
Guests: Niccolls, Billingsley, Ken Struckmeyer, Sjåvik (for Christie).


Faculty Senate Chair Bruce Balick called the meeting to order at 2:35.

1. Approval of Agenda.

The agenda was approved.

2. Approval of Minutes.

The Chair announced that minutes of the May 4, 2009, Senate Executive Committee meeting and the May 21, 2009, Faculty Senate meeting approved over summer by the Senate Executive Committee, acting on behalf of the Senate. Copies of the minutes are posted to the Senate website.

3. Opening Remarks from the Chair. {Exhibit A}

Bruce Balick, Chair of the Faculty Senate.

Faculty Senate Chair Bruce Balick referred SEC members to Exhibit A and briefly reviewed the content and significance each of the four items that will constitute a major focus for Faculty Senate leadership this year.

The first issue, changes to the faculty salary policy, refers to the necessity of acting, as a faculty, to resolve a possible conflict between the Faculty Code regarding a mandatory annual 2% merit increase for faculty and Executive Order 29 suspending all merit and other raises for this biennium. Despite the expressed desire to keep UW faculty salaries competitive and not to alter standing faculty salary policy the President’s Executive Order last year may indicate that changes to related portions of the Faculty Code may yet be necessary this year if no other solution to the conflict between Executive Order 29 and Faculty Code Sections 24-70-b-1 and 24-71-b-1 can be identified. The SCPB and an ad hoc committee are following this closely and will advise this body and the Senate the issue evolves.

The second issue will be following the teams working on Activity-Based Budgeting (ABB) and the Two-Year; Two Decade (2Y2D) initiative to ensure that while dealing with budget cuts over the next two years, the University will not lose sight of the goals of the next two decades. Committees will be looking at other colleges and universities that have instituted activity-based budgeting – with the understanding that this is not a one-size-fits-all arrangement. Care will be taken to pick and choose aspects of this system that will work best for the University of Washington. There will be opportunities for SEC and the Senate input, and faculty will be well-served if they come prepared for those discussions.

The third issue is strengthening Faculty Senate ties with the elected faculty councils of the colleges, schools and campuses.

The fourth and final item is moving forward with restructuring the Senate. The Faculty Senate dates back to 1950s during a time when the voting faculty was significantly smaller. The Faculty Council on Faculty Affairs (FCFA) has been wrestling with a proposal to restructure the Senate for the past year. The year before that, the proposal had been discussed in concept extensively by a core group including primarily past Faculty Senate leaders. He expressed his hope to have a proposal for SEC consideration at the next meeting, and thanked to Jan Sjåvik, past chair of FCFA, for his efforts last
year in leading discussions required to begin drafting the legislation. Work on the draft continued over the summer and through the Fall quarter.

He concluded by encouraging SEC members to read and review the attached list of Faculty Council issues and to contact appropriate chairs with questions and comments.

4. Report from the President.
Mark A. Emmert, President.

Before beginning his remarks, President Emmert announced that Governor Chris Gregoire had appointed Joanne Harrell to the UW Board of Regents, replacing Connie Proctor. He feels confident that this choice will greatly benefit the University of Washington.

He reminded the Council about his annual address tomorrow, and told members that he would be spending much of his time talking about 2Y2D. He is convinced that within the next two to three years the University will need to change, in very meaningful ways, the way it operates and its assumptions about the nature of revenue streams. He is very concerned about the "glide slope" that appears to be taking shape with regard to state funding. The slow, steady, downward slope of state funding looks very similar to those that have been evident at Oregon and Colorado over the past decade. Oregon, for one, is greatly diminished as an institution of higher education – a mere shadow of its former self. He commented that the blessing and curse of a University is that it cannot die. The curse is that legislature knows that the institution will survive on less funding, but at what cost? A university can slide its way to mediocrity in a shockingly small amount of time. Emmert is committed to changing the slope of the glide at the UW. He envisions the next two decades as ones abounding in opportunity – for intellectual challenge in helping to solve the problems of our day within the state and well beyond. But to make that possible, the University has some serious work to do in order to be in a position where that is possible financially.

