

**“. . . of Cabbages and Kings”**  
**The Newsletter of the University of**  
**the Pacific Emeriti Society**  
**March 2017**

**I Recent Events**

**1. Spring Luncheon—Judy Chambers.** On February 23<sup>rd</sup>, over 50 members of the Emeriti Society gathered for the Spring Luncheon at the Alumni House. The main speaker was Dr. Cynthia Wagner Weick, Director of the Powell Scholars Program. The program was initiated in the spring of 2009 thanks to the generosity of Bob and Jeanette Powell. Each year it attracts 10 to 12 top-tier high school students across all majors and from around the country. Over 100 students have benefitted from this program. Following lunch Mr. Burnie Atterbury, Vice President for Development and Alumni Relations, spoke about the Powell Match Program. With these additional funds from the Powells, more than \$60 million is endowed for scholarship matches and \$25 million for endowed academic program matches. The Powell gift is devoted to enhancing the academic experience for students as well as enhancing academic programs throughout the University.

Dr. Berit Gunderson, Associate Provost, and Dr. Sharmilla King, chair of the Academic Council, provided various University reports.

**2. Program on Medicare: The basis for Retirement Healthcare Planning—Bill Topp & Walt Zimmermann.** On Friday, March 17 in the Alumni House, the Emeriti Society in conjunction with the Office of Human Resources offered a program on retirement health care with Medicare as its focus. Emeriti Society members as well as retired administrative staff and faculty interested in retirement planning were invited. Carolyn Washington as well as Dianna Powell, both with the San Joaquin County Health Insurance Counseling & Advocacy Program (HICAP), were in charge. Ms. Washington—with the aide of numerous slides and a lively interaction with her audience—spoke for over an hour on the many facets of Medicare. Her topics included: Medicare Hospital and Health Insurance (Parts A & B); Medicare Advantage (Part C); Medicare Prescription Drug Program (Part D); and Medigap (Medicare Supplements). The attendees brought to the meeting a wide range of experience and knowledge, but left with much more of both as well as the assurance that help with the complex subject was readily available.

**II. Upcoming Events**

**1. Lecture by Dr. Bob Benedetti on Friday, March 31** from 3:30 to 5 at the Janet Leigh Theater on the Pacific campus. Bob will speak about a topic that he has explored with the help of colleagues at Pacific for some time now. He has given his lecture the title: “A Sense of Place: The Sacramento-San Joaquin Delta.” In a few words, he has given us the following summary:

The Sacramento-San Joaquin Delta has been inhabited for 13,000 years. Various residents have viewed the region very differently through that period. For the

Native American settlers, the Delta was an ideal place to integrate their lives with nature. The Spanish viewed the Delta as a place of danger and foreboding. Foreign entrepreneurs saw the fertile land as a foundation for personal empires. Gold seekers traveled the Delta's rivers as highways to great wealth. Those who did not strike it rich often turned to farming the Delta assisted by a revolution in agricultural machines. They were joined by waves of new immigrant laborers. As agricultural markets fluctuated, the Delta also became a place of escape from the pressures and regulations of Northern California cities. More recently, there have been wars of words between those who define the Delta as a water reservoir and those who would protect the region as a significant habitat. The presentation reviews this evolution in detail and explores the interrelationships between those who hold differing definitions of this significant region.

According to the public announcement of the lecture, Bob has been extremely busy since his departure from Pacific: "Robert Benedetti is Professor Emeritus from Pacific and a Research Associate at the Center for California Studies, Sacramento State University. He co-directed an exploration of Sacramento-San Joaquin Delta history and culture for the Delta Protection commission in 2014-15. He is completing research on Stockton's bankruptcy and California's mayors. At Pacific he was Dean of the College and Professor of Political Science. He has also served as Chair of two state humanities councils, in Florida and California."

**2. Emeriti Spring Wine and Cheese Event**—M. Sharp & D. Meyer We will celebrate our wonderful spring weather this year after a long rainy season on Wednesday, April 19 from 3:30 to 5 at the Alumni house. We've chosen the Alumni house in order to make full use of its outdoor patio. And, similar to the Holiday W&C, we have opted to make this event a purely social one. The one and only type of entertainment is conversation with colleagues in this beautiful setting.

**3. Retirement Reception**—Simalee Smith-Stubblefield The Office of the Provost & the Emeriti Society will host a retirement reception for this year's retirees on Wednesday, April 26<sup>th</sup>. The following retirees are invited to attend this event:

Lynn Beck-Brailer – Benerd School of Education – 11 years of service

David Nielsen – Dugoni School of Dentistry – 37 years of service

Joel Wagner – Thomas J. Long School of Pharmacy and Health Science – 29.5 years of service

Cynthia Wagner-Weick – Eberhardt School of Business – 26 years of service

Joseph Woelfel – Thomas J. Long School of Pharmacy and Health Science – 11 years of service

Please join us to thank these individuals for their many years of service to the University and to wish them well in their retirement.

