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Faculty Senate Monthly Packet February 1984

Portland State University Faculty Senate

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portland state university

MEMORANDUM

To: Senators and Ex-officio Members of the Senate

January 24, 1984

From: Ulrich H. Hardt, Secretary of the Faculty *UHH*

The Faculty Senate will hold its regular meeting on February 6, 1984, at 3:00 p.m. in 150 Cramer Hall.

AGENDA

- A. Roll
- *B. Approval of the Minutes of the January 9, 1984, Meeting
- C. Announcements and Communications from the Floor
- D. Question Period
 - 1. Questions for Administrators
 - 2. Questions from the Floor for the Chair
- E. Reports from the Officers of Administration and Committees
 - 1. Winter Term Registration Up-date--Blumel
 - 2. IFS Report--Dressler
- F. Unfinished Business -- none
- G. New Business
- H. Adjournment

*The following documents are included with this mailing:

- *B Minutes of the January 9, 1984, Meeting**
- *Legislature's Faculty Excellence Awards Guidelines**

**Included for Senators and Ex-officio Members Only

Senators unable to attend the meeting are asked to pass this mailing on their alternates.

PORTLAND STATE UNIVERSITY

Minutes: Faculty Senate Meeting, February 6, 1984
Presiding Officer: Fred Waller
Secretary: Ulrich H. Hardt

Members Present: Anderson, Becker, Bentley, Brenner, Burns, Cabelly, Campbell, Carl, Cease, Chapman, Constans, Crampton, Cumpston, Dunbar, Featheringill, Fisher, Forbes, Gatz, Gerity, Howard, Jackson, Johnson, Jones, Karant-Nunn, Kirrie, Kosokoff, Kristof, Lall, Lutes, Mandaville, Martinez, Newberry, L. Nussbaum, R. Nussbaum, Olson, Petersen, Pinamonti, Robertson, Rose, Savery, Sheridan, Smeltzer, Sonnen, Spolek, Swanson, Waldroff, Waller, Walton, Wolk, Wrench, Wyers.

Alternates Present: Roseberry for Dunkeld, Danielson for Limbaugh, Abrams for Tamblyn, Bartlett for Tang, Boyle for Williams.

Members Absent: Cooper, Elteto, Harmon, Hillman, Reece, Shimada, Tracy, West, White, Wilson, Wurm.

Ex-officio Members Present: Blumel, Corn, Dobson, Edgington, Erzurumlu, Forbes, Hardt, Harris, Heath, Howard, Leu, Miller, Morris, Pflingsten, Ross, Todd, Trudeau.

APPROVAL OF THE MINUTES

The minutes of the January 9, 1984, Senate meeting were approved as distributed.

ANNOUNCEMENTS

BENTLEY informed the Senate that AOF was conducting a special membership drive during the next month. Annual membership is \$45 and can be deducted by Payroll.

REPORTS FROM THE OFFICERS OF THE ADMINISTRATION AND COMMITTEES

1. BLUMEL reported that Winter term registration, according to fees paid at the end of the fourth week, was up by almost 2% over last year. He called this a good sign.
2. WALLER reported that someone had made the suggestion that presiding officers/presidents of OSSHE faculty senates be made ex-officio members of the IFS. After consulting faculty senates about this, IFS members will report their findings at the April meeting. Waller felt that eight senate presidents might over-balance the IFS; that body should have its own identity and independence. BRENNER agreed, suggesting that presidents are too busy already with senate and steering committee meetings. Having to attend week-end meetings of the IFS might mean that we would

have a hard time finding candidates for senate president. WALLER said he would take this up further with the Steering Committee next Monday. He also reported that the IFS talked to some length about the OICC's task force reports, finding some palatable and others distasteful.

3. WALLER read from a Bill Lemman memo that OSSHE is reviewing its own Administrative Rules in accordance with this statute. The memo indicated that participation in the review was invited and that the first input period was February 1 through March 1. The second public comment period will be April 15 through May 21. This opportunity includes both making policy changes and adding new policies. He said that any suggestions should be sent to the Senate Steering Committee.

NEW BUSINESS

WALLER referred to his memo, sent to the Senate on January 31, and the AAUP resolution regarding the Faculty Excellence Awards. He explained that discussion of the entire subject and the resolution could be held -- even though the material was not included in the regular Senate mailing and reached Senators less than a week before the meeting -- because it was anticipated in the January 9 Senate meeting. And while Senate action on the AAUP resolution would have been quite in order at the March meeting, such consideration would have been more than two months after the event, and he and the Steering Committee, polled by phone, felt that if the Senate is to consider the resolution at all, it should be given the opportunity to do so somewhat earlier.

L. NUSSBAUM made a motion "to suspend the rules for the purpose of discussing and acting on the AAUP resolution." The motion was seconded and passed by the required 2/3 majority.

