

**Faculty Meeting Minutes  
September 9, 2019**

**1. Call to Order – 4 p.m. Union Building Ballroom**

**4:02**

**2. Day of Dialogue Announcement** - Summer Pappachen, Student Body President and Christian Rodriguez Hernandez, Student Body Vice President

**3. Announcement and Verification of quorum**

According to our handbook quorum consists of 40% of the full-time faculty eligible to vote and not on approved leave (rounded to the nearest whole number).

We currently have 233 full-time voting faculty members. Subtracting 30 colleagues who are on leave this fall (including fall only and full-year leaves) this brings our count to 203. Calculating 40% of 203 and rounding sets our quorum for the fall at 81.

Quorum is verified.

**4. Consent agenda**

**A. Approve minutes of May 6, 2019 faculty meeting.**

**B. Confirmation of Faculty to elected committees:**

**Strategic Planning Committee** - Andrew Hayes

**Faculty Priorities and Governance Committee** - Kent Menzel

**Curricular Policy and Planning** -Deepa Prakash

**Faculty Personnel Policy and Review** - Meryl Altman

Consent agenda is approved.

**5. Faculty Priorities and Governance (David Alvarez)**

**A. Update on Presidential Search** - Justin Christian, Trustee and Chair of Presidential Search Committee

**Geoff Klinger:** What type of search, will we be able to open it up for more input at the end of the search?

**Justin Christian:** Search company is very familiar with presidential searches, four other colleges looking for a president that we feel we are in competition with. Keep the profiles of our candidates confidential, a hybrid search, confidential up until the very end until we have a short list of one or very few candidates, and then open it up to a handful of additional people with interest, trustees, faculty, alumni etc. Believes that is where we will land. Asked what was a handful, but does not have a definite answer yet.

**Nahyan Fancy** - Mentioned that we do not even hire one year faculty members with bringing candidates to campus for students and others to engage with. Prior to McCoy candidates were brought to campus for their final presentations, so that everyone is involved and can provide input. Why are we going through a handful of people instead of allowing everyone to get on board, get the feedback to the committee?

**Justin Christian:** If it was completely my decision he would welcome everyone. The best thing he can do is give the committee and this group the opinion of where the market place is at. At the time of Dr. Casey it was more custom to bring them to campus, things have changed and market place has changed to where

candidates do not want their identity released because of impacts on ongoing projects they might have at the time such as campaigns. Are we limiting our pool and being less competitive than the other ongoing searches? Still excited for potential of hybrid model, will provide feedback to this group with what that subset looks like.

**Susan Hahn** - Thank you for coming appreciates that he is the chair of search. Once we know that we have a small pool, ask them if they are willing to participate in that point once we have it narrowed down to three. We wouldn't want to rule it out. Aware that we have had tremendous upheaval in terms of shocking of leaving of Brian, Mark, Anne, and Tamara and now 30 faculty are also leaving, and we are at a moment to decide where we are going and how many tenure track lines going forward. Concerned that committees are going forward with one year committees, interim president and interim VPAA and we are making decisions with committees that are changing over year by year, and then we will have new president and new VPAA. Hping to communicate to the board that we need as many opportunities to talk to the board about the future of what DePauw looks like.

**Justin Christian:** Engage as much of the community as possible. Such as help with selecting the search firm, Jinyiu really helped us through that along with Dave Berque. Selected the students on the committee we engaged the faculty as part of that process as well. In his mind creating more engagement ideas and faculty having a seat at the table makes a tremendous amount of sense to make. Optimistic with the search, that we can set a tone of collaboration. Use this as a model of what works, as we look to set an example of other work that needs to happen at the University. Worked closely with Anne and Tamara, tremendous losses of the University. Dave will do his best to fill in and he will support him and get in front of various groups that he needs to get in front of. Engaged another trustee who is doing his work on the Academic Affairs committee. Creating as many engagement opportunities with the faculty as possible is important.

**Howard Brooks** - Would the committee consider the opportunity that we would make it open at the end?

**Justin Christian** - If the candidate wants to the questions can be presented and if the candidate is receptive to that.

**Howard Brooks** - Kathy V. will be here and share the Monday after the board meeting .

**Justin Christian** - As we get the profile fully assembled, before that goes public, faculty governance will have a chance to rereview that profile for feedback. Please don't hesitate to reach out to him.

#### **Written Announcements:**

A. The Faculty Priorities and Governance committee met on August 20, 21, 27, and September 3. In addition, the committee worked together over the summer and in consultation with Justin Christian, Trustee and Chair of the Presidential Search Committee, to provide input on the presidential search process. This included providing faculty representation on the search committee for the search firm (Jinyu Liu) and on the subcommittee that selected the two student representatives for the presidential search committee (Manu Raghav). The Governance committee also solicited nominations from faculty members to serve on the presidential search committee. The process used in our meetings for selecting the faculty representatives-- first selecting eight candidates, a consultation meeting with Justin Christian, and then the committee's vote on the final four representatives--has been unanimously endorsed by the Governance committee.

B. The committee also decided on its agenda items and priorities for this semester. The following items were prioritized: contributing through shared governance to the Presidential, VPAA, and Interim Dean of the School of Music searches; protocols for faculty governance committees, with a focus on improved communication between committees and between faculty governance and the university community; improved communication between the faculty and the Board of Trustees; a policy on the faculty review of administrators; a review of policies regarding faculty compensated services; a confidentiality policy; and a review of how faculty governance can address campus climate issues. At its first meeting, the committee elected David Alvarez as chair. The committee has also completed work with VPAA Dave Berque on the process for approving "Extended Studies" courses.