### III. Reports

#### 1. Treasurer's Report—Roseann Hannon

The Emeriti treasury had a balance of \$3,238 at the beginning of March 2017. We had exceptionally good attendance at our Spring Luncheon on 2/23/17 (55 people), with an unusually high level of donations (\$245) over and above the \$20/person luncheon cost. These contributions help maintain the stability of our treasury, and are greatly appreciated. Current charges for Wine & Cheese and Luncheon events continue at the same level as the past couple of years (\$5 for Wine & Cheese, \$20 for Luncheon). Both types of event yield good value for the charge. We encourage you to continue to attend, or to start attending if you have not been able to join us recently.

#### 2. Communications Corner—Bill Topp and Walt Zimmerman

**Promoting Good Communication** - We are attempting to expand topics and modes of communication we can offer. Despite limited resources and time, we want to focus our efforts on items that are of interest to the entire society. Please give us feedback with an email to [emeritisociety@pacific.edu](mailto:emeritisociety@pacific.edu). Recently, we began publishing:

- a. Summary Notes from Academic Council Meetings. These encapsulate key items from Council minutes.
- b. Notices of special presentations by emeriti members. These can be articles, lectures, etc.
- c. Invitations to emeriti events that include luncheons, InfoSessions with specific programs, and Wine & Cheese socials, and the yearly Retirement Reception. These events are convenient for local members. For others, would you like us to look into a video of presentations, PowerPoint slides, or other ways to get information? If there is enough interest, we will explore different options.

**Emeriti History** - The latest edition of the Emeriti Society History is available on our web site ([pacific.edu/emeritisociety](http://pacific.edu/emeritisociety)). The edition subtitled "28<sup>th</sup> Anniversary Edition 1988 to 2016," presents the history of the society from its founding year to the present with a summary of key notes from board minutes in Appendix A. The continued quality of the history owes much to the updates and editing supplied by Doris Meyer and Roy Whiteker, the authors of the first version which was the 25<sup>th</sup> Anniversary Edition in 2013.

**Emeriti Directory** - In April 2017, the new version of the Emeriti Society Directory will be distributed by email or in hardcopy to those without email. The directory promotes contact among our emeriti family (members and spouses) and includes email address, city of current residence, and information on University service. Your help is needed to maintain accurate records. Please contact Walt Zimmermann ([zimmermanns@comcast.net](mailto:zimmermanns@comcast.net)) about any updates.

**Resource Directory** - The *Emeriti Resource Directory* lists helpful internet resources (links) for seniors covering Downsizing, Education, End-of-Life Issues,

Finances, Health and Wellness, Health Insurance and Medicare, Long-Term Care, San Joaquin County Resources, Sports and Recreation, Travel, Volunteering and other topics. This information was compiled in an effort to enrich your retirement and to provide assistance with a variety of issues you may face. The latest version of this directory will be available on the updated Emeriti Society web page.

**3. Meeting with the President**—Members of the Emeriti Executive Board met with President Eibeck on January 11 to discuss the book *Breakpoint*, a book she had recommended to faculty and emeriti as an aid in guiding the University of the Pacific through the challenges facing colleges and universities today. The book's author, Jon McGee, is the Vice President for planning and public affairs at the College of Saint Benedict and Saint John's University. "He describes the key forces that influence higher education and provides a framework from which trustees, presidents, administrators, faculty, and policy makers can address pressing issues in the aftermath of the Great Recession". (back cover)

An informed and engaged President Eibeck led the discussion on various topics, many of them offered by our colleagues.

**4. Emeriti Society Oral History Collection**—Doris Meyer

Our Oral History Project is alive and growing. There are 65 interviews online. What "a trip down memory lane"!! All you have to do is 1) pull up the University's website; 2) scroll down the A—Z Directory tab to either "Emeriti Society" or "Oral History Project"; 3) click on the link at the bottom of the second paragraph under the section "Oral History Project" description. Up will pop the photographs of 65 folks, many of whom you will remember. Then after a few moments of deliberation, you will want to click on one of those interviews. Remember the "I and I" program, the Winter term, Raymond, Callison, and Covell, the development of the School of Business, the establishment of the School of Pharmacy, the early Women's Athletic programs, etc. etc.

Our collection is housed under the Special Collections division of the Library, Stockton campus. The staff there has been so helpful in transcribing the oral recordings and properly placing the interviews online.

