Chair Luchtel called the meeting to order at 2:35.

1. Approval of Agenda. Approved.

2. Approval of Minutes of the October 8, 2007 SEC meeting and October 25, 2007 Faculty Senate meeting. Approved.

3. Opening Remarks from the Chair.
Dan Luchtel, Chair of the Faculty Senate.

"Welcome. The Group Reps are encouraged to visit and add to the discussion on the Faculty Senate Discussion Board about Restructuring the Senate. One information item that has been added was data about the current number of Senators and their representation of the academic units or departments. There are 128 departments in the University, including all three campuses—seven at Tacoma, five at Bothell, and 116 at Seattle (organized into seventeen Schools/Colleges). The number of faculty in these units varies widely, with some departments with more faculty than in Schools or Colleges. For example, there are 61 voting faculty in the School of Law and 411 in the Department of Medicine.

"Trying to understand the faculty salary structure and the salary policies in the various Schools and Colleges is an ongoing process. An interesting aspect of the job of Senate Chair is attending Board of Regents meetings. The Regents have the final approval of all new faculty appointments and the minutes of their meetings list the new faculty appointments along with their associated starting salaries. These are state supported salaries only and do not include various supplements, such as the clinical salaries in the Medical School. At the beginning of the '07-'08 academic year, 75 new faculty appointments were made at the Assistant Professor or the Research Assistant Professor level. Approximately one-sixth of the starting salaries were less than $60,000 (with none lower than $50,000). The majority of these were 9-month appointments in the College of Arts & Sciences. Approximately one-sixth of the starting salaries were more than $100,000. Most of these were 12-month appointments in the School of Medicine. The remaining two-thirds of the starting salaries were between $60,000 and $100,000. The majority of these were in the professional Schools and Colleges.

"But there is an elephant in the room even with a salary of more than $100,000 for a beginning Assistant Professor. That is, the high cost of homes in the Seattle housing market, particularly in areas close to the university. This will be an increasing problem for recruitment of new faculty."

4. Report from the President.
Mark A. Emmert, President.
The President’s remarks began with an update on searches for UW Deans. He announced the recent appointment of Ana Mari Cauce as Dean of Arts & Sciences and that the Nursing school is looking at finalists while the Law School is now looking at first-round candidates.

He then turned his attention to the recent news concerning the UW North Sound Campus and the report that included a strong recommendation that the Campus be sited in downtown Everett. At this point, the project will move into the political realm of legislative activity, and the UW role will continue to be that of consultant. The report also included a realistic and formidable estimate approaching a billion dollars of what it would require to accomplish this goal. Given the projected budget, the planning stage of this project may be greatly extended.

The President reported that V’Ella Warren has taken over the new position of Senior Vice President and the position of Executive Vice President has been taken over by the Provost. Capital Projects and Facilities Services will now report to the Senior Vice President (in addition to her previous responsibilities), and other units previously under Weldon Ihrig have been transferred to other lines of reporting.

Finally, he appealed to the SEC for help from the Faculty Senate in taking a careful look at the way the UW renovates existing facilities and builds new ones. He estimates that the way the UW currently does business increases the final cost by 20-30%. Capital construction is one of the UW’s greatest challenges because it is becoming increasingly difficult for higher education to tap into the state capital budget. The alternative is finding creative new ways of funding facilities – and becoming more efficient, including the way decisions are currently made. He reported that there are currently twenty-seven different committees that need to sign off on construction projects, and some of these committees meet only quarterly. Every time the process is slowed down, the cost goes up. With the Senate’s help, he hopes to create a new decision-making model over the course of the year that will involve all the necessary input from all UW constituencies, but will cycle through the process in a more timely fashion. This process should also include provisions for “on the job training” for Deans who may be called upon to shepherd the process on behalf of their Schools or Colleges.

In response to questions about the new North Sound Campus, the President explained that thought had been given to the relationship between that campus and the Bothell Campus. There are many issues to be resolved concerning that relationship. One is how to keep those two campuses from competing for new students. Another is the possibility of the two campuses sharing a single Chancellor and upper administrative structure.

5. Report from the Senate Committee on Planning and Budgeting.
Gail Stygall, Faculty Senate Past Chair and Committee Chair.

SCPB Chair Gail Stygall reported that the Committee heard from V’Ella Warren, Senior Vice President, regarding the University’s endowment at it’s meeting last week. The next two meetings will focus on salaries, indirect costs, a review of the two and three percent instructions, and a review of how unit adjustments worked out in the departments. If all goes according to schedule, the Committee will consider a comparison between what the University proposed for a budget and what Governor proposes at its meeting of December 16. In January, the SCPB will begin researching the budget feasibility of the two Class C resolutions approved by the Faculty Senate last spring (Automatic Enrollment in UW Retirement Plans and Tuition Waivers).

James “J.W.” Harrington, Faculty Legislative Representative.

Faculty Legislative Representative Harrington informed the group that in the upcoming short session, the Governor will encourage fiscal restraint. The Governor and a sizeable number of legislators are eager to see progress in the planning for the UW North Sound campus, though much of this will hinge on the political wrangling over its location.
Despite the short session, the UW faculty has a substantial legislative agenda (see items below), but its feasibility is enhanced by working collaboratively and taking a long-term view: The UW’s collaborators for the following items include the Council of Faculty Representative (CFR), the Council of Presidents (COP), and the Washington Student Lobby (WSL).