C. In regards to the presidential search process, the Governance committee would also like to announce that the Russell Reynolds search firm will meet with the Governance committee on Wednesday, September 18. There will also be two sessions open to all faculty members to meet with representatives from the search firm: 4:30-5:30 on Tuesday, September 17, and over lunch on Wednesday, September 18, from 11:30-12:20.

Moreover, in order to provide faculty members with an additional opportunity to provide input about the search process and the qualities they are looking for in our next president, the Governance committee has scheduled an "open meeting" on September 26 for faculty members to share their questions, concerns, and suggestions, which the committee will share with the Board of Trustees in advance of its October meeting and with Russell Reynolds in advance of their preparation of DePauw's Presidential Search Profile.

D. The Faculty Priorities and Governance committee is seeking a representative from the School of Music. Please contact the committee chair ([dauidalvarez@depauw.edu](mailto:dauidalvarez@depauw.edu)) or the Chair of Faculty, Howard Brooks, ([chairoffaculty@depauw.edu](mailto:chairoffaculty@depauw.edu)) for more information or to volunteer.

E. The committee seeks your questions, suggestions for its agenda, and input on the proposals it is considering. For a fuller account of the work of the Governance Committee, please consult the posted minutes.

**Carrie Klaus** - Have some information on how some of the other searches will play out according to timing?

**David Alvarez** - Tomorrow they will be focused on VPAA search and Interim Dean of the School of Music Search. Administration has asked us for input on the description of the position and the governance committee's role of the search.

**Geoffrey Klinger** - Dave Berque sent a document last night, the document that came from the Summer Working Group. Is it a standing committee or ad hoc committee? Nature of it and their authority of the group? Summer working group is growing in popularity and what is their role?

**David Alvarez** - Began with work that the curriculum committee had been doing about commitment and curriculum. It was, too much for committee to handle during the year. Curriculum committee selected the faculty that would serve on the summer working group, they had three sessions over the summer with some members of the centers council and others. The output of that committee and that report was given back to curriculum for further review.

**Geoffrey Klinger** - Charge the advising committee to subcommittee to change the type of advising that we do. It sounds like this might shift faculty advising. Will this be talked about? Is that something implemented through committees or the full faculty will talk about it?

**David Alvarez** - The committee did not want to rule on that, but the committee will go back over it as they talk about the report.

**Dave Berque** - Talked about at faculty meetings in the spring and open call was made for the summer working group.

## 6. Faculty Personnel Policy and Review (Rob West)

### Announcements

Thanks to all faculty in departments and programs that are being reviewed for new chairs or directors. We appreciate your willingness to meet with us.

We also thank in advance the members of the Personnel Committees in departments that have candidates for review in the fall.

The major change to the file structure this year was strict requirements related to word count and numbers of pages. Current profiles are around 200 pages compared to 1000-2000 pages in previous years.

In May, the faculty approved significant language related to service, that is now in the handbook. When the time came to insert the new language it was realized that there needed to be three versions for the service section, depending on the length of time of service at DePauw by different groups of faculty. All information is in the handbook.

## **7. Curricular Policy and Planning (Tim Good)**

### **A. Advance notice of a motion to be voted on at the October 7 faculty meeting:**

#### **Change the requirement for Global Learning credit from one credit to at least 0.75 credit.**

Old language - Students earn one course credit through the study of a culture or cultures distinct from US culture.

New language - Students earn at least 0.75 course credit through the study of a culture or cultures distinct from US culture.

Rationale: Students return from semester-long study abroad programs with courses that qualify for the Global Learning requirement, but transfer into DePauw's system as only 0.75 credit, leaving the student to try to pick up 0.25 or 0.5 course that also qualifies for Global Learning. This motion is intended to allow these semester-long study abroad experiences fully satisfy the Global Learning requirement.

#### **Announcements:**

##### **1 - Introduce the Committee**

Faculty - Soledad Forcadell, Zhixin Wu, Deepa Prakash, and Jeff Dunn

Student - Summer Asad and one to be named by DePauw Student Government

Ex officio - Dave Berque, Mellasenah Morris, and LaTonya Branham

##### **2 - Introduce Resource Allocation Subcommittee (RAS) appointed by Curriculum**

Soledad Forcadell, Zhixin Wu, Deepa Prakash, Jeff Dunn, John Berry, Inge Aures, Dana Dudle, Jarrod

Hunt

Ex officio - Dave Berque

##### **3 - Examination of the General Education Curriculum**

This year's committee is adhering to the 3-step timeline set by last year's committee.

We received responses to the question, "What does a liberally educated person need to know?" and are working through those responses in order to come up with preliminary models for the faculty to consider in a second phase. Curriculum will offer these ideas to the full faculty by October 1.

The second phase will be to open these preliminary models to the full faculty for consideration, including at least one open meeting on Thursday, October 24. The second phase will then ask each department/program to consider how its learning goals and course offerings support our shared commitment to the liberal arts.

The third and final phase will be for the Curriculum Committee to offer general education models to be proposed for the February meeting and a March vote if possible, and for an April vote if needed.