Again, we ask that you consider contributing your recollections to the Project. Or perhaps you might be willing to interview a colleague and to talk about those memories. The whole protocol is described under the Oral History Project title indicated above. Just contact one of our Board members to get the interview started.

#### **IV Bits of News from Around Campus—Mike S**

**1. The Powell Scholars Program** (See: **Spring Luncheon** above)

Among the numerous aspects of Pacific that attract public attention these days, the Powell Scholars Program is surely one of the most deserving and stands out for its focus on education rather than financial and administrative matters, reasserting the truism that the business of the university is indeed education rather than business itself. Professor Weick describes its evolution—in the January 2017 edition of the

Powell Scholars Newsletter—“into a community of multi-talented, committed individuals with high expectations of themselves and others.” She goes on to talk about the “major projects” in which students have participated, projects ranging from one that “developed an original curriculum to teach English as a foreign language to school children in China” to one that created a way to grow vegetables in the winter as well as a collaborative fiction-writing project that will ask each of those involved to write a story on an underlying theme.

The Newsletter also includes several pictures of students studying abroad as well as profiles of several of them with various majors from engineering to music performance. On the last page you can spot one of our own—Gil Dellinger—attending an informal lunch with the Scholars in Spring 2016. Although I haven’t asked her, Professor Weick would probably be happy to put you on their mailing list! See:

<http://www.pacific.edu/Academics/Majors-and-Programs/Special-Academic-Programs/Powell-Scholars-Program.html>

**2. From *Pacific Today*--** As of March 1, 2017, Pacific is on track to meet applicant goals for undergraduate freshmen for fall 2017. More than 6,000 offers of admission have been sent out for fall 2017.

**3. “Our Commitment to Every Student”–**President Eibeck

Earlier this year, Pacific President Eibeck wrote the following introduction to an impressive letter to the university community:

“As the inauguration of President-elect Trump draws near, many Pacificans have expressed concern that the new president may take actions consistent with his campaign promises to immediately overturn President Obama's executive orders and deport undocumented immigrants.

President-elect Trump may choose to end DACA (Deferred Action for Childhood Arrivals), an executive order issued by President Obama in 2012 that allows eligible undocumented immigrants to have a work permit, attend college, and be protected from deportation for a renewable, two-year period. There is also apprehension that harsh restrictions will be imposed on international students and possibly Muslims, and/or that federal authorities will expect colleges and universities to actively enforce immigration law. I firmly believe that our students' immigration status and/or their religion should never affect their ability to access and benefit from a Pacific education. I want to assure you that University of the Pacific remains steadfastly committed to the well-being of all our students regardless of their immigration status or their religious background. We will continue to provide a respectful, safe and inclusive environment and continue to embrace the intellectual freedom, religious freedom, and freedom of expression that are the hallmarks of being a Pacifican.”

In the letter’s final paragraph, President Eibeck underlines her support of university presidents across the country:

“In support of our students and all college students, we will seek to influence federal policies and actions. For example, shortly after the election, I joined more than 600 university presidents across the nation in a [petition](#) urging the incoming administration to continue to honor the promises of DACA. We note the ‘critical benefits of this program for our students, and the highly positive impacts on our institutions and communities,’ and cite its continuance as a

‘moral imperative and a national necessity.’ This petition is more than words- it is already impacting actions on Capitol Hill. For similar reasons, I have accepted the nomination to serve on the governing board of the National Association of Independent Colleges and Universities (NAICU), because doing so will allow me to understand, influence and advocate for federal policies and actions that are consistent with Pacific's commitment to diversity and the inclusion of all students. Through this important organization, our collective voices can powerfully advocate for justice and fairness and allow us to be true to our values and our commitment to students. We don't know yet what will come with the new administration. We do know that our work today is more important than ever and we will continue to stand together. By fostering mutual respect, engaging in difficult dialogue, and caring for one another in these uncertain times, we will become not only a stronger organization, but a powerful force that makes the world a better place.”

To read this remarkable letter in its entirety, go to:

<http://www.pacific.edu/About-Pacific/AdministrationOffices/Office-of-the-President/Speeches-and-Letters/Our-Commitment-to-Every-Student.html>

#### **4. Highlights from the February Regents’ meeting—**

- a. A new Master of Science degree in Cybersecurity offered by the School of Engineering and Computer Science was approved.
- b. The library redesign plan approved earlier by the Regents has moved forward into the “construction design phase” that will “create more learning and social spaces for students by reducing the number of books while providing students access to print and digital media and other resources.” How times have changed!
- c. “Academic Council (AC) chair Sharmila King and AC chair-elect Jeff Becker made a presentation on the value of faculty tenure at Pacific in response to a question from the Regents at their October 2016 meeting. King spoke about the purpose and importance of faculty tenure, the tenure process and the benefits to the institution.”—And perhaps still changing!?

