

**Faculty Assembly Minutes**  
**2700 Posvar Hall**  
**November 8, 2016**

<b>Topic/Discussion</b>	<b>Action</b>
<p><b><u>Call to Order</u></b>  The meeting was called to order by President Frank Wilson.</p>	The meeting commenced at 3:02pm.
<p><b><u>Approval of the Minutes</u></b>  President Wilson asked for approval of the minutes of the Faculty Assembly meeting of October 11, 2016.</p>	Minutes were approved with two minor editing changes.
<p><b><u>Introduction of Items of New Business</u></b>  No new business was reported.</p>	None.
<p><b><u>Report of Senate President, Frank Wilson</u></b></p> <p>President Wilson reported that committees are meeting and progress is being made. The adhoc group on fossil fuels is planning its first meeting and President Wilson will be meeting with students to get caught up on their prior work. He hopes the group meets this semester and will have recommendations. A working group from Computer Usage and Educational Policies Committees has requested that their work be designated as an adhoc committee related to evaluation of teaching, since there is a significant amount of literature and work to do. Vice-President Kear then updated on the Plenary for the Spring semester. Principles for research metrics will be the focus of the Plenary. The newly named adhoc committee from CUC/EPC will be focusing on teaching evaluation and metrics as work separate from Plenary content. The Senate Budget Policy Committee has met and an issue they are dealing with is regional campus faculty benchmark changes. This was voted on at BPC, and Faculty Assembly will be asked for a vote on this soon. The interaction between Provost’s office and BPC have been very productive this year.</p>	No discussion occurred.
<p><b><u>Reports by and Announcements of the Special and Standing Committees of the Senate</u></b></p> <p>N/A</p>	None
<p><b><u>Unfinished Business and/or New Business</u></b></p> <p><u>Provost Update:</u>  <i>Provost and Senior Vice-Chancellor, Patricia Beeson</i></p> <p>President Wilson noted that Provost Beeson asked to do an update for Faculty Assembly in the spirit of transparency. Her remarks are below. Provost Beeson was thanked for her collegiality.</p> <p>Provost Beeson reported that she would like to have more open communication about issues and have more conversations to keep moving the University forward. She spoke about the University’s direction in context of the new strategic plan. She noted that since 1983 (when we started at Pitt as faculty), our mission has been focused to advance education and research so we are recognized in the top 25 public research universities. We have accomplished that goal. We also have been rated a best value in education and college among public institutions over the last 20 years. This is based on</p>	Discussion noted below.

student success and learning measures, versus SATs, resources and graduation/retention rates. There are also less quantitative measures that mark the work and progress of the University of Pittsburgh, for example research done, classes we are teaching now, and we can see and feel the difference at the University. For example, several weeks ago, when President Obama chose Pittsburgh for his Science forum, and no one asked “Why Pittsburgh?”. That is progress.

As strategic planning began a few years ago, and now that we are a top research university, should we continue to strive to move up in these rankings, and how do we do that; or now that we are top tier, should we shift our focus and ask what does it mean to Pitt to be a great public research university? We have to stay in that top research group to answer this, but we have to define for ourselves what it means. She noted that we need a level of confidence to answer this, and if we can define our success, we will further rise in the ranks of public research universities. Strengths, opportunities and leveraging those is key to forming our own identity. Our history and culture had always been focused on having an impact, and the question became how to we define our impact. Pitt is an institution in a city that is focused on hard work, and impact on the city and civic engagement is important. When thinking of students and educational programs, what does that mean? Traditional measures are rates of graduation, retention, and job placement. Provost Beeson noted that impact to Pitt is the impact that our graduates go on to have in their lives. This is harder to measure than traditional measures. In researching how to find this information, the Gallup Poll is starting to reach out to universities and purports to measure (through survey) if people are happy, satisfied and successful in their lives. We can correlate this to what the student did here at Pitt. Findings show that links include if the student had a mentor, if they were engaged in and out of the classroom, if they were engaged in experiential learning opportunities, and what was the environment (was it inclusive). This helps us to think of our educational programs in that way, and that we need to make an effort to make these things happen when students are here – engaging students in classroom, personalized experiences, mentorship, global experiences, and diversity and inclusion. Impact in our educational programs also is by who it is that we admit, enroll, and graduate. How can we have an impact through more access and affordability to the University of Pittsburgh?