##### **4 - Procedures for RAS in response to the Voluntary Retirement initiative.**

The 2018-2019 RAS met several times soon after the events of 26 February, including working into the summer. They decided to invite short-form proposals right away at the start of the 19-20 academic year from departments and programs impacted the most by impending retirements. The 2019-2020 RAS will consider proposals from those departments and programs first before moving into a campus-wide RAS process as have been done for the past few years. From these proposals, RAS will make recommendations

to the President and Administration by October 7. The programs and departments thus affected have been so notified.

After October 7, RAS will pursue a university-wide resource allocation process. At the first RAS meeting this year, the current RAS decided to discuss the most effective procedures for moving forward with the allocation of university resources. It may be that there is a best process for our current time of renewal and re-visioning, and a different process for the longer-term. RAS invites comments and suggestions from our colleagues concerning the structure and procedures of this year's RAS, as well as considerations for future resource allocations.

5 - This coming Tuesday, 10 September 2019, the VP of Finance and the VPAA will address a joint meeting of Curriculum and RAS to discuss the most effective means of moving forward with our shared governance responsibilities in light of current realities. We will report out to the faculty results of this dialogue prior to the next full faculty meeting.

6 - Future strengthening and support for the Academic Resource Center (ARC)

Two key ideas have come up so far.

1 - The most important question is, what is the most effective means for staffing the ARC? In a time of severe personnel contraction, is RAS still the most effective plan to staff S, W, and Q with tenure-track faculty? That answer may be "yes," but the committee thinks it has the responsibility to consider the question carefully. And it may not be the same answer for S and for W and for Q;

2 - The second question that has come up is the issue of peer tutoring. Some other programs and departments utilize peer tutors, and it was brought up that the positive and effective procedures that have been worked out through the current ARC could be applied to other peer tutors as well.

Open meetings will be held to discuss the ARC, which will be announced shortly.

The main purposes of open meetings would be:

1 - transparency. If our staffing of the ARC is not discussed beyond what some seem to think is a mysterious or broken RAS process, then we will not be united in our efforts related to the ARC;

2 - there are probably ideas amongst our colleagues that none of us have considered yet. Since the ARC affects all of us, then it seemed to the Committee that all of us should have an opportunity for direct input.

7 - The Curriculum Committee is developing templates for proposing new majors, new minors, themed minors, and pathways.

"Themed minors" would be developed to revitalize academic programs, generate new stories, utilize existing resources; a simple and inexpensive way to bolster enrollment especially for humanities; dynamically respond to external environmental trends and shifts in student interest; incentivize faculty to integrate their research into the academic offerings of the institution, help to advertise the programs and the university. This idea is still being developed.

"Pathways" would be a way to identify and market things that we already do well, but are not currently represented as a major. For instance, we have many graduates working in Journalism, so a "pathway" in Journalism can be being marketed to prospective students without the need for a formal major.

8 - Our discussions in Curriculum and in RAS (General Education, New Programs, Etc) will continue to emphasize the core liberal arts philosophy of our educational institution, while giving consideration to environmental trends and shifts in student interest. For example, as we develop new general education requirements, we will want to be attentive to describing those requirements in a way that will be compelling

to current and prospective students. Similarly, as we consider new majors and minors (not just pathways) both committees will give some consideration to student interest.

9 - The Curriculum Committee will also be discussing ways of making DePauw a more transfer-friendly institution.

**Pam Propsom** - Decision to change to .75 for global learning, concerned about the part of students trying to pick up .25 global learning classes, doesn't think that they exist? Does it make sense to move to .5 or something else.

**Tim Good** - Will consider that.

**Seth Friedman** - Logic behind this notion that there will be prioritization for some departments for faculty positions, lost, how are interdisciplinary programs looked at if they don't have faculty existing in those programs to begin with.

**Tim Good** - Faculty that support other programs, Film Studies has since come up. Good questions that they hadn't completely considered.

**Francesca Seeman** - We want to become transfer friendly institution. How much are we allowing the students transfer to DePauw, why does it only count as a .75? To lower the requirement to .75 or .5 extremely hurts our transfer.

**Geoffrey Klinger** - Awkwardness of partial credit, meet three hours a week, but we still treat it as a four hour credit course. Hold over from when we had a 4 credit course. Go to the core of the problem and transfer classes should count as one credit hour instead of .75. Revisit our transfer credit policy.

**Dave Berque** - Thank everyone for great points. This is the core problem. However we can't just fix this by changing the equivalency because there are accreditation concerns about contact hours we need at DePauw. We made the case that three hours were equivalent to four credit hours. All problems but they could have accreditation impact.

**Sharon Crary** - Clarify what you mean by becoming more transfer friendly, helping the students that transfer here? The University is getting more money by helping students transfer here and then not helping them.

**Tim Good** - Once they are here we need to help them operate effectively.

**Dave Berque** - We don't allow any credit or distribution credits for example to come from the outside. If a student comes here with two years of course work, then they have to do two years of distribution. Transfer friendly, how open is the school really open to transfer students. We don't offer FYS in spring semester, we aren't equipped to help them acclimate to Depauw, spring semester.

