



FACULTY ASSEMBLY

UNIVERSITY of WASHINGTON | TACOMA

Faculty Assembly engages in shared governance with a spirit of mutual respect and partnership.

FACULTY ASSEMBLY QUARTERLY MEETING Friday, April 18, 2014, 9:00 – 11 a.m., Jane Russell Commons

AGENDA

1. **Welcome from Jill Purdy, Chair**
2. **Call for Vice Chair of Faculty Assembly 2014-2015 nominees**
3. **Ombud for the University, Chuck Sloane ([Prezi](#))**
4. **Updates on COACHE from Turan Kayaoglu**
5. **Updates on Campus Fellows**
6. **“7-in-7” Discussion, J.W. Harrington, Vice Chancellor for Academic Affairs**
 - o proposed by Faculty Affairs Committee along with 10 questions to review
 - o linked to the Chancellor search: What is UWT’s future vision and what kind of leader is needed to fulfill it?
 - o background that explains why growth is in the interests of the community and the campus

Memo

From: UW Tacoma Faculty Affairs Committee Chair (Sam Chung)

To: Faculty Assembly Chair (Jill Purdy) & VCAA (J. W. Harrington)

Date: February 24, 2014

Subject: **Ten Questions for UWT Growth Plan 7 in 7**

Results from the Fall 2013 survey conducted by UW Tacoma Faculty Affairs Committee indicated that faculty are strongly interested in the “7in7” strategic goals. Among 95 submissions, “Investigating impact of 7 in 7 on faculty composition” received 32% of HIGHEST priority votes. Based upon this expressed interest, the Faculty Affairs Committee would appreciate your responses to the 10 questions below. This will help us to continue to engage and inform the faculty about this important initiative.

1. What is the relationship between proposed growth and the 2008 strategic plan? Is the 7in7 goal consistent with the existing strategic plan? Do we expect a new strategic planning process?
2. What does this growth mean for shared governance?
3. How does this growth plan relate to classroom space, staffing, and the 12 month teaching schedule to handle the growth in instructional face time?
4. How does this growth plan relate to class size and the ability of students to form coherent learning communities and to develop relationships with faculty?
5. How do plans regarding the composition of faculty (full/part; tenure/non-tenure) take into account issues of coherent learning communities and student relationships with faculty?
6. How dependent on online learning (MOOCS, hybrids, etc.) is the growth plan?
7. How dependent on expansion of the Tacoma Campus (up the hill) is the growth plan?
8. Is this growth intended to be geographic as well? Satellite campuses?
9. Does this growth plan include residential facilities?
10. How might we shift the conversation to quality of student life (as a factor of retention & growth)? Do we have the UWT version of “Better Student Life Index”?



The Collaborative on Academic Careers in Higher Education
at the Harvard Graduate School of Education

COACHE Fellows

[Sam Chung, Nicole Blair, Turan Kayaoglu]

Faculty Satisfaction at UWT

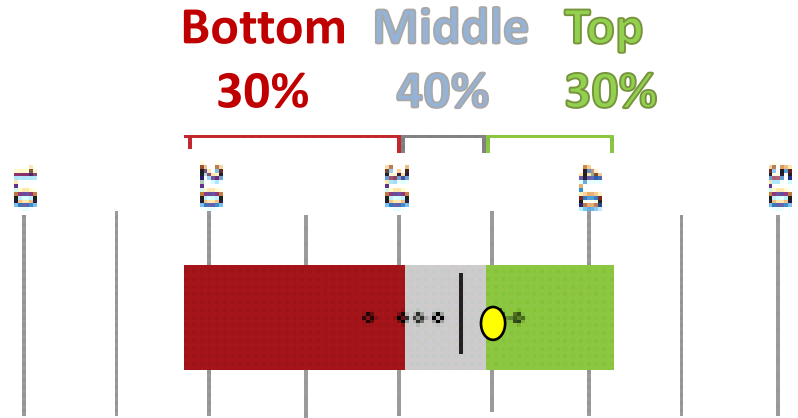
Mid-term Report to Faculty Assembly

April 18, 2013

COACHE

- Collaborative on Academic Careers in Higher Education
- Survey conducted at the Harvard Graduate School of Education
- Data collected Autumn 2012 from full time faculty with at least one year of work experience at UWT
- Summary scores shared with other participating schools for comparison

Cohort Comparison



● UWT
 ◆ Comparison Schools
 — All Cohort

Total Cohort Size:

77 university institutions

Comparison Institutions

North Carolina Central U

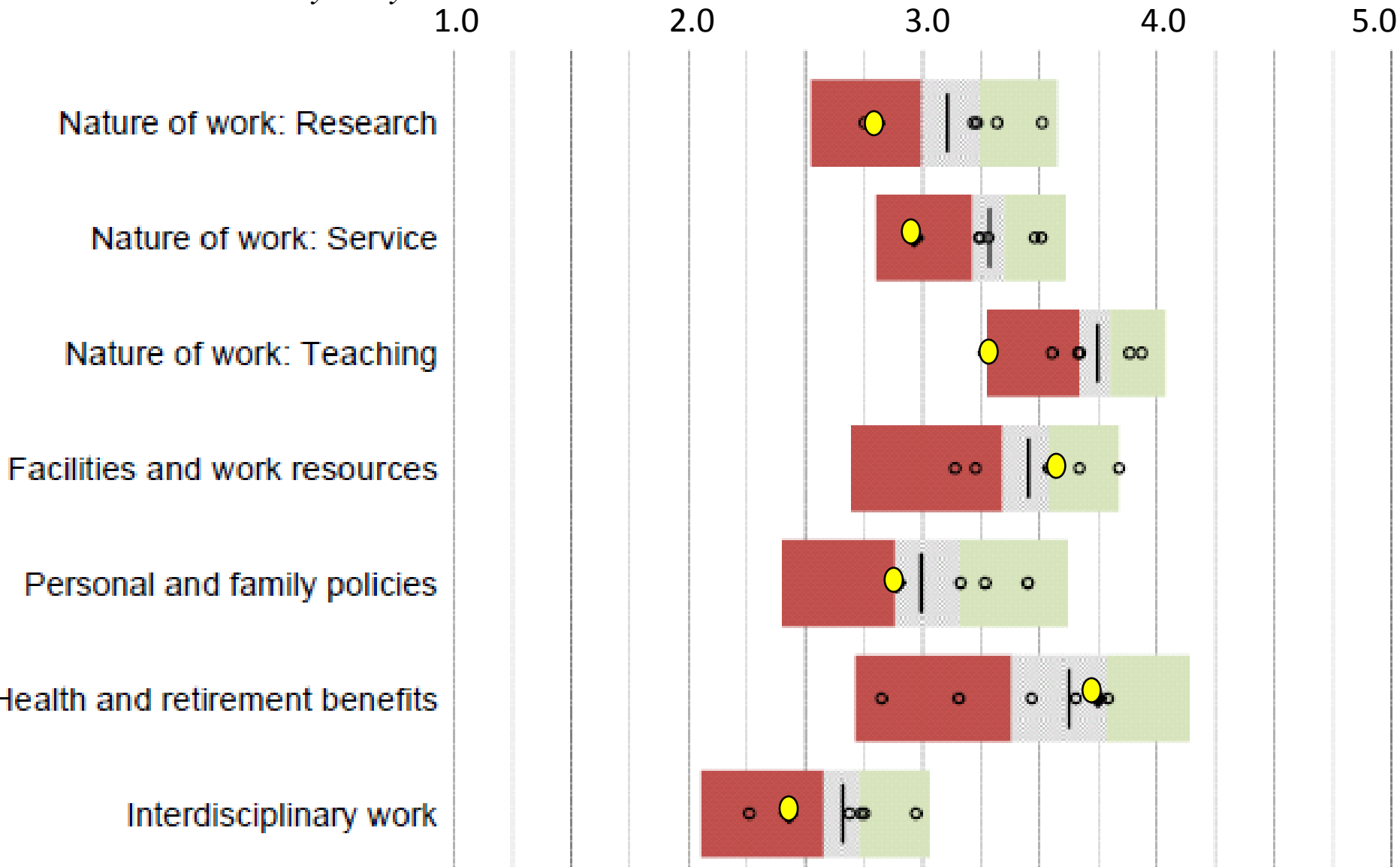
SUNY - Buffalo

U of Massachusetts – Lowell

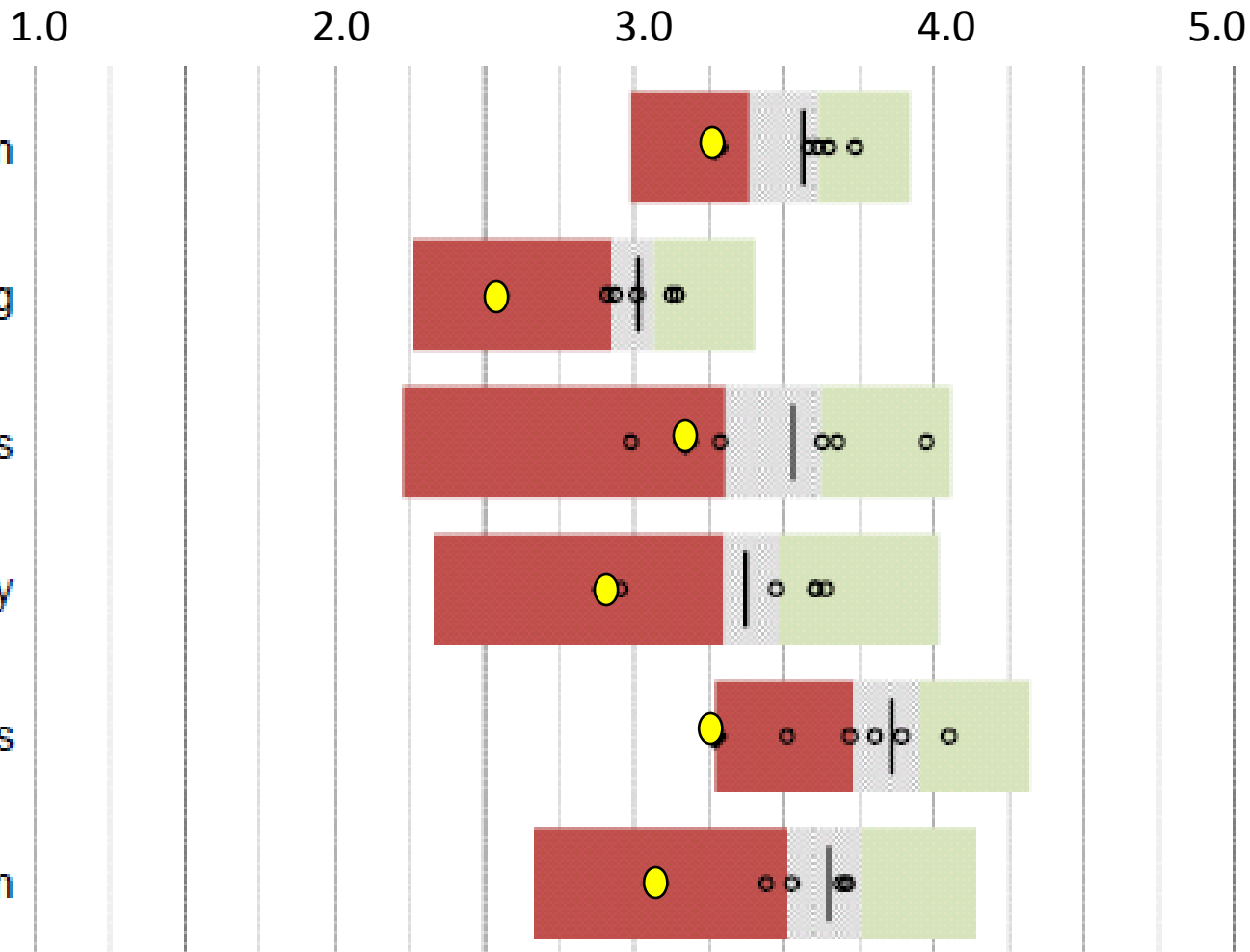
U of North Carolina – Greensboro

U of St. Thomas (MN)

