



## UNIVERSITY GOVERNANCE RECORD

### **Minutes of the Faculty Meeting**

**December 2 , 2002**

Prof. Michael Payne called the meeting to order at 5PM. He reviewed the procedures for amending the Minutes. Although the Minutes need to reflect what was said rather than what one thought about saying, or wished one had said, and are not meant to be a transcript, amended text may be offered at the opening of each meeting.

#### Announcements by the President

President Rogers first addressed two questions that had been submitted. One asked about the status of the Climate Survey: He and VP Jo-Anne Lema said that analysis of the survey was in progress, and results will be reported to the Faculty in spring semester after they have been shared with staff members, who were the constituency for this survey. He then addressed a budget question regarding the accounting of restricted and unrestricted funds. Up until recently, restricted and unrestricted monies were put together in the budget. But this summer we had an unexpected surplus on restricted side and a deficit on the unrestricted side. We are working to resolve this problem by for instance working with donors of restricted funds. So while no accounting changes are planned, we are going to separate budgets and to track income on each.

The President next reported on the recent Board of Trustees meeting. He commented that there is a good working relationship with the Board. The Board approved the Merit Aid proposal, the Faculty Evaluation system, and a new Engineering building but with caveat that we need \$8 million in cash and pledges before breaking ground (we currently have \$6 million in cash and pledges). Renovation of Vedder Hall will proceed. The Board also considered some investment questions, such as whether to continue to be heavily invested in equities. In response to a question about faculty evaluation schedules, Dean Genie Gerdes said that the first group to be evaluated will be those who haven't been reviewed in four years.

The next item of business was a presentation on the current state of the budget. The immediate horizon is two years from now. Projections show a budget deficit of \$1.7 million for 2003-04, rising to \$3.2 million the next year. The deficit comes partly from the declining stock market, which affected the value of our endowment. Also, several new buildings have come on line and employee health care costs are rising steadily. The President noted that we can make passive, across-the-board cuts, which may lead to across-the-board mediocrity, or make strategic budget decisions to support our central mission. He will work with the faculty to make these tough decisions.

President Rogers next took us through "Scenario Z", which sets out some assumptions about the upcoming budgets. He reminded us that these are not firm numbers, as even under this scenario, a deficit looms in the next cycle. We have overestimated auxiliary service revenues in the past, and we are reducing expectations for this as well as not assuming any revenue windfalls from other sources. The Athletics operating budget will be reduced but we are hiring a fundraiser to raise money for the future, and this position will fund itself. The enrollment goal

will stay at 3350 undergraduates. The endowment spending cap is revised downward from 6% to 5.5% and the return rate on the endowment is now assumed to be 6.5% down from 9.5%. Faculty and staff salaries will be held to 3% increases (plus some equity funds for staff classification adjustments) and benefits will be frozen at 37% of salaries. Scenario Z assumes that Merit Aid will be paid for by fundraising, which means the 3 (nonathletic):1 (athletic) ratio may not be attained for three years. There is one exception: the Trustees approved spending \$62,000 for basketball Merit Aid that we do not have yet, although the Bison Club will cover this cost if the money is not raised otherwise. No new faculty or staff positions are assumed. A sum of \$250,000 is included to implement a Fair Wage Plan of paying at least \$9.00/hr to staff.

Plans are in place for the next Capital Campaign, which will be in a silent phase until 2004. The professional/liberal arts enrollment mix is projected to stay the same or nearly so, although some Trustees have asked that this be discussed. Fee increases are assumed to be 5% per year. No extra money is factored in for Vision 2010 initiatives nor for additional land purchases, which may affect plans for a completely residential campus. No building projects will be initiated without complete funding. Several varieties of a differentiated pricing system are on the table, but President Rogers said he does not favor any differentiated pricing scheme.

In response to questions, the President said that no particular budget cuts were being discussed yet, but that he would be working with the Committee on Planning and Budget. Also, any commitment of aid made to students at admittance would be honored for their entire career.

#### Announcements by the Chair of the Faculty

Prof. Payne said he had expressed his view to President Rogers and Board of Trustee Chair Lee Hamilton that any budgetary decisions should be made through the established governance process and that our primary academic values should be maintained during budget decisions.