Provost Beeston went on to state that research dollars, citations, and journal publications as metrics do not completely measure what we want to do. We need to look at not only those things, but also look at if our faculty are helping to shape their disciplines and shape the direction of their fields, and recognition that our faculty are getting. How can we measure that impact that our faculty are having on their discipline and profession advancement? This is difficult to measure. This means translating research being done into practice, through translation in the schools, in the health professions, commercialization, or a number of ways that faculty might want to take their research and move it to another step. How can we support this translational research? Our core business is advancing research and scholarship, but it is an important element for many of our faculty to take their research outside the walls of the university.

During the strategic planning sessions, we asked ourselves “are we positioned to do this?” If we think of advancing the university in terms of these impacts, we can define ourselves, on theses and the traditional measures, and we will start moving up as even a greater research university. We are well-positioned due to an incredibly strong

faculty commitment to excellence in everything they do, as leaders in their professions and disciplines (via any measure looked at); yet when we look at comparative data, our faculty recognition could be greater. We are humble, and we need to promote that type of recognition as it is good for the university. Our strong faculty is increasingly committed to excellence in our educational mission. This shows in the increasingly competitive admissions to this campus (admission exam scores have gone up over 200 points in the last 20 years), regional campuses have fared better than most in Western PA, and the student experience has them more engaged than ever. Our 1<sup>st</sup> year to 2<sup>nd</sup> year student retention rates have increased from 73% to 92% in recent years. Our foundation is strong with research and education led by the faculty. Our facilities are much improved, and our staff is talented to go well beyond what is expected. Our commitment to diversity and inclusion is growing and is evident. There is also a real recognition that everyone plays a key role at the university and a commitment to each other that is fairly unusual. Provost Beeson noted that she is struck by the interest and engagement of staff and faculty for what is going on in other areas of the university. This culture supports success as an institution. Our facilities are stronger to build the infrastructure for research and education, and our resource management and financials are sound.

Not every issue has been addressed, however. We have “new muscles “ we need to build for capacity for impact on the world through students we educate and impact on through research and teaching in our professions/disciplines via service. We will prepare students by having a faculty in place committed to our students and their success. This includes faculty outside of the tenure stream, and it has been incredibly important to get recognition for them, including design of career paths. We need to increase full-time contracts, and multi-year contracts, to show our commitment to them. We need to support engagement in the classroom and our new Teaching Center is focused on this. Centers will be focused in the different schools for evaluating and implementing effective approaches to student learning in the classroom. A course incubator for higher education for Pitt will help to bring a team to a faculty member/course to bring best practices and reduce bureaucracy that can slow us down, for example, class layout, resources, technology. A Center for Mentoring is also being developed, as well as one for Diversity and Inclusion in the Classroom, and research communication. Plans are also moving forward on student-centered advising, with mentors helping coach the students with more than in just selection of classes. Additionally, we have an access and affordability initiative for enrollment of students. Our percentage of non-white to white students has increased this past year from 25% to 30%, which is increased from a decade ago but we still have a long way to go. We do not have large numbers of low income students, and we are not providing the access we would like. A new set of programs has been rolled out for access to the university (all campuses), reaching into middle schools to help students prepare to be successful at Pitt and getting in their minds that they would be welcome at Pitt, for example the Coalition for Affordability and Accessibility. Tools allow students to have an electronic portfolios in high school and the coalition of schools works with community-based organizations to help students use these tools. We have offered microsolarships in conjunction with community organizations to offer programs with city schools for college preparation and readiness skills. Scholarship dollars can accumulate for these students as part of their tuition. We are partnering with city schools and community colleges in these efforts.

To advance research, we need to support the faculty in basic disciplines of research and scholarship and support collaboration, interdisciplinary work, and the importance of computation and building technological infrastructure for data-driven research. The new school of Computing and Information is part of the key structure we are putting in place for this. Support for faculty who want to translate research into practice also is growing, and the Senate Research Committee is engaged in these conversations and policies. The Innovation Institute is strengthening for innovation and entrepreneurship. Research and education programs require partners, and these are being developed and space for collaborations is being discovered. Industry collaborations are being identified as well as financing facilities. Community engagement centers also being developed, for faculty who want to do research work in the community.