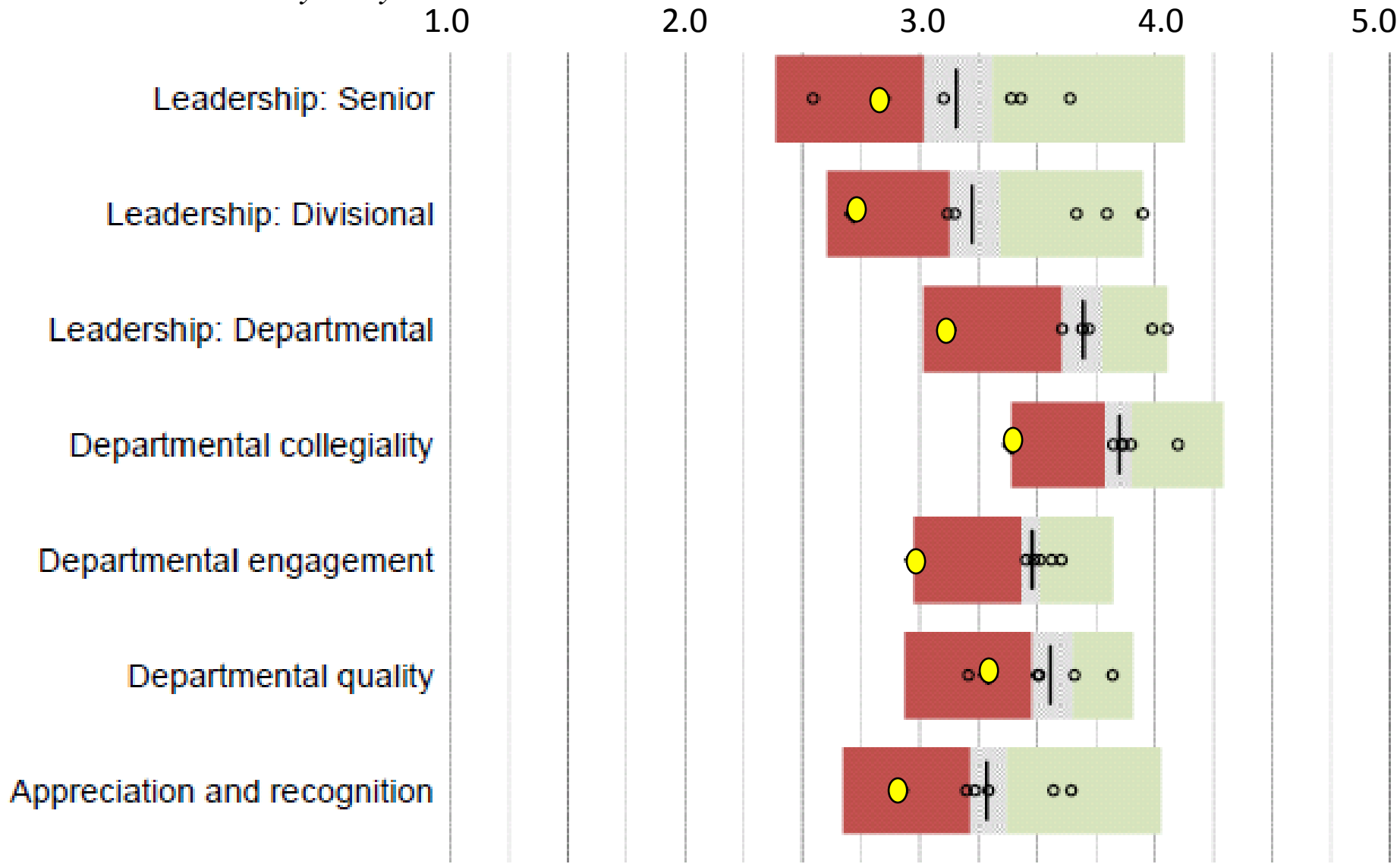
Tenure Stream Faculty Only



Tenure Stream Faculty Only

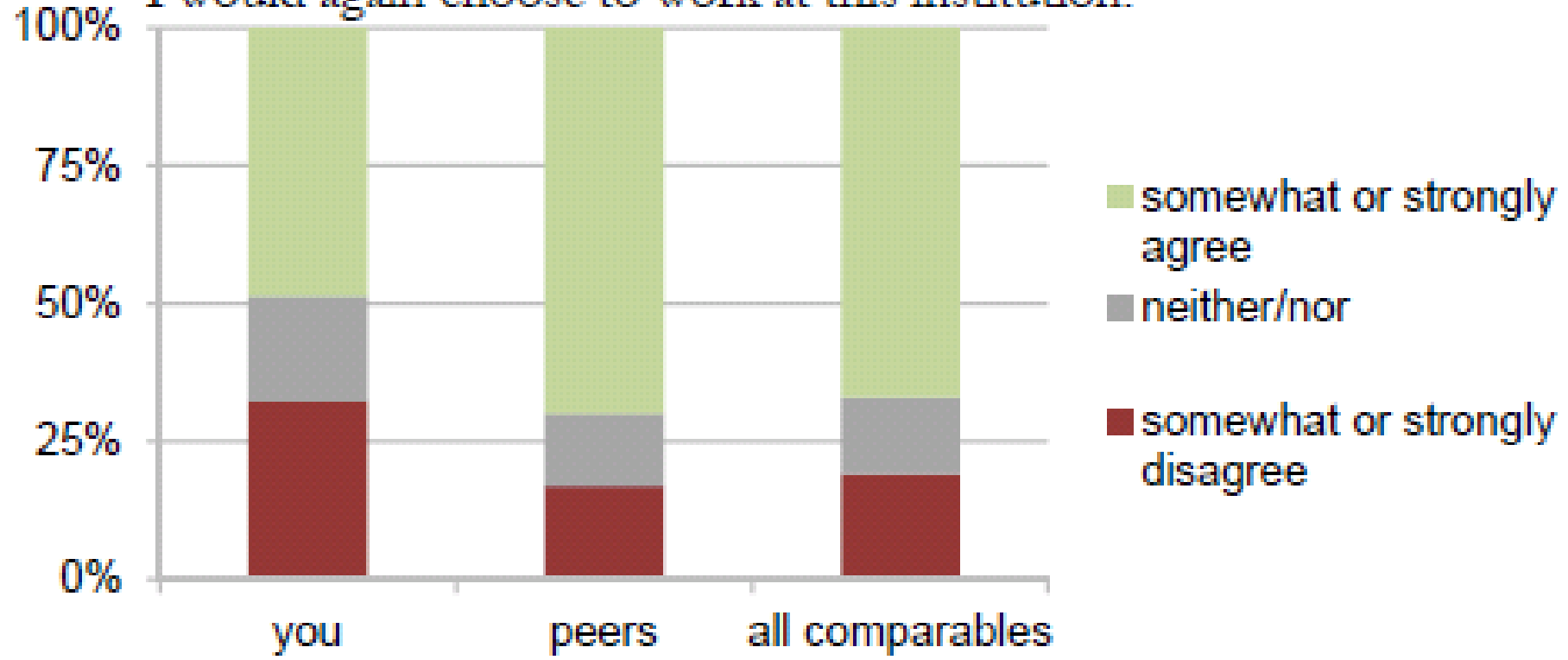


