



UNIVERSITY GOVERNANCE RECORD

Minutes of the Faculty Meeting
4, 18, & 25 April 2006

The meeting was called to order at 12:03PM by Professor Martin Ligare, Chair of the Faculty.

1. Announcements by the Chair of the Faculty

Professor Ligare announced a change in the agenda to accommodate the need to mail the *Five-Course Load Plan* to the Board of Trustees prior to their meeting at the end of this month. There was no opposition to the change.

2. Announcements and remarks by the President

President Mitchell described the process by which Bucknell University is pressing the state for appropriations to bolster financial aid and noted the effectiveness of student presentations during student lobbying day. He next discussed the upcoming April Board of Trustees meeting at which *The Plan for Bucknell* will be a central focus. The associated issues of assessment, metrics, and timing—probably tied to key points in *The Plan*—will, in all likelihood, be on the agenda as well. The President next said that the University was in discussions with Meridian concerning the redevelopment of Pennsylvania House (a project for which La-Z-Boy might be willing to provide foundation support) as mixed-use development, including housing. The University may, or may not, have an interest in this, from a space perspective, as we move toward the five-course load and the launch of the capital campaign. This remains only in the realm of the possible, but it may be a place where Bucknell can play a role in the community. The President also noted that he was elected Vice Chair of ACUP, as well as elected vice Chair of the Patriot League.

President Mitchell called upon Vice President for Enrollment Management and Communications Kurt Theide to provide an update on the Jack Kent Cooke grant. Vice President Theide explained the process of building a network of faculty and peers around each student and then noted the need for mentors for this initiative to be successful, adding that a mentor responsibility statement is available for interested faculty. Vice President Theide added that the POSSE program is also in need of a similar pool of faculty mentors.

Finally, President Mitchell responded to a question posed by Professor Ben Marsh concerning a reorganization of the college structure at Bucknell University [see April 2006 Agenda for full text of question]. The President explained that, in the context of strategic planning and moving forward, there will be some reorganization, although the form of that reorganization is not yet necessarily clear, and there is time sensitivity to the process. The

President averred that faculty and shared governance will have a voice in these changes, as appropriate, as will the Provost. At present, the institution is looking for best strategies, and is mindful of the need to involve all stakeholders. Concerns are whether the programs and projects are fundable, what appropriate timing for initiatives might be, incomplete views of Bucknell (e.g. some stakeholders believe Bucknell University stands for engineering; while this is great, there is a lot more to the institution).

3. Committee Reports

Professor Tony Massoud presented a report from the Committee on Staff Planning on the realization and implementation of the five-course load. He then moved that *the Faculty endorse the "Five-Course Load Plan" dated 3/30/06*. The motion was seconded.

Professor Massoud provided a brief history of the plan and. CSP began planning in 2003, dealing with the five-course load only in context of staffing needs; it did not set out to redraw teaching load equity. Professor Massoud emphasized that CSP has neither changed the rationale in the 2002 document, nor added new requirements. Addressing the textual changes between the penultimate and final versions of the report, he emphasized that these revisions are not meant to signify a change in teaching or scholarship balance, or tenure, retention or promotion expectations; rather, they are to provide more time for advising, teaching, and research (both student and faculty). Professor Massoud then asked Provost Mary DeCredico to speak. Provost DeCredico reiterated that the plan is not changing the rules. She noted that both the Chair of the Board of Trustees and the Chair of the Board's Education Policy Committee are interested in the plan. CSP wants to improve Bucknell and have the Board of Trustees support the plan. The idea is to get Bucknell to where it should be by giving the faculty the time (resources) to do that. Professor Massoud then returned to the floor and described the plan as one that allows us to do what we do better.

Professor Massoud next gave a summary of the salient points in the report. He pointed out that CSP strove to protect the integrity of majors and the general education curriculum with some degree of fairness. He also noted that the course release program will be eliminated and some administrative release time will be reclaimed, while the minimum course size offered without the approval of the Dean will rise to eight. A positive feature of the plan is that everyone will receive credit for independent studies. Professor Massoud then outlined the timetable for implementation: three years with approximately 18 new hires in the first two years and complete shift to the five-course plan in the third year.