**Susan Hahn** - RAS, talked to David Alvarez, in the past we have gotten a list of how many positions were submitted to RAS and then the ranking, not just the finalists. Can that be done again? Were they told up front that they were only funding two tenure positions? Useful for departments and faculty at large to have that transparency, a more complete description could have come out. Useful to have institutional memory for the .75 and we don't have that much institutional memory, we don't want to keep things status quo. Academic Resource Center, she is retiring, first tenure line writing center director, ten years before her, six different directors of the writing center before she came. Mandate with a writing program center/director for a person with training a Ph.D granting field, she received a tenure line and the department wanted a tenure line. Also got an S tenure line and a Q tenure line. Fact sheet needs put together of what is needed to maintain, her department asked for a tenure line writing center director, but was told to ask for a straight line lit or other. No continuing president, interim VPAA, committee members that change every semester and every year. RAS works very hard and takes every piece of information. We have to have a vision of where we are going with our next tenure line. Everyone needs to have the same information, most people don't know the history for the writing programs and center. Across the country these are being phased out to staff positions and then fifth year position. There is no way that RAS is going to vote in the interest, doesn't get the same weight as interdisciplinary programs. Questions the math problem of how these are voted for, the rankings could be wrong due to this. Susan Hahn and Susan Wilson had to defend these programs that weren't looked at from institutional memory.

**Tim Good** - Previous year RAS had 6 lines, they only did 2, so we had 4.

**Joe Heithaus** - Looking for an arc director with a Ph.D who has a tenure track position could become hybrid position. Lose two tenure track positions in the ARC, might be able to replace them with one if we are more creative about it.

## **8. Student Academic Life** (Naima Shifa)

### **Academic Fair and Academic Banquet** (Kayla Sullivan)

Thank you for your time. For those of you who do not know me, my name is Kayla Sullivan, and I am a senior double majoring in Psychology and English Literature. I am the student vice president of academic life, and I am in this position because of my desire to serve and make known the academic needs and concerns of the student body.

I am the planner of the academic fair and the academic experience banquet, and I just want to share the details and purpose of these two significant campus events which were recently shared with Department Chairs and Program Directors. The theme of this year's academic events is Dueling the Liberal Arts: Running the Distance.

The Academic Fair will take place Thursday, October 10th from 6-8 pm in the Atrium of the GCPA. The timing and the mission of this event go hand in hand. This event takes place the week before fall break to get first-year students thinking about what academic areas they want to explore and to reassure them of what they already have in mind, for majors and minors and general education requirements. Previously an email was sent to Department Chairs and program directors regarding a change in the date of the Academic Fair. The date was changed to October 8th, but because of other important events happening on campus on the 8th, we resolved to have the Academic Fair take place on its original date of Thursday, October 10th, from 6-8 pm. The location has changed to the atrium of the GCPA instead of the Union Ballroom. I understand that many of you attended the academic fair last year, if you have any suggestions for improvement, please let me know. This fair takes place before fall break because after fall break is advising week. Hopefully, this academic fair will motivate, cultivate, and solidify potential academic majors and or minors for all students, but especially for first-year and sophomore students. With the fair in mind, perhaps students will have had the opportunity during fall break to think about what major, minor, or program they would like to focus their studies.

At the Academic Fair, faculty volunteers will advertise the majors, minors, and programs offered, converse with students about any questions that they may have, and talk about any other opportunities: whether it be winter term or research, that your department offer. If you are interested in taking part in the Academic Fair, let your program or chair director know. The chairs and program directors will be getting volunteers to run each booth at the fair, and I encourage you to volunteer to your chair or program director.

The second major upcoming academic event is the Academic Experience Banquet that is set to take place Tuesday, October 29th from 6-8 pm in the Inn Rooms A & B. This event was first held last year, and many students found it encouraging and much needed. At this banquet, sophomores, juniors, and seniors will share their academic experiences with the first-years, specifically what the journey of their major or minor has been like here at DePauw. It is vital that the first-year students, both those who feel that they were or were not prepared for college academics attend because we never know what the future may hold. We can never be 100% prepared for our liberal arts education, but through the stories of the upper class students, we hope that the first-year students come to understand that there will be highs and lows during their academic journey, and that no matter what happens, it is vital that they remain resilient and confident in who they are. Working through Department Chairs and program directors, I am inviting each department and program to send one or two faculty members to the banquet to engage in conversations with the

students at your table about their academic interests. Your chair or director will provide instructions for RSVPing if you plan to attend. Also, if you have any recommendations for potential student speakers, please let me know.

Finally, If there is anything that you need from me, please let me know. I will be sending reminders to your chairs about deadlines and other important details regarding these events.

Please encourage your students to attend these events. Again, DSG is so grateful for your participation. Thank you.

**Written Announcements:** The SAL committee elected Naima Shifa as Chair for 2019 Academic Year. The committee sent out two requests to the faculty members to serve on the University Review Committee (URC) and Community Standards Council (CSC). The committee requested the Student Publication Committee, Athletic Board and the Academic Standing /Petition Committee for the last year reports. The SAL reviewed the Athletic Board report. The SAL proposed the board to work with the Register Office to create customized-list of the athletes who will miss classes over the semester and contact with the individual faculty member. The committee discourages providing a long list of the athletes to the faculty. The committee discussed the current and permanent need of electric push-button door at Asbury. This location houses classrooms, faculty and department offices, the W Center, and the S Center. The representative of the Dean of Student Academic Life also discussed the Emergency Preparedness of the risk-events. The Common Read of the upcoming year is also under discussion, and we are planning to bring it to the faculty forum. Also, Students Government will share their opinion at the end of September.

**Pam Propsom** - Registrar's office will be asked to create an Athletics list and contact each faculty member. Is this different than what the coaches already do in the athletic department.