Tenure Stream Faculty Only

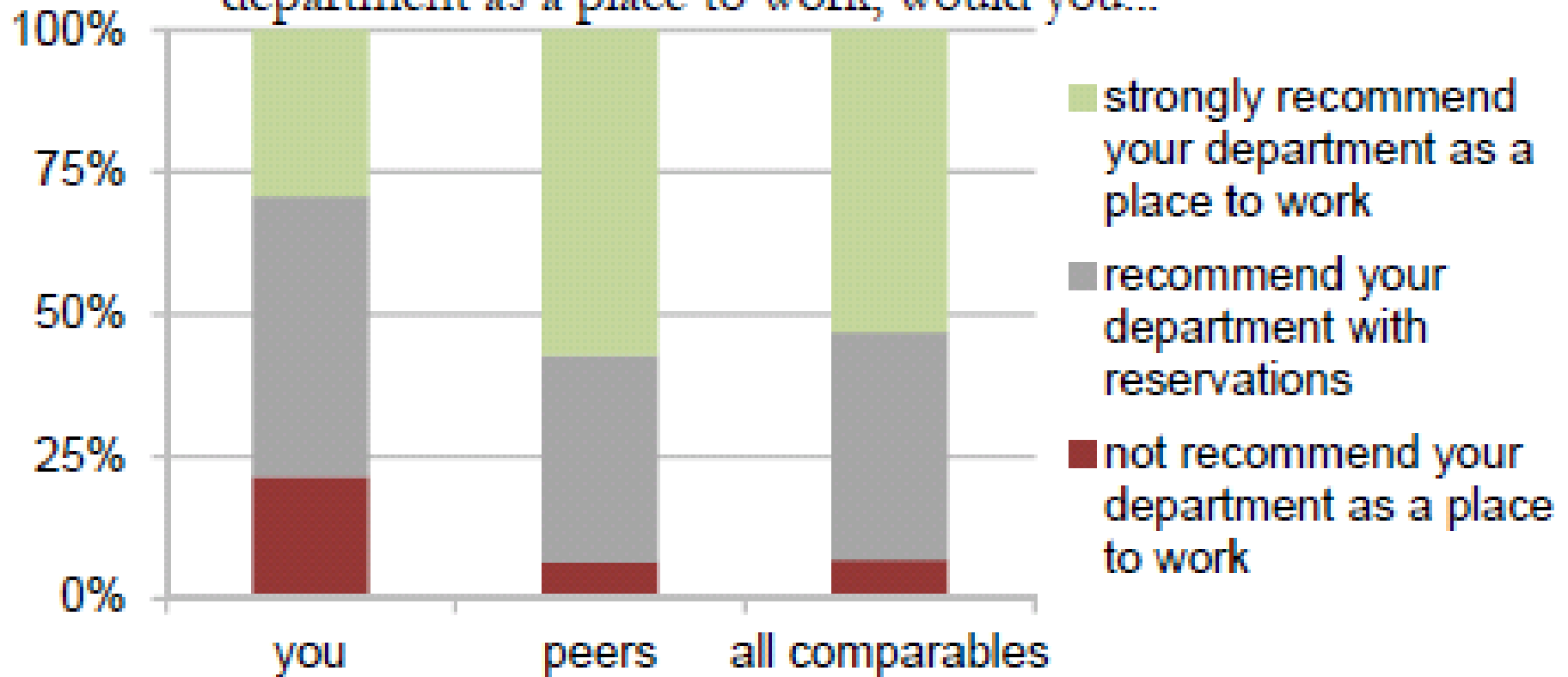


"If I had it to do all over,

I would again choose to work at this institution."