Because fee and compensation recommendations need to go the Board in January, Prof. Payne asked the faculty to allow Prof. Ben Marsh, Chair of the Committee on Planning and Budget to next present his report (Item d. under New Business on the Agenda).

Prof. Marsh reported that CPB was concerned about an overly large fee increase in light of a low Consumer Price Index and a large increase last year. However, the budget situation also exerts pressure in the opposite direction. The recommended 5% fee increase does not go beyond the cap imposed by the Board. The 3% salary increase is the one assumed in Scenario Z. It is approximately the same as "inflation + 1%" that had been a guideline in the past, but this may not help our salary picture vis-a-vis frame of reference schools.

Two reports from Faculty Representatives to the Board of Trustees followed. Prof. John Miller (Finance) said that Prof. Marsh had covered the highlights of the meeting, and that he has a more detailed report he can send to anyone interested. Prof. James Orr (Complementary Activities) sent a short written statement read by Prof. Payne, which noted that the committee discussed free speech and civility issues. Our administration said that Bucknell's policy was to promote mutual respect and civility on campus.

Prof. George Exner, chair of Committee on Instruction, said that COI needs an at-large member on COI. The Subcommittee on Assessment needs a one-semester replacement from Humanities.

#### Old Business

Prof. Ben Marsh presented the motion, introduced last month, to amend the *Faculty Handbook* by a) expanding the membership of the Committee on Planning and Budget, and b) changing from at-large to divisional faculty representation. He said that including all five vice-

presidents on CPB makes sense as all control substantial budgets. The added faculty member (Faculty Representative to Board Finance Committee) will balance recent votes extended to support staff. Prof. Gary Sojka wondered why at-large membership is inappropriate; also filling positions when divisional representation is needed is always difficult. Prof. Marsh said that diversity of membership should be a goal, and that currently many members of CPB are from Natural Sciences and Engineering divisions. The vote was then taken, and the motion, which needed a 2/3 majority for passage, was supported.

### New Business

Prof. Allen Schweinsberg, chair of Committee on Personnel, introduced a motion (jointly sponsored by the Committee on Staff Planning) to amend the *Faculty Handbook* by allowing sabbatical leaves to be advanced as much as three years (see December, 2002 agenda for the full text). This motion will be voted on at the February, 2003 faculty meeting.

A second motion from Personnel recommended increases in salary increments for promotions. The rationale included recognition for accomplishment, the fact that our current \$1000 increment is below most of our competitor institutions, and the need to reduce future salary compression. A motion was made to approve this recommendation. Prof. Schweinsberg commented, in response to questions, that even with this increment, current full professors (due to last year's large increase) will be ahead of just-promoted full professors, and that this will have to be looked at in the salary equity process. A vote was then taken and the motion passed.

Prof. Warren Abrahamson then presented a report from the Committee on Staff Planning on reducing the current course load (complete report attached to December Agenda). He presented the goals of such a reduction in sustaining and enhancing the quality of educational program for both students and teachers. The amount of time spent teaching has been creeping upward over the years as the type of teaching we aspire to requires more time with students. Faculty morale and recruitment are negatively affected when only 11% of our frame of reference schools have a 6- course load. We need to balance teaching and scholarship, but the Committee assumes that scholarly expectations will not increase with a reduced load. He reviewed the risks and benefits of the four options included in the report, and recommended the five-course load as the best one. We would need 19 to 20 more positions to offset course losses. This plan should be incorporated into the Vision 2010 process. A motion was made to endorse the report, with a friendly amendment added by Prof. Marsh to "urge rapid implementation". As time for adjournment was near, a motion to extend the meeting for 5 min was offered and passed.

Dean Gerdes urged a deliberate pace in implementing the program, as many details need to be worked out. Prof. Marsh clarified that he was thinking of a 5-year timeframe, which seemed reasonable to Dean Gerdes. Several faculty members spoke to the need to consider the issues of a reduced courseload now (including issues of equity of teaching load across the University), even if implementation was not immediate. A vote was then taken and the report was endorsed.

The meeting adjourned at 6:35 PM.

Respectfully submitted,

Andrea Halpern  
Secretary of the Faculty