

Lewis & Clark College
College of Arts and Sciences
Faculty Meeting
February 1, 2012

- I. Approval of Minutes: The minutes from the December 7, 2011, meeting were approved without additions or corrections.
- II. Announcements
 - a. Dr. Goldsmith reminded faculty that first-year advising dinners would be taking place the following week. It was not too late to e-mail Kaiti Dugger or Daena Goldsmith to sign up for a time on the spreadsheet. Bon Appetit will have the names of all advisors who have signed up for a given evening, but advisors need to invite their students. Ms. Dugger will provide a list of first-year advisees when advisors sign up for a time. Dr. Goldsmith asked that everyone make a mental note of who attends, because the Advising Office will be asking for feedback on the success of the event.
 - b. Dr. Goldsmith also announced that John Hancock would be leading a suicide prevention workshop on February 21 from 3 to 5 p.m. The workshop will provide hands-on advice for how to talk with students in crisis. She directed interested colleagues to RSVP to Ms. Dugger.
 - c. Greta Binford invited colleagues to attend Research News & Brews on Friday, Feb. 3.

III. President's Report

President Barry Glassner spoke at the start of the meeting. He stated that he had asked to be on today's agenda, first to talk about what he does; second, to make an exciting announcement; and third, to answer questions.

Admitting that when he was a professor, he had no idea what the president of a college does, he said that he thought it would be useful for faculty to hear more about his duties as President, which are more or less common to many other colleges. In a word, his primary duty is advocacy. He advocates for faculty, students, and the institution, speaking with alumni, donors, trustees, prospective students, elected officials, foundation heads, etc. Most of the time he talks with them about the exceptional work being done by the faculty of CAS as well as by our colleagues in the law school and graduate school. He also brags about students and their achievements. He described that while he is having these conversations, he often finds himself wishing he could be in two places at once, because he has just read about Research News & Brews, a colloquium, or talks by interesting job candidates in various positions. Still, he stated that he relishes advocating for such a special

institution.

To provide an example of his work, President Glassner described meeting Judy Beck from Seattle, who will join the Board of Trustees at its meeting in a few weeks. She has had a long and interesting career at ABC News and Business Wire, and she is a major philanthropist, mostly for the arts, in the Seattle area. Her daughter Jessica is a current CAS student, and Judy will be a great trustee who will add significantly to the board. What was most important to her in deciding to become involved, President Glassner stated, was her meeting with several faculty members, including Kurt Fosso, Greta Binford, Jerusha Detweiler-Bedell, and Kathy FitzGibbon. He stressed that these types of meetings are extremely important and thanked the faculty for their help in showing people like Judy what really goes on here.

President Glassner also discussed his contact with Representative Earl Blumenauer, who is an LC alum. He has greatly enjoyed getting to know Rep. Blumenauer and expects that their contact will be beneficial to the college in a variety of ways. President Glassner announced that on February 13, Lewis & Clark would be hosting a debate among the three leading candidates for mayor, an event that Rep. Blumenauer helped to organize. The President remarked that this would be one of the very few debates that the candidates will have, and it would be a great event. Some faculty and at least one student would be participating. President Glassner encouraged all interested faculty to register, because space would be limited.

Another aspect of the President's job involves interaction with peers. He described his involvement in several presidents' groups, including the Annapolis Group, a national group of liberal arts college presidents with membership by invitation only. The group, administered out of MIT, consists of about 100 presidents, provosts and financial officers from colleges around the country and gives us great access to what is going on in higher education. He has lately also had the opportunity to get to know other presidents in the region, as the presidents of the various schools in the Northwest Conference are required by the NCAA to meet a certain number of times each year. They use the meetings to discuss far more than athletics.

The President is also an advocate for Lewis & Clark in the media. He has written several op-ed pieces and is also trying to get to know some key people, including the editor of *The Oregonian*, the publishers of *Willamette Week*, and the president of Oregon Public Broadcasting. On that last note, he announced that Becko Copenhaver would be organizing and hosting a broadcast of the NPR program "Philosophy Talk" at Lewis & Clark in April.