- Faculty on Boards of Regents and Trustees
- Faculty salaries
- UW supplemental operating budget
- UW supplemental capitol budget
- Gartner-Evans-Locke reauthorization
- Childcare
- New University campuses
- Locally funded salary increases
- Recognizing the faculty voice
- Paid professional leaves

In addition to these, the CFR will be attending to the designation and planning for “high demand” fields, the HEC Board Strategic Master Plan, and proposed linkage between tuition and salary increases.

Finally, the CFR will sponsor a program entitled “Faculty Serving Washington” on Wednesday 23 January 2008. Faculty from all six institutions will present projects that have a direct impact on the citizens of Washington.

Senate Chair Luchtel added his endorsement of the January 23 event.

7. Report from the Secretary of the Faculty.
   Gerry Philipsen, Secretary of the Faculty.

Secretary of the Faculty Philipsen commented on the status of the new Discussion Board on Restructuring the Faculty Senate – beginning with thanks to Nancy Bradshaw for setting this up for the SEC. He reported that there have been four thoughtful comments recorded on the discussion board – as well as a comment received via e-mail before the discussion board was set up. This comment raised a question of whether the decrease in Senate size might decrease its moral or rhetorical force in decisions made. Philipsen reported that the discussion board will be up and running for an indefinite period, and encouraged others to contribute their thoughts and concerns. This will be an item for discussion on the next Senate Executive Committee meeting agenda in January.

8. Group Representatives: Concerns and Issues. There were none.

   Nominees for Faculty Councils and Committees.
   **Action:** Approve for Faculty Senate consideration. **{Exhibit A}**

   There were no nominations from the floor, and the nominations as listed in Exhibit A were approved.

10. Reports from Councils and Committees.
    Faculty Council on Educational Technology
    Werner Kaminsky, Chair

    **Report:** Update on Plagiarism Report. **{Exhibit B}**

    FCET Chair Werner Kaminsky introduced the subject of plagiarism by explaining that the Council felt it was important that this topic be addressed by faculty regardless of the mission of the Council. The Council has been given support by many individuals and groups and they have responded to
suggestions by considering the establishment of a student code of honor. Gus Kravas, Special Assistant to the Provost, will be drafting the Code and working with the Council to produce and distribute the Code in the most effective way possible. The Council is also working on a pilot project to enable students to check their own work using software tools that ultimately produce a “plagiarism report” for each research paper applied to the software. These plagiarism reports would be required as a part of the final research paper. A micro-conference is planned to demonstrate the various software programs available that can produce plagiarism reports.

The Council has also enlisted CIDR to help. It will offer courses for faculty on how to deal with plagiarism from the outset of a faculty member’s career. It’s very possible to set up assignments so that it’s difficult to plagiarize. Libraries can also help with letting students know how and when to use citations. Giving students the information they need to be successful at the right time is very important.

Acknowledging that prevention is better than policing whenever possible, and given more support and resources being made available for students to avoid plagiarism, there will still be instances when this comes up and someone gets caught. At this point, the Council hope there can be a process for faculty to follow that is more straight-forward and simple than what is currently in place.

A Committee member commented that plagiarism (often unconscious and often self-plagiarism) is a significant issue among faculty at the School of Medicine, and asked if tools shouldn’t be made available to faculty as well.

Another Committee member commented that the School of Business has an honor code that is enforced by students.

11. Information.

a. UW Strategic Roadmap for Information Management and Administrative Systems – Sara Gomez, Interim Vice Provost for Information Management and Chief Information Officer; Jeanne Marie Isola, Associate Vice Provost, Strategic Projects and Portfolios. Information can be found at: http://www.washington.edu/provost/oim/roadmap/.

In the interest of time and a very full agenda, Sara Gomez distributed a handout {Exhibit C} and reviewed each slide (see attached).

b. Report from the Faculty Athletic Representative – Patrick Dobel, Faculty Athletic Representative. {Exhibit D}

Again, in the interest of time and a full agenda, Professor Dobel briefly reviewed Exhibit D attached to the agenda discussing Academic Progress Rates and what they mean to the UW as compared with other NCAA institutions.

Other issues touched on included “jock “majors, the current popularity of the American Ethnic Studies major among student athletes, math requirements, and the challenges of supporting and retaining coaches who require scholastic performance from their students at the risk of having a “losing” season.

12. Announcements.

Chair Luchtel reminded Committee members that nominations are welcome for candidates for the position of Secretary of the Faculty. Please submit nominations to Nancy Bradshaw by November 30.


a. Action: Class A Legislation – Second Consideration. {Exhibit E}
Jan Sjåvik, Chair, Faculty Council on Faculty Affairs.

Title: Proposed new procedures for removal of Faculty Senate officers and the Secretary of the Faculty.

Action: Conduct final review of proposal to submit this legislation amending the Faculty Code to the faculty for approval or rejection.

A motion to approve the legislation was made. FCFA Chair Jan Sjåvik expressed appreciation for the revisions proposed by the Advisory Committee on Faculty Code and Regulations and voiced his support for the approval of the revised text as shown in Exhibit D. The motion was approved.

b. Action: Class A Legislation – Second Consideration. {Exhibit F}

Gerry Philipsen, Secretary of the Faculty.

Title: Proposed housekeeping changes to Volume Two, Part 2, Section 22 of the Faculty Code.

Action: Conduct final review of proposal to submit this legislation amending the Faculty Code to the faculty for approval or rejection.

