

Faculty Council
Meeting Minutes
March 20, 2008

Present: Julio de Paula, Dean of the College; Jane Hunter, Associate Dean; Cliff Bekar, Associate Professor of Economics; Ken Clifton, Associate Professor of Biology; Dinah Dodds, Professor of German; Deborah Heath, Associate Professor of Anthropology; and Terri Banasek, Executive Assistant and recorder.

Excused: Mervyn Brockett, Assistant to the President

Announcements:

- Dean de Paula announced that there will be two new members of Faculty Council next year. Rob Kugler will replace Dinah Dodds, and Liz Safran is returning to complete her term. Dr. Heath will be on sabbatical in spring 2006, and Dean de Paula asked her to work with the ILC to determine who is going to be representing the group next year. He added that he would prefer having the same person for both semesters.
- Dean de Paula reported on the divisional elections. Last year, when there was a lack of nominations, he asked Faculty Council to emphasize the importance of the elections to the faculty. This year, the arts and humanities division is doing okay, but there were no nominations from either mathematical and natural sciences or social sciences. Dean de Paula would much rather have people come forward than appoint people. Ms. Banasek will get a list of committee openings to the Faculty Council this afternoon.
- Naomi Cameron and Liz Stanhope both received awards at the multicultural affairs spring banquet for their work on diversity on campus. Also, there was a presentation by a woman student of color expressing her negative experience on campus. There is a long and important road to improve diversity and making this a community that is welcoming and safe. Dean de Paula suggesting making the student experience the theme for the Fall Retreat. He has talked to the Enrollment Management Committee and asked Faculty Council to think about moving in that direction for the retreat.

Agenda Items:

1. The minutes of February 29 and March 6 were approved as written.
2. Dean de Paula presented a proposal for a new organizational structure for the Office of the Dean. The following offices would report to the Office of Associate Dean: Director of Academic Advising, Director of Exploration and Discovery, Director of Fellowships and Grants, Community and Career Connections, Director of the Writing Center, Director of the Math Skills Center, and Director of Faculty Development. Mervyn Brockett will report to both Dean de Paula and Provost Atkinson as Associate Provost, and he will have a close working relationship with the Director of Assessment. Dean de Paula described the following clusters:

- a. Budgeting Cluster: Dean of the College, Associate Dean, Associate Provost. Dr. Brockett would take on a bigger role in gathering information from departments and creating budgeting models.
- b. Advising Cluster: Associate Dean, Registrar, Director of Academic Advising, Director of Community and Career Connections, and Director of Fellowships and Grants.
- c. Enrollment Management Cluster: Dean of the College, Associate Dean, Associate Provost, and Director of Physical Education and Athletics.
- d. Curriculum Development Cluster: Associate Dean, Registrar, Director of Watzek Library, Director of Physical Education and Athletics, Director of Assessment, Director of Overseas and Off-Campus Programs, Director of Summer Programs, Director of Exploration and Discovery, Director of the Writing Center, Director of the Math Skills Center, and Director of Faculty Development.
- e. Faculty Development Cluster: Associate Dean, Sponsored Research Officer, Director of Exploration and Discovery, and Director of Faculty Development. Dr. Bekar noted that lack of a quantitative reasoning component in this cluster. Perhaps the Director of Exploration and Discovery could evolve into a Director of General Education.
- f. Assessment Cluster: Dean of the College, Associate Dean, Director of Institutional Research, Director of Community and Career Connections, Director of Assessment, Associate Provost, Director of the Writing Center, and Director of the Math Skills Center. It was noted that this cluster also should include representation from alumni relations.
- g. Fund-Raising Cluster: Dean of the College, Sponsored Research Officer, Associate Vice President for Development, Director of Corporate and Foundation Relations, Director of Major Gifts, and Director of Planned Giving.

Dean de Paula would like the change to take place immediately. If he has time between now and the faculty meeting to talk to those involved, he will make this part of his report. Faculty Council affirmed the reorganization.

3. A checklist for salary reviews was distributed to the Faculty Council. This checklist already has been distributed to those faculty members under review this year. It provides a way of organizing information for salary review. Dean de Paula and Associate Dean Hunter have for next year is to perhaps move this set of guidelines into an actual form so that people would input information directed to the questions that are being asked. The advice needed from Faculty Council is whether this sort of form approach to salary review would make any sense or whether the free-flowing prose that is usually turned in is the way to go. From a reviewer's point of view, having more of a format makes it all much easier. The more systematic a process is, the easier it is for both reviewers and faculty members.

Dr. Heath pointed out that originally the faculty were assured that the biennial reviews would be easy, but they have turned into mini-developmental reviews; they are onerous. It would be wonderful if this resulted in a change in culture or practice. Moving directly to a form would be helpful. As a list, it will be fodder for elaborate writing for those so inclined.

Dr. Dodds noted that there should be a document in the archives that was used for reviews which could serve as some sort of a model. Associate Dean Hunter added that this sort of form could provide a place to gather information about what faculty members are doing for

purposes of fund-raising, grant writing, etc.

Dr. Clifton thinks this should be even more streamlined; he sees an opportunity for continued reflection and interpretation. Dr. Heath added that if we want to see a stark difference between developmental and salary reviews, this is the way to go. Associate Dean Hunter does not want to take the developmental self-evaluation out of the salary review. Dr. Clifton pointed out salary reviews are backward-looking and developmental reviews forward-looking. It may be useful to say a salary review evaluates what happened in the last two years. He would try to minimize how things are going to get better – that will be addressed in the next review. The developmental review would focus on what need to be improved. Associate Dean Hunter responded that basically the developmental review process has been ramped down except for pre-tenure reviews.

Dr. Clifton said he would like to think about a step increase that is linked to current economic conditions – a cost-of-living increase given to all faculty members every two years, along with a bonus recognizing excellent teaching, scholarship, or service. This would be in place of the high, medium, and low increases. A person could be excellent in all three areas. It has the advantage of allowing in a salary review that one did an exceptional job in one or more areas, and that could be spelled out in the review. The Dean could then decide how many “excellents” there are and divide up the money. It also has the advantage of everyone knowing they will get a cost-of-living increase. The bonus would be a one-time event.

It was noted that the Budget Advisory Committee has been talking about reconvening the salary advisory group to talk about these issues. Faculty Council agreed that the form is a great idea with some opportunity allowed for a narrative, keeping the narrative to one page.

4. Faculty Council continued its discussion of guidelines for establishing centers and initiatives in the CAS.
5. In response to concerns raised about the need to sign in at faculty meetings, Ms. Banasek will do a head count at the beginning and the end of the faculty meeting.
6. The meeting was adjourned at 11:10 a.m.

Next meeting: Thursday, April 3, 9:40-11:10 a.m.