**Naima Shifa** - When the letters come out at the beginning of the semester, we don't know the students names, and some of the faculty think it's difficult to know which students on the list are in their class. Thought it would be helpful to have a customized list.

## 9. Faculty Development (Erik Wielenberg)

Written announcements:

### 1. The Fisher Fellowship

FDC encourages eligible faculty to consider applying for the Fisher Fellowship – an attractive award that provides a one-semester leave together with a \$5,000 salary supplement and \$1,000 for research materials – a “sabbatical-plus”! This year's application deadline is **October 2**, a bit later than in the past. Additionally, applicants for the Fisher Fellowship will have the option of simultaneously applying for a Faculty Fellowship by clicking a box and adding a paragraph that explains how they would complete their proposed project over three years with one course off each year. Faculty who are tenured and would be removed at least one academic year from a leave during the period of the Fellowship are eligible to apply.

### 2. Results of Faculty Fellowship Survey

Last spring FDC surveyed the faculty about the Faculty Fellowships; a report on the results of that survey was emailed to the faculty on 6/17/19. Some of the main findings were: just under 50% of tenured faculty have received a Faculty Fellowship at some point; some faculty have never applied for one. Among those who have never applied, some reported that this was because they think it's too much of a hassle or is just for “superstars”; others because the course releases provided by a Faculty Fellowship don't fit their method



of working very well; others because they believe that the teaching needs of their department prevent them from having a reduced teaching load. FDC plans to consider how obstacles to applying for Faculty Fellowships might be reduced or overcome.

### 3. FDC's Agenda & Membership

FDC plans to address some items graciously paid forward by last year's FDC. We also invite suggestions for agenda items from the faculty. Finally, we encourage faculty planning to apply for an FDC award (or considering doing so) to seek advice and assistance from any member of FDC. The faculty members on this year's FDC are: Kerry Jennings, Pauline Ota, Mamunur Rashid, Michele Villinski, and Erik Wielenberg. The Faculty Development Coordinator is Nahyan Fancy.

## 10. Sustainability Committee (James Wells)

A. Motion to Revise Academic Handbook Language for University Sustainability Committee to be voted on

To change the language concerning the committee in the Academic Handbook as indicated below, ~~struck-through text~~ indicates deleted text and **bold text** indicates new text.

University-Wide Committee  
SUSTAINABILITY COMMITTEE

*Function.* ~~Coordinates the University's sustainability efforts.~~ **The Sustainability Committee coordinates curricular, co-curricular, operational, and administrative sustainability initiatives; reviews and assesses the University's progress toward sustainability objectives as defined by the University and the Association for the Advancement of Sustainability in Higher Education (AASHE); facilitates the collection of data and other information required for AASHE's Sustainability Tracking, Assessment & Rating System or other appropriate assessment tools; and supports efforts to inform the campus and general public about the University's leadership in campus sustainability and environmental citizenship.**

*Membership.*

*Faculty membership:* Three (3) appointed representatives.

*Administrative members:*

Voting: Director of Sustainability- **Associate Vice President for Facilities Management or representative.**

Ex-officio (without vote): Faculty Sustainability Director, Vice President for Academic Affairs or representative, and Vice President for Student Academic Life or representative.

*Student members:* Two (2) appointed by Student Congress.

### **Rationale**

The original definition of the function of the Sustainability Committee was vague and entailed no specified outcomes. The proposed revisions to the function of the Sustainability Committee seek to connect committee work directly and meaningfully with ongoing sustainability efforts across the University. The change to committee membership more accurately reflects campus constituencies who are responsible for and/or actively engaged in the University's sustainability work. In particular, Facilities Management is responsible for implementing any sustainability-related improvements to campus buildings and grounds that will be recommended by the committee and ought thus be a regular party to discussions of such recommendations.

**Jim Benedix** - What the curricular areas? Where does it come into the curriculum since it's not a program.

**James Wells** - Environmental Fellows program is the curricular connection. Students are heavily involved in such the sustainability office, a co-curricular dimension. Definition is aspirational. Do more to facilitate connections among these various facets.

**Jim Benedix** - Afraid it might be misinterpreted under the purview of this committee. Makes a conflict with who is responsible for what on campus.

**James Wells** - Define environmental fellows.

**Jim Benedix** - Not clear on the sustainable leadership program is run under student services, not for sure where this committee fits in this. Seems premature to have this in that statement.

**Jeanne Pope** - Word is coordinate and it isn't oversee and this is intentionally different. Student academic life, and facilities staff to be able to coordinate and offer assistance to.

**David Alvarez** - Facilitate connections, does the sustainability committee report to any standing governance committee? Might have this committee report out to curriculum committee and student academic life committee.

**James Wells** - It is attached to nothing.

**Jeanne Pope** - It seems that governance has a lot already. There are four university wide committees, and how that fits and connects is what it needs, it is defined in the faculty handbook. Doesn't know that this is the year for it. Governance should take a look at this. Maybe report out once a semester possibly.

**Doug Harmless** - called to close  
Motion Carries

## **11. Strategic Planning Committee (Christina Wagner)**

### **Announcements ·**

Current members: Pat Babington, Andrew Hayes, Marcia McKelligan, Smita Rahman, Francesca Seaman, Christina Wagner

Began discussing in May the membership changing due to loss of staff positions (Renee Madison and Cindy Babington – co-chair and VP of Strategic Initiatives). Will have handbook changes for the faculty floor soon. Appreciate feedback.

