

Faculty Assembly Executive Council (EC) Meeting Minutes
October 16th, 2015 1-3pm CP 206C

Present: Julia Aguirre; Juliet Cao; Marcie Lazzari (by phone); Huatong Sun; Lauren Montgomery; Jim Gawel; Ellen Moore; Ji-Hyun Ahn; Jutta Heller; Mark Pendras; Ka Yee Yeung-Rhee; Alissa Ackerman; Denise Drevdahl; Gregory Rose; Nita McKinley; Mark Pagano; Matt Kelley.

Absent: Chuck Costarella; Bill Kunz; Marcie Lazzari (second half due to phone issues).

1) Consent Agenda

The October 7th, 2015 Executive Council meeting minutes were accepted. There was a request to keep the writing point of view consistent for easier readability.

2) Chancellor's Report and Discussion

Topics Discussed (abbreviated version; for unabbreviated see Appendix A):

- a) Enlarging of Chancellor's Cabinet to include faculty, staff, and student representatives; formation of Campus Budget Committee, with similar representation as the Strategic Planning Committee, to put financial priorities toward the Strategic Plan.
- b) Strategic Plan in early stages of planning process; leadership searches are ongoing; questions of campus and scholarship identity;
 - a. School of Education Proposal on hold until Seattle sees wider UWT plan for all of the units. The Chancellor is pushing for a plan to have all units move into schools. Many complex issues involved in this growth step, including each unit's promotion and tenure processes.
- c) Race and Equity Initiative requires a task force; Diversity Resource Center Initiatives Director, Ricardo Ortega, is heading up the Task Force and recruiting volunteers.
- d) Budget successes for building projects; future tuition cuts, salary increases, and ideas for revenue to compensate; concern that students bringing in more money is not a good reason for growth, instead have conversation about UWT's optimal size.
- e) Potential Educational Outreach program needs a person to create infrastructure and get the ball rolling; can be a possible area of revenue for UWT; brings education to communities with demand for higher education resources.
- f) Student Success/retention as biggest place to make gains; UWT needs plan to best serve current student population and increase retention in midst of growth; uncomfortable with the part of the growth conversation that leaves the mission open to change.
- g) Office of International Programs shift in leadership and staffing; consultants bring brought to campus to advise on OIP's direction moving forward.
- h) Murky relationship between UWT and UW Seattle; UWT using affiliation to its advantage ("most innovative university" can be claimed for all three campuses under UW); new UW president, Ana Mari Cauce's stance doesn't allow for micromanaging.
- i) Challenges in applying for research funding when only one application from the whole of UW is allowed, instead of at least one application from each of the three campuses; Chancellor said that the new EVCAA will be able to help make progress with this challenge to research funding by hiring a Vice Chancellor for Research.
- j) Faculty Unionization - upcoming Faculty Senate discussion; cards and voting process; Chancellor encouraged faculty to be engaged and informed, saying it was ultimately the faculty's decision.

3) Strategic Planning Activity – Nita McKinley and Bonnie Becker

Presentation/ Discussion:

The big question: As an urban-serving university, what positive role can UWT play in achieving your aspirations?

The Strategic Planning Committee is visiting programs, committees and staff groups to do a “Think. Pair. Share” activity around this question to gain input in order to craft the overall vision. The SPC has the guideline that UWT is an urban-serving institution and they acknowledge that the definition of that term has been under debate. Executive Council committee members took time to think on the big question from the viewpoint of an EC member, then met in groups to share their thoughts. Groups reported out to Nita and Bonnie who recorded answers on the board, clarified and synthesized. Then the committee was led through the process of combining any like answers from the board. From there, individual members made an unofficial vote on their top three priorities on the board using markers. Nita and Bonnie recorded results and will send committee a summary of the activity (Appendix B).

4) Resolution to address the “Demands of Black Students” (Appendix C)

Presentation/ Discussion:

- Members want the draft distributed in doc form in order to suggest edits
- “raises important issues” sentence – add curriculum, instruction, institutional racism
- Wording issues with this sentence: “In addressing these demands, we will consider the needs of all students, faculty, and staff members who are discriminated against and marginalized by some aspect(s) of their identity or circumstances.”
- Suggestions to change/help it: to insure that they are not; to attempt; to redress; to correct; to make right; to prevent; to attempt to eradicate; to eradicate; to work towards eradication of discrimination...
- Landed on: “who experience discrimination...” due to point that this sentence identifies the “who” and does not present the goal. The following sentence states the goal: “The overarching goal is to maintain an environment on our campus which reflects and respects the rich diversity of its members.”
- Member was interested that another member thinks that we CAN make a strong statement like “to eradicate.” Sense from some other members that it is a bigger issue, not solely in our power to eradicate, but only to attempt, work towards, etc.
- Some members didn’t see the list of demands communicated as a specific list of things to do, but rather a demand to find out how to make the changes possible, first
- Member encouraged committee to review the BSU demands when making edits on the resolution, in order to make sure that the students who originally wrote the demands, upon reading the resolution, can see an acknowledgement of their initial, courageous communication
- Members agreed with the inclusive approach (all diverse people and needs), but also desired to have the group who originally put forth this communication be specifically acknowledged
- Member suggested to make the resolution longer and include the phrase “where as...” and list the BSU demands, the date they were presented, etc. as a formal, specific acknowledgement within the body of the resolution
- Members asked “who is the audience? Where will this resolution be sent/posted?” Committee realized that they needed to answer those questions.