Activity-based budgeting (ABB) is a tool to model ways to make sure that resources are getting to right places at right times to produce the right product. This ought not to be visible, or an issue of concern, to the average professor. But administrators at all levels need to find way to function more efficiently. There is no perfect wisdom here. What works at the University of Michigan may not work here – so in the end, the UW will end up with some sort of hybrid that takes the best, or most applicable, parts from several models.

Finally, the legislative session begins in January and it will start off dealing with another $1.8 billion revenue shortfall. Faculty and administration will work closely together to follow and monitor the session and its implications for the UW.

A question was raised about whether the historical understanding between faculty and administration concerning shared governance would be jeopardized during these times of significant budget stress and uncertainty.

The President responded that that was unlikely. The past year’s work on the faculty salary policy was a good example of how faculty and administration can make good decisions together. If there are ways to make the workings of shared governance more effective and streamlined, he would be eager to consider it. He acknowledged that many people in the room have a good understanding of the budget, and that wisdom should not go to waste. The more faculty who understand the University’s budget the better. Deliberations between faculty and administration concerning the budget last year were well worth the effort.

Balick commended last year’s Senate leadership and administration for averting a possible melt-down and expressed his hope to continue in these collaborative efforts.

5. Report from the Senate Committee on Planning and Budgeting.
David Lovell, Faculty Senate Past Chair and Committee Chair.
Senate Committee on Planning and Budgeting (SCPB) Chair thanked Balick for his comments, and noted that both Balick and President Emmert had anticipated most of what would be under consideration by the SCPB. He encouraged SEC members to refer to the White Paper available on the Vice Provost for Planning and Budgeting’s website – and also the article on the University of Michigan model to learn more about how activity-based budgeting works. There are many differences between the University of Michigan and the University of Washington. The University of Michigan’s budget model described in the on-line article will not relate to the functioning of this institution, but it provides a picture of how it works within a University context. He also urged Group Representatives to encourage the Senators that they represent to familiarize themselves with these documents in order to ensure a more informed discussion in the Senate. That said, he cautioned that it is pre-mature to get overly worried about these documents. These are models under consideration and if it’s determined that they would work for the University of Washington, it would make transparent what is now obscure. Lovell hopes to balance the need to provide sufficient information to faculty with the possibility of invoking panic among faculty who find the models threatening in some way. In any event, the faculty and the SCPB will be a part of the deliberative process.

Other things under consideration by SCPB include the 2Y2D process and review of RCEPs (Reorganization, Consolidation and Elimination of Program procedures) related to populating the new College of the Environment with programs, departments and schools.

It will also be reviewing the impact of last year’s budget cuts by examining the number of cuts made at various levels with the goal of determining what positions were eliminated and where they were in relation to core academic programs. As a consequence of faculty salary policy discussions, SCPB will be reviewing recruitment and retention offers to ensure that all such offers are consistent with the spirit of agreements between SCPB and the Provost’s office made last year.

Jim Fridley, Faculty Legislative Representative.

Jim Fridley was out of town and there was no report.

7. Report from the Secretary of the Faculty. {3:05}
Marcia Killien, Secretary of the Faculty.

Killien reported that although there will be no SEC orientation this year; there will be a brief general orientation at the beginning of the first Faculty Senate meeting. She encouraged especially the new members to take note and attend that meeting.

The Faculty Senate office budget was significantly cut and the office is down a couple of staff members. Secretary Killien is in the process of reorganizing, and in the meantime, Kristy Carter, whom she introduced, has been hired to help staff the Faculty Councils. She expressed her thanks to Council Chairs for taking on the challenged of fixed schedules. This is the only way to ensure that the one person staffing most of the Councils can attend and record every meeting. As part of the reorganization and the results of the budget cuts, the office is looking for Councils with overlapping purviews to consider the possibility of merging to further reduce the number of Councils requiring staff support. She noted that in addition to the list of Council activities included in the attachment, there are a number of additional issues that have come up subsequently, and she will be contacting the relevant Council Chairs individually. Finally, she encouraged anyone with questions or concerns about staffing or the office reorganization to contact her.

8. Ken Struckmeyer, Past Faculty Senate Chair, Washington State University.
Discussion: Strategic Planning and Budget Cuts at Washington State University.