SPC co-chairs (myself, Francesca Seaman, VPAA Berque) met with President McCoy on 8/13 to discuss vision/goals for the year. Enrollment was established as a key priority.

Full committee met on 9/4 for our first meeting.

- Visited by Deedie Dowdle (VP for Communications and Marketing) who shared plans for new marketing strategy. SPC provided initial impressions feedback, multiplicity of perspectives.
- VPAA discussion of how to make DePauw a more transfer friendly institution. Taking that to Curriculum Committee in the near future.

## **12. Communications from the President (Mark McCoy)**

### **From President McCoy and read by VPAA Dave Berque:**

At the faculty institute I read emails from David Alvarez and Joe Heithaus. I guess President McCoy thought I did an OK job as he has asked me to read his comments since he is out of town on University business.

President McCoy's comments:

I hope your year is off to a good start. I am hearing only good things about your classes and the many new learning experiences our students are enjoying. As I said at the institute, the small size of the incoming class is fantastic in every way except one so let's continue to take advantage of the many opportunities a small

class brings. By working together with a united focus on recruiting, I am certain we can bring a larger class in the years to come. In fact, I am in DC at this moment in a roundtable for presidents on enrollment challenges.

Last year was our safest year on high risk-drinking and I ask each of you to help take this message to students: "we are not trying to ban alcohol or fun, we are simply trying to reset what is normal in a night of fun." If they hear that from you as well, perhaps better understanding can be achieved. We cannot be 'above all else an academic institution' from the party school list. College is about a lot of things and education comes in many forms. Let's take a moment when we can remind our students about safe behaviors. This includes bystander intervention, drug use elimination, social norming low alcohol levels and a host of other things.

Finally, your focus on the success of each student has lead to an amaxing achievement. DePauw moved farther than any school in America in the US News rankings, up 10 spaces to number 46. To be listed as a top 50 liberal arts school will make it even easier to talk about the incredible edcuation that we provide to prospective students. Thanks for all you do.

My door is always open to you in our final months together. I look forward to a smooth transition to a new president for you. Have a great semester.

### **13. Communications from the Vice President for Academic Affairs (Dave Berque)**

While I am enjoying my work in Academic Affairs, I confess that I miss the classroom. In fact, the highlight of my semester so far has been accepting an invitation to give a guest presentation to Harry Brown's First Year Seminar called "Hello AI".

When I visited Harry's class last week, I had the pleasure of talking to his students about Artificial Intelligence, Machine Learning, and the Turing/Searle debate. I also brought my new puppy, Happy, a robotic dog that is part of a research project I working on (really).

I thought my class visit went very well and I was feeling great about the experience... until.... until I bumped into Harry on campus a few days later. Harry stopped to chat – and I have to confess that I was sure he was going to thank me for my fantastic presentation. Then he started to say: "Thank you for coming to my class, the students really enjoyed..." and I sat poised for the compliment (you get so few compliments as VPAA). But Harry finished the sentence... "the students really enjoyed your dog." Thanks, Harry!

Let me start by thanking you for the real work you are doing in your classrooms and for all the impact you are having on your students. We do not thank each other enough at DePauw. I **know** this is the time when the pace starts to accelerate across campus and I truly appreciate everything you are doing.

I want to take a few minutes to update you about faculty retirements and then will outline key goals for the academic year. Finally, I will touch on a few other topics.

Provide a summary of the data on the retirement slide:

- VRIP retirement counts
  - 36 positions total including 31 tenure lines
- All retirements with resignations and phased retirements by 2024
  - 51 total positions including 45 tenure lines (VRIP + phased)
- Curricular areas (from 191 to 147 tenure lines before replacements)
  - Arts from 32 to 25 tenure lines

- Humanities from 65 to 49 tenure lines
- Science and Math from 59 to 48 tenure lines
- Social Sciences from 35 to 25 tenure lines

Bob Leonard and I will meet with Curriculum/RAS tomorrow. We also plan to provide the committee with a brief report prior to our meeting

#### Selected Academic Affairs Goals for 2019-2020

- Collaborate with the faculty and with Business and Finance to successfully hire an appropriate mix of tenure-track and term faculty for 2020-2021.
- Develop academic assessment plan at the University, Department and Course level and submit required response to HLC by August 2020. Scott Spiegelberg has already emailed department chairs and program directors about this work and he will discuss our plan at the Chairs and Directors meeting on Thursday.
- Collaborate with Admission and Enrollment Management to implement plans for departments and faculty to more actively assist with recruitment.

First off, I want to thank the many faculty, departments and programs who have already expressed interest in assisting with our Admission efforts. In addition to the formal Admission liaison program we have started with chairs, please consider helping in less formal ways:

- You can stop a tour to share, briefly, what you enjoy about working with DePauw Students
- If you are near the Admission building and have a few minutes to spare, please consider stopping by to see if any prospective students and their families are in the lobby who you can introduce yourself to. Stopping by at approximately 10:15 am and approximately 2:15 pm can be particularly effective.
- Please reach out to graduates or friends who are working in high schools and encourage them to put in a good word with seniors. After you reach out to them, Admission would be happy to send them a T-shirt as a follow up (name, address, T-shirt size to Amanda Ryan in Admission).
- Work with the faculty to approve more transfer-friendly graduation requirements as part of overall general education improvements.