Will Price wrote the following from the Business School’s perspective:

“In my role as rep to the Faculty Handbook Rewrite Committee, I do want to hear the emeriti position on the evolution toward NTT appointment and promotion. This could become a major issue for Pacific’s faculty as the Administration argues a need to hire lower cost and less permanent faculty. We must also recognize accrediting bodies views on non-tenurable faculty, as we do in Business.

With AACSB, the practice expected is to ensure tenured or tenurable faculty, as measured by instructional credits, reach 60% or higher. As of F16/S17, Eberhardt has a NTT share of instructional credits less than 25%.”

5. Peter Witte, former Dean of the renowned Conservatory of Music and Dance at the University of Missouri-Kansas City has recently been appointed Dean of Pacific’s Conservatory of Music. “During his tenure at UMKC, the Conservatory

achieved its \$48 million fundraising goal—the largest in UMKC history for a single project—for the proposed \$96 million UMKC downtown arts campus.” While there he was also responsible for a 45 percent increase in enrollment of students of color and international students. Witte will begin his appointment at Pacific on July 1, 2017.

#### V. A Bit of Stockton News—Mike S.

After last year’s mayoral election on November 8, former City Councilman and Stanford graduate Michael Tubbs replaced Anthony Silva as Stockton’s mayor. Six days before the election Tubbs had been endorsed by none other than President Barack Obama himself. And less than 4 weeks before Tubbs took office, he responded to Obama’s invitation to attend a White House holiday party in December.

Six years prior to the invitation Tubbs must have made an impression while serving an internship in the White House that focused on intergovernmental affairs but often found him outside in the cold greeting guests and confirming that the Secret Service had approved their right of entry.—Before he flew east, Tubbs assured the public that no public funds would be used for his trip. After his defeat at the polls, the former mayor, on the other hand, has recently returned from a vacation in Colombia. And, I’ll let you read the rest of that headline-grabbing story in the *Stockton Record*:

<http://www.recordnet.com/news>

#### VI. News from Members—Mike S.

**Deann and Lee Christianson** spent an interesting week in January in Yellowstone National Park. “The trip was a Road Scholar’s program based out of Gardner Montana and the Winter Lodge in the Old Faithful area. The roads in Yellowstone are closed in winter except for ski mobiles and snow coaches. Each day the snow coaches were out on the roads looking for animals and stopping for short hikes into thermal areas. Avoiding the buffalo on the roads was an interesting aspect of traveling. The highlight of the trip was probably watching a wolf pack consisting of five adults and four pups for about an hour. The weather was cold at first but warmed throughout the week. The Yellowstone thermal features are quite spectacular in winter and animals tend to congregate around the warmer areas. It is a great trip if you like winter.”

After living a large part of my life in the Midwest & on the East Coast, I prefer nice photographs of snow but loved Yellowstone in sunnier weather!

From **Ed Pejack**: “Ed and Carmen drove to the Consumer Electronics Show in Las Vegas in January 2017. Here one can see and experience all sorts of gadgets that the developers hope will be the “next big thing”. On the drive there they stopped at Paso Robles at the ranch of Gavino Villa, member of the first graduating class of mechanical engineers. Gavino retired from Lockheed several years ago and now has a huge commercial bamboo farm. Son Patrick joined them in LV for the show.”

**The Suttons** send the very best of New Year's wishes to all.

"This was a very different Christmas season for them. Connor decided to visit my brother at his 'estancia' in Uruguay. He was joined by Allison and her two boys, and since it is so far away, they decided to make the stay memorable and were there for three weeks. He is on his way back to Redmond as I start this letter. I cannot wait to hear all the details.

I do NOT enjoy long plane trips, and usually end up with some kind of respiratory problems, so I prefer something closer to home. Son Matt's daughter, Sammy, decided that she would like to go to Sedona, AZ again, so I joined them for a very relaxing week. Matt and Jeni did most of the cooking, we played lots of games, Santa brought some fun stuff, we hiked, they biked, we did the shops and galleries, and I, for one, had a wonderful time.

Arriving back in Redmond on New Years' weekend, I was inundated with snow. This was an even bigger event than last year. So, home alone, dealing with FEET of snow, I have been fretting about everything. Will the roof cave in; ice dams at the roof edges, roof vents covered, unable to get out of the driveway until the neighbor came over with his ATV with a blade and cleared a narrow path out. It finally stopped, and I was able to shovel a wider access out.

