

Minutes for the Committee on Administration
Tuesday, September 13, 2011

I. In Attendenc: Marcia McKelligan (Chair), Jeane Pope, Gloria Townsend, Kent Menzel, Peter Graham, Inge Aures, Maryann Gallagher, David Harvey, Brad Kelsheimer

II. Recorder appointed: Inge Aures

III. Brad Kelsheimer. Begin with brief discussion of confidentiality guidelines with Brad and David.

We briefly discussed how we could balance the necessity of keeping confidentiality in certain situations (e.g. initial conversations about specific issues) with sharing information openly with the rest of the faculty.

Conclusion: the committee wants to share as much as possible with the rest of the faculty, however, it needs to respect confidentiality when necessary. Making minutes available might be one way to address this issue.

IV. Brad brings some items for our consideration.

On site health care

Discussion of pros and cons of an on-site health care facility. A starting point might be to bring in a consultant who can share experiences with us.

Important Question: would it save money or would it cost much more than we pay now?

Dining Services

Discussion on current state of dining services. It is prudent to bid services from time to time. If we do get new dining facilities, it would still take at least 3 years to materialize.

Create a subcommittee with different constituents to visit other sites.

Transparency

Discussion on how to improve transparency in sharing information with the campus community.

Several possibilities were mentioned:

- 1) Open office hours one Friday a month where people could drop in to ask questions. It might be helpful to have a particular focus but still open up the forum to general questions.
- 2) Issue written reports to the campus community

- 3) Share information during faculty meetings
- 4) Meet with individual departments
- 5) Administrative Round Table: Friday afternoons with food and wine

V. Choose a COA member as a representative to a new 403b oversight committee; recommend a faculty member, possibly from outside the committee.

403 B oversight committee is being formed

The committee's task will be to review all current options since DePauw will have to do audits for all plans.

Action taken:

- 1) Peter Graham will serve as COA representative.
- 2) Send e-mail to faculty and ask for volunteer. Second representative will be chosen from those who volunteer

Minutes for the Committee on Administration
Tuesday, September 27, 2011

I. In Attendance: Brian Casey, Marcia McKelligan (Chair), Jeane Pope, Gloria Townsend, Kent Menzel, Peter Graham, Inge Aures, Maryann Gallagher,

II. Recorder appointed: Maryann Gallagher

II. Approval of minutes from last meeting.

Postponed until next meeting.

III. Brian Casey.

Met with COA as sounding board for administrative affairs, and conversation about how to make DePauw stronger and more attractive to the best students.

Provided an overview of his recent Efforts regarding the university's Capital campaign. Also addressed changes to the admissions process, ways to strengthen the institution (e.g. through admissions and capital projects), and future administration additions/changes (e.g. Dean of CGPops and Provost) .

COA Meeting
October 11, 2011
Minutes

In attendance: Mary Ann Gallagher, Kent Menzel, Jeanne Pope, Inge Aures, Marcia McKelligan, Pat Bacon, David Harvey, Peter Graham (secretary for meeting).

1. Approved minutes of previous meeting of September
2. Pat Bacon distributed several handouts:
 - Update on Responses: Task Force on Women and Families, prepared by David Harvey and Pat Bacon (October 2011)
 - DePauw University's Family Friendly Statement (from September 1, 2003)
 - AAUP Statement of Principles of Family Responsibilities and Academic Work

PB asked that we review these documents and offer feedback in future meetings. Is absence of work/life balance missing?

A COA member asked about Rec #11 of the Update: "HR should help create and publicize campus breastfeeding support network." Will there be more help from HR? PB said yes.

PB wants COA to especially respond to Rec. #1: "The President's Cabinet should develop and clearly articulate a family-friendly philosophy and work/life balance statement for inclusion in University promotional materials, the website, and employee manuals and handbooks."

One member asked about Rec. #6 about COF crafting a clear statement on tenure reviews and pausing policy for faculty with child care or elder care needs. Discussion ensued on this. We don't have a formal policy on this, according to DH, but we have an informal policy that COF takes into account when "life-changing" events happen and emergency leaves take place.

PB wants to make the employee handbook more accessible. HR is working on common databases of policies that are consistent in employee and academic handbooks.

DH is trying to work up consistent policy on reduced course load of faculty members.

Broad discussion on maternity leaves before Family Mandatory Leave Act (FMLA) and after. There was also broad discussion on sick leave, paid and unpaid, for employees and dependents of employees.

