



UNIVERSITY GOVERNANCE RECORD

The February 2008 meeting of the University Faculty will be held on Tuesday, February 12, 2008 and, if needed, on Tuesday, February 19, 2008 in the Langone Center Forum beginning at 12:00 p.m. and running until 12:52 p.m. or the conclusion of business, whichever comes first. Professor Martin Ligare, Chairperson of the Faculty, will preside. Any corrections to the December 2007 minutes should be sent to Faculty Secretary Philippe Dubois prior to the meeting.

AGENDA

- 1. Amendments to and approval of December 2007 minutes**
- 2. Announcements and remarks by the President**
- 3. Announcements and remarks by the Chair of the Faculty**
- 4. Committee Reports:**

- a. Committee on Instruction**

The Committee on Instruction (CoI) has completed revision of the proposed Bucknell University Educational Goals (BUEC), and offers them for endorsement by the faculty.

The goals were prepared over the last semester and underwent several revisions: An ad hoc committee formed by CoI was charged with creating the first draft of the goals.

This draft was sent to the entire campus community and discussed by various constituencies of our governance system. CoI solicited feedback via email and through two open forums. After deliberation, CoI produced a second draft of the BUEC that was then submitted to the floor of the faculty for further comments. The version you see here is the third version of the BUEC. CoI would like to thank all who have contributed to this important endeavor.

CoI notes that the members of CoI deliberated extensively and that each comment and suggestion that was sent to the committee was considered thoroughly. In the course of revising the goals, the committee often had to make difficult decisions. We also note that this list of goals is only one part of a larger statement on the University's strategic educational vision. Some of the comments that CoI received were relevant to other parts of that larger document, which is still under revision.

It is our hope that after the extensive and rigorous process outlined above, the faculty will agree that these goals are appropriate to the University and will endorse them as a whole.

Motion

CoI therefore makes the following motion:

The faculty endorses the following Bucknell University Educational Goals:

Bucknell University Educational Goals

The goal of a Bucknell education is to transform students through rigorous and sustained academic study supported and enriched by co-curricular and residential experiences. To that end, Bucknell University's students will:

1. Learn, integrate, and apply knowledge and methodological approaches through in-depth study of an academic discipline.
2. Integrate and synthesize a range of knowledge, perspectives, and creative methods acquired through study and practice across multiple academic disciplines and diverse educational experiences.
3. Develop knowledge and skills for interpreting the commonalities and differences among human societies, including diverse cultural perspectives and traditions within the United States and internationally, to enable living and working effectively in a global context.
4. Develop knowledge and skills to identify and respond creatively and effectively to local and global challenges to humans and the natural world.
5. Understand the importance of and develop the capacities for self-assessment, ethical reasoning, and effective interaction with others so as to act responsibly and to promote justice in professional and communal life.
6. Develop critical thinking skills to evaluate arguments and address complex issues using techniques including quantitative and qualitative analysis and scientific reasoning.
7. Develop skills in oral and written communication to articulate ideas and arguments clearly and effectively.
8. Develop information literacy and technological competency across disciplines.
9. Develop the desire and intellectual skills for life-long learning.

b. Faculty and Academic Personnel Committee

-- The written report of the Committee on Faculty and Academic Personnel appears in the Appendix to this agenda.

c. Committee on Complementary Activities

d. Committee on Planning and Budget

e. Committee on Staff Planning

f. Committee on Faculty Development

g. Committee on Academic Freedom and Tenure

h. University Review Committee

i. Committee on Honorary Degrees

4. Ad hoc Committee Reports:

Ad hoc Committee to Review Tenure and Promotion Policies and Procedures

The ad hoc Committee to Review Tenure and Promotion Policies and Procedures will be sending an online survey to the Faculty assessing perceptions and opinions about our current faculty review processes. In order to get an accurate assessment of the faculty's views, we strongly urge everyone to participate.

5. Unfinished business

Motion from Ben Marsh requesting a formal response to the issues of communication and trust raised in the final report from the external review team:

"The Faculty considers the trust and communication concerns raised in the external review report from the Faculty governance review to be of the utmost significance to the ongoing health of the institution, and believes that a formal response to the issues therein is needed, especially to the imperative of the last sentence: *'In order for Bucknell University to achieve the ambitious goals it has set for itself, an internal communication strategy must be developed that will enable the president and senior administration to build better relationships between constituencies, relationships characterized by trust and mutual respect.'*"

6. Announcement and remarks by members of the President's staff

Office of Strategy Implementation – Tactics Dashboard

7. Announcement from Bucknell Student Government

8. New business

9. Adjournment

APPENDIX

Report from the Committee on Faculty and Academic Personnel, February 2008

For several years, the Board of Trustees has been using a compensation model which targets the middle range of our peer institutions to determine faculty salaries. This model has, in general, been very good for faculty salaries, as we document below.

The Board has now authorized a 5.2% average salary increase for faculty next year using this model. The Faculty and Academic Personnel Committee (FAPC) is charged with allocating that salary increase in such a way that maintains the current salary rank relative to peer institutions of each faculty group (assistant, associate and full professors). Last year, the Board decided to increase the salaries of assistant professors significantly to attract the best possible candidates, while maintaining the ranks of associate and full professors. Thus, average assistant professor salaries currently rank 4th among our 11 frame of reference institutions while average associate and full professor salaries rank 6th.

Given the goals stated above, and the 5.2% average salary increase approved by the board, this year we recommended the following average salary increases by rank:

- **5.35% average increase for assistant professors,**
- **5.41% average increase for associate professors**
- **4.80% average increase for full professors.**

We recommended this allocation on the following basis:

- (1) This allocation will preserve the current salary ranking with respect to peer institutions of all three professorial ranks.
- (2) Last year's differential increases caused significant compression issues; this year's recommendation will reduce compression slightly by allocating slightly more money to the associate professor pool.

Note that the percentages above are averages by rank.

Your raise is likely to be higher than the average for your rank if:

- You were promoted
- You have a higher than average merit score, and/or your salary is below the average for your rank (due to the fact that merit pay is allocated in fixed dollar amounts rather than as a percentage)

Your raise may be lower than the average for your rank if:

- Your salary is at or above the average salary for your rank (due to the fact that merit pay is allocated in fixed dollar amounts rather than as a percentage), or your merit score is below the average merit score for faculty in your rank

We continue to believe that the current compensation model is very good for faculty in general. Over the last 4 years, it has produced the following raises:

Rank	Average Salary Increase				
	2008-09*	2007-08	2006-07	2005-06	Avg.
Assistant Professors	5.35%	6.10%	6.43%	8.10%	6.50%
Associate Professors	5.41%	3.63%	8.20%	4.30%	5.39%
Full Professors	4.80%	4.47%	9.64%	4.40%	5.83%

* Recommended

Bucknell faculty are doing substantially better than most workers in the current economy under this compensation model. Thus, despite some salary compression in the assistant and associate professor ranks, the model seems to have substantial benefits for Bucknell faculty overall.