#### Additional Updates

- Retention and Graduation rates
  - First to second year retention rate: 86% (down from 91%)
  - Four year: 79% (down from 84%)
  - Five year: 86% (up from 82% and highest in 30 years)
- Extended Studies Rotation Planning
- Testing new marketing campaign in Indianapolis
- DePauw Dialogue
  - Facilitator Training, Saturday September 14<sup>th</sup>
  - Dialogue, Wednesday September 25<sup>th</sup>
- Board Meeting, October 2 – 4
  - Faculty representation at Academic Affairs Committee and Plenary

- Faculty/Trustee Reception, Galleria, October 2<sup>nd</sup>, 4 – 5:30 pm

**Francesca Seeman** - Are we ready to face the possibility that our classes will stay at 400, makes me nervous to plan for a class of 700. Don't want to find myself several years from now with another round of cuts. Hopeful that things will get better, but if we continue spending will we have another cut.

**Dave Berque** - Planning very realistically, planning with RAS and curricular. Until we see how enrollment stabilizes we will have to be cautious and steady when thinking about staffing. Exact mix of those things we are looking from feedback on curriculum committee and RAS. The number of tenured that we would grow into are more realistic than what we will grow back to. Lower freshmen and lower retention numbers.

**Angela Flury** - President McCoy announced in the spring that he will be doing research on why we have lower numbers. Is there a report and will you be sharing it?

**Dave Berque** - Hanover research group did a report, and it was shared with summer working group. It's not clear that there is a single answer in that report. One of the reasons students came was location and one they didn't come was location. It's fair to say we didn't find a single answer or a couple of answers that are silver bullets. But we are happy to share with governance and talk a little bit but how to better share it.

**Dana Duple** - How many of our colleagues who are on tenure track lines that resigned and not voluntary retiring including up to September .

**Dave Berque** - 6-7 faculty members who left from tenure or tenure -track positions. This seems like a larger than normal number. Includes people who are on leave this year and may or may not come back.

**Dana Duple** - Plan through committees or Academic Affairs to talk about the enormous success of the voluntary retirement program. We haven't addressed the reasons why so many colleagues have left mid-career or are planning to leave mid-career. Haven't addressed insurance to racist problems, staff firings/restructurings. We haven't dealt with this as a community. Is this appropriate for academic affairs?

**Dave Berque** - Thank you.

**Jeanne Pope** - Follow Up on Dana's comments. Four goals that considering addressing morale on campus wasn't one of them. Consider putting that as a priority for the year.

**Dave Berque** - It is a priority of Academic Affairs.

#### **14. Old Business - None**

#### **15. New Business - None**

#### **16. Announcements**

##### **A. Dean of the Faculty (Bridget Gourley)**

Brief updates:

- Regarding sabbatical planning for both individuals and departments
- Faculty development opportunities (funding and other) beyond DePauw
- GLCA Global Crossroads Initiative
- Connecting with Dean of Faculty

Thank you all for staying to this point in the agenda. I will try to be efficient and to the point allow with follow these announcements up with an email to the community for those who were unable to stay or attend. I have four topics and will start with two that are not on the agenda, one I received information about just today.

#### **Connecting with your Dean of Faculty**

I am hoping to find a consistent time where I will be available in Wallace-Stewart for drop in conversations. I have been waiting for the standing meeting schedule to settle out a bit before I set that time. As you might guess this new role for me has me joining a number of conversations. While several of you have said something like, "Your schedule is crazy," and you are right, it can be. I also hope it helps to have someone who knows about things going on in lots of directions that can help think about how we can bring overlapping work together for stronger synergies.

Still even when I announce a drop-in time, I realize that time will not fit everyone's schedule. You can connect with me in four ways:

1. My calendar 'Bridget Gourley' on Google Calendar within the DePauw system is up to date, if a time is open you can invite me to an invitation to get together with you.
2. You can call the Academic Affairs team at ex4359, in particular Brenda Rogers at the front desk has access to my calendar and get set something set-up for you.
3. Send me an email and suggest some times you are free and I can see where I can find a match.
4. Or, talk with me in person when our paths cross out and about.

Hopefully, one of these mechanisms will work for each of you.

Meeting with you one-on-one and in small groups to me is a highlight of this work, particularly when I can facilitate you doing your best work.

#### **GLCA Crossroads Initiative**

Simon Gray at the GLCA has informed us that the verbal request to extend the initiative for another year has been favorably received, so where funds remain, we will likely see additional opportunities to submit project ideas to use funds up through June of 2021.

For those of you familiar with the various components of the Global Crossroads initiatives the New Directions in Global Scholarship component is out of money, however, the Internationalization Innovation and Grand Challenge components have funds remaining.

Once a clearer accounting of what has been encumbered to date and what additional leeway may exist in reallocating funds look for further announcements both electronically and at faculty meetings as well know more. Those announcements are likely to come from a combination of David Alvarez who has been serving as our campus liaison to the Global Crossroads program and the Dean of Faculty office.

#### **Regarding Sabbatical Planning for both individuals and departments**

Sabbatical and pre-tenure leave proposals for leaves during the 2020-21 Academic Year are due October 23, which is the Wednesday after fall break. Soon I will be reaching out regarding conversations to assist in planning a productive sabbatical and communicating your vision effectively through your proposal. This deadline allows us to communicate with department chairs so they can consider the impact of sabbaticals on staffing plans which are typically due mid-November.