Professor Massoud concluded that years have been spent examining details of the plan, a plan which makes sense for Bucknell University. He urged faculty to consider it an integrated product whose parts are interrelated, and to realize that to change a part here will affect a part there. He emphasized that the plan is not taking anything away from the faculty; rather everyone gets a one-course reduction. Finally, he observed that we have been waiting for years. The time to act has arrived. "Endorse the plan, please."

Professor Ken Field expressed strong support the plan and praised the outstanding job done by CSP, before moving on to propose an amendment. Professor Field moved that *the text under the section "Labs and Independent Studies" on p. 11 that reads "all labs with a duration of 2-4 hours receive the same credit of 0.5 of a course" be changed to read "all labs with a duration of 2-4 hours receive a minimum credit of 0.5 of a course."*

Professor Field offered the following rationale for the amendment: The Committee on Staff Planning has stated that the proposed plan is not “set in stone”; this amendment represents a very minor change. It does not weaken the justification for the full 36 faculty lines. It does provide a precedent that allows flexibility for departments who teach in labs, in the field, in language labs, and other non-traditional environments to receive equitable treatment for their work. These various settings are essential opportunities for our students to apply their knowledge and the university should not undermine the efforts of its faculty to provide these lab settings.

Professor Carl Milofsky asked Professor Massoud whether there was a problem. Professor Massoud thanked Professor Field for an advance copy of the proposed amendment and explained that CSP had looked at it. While it seems a small change, CSP believes that the amendment leaves the door “too open” for the Deans to hear cases. Without specific guidelines, CSP wondered what criteria a Dean or the Provost would use to grant to differential credit to one department over another. The lack of these guidelines in the amendment make it impossible for CSP to endorse. Dean Eugenia Gerdes explained that under this new system, Engineering has changed its accounting method and, as all parts of the plan are interrelated, If we cannot assume that all labs are 0.5 credit, then we will need more than 36 new faculty, either in actual bodies or in reclaimed release time beyond what is already part of the plan. She also noted that nothing is forever and, if parts of the plan do not work perfectly, there can be further action, but, at present, this all fits together. She also reminded faculty that some parts of the plan—say, independent study credit—will not be operationalized for three years. Professor Kastner said she would prefer for the amendment to pass, but urged faculty not to do it now. The amendment was then voted on and failed.

Next, Professor John Peeler spoke in favor of the plan, observing that since his arrival in 1967 the course load has been 3-3. He noted that his department had interviewed a candidate who then chose to go to Bowdoin with a 2-2 load. He urged faculty to “get on with it.” The motion was voted on and passed amidst applause.

Professor Ben Marsh proposed the following Resolution: “The faculty expresses its gratitude to the Provost, the President, the Board of Trustees, and the Chair and members of the Committee on Staff Planning for their support for this change in the faculty course load to permit strengthening of the professional activities of the Bucknell faculty.” The motion passed, again with applause.

Professor Brian Williams rose to offer the following motion: *The faculty recommends that a task force be established to study the question of course load policy. This task force would be organized and chaired by Provost DeCredico and include representatives of all divisions and the administration in the Colleges of arts and Sciences and Engineering. The task force would report back to the faculty any findings or recommendations within one year.*

The motion was seconded and Professor Williams went on to explain that he was not against the plan; rather, he saw this as opportune time to revisit the issue of understanding load. While the specifics in the “Five-Course Load Plan” are starting point, Professor Williams expressed concern that when we adopt things, we tend to keep them in place. The consequence here would be a de facto course load policy without appropriate discussion. This is particularly true as CSP stated that it was not deciding this issue. In response to Professor Debbie Abowitz’s question asking why a task force instead of the Committee on Instruction, Professor Williams reiterated his primary concern: the concern articulated today by CSP that we “not change the plan” runs the risk of becoming a prohibition on opening up any part of the plan to question in

the future. Professor Williams made clear that he is not wedded to a task force; CoI would also be acceptable, probably with the Provost's input. Professor Katie Faull pointed out that while it is important to look at issue, it is not necessary to do so immediately as implementation will not be completed for three years. She also noted that the change recognizing independent studies would not be realized in most departments until full implementation, and faculty in Humanities had never received credit for this. Professor Williams responded that he did not want to see a codification of CSP's definitions/assumptions. Professor Massoud reminded the Faculty that the issue was not course load but teaching load equity.