A motion to approve the legislation was made, seconded and approved without discussion.


a. Class C Resolution. {Exhibit G}

Title: A Resolution in Support of the University of Washington’s Focus the Nation Event.

Action: Approve for Faculty Senate Consideration.

A motion was made and seconded to approve the resolution in attached Exhibit G. LuAnne Thompson, Associate Professor of Oceanography and Interim Director of the Program on Climate Change was introduced to provide information on the resolution. She explained that she would like the endorsement of the Senate as a means of encouraging faculty and students to support and participate in the event.

Two amendments to the resolution were made:

Under “Be it resolved,” the words “a progressive” are now replaced with “an informed.”

On the sixth line of the indented paragraph under “Be it further resolved,” the word “travel” is now replaced with the word “join.”

The motion was approved as amended.

b. Class C Resolution. {Exhibit H}

J.W. Harrington, Faculty Legislative Representative.

Title: Resolution in Support of Providing Faculty Experience on the Board of Regents.

Action: Approve for the Faculty Senate Consideration.

A motion was made and seconded to approve the resolution in attached Exhibit H. Faculty Legislative Representative JW Harrington was introduced to explain the purpose and objective of the legislation. He told the SEC that this is the first step in what promises to be a very long legislative process. Even if ultimately faculty are not included on Boards of Regents and Trustees at institutions of higher education throughout the state, the discussions this will engender, exploring the nature of shared governance, will be worth the effort. There will be opposition to the resolution because it challenges the status quo. It raises a question about membership on the Boards and whether they are exclusively citizen boards rather than boards that represent stake-holders. Supporters of the resolution will focus on the improvement of
communication and identification of the faculty by the Board – as well as of the Board by the faculty. Harrington feels pursuing the objective in itself will yield better communications.

Questions arose about giving voice to the opposition to this resolution. If the rationale is for improved understanding and communication, why does a faculty representative need a vote? If voting representation for faculty is provided on the Board of Regents, should there be a voting member of the Board of Regents on the Faculty Senate? Is the President – a member of both the Board of Regents and the Faculty Senate – the liaison between the two bodies?

The motion was approved.

c. **Action:** Approve the November 29, 2007 Faculty Senate agenda for distribution to faculty.
   {Exhibit I}

   The November 29, 2007, Faculty Senate meeting agenda was approved.

15. Adjournment. The meeting was adjourned at 4:55 p.m.

PREPARED BY: Gerry Philipsen, Secretary of the Faculty
APPROVED BY: Dan Luchtel, Chair, Faculty Senate
2007-2010 Faculty Member Appointments to University Faculty Councils and Senate Committees:

Faculty Council on Educational Outreach

Faculty Council on Educational Technology
Alexander Hollmann, Group 1, Classics, for a term September 16, 2007 – September 15, 2010.

Faculty Council on Faculty Affairs

Faculty Council on Research

Representative members of Faculty Councils:

Nominate for Senate appointment, effective immediately, representative members of Faculty Councils and committees for terms ending September 15, 2008 with voting rights to be determined by the SEC through the Faculty Councils:

Representatives of the Associated Students of the University of Washington:

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<td>Poonan Nathu</td>
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<td>Facilities and Services</td>
<td>Elizabeth Campbell</td>
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<td>University Relations</td>
<td>Jessica Norberg</td>
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<td>Educational Technology</td>
<td>Ryan M. Schmidt</td>
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Representatives of the Graduate and Professional Student Senate:

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<td>Sara Diaz</td>
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<td>University Relations</td>
<td>Mimi Bidar</td>
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<td>Women in Academia</td>
<td>Coleen Carrigan</td>
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Nonacademic officers of the University (ex officio):

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<td>Academic Standards</td>
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<td>(Undergraduate Academic</td>
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Representatives of the Staff on Adjudication Panel:

Nominate for Senate appointment, effective immediately, representative members of the Faculty Adjudication Panel for a two year term ending September 15, 2009:

- Ron Eng (proposed by PSO)
- Debra Young (proposed by Union [925])
- Alice Stokke (self-nominated)

Nominate for Senate appointment, effective immediately, representative members of the Faculty Adjudication Panel for a three year term ending September 15, 2010:

- Elizabeth Campbell (proposed by PSO)
- Kathy Thomason (proposed by Union [925])
- Marsha Donaldson (self-nominated)

Membership of the Committee on Academic Rigor (requires SEC Approval):

- Gail Stygall, Chair  Past Member of FCAS
- John Schaufelberger  Current Member of FCAS
- Don Janssen  Current Member of FCIQ
- Nana Lowell  Representing the Office of Academic Assessment
Progress report on the plagiarism issue raised by
the Faculty Council on Educational Technology (FCET)

Werner Kaminsky (chair, FCET)

After interviewing a number of University of Washington faculty and administrators, recommendations suggested by FCET have been revised and some of them will be implemented in near future.

General agreement was met in seeing a need to tackle plagiarism now to maintain and hopefully enhance the current level of scholarship within the educational environment offered by our University.