More broadly, for Pitt to have the impact we envision, we must go beyond our own areas, more interdisciplinary work, and break traditions. We need to be engaged in the community and embrace difference and diversity, and embrace knowledge. We need to think beyond the institution, and what we want to be beyond Western PA and think globally. A lot of foundational building has to occur, including funding/budgeting, and allocate/reallocate funds, resources, and IT to align the budget with our ambition. Administrative structures also need to be aligned with the Pitt that we want to be. Marketing and communication, and institutional advancement must be restructured and alumni support increased to reach a broader audience. We are a “people business” at our core, so we must invest in our people, students, faculty and staff. Support and career advancement for our staff are essential. Faculty number, distribution, and mix are being looked at to make sure it is appropriate to the task at-hand. We have shifted the mix of faculty, especially in the Provost area, to make greater use of non-tenure stream (NTS) faculty and heavier reliance on part-time instruction. Longer term contracts and fulltime appointments for NTS faculty will help to rebalance this to increase commitment level and the core of NTS faculty to help lead us forward. Tenure-stream faculty also are being expanded and work with individual Deans is occurring. Faculty and staff compensation is also being reviewed for retention and rewarding our people.

The university is well-positioned and if we can take this next step to move to “Pitt 3.0,” we can be a university that is the envy of the rest of the country.

Discussion:

Kovacs: Thank you Patty for coming to talk to us. The last 2 minutes of your presentation were my favorite. What are the steps for NTS faculty for mentorship? I hope there are additional steps for improvement in undergraduate teaching. Students need undergraduate mentors that are here for longer than 1 year, or a 1-year contract, to succeed. Multiple incentives must occur. In the past, it took years to make a change for NTS faculty. We cannot do that anymore. New leadership now moves faster. Plans made a high level must be implemented by the Deans. Not all Deans read the rules the way you (Administration) do. In some schools, the financial value of teaching and work in the community do not count, for example, in the School of Medicine. This causes tension. I wanted to bring these issues to your attention.

Beeson: The mission and responsibility of schools varies across schools. The School of Medicine is different in size, scope, and faculty/student ratio compared to the College of Arts and Sciences (CAS). Research allocation of time is very different across medical

and CAS and regional campuses. Funding for research also differs greatly. This makes it very difficult to have one uniform set of standards, but we all should have a common attitude about this.

Bonneau: The university is in a good financial state, but you also talked about reallocation of funds as well. Faculty wages have been static over the last years. The state appropriation went up as did tuition, and mid-year budget cuts occurred. Has some of the cutbacks been redirected to the new school of Computing?

Beeson: There were no mid-year cuts in January. The university budgeting process engages faculty staff and students with administrators, and all information and projections are gone through. A recommendation is made to the Chancellor. This year, we had a shortfall we had to incorporate so it is not passed onto the next year. To make that balance, and due to enrollment shortfall, we had to make a 1% cut across all schools in the university. The salary increase was modest, but was higher than inflation. Regarding the new school, the 30 million dollars is one-time money, not a base budget, and the other costs are being projected over the coming 5 years with a focused tuition model.

Tananis: We can agree on expansion of NTS faculty due to changing expectation of work and what is valued at the university, and the need to develop agility, flexibility and responsiveness for the units. Changing the culture to understand that, and the level of diversity of this work, may not keep up with the reality, for example, a recent comment made was “NTS teaching load is X,” conveying that every NTS faculty member has the same job description. Historically, we measure work in very set units, versus coming up with many agile metrics. Metrics in the tenure-stream also need to be thought about.

Stoner: Thank you Provost Beeson. If NTS full-time faculty grow in numbers, policies will need to change, for example with teaching in graduate programs (allowing NTS faculty to do that). Also, what are thoughts about the social mobility of Pitt in light of the regional outreach?

Beeson: We are reaching out earlier to younger students to increase our pool, and we should consider it a strength of the regional campuses that students are staying there to graduate. We offer different environments for our students to be successful so they can thrive.

Bircher: Thank you for coming Provost Beeson. Regarding faculty evaluation, as we develop a policy regarding evaluation of tenured faculty, we need to make sure that the policy is aligned with the current set of goals and strategic plan. The policy also needs a real plan for enforcement. Deans cannot ignore the policy and continue business as usual. Eventually that set of rules needs to be extended to NTS faculty.

Labrinidis: I share your opinion that our good work as faculty is not fully known. We need to switch this to have someone asking faculty what good “stuff” they are doing via stories to get the word out.