Given the changes to sabbatical structure, one semester at full pay or two semesters at half pay, in concert with broader staffing changes as a result of the Voluntary Retirement Incentive Program we, in Academic Affairs, would like to get a sense of numbers a little sooner than our typical time line to help us with planning. If you are eligible for a sabbatical or pre-tenure leave during the 2020-21 Academic Year you will be receiving a short poll via a Google form requesting feedback by late September. This poll is designed to ask simple questions about your best thinking at this point, one semester or two, fall or spring. If your thinking changes between completing the poll and submitting your proposal, great, no problem. Your answers are non-binding.

### **Faculty development opportunities (funding and other) beyond DePauw**

Every few days we learn of opportunities for faculty development beyond DePauw. Many are targeted opportunities, for example, within 6-12 years of earning the terminal degree, for Ph.D. in one of the following fields, scholars doing work on a particular region of the globe, etc.

Recent options that have crossed my desk in some way:

- American Association of University Women Applications for American Fellowships
- American Academy in Berlin
- GLCA Workshop on Immersion Learning

I will be posting those on the Faculty Development LibGuide, I encourage you to bookmark the site and return to it regularly.

Additionally, if each of you would review your research interests via your Faculty Profile in e-services that would help those of who work with faculty development, me, Nahyan Fancy, your Faculty Development Coordinator, Corinne Wagner, our Grants office, and others recognize what opportunities might be particularly relevant to you. Also, I welcome you reach out directly to share if there are particular type of opportunities you are seeking or needs you have so we can both keep our eyes open as well as seek resources.

Regarding opportunities let me encourage you to visit Campus Labs often, the Faculty Development events are all on that calendar. In addition we have numerous interesting speakers being organized by groups with external funding such as those talks centered around the campus farm coming up next weeks. Also, departments and programs have a robust collection of events planned.

Finally, I know it seems weird to come to the microphones and keep reintroducing yourself. I value that we are inclusive and recognize that amplified voices allow some members of our community with hearing challenges to engage in the conversation. Also, I appreciate your willingness to introduce yourself so those newer our community can learn who their colleagues are.

I know it is late, I am happy to take questions now or any time.

### **B. Faculty Athletic Representative - Pam Propsom**

The NCAC, DePauw's athletic conference, requires that we have both a female and a male Faculty Athletic Representative. I am the female FAR and Tim Good has recently concluded his service as our male FAR, and we would like to thank him for his service. We would like to welcome Dave Gellman in the History Department as our new male FAR. If there is a female faculty member who is interested in becoming the female FAR, it's probably time for me to roll out of this position, so please contact Stevie Baker-Watson, the Athletic Director.

The FAR's role is to serve as a resource for student athletes and as a liaison between athletics and the faculty, and serve as a representative to our athletic conference.

I would like to remind people that 183 incoming students are student-athletes, and I think we owe our colleagues in the Athletics Department a debt of gratitude for working so hard to help bring in 44% of this year's incoming class. Being an intercollegiate athlete contributes greatly to students' overall DePauw experience and their personal development. Almost without fail, the average GPA of our athletic teams is at or above the DePauw average.

Coaches work hard to schedule contests with the goal of minimizing missed class time, but there are inevitably some challenges because of conflicts between athletics and academics.

--Faculty members are NOT obligated to excuse students from class or course requirements for athletic contests. You are encouraged to try to work with students to make accommodations, if possible.

--Usually our student-athletes are fairly skilled at balancing their academics and athletics, and working with faculty to do so, but remember that many students are new to college and they will need help in navigating this new environment. Please treat any conflicts or missteps by student-athletes as a learning opportunity for them.

--The university has a formal exam proctoring policy in place so that student-athletes can take exams on the road, if you should choose to take advantage of this.

If we can be of any assistance, please feel free to contact David, Stevie or me.

**C. Approved Changes in Courses by Course and Calendar Oversight Committee - only announced**

Course Code and Name	Change(s) Asked	Committee Decision
<b>SOC 301A</b> Political Sociology	PPD designation	Approved for one time
<b>ANTH 290B</b> Anthropology of the Caribbean	GL designation	Approved for one time
<b>ANTH 390B</b> Anthropology of Migration and Transnationalism	GL designation	Approved
<b>HIST 183a</b> The French Revolution in Paris	GL designation	Approved for one time
<b>HIST 223</b> The Vikings	GL designation	Approved

**D. Off-Campus Courses which are GL approved and to be announced:**

Course Name	Host University or Program	Committee Decision
AUSLAN 1A DFS1AUA	La Trobe University	Approved
History of Madrid	IES Madrid	Approved
Research Methods and Ethics	Universidad Alberto Hurtado	Approved

**E. New members of Appointed Committees**

**Academic Standing/Petitions** Lynn Ishikawa

**Course and Calendar Oversight** Barbara Whitehead

**Diversity and Equity** Cheira Lewis and Michael Boyles (part-time faculty)

**Admissions and Enrollment Management** Brian Wright

**Hartman Center** Ariel Zach

**Library and Academic Technology** Hiroko Chiba

**F. Committee Vacancies**



**Faculty Priorities and Governance - School of Music representative**  
**Teacher Education Admissions**  
**Nature Park**  
**Hartman Center**  
**Arts Advisory**  
**Sustainability**  
**Honorary Degrees and University Occasions**

G. With the loss of the position of convocation coordinator, all faculty need to be aware of other campus events as they plan a new event. We have to monitor the situation ourselves to minimize conflicts.

**17. Adjournment**  
**Adjourned 6:06 pm**