The following is currently in consideration or already applied:

a) Develop a UW ‘Code-of-Honor’ that specifically addresses the forms of plagiarism that are undermining the educational process. Gus Kravas, Special Assistant to the Provost, is going to devise a text that new students may need to acknowledge.

b) Identifying faculty that are willing to participate in a pilot to test electronic identification of plagiarism via available services and software to be given to students for self-testing. These services are:

1. Turnitin (http://www.turnitin.com)
2. DOC Cop Plagiarism Detection (http://www.doccop.com)
3. EVE2 (http://www.canexus.com)

All interested in actively reducing plagiarism on campus see the advantage if students test their own work rather than faculty.

c) There is the desire to hold a micro-conference on plagiarism where ‘key players’ can touch bases. It will be held in 420 Sieg Hall with kind help from Don Wulff, Director of the Center for Instructional Development and Research (CIDR) and Associate Dean of The Graduate School; the date to be announced soon.

d) Advise faculty on writing assignments which are arranged to prevent possible plagiarism right from the start (courses have been offered by Libraries/Catalyst/CIDR).

e) Give students technical assistance in proper citation practices (see: search engines from Libraries).

To do (on the micro-conference):

a) Provide an information package covering Intellectual Property Rights and the consequences of plagiarism to all entering students and discuss this material at orientation.

b) Revising / simplifying procedures to address plagiarism cases by faculty or students.
UW Strategic Roadmap for Information Management and Administrative Systems

Faculty Senate Executive Committee
November 19, 2007

Sara Gomez
Interim Vice Provost/CIO
Office of Information Management

Agenda

- Office of Information Management overview
- Strategic Roadmap goals, themes, and scope
- Short-term progress
- Approach and timing
- Participants
- Next steps
Office of Information Management (OIM) Overview

- **Created by** Provost and Vice President for Computing and Communications in November 2006
- **Charged with** directing information management and administrative systems throughout the University of Washington
- **Headed by** interim Vice Provost and Chief Information Officer (VP-IM/CIO) Sara Gomez
  - Provides university-wide leadership in developing and managing information systems and applications
  - Reports primarily to the Provost, but also to the Vice President for Computing and Communications on technology issues

OIM Goals

**To achieve:**
- Direct alignment of authority over functional organization business practices, policy, resources, and priorities
- The powerful alignment of information systems and information management staff and services across the university
- Far greater coordination of resources, priorities, and directions
- A true information management approach that supports the university's growing need for information for strategic directions and daily operations
- A strong UW focus on and priority for administrative systems and information management
OIM Work Plan

OIM initial three-phase work plan:

- **Discovery/Assessment:** Identify challenges and opportunities (Winter 2006-07)
- **Organizational Design and Transition:** Build the future of how we work together (Spring 2007)
- **Strategic Roadmap:** Develop the University's Strategic Roadmap for Information Management and Administrative Systems
  - Choose where to invest people, money, and time

OIM Discovery/Assessment Phase: Broad Themes Analysis

- Met with more than 100 key stakeholders across the UW, including deans, administrators, and computing directors at every school, college, and campus
- Collected more than 700 comments from meetings with key stakeholders
- Categorized comments into four broad themes
Discovery/Assessment: Broad Themes

- Systems and Processes 25%
- Information Architecture 20%
- Strategy, Policy and Partnership 23%
- Information Management 32%

Strategic Roadmap Goals

- Define a vision and action plan for the future
  - Identify short-term priorities for FY 2009
  - Identify long-term priorities
- Provide a strategic framework for future decision making
- Get the UW on the right path—
  to systems/processes/information that fully support UW business needs
Roadmap Scope

Organized Around Broad Themes from Discovery

- Governance and Partnership
  - Leadership, alignment, and strategic partnerships
  - Prioritization and governance
  - Guiding principles
  - Ongoing planning process

- Information Management
  - Data for decision making
  - Common definitions
  - Security
  - Common solutions, support for specialized needs

- Administrative Systems
  - Business process improvement
  - Core systems modernization
    - Finance, procurement, budget
    - HR/payroll
    - Student and academic administration, including course management
    - Research administration
    - Facilities/space
    - Alumni/development
  - Integration

Short-term Progress

Strategic Partnerships and Governance
- UW-wide Strategic Roadmap well underway
- Microsoft commits to strategic partnership, invests in business intelligence tools

Information Management
- Top 5 Initiative moves ahead to answer dean's top questions
  - Task teams working on student/faculty headcount, student credit hours, faculty FTE, and school/college PERM operating budgets.
- Launched pilot to open up centrally-managed UW course schedule data for use by schools/colleges. Resulted in major improvements—two colleges were able to add available courses to their Web sites in just hours.

Business Processes and Administrative Systems
- Starting Finance/Budget system scoping study.
- Electronic faculty Effort (eFEC) Certification Progress: Teams now building online tool to allow staff to access and certify faculty effort data, eliminating hours of manual processing time.
- Improving electronic submission and handoff of research grants, in partnership with SAGE (System to Administer Grants Electronically).
- Better course management tools for faculty soon to be available via MyUW. Partnership with OIM, Catalyst, C&C, and the Registrar’s Office.
Approach and Timing

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Autumn/Winter 2007-08 Milestones

- November
  - Finalize Guiding Principles
  - Finalize Current Environment
  - Vision The Future
  - Identify Gaps

- December
  - Finalize Guiding Principles
  - Finalize Current Environment
  - Vision The Future
  - Identify Gaps

- January
  - Finalize Guiding Principles
  - Finalize Current Environment
  - Vision The Future
  - Identify Gaps

- February
  - Finalize Guiding Principles
  - Finalize Current Environment
  - Vision The Future
  - Identify Gaps
  - Build Action Plan
A Collaborative Effort