Action: Chair and vice chair will continue to work on the draft and then send it in doc form to committee. Administrative coordinator will continue to try to contact BSU representatives and research audience. Discussion will continue at 11.20.15 meeting.

5) Adjourn

Appendix A: Unabbreviated Chancellor Presentation/Discussion with Executive Council

6) Chancellor's Report

[Questions/comments are from committee members; answers are from the Chancellor.]

Presentation:

- a) **Events since the Chancellor's arrival in Spring 2015:** 2015 Commencement, The *Summer Soiree* on the Prairie Line Trail, *Paint the Park Purple* at Cheney Stadium, his *25,000 Mile Completion Run* through campus and downtown Tacoma, and the 2015-2016 Convocation.
- b) **Administrative/Leadership Development:** There has been a shift to enlarge the Cabinet from just the Chancellor and Vice Chancellors to include the Faculty Assembly chairs as faculty representatives, a staff representative, and a student representative. The hope is for this Cabinet to be a new, helpful way for leadership to get a wider sense of what's going on in all areas of UWT. The Chancellor has charged the campus with putting together a Campus Budget Committee which will put priorities towards strategic initiatives. There are 30 people on the Campus Budget Committee with a similar representation as the Strategic Planning Committee.
- c) **EVCAA Search:** The EVCAA Search Committee worked hard over the summer. The committee had some membership continuity from the last VCAA search. In total, 5 candidates are coming; 2 have been interviewed by campus and 3 candidates yet to come. There has been positive feedback about the interaction styles provided by the forums that the EVCAA Search Committee set up.
- d) **Office of International Programs:** The director of OIP, John Burks, resigned over the summer. The Chancellor has noticed that there are several different international programs on campus in different places and wonders what would be most efficient in terms of combination/collaboration/structure. Outside consultants are coming in November to look at what UWT does in International Studies and offer feedback on structure moving forward. They will meet with various groups, including an opportunity for faculty assembly to give them feedback.

Discussion:

- **Question:** Will there be an interim for International Programs so that faculty and students don't lose what's already running?
Answer: Seattle's Dean of International Students offered to help keep things running.
 - **Comment:** This office needs a staff person to manage all of the little things, though. In a couple weeks, their staff person is also resigning.
Answer: There will probably be an internal interim.
- e) **Leadership Searches:** UWT is moving forward with various leadership searches - SIAS started their dean search on October 6th, and will be followed shortly by Milgard, then Education, then the Institute.
 - f) **The School of Education Proposal** went to Seattle over the summer, but although it was strong, it didn't keep moving because the Provost had trouble supporting it without knowing what the rest of UWT was planning. There was no content issue with Education's proposal - UWT just needs an overall strategy first. The Chancellor is working on drafting a plan to get the conversation started and has asked the VCAA to get deans, directors, the Executive Council, and campus involved in a plan for moving forward. The Chancellor said the he wished he could have every department get their proposals ready to put forward all together by the end of the academic year, but he acknowledges that Social Work and Nursing have accreditation issues that may take longer. But, the Chancellor does ask that all units move toward schools by December 2016 so that together they can get the proposals to

the Board of Regents in Seattle, and be done with the process by spring 2017. That is his hope as he drafts a plan to get the conversation started across campus. There is a document (UW Tacoma General Guidelines and Process for Formation of Schools, Feb.2014) put out last year that defines the process for programs to become schools. He will keep working on an overall strategy and hopes that schools not attached to accreditation issues will move on this sooner than later. The discussion across units, faculty, and campus will take time, but the Chancellor says that he will push so that a plan can go immediately to the board so that they can know the intentions of UWT if reference to programs moving forward into schools. He is hopeful that maybe the Education department's director search can still turn into a dean search with additional candidates added to their pool.