We have now had two consecutive days without any more. So, my drive is passable. Connor's plane is due in around midnight, so it will be a VERY slow trip to the airport. It is not far, but the temperature is approaching the low teens which means icy roads. This southern California transplant is learning about bad weather.

Obviously, this has been a memorable month. The rest of the year pretty much followed our usual. Love the yard here in Redmond, visitors both here and at the coast, fishing and crabbing during the summer, the gathering of the Outland cousins on Anderson Island in Washington in August, and a wonderful Timeshare week on Orcus Island in the Puetget Sound in September. Connor got tags for both deer and elk, and again enjoyed teaming up with our nephew, Will. They camped out in eastern Oregon; Will connected with a deer, which he was generous in sharing with us. They saw a lot of cow elk, but the bucks are pretty smart about maintaining a low profile during the season.

I am starting to have some trouble with my knees, doing a lot of PT, had a cortisone shot, but am thinking that if I want to remain active, I may be looking at a replacement. This aging process is NOT always fun and games.

Otherwise, we cannot complain. Connor keeps active with many projects. He still enjoys cutting down trees and splitting it up for firewood. I am still quilting, both at the coast and here at home. I enjoy ringing handbells, and we have a fabulous director who challenges us more all the time.

We wish you all the wondrous joys of the season, and a happy, healthy 2017." Maybe you two need a sunny & cool week or 2 in Stockton—better hurry though!

**Roy Whiteker**—"Things are still going well for Jean and Roy Whiteker in their comfortable cottage on the grounds of O'Connor Woods, although Jean is now using a walker when she goes to meals and to attend activities at the Woods. Crazy as it may seem, we are booked on a fifteen-day Panama Canal Cruise next month. We leave from San Diego, go down the coast of Mexico for a couple of stops, then to Guatemala and El Salvador, through the canal, and on to Ft.

Lauderdale after stops in Colombia and the Bahamas. Should be fun if we're up to it. Last week I went with a 25 year-old friend to a hockey match in San Jose. I missed our aisle when returning from a comfort trip in the last period and had to stop in an empty seat to catch my breath from climbing up and down far too many stairs. I was absent for only a half an hour before my buddy decided to come looking for me. There have been no lasting effects from the excursion, although I did experience leg cramps for the next two days." Glad you were found Roy! Hi and all the best from the Emeriti!.....

## VII. Obituaries

**John Blasingame**—Emeritus Associate Professor of Business John Blasingame passed away on Nov. 7, 2016. He brought a practice-based knowledge to his courses in organizational behavior and strategy in the Eberhardt School of Business for 17 years.

A Celebration of Life was held on Sunday, Nov. 20, in Rawlinson Hall at Paradise Valley Estates in Fairfield. Those who wish to do so may make a contribution in his memory to his favorite charities, Collabria Hospice or the Alzheimer's Association of Solano County.

Blasingame joined the faculty of the Eberhardt School of Business in 1982. Prior to moving into academia, he had worked as a production supervisor at Western Electric Co. Inc. in Houston for many years. He was well versed in organizational development techniques and conducted several management training programs in transactional analysis, time management and human behavior in organizations, and has written several articles on issues in these areas. He also participated in the SBPA Small Business Development Program.

He was well regarded and respected by his faculty colleagues and was known for being a true gentleman and quiet leader on campus. Blasingame placed a tremendous effort into his teaching and was an advocate for real-world learning of his students. He retired in 1999. In later years, he was active with Collabria Hospice in Napa Valley and was instrumental in raising thousands of dollars in support of Alzheimer's research and treatment.

**John Carew**—Member of the Department of Economics at Pacific since 1967, John retired in 1995 with the Order of the Pacific. Most recently a resident of Sacramento, he passed away in December 2016. His friend and colleague at Pacific, Roger Barnett wrote the following about John: "Francoise and I were close friends with the Carews, but I did not know much about his work at UOP, either in economics or elsewhere. Along with the Ericksons as well as John and Muriel Brown (Pharmacy) we often met at one or the other of our houses, or sometimes went out together to dinner. We had all come to UOP about the same time. Erling Erickson was the only American born person among us (the Browns and Ruth Erickson were Canadians, Jean Carew and I were English, and Francoise French.) Erling Erickson grew up in North Dakota, a short distance from the Canadian border, so we all felt that he too was one of us."

**Howell Runion**—1933-2016. Howie—so-called by his friends and students—died peacefully at home under hospice care on May 3, following a long battle with dementia. He was born in Ann Arbor, Michigan in 1933 and enjoyed an idyllic childhood in Orono, Maine, playing in the woods and fishing in the nearby Penobscot River a block from his home. His family moved to Stockton in 1947, where his father, Howard Runion, founded the speech and hearing department at the University of the Pacific.