- Over 175 participants
  - 24 from OIM; 18 from C&C
  - 130+ from user community
  - All schools & colleges represented
- Taking a long term, institution-wide view
- Representing a cross section of the university
  - Large, small, and mid-sized schools
  - Central administration
  - Health sciences
  - Campuses

Project Structure
Next Steps for Roadmap

- Finalize "working draft" Guiding Principles for December 10 Information Technology Advisory Committee meeting
- Finalize Current Environment
- Draft Strategic Themes → Start Visioning Stage

For more information, see:

OIM Web site:

http://www.washington.edu/provost/oim/

Strategic Roadmap Web site:

http://www.washington.edu/provost/oim/roadmap/
The Athletics Department of the Future


By BRAD WOLVERTON

In the hyper-competitive world of intercollegiate athletics, where programs vie to win national titles, attract talent, and build the best facilities, keeping a close eye on trends and emerging practices is a necessity. With that in mind, The Chronicle asked more than three dozen experts to describe the changes they expect to see in athletics departments in the next five to 10 years.

ACADEMIC ISSUES

Accountability. As institutions continue to pour big bucks into academic-support systems, more athletics departments will follow the lead of the U. of Georgia and fine or suspend players for skipping classes and tutoring sessions. More coaches' contracts will include academic financial-incentive clauses — but scholarship penalties for poor-performing teams will follow coaches when they change jobs.

Jock majors. The threat of NCAA penalties will be too great to warrant anything but "safe" majors for impact players, leading more institutions to establish academic degrees with an inordinate number of elective credits, says Sandy Meyer, assistant director of the academic-support center for athletes at Penn State.

Faculty involvement. Faculty members appear as determined as ever to rein in commercial excesses and academic shenanigans in college sports. That determination will probably spawn increased faculty oversight of athletics departments and could lead to epic battles between faculty members and athletics administrators, says Brian L. Porto, a professor of law at the U. of Vermont who writes about college-sports issues.

Integrated sports programs. Despite Vanderbilt's on-field success after it eliminated its athletics department, nobody seems eager to follow. But E. Gordon Gee, the departing chancellor, thinks more sports programs will look for ways to blend in better with the academic side. Will it mean more athletes spending semesters overseas or majoring in the sciences, where lab time competes with practice time? Doubtful. But more jocks may start participating in student government or rooming with non-athletes.

APR effect. To avoid losing scholarships for low scores on the NCAA's Academic Progress Rate, some athletics departments will spend more time analyzing admissions decisions, monitoring conflicts that might lead players to transfer, and making sure athletes do not exhaust their eligibility without graduating.
ATHLETICS CULTURE

International students. As colleges continue to look overseas for the most talented athletes, teams in more sports will reflect an increasingly global diversity. The trend will test the NCAA’s rules on amateurism and lead to fewer scholarships for talented American players.

Off-court behavior. Pro sports teams are coming down harder than ever on misbehaving players, as shown by the NFL’s suspension of Adam (Pacman) Jones, and the trend will seep into colleges, where unethical conduct will lead to more dismissals.

Summer duty. With strict progress toward degree requirements to meet, an even greater number of athletes will load up on credit hours during summer-school sessions, limiting their internship experiences and making athletics departments into 12-month operations.

Co-ed teams. The NCAA will have its first mixed-doubles tennis championship.

Emerging sports. Flag football is the fastest-growing girls’ high-school sport in Florida, with more than 4,000 girls playing at 146 high schools, according to Sports Illustrated. If colleges are monitoring interest, varsity flag football could be the next big thing.

ADMINISTRATION

Specialization. Programs won’t just hire more tutors — they will assign learning specialists to work one-on-one with at-risk athletes, allowing coaches to recruit increasingly marginal students. Departments will create positions with narrower responsibilities, like director of football communications. Some teams will have nearly as many coaches as players.

Smarter office designs. Layouts will accommodate increasing staff sizes and put priority on student-service units. Academic advisers, compliance officials, and sports-medicine staff members will sit near each other to easily interact. “I would put academic-student-services offices right next to AD offices,” says Christine A. Plonsky, women’s athletics director at the U. of Texas at Austin, “so we are reminded why we have jobs.”

Impact of technology. Debates over text messaging in recruiting will seem like child’s play, and the NCAA will lose the ability to regulate emerging technologies. Instead, coaches’ groups will decide what’s appropriate, says Carol Iwaoka, associate commissioner of the Big Ten.

Facility improvements. College arenas will incorporate more elements from professional-sports facilities, like high-quality food services and interactive video monitors for fans, and locker rooms with attractive lighting and flat-screen TVs for watching games.

Minority hiring. Within a decade, college presidents and athletics directors will make more personal commitments to hiring female and minority candidates for top administrative and coaching positions, says Charlotte F. Westerhaus, the NCAA’s vice president for diversity and inclusion. “The ceiling we have now — the low numbers of women and minorities in leadership positions — is going to bust,” she says.

FINANCES

Shrinking programs. As financial pressures mount, more athletics departments will eliminate sports. The changes will affect not only wannabe big-timers, like James Madison U., which slashed 10 sports
this year, but true big-timers as well. Men will be hit hardest, says Todd Turner, AD at the U. of Washington: "The days of adding a men's program are virtually gone."

**Personalized marketing.** Goodbye, mass mailings; hello, targeted promotions. Programs will increasingly tailor their communications messages to meet the interests of individual fans. "As we ask our fans to pay more for tickets and donations," says Jamie Pollard, AD at Iowa State, "their level of expectation of personalized customer service will only continue to increase."