Borovetz: Thank you Provost. As you bring in better and stronger students, the Honors College can play a stronger role. Are you thinking of enhancing the role of the Honors College?

Beeson: We are searching for a new Dean now, and we are looking for the Dean’s vision for the role that the Honors College could play. It is currently a set of programs for a number of students who want intellectual engagement with faculty, and it could be larger to match students with this environment. Mentoring also excels in the Honors College. This mentorship role also requires real engagement. The Honors College is about courses and also about engagement of faculty. The search is underway for a new Dean and ideas for the Honors College are welcome.

Spring: Thank you Provost Beeson. I am moved by your commitment of the Administration to develop faculty and staff and the goals at Pitt. Ideas have to be adequately communicated to all involved, and then we need to formulate new policy. We do not always state (new) policy in the best possible way. It is incredibly important for faculty and administration to work together to broadly share new policies, so we talk early enough to avoid tensions. I appreciate that we are and will continue working together on this.

Beeson: I hope that you will agree that over the last three years, we have come a long way in this area. We have sought input, brought together committees, etc., to develop policies, and also brought policies to Senate for input. We are opening up many ways we have operated and are talking about policy. This brings engaged discussion and even disagreement, and we have to be open to have these discussions. We must make a decision in the end. When we do this many policies as we are currently, we need consistency of style and writing as well.

Muenzer: Thank you Patty. You gave us a lot to think about. I want to focus on one issue. Pitt is focusing on diversity – among the many groups mentioned, an unmentioned group is the Pitt family outside the walls of the university, which is the Emeritus faculty. They have much to contribute in different and focused way.

Kear: Thank you Patty for your comments today. When you spoke of measuring faculty work, it lends an importance to our work on the Plenary for the Spring. The whole picture of metrics is important, and we need to create principles around this.

Beeson: Thank you Robin and the Plenary committee for working on these issues, and thank you to the other groups that are working on teaching metrics. We need to think about this to move both individually and collectively as a faculty.

Kovacs: The University of Pennsylvania has an Institute for Emeritus Faculty and you are appointed to it if you continue to do research or you supervise students. They get a space to work. This is a fantastic way to pull Emeritus faculty back and continue their contributions.

Beeson: Thank you for this idea. We will discuss it.

Wilson: I would like to echo everyone’s comments and appreciate that Provost Beeson wanted to reach out to us as Faculty Assembly. I hope we can learn from frustrations of the past and learn from this, and the administration and faculty have been very respectful and productive to face our challenges. Thank you.

**Announcements**

None

None

<b><u>Adjournment</u></b>	Adjournment at 4:30pm.
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The meeting was called to end by President Wilson.

Documents from the meeting are available at the University Senate website:

<http://www.univsenate.pitt.edu/faculty-assembly>

Respectfully Submitted,

Susan Skledar, RPh, MPH, FASHP

*Senate Secretary*

Professor, School of Pharmacy, Department of Pharmacy and Therapeutics

Members attending:

Becker, Bilodeau, Bircher, Bonneau, Borovetz, Cohen, Cole, Costantino, Dahm, Danford, Dewar, Fort, Frank, Harries, Henker, Horne, Jacob, Jones, Kaufman, Kaynar, Kear, Kiselyov, Kovacs, Labrinidis, Landsittel, Leers, Lyon, Molinaro, Muenzer, Munro, Olanyk, Phillippi, Skledar, Spring, Stoner, Tananis, Van Nostrand, Weikle-Mills, Wilson, Withers, Yarger

Members not attending:

Adams, Clark, Deitrick, Gleason, Gold, Goldberg, Helbig, Irrgang, Kanthak, Kelly, Landrigan, McLaughlin, Morel, Mulcahy, Nardone, Schmidhofer, Scott, Smolinski, Swanson, Thorpe, Velankar, Vieira

\*Excused attendance:

Beck, Betru, Bratman, Czerwinski, De Vallejo, Donihi, Flynn, Gaddy, Guterman, Hartman, Loughlin, Marra, Mulvaney, Nelson, Rigotti, Rohrer, Sukits, Taboas, Triulzi

Others attending/guests:

Barlow, Beeson, Fedele, Frieze, Gentz, Kirsch, Manfredi, Mao

\*Notified Senate Office