Balick introduced Ken Struckmeyer, past Faculty Senate Chair at Washington State University. Struckmeyer has been at WSU since 1971, outlasting at least six presidents. Balick visited WSU during September to begin discussions on how the two Washington State research institutions would be approaching budget cuts.
Struckmeyer outlined the process WSU had developed and used to evaluate all academic programs and decide where and how to take lateral cuts. The results of the process included a recommendation to eliminate four programs.

The WSU Faculty Senate had an opportunity to respond to the recommendation, and it recommended that the Sports Management program be saved and moved to the College of Business.

Struckmeyer anticipates that the process will be repeated this year with further budget cuts. In response to a question about the fate of students majoring in departments that are cut, Struckmeyer replied that the state requires the University to do whatever is necessary to make it possible for those students to graduate in their majors.

Nominees for Faculty Councils and Committees. {Exhibit B}

**Action:** Approve for Faculty Senate consideration.

Balick then directed members’ attention to the nominations listed in Exhibit B and asked if there were additional nominations. Killien asked that the following be included among those listed for approval for Senate consideration:

Professor Robert Bowen, Group 5, Accounting, for a term on the Faculty Council on Benefits and Retirement, beginning immediately, and ending September 15, 2012.

Professor Emeritus Edgar Winans, representing the University of Washington Retirement Association, as an *ex officio* member on the Faculty on Student Affairs, for a term beginning immediately and ending September 15, 2010.

10. Information.
There were no information items.

11. Announcements.

Balick noted the number of distinguished faculty recently honored by appointment to national academies, in addition to the recent recipient of the 2009 McArthur Prize, Heather McHugh, from the Department of English.


**Class C Resolution.** {Exhibit C}

*Sandra Silberstein, Professor, English.*

**Title:** Resolution Concerning Observance of Central Cultural and Religious Practices.

**Action:** Approve for Faculty Senate Consideration.

Balick reported that there was one item of unfinished business. After considerable discussion about possible re-wording of the contents of the resolution concerning the observance of central and cultural religious practices, the Faculty Senate, at its May 21 meeting, referred the resolution back to the Senate Executive Committee (SEC) for further consideration.

In response to the discussion at the SEC meeting, the attached resolution in Exhibit C was revised by its sponsor, Sandra Silberstein. The central issue behind the Senate’s referral of this recommendation back to the SEC was the need for clarity that this recommendation had to do with scheduling only. Some feared that this may require UW physicians to comply with cultural customs involving non-medical surgical procedures.

The recommendation stems from School of Nursing guidelines for scheduling, which have been approved and adopted by the University-wide Diversity Council, and supplemented with language to make clear that these recommendations are guidelines for scheduling only.

a. **Class C Resolution. {Exhibit D}**

Robert Breidenthal, Chair, Faculty Council on Benefits and Retirement.

**Title:** Resolution Concerning expansion of investment offerings available through the University of Washington Retirement Plan.

**Action:** Approve for Faculty Senate Consideration.

A motion was made to submit the resolution to Senate for consideration and approval.

Faculty Council on Retirement and Benefits (FCBR) chair Robert Breidenthal reported that the Council would like to see administration increase the number of offerings to choose from the various retirement plans. Given how the economy has evolved over the past year, increasing the number of options from each plan would be a great benefit to faculty. The University of Washington Retirement Plan document specifies that investment funds in the UWRP be reviewed twice a year by the fund review committee, but that committee did not meet between February 2006 and April 2009.

Ensuing discussion affirmed the idea that more choice of offerings among the individual plan would be favorable. For example, there are a number of plans that include identical offerings – one with fees and one without fees – but the UWRP includes only the offering with fees. If the fund review committee were functioning and alert, presumably these choices could be adjusted whenever necessary. In some cases, having alternative offerings available would make a difference for a faculty member over time of thousands of dollars.

The questioned of whether this resolution was appropriate came up. Wasn’t this simply an issue of a mandated committee failing to do its job? Couldn’t the SEC simply call this to administration’s attention and ask that they take action to ensure that this committee does its job? Has the administration been asked about this?