President Glassner then described his interactions with Fred Fields, who is known to many colleagues. Since his arrival at the college until Mr. Fields' death last December, he spent considerable time with him, as did Provost Jane Atkinson. During that period Mr. Fields was not in great health, but he remained very involved with the college. Shortly before his death, he attended a meeting in Gregg Pavilion and asked many questions about the technical specifications of the space. Mr. Fields

requested in his will that his memorial service be held in the Chapel. The President thanked everyone who was able to attend.

President Glassner stated that about a third of his time is devoted to the Board of Trustees. The main reason for this is that the board is large, with 35 members who are all accustomed to attention. There are also Life Trustees, who are not all actively involved but also comprise a large group. A major goal for the President is to shape the Board as much as possible so that it has people on it who appreciate, understand, and are committed to what we do at the college. This is time-consuming, but it is something that the president cares about. It is also important to include people who have had a first-hand connection to the college, either as alums or as parents of students. Another recent addition to the Board is a parent from the Los Angeles area whose child is very engaged with the college. These parents have hosted events for alumni and prospective students and have made some helpful introductions. The father will be joining the Board soon, but the current Trustees have not yet voted on it.

President Glassner also made some remarks to dispel the myth that a president's duties consist of fund-raising, donor relations and trustee relations. He also oversees the college, and this is probably his central focus. The major emphasis here has been on recruitment, and far and away the most important recruitment that the college does is with respect to faculty. The vast majority of this work is done at the department level, and the Dean makes recommendations, but the President stressed that he carefully reviews every appointment and tenure dossier. The college last year made phenomenal appointments, and he hopes that we will keep up the good work.

Other recruitments to which the President has devoted much time and attention include those made within the administration and executive council. Some of those crucial appointments include the Dean of the College, Dean of Admissions, and most recently the Dean of Students, Anna Gonzalez, who will be joining us this summer. We are also very fortunate to have been able to recruit Mark Figueroa, our new Director of Institutional Research, and Adam Buchwald, our new CIO, who will start March 5. President Glassner emphasized that in all of these appointments, the contributions of faculty members were invaluable: many colleagues chaired or served on committees that resulted in these successful searches. In each case, the President requested input from anyone who has had contact with the candidates. He stressed that he reads every word of those comments and that they have a significant effect on the outcome. Again, he thanked faculty for their contributions.

President Glassner explained that on a day-to-day basis he works most directly with members of the Executive Council. Everyone understands what CFO Carl Vance does, President Glassner pointed out, but the Provost's responsibilities, though perhaps less apparent to most colleagues, are quite extensive. Much of the Council's time is occupied by the budget. Developments in global, national, and regional economies have had massive effects on higher education, and the situation remains very much in flux. The President stated that in his opinion this is a time to be in private higher education, as public universities almost everywhere are suffering

outrageously. Still, institutions like this one are under pressure as well. Lewis & Clark is in a relatively good position relative to most other private institutions: we are able to continue hiring faculty, maintain and even build new buildings, and we are even able to give raises, which the president feels is very important.

Nevertheless, the challenges are considerable. If we are going to use resources well, we need a systematic approach to strategic planning. That approach, which was started last summer, is designed to engage many people and do it in a way that will result in a feasible plan that will have dramatic effects in the years to come.

Leadership of this effort, the president believes, should come from the faculty. The effort has been organized through six work groups led by Liz Safran, Tuajuanda Jordan, Janis Lochner, Cliff Bekar, Louis Kuo, and Steve Tufte – many others from the faculty are also engaged. There are many ways to become involved; interested colleagues should check the website and contact President Glassner at president@lclark.edu.

President Glassner announced that Fred Fields had left the college \$10 million, which is the second largest gift in the college's history (the largest gift was from Louise Wood and was used to build Wood Hall on the Law School campus).

The President then responded to several questions from colleagues.