If a candidate for a position asked you about your department as a place to work, would you...



Our Charge

- “A prioritization of the areas for improvement” [**Prioritization**]
- “A suggested action plan for making improvements in the highest priority areas” [**Action Plan**]
- “A Proposed timetable for the action plan” [**Timetable**]

Core values and Criteria for Prioritization (no order)

- Teaching excellence
- Research productivity
- Transparency and accountability
- Equity and diversity
- Collegiality and respect
- Community outreach
- Interdisciplinary work and value of collaboration
- Effective and stable leadership

Also...

- Compatibility with the COACHE survey results:
- Practicability and feasibility:
- Synergy between different items

High Priority Areas to improve Faculty Satisfaction at UWT (no order)

- Leadership quality (Departmental and Senior)
- Nature of work (Research, Teaching, Service)
- Tenure and promotion
- Mentoring
- Departmental engagement
- Appreciation and recognition
- Interdisciplinary work

Tenure and Promotion

- Why do we think this should be prioritized(invoking core values and criteria)
- What does COACHE Survey Tell
- Best Practices
 - UW Tacoma?
 - UW System?
 - Other Universities?

Next Steps

- First Draft
 - Finish the first draft in early May
 - Have a report out session in early May
 - Get feedback and revise
- Second Draft
 - Second draft in early June
 - Have a report our session in early June
 - Get feedback and revise
- Final Submission, the end of June

So What?

- Learning about our institutions
- Legitimacy at the level of senior leadership
- UWT is likely to re-administrate the survey in future

- Questions?

Campus Planning & Real Estate

April, 2014

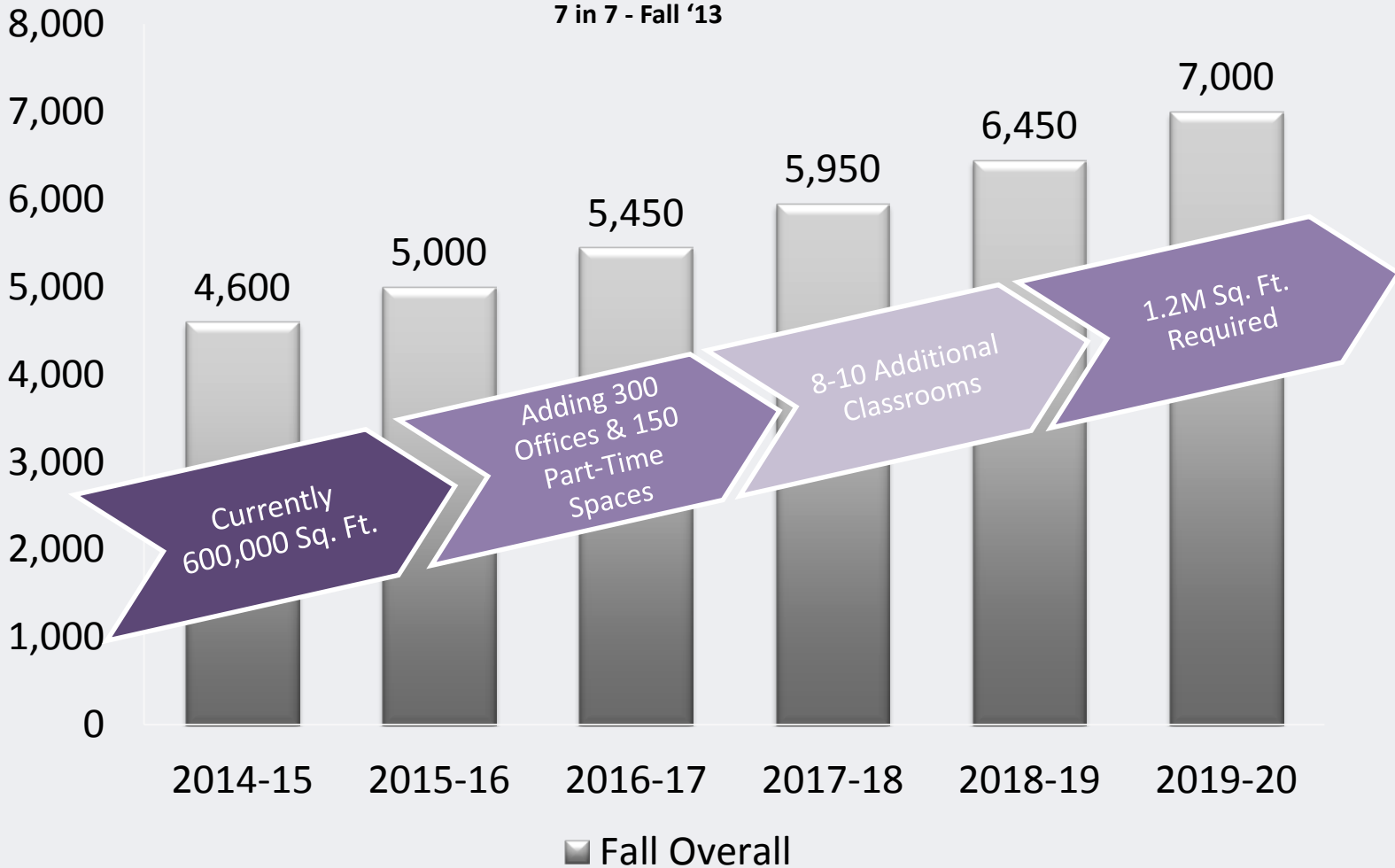


“Creating facilities and spaces that build and enhance a quality learning environment of knowledge and discovery”



