

Portland State University Faculty Senate
Proposed Joint Resolution of the Faculty Senate and the AAUP
May 2, 2011

A Holistic Approach to Strategic Institutional Development

Whereas Portland State University faculty, staff, and administration wish to provide an excellent educational experience for PSU students while preserving access for Oregonians;

Whereas faculty wish to contribute as scholars to the best of our abilities and meet our responsibilities for self-governance and professional service with the full support of staff and administration;

Whereas faculty and staff are key to meeting the educational, research and engagement missions of the institution;

Whereas the 2010 Delta Project Report indicates that only five states in the nation spent less per student in public research universities than did Oregon;

Whereas the University administration is pursuing tuition revenue as the primary and growing source of funding for the University through enrollment management, while increasing PSU's research profile with a particular focus on external funding (the 2010 Long Term Fiscal Strategies Committee report called for PSU faculty to bring in \$100 million annually in research funding by 2017);

Whereas enrollment has more than doubled in the last twenty years, but staffing numbers have not kept pace;

Whereas tenure-track faculty contracts increasingly include expectations for funded research and publication despite high teaching loads and insufficient research support;

Whereas administrative and service requirements of tenure-track faculty continue to grow due to decreasing numbers relative to contingent faculty, and with the expansion of assessment, advising and community engagement initiatives;

Whereas an increasing number of Portland State faculty are fixed-term and adjunct faculty, with little job security, uncertain promotional opportunities, and high teaching loads;

Whereas Portland State University employees are also members of families and communities that require our full participation;

Whereas PSU administration seeks a collaborative and transparent process for the development of a Plan for PSU's Future that builds on the work of the 2011 Winter Symposium in a way that develops sustained trust among PSU faculty, staff, and administration;

Be it, therefore, resolved:

The Faculty Senate of Portland State University requests that the PSU Administration engage with faculty in a continuing process for developing a Plan for PSU's Future:

- 1) Adopt a holistic approach with which to identify a group of universities that Portland State University considers to be peer institutions, as well as those we seek to emulate as we grow

toward our goals. The PSU Faculty Senate seeks comparators that accomplish the combined research, teaching and service expectations to which Portland State aspires. Ideally, these comparators will have overcome funding constraints like those that exist in Oregon and at Portland State in particular. The objective is to learn from our comparators what is required to achieve the goals we share, what are best practices and how to meet our challenges in a way that is equitable, realistic and sustainable for all members of our community;

- 2) Include explicit consideration of faculty mix (specifically the ratio of tenure-line to fixed-term and adjunct assignments); faculty salaries across the university; faculty course loads across the university; faculty job security and institutional supports in line with those of the comparators identified; effects of “strategic investments” on the morale and workload of dedicated faculty across the university; salary equity with peer and aspirational institutions across faculty ranks, especially as investments in new administrative lines, buildings, etc. are considered;
- 3) Include an explicit plan for faculty involvement in planning that is developed in collaboration with the Faculty Senate, perhaps including a task force or ad-hoc committee whose composition is developed collaboratively between the administration and the Senate;
- 4) Be reported semi-annually to the PSU Faculty Senate with a focus on progress in design and implementation that includes how faculty have been involved in the planning process to date; data about comparators identified in response to number (1) above; and how the priorities in number (2) above were considered, and reviews progress made with respect to a timeline of goals and benchmarks. The first report will be submitted for approval and adoption by the PSU Faculty Senate in April 2012.