

Faculty Governance Committee  
Meeting Minutes  
May 3, 2016

Present: David Alvarez, Bridget Gourley, Glen Kuecker, Lori Miles, Jim Mills, Pam Propsom, Scott Thede

Guest: President Elect Mark McCoy

Mark McCoy accepted the notes and minutes from our last meeting with him. Pam will see that the minutes are posted to the university's faculty governance website.

We had an informal, interesting discussion of the "culture of busy-ness" among administrators, faculty, staff, and students. In addition, President Elect McCoy mentioned the problem of the "Camp College" drinking culture that students encounter during their first week on campus, which often leads some of our academically strongest students (who aren't interested in partying) to leave. We aren't going to get rid of Greek life, but how can we redefine it to focus more on leadership. Student Life and Residence Life are behind this: moving from our reputation of DePauw as a social place and to DePauw as an academic place. We need to build a greater sense of community among the Greek houses, do an education program for our alumni, provide options other than drinking in Greencastle, increase our academic expectations (including Friday morning classes).

David Alvarez indicated that he is in favor of this, but questioned how we might be able to make a stronger connection between Student Life and Academic Life. How can Faculty Governance play a role? McCoy responded that the Student Academic Life Committee is the place where this *could* happen, but not sure if it *is* happening. He is working with Myrna Hernandez, and they will then bring this to SAL. Governance Committee can then charge SAL to address this.

Glen Kuecker commented that he believes we put students in a bind with mixed messages: we tell them that academics come first, but then they exist in a community where they get a different message (e.g., athletics, Greek life, culture of busy-ness). McCoy—two schools of thought on change: 1) John Kotter, 2) Heath brothers. He would like to suggest that the goal is to shape the path, making it easier for students to do the right thing. We need a unified agreement that this is what we expect. "We're not going to attract good students with bad students." Our current academic expectations are not so high that they are preventing students from partying. Help students to understand that we're doing this for their own good and success.

Lori Miles offered that we don't have a lot of discussion regarding teaching rigor; it's not just about "low grades" or giving longer assignments. Not all of our faculty know what good teaching is. Student opinion survey questions don't correlate with the tenure and promotion criteria for teaching evaluation. McCoy—need to

operationalize this and then execute. What he would like the Governance Committee to help us do: identify, strategize, operationalize, and execute. As an institution, we tend not to be so good at the latter steps. Lori Miles—tenure should be a process of identifying excellence rather than just weeding out the lowest common denominator. Timeliness of feedback from faculty is still a huge problem for students. Sometimes Posse students pick courses based on what they can afford (e.g., based on lab fees and textbook costs). McCoy—responsibility falls on all of us: faculty, administration, staff, and students. We need to hold each other accountable.

David Alvarez suggested that, as an institution, we tend to recognize faculty more fully for their professional successes (e.g., putting them on the website) rather than their teaching successes. Glen Kuecker commented that Review Committee did have a proposal for raising the bar for tenure and promotion criteria last year, but it got caught up in a black hole and never passed. He suggested that there is a culture within the faculty that may disagree with raising the review criteria. Also need to clarify how we define the mission of a liberal arts institution in the 21<sup>st</sup> Century. It's not just about training you for a career and making money, but we need to approach learning as if our survival as a species depends upon it. McCoy—We do have to be thinking about the future. The challenge facing us is that survival of liberal arts in 21<sup>st</sup> Century depends on changing the conversation. How does the liberal arts translate to the public today? "We believe liberal arts education is best education for the 21<sup>st</sup> Century and we will make it relevant to you." We are at a tipping point and we will not see unending increases in tuition. With regard to admissions this year, McCoy offered that we missed the mark; we will get 600 students, but not the revenue we want. He believes DePauw is not distinctive enough.

Lori Miles—lots of ways for schools to get reputations. Maybe do something new and radical. McCoy—We've had a huge shift in students saying they know what they want to do, what they want to major in, from 20% up to 80% in just the last 5 years.

Bridget Gourley—Given that such a huge number of our faculty are tenured and fully promoted, we have to align our reward structures with what we value. Pam Propsom—need for post-full professor review to hold people accountable. McCoy—he guarantees that that would have full administrative support, but the initiative needs to come from the faculty.

Pam Propsom asked President Elect McCoy whether he would support continuing to have faculty representatives at the Board of Trustee (BOT) meetings. McCoy—Absolutely. Only voting trustees vote on the board, so he suggested that we not ask for a vote. Is it possible that every faculty member could come to a Board meeting at some point? How do we make it happen? Propsom—at least two mechanisms: 1) official faculty representatives to Board meetings, the four directly elected members to the Strategic Planning Committee; 2) more opportunities for informal interactions. There are lots of examples on p. 85 of the Bahls book for how the board, president, and faculty can more effectively share information with each other. Gourley—need to get BOT meetings on the calendar so people know when they are.

McCoy—let's brainstorm ways to make this informal interaction happen, especially when the board is on campus. Kuecker—is it possible to get student and staff representation on the Board? Someone from the Greencastle community? He also suggested that the Board is insular; what about getting non-DePauw people on the Board? McCoy—the latter is a hard sell because it's a no pay job. When the board discusses community issues they bring community people in.

Gourley—referred to the question that came up at the most recent faculty meeting regarding faculty salaries. Faculty usually don't get their appointment letters until the summer and we don't know until then what any raise we might get. Can we get into a mechanism where we regularly get information benchmarking faculty salaries? McCoy related how we stood overall in total faculty salary expenditure relative to GLCA schools, as well as the mix of assistant, associate, and full professors within the salary pull. If we look at the total blend, we are second highest in the GLCA in average salary and third in total comp behind Oberlin and Kenyon. His preference is that we plan ahead, perhaps in the following way: "if revenue is X, raises will be Y." We've got to continue to build our endowment.

McCoy left and we discussed nominees for the Campus-Community Liaison Committee. Alvarez encouraged us to continue to think about the race issue that was central to the September incident. Beth Benedix and Steve Timm were our appointments.

Next week—final meeting. Discuss having School of Music faculty representative on the Governance Committee. Confidentiality document. New draft of hiring and review of administrators document.