DH discussed Rec. #23: "HR should revisit the current process on spousal/partner hiring. Policies should be written to quell concerns about favoritism and that explains to candidates DPU's policy at the time the University extends a job offer." DH said this is a

significant faculty issue. PB said she'd send 46-page Oregon report on this issue to COA. DH wants us to think about this, since it's an increasingly difficult problem in GLCA schools. PB says we need to have a consistent policy. This is a troubling, sticky issue for smaller colleges especially, said DH.

3. PB said 403(b) Subcommittee would be meeting soon. Some discussion on this regarding the upcoming meeting, later in the fall.

4. We will get an update by Jeff Hadden the next meeting on benefits and the possibility of an on-site health clinic.

5. We briefly discussed the Academic Affairs Subcommittee, which will meet this fall, and MM will represent COA.

6. We discussed briefly the possibility of a 3/2 faculty load. We discussed other liberal arts colleges and their teaching loads.

7. Next meeting is on Oct. 25, 2011.

8. Meeting adjourned at 5:45.

COA Minutes
November 1, 2011
4-5:30 PM

Present: David Harvey, Inge Aures, Maryann Gallagher, Peter Graham, Kent Menzel (secretary for day), Marcia McKelligan (Chair), Jeannie Pope

COA discussed various issues related to the committee's business.

David Harvey provided AAUP information about salary and benefits. The reporting of benefits has some ambiguity making it hard to interpret. Because of this ambiguity, it may not be beneficial to report all the comparative benefit information to the faculty. David will prepare a briefer and clearer report for the faculty.

COA Minutes
December 13, 2011
4-5:30 PM

Present: Committee Members, Inge Aures, Maryann Gallagher, Peter Graham, Kent Menzel, Marcia McKelligan (Chair), Gloria Townsend (secretary), plus David Harvey and Pat Bacon

- COA approved three sets of minutes, dated October 11, November 1 and November 29, after revisions.
- Peter Graham summarized "403b Oversight Committee" progress:
 - ❖ DePauw has two separate TIAA-CREF retirement vehicles within one plan – with separate auditing (at \$15,000 to \$20,000 per audit). The new committee wishes to merge the two methods by using one plan document and one auditing procedure. The DePauw Retirement Plan will be the new name. Coalescing the two plans and two auditing procedures is simpler and saves money.
 - ❖ The Oversight Committee would also like to simplify practices (e.g. reducing fees) involving our four financial vendors. After hearing four presentations, the committee will examine services that each vendor provides. Vendors' products change over time, so it is best to review the products periodically. After collecting information, data can be passed on to faculty members to improve education regarding financial planning.
- New question: Are we going to bid out our healthcare plan again this year? It has been six years or more, since the current Cigna contract was bid. We have three choices: United, Anthem and Cigna. Is Cigna now our best choice? If COA takes up healthcare as new business, a Healthcare Committee will hear presentations.
- David Harvey (DH) presented preliminary data addressing the feasibility of converting from a 3/3 teaching load to a 3/2 plan. Review: Some departments report that a 3/2 plan would be easy to implement, yet another set of departments report the opposite. With a less than 10:1 student:faculty ratio (following growth of the faculty body to ten more positions than planned and cutting term positions to fourteen), it is clear that we have sufficient faculty members to manage the change; however, these faculty were not allocated proportionally, creating the yes-3/2 and the no-3/2 divide. Next semester:
 - ❖ Think about how we could reallocate faculty lines to accomplish a 3/2 load. What is the process? (e.g. "Over the course of the next five years, we need to see this department gain a person and that department lose one.")
 - ❖ Explore why we should switch to a 3/2 plan. Some departments talked about faculty; some, students. Therefore, a philosophical discussion is necessary.
 - ❖ Investigate financial ramifications of changing to a 3/2 plan.
- Another set of issues: What does the DePauw student experience look like? What are expectations for faculty members? What does it mean to be a faculty member? What

do we want the student experience to be like? Administration will answer these questions through conversations with the Board. How do we have broader conversations with faculty members about these issues?

- DH introduced more data collected from top liberal arts schools (student-faculty ratio, workload, endowment per student, student tuition contribution, US News rankings, etc.) using both list format and also graphed correlations within pairs of these data. The data will inform future faculty and Board discussions.

Minutes COA

February 14, 2012

Present: Kent Menzel, Marcia McKelligan (chair), Maryann Gallagher, David Harvey, Jeanette Pope, Gloria Townsend, Inge Aures (secretary), Peter Graham.