At this point, Professor Ben Marsh moved that *the motion be referred to CoI for a report back next year*. The motion was seconded. Professor Jamie Hendry asked whether anytime next year would be acceptable to which Professor Marsh responded that he would defer to the committee. Professor Abowitz noted the Provost was on CoI. Professor Williams argued that this will bury the issue if we do not move on it now, to which Professor Dave Schoepf pointed out that this was like any other referral to committee. Professor Hendry requested an interim report on the status of the motion from CoI in fall 2006. The revised motion was restated: *The Faculty refers the motion made by Professor Williams to CoI for a report next year with an interim report in the fall. CoI will determine what to do about the motion*. The motion was voted on and passed

The meeting was suspended at 12:50pm.

The meeting resumed on 18 April 2006 at 12:04PM.

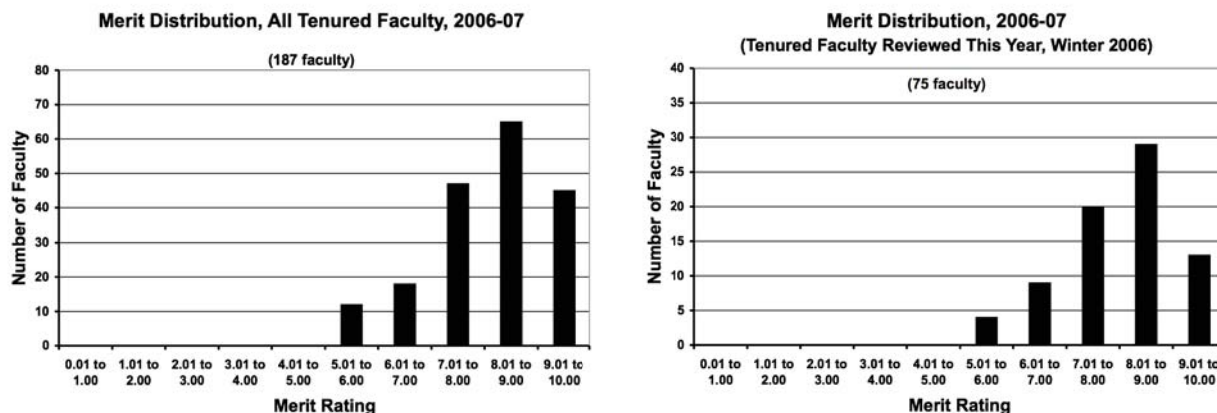
Professor Ligare started the meeting with several announcements. First, the experiment of holding Faculty Meetings at noon this year had resulted in a significant increase in attendance. Next year, Faculty Meeting will continue at this time, although perhaps not on the same Tuesdays. Next, he reported that University Council had not yet looked at the proposal for the creation of the Committee on Athletics. Consequently, we will postpone discussion until the fall. At that time, the Faculty can also address any special election needs occasioned by the formal creation of the new committee. Finally, Professor Ligare turned to nominations and noted that a slate from Faculty Council had already been circulated. In response to his call for nominations from the floor, Professor Mitch Chernin was nominated for the Natural Sciences and Mathematics vacancy on the Committee on Instruction.

Professor Schneider reported that the Committee on Faculty and Academic Personnel had considered the Faculty recommendation passed at the March Faculty meeting concerning the distribution of this year's pay raises and concluded that the methodology reported in March was valid. The Committee's research suggested that: 1) because there was a structural adjustment made in AY2002-03, that adjustment would allow it could be considered a base year; 2) the current structural increase is to replace merit pay over the last three years as low salaries over that period imply lower merit. Thus, this year is an attempt to replace merit pay lost over last three years; 3) it would be too simplistic to give across-the-board raises. The Committee was concerned with understanding what "fair" or "equity" might appropriately mean. Because the merit system provides rewards earlier in one's career, the Committee was reluctant to violate this premise. Because the Board of Trustees have already approved this system, the Committee was

concerned that any change may negatively influence relations with Board of Trustees. The question still remained, however: is this all fair? The Committee also wondered what was reasonable given the lack of data on merit “noise”. CFAP has asked the Deans to look at these issues. Finally, Professor Schneider noted that adjustments can still be made.

Professor Ben Marsh stated that as the author of the motion, he found the Committee’s logic compelling, and he expressed his thanks.

Professor Schneider presented graphs of the merit ratings, pointing out that historically, the ratings cluster toward the top (from 5–10 with the largest group between 8–9). This year, again ratings in the 8–9 range are most common with an average score of 8.18.



