next year. Considering that we have had a huge surge this year, why continue admitting a high number of first years? Doesn't that put more strain on the college unless we are willing to increase the number of faculty? Dr. Powers responded that the numbers are not so far off from previous years and asked faculty to stay tuned, because the Committee has been asking similar sorts of questions.

Dean of Admissions Lisa Myers offered input on Dr. Loening's concerns. The Admissions office has met and talked with people across campus about size and capacity; and in response to the question of whether we could grow, the answer was that we had hit our limit. The 570+30 figure maintains the population we currently have without wild changes from year to year. Dr. Loening pointed out that the numbers still don't make sense; shifting the average intake from 510 to 570 still commits us to a higher overall student population in the future. He remarked that students are already shoehorned into classes now, and the college does not have the resources to support that many students; even if we had more faculty, we would not have the space to house them.

John Callahan added that it is urgent that we try to work out a common point of view regarding growth and that he would like to see this item on the Committee's agenda.

Brian Detweiler-Bedell agreed with Drs. Callahan and Loening. He remarked that the Committee is having some difficulty obtaining the information it needs and is finding it hard to understand how faculty have a voice in this process. The members of the Committee want to know how numbers are being set and how faculty can have a role.

Provost Jane Atkinson agreed that discussion has to happen. She brought up the issue of net revenue: this year's freshman class is very large and very expensive, and it is important to balance quality, the number of students, and net tuition revenue. Admissions has been scrambling to address these issues, but with a new President and Dean, a lot remains in play right now.

Paul Powers added to Brian's comments that the members of the Committee are very confident and impressed with the people they deal with, including Dean Myers, and that there is reason to be optimistic that the Committee is working hard to get the best students to campus.

Kurt Fosso remarked that even if there is an empty seat in a classroom, that doesn't mean that there's more capacity; if we are packed to the gills, then we are chipping away at who we are as an institution.

VI. Other Reports

- a. The faculty representatives to the Board of Trustees, Jerusha Detweiler-Bedell, Susan Glosser, and Deborah Heath, reported on their last meeting with the Board. Dr. Detweiler-Bedell thanked faculty for making space in their classes for Trustees and requested that faculty let her know if they did have a Trustee visit their courses. In addition, if colleagues have ideas about how to help trustees feel more a part of the college, they should let the faculty representatives know, as they are interested in exploring other options.

Dr. Heath then summarized what happened at the meeting last spring. She described what faculty representatives to the Board do. Representatives from all three campuses, along with President Glassner, serve as ex officio members on some subcommittees, but faculty representatives are not present at meetings where policy is actually set.

The Business Preparation Task Force has been an ongoing topic of discussion for the board. More recently appointed Trustees are alumni of the Business program, which no longer exists at LC; and some see the loss of the Business program as something that should be rectified. Dr. Heath praised the work of Provost Atkinson and Associate Dean Hunter, who spearheaded the Business Preparation Task Force and completed a comparative study of peer institutions, focusing on whether they

have business programs and how they address the issues about which some trustees are concerned.

A spreadsheet outlining the work of the Task Force is publicly available through the LC website and highlights some positive developments, including success with internships, innovative curricular initiatives, and co-curricular programs, of which the “winterim” workshop on entrepreneurship is the first example. College Counsel David Ellis is serving along with Rob Kugler as liaison to the board on the creation of a pilot program.

Positive developments have already emerged from the planned workshop on entrepreneurship. Trustee Stephanie Fowler and her husband Irving Levin, local champions of social entrepreneurship affiliated with Mercy Corps, have created a strategic initiative that provides summer internship awards for students who otherwise could not afford to take on an unpaid internship. The Center for Career and Community Engagement is also working with the Trustees to develop an Alumni Career Corps.

Susan Glosser then summarized the Trustees’ finance meeting, which she attended. She reported that the huge spike in students gave the college an operating surplus, which meant that it was not necessary to draw down as much of the endowment. In the short term finances look good because of increased enrollment, but there are other issues. The Trustees were most concerned with three things: the rise in tuition and how quickly that was occurring; the challenges of increasing tuition and decreasing financial aid in order to positively affect net tuition income; and increasing diversity. Their view is that the college needs to find a “sweet spot” with respect to tuition and not underprice itself, because setting tuition too low can lead to the perception that the college is a “bargain brand.”

The Trustees were also excited about class visits, including Ron Ragen’s visit to Andy Bernstein’s course on Japanese history. Dr. Glosser added that faculty invited to “meet and greet” functions with the Trustees should go, because they really do want to know what is going on on campus and what people are doing. The Trustees are genuinely interested in the welfare of students and do not regard them just as customers.

The faculty representatives to the Board responded to questions.

Štěpán Šimek asked whether the Trustees had mentioned any other sources of revenue besides tuition and expressed concern that we were talking primarily about tuition as a revenue source. Dr. Heath responded that faculty representatives are not invited to attend the meetings of the investments subcommittee. She knows from Carl Vance that there have been some substantive modifications to how the college handles investments and that as a result the college is doing better than it was before. Dr. Detweiler-Bedell added that in past meetings with the Office of Institutional Advancement, attention was given to asking trustees themselves to donate money. Dean Jordan remarked that changes are occurring with respect to fundraising, that Institutional

Advancement has been identifying more and different types of donors and bringing in more parents who are willing to give. More parents are being invited to campus, and it is important for faculty to be positive. She asked faculty to let Institutional Advancement know of any potential major donors.

Dr. Bierzychudek asked about the status of capital improvement priorities. Before the arrival of the current president, momentum seemed to be building toward a capital campaign, and she wondered if all of that had been scrapped. Dr. Detweiler-Bedell answered that the process was not yet in that phase and that faculty has not been informed about it. Provost Atkinson added that no campaign has been announced, that work is being done behind the scenes and that it has to remain there. The President has been doing what a president does, and the Major Gifts staff has been working hard. There has been no open talk about a capital campaign, but that is where we are heading. The Board has not set priorities yet, and President Glassner's policy is not to promise anything until he can deliver it. Provost Atkinson remarked that 11 percent of our current revenue is coming from the endowment, and the college would like that number to be much higher. The present market is working in our favor, and the college's investment portfolio was up 20 percent by the end of the second quarter, though the third quarter was worse. Ultimately, the college cannot count on a capital campaign to solve problems and must increase fundraising.

Associate Dean Hunter reported that parents who came to the Parents' Council meeting were euphoric about their students' experiences here. The college's success in engaging and motivating students is driving parents' enthusiasm to give. She thanked everyone who has been working through crowding issues this semester.

Rachel Cole asked for clarification on how the faculty might obtain good information from the board and also make its voice heard. She asked the faculty representatives if the Board seemed interested in what they had to say. Dr. Glosser replied that the representatives would like to speak with Dean Jordan about that, that they did not feel as if the board members were listening to faculty and that there was no indication at the meeting that the representatives could speak. Informally the Trustees were very interested to talk with faculty, and their exchanges were not contentious, but she and the other faculty representatives would have liked to talk more about what could be done to address the issues in which Trustees were interested. Dr. Heath explained that this is most likely a structural issue; meetings with the Trustees have formal slots in the agenda for student leaders, but there is nothing comparable for faculty representatives because the assumption is that Deans are speaking on behalf of their campuses. She suggested that faculty representatives and members of the Budget Advisory and Admissions and Financial Aid Committees could consult with one another and ask Trustees for time to discuss their concerns.

VII. Old Business – None.

VIII. New Business – None.

IX. The meeting was adjourned at 4:50 p.m.