A suggestion was made to make a formal request to Vice President for Human Resources Mindy Kornberg. If she is responsive, then this resolution might be withdrawn, either by the Senate at its October 29 meeting, or before then by an e-mail vote of the SEC. With that, the question was called. There was no discussion on the call and the motion was approved by a majority vote.

b. October 29, 2009 Faculty Senate Agenda. {Exhibit E}

**Action:** Approve for distribution to Faculty Senators.

With the proviso that item 13 (the Retirement Plan resolution) may be withdrawn from the agenda between now and the date of publication of the Senate agenda, the agenda was approved.


The meeting was adjourned at 4 p.m.
Results of Conversations between Senate Leadership and Faculty Councils, 2009-10

Senate Leadership (Balick, Harrington, Lovell, Killien, Fridley)
1. Changes to faculty salary policy as required by the executive order and related circumstances.
2. Close collaboration with teams working on ABB and 2Y2D panels, especially in areas that directly affect the instructional and research functions of the university.
3. Enhanced collaboration with school/college faculty councils.
4. Restructuring governance structures (Senate, SEC, Faculty Councils) for more efficient and effective governance.

Academic Standards (John Schaufelberger)
1. Handbook fixes to allow undergraduates to receive a degree that crosses college boundaries. At the present time multiple majors and degrees must lie within a single college. However, now that the College of the Environment (CoEnv) has formed and the Program on the Environment (PoE) has moved into it many students will earn degrees in both CoEnv and the College of Arts and Sciences.
2. Handbook updates on certain procedures related to undergraduate graduation requirements. This is a technical issue. Even so, class-B legislation may be required.
3. Evaluation of how well cross-campus enrollment is working out in practice (joint with an FCTCP task force).

Benefits and Retirement (Bob Briedenthal)
1. Diversification of options for retirement investments.
2. Track and publish the performance of retirement investments.
3. Inform the faculty — especially incoming faculty — of the relative long-term merits of index funds.
4. Possibility of ‘opt-out’ structuring of UW retirement matches.

Educational Outreach (Leslie Breitner)
1. Study the possible assimilation of FCEO with another faculty council.
2. Study the opportunity and logistics of rapid expansion of distance learning (DL) for undergraduate and professional courses, especially for off-campus students (this connects to FCET, FCTCP, possibly FCIQ and FCAS).
3. Merging the upcoming technology of DL with new ways of content delivery.
4. Study the need for uniformity of DL software among campuses and colleges.

Educational Technology (David Masuda)
1. Portfolios are becoming common for students to use for job applications, compiling materials for career building, and for showcasing intellectual and scholarship accomplishments. Catalyst is dropping their support of this service. FCET will explore commercial alternatives, especially those provided at no cost through web companies.
2. Educational technologies: a better understanding of best practices and potential implications of such technologies such as enhanced pedagogical outcomes, cost reductions, and market reach.
3. In concert with FCEO consideration of a campus-wide platform for remote classrooms and e-portfolios; development of proper usage guidelines and predictions of unintended negative consequences.
4. Academic integrity and plagiarism tools. Reassessment where we see anti-plagiarism tools going over the next several years.
5. Data retention technologies - closure to this long-discussed initiative at the next FCET meeting.
Faculty Affairs (Rich Christie)
1. Senate Restructuring, including issues of ex-officio representation on SEC and Senate.
2. Conciliation Privacy Issues. Conciliation policy in the Code promises a level of confidentiality that may not be enforceable in court. May need code changes.
3. Faculty assignment of their own textbooks: this may be handed off to FCFA by FCIQ.
4. Tenure & Promotion policy revisions.

Instructional Quality (Mary Pat Wenderoth)
1. Activity Based Budgeting Program: Is there a way to balance quantitative measures with academic rigor. Is there a way for FCIQ to create a measure of student learning gains, depth of understanding attained, academic challenge and engagement (beyond the CEI of the course evaluations).
2. Ten Year review process: Review their assessment of instructional quality.
3. New Teaching and Learning Center: How will the new center help to maintain instructional quality? Does it have the resources required and the vision required to support and promote instructional excellence.

Multicultural Affairs (open)

Research (Jerry Miller)
1. Ongoing reviews of classified, propriety and restricted research.
2. Means to encourage more active interdisciplinary research (Jerry and Mark Haselkorn share). One of the unresolved issues is how faculty in interdisciplinary research can be fairly and accurately evaluated for T&P (see also FCWA). Possible issues of seed support in a new UW budgeting model.
3. Dissemination of research results, including influence of open access publishing and future plans of the library (see also FCUL).