R. NUSSBAUM moved "the adoption of the AAUP resolution." The motion was seconded by HOWARD.

R. NUSSBAUM explained that he was in a somewhat awkward position. On the one hand he congratulated his colleague Pavel Smejtek for receiving this award -- Nussbaum had no reservations with that choice and fully agreed with the substantial raise in salary -- but on the other hand there were matters of principle involved which the AAUP resolution tries to deal with and which need to be discussed. One issue was the direct involvement of the legislature in highly selective salary decisions; he felt that the awards had been conceived to create publicity, but it was a cheap way of dealing with the salary issue and avoided the real problem of the underfunding of higher education. The AAUP resolution deals with two principles; one is of an ethical nature specific to this University, and the other one is of a procedural nature.

CLASF declared that he had no problem with the awards but felt that the nomination procedures had been hit and miss and uneven across the University. If the awards are to continue, the procedures need to be clearly laid out and more uniform; faculty need to understand what the awards are and what they are being made for. He said that the selection of the awards had not taken nearly as much time as is usually spent on the Millar Award,

for instance. He moved "that the resolution be amended by deleting the second paragraph and the first four words of the third paragraph." The motion was seconded.

BLUMEL disagreed that the procedures had been hit and miss; he said that deans had each followed procedures for their own units. Although he had no problem with the suggestion that the regular merit pay procedures be used, he pointed out that those procedures vary greatly from unit to unit; using that system, therefore, would not achieve uniformity. The major problem, he said, was one of insufficient publicity. WOLK disagreed with Blumel, asserting that the English department head had not been consulted. WRENCH testified that he had received a memo, sent to all department heads by his dean, asking for nominations, and he speculated that Cooper probably had also received that memo.

WOLK was also concerned about the financial implications. Where was the money coming from if not from higher education? Would it be from tuition increases? Or what pieces of the pie would get trimmed? He also expressed frustration with the guidelines: "Candidates should be in a field or program of excellent quality of one which should be of excellent quality at your institution." What guidelines are there to determine which are the excellent departments at PSU? He also saw dangers in procedure 3.a and termed it a self-serving practice.

BLUMEL explained that the funding would become an on-going addition to the higher education budget; it was not taking money from any other program. He did not know what the future of the awards would be, but it was clear that they are not a substitute for general salary increases. There is a legislative record of that discussion. A mere \$200,000 for a biennium budget of hundreds of millions of dollars could hardly be used as an excuse to deny increases in other allocations. WALLER added that Bob Davis, AOF lobbyist, had said the same thing; the Education Sub-committee of Ways and Means was quite conscious of what it was doing and did not regard this as money coming out of other needs for faculty salary improvements.

WOLK then wanted to know how the awards could have been called faculty excellence awards; the name did not seem appropriate. Certainly the five most excellent teachers at the University were not necessarily being hired away by someone else. BLUMEL replied that the point was well taken; there had been extensive discussion in the State Board on what to call the awards and "faculty excellence awards" is what emerged.

LALL suggested that the first paragraph of the resolution might be separated from the other two because the discussion was distracting from the congratulatory message. Following passage of that, the other two items of the resolution could be discussed in a different light. WALLER asked if there was any objection to that procedure, and OLSON said there was. She spoke against the Cease amendment. The second paragraph was an important part of the resolution and could not be deleted; the legislature should not get the idea that it could buy everybody off by giving a small number of teachers large amounts of money. ANDERSON agreed. We are firing people because there is not enough money, and yet there is money in different pots for the awards. Clearly there is an inconsistency and we should call attention to

it. At this time it is more important to maintain commitments to people on tenure. CEASE countered that the money would not have been available to higher education otherwise. He also argued that it was important to recognize faculty for merit, even at a time of financial crisis, and to give awards to some of our more mobile excellent faculty in order to keep them here. The only problem this time had been the lack of publicity at the nomination stage; many bad feelings had been created because of that.

WOLK also spoke against the amendment because it turned the resolution into merely a criticism of the procedures used. He felt that the main problem was an ethical one. He did not feel strongly about keeping the first paragraph as a part of the resolution and said he would congratulate a faculty member who had turned down an award. CABELLY talked about the importance of rewarding past performance, motivating people in the future and attracting and retaining high quality faculty. When there are monetary problems, private and public industries need to be especially creative in developing the compensation system. If there was a minor procedural flaw this time, the awards nevertheless demonstrate a creative way of rewarding excellence. He called it a textbook example of an agency becoming creative and warned that if we end up eliminating awards like this, then we are going to have further eliminations and in particular lose the high quality faculty. KRISTOF's view was that we would like the awards had they not come at a time when others were being layed off.