Campus Enrollment Plan & Space Requirements

Student Affairs
7 in 7 - Fall '13



URBAN SOLUTIONS CENTER

Academic Space Expansion

- \$1.9M PreDesign/Design 2013-2015 Biennium
- \$16.4M Phase 1: Core/Shell Construction – 40,000 sq. ft. 2015-17 Biennium
- \$7-10M Phase 2: Tenant Improvements
- Helping capacity support for additional 1,800 FTE of campus growth
- Programming for multi-space classrooms and academic support space

Current Jefferson St. View



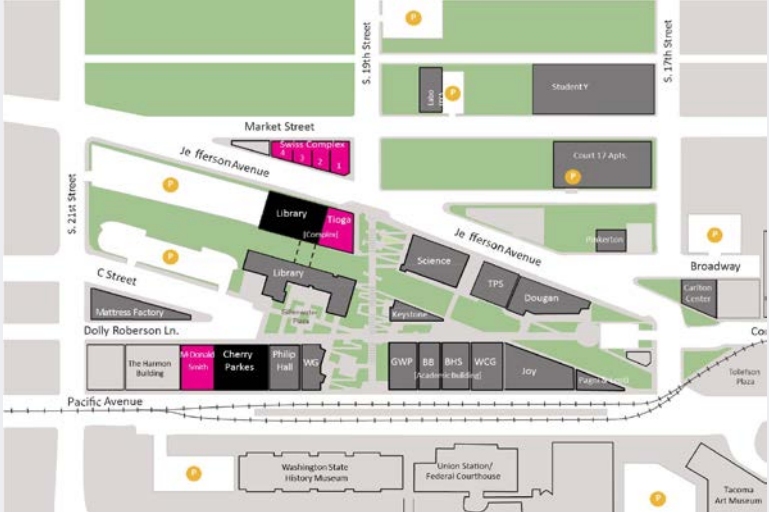
Current Prairie Line Trail View





HERITAGE BUILDINGS

Tioga - \$6.8M



McDonald-Smith – \$8.7M



Swiss-Wild Complex - \$14.9M

SPACE MANAGEMENT

“Providing exciting and functional spaces that foster meaningful educational opportunities and interactions”

CURRENT INVENTORY QUANTITY

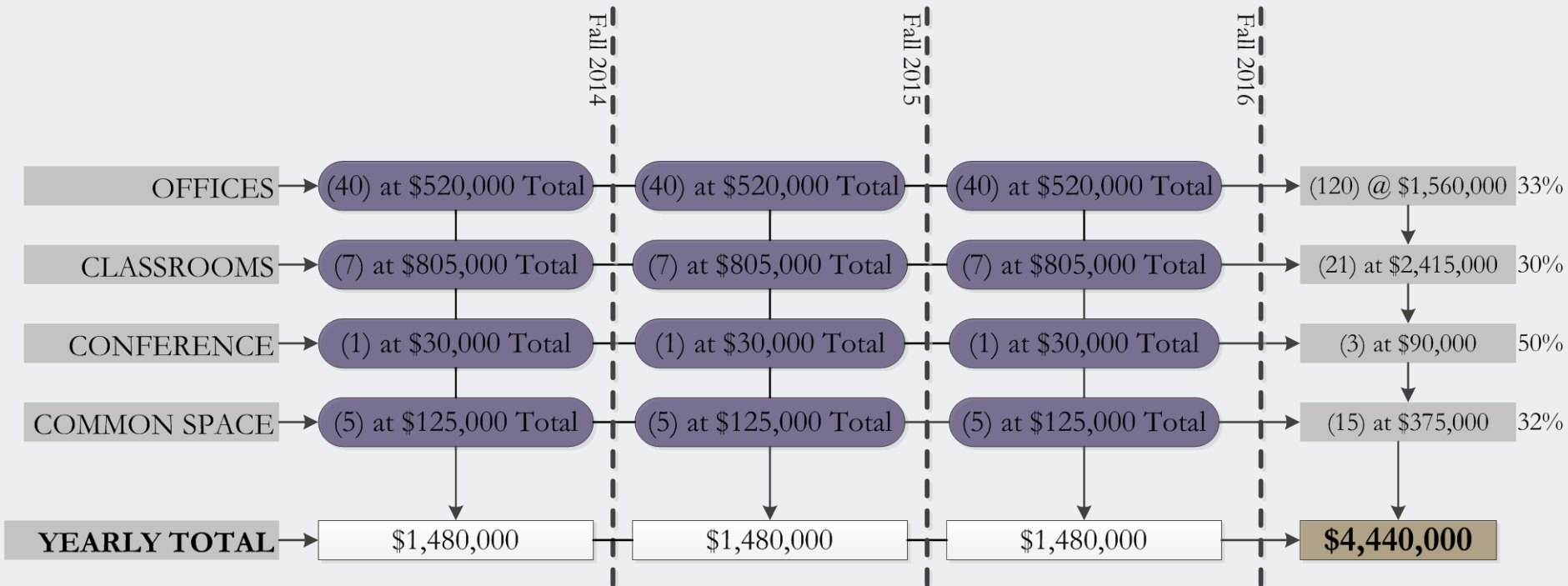
- OFFICES: 365
- CLASSROOMS: 70
- CONFERENCE: 6
- COMMON: 48