In 1954 Howie earned a bachelor's degree in chemistry from UOP. He joined the Marine Corps in 1952 and upon graduation from college did his active service in Japan, Okinawa and the Philippines. He was honorably discharged from active duty in the Corps in 1956 with the rank of Captain, but remained in the Marine Corps reserves for 9 additional years.

Howie taught biology at Lincoln Senior Elementary School and later became chair of the science department at Lincoln High School.

He earned a Master's degree in biology from the University of Oregon in 1963 and moved his family to Glasgow, Scotland in 1965. In 1968 he was awarded a Ph.D. in electrophysiology from the University of Glasgow.

During a Sabbatical leave in 1977, Howie returned with his family to London to attend the Queen Square Institute of Neurology as a postgraduate fellow.

Howie taught in UOP's School of Pharmacy for 34 years, taking time out during his forties to earn a physician's assistant degree from Stanford. He practiced neurology as a physician's assistant for 15 years, working with local neurologists Doctors Ron Dugger and Peter Gannon.

During an illustrious teaching career, Howie earned two Outstanding Educator of America Awards. Upon his retirement from teaching, he received The Order of Pacific, UOP's highest honor. He was an expert lecturer, often speaking about dementia, which he frequently saw in patients at the medical practice.

A lifelong Methodist, he was also an accomplished insect photographer, seeing the hand of God in these intricately beautiful creatures. Howie is survived by his wife of nearly 57 years, Dianne, sons Scott and his wife Heather, Timothy and his wife Paula, his three grandchildren Kyle Brown, Kendall and Rachael Runion and his nephews Brett and Lee Runion.

His Memorial Service was held at Morris Chapel on May 20 at 11:00 a.m. In lieu of flowers, the request was made for contributions to Hospice of San Joaquin or in honor of Dr. Runion, to the Pharmacy Memorial Scholarship at the University of the Pacific Thomas J. Long School of Pharmacy and Health Sciences.

(Editor's note: I send my sincere apologies to Dianne Runion and her family for the tardiness of this obituary. I cannot claim ignorance of Howie's passing since I was present at his memorial service on May 20, 2016 in Morris Chapel and, indeed at this point in time I am simply unable to explain why this happened. Howie deserved better.)

**Jane Lewis**—Recent Executive Director of Human Resources at Pacific with whom the Emeriti Society often worked and who often supported our efforts by donating wine to our events as a symbol of her support. (Bill Topp) President Eibeck wrote of Jane's passing on February 22, 2017: "It is with profound sadness that I announce the passing of a dear Pacifican, Jane Lewis, who served the university for more than 40 years. Jane passed away yesterday after a brief but serious illness. Jane came to Pacific in 1973. She held a variety of roles during her long career, most recently serving as Executive Director of Human Resources. Jane was a deeply committed and highly respected HR professional – as indicated by the numerous university awards she won in recognition of her devoted service. . . . We will miss Jane very much, and extend our deepest condolences to her three daughters and their families. Donations can be made to the American Cancer Society in remembrance of Jane Lewis. . . . Funeral services (were held) on Tuesday at 10 a.m. at St Michael's Church, 5882 N. Ashley Lane, Stockton."

**Silvio Rodriguez**—Provost Maria Pallavicini wrote of Silvio on January 17, 2017: "It is with sadness I share the news . . . that chemistry professor Silvio Rodriguez passed away Jan. 17 after suffering a hemorrhagic stroke. Silvio taught chemistry in the College of the Pacific for more than 38 years. He was the only faculty member to receive both the [Faye and Alex Spanos Award](#), which recognizes a longtime COP faculty member for teaching and mentoring, and the [Stephen E. Corson Award](#), which recognizes a COP faculty member for distinction in the teaching of freshmen students. Silvio touched the lives of countless students and often provided advice and guidance to faculty colleagues. He was an outstanding scholar, teacher and friend."

## VII. Academic Council Summary Notes—Roland di Franco

AC Council Meeting Summary Notes October 13, 2016

Chair report- gender equity charge has been put together to examine disparities in pay in the President's Report (3:10pm)

- Diversity and Inclusion at the University
- Diversity and Leadership Team
- Chris Goff, Steve Jacobson, Chawnee
- Traci Simmons;
- Town Hall forums – not widely participated in
- Short term and long term actions
- Regent's next week – talking about diversity next week
  - o Inclusivity and civility
- Undergraduate enrollment data
  - o Tremendous change in racial composition of undergraduates
    - ! White students dropped from 60% to 20%
    - o African-American students 3.9 – 2.7%
    - o Faculty Diversity 1994
      - ! Female faculty now at 43%
      - o Number of black faculty 2% to 1%
      - o Actions in the short term
        - ! Inclusivity group (diversity leadership team, T9, reps from other campuses)
        - ! Undergraduates from other campuses
        - ! Updating the hiring process