- Liz Safran asked about the intended audiences for the strategic plan. President Glassner replied that the main audience was the faculty and administration at the three schools – in other words, the people who will conceive and enact the plan. However, there are other audiences involved in the process as well. Once there is a draft of a strategic plan, it will be presented to the Board of Trustees. Only they can approve the plan, and they will decide what kind of input they want to have. Two trustees have been involved in the planning groups, but there are no trustees involved now. Finally, people at other institutions look at strategic plans online, so our colleagues throughout academia are another audience.
- Janet Davidson asked about a comment by President Barack Obama in his recent State of the Union address, where he expressed interest in colleges that control costs and avoid raising tuition. What would be the impact of his remarks on colleges, especially ours? President Glassner responded that his reading of President Obama's comments was quite different from that of most journalists. His understanding was that the President was saying to public institutions of higher education that public funding would be changed if they continue to increase tuition. Many people understood his comments to mean that all colleges must stop raising tuition, and we now have parents and students saying that we are not listening to the President, but the fact is that there are good reasons why the college will increase tuition. In a recent book, *Why Does College Cost So Much?*, a couple of economists simply ran numbers regarding the claim that colleges and universities have raised tuition well beyond the cost of living. They provide graphics that show that increases in the costs of other professional services – such as those of lawyers, architects, doctors, and dentists – are the same

as for higher education.

IV. Presentation by Scantron

Rich Vesga and Brett Barnes, representatives of Scantron, introduced the latest software designed to assist colleges in implementing electronic evaluations. Their platform, Class Climate, automates the course evaluation process to make it function more efficiently and to enable instructors to make modifications based on student feedback. Students are able to complete evaluations completely online, on smartphones, or on iPads. Individual colleges are able to design and store questions, and there is a lot of flexibility in the design. Evaluations can be done in class or go straight to students' e-mail. Time controls can be set to activate surveys, and up to 30 e-mail reminders can be sent to non-respondents. Data can be viewed in real time and will update in real time.

Mr. Vesga discussed several options for organizing student evaluations, including breaking questions up into separate screens, dropdown boxes, or bubbles. Space for direct comments can be included as well.

Students embrace the idea of completing evaluations on their smartphones. The software detects the web browser and adjusts to different smartphone interfaces. As students complete electronic evaluations, they receive a certificate of participation, which improves response rate.

The manner of exporting data in Class Climate allows instructors more flexibility. The time frame for receiving feedback is quick: reports are automatically e-mailed as PDF documents.

Scantron currently has over 500 clients. The software can include comments as well as graphics, comparisons, and participation tracking. Feedback can have a direct impact on current courses.

Class Climate can also be made accessible on the Moodle portal.

Mr. Barnes then demonstrated the software. Class Climate is administered centrally and is an automated process that is hands-off for most instructors. Users may be administrators, sub-units, and department chairs, though the software is so simple to manage that most clients have just one or two people running the whole system.

Questionnaires are designed and set up within Class Climate; there is no need to know HTML. If clients prefer to do paper evaluations instead of electronic, that can be added as well; forms can be printed on plain paper and scanned into the system. The entire system is meant to be extremely simple and easy to use.

When surveys go out, students receive a link with a unique passcode embedded as a link. When they click on it, they are connected to the survey and work through the

questionnaire. For certain questions (such as “Was this form administered properly and fairly?”) it is possible to add comments to a “no” answer.

Data are available instantly, and users can set a minimum response rate to generate a report. Participation and response rates can be tracked. With Class Climate, it is easy to compare data over time and to choose what to compare, whether it is courses in one semester or in different semesters, instructors or courses against college averages, etc.

Mr. Vesga and Mr. Barnes then responded to several questions.