In response to a question from Professor Paula Closson Buck, Professor Schneider provided a brief explanation, with examples, of how the weighted merit ranking system translates the ten-point scale presented on the graphs.

Professor Amy McCready then rose to explain the proposal, introduced at the March Faculty meeting, from Committee on Faculty and Academic Personnel to provide all faculty taking an untenured faculty leave with an automatic of extension of one year on the tenure clock. The rationale for this proposal is that faculty who choose to take a shorter leave of only one semester for financial reasons or personal situations are disadvantaged relative to their peers who are able to a full-year leave. It is unfair to penalize those faculty members for these decisions. The proposal would also make a clarifying change to the process for having the leave count toward tenure: to count, the faculty member must consult with the chair of his/her department and the appropriate Dean. The intent is to ensure that the faculty member is making an informed choice. The third change CFAP proposes would remove the current language requiring consultation with the University Review Committee as that committee has no comparable role in other extension decisions. Professor McCready then moved, on behalf of the Committee on Faculty and Academic Personnel, that *the Faculty adopt the changes to the Faculty Handbook presented in our report* and the motion was seconded.

In the ensuing discussion, Professor McCready responded to numerous faculty concerns about process and timing. She stressed CFAP believes this should be immediately available to faculty. She also reiterated the point this is a change in procedure that will require faculty to explicitly state that they want their untenured leave to count on the tenure clock. The burden is

then on the Chair and the Deans to meet with the faculty person to determine whether this is the most prudent decision. Dean Genie Gerdes observed that while the candidate must consult with the Chair and Deans, the Provost must review the case, but the decision is in hands of person under review. At this point, Provost Mary DeCredico stated that she had problems with this model. Professor McCready pointed out that CFAP felt that if the Administration were in the position of approving these decisions that would be predictive advice: if the Administration said to count the year, that would be an implicit approval for tenure. CFAP wished to keep the administrative roles comparable, although the Committee understands the difficulties. Professor Ligare reminded the body that no change to the *Faculty Handbook* can go into effect without administrative support. Professor McCready explained that the proposal had been reviewed and approved by Committee on Academic Freedom and Tenure, and then emphasized that the consequence of not voting today means that faculty with untenured faculty leave this year or in the coming year will not have this option. Several faculty members then asked if waiting until September would give use more time to consider the issue while still not disadvantaging faculty up for the leave.

In response to a question from Professor Mike Prince about whether she wanted a role in the process, Provost DeCredico responded that her interpretation of her role was not that articulated by CFAP; rather, she expected to be an advocate for the faculty. Thus, the candidate should have the right to appeal to the Provost. The discussion then turned to the question of who has the right to make the decision whether to count the year. While those faculty who spoke to the issue believed that the candidate should have no need for appeal as the decision rests in the candidate's hands, the Provost felt her role was one of offering a second opinion. Professor Ned Ladd observed that the Faculty Handbook lives past individuals and so made a motion to *refer the matter to Faculty Council which will bring back the motion redrafted with the appropriate language*. The motion was seconded, voted on, and passed.

Professor McCready expressed concern that this motion would mean that faculty this year or next year will not be able to take advantage of CFAP's proposed change. When Professor Ligare affirmed that the current policy will stand, Professor McCready spoke against the motion, pointing out that this was an inequity that had stood too long. She asked whether we could not support the principle now and address remaining concerns next autumn. Professor Dee Casteel inquired whether we could come back to this issue before next year to which Professor Ligare replied that he would call a special meeting to do so, if necessary. Professor Chris Boyatzis spoke against the motion, pointing out that the principle may be good but the process is bad, for too much work remains to be done. The motion was voted on and passed.

Professor Kevin Myers then made a motion to continue which was seconded, voted on, and passed.

The meeting was suspended at 12:50pm.

The meeting resumed on 25 April 2006 at 12:05PM.

Professor Amy McCready continued with her report from CFAP and presented revised text which includes two small changes to address the difficulties that became apparent at the end of the meeting on 18 April 2006. The complete text of the proposed modification to the *Faculty*

Handbook was distributed to the Faculty by e-mail prior to the meeting today. The modifications make it clear that the faculty member taking the leave makes the decision whether to count the year toward tenure. The new text provide the same set of option for every person taking an untenured faculty leave. Professor McCready moved to *adopt the changes as outlined*. Several members of the faculty spoke in support of the amendment, pointing out that untenured faculty leaves were not designed to create two classes, that the change is long overdue, and that it redresses a fundamental inequality. The motion was voted on and passed.