- Bias training
- HR – system to support search committee systems
- ! Association on Governing Boards
- Diversity, Inclusion and Civility
- How diverse are members of the board?
- o How can the board hold the university accountable?
- o What are our policies on freedom of speech, and academic freedom, student conduct – soliciting faculty on this issue.
- ! Absence of leaders of Asian and Hispanic background
- o Question: is Pacific experiencing “white flight” – a symptom of our declining quality?
- o Question: More diversity in the Board? How will that be accomplished?
- ! Diversity of Disciplines
- ! Geographic
- ! Type of employment
- ! Board reflects the average classes from the 1980s
- ! Younger alumni
- Alumni who reflect the diversity of other, more younger, classes
- o Question: How many students are first generation college students?
- ! 1/3 of our faculty are 50 years or older
- ! change the diversity of our faculty at the assistant prof ranks
- o Form a University Diversity Committee
- Provost
- task force on faculty compensation plan
- defining who are our peer institutions are
- o need more targeted institution
- philosophy statement for faculty compensation
- What do other universities use to reward faculty for teaching and scholarship?
- o Using a geographic index to scale compensation models.
- Early next year we will be going to the faculty
- o [Board’s Human Resources Committee]
- Library
- o Repurpose/revisit the library to create more learning spaces in the library
- Received Graduate Consultation Report
- o Will be meeting with CGS chair
- WASC
- Academic Technology Blue print
- o Jeff Shafer, Art Sprecher, Vernon Smith– Chair of TEC
- Action Items 5 themes/priorities
- different groups will be having conversations with different shared governance committees [not made the work of the shared governance committee]
- want a plan by February
- What will it cost to accomplish these plans?
- Timing: something to the board in February

### **AC Meeting Summary Notes November 10, 2016**

**Chair’s Report:** chatter about the regent question on tenure. new regent just wanted to understand the historical context for and value of tenure to Pacific

**President’s Report:** impact of the election on Pacific. Trump is largely unknown in higher ed.

- o Has said that he would shutter the Dept. of Education

DOE responsible for federal financial aid

Responsible for accreditation of higher ed (loosely)

- § FERPA; Title IV – expectations of university practices for higher ed

- § Title IX

- § Higher education act (reauthorized every 10 years)

- § Don't know what form this will take in the

Said that he wants college more affordable

- § Capping student loan repayment

- § Getting usdoe out of the higher education student loan business

Doesn't think endowments should be exempt from taxation

Lobbying efforts to tax endowments over \$500 million We are approaching \$400 million in endowment

- o Concern about his rhetoric

- § Possibly less friendly visa policy

- o Trump University: Currently under trial

- § May remove regulations on for-profit education institutions

- o Silver-linings

- § Advocates for free college would have hurt Pacific—money would have gone to public schools exclusively

- § Any rational thinking – Trumps base has been rural blue collar workers

- Bringing jobs back – will require an educated work force to work with automated robotics

- § Each of the past two presidents wanted to make big changes in education and found that difficult to do given the immense bureaucracy

- o NAICU (National Association of Independent Colleges and Universities)– advocate for private universities in the federal sphere – meeting in February

- § President will provide update to AC Chair after this meeting

- Worried that the new leadership in Washington may create a climate where it is ok to not be civil
- Questions: what will be the impact of repeal of the affordable care act on our students? Patrick Day will be investigating this

### Provost's Report

- Muslim students do not feel safe now (in the aftermath of the election)
- Expects to see more anti-Muslim; anti-Chinese incidents
- NTT Faculty Taskforce Report – please read the report
- Chemical and Lab safety – DH and S
  - o Common database of all chemicals in labs
  - o Common way to order chemicals; track chemicals in labs
  - o We have a responsibility to make sure the people in our labs are trained in the use and safe handling of the chemicals used in labs
- Vivarium ---- Use of animals for research needs greater attention
- WASC
  - o Can't transfer more than 6 units into a graduate program
  - o Academic infrastructure§ On line proposal process§ Link it up to registrar and AAC
- Piloting Paperless Promotion and Tenure process
- Workload module
  - o What is faculty workload? o Faculty workload policy
    - § 50% on teaching; research and scholarship; service
    - § WASC – have to show that you are following your workload policy
    - § Workload module in banner
    - § Looking at the data from all of the schools by December
- Personnel
  - o Vernon left as V. Provost of Distributed Learning – we will search for this position
  - o Graduate Dean – need a full time grad dean to address grad issues on all three campuses
- Pacific 2025

- o Sharepoint site for Pacific 2025:  
<https://share.pacific.edu/sites/provost/p2025/SitePages/Home.aspx>
- o Meeting with shared governance committees
- o No faculty came to the Stockton open forum on Pacific 2025
  - § Suggestions to improve attendance. Response: faculty feel “meetinged out” . They need to understand the benefit of their voice being heard in this process; faculty have been told their voice matters, but that has not been their experience . Question: Would an all faculty meeting meet the Provost’s needs for input?