- Damian Miller from the Graduate School introduced himself and said that he has experience with schools that have Datatel Colleague for systems. This system is easily connected and users can also build their own connectors. He asked about the possibility of releasing grades only after participation in online surveys, as some schools do. Would that be possible with Class Climate? Mr. Barnes replied that this can indeed be set within the course management system.
- Paulette Bierzychudek stated that instructors currently get back all paper evaluations, so that they can correlate written comments with individual questionnaire responses. Would that be possible with this system, or are numerical results only cumulative? Mr. Barnes said that individual questionnaires can be separated.
- Jerusha Detweiler-Bedell offered that as a research psychologist who collects online data herself, she is concerned about how people complete surveys and requests directly that participants work on questionnaires without distractions. Mr. Barnes’s response was that this request was very common among clients. It is possible to specify within the system that students take the survey only on campus; it is also possible to set a time control, such as between 8 a.m. and 5 p.m.
- Kurt Fosso wondered if responses on smartphones might be tweets instead of paragraphs. Do comments shrink when they are completed on smartphones? Mr. Barnes replied that the smartphone option is new, and they do not yet have data on how it affects responses; but he would expect that comments would indeed shrink.
- Curtis Johnson noted that in the current practice of distributing evaluations in class, students have the first part of a class hour to fill out the form. He asked if the Class Climate system allows this as well, so that instructors can ensure that students are able to complete evaluations, with or without a smartphone. Mr. Barnes responded that a hybrid scenario is possible: some students can complete surveys on paper or computers. Mr. Vesga also noted that other schools give students incentives to respond, such as an entry in a raffle or discounts.
- Associate Dean Jane Hunter asked if it is possible to ban smartphones and compel students to fill out questionnaires on a keyboard. Mr. Barnes said that this was not possible, since the system autodetects any browser. One approach might be to use a student portal, so that students must log into Moodle or something else.
- Steve Tufte asked if the presenters had data about average response rates. The response was that Scantron does not keep that information, so unless a customer

- shares it, they do not have it. What they do hear is that when colleges go online, participation goes up. The bottom line is that if students know their comments are being heard, they will continue to respond.
- Dr. Tufte then expressed concern that electronic systems of evaluation might reduce sampling to only high and low responses. Mr. Barnes responded that it is no different than a “forced” response on paper.
 - Deborah Heath asked if Scantron had itself used Class Climate to survey its customers’ satisfaction with using the system. Mr. Barnes said that they had and that they could get us reports.

Just prior to the Dean’s Report, Dr. Goldsmith announced that Dr. Bierzychudek had agreed to serve as parliamentarian at faculty meetings this year.

V. Dean’s Report

Dean Jordan opened her remarks by announcing that Scantron would be piloting their system at LC. At the last Chairs’ meeting, department chairs discussed getting people to volunteer for the task force, which will be led by Gary Reiness. The Dean acknowledged that there is a lot of apprehension about electronic evaluations, but we are going to pilot it like good scholars. If it works, that is great, and if not, fine, but we will give it a try.

She then addressed recent discussions concerning the budget. There has been concern about raises for faculty. The dean reassured the faculty that raises have been budgeted and that no one is trying to eliminate them. If the college does not meet its targets for revenue for the incoming class, raises are still possible, though letters would not come out when they normally do.

The Dean then addressed student retention. President Glassner talked about recruitment, and the two issues go hand in hand. The college has been focused on maintaining a high rate of retention, and the data show modest gains. Dean Jordan has convened a new working group that will be focused on best practices for increasing retention, persistence, and graduation rates. The group is assembled from faculty, administration, and staff, and members include Dr. Goldsmith, Mark Figueroa, Registrar Judy Finch, incoming Dean of Students Anna Gonzalez, Jim Grant, and 3CE Director Minda Heymann. The committee will be asking questions about which students are leaving, why and when they are leaving, and where they are going. As the committee starts to get answers, Dean Jordan hopes that a systematic approach will be developed that focuses on all students in curricular and co-curricular areas. She will be bringing in a consulting group in March, and some of the faculty members will be talking with them. The dean noted that some say our retention rates are as good as those of our peer institutions in the Northwest, but she wants better.

Several appointments have been made in the past month. The new Director of the Math Skills Center is Margo Black, an alumna. She is working with CS 102 and doing a great job. Dean Jordan thanked Naomi Cameron for taking over the Math

Skills Center this year.

Interviews currently are being conducted for the position of Director of the Writing Center. Susan Hubbuch is retiring at the end of this year, and we need to find the right person to replace her. Three people have been nominated or stepped forward, and they will be interviewed by Faculty Council. There is no time for a forum, but anyone who has concerns or is looking for certain things should send comments to Terri Banasek, who will forward them to the Council and to the Dean. The Dean will then interview candidates, and based on the input of the Council and faculty as well as her own impressions, she will make an appointment by March 1.