- g) **Race and Equity Dialogue:** The new president of UW, Ana Mari Cauce, has charged all UW campuses to have a Race and Equity Task Force in response to the Race and Equity Initiative announced in Spring 2015. UWT's new Diversity Resource Center Initiatives Director, Ricardo Ortega, is heading up the Task Force and recruiting volunteers.
- h) **Potential Educational Outreach Program:** The Chancellor hopes to hire an organizer for a potential Educational Outreach program at UWT. Currently, Keybank and Events and Conferences Services are a starting point, and an Educational Outreach organizer/program coordinator could begin putting into place an organization that takes educational opportunities out into interested communities, i.e. Federal Way desires college-level educational opportunities in their city.

Discussion:

- **Question:** Will UWT pay units to develop educational outreach?
Answer: The Office of Educational Outreach would set up contracts and then the faculty would teach what the community needs/wants.
Comment: The Nursing program has already done this with hospitals. The hospital paid the Nursing faculty to teach at its facility.
- **Question:** Could UWT charge more for tuition when teaching off-campus?
Answer: Depending on the audience, different amounts can be charged. For instance, if it is corporate education or a specialized capabilities educational program then a premium can be charged. UWT will initially hire a person to create an infrastructure for the Educational Outreach Program. Then, the Educational Outreach Program will have a year to meet their costs and organize themselves. Students who begin to take UWT courses off-campus could potentially end up matriculating to UWT campus.
- **Comment:** There is an obvious benefit to this, but it is uncomfortable to have the "for-profit" conversation when UWT isn't a predatory institute.
- i) **Budget:** UWT received 16 million dollars for McDonald Smith building and 1 million for soil remediation within that project, which is great news, but that money can only go directly to those things for which it was given. This year, the Legislature cut tuition by 5% as a goodwill act to citizens. That means less money in the UWT budget, but the money was back-filled and the Seattle Provost gave UWT the rest of the money needed for 2015-2016 to be whole. Thus, the starting point budget for this year is full. UWT is adding people and moving forward; UWT's enterprise grew by 4%. Next year, the Legislature plans to cut tuition by 10%, but hasn't said that they will backfill. UWT will continue goodwill to its employees and go forward with a recommended salary increase of 4%. The budget will have to make that up, though. Some UWT community members are stressed and think that there are too many students; some are reluctant to grow and may be making decisions that will make it hard to grow. If salaries are increased by 4% and tuition is cut by 10%, it doesn't add up. Thus, the Chancellor wants to take a closer look at growth, enrollment, budget, etc. and recognize that enrolling less students would make the budget deficit worse. The group looking closely at those things and will be different than the budget committee.

This group has been organized to advise planning now in order to advise those who do recruitment. For instance, at this point the freshman student population can grow, but UWT enrollment has plateaued in other areas. The Strategic Plan can help to guide resources to where UWT can grow.

Discussion:

- **Question:** Is there a calculation of the enrollment growth to make up?
Answer: No, but working on it immediately. The guess is 5% (which would be another 250 students, causing enrollment to push 5,000). Evaluation of capacity is needed to inform enrollment.
- **Comment:** UWT is being presented with budget cuts during otherwise prosperous years. It may not be a good thing to have growth as part of the revenue conversation. There are lots of reasons to grow; students bringing in more money is not the best reason to grow. Hoping for a conversation about optimal size for UWT. Growth is not the answer to increasing funding.
Answer: UWT is 25 years old and its only budget sources are tuition and allocation. Overtime, there is the hope to increase the degrees of freedom within the budget. Some ways to bring in more revenue are to have educational outreach programs, to support faculty better in their scholarship endeavors which can in turn bring in grants as revenue, and to bring in more students from out of state by distinguishing UWT's programs.
- **Question:** How much advancement money comes to UWT specifically? There are challenges around raising money. It is not a sustainable model of raising funds if it's on the backs of students. How can we work better with Advancement? What guarantees can we get from Seattle for support and funding?
Answer: The chairs of the UW Campaign in Seattle are excited and energized about UWT. They want to bring the Foundation Board to UWT for a "deep dive." They think UWT can get more money from philanthropists in Seattle who would identify with UWT.
- j) **Student Success:** The biggest place to make gains is in retention. The campus has not yet caught up with the first two year requirement. The Chancellor is asking a group, with a representative from Executive Council, to work on a retention plan, particularly with a solid support plan for student success in the first two years. There are several things that must run parallel in moving forward. The Strategic Plan needs to be informed by a group focusing on student success.
Discussion:
 - **Comment:** There needs to be a plan to best serve the current student population and increase retention in the midst of growth. One does not trump the other
 - Answer:** Those conversations are simultaneous and important.
 - **Question:** Has the UWT mission changed? Originally it was to serve place and time bound students. Does it need to change in order to "make ends meet"? Within the Strategic Planning process it seems necessary to address the UWT mission specifically.
Answer: UWT is a place bound organization, but is expanding. The decision to change the mission is open during the Strategic Planning Process – it is an uncomfortable place to be.
Comment: The Business School mission changed to fit reality.
- k) **Other Questions/ Comments:**
Discussion:
 - **Question:** What identity does UWT want to have in terms of scholarship? How can UWT be positioned as a school with a balance of teaching and research?
Answer: These questions come up a lot. Each program/school should be asked what it would mean for them to be more engaged in scholarship, etc.