KIRRIF asked if the pots would dry up. Will this come out of our own hide eventually? BLUMEL answered that the legislature plans to continue funding out of a special category. If recipients later leave, the money would revert back to the Chancellor's budget to be used for additional awards. HOWARD was not convinced. It all comes out of the higher education budget, he argued, regardless of the name of the pot. When money gets scarce, we will feel the effect. CRAMPTON wished the money had been given to deans and the president for their determination of merit awards and keeping valuable people here.

FORBES agreed and disagreed with several things in this issue, and he had problems with some of the criteria. However, he stated that we would serve our own interests badly if we refused to participate in this program of the recognition of excellence. Some people are indeed excellent and should be kept even at higher costs, and we would look foolish as an institution if we opposed such awards. MANDAVILLE also accepted the idea of merit increases but was bothered by the label of faculty excellence awards and the apparent gamesmanship involved. He wished we would openly state which departments were very important for the economy, for jobs, and where we needed the best people, instead of clouding the issue by calling these faculty excellence awards and pretending that all departments were equally important when it comes to economic interests. BLUMEL said that in a certain sense he was bothered by that too. However, he did not believe that the intent was necessarily that awards should go to those fields which are really high demand fields right now; people from other fields are certainly eligible for nomination; PSU in fact nominated someone from the department of music. The motivation for the awards clearly centered around the question of retention. It does not mean, however, that an institution is necessarily in greatest danger of losing the most distinguished people on its faculty;

that is the dilemma of these awards, and no one has figured out a way of dealing with that problem.

WRENCH was concerned about two aspects. One was the idea of the two pots. In working with the ECC he has observed that when they look at appropriations for higher education they have difficulty even distinguishing the community colleges from the state colleges and universities. The ECC is immediately advisory to the Governor and Ways and Means, and WRENCH found it very difficult to believe that the two pots are going to be kept straight by the legislature. The other concern was related to Cabelly's earlier point. WRENCH feared that these few awards will have the opposite effect from that intended. Because there are many excellent people who did not receive awards, the discrepancies between their salaries and those of the recipients grow larger and may result in driving away good people rather than keeping excellent ones here. He was not sure about whether he favored this resolution, but he favored some way of communicating to the legislature our concern about the likely impact of the awards.

WALTON wondered why these awards could not be called faculty retention awards; we should be clear and open about what the money is for. BLUMFL repeated that the terminology was adopted by the Board of Higher Education after lengthy discussion; he did not know any particular reason for choosing the name that was given. WALLER observed that the former chancellor called it "fighting money."

CEASE declared that he still favored his amendment. He did not want to send a message that PSU was not interested in merit.

R. NUSSBAUM spoke against the amendment. He pointed out that the language of the resolution was very carefully chosen. "Resist" is not synonymous with "reject," and people should not confuse the two; reject is a static position, whereas resist is a dynamic position which says something to the person you are resisting. The message given here is that there are some serious moral problems involved and perhaps also some problems with retaining excellent people who were not recipients. We need to educate those who come up with these ideas and make them aware of the various ramifications of doing things in this way.

JONES said he had very mixed feelings which Wrench had pretty well summarized already. He did not think that the resolution addressed his central concern. The legislature was recognizing a problem in the state system, that of the underfunding of higher education. As a result we are in danger of losing those quality faculty who are able to leave. What needs to be communicated to the legislature now is that we appreciate that they have recognized the problem, but that we do not appreciate how they have gone about the solution; they need to know what the issues are that concern us. PETERSEN added that we should challenge the legislature to make a meaningful program out of this and increase it. A meaningful merit program should be continuous and not just in hard times.

BURNS also supported the idea of merit and did not think that we all should be paid the same. She was puzzled, though, that the legislature was launching this program at a time when there was a class action suit on the

question of equity. Not only should we think about qualified people who can leave but also of those who cannot and who then are taken advantage of. ANDERSON pointed out that and the language did not oppose awards. The resolution only opposes awards at this time, and he thought that the addition of some positive statement regarding merit awards would help. CEASE said that the second paragraph was very negative, hence his amendment to delete it.

The previous question was called for. The Cease amendment was then defeated.

JONES amended the original motion by "deletion of the last sentence of paragraph two." The amendment passed.

FORBES wanted to know how we would explain that PSU did not want to participate in rewarding faculty excellence. PETERSEN warned that people outside the University will interpret this resolution as meaning that the Portland State faculty does not favor merit. BRENNER and BURNS suggested that the language could be changed, but no amendments were forthcoming. WALLER then called for the question.

The resolution, as amended, was passed 26 to 19.

ADJOURNMENT

The meeting was adjourned at 4:06 p.m.