**Female donors.** As more female athletes play college sports, development offices will increasingly look to women for donations. Athletics departments will hire more female fund raisers. And programs with strong fund-raising ability will create endowments to avoid draining their reserves every year.

**TV money.** Television ratings for many pro sports have fallen sharply in the past year, but March Madness remains as popular as ever. Still, NCAA officials are trying to diversify their revenue sources, anticipating that after their 11-year, $6.1-billion CBS deal expires, in 2012, they won't bring in as much money. Less TV revenue will mean fewer dollars for every athletics department, creating even more need for outside support.

**Ticket revenue.** Outside of football and basketball, few sports bring in much revenue, but scores of teams still try to capitalize at the gate. In coming years, many programs will resist that urge. The U. of Louisville's baseball team, which reached the College World Series and plays in an expensive new ballpark, lets fans in free and plans to keep it that way. The university's AD, Tom Jurich, says, "I'd rather have the fans than the extra revenue."

**Internet exposure.** The better athletics programs will separate the information side of their Web sites, (rosters and statistics), from the content side, (live games), coaches' shows, and athlete blogs, creating "minichannels" of interactive material to better promote their brands.

http://chronicle.com
Section: Athletics
Volume 53, Issue 46, Page A28

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## 2005-2006 PAC-10 ACADEMIC PROGRESS RATES (APR)

### Three Year Rates (03-04, 04-05, 05-06 Cohorts)

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<td>Religious Studies</td>
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<td>Pre-Architecture</td>
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<td>Pre-Major</td>
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<td>Pre-Nursing</td>
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<td>Pre-Sciences</td>
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<td>Pre-Social Sciences</td>
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<tr>
<td><strong>TOTAL PRE-MAJORS</strong></td>
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<tr>
<td><strong>GRAND TOTAL</strong></td>
<td>626</td>
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Hi all,

Good to see you all last week. This is just a reminder about continuing review of Pac-10 Constitution 1-(2). You will recall that you wanted to think a little bit more about the precise wording used in the recommendation that will be forwarded to the Council in June.

See f. below for the language in question.

Pac-10 Constitution revisions
The Committee recommends revision of Pac-10 Constitution 1-2 and 3, as follows.

Pac-10 Constitution 1-(2)

It was recommended:

"to revise Pac-10 Constitution 1-(2), as follows:

2. Statement of Purpose.

The members of the Pacific-10 Conference value:

a. Academic and athletic achievement of student-athletes;
b. Increased educational opportunities for young people;
c. Quality competitive opportunities for student-athletes;
d. Amateurism in intercollegiate athletics;
e. Compliance with Pac-10 and NCAA rules;
f. Equal opportunities for every individual;
g. Fair play and sportsmanship;
h. Responsible fiscal management.

Within the context of these values, the purpose of the Pacific-10 Conference is to enrich and balance the athletic and educational experiences of student-athletes at its member institutions, to enhance athletic and academic integrity among its members and to provide leadership in support of its basic values. (6/90, 6/07)"
ON THE CONTRARY

The Academic Progress Rate: Good PR, Bad Policy

By MICHAEL J. CUSACK

This fall the Academic Progress Rate, a formula that the National Collegiate Athletic Association developed to measure the academic performance of its member teams, will go into full effect. Known as the APR, the formula consists of two variables: academic performance (which requires satisfactory grades and timely progress to a degree) and student retention. While well intentioned, the new rules—which have previously led to only warnings from the NCAA but which will now result in sanctions have already had some unintended consequences for students and athletics programs alike.

Unfortunately, the progress requirements have trapped many student-athletes in the majors they chose as freshmen, while the retention benchmarks punish even well-run sports programs for events beyond their control.

The APR has at its core the positive goal of setting expectations and benchmarks for student-athletes. Given the demands placed on student-athletes by their coaches and athletics schedules, some direction and academic mentoring are essential to ensure that students earn and receive a full education. But while the APR's satisfactory-grades requirement achieves that goal, the benchmarks for timely progress are too burdensome. To establish eligibility, athletes must complete a minimum of 40 percent of the required units for a degree by the beginning of the third year of college enrollment, 60 percent by the beginning of the fourth year, and 80 percent by the beginning of the fifth year.

Thus, student-athletes must arrive on the campus with a fair amount of certainty about what they want to do with the rest of their lives. Unlike the rest of the student body, athletes must start accumulating the credits necessary for their degrees almost immediately — without the opportunity to experiment with courses to broaden their intellectual background or lead them in a different direction. If they do have any doubts later on, they cannot switch majors without risking their eligibility to compete.

"I don't know how someone can choose their major coming straight out of high school," a Division I soccer player told me. She had started in one major and decided she wanted to follow another path — only to find that, although her GPA was above 3.0, she did not have the percentage of completed courses in the new major required for eligibility to play soccer.

While I have focused on the problems with the academic-progress requirements of the APR, I would like to briefly mention a few other problems with the new set of rules.
The first is simply that in many cases, athletes decide to transfer before the end of a school term, and give up on their academics well before the end of the semester. We all know you can't force students to study, particularly when they have already decided to leave.