- Question:** The relationship between UWT and UW Seattle is murky. Is there clarity on becoming an actual branch campus? What is the best relationship between UWT and UW Seattle? What might be a more functional relationship that allows for more independence from the ways UWT feels constrained by UW Seattle?

Answer: It is murky. The relationship is not well defined. But, UW as a whole was named the top innovative university and UWT can use its relationship with UW Seattle to its advantage until the framework is changed. A lot of people want clarity. Different programs have different relationships with their counterparts at the other campuses. The new president of UW, Ana Mari Cauce, has said that what needs to be done for the UW community will be done, as long as the mission of UW is upheld. That statement doesn't allow for much micromanaging. UWT has to stay vigilant so that UW Seattle doesn't forget about the community here.
- Comment:** When applying for research funding, many agencies only allow one application per institution. It is very challenging to become the one application allowed from the whole of UW, which is a huge community of scientists and researchers. Federal agencies don't realize that UW has multiple campuses.

Answer: The EVCAA position will bolster relationships for improving this. S/he will be empowered to hire an Academic Vice Chancellor for Research. It is good to be aware of this challenge so that progress can be made.
- Question:** What consequences will moving to schools and colleges have for Faculty Assembly's infrastructure, representation, and promotion and tenure cases? Every school and college in Seattle does its own promotion and tenure. This conversation has lots of meaning for our infrastructure.

Answer: If UWT moves to having all schools, maybe we could justify not having to send promotion and tenure cases to Seattle. Lots of complex components within the schools and colleges conversation.
- Question:** Recently there have been many emails regarding UW faculty unionization. What is your approach? Do you support it?

Answer: The Faculty Senate Chair, Norm Beauchamp, has called to discuss it in the Faculty Senate in December. Faculty need to make an informed choice. The chairs of Faculty Assembly are working on finding a way to gather UWT faculty input. Ultimately, it is the faculty's decision. If 30% of faculty sign the cards, then there will be a faculty vote. Be informed, engaged, and ready to vote. The Chancellor offered to come and share his experience with unions.

Appendix B:

Executive Council Priorities from Strategic Planning Activity

Dear Executive Council,

We'd like to thank you for your participation in the strategic planning stakeholder focus group at your meeting last week. Below is a summary of the top answers to the "Big Question" that we prioritized at your meeting. This information will be combined with input from across our campus and community to create a shared vision for UW Tacoma, and will form the foundation of our strategic plan.

If you would like to give more input as an individual, you can fill out a survey at: <http://www.tacoma.uw.edu/strategic-planning/strategic-planning-community-survey>. Feel free to pass this survey on to others inside and external to our community as well.

You will have additional opportunities to give feedback on a draft of our strategic plan later in the process.

Thanks again,
Bonnie and Nita

Executive Council Priorities

1. Provide high quality citizens that will analyze, take action, transform/at all levels UWT culturally competent, think diversity, social justice, taking action/connections at UWT level with community, providing resources and time (27 votes for three combined items)
2. High retention rate/more career services (post graduation success)/scaffolding student success/integrating academic services across university (27 votes for 4 combined items)
3. Honor commitment to access/educate placebound students, link to promising underserved populations (21 votes for two combined items)
4. Support faculty's unique abilities to support mission (roles, salary, promotion)/broad definition of research to support mission/deliberate in hiring to support mission, clarify why hire certain faculty at certain times (13 votes for three combined items)
5. Connections between here and other places/take advantage of location to re-envision global citizenship and urban serving (8 votes for two combined items)

Appendix C: Resolution to address the “Demands of Black Students”

Initial Draft on 10.16.15

DRAFT, DRAFT, DRAFT!!

Resolution to address the “Demands of Black Students”

Members of the Executive Council of the University of Washington Tacoma (UWT) Faculty Assembly commit themselves to addressing the “Demands of Black Students” presented to UWT administration by the Black Student Union on February 25, 2015, in recognition of #BlackLivesMatter. These demands raise important questions about the composition of the faculty and student body, student retention, and the diversity awareness and climate on the University of Washington campus. The UWT Executive Council will develop actionable responses to be shared with the Faculty Assembly membership throughout the 2015-16 academic year and beyond. In addressing these demands, we will consider the needs of all students, faculty, and staff members who are discriminated against and marginalized by some aspect(s) of their identity or circumstances. The overarching goal is to maintain an environment on our campus which reflects and respects the rich diversity of its members.

Draft with changes from 10.16.15 discussion

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