Student Affairs (Brian Fabien)
1. Campus safety. Including safety issues at fraternities and sororities.
2. Faculty Appeals Board (FAB). The FCSA will establish membership guidelines for the FAB.
3. Athletics. Continued monitoring of the academic progress of students in athletic programs.

Tri-campus Policy (Steve Collins)
1. Continuing study of tri-campus organizations, especially coordination and representation. Engage more closely with administration (e.g., rebuild FCTCP as a joint faculty-administration advisory group).
2. Evaluate the effectiveness and implementation issues associated with the new cross-campus enrollment policy, with special emphasis on the barriers to delivering top instruction to cross-campus students. (May look at potential impacts of new technologies for distance learning.)
3. Review of how Phase-II proposals for new majors and curricular offerings are being handled. Is there a need for a uniform process?

University Facilities and Services (Bill Rorabaugh)
1. President's Climate Action Plan. On September 15 the President has submitted a preliminary plan for reducing Green House Gases and for engaging the academic curriculum and research communities at UW. FCUFS will review and comment on the plan in behalf of the Faculty Senate. Related issues are utility monitoring at each campus building and various proposed changes to transportation and parking policies.
2. New Construction Projects. Renovations at the HUB and Hall Health and the design of new dormitories will come to FCUFS for faculty comment and approval. These projects are funded by student fees.
3. Plans for a SR520 interchange and associated impacts on land use, commuting, and parking.
University Libraries (Isabelle Bichindaritz)
1. Faculty involvement in the Libraries' administrative policy decision making -- for example, early faculty participation in decisions about branch library closures and consolidation.
2. Representation of library staff on the Senate and the SEC (as per recent letter of Charles Wilkinson).
3. Increasing faculty awareness of and participation in publication of research and scholarship papers through Open Access (see also FCR).
4. Representation of all Faculty Council chairs on SEC and Senate.

University Relations (Open)

Women in Academia (Sandra Silberstein)
1. Complete the analysis and publication of the Catalyst Survey on women in UW academia.
2. To find and support students to help with analysis of ongoing data collection projects in order to develop better policies and to monitor the impact on extant practices.
3. Study policies and practices for tenure & promotion in the academic units (overlaps somewhat with FCR).
4. Follow up research on anomalies uncovered in surveys.
2009-2012 Faculty Member Appointments to University and Senate Committees.

Faculty Council on Academic Standards

Nick Holman, Naval Science, Group 5, for a term beginning immediately and ending September 15, 2012.

Faculty Council on Educational Technology

David Masuda, Medicine, Group 7, as Chair, for a term beginning immediately and ending September 15, 2010.

Faculty Council on University Libraries

Isabelle Bichindaritz, Group 10, UWT Computing and Software Systems, as chair, for a term beginning immediately and ending September 15, 2010.

Edward Mack, Group 1, Asian Languages and Literature, for a term beginning immediately and ending September 15, 2012.

Gregory Hicks, Group 5, Law, for a term beginning immediately and ending September 15, 2012.

Dianne Figlewicz Lattemann, Group 7, Psychiatry, for a term beginning immediately and ending September 15, 2012.

Senate Committee on Planning and Budgeting

Brad Holt, Group 6, Chemical Engineering, for a term beginning immediately and ending September 15, 2012.

2009-2010 Representative Faculty Council Nominations

Nominate for Senate appointment, effective immediately, representative ex-officio members of Faculty Councils and Committees for terms ending September 15, 2010, with voting rights to be determined by the SEC through the faculty councils:

Professional Staff Organization

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<th>Council</th>
<th>Representative</th>
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<td>Grant Blume</td>
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### Associated Librarians of the University of Washington

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### University of Washington Retirement Association

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### Graduate and Professional Student Senate

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### Associated Students of the University of Washington

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Class C Resolution Concerning Observance of Central Cultural and Religious Practices.