1. Minutes recorder: Inge Aures

2. Approval of minutes after revision. Dec. 13, 2011

Questions regarding last meeting

Will faculty see some of the data that has been presented? Some of this data will be prepared and posted on-line to form the basis for discussion with the entire faculty at a later point.

3. Brief report on Board of Trustee meeting past weekend

It has been several years since members of COA were invited to the BOT meeting. First meeting attended by COA members was mainly about the upcoming campaign. The first phase has started but it has not yet gone public.

Faculty attendees:

COA representatives (at-large members) , chair of faculty, two members from the campaign committee.

COA members attended the Board Retreat and the Academic Affairs Committee meeting: (With COA representatives and Chair of Faculty)

David Harvey presented on issues regarding possible 5 course standard load.

Mark McCoy gave a presentation on the School of Music.

Question: Could Mark McCoy possible give a brief presentation at a faculty meeting?

4. David Harvey: more information, discussion of changes to standard faculty workload.

David presented the materials that he presented at the BOT meeting regarding the standard 5-course teaching load. He shared a variety of materials with the committee.

The committee will get more data in future meetings.

5. Old/New business

No old or new business

Minutes for the Committee on Administration
Tuesday, February 28, 2012

I. In Attendance: David Harvey (VPAA), Marcia McKelligan (Chair), Jeanne Pope, Gloria Townsend, Kent Menzel, Peter Graham, Inge Aures, Maryann Gallagher

II. Recorder appointed: Maryann Gallagher

III. Approval of minutes from last meeting (2/14).

IV. Discussion of Changes to 3-2 Faculty Workload

Reviewed the potential ways to move to a 3-2 workload. Reviewed data on department specific variables related to workload and leave time.

V. Next Meeting 3/20

Minutes for the Committee on Administration Meeting

Tuesday, March 20, 2012

1. In attendance: David Harvey (VPAA), Marcia McKelligan (chair), Jeanne Pope, Gloria Townsend, Kent Menzel, Peter Graham (secretary), Inge Aures, Maryann Gallagher, Pat Bacon, and Brad Kelsheimer.
2. Select recorder of the day: Peter Graham
3. Approval of Minutes of last meeting, February 28, 2012.
4. Continuation of discussion of changes to standard faculty workload. David presented more data on variables related to workload—specifically, data on FTEs and release/reassigned time per department, from 1999-2011.
5. Pat Bacon and Brad Kelsheimer took questions on proposed changes to DPU's health insurance plan. BK talked about budget challenges in 2013. PB spoke about bidding out the health care plan to other providers.
6. COA discussed PB and BK's presentation.
7. Tentative next meeting: April 3, 2012.
8. Meeting adjourned at 6:15 p.m.

Minutes for the Committee on Administration

Tuesday, April 10, 2012

4:00-5:30 P.M.

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In attendance: Kent Menzel, Inge Aures, Peter Graham, Gloria Townsend, Marcia McKelligan (chair), Jeane Pope (recorder), David Harvey (VPAA)

- 1. discussion, revision, and approval of 4/1/12 minutes (3 in favor, 2 opposed, 1 abstention)**
- 2. Jeane selected as recorder**
- 3. Committee discussed the recent changes to health insurance and the process by which these changes were made. Marcia announced that several members of COA will be attending a meeting to consider the results of the benefit study from Stan McKnight and Associates.**
- 4. David shared some summary information from the data previously presented wrt considering different ways to achieve a standard 3-2 teaching load. Mechanisms might include decreasing the course reduction associated with administrative or professional assignments (including leave from faculty development projects), increasing class size, and shifting the number of classes offered at different levels (offering more 100-level classes and reducing the number of 300-level classes, for example).**

COA Minutes for April 24, 2012

David Harvey (Vice President of Academic Affairs), Marcia McKelligan (Chair of COA), Maryann Gallagher, Kent Menzel, Jeane Pope, Gloria Townsend (recorder)

Three items of business:

- 1) A faculty member sent email questioning the increase of GLCA exchange-rate tuition for faculty and staff children from 10% to 15% a few years ago.

COA learned that a vote of GLCA presidents led to the increase. The reason for the increase can be given to our colleague, along with the advice to submit a formal request to COA, if any questions remain.

- 2) VPAA Harvey distributed base salary information for full-time, tenure-track faculty members.

The information packet contained three models of how the proposed 3% increase in salary might be implemented: 3% across the board; 3% of average salary by rank; fixed amount across all categories. The three models used data involving individual salary increases among the three faculty ranks. A graph of DePauw's position among members of the GLCA showed that assistant professors ranked second among GLCA schools; associate professors, fourth; and full professors, sixth.