SPACE MANAGEMENT

CAMPUS RENEWAL PROGRAM

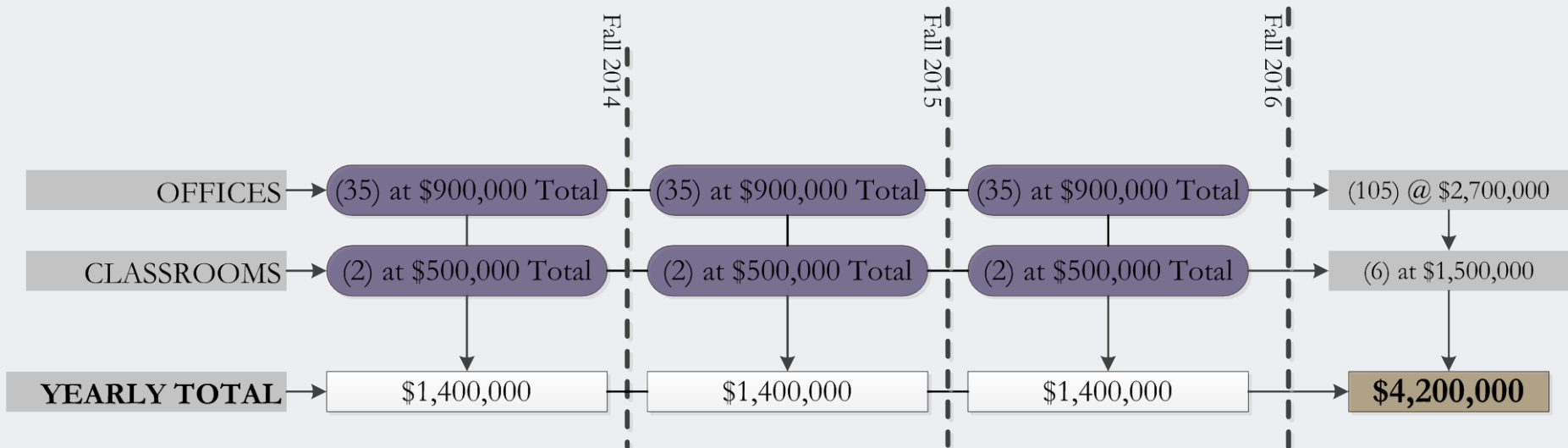
- Standards: furniture, finishes, equipment, and technology
- Identify locations with the most need for renewal
- Implement deferred renewal cycle



SPACE MANAGEMENT

CAMPUS GROWTH PROGRAM

- Provide private office space for up to (35) new full time faculty per year
- Provide (2) new general campus classrooms per year





UNIVERSITY *of* WASHINGTON | TACOMA

Questions?





Faculty Assembly Quarterly Meeting Notes Friday, April 18, 2014, 9:00 – 11:00 a.m., Jane Russell Commons

The meeting was attended by 42 faculty members.

1. Welcome

Nominees are sought for Vice Chair of Faculty Assembly and can be emailed to Mary A. Smith, MSmith07@UW.edu. The incoming Vice Chair will be the first to serve as Chair with the new Chancellor beginning in Fall 2015.

2. Ombud for the University

Chuck Sloane was introduced as UW's new ombud. The [Ombud](#) office handles 400-600 cases per year and serves 93,800+ staff, faculty, and students across UW. The office is separate from every other UW unit to ensure neutrality and confidentiality. A wide range of personal and interpersonal concerns may be brought to the Ombud for discussion. The Ombud does not conduct investigations or make rulings. Ombud services are available on the Tacoma campus in Carlton 219 on Tuesdays or by appointment by 253-692-4476.

The Faculty Code also includes a [conciliation](#) process to address faculty conflicts. Conciliators are long-standing faculty members. Both sides must agree to the process, which can be either mediation or shuttle diplomacy.

3. Updates on COACHE

The COACHE survey conducted in September 2012 found some grim results around faculty satisfaction. In most categories, UWT is at the bottom 30% compared with our peer institutions. A faculty leadership group consisting of Turan Kayaoglu, Nicole Blair, and Sam Chung is analyzing COACHE [results](#) and setting priorities to begin addressing faculty concerns. Key areas of concern identified include:

- Leadership quality
- Nature of work research versus teaching versus service
- Mentoring
- Departmental engagement
- Appreciation and recognition
- Interdisciplinary work
- Tenure and promotion

The team is researching practices within and outside UW that are potential solutions. The team will complete a report and plan by end of June. The COACHE survey will be repeated in 2015.

Faculty offered several suggestions to the COACHE team such as doing more analysis to uncover sources of concern and examining satisfaction differences between units.

4. Updates on Campus Fellows

Faculty Assembly is tracking progress on the Writing, Quantitative Literacy and Online Learning initiatives and will create a dashboard to make progress visible.

5. “7-in-7” Discussion

A survey by the Faculty Affairs committee indicated a lack of faculty understanding of the “7000 students in 7 years” (7 in 7) initiative. Faculty Affairs generated ten questions to guide this discussion of campus growth.

Student Diversity

J.W. noted growth will yield even greater student diversity. Kelvin Keown was introduced as a resource for faculty. Kelvin has joined the Academic Affairs team and has worked in the TLC tutoring non-native English speakers in writing, grammar, and vocabulary within the context of their learning requirements and goals.