WHEREAS, the University of Washington takes pride in being a diverse community; therefore

BE IT RESOLVED, that we urge faculty and students to work together to accommodate students’ scheduling constraints in observing their central religious and cultural practices. To foster success for all students, each year faculty and students should receive a message similar to that currently representing best practices in the UW School of Nursing:

Dear Members of the Faculty and Staff,

The following are days of religious [and cultural] observance that may be of importance to your students during Summer Quarter 2009. Please be sensitive to these dates when scheduling exams and/or events, and to conflicts students may experience due to their observance.

This list is not exhaustive of all holidays that students, staff, and faculty celebrate; please add any that are not listed. Students will be sent a message stating that faculty and staff members have received this notice, and encouraging them to approach faculty early in the quarter with any conflicts. Faculty members are encouraged to provide the list to students and open the subject at the first class session.

Summer Quarter 2009 Days of Religious Observance (dates may change from year to year)

*    *    *    *

If you are interested in obtaining a multi-cultural calendar for your department or for yourself, you can view a calendar of religious and ethnic holidays at http://www.interfaithcalendar.org.

BE IT FURTHER RESOLVED, that similar efforts should be made to accommodate faculty and staff schedules to support their observing central religious and cultural practices.

Submitted by:
Sandra Silberstein
Professor, English
May 4, 2009

Referred Back to Senate Executive Committee
By the Faculty Senate
May 21, 2009
Class C Resolution Concerning Expansion of Investment Offerings Available Through the University of Washington Retirement Plan.

WHEREAS, the University of Washington Retirement Plan (UWRP) is the primary vehicle for faculty, librarians, and professional staff to engage in saving for retirement.

WHEREAS, the University of Washington Retirement Plan document specifies that investment funds in the UWRP be reviewed twice a year by the fund review committee, but the fund review committee did not meet or take any action on retirement options between February 2006 and April 2009.

WHEREAS, our current retirement offerings do not provide a comprehensive range of investment options within each of the three fund families that currently contract with the University of Washington Retirement Plan.

WHEREAS, the best practices in retirement planning recommend a diverse range of investment options in order to satisfy the needs of different investors.

BE IT RESOLVED, that the Faculty Council on Benefits and Retirement urges the University administration to move as quickly as reasonable, but no later than the end of the academic year 2009-2010, to add a greater diversity of investment options to each of the fund families represented in the University of Washington Retirement Plan.

Submitted by:
Robert Breidenthal, Chair
Faculty Council on Benefits and Retirement
October 12, 2009
AGENDA
FACULTY SENATE MEETING
THURSDAY, 29 OCTOBER 2009
Gowen Hall, Room 301, 2:30 p.m.

1. Faculty Senate Orientation – Professor Marcia Killien, Secretary of the Faculty.

2. Call to Order and Approval of Agenda.

3. Introductory Comments – Professor Bruce Balick, Chair, Faculty Senate.


5. Report from the Senate Committee on Planning and Budgeting – Professor David Lovell, Committee Chair.

6. Legislative Report – Professor Jim Fridley, Faculty Legislative Representative.


8. Announcements.

9. Requests for Information.
   Senators are encouraged to submit requests for information in writing to the Senate Chair prior to meetings. Responses will be provided by the appropriate persons.

10. Nominations and Appointments.
    Action: Approve Nominees for Faculty Councils and Committees.

11. Memorial Resolution.

    Class C Resolution.
    Sandy Silberstein, Professor, English.
    Title: Resolution Concerning Observance of Central Cultural and Religious Practices.
    Action: Approve for distribution to faculty.

    Class C Resolution
    Robert Breidenthal, Chair, Faculty Council on Benefits and Retirement.
    Title: Resolution Concerning Expansion of Investment Offerings Available Through the University of Washington Retirement Plan.
    Action: Approve for distribution to the faculty.
    Motions involving Class C actions should be available in written form by incorporation in the agenda or distribution at the meeting. It is preferable that any resolution be submitted to the Senate Chair and Secretary of the Faculty no later than the Monday preceding a Senate meeting.


PREPARED BY: Marcia Killien, Secretary of the Faculty
APPROVED BY: Bruce Balick, Chair, Faculty Senate

NOTE: If a continuation meeting is necessary, it will be held on Thursday, November 5 at 2:30 p.m. in Gowen 301.