Staff members received a 3% salary increase across the board.

Discussed:

- Average DePauw salaries compared to those of other GLCA institutions
- Increasing or decreasing the compression of salaries through application of the various models
- Consideration of both benefits and salary in determining if faculty and staff members' raises are advantageous

Agreement: Either 3% across the board or 3% within rank are acceptable models for AY 2012-13.

- 3) The proposed 3-2 Program

Kent Menzel presented a proposal for achieving a 3-2 workload. The proposal included eliminating Faculty Fellowships, University Professorships, Distinguished Professorships, some chair releases, moving some administrators back to faculty status, restoring sabbaticals to three-course breaks and raising 100-level headcounts to 24, 200-level to 21.

Gloria Townsend handed out a similar proposal, eliminating many FDC and administrative releases. She also added that faculty members should be required to submit short task lists each year to account for their released time in a 3-2 plan.

COA Minutes : May 8, 2012

Marcia McKelligan, David Harvey, Inge Aures (recorder), Kent Menzel, Peter Graham, Maryann Gallagher, Gloria Townsend, Jeannie Pope

I. Selection of recorder for the day.

Inge Aures

II. Approval of minutes from meeting of 4/10/12, if available.

Postponed

III. Approval of minutes from meeting of 4/24/12.

Approved with minor amendments.

IV. Continuation of 3-2 discussion.

Should COA issue a statement?

Among the comments made were following:

David commented at the faculty meeting that COA might come up with some models for the 3-2 work load.

It would be helpful to leave some recommendations for next year's COA. One model (Gloria Townsend) would help us to look at philosophical motivations and look at benefits and drawbacks. In second model (Kent Menzel) only little increase in class size has to occur.

In 2008-2009, COA issued a report to the Summer Working Group regarding a possible 3-2 load.

Question: Why do we want to go to a 3-2 model?

It would be best to develop a model and see what the cost is. Arguments might vary widely. To start with models might focus the discussion.

Challenge that 3-2 course load at most institutions does not include administrative reassigned time.

Another challenge is that most faculty members take full-year sabbaticals.

Could faculty members take one semester sabbatical and then teach in a term position at another institution?

Would there still be Winter Term supplements?

Estimate: Sabbatical year 3 courses → right now about 25 people are taking year-long leaves, this might recover 20 courses

Would we be able to still staff Winter Term? Right now the obligation is to teach one WT every three years. Winter Term courses increased about 30% when it was made voluntary to teach extra Winter Terms.

Chair release time could be reduced considered part of service load. Administrative work in the department could be shared among department members.

3-2 load is not doing less work; it is a reassignment of the time.

The following models exist within the GLCA schools:

3-2 model (Kenyon, Oberlin, Denison)

3-2 ½ model (Wooster)

3-3 model

Most of those institutions have no faculty development money. We are in between. We have a 3-3 course load but have possibilities to get 3-2 load through faculty development money.

We give more course reductions administrative time than other institutions.

By increasing the number of students in each class we could decrease the amount of courses needed.

Could there be a reduction of 300- and 400-level courses (since they have a lower enrollment number)?

Kent's and Gloria's models could be fused.

We could develop different models:

- 1) One model leaving sabbaticals intact and one taking away the easy full-year sabbatical.
- 2) One model with increased class size.

In whatever models we do that the faculty agrees that this is a great arrangement.

We also discussed the advantages of our current work load model.

V. Schedule a final meeting for the year or some alternative way of wrapping up.

Next meeting scheduled for May 15, 2012 at 3:30.

Once we have elections results we could vote for next year's chair via e-mail.

VI. Any old or new business?

No old or new business.

Minutes for the Committee on Administration
Tuesday, May 15, 2012
3:30-4:30 P.M.
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In attendance: Kent Menzel, Inge Aures, Peter Graham, Gloria Townsend, Marcia McKelligan (chair), Jeane Pope, Maryann Gallagher (recorder)

- I. Approved 4/10/12 minutes.**
- II. Made amendments to 5/10/12 minutes. Approved.**
- III. Vote for chair will take place next week (via survey monkey) once we know all the members for COA AY2012-13.**
- IV. COA requesting report from Pat Bacon regarding subcommittee on benefits discussions. Also requesting that McKnight report on benefits be shared with COA, at a minimum.**
- V. KM & GT merged their 3-2 plans to give us a potential model.**