LEGISLATURE'S FACULTY EXCELLENCE AWARDS

1. General Guidelines for the Legislature's Faculty Excellence Awards
 - a. The awards will be made to outstanding faculty whose continued presence on campus will generate intellectual and research activity.
 - b. The awards will be made primarily for contributions in scholarship and research. A few awards will be made to faculty who are making an unusual contribution to teaching. Teaching nominees should be not only outstanding teachers, but also participants in programs to improve teaching at the institutions.
 - c. All awards will provide recurring salary support.
 - d. The amount of the awards will vary from \$2,500 to \$10,000.
 - e. Institutions may nominate up to five candidates a year.
2. Attributes of Candidates for Faculty Excellence Awards
 - a. Candidates should have national or international reputations in research or teaching.
 - b. Candidates should be in a field or program of excellent quality or one which should be of excellent quality at your institution.
 - c. Particular attention should be given to identifying women and minorities who meet the other attributes for nomination.
3. Procedures for Selecting Faculty Excellence Award Recipients
 - a. The Chancellor will consult with the Academic Council, the presidents, and the Board on the proposed attributes and procedures. The Board president and the Chancellor will appoint a committee to review applications and select the award winners. In subsequent years, a committee selected from recipients of faculty excellence awards will advise the selection committee in making new awards.
 - b. A letter requesting nominations for the awards will be mailed to the institutions around November 1, 1983.
 - c. Nominations for awards in 1983-84 will be due in the Chancellor's office by December 1, 1983.
 - d. The selection of 1983-84 award recipients will be announced sometime after December 1, 1983.

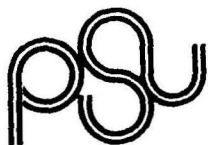
LEGISLATURE'S FACULTY EXCELLENCE AWARDS

Background

The State System's campaign to improve the quality of higher education was given a boost by the 1983 Legislature when it provided the Chancellor with \$200,000 to retain distinguished faculty. Today I am pleased to announce that these funds will be used for Faculty Excellence Awards. This new program will provide continuing salary supplements to a small number of highly qualified faculty within the State System. The awards will be made to help institutions keep their most productive faculty, or to attract new faculty.

A commitment to high quality education underlies the State System's Campaign for Excellence. The initial steps in the campaign focused on improving the quality of preparation students bring with them to college. Entrance standards were raised by requiring students to complete fourteen college preparatory courses in high school. The Oregon Presidential Scholarship program uses private funds to reward some of Oregon's most highly qualified high school graduates who select State System institutions for their higher education. Finally, teacher education programs are being strengthened to improve the quality of teachers entering the state's public elementary and secondary schools.

High quality education also requires the selection and retention of highly qualified and motivated faculty. In order to accomplish these goals, faculty must receive competitive salaries. The Board of Higher Education placed the improvement of faculty salaries second to a student tuition freeze on its list of 1983 legislative priorities. Some progress was made during the 1983 Legislature, but more competitive salaries are still needed to retain and attract highly qualified faculty in the State System. This new program to supplement salaries of a few highly recruited faculty is another small step in providing high quality education to the citizens of Oregon.



portland state university

MEMORANDUM

TO Members of the PSU Faculty Senate

DATE January 31, 1984

FROM Fred Waller, Presiding Officer

The attached resolution, submitted by the PSU-AAUP Executive Council, was received by the Secretary of the Senate on January 26, 1984, for inclusion, if possible, on the agenda for the Senate meeting on February 6th. I received a copy of the resolution on January 27th. It was not, however, received by the Secretary in time to be placed on the published Senate agenda, which was distributed on January 24, 1984. The Functions and Procedures of the Faculty Senate specify that "the full agenda of the Senate meetings will be distributed eight to ten days before the meeting in order to give Senators a full week to study the documents and confer with their colleagues."

As you will see, the AAUP's resolution is concerned with the Faculty Excellence Awards. Further Senate discussion of the subject was anticipated at the January Senate meeting, for which the Minutes state, "BLUMEL invited the Senate to discuss this matter further at the next meeting after the distribution of the guidelines" (which are included in the Senate mailing). By a strict construction, the AAUP's resolution should be placed on the March rather than the February Senate agenda; but after consulting with the Senate Steering Committee, I intend to give the Senate the opportunity, assuming an appropriate motion, to suspend its rules in order to consider the AAUP's proposed resolution under New Business at the February 6 meeting. Please consider this as notice of such intention.

The Faculty Senate congratulates our colleagues who received this year's Faculty Excellence Awards. We believe the excellence of the PSU faculty should be rewarded.

However, the PSU Faculty Senate opposes awards of significant salary increases to a few faculty members at the same time that others are being dismissed on the very grounds of there being insufficient financial resources to pay their salaries. The Senate urges the Administration to resist such inequitable practices.

As an additional matter, the Senate is concerned about the procedures followed when such awards are given again. Because the awards are based significantly on merit, the Senate urges the Administration follow the established procedures for merit evaluation, involving peer review of scholarly activities, teaching, and service.