The purpose of the retention requirement is confusing, and its implementation can be counterproductive. Apparently the framers of the APR believe that a student-athlete’s transferring is a sign of academic problems at that institution. In fact, athletes regularly transfer to institutions across the country for any number of reasons. Additionally, coaches are now faced with the reality that if an athlete is not happy, causes problems, or has demonstrated an unwillingness to be a team player, removing that athlete can cause serious problems with the team’s and the institution’s APR. The effect is that athletics departments are forced to conduct their programs to meet the APR in the same way elementary schools are forced to teach for standardized tests.

Neither the institution nor the NCAA can prove that the APR is actually an indicator of academic health. Rather, it is an indicator of how an institution has responded to a set of arbitrary and questionable variables. For our programs to meet the benchmarks for the APR, we must ensure progress toward a degree — any degree — rather than counsel our students regarding their educational paths. Instead of focusing our energies on those athletes who are positive contributors, we must do everything we can to see to it that our students do not transfer, even if they are problems for their coaches and teammates, or would be better served by attending another institution.

Abuses take place in athletics programs, and academic accountability should be expected, but the APR plays more to public opinion than to sound educational principles. What is needed is a well-thought-out program aimed at enhancing the educational opportunities for our student-athletes. If they are to be students first, we must put their academic needs first and public relations second.

Michael J. Cusack is director of athletics at Wright State University.

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Volume 54, Issue 11, Page B2

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Section 22-57. Procedures for Removal of Faculty Senate Officers and the Secretary of the Faculty

A. The Faculty Senate Chair, the Senate Vice-Chair, and the Secretary of the Faculty may each be removed from office during his or her term of service.

B. The removal procedure is initiated by the submission to the Senate Executive Committee of a petition signed by no fewer than twenty-five voting members of the Faculty Senate. Upon receipt of such a petition, the Chair of the Senate Executive Committee shall immediately provide a copy of the petition to the named officer. The Senate Executive Committee at its next scheduled meeting shall place consideration of the petition on the agenda of the next regularly scheduled meeting of the Faculty Senate. The officer named in the petition shall have the right to submit a written rebuttal of the petition to the Senate Executive Committee. The petition and the rebuttal, if one has been submitted, shall be distributed with the meeting agenda to the members of the Faculty Senate.

C. When the petition comes before the Faculty Senate, a representative of the petitioners and the responding faculty officer (or his or her designee) shall be provided an opportunity to address the Faculty Senate and to answer questions. The petition shall fail unless approved by two-thirds or more of the voting members of the Faculty Senate present.

D. If the petition is approved by vote of the Faculty Senate, the officer's position shall become vacant at the conclusion of that Senate meeting.

Section 22-57.58. Office of University Committees.

Rationale: In a recent change in the appointment procedures for the Secretary of the Faculty, who previously served at the pleasure of the President of the University, the Secretary is now appointed by the Senate Executive Committee and confirmed by the Faculty Senate. There is not, currently, any procedure for recalling such officers after they have been elected by the Senate. The present proposal attempts to establish procedures that the Senate may invoke in the (unlikely) event that it loses confidence in one of these important elected officers of the University faculty.
Proposed Housekeeping Changes
Volume Two, Part 2, Section 22 of the University Handbook

Section 22-41. Composition of the Senate.

D. Deans of schools and colleges and the Dean of University Libraries who are not elected members of the Senate, and the presidents of the Associated Students of the University of Washington and the Graduate and Professional Student Senate shall be *ex officio* members of the Senate with right to speak but without vote.

Section 22-42. Establishment of Faculty Groups

Group Seven:

<table>
<thead>
<tr>
<th>Anesthesiology</th>
<th>Neurological Surgery</th>
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<tr>
<td>Biochemistry</td>
<td>Neurology</td>
</tr>
<tr>
<td>Bioengineering</td>
<td>Obstetrics and Gynecology</td>
</tr>
<tr>
<td>Biological Structure</td>
<td>Ophthalmology</td>
</tr>
<tr>
<td>Biostatistics</td>
<td>Orthopaedics and Sports Medicine</td>
</tr>
<tr>
<td>Comparative Medicine</td>
<td>Otolaryngology</td>
</tr>
<tr>
<td>Environmental &amp; Occupational Health Sci.</td>
<td>Pathobiology</td>
</tr>
<tr>
<td>Epidemiology</td>
<td>Pathology</td>
</tr>
<tr>
<td>Family Medicine</td>
<td>Pediatrics</td>
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<tr>
<td>Genome Sciences</td>
<td>Pharmacology</td>
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<tr>
<td>Global Health</td>
<td>Physiology and Biophysics</td>
</tr>
<tr>
<td>Health Services</td>
<td>Psychiatry and Behavioral Sciences</td>
</tr>
<tr>
<td>Immunology</td>
<td>Radiation Oncology</td>
</tr>
<tr>
<td>Laboratory Medicine</td>
<td>Radiology</td>
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<tr>
<td>Medical Education and Biomedical Informatics</td>
<td>Rehabilitation Medicine</td>
</tr>
<tr>
<td>Medical History and Ethics</td>
<td>Surgery</td>
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<tr>
<td>Medicine</td>
<td>Urology</td>
</tr>
<tr>
<td>Microbiology</td>
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**Rationale:** These changes reflect the current reality.
A Resolution in Support of the University of Washington’s *Focus the Nation* Event.