- Dr. Fosso asked if this was to be an interim appointment. The dean replied that it was not. Dr. Fosso then asked if she would be willing to explain why there was no national search. The dean said that she did not think we needed a national search at this point, because we are still trying to figure out what this position will be. Each of the candidates is already teaching here in some capacity, and it will be good to have someone in the post who knows the college already.

The dean then reminded colleagues to read the report of the Business Task Force. She will begin meeting with groups of departments to discuss it around March 1. The goal is for the entire college to work together in determining next steps.

Dean Jordan offered congratulations to Rachel Cole, winner of this year's Graves Award for Teaching Excellence in the Humanities. She also took time to recognize Kelly DelFatti, Director of Sponsored Research, for her work with faculty. The dean praised Ms. DelFatti's patience and passion about what she does, saying that she goes above and beyond what is expected of someone in that position. She manages as much as several people at other institutions. Since Ms. DelFatti presents colleagues with a card and bottle of wine when they receive awards, Dean Jordan congratulated her in the same way. Ms. DelFatti thanked colleagues for making her job fun and easy.

V. Reports of Standing Committees:

- a. Budget Advisory Committee (Cliff Bekar, chair) – Dr. Bekar addressed two main issues, about which faculty could expect to hear more at the next meeting. First, the budget has come in and will go to the Board of Trustees on February 23. Currently the budget carries a \$593,000 surplus and a 1.2 percent margin over net tuition. The standard is a 2 percent margin, but the BAC is comfortable with the slightly smaller figure. Assuming no change in class size and discount rate, there is a budgeted raise pool of 2 percent. There were important adjustments to the budget on tuition and financial aid. The dean's CAS cuts, amounting to about \$249,000, constitute 1 percent of the wage pool, so those cuts meant that the raise pool was doubled.

Second, Dr. Bekar discussed his concerns going forward. The college has not

been able to afford a change in the organization of the meal plan, since the subsidy by on-campus students currently amounts to \$1.8-2.4 million. Overall there has been strong reliance on the release of restricted funds. This is a serious consideration going forward, and departments should consider their reduced budgets to be the “new normal”; there will be no returning to previous departmental budgets. Dr. Bekar emphasized that the current budget situation is not a short-run issue but rather a new, persistent, and long-run challenge for the college, which manifests itself in two ways: first, the endowment is down 2.5 percent due to fluctuations in the stock market; second, the discount rate is likely going to stay where it is, in the 40s, rather than in the 30s, where it used to be.

The college has been working on ways to meet the budgeting challenges posed by this new environment and to grow faculty salaries at the same time. Over winter break, a proposal was brought forward to delay the announcement of the raise pool until next year’s discount rate is established around October. The BAC was not briefed on this policy, and the committee is still scrambling to respond. Dr. Bekar noted that the proposal is not necessarily a bad idea, but the committee had concerns about the process. One way it could be implemented would be that faculty members receive a letter over the summer that confirms their relationship to the college but does not contain salary information. The salary letter would then go out in October.

Dr. Bekar stated that the committee believes that a number of issues needed to be considered with respect to this proposal. For example, the process could render the college something of an outlier with respect to reappointments. The expectation that other institutions would soon follow the same process suggests, as Dr. Bekar described, something like a race to the bottom.

- Deborah Heath asked if the college had already determined how the generous gift from Fred Fields would be allocated. Provost Jane Atkinson answered that that decision had not yet been made. She stressed that it would be extremely helpful if the entire gift became endowment, but that was not yet certain.
- b. Curriculum Committee (Matthieu Raillard, chair) – Dr. Raillard addressed two items: First, the CC has received E&D’s response to last year’s external review. The committee will be looking at it and formulating a strategy. Second, he gave faculty an assignment, saying that chairs could expect an e-mail with to come up with a list of courses, using the language crafted last fall, that would fulfill new General Education requirements. He stated that the CC would like to have this information before the next faculty meeting, with the deadline set for February 24.
- c. Admissions and Financial Aid (Paul Powers, chair) – Dr. Powers reminded and encouraged faculty to open their classes to prospective students. Willing colleagues should let the Admissions Office know that students can visit their courses. The committee is working on finding a point person from each

department with whom prospective students can connect.

VII. The meeting was adjourned at 5:06 p.m.