Professor McCready announced that the changes will take place for this year; those up for leave will soon be contacted by their dean.

Professor Ligare announced that since Professor Karen Morin could not be at today's meeting, and since her report from Committee Faculty Development is not one of policy, we will consider her report, attached to the Agenda for April, a written report.

Next, Professor Kevin Myers took the floor to present two reports from the Committee on Instruction, noting that both reports come through CoI from the Composition Council. In spring 2006, CoI convened a committee to look at the Writing Center and Writing Program, the first such systematic review in 17 years. The documents circulated prior to the meeting are the work o two years, lots of review, and multiple drafts. Professor Myers then moved, on behalf of the Committee on Instruction, that *the Faculty approves of the changes to the Writing Program legislation recommended by the Composition Council in this review*.

Professor Myers then invited Professor Tom Solomon, Chair of the Composition Council, to comment on the reports. Professor Solomon outlined the significant proposed changes, specifically, those in sections 2, 4, 6, and 9 which recommend changes to the legislation. It is important to remember that the goal of the recommendations is not to tell faculty how to teach, but recommend strategies that might be effective. Several faculty noted ambiguous wording, particularly the removal of the term "thinking" in section 9. Other faculty wanted to know where they could learn about what they should be doing in W1 and W2 courses. Professor Alice Poust offered "teach writing as thinking and as a means of creating knowledge " as wording that might capture the intent of will of the Faculty for Section IV, criterion #5. None of the comments was deemed unfriendly by Professors Myers and Solomon. The Faculty voted and the motion was passed unanimously.

Professors Myers next introduced the second aspect of the report, one that is non-legislative, for CoI cannot make it happen. CoI does, however, endorse all the recommendations. Professor Solomon noted that unless there is faculty opposition, the recommendations all become policy. He then proceeded to outline some of the concerns raised in the report. The report recommends that caps on W1 and W2 courses be lowered to bring us in line with our peer institutions. Reducing the cap to some number below 20 will be problematic and will require additional resources. This should be part of a longer-term strategic plan. Professor Manuel Delgado lauded this goal, while Professor Marsh observed that the odd set of incentives may be indicative of the complex way curriculum evolves. Professor Margot Vigeant voiced some concern about being forced to lower the cap on courses such as the senior design experience in the College of Engineering. Professor Solomon replied that this particular issue was addressed in

the larger document and is not meant to be a mandate. It is clear that whatever changes result, the implementation will have to be flexible.

Professor Solomon then discussed the on-going problems of communication addressed in the report, particularly the gulf that exists between the writing program, faculty teaching W courses, and the Writing Center. The Writing Center is already trying to address with the creation of departmental liaisons on model of those already in place for math and science. Professor Solomon also noted that substantial additional resources for the Writing Center (as distinct from a Teaching and Learning Center, the possible creation of which would probably change these dynamics), perhaps coming out of *The Plan for Bucknell*, will be needed. The Referral system described in the report will necessitate more staff (at least one person). Writing consultant pay needs to be made appealing. Past good fortune with spousal hires cannot be relied on as a long-term strategy. Staff is also urgently needed for ESL learners and students with learning disabilities. Of course, the associated is of facilities is also important.

Professor Marsh observed that if we do not say anything, then we endorse the recommendations. He then moved to *accept the recommendations without endorsement*. Professor Ligare declared that we will not accept the report today as we have not had enough discussion on the issues. It has been introduced, however, and faculty should consider these issues before we have the reset of the report in September 2006.

7. Announcements and remarks by members of the President's staff

President Mitchell introduced Dr. Pete Mackey, Bucknell's new Chief Communications Officer.

Extemporaneous

Professor Tony Massoud asked the faculty to formally recognize Professor John Peeler's 39 years of service to Bucknell on the occasion of his retirement. The Faculty responded with a standing ovation. Professor Ligare added his personal thanks in recognition of Professor Peeler's service as Chair of the Faculty.

The meeting adjourned at 12:50pm.

Respectfully submitted,

Erik R. Lofgren
Secretary of the Faculty