Campus Space

Patrick Clark, Director of Campus Planning and Real Estate, made a presentation on growth in relation to campus physical space. He noted that UWT’s urban-serving mission requires a balance of campus and community needs. For example, retail spaces leased from UWT generate combined sales of \$12 million per year and the lease income helps pay UWT’s real estate & building expenses. Currently UWT has about 600,000 square feet of space in 365 offices, 70 classrooms, 6 conference rooms, and 48 common areas. Campus growth through 7 in 7 will require 800,000-900,000 s.f., adding around 35 new faculty offices and 2 classrooms per year.

Some forthcoming changes:

- The most urgent classroom upgrades will begin in summer 2014
- A plan has been developed to ensure regular refreshment of classroom space to address seating, technology, sound dampening, aesthetics, etc. Maintenance of classrooms, offices and other spaces will cost about \$1.5 million per year.
- S. 17th Street (near Pinkerton and Carlton) will be straightened this summer
- The Prairie Line Trail will be completed by year’s end and will include cherry trees.
- Tacoma Paper & Stationery (Old Spaghetti Factory) will developed to yield 40,000 square feet of space. This space is also being called “Urban Solutions Center.”
- UWT is working with TCC, United Way, and the Children’s Museum to build a childcare center at Pacific and 17th that will serve students and faculty.
- Three heritage buildings remain in the campus footprint (Tioga, McDonald-Smith and Swiss-Wild complex) to be developed by 2019. Very little funding for this will come from the state. Tioga (next to TLB) will cost about \$6.8 million, McDonald-Smith (between CP and Harmon) will cost about \$8.7 million, and Swiss-Wild (the Swiss and adjoining buildings) will cost about \$14.9 million to develop.

Faculty stated that classroom spaces are not always designated appropriately for class use. This issue should be raised with the Registrar and classroom scheduling staff. Projections for new classrooms seem low, but time schedule changes beginning in fall will allow for better use of existing classroom space. Some faculty noted that increases in online learning may reduce demand for classrooms.

Faculty noted the demand for conference spaces. Patrick responded that because of the mission of the campus, the priorities are ranked as academic classrooms, office space, and then conference space. Faculty offices will use up a great deal of square footage. Faculty expressed a need for small group breakout rooms in conjunction with classroom space to meet pedagogical needs. Faculty need to advocate for such spaces. Leasing satellite spaces outside the UWT footprint is an option, but not a preferred one.

Questions about Student housing were raised. Court 17 is privately owned and UWT leases one floor set up in a dorm style. (UWT owns the land and the parking garage.) UWT will continue to will lease one additional floor at a time based on demand. Models like this will continue to occur: a private developer builds the facility and UWT fills it. UWT is working with Tacoma housing authority to house low-income single parents.

New Programs and Tri-Campus Issues

Faculty mentioned surprise at the allocation for law school programs at UWT. This funding was prompted by community demand, not requested by UW, so discussions about it are ongoing. A law program would likely be staffed by UW School of Law faculty. Faculty asked for consideration of the costs and benefits of having programs at UWT that we do not 'own' and how that aligns with our mission. The MEDEX program at UWT is an example where we house the program but it is operated by the UW Medical School, and plans exist to expand that program to include a Master's degree. Faculty noted concerns with lack of leadership attention to tri-campus relationship issues and suggested this issue be raised in the chancellor search. Some faculty advocated for asserting the identity of Tacoma as a unique campus, while others recognized the importance of being a part of the University of Washington.

Need for Growth

Jill addressed the question of why '7 in 7' growth is needed at UWT. Debra had emphasized importance of the mission to make higher education accessible for the South Sound. Kenyon has clarified an additional motivation around economies of scale. Because a basic level of services is needed, we have certain fixed costs (e.g. security staff, Chancellor's salary) that don't rise proportionately to the increase in students. To be financially sustainable without large tuition increases, we need to spread these costs over more students. Faculty asked where the balancing point is and requested more information on this.

Academic Programs

J.W. added that growth allows us to build out academic areas with greater breadth and depth, and asked what programs faculty would like to see on campus. Student demand will help drive which programs expand, though some needs such as sciences are clear. Debra had pushed for the academic units to do planning and preparation for this growth. Faculty responded that units such as QuESSt have made plans for creating new science programs but has been stymied in the execution because faculty don't have the capacity or time to grow them. Faculty can generate ideas, but implementation takes extra resources of time and money.

With respect to growth in student population, faculty raised the question of whether quantity would trump quality. J.W. reiterated the need for program development to ensure UWT is a desired destination that is both accessible and high quality. J.W. announced that the directors and dean will meet May 16th to share their growth plans and begin coordinating plans across campus. Faculty expressed hope that online programs would be discussed as well.

Chancellor Search

Issues related to growth raise the questions for the Chancellor search, namely what is UWT's future vision and what kind of leader is needed to fulfill it? The search committee will be announced soon and will include faculty and administrators from Bothell, Seattle, and Tacoma as well as students, staff and community members from Tacoma. As Faculty Assembly Chair, Jill Purdy has been appointed to co-chair the search. She sees herself as a conduit because of limited UWT faculty numbers on the committee. (Currently, Executive Order 20 requires that more than half of the faculty representatives be from the Bothell and Seattle campuses.)

Jill noted that several meetings will be held on campus this spring to gather faculty input. Faculty were asked to recommend excellent administrators and good leaders at other institutions who can be contacted about the position. A diverse pool of candidates is being sought; the search firm [Diversified Search](#) has been retained to assist in finding good applicants. The committee will focus on working with faculty before the end of the academic year to ensure it has their input before summer.

Faculty asked whether they would have input into the job description that is advertised. Jill and J.W. said that faculty should give their input now to shape that process. Faculty will not see drafts of the ad because of timing and the difficulties of group editing.

Faculty asked about internal candidates for Chancellor. Jill described the search as open to external and internal candidates. The process would not change either way.