WHEREAS, climate change has been recognized globally as an issue of enormous importance; and

WHEREAS, the education of students regarding the threat of climate change as well as possible solutions should be a crucial priority in order to prepare students for the post-university world; and

WHEREAS, the University of Washington has begun to address climate change solutions by signing the American College & University Presidents Climate Commitment in March, 2007; and

WHEREAS, *Focus the Nation* is a national campaign designed to create a dialogue about climate change solutions at over a thousand colleges, universities, high schools, middle schools, civic organizations and businesses; and

WHEREAS, the University of Washington is hosting a *Focus the Nation* event on January 31, 2008; and

WHEREAS, President Mark Emmert has signed a statement supporting the goals of the University of Washington’s *Focus the Nation* event; therefore,

BE IT RESOLVED, that the Faculty Senate of the University of Washington recognizes the importance of taking an informed stance on climate change, and;

BE IT FURTHER RESOLVED, that the Faculty Senate supports efforts of *Focus the Nation* to educate the University of Washington campus as well as the larger Seattle community about climate change, and;

BE IT FURTHER RESOLVED, that the Faculty Senate endorses the following statement and course of action formulated by the national *Focus the Nation* organizing committee:

Global warming poses a serious threat to people and natural systems across the planet. Public and private policy decisions about global warming this decade will have impacts lasting for generations. To focus the nation’s attention on this crucial issue, the University of Washington, in conjunction with colleges, universities, and high schools across the country, will organize a symposium about ‘Global Warming Solutions for America’ on or around January 31 2008. On that day, faculty are strongly encouraged to join with their classes to attend scheduled programs about climate change or to discuss it with their own students. The symposium program committee will work with interested faculty to develop appropriate material for their classes and to insure that diverse disciplines are represented in symposium panels and workshops.

BE IT FURTHER RESOLVED, that the Faculty Senate further encourages the participation of students, faculty, and staff in the University of Washington’s *Focus the Nation* event.

*Proposed by:*

LuAnne Thompson, Associate Professor, School of Oceanography

*Submitted by:*

David Lovell, Vice Chair, Faculty Senate

*November 19, 2007*
A Resolution in Support of Providing Faculty Experience on the Board of Regents.

WHEREAS, the University faculty are professionals in teaching and learning assessment, as well as their specialized fields; and

WHEREAS, the University faculty are frontline service providers, designing courses, assessing students, supervising student research, pursuing research grants, and conducting studies that can affect the health, economy, teaching, music, and art of the state; and

WHEREAS, the University faculty are policymakers, deliberating on admissions standards for programs, curricula for programs, degree requirements, and the need for and acceptability of new degree programs, at the levels of the department, for each school or college, and for the college or university as a whole; and

WHEREAS, the University’s Board of Regents is charged with the establishment of the University’s entrance requirements, schools, colleges, departments, and degree requirements, and assesses the outcomes of the use of state funds; and

WHEREAS, the Revised Code of Washington 28B.10.520 stipulates that “Each member of a board of regents or board of trustees of a university or other state institution of higher education, before entering upon his duties, shall take and subscribe an oath to discharge faithfully and honestly his duties and to perform strictly and impartially the same to the best of his ability, such oath to be filed with the secretary of state;” and

WHEREAS, national organizations of university governing boards and of trustees have noted the trend toward including faculty in governing boards to improve the effectiveness of the boards' deliberations and decisions; therefore,

THE FACULTY SENATE RESOLVES, that the governance of the University of Washington shall be vested in a board of regents to consist of eleven members, one of whom shall be a full-time or emeritus member of the faculty of the University. The governor shall select the faculty member from a list of candidates, of at least three and not more than five, submitted by the University’s Faculty Senate. The faculty member shall hold his or her office for a term of three years, from the first day of July until the first day of July of the following year or until his or her successor is appointed and qualified, whichever is later.

BE IT FURTHER RESOLVED, that the Senate authorizes its Legislative Representative to pursue this resolution through discussion and support of state legislation.

Submitted by:

J.W. Harrington, Faculty Legislative Representative
November 19, 2007
AGENDA
FACULTY SENATE MEETING
THURSDAY, 29 November 2007
Gowen Hall, Room 301, 2:30 p.m.

1. Call to Order and Approval of Agenda.

2. Introductory Comments – Professor Dan Luchtel, Chair, Faculty Senate.


4. Report from the Senate Committee on Planning and Budgeting – Professor Gail Stygall, Committee Chair.

5. Legislative Report – Professor James “J.W.” Harrington, Faculty Legislative Representative.


7. Announcements.

8. Requests for Information.

   Action: Approve nominees for Faculty Councils and Committees.

10. Memorial Resolution.

11. Unfinished Business.
   a. Class A Legislation – Second Consideration.
      Jan Sjåvik, Chair, Faculty Council on Faculty Affairs.
      Title: Proposed new procedures for removal of Faculty Senate officers and the Secretary of the Faculty.
      Action: Conduct final review of proposal to submit this legislation to the Faculty for approval or rejection.
   b. Class A Legislation – Second Consideration.
      Gerry Philipsen, Secretary of the Faculty.
      Title: Proposed housekeeping changes to Volume Two, Part 2, Section 22 of the Faculty Code.
      Action: Conduct final review of proposal to submit this legislation to the Faculty for approval or rejection.

    Class C Resolution. {Exhibit D}
    Title: A Resolution in Support of the University of Washington’s Focus the Nation Event.
    Action: Approve for distribution to the faculty.
    Class C Resolution. {Exhibit E}
    Title: A Resolution in Support of Providing Faculty Experience on the Board of Regents
    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: Gerry Philipsen, Secretary of the Faculty
APPROVED BY: Dan Luchtel, Chair, Faculty Senate