### **Action Items**

- Elimination of 2 year rule – proposal to have faculty evaluated for P&T according to the unit guidelines in effect at the date-of-hire, rather than according to guidelines in effect 2 years prior to year of candidates’ tenure and/or promotion review (in the event guidelines were changed). Passed.
- Eliminate Summer Session Advisory Committee and Experiential Learning Oversight Committee. Passed.

### **President’s Update on Strategic Investment Funds (SIF)**

- update on the status of the fund (two spreadsheet handouts)
  - o <http://www.pacific.edu/Documents/provost/AcadCouncil%20Monthly%20Documents/FOOF%20reallocation%20from%20admin%20to%20acad.pdf>
  - o <http://www.pacific.edu/Documents/provost/AcadCouncil%20Monthly%20Documents/SIF%20Worksheet%20-%20Model%20with%20Sac%20Campus%20cost%2011-8-16.pdf>
- 6% from academic and 7% from administrative enterprise to generate a \$15mil reinvestment fund
- ended up with a \$13 mil SIF fund coming out of the Stockton campus budget
  - o \$2mil came from positive budgets
- contribution from the heart of the university was \$2.7 mil
- SEP Enrollment management – reallocation came out of both academic and capacity areas
- PE has asked all SIF proposals to be on hold for a while, until we refresh our strategic plan

Questions: investing \$4mil in Physician assistant program: do you expect the program to be in the black by 2017?

- o All programs expected to be in black after three years; all programs have a teach out plan
- The bulk of the base cuts came from undergraduate academic cuts (which have not been restored), while administrative base cuts have been restored
  - o PE: this has done phenomenal good for new programs (with one exception) that have proved robust for new grad programs
- When will we see a net positive revenue in our reinvestments?
  - o PE: we are behind in realizing our costs for our individual programs—but we are ahead from a whole institution level
- How will we decide if the money thrown at a program is actually worth it?
  - o Continual evaluation of the financial viability of new programs
- What is the projection for the Sacramento Campus
  - o Aim is for 600 law students, and 600 graduate students

### **Overview of the Reaccreditation Process – Cyd Jenefsky**

- Our last accreditation was in 2012 with an interim report in 2015. This will be a longer reaccreditation process, through 2019. It will start with a self-review, then peer review and the last year is WASC senior review and action. WASC= WSCUC.
- WSCUC action could be for 10 years (highest), or possibly 7 years w/interim report. The level depends on how well the team determines we meet the standards.
  - o Benefits of accreditation – access to title IV funds, other federal funding, certification between Dept. of Education and our creditors – financial aid. 2) Puts us in the pool of institutions that accept transfer credits from other regional WASC schools.

Three primary commitments: 1. Student Learning Success (retention, graduation & learning achievement),

2. Quality and Improvement (faculty ownership of program level achievement, learning expectations, faculty use of results for improvement)

- a. In 2012 and 2015 this area was identified as an issue for Pacific and it will most likely be a line of inquiry for this round,

3. Institutional Integrity, Sustainability & Accountability

- a. Standards: four, with 39 criteria (where we need improvement).

1. This round will be different from the last round – last round WSCUC focused on organization, learning, whether we have processes in place for

ongoing assessment, transfer review policies and compliance in general. This round, in response to external changes from the public, Congress and the Dept. of Education; it's an accountability/consumer protection framework.

2. How well are we serving our students? In the past "locus parentis", traditional student model of 17, 18 year old student living on our campus (we were the parent substitute), therefore Dept. of Education prescribed to the University responsibility for the care of the student. This is still in the Higher Ed Reauthorization Act.

3. Now the prominent theme is consumer protection, for example student debt loan, cost of programs, communication to students & parents and security of campus. WSCUC is the intermediary between Pacific & the Department of Education. Student demographic changes bring WSCUC focus on sustainability.

4. WSCUC timeline.

1. First draft of the self-study will be completed by end of Fall 2017, gather feedback, revise and resubmit in Summer 2018.
2. Fall 2018 the WSCUC will review the study and formulate lines of inquiry, there will be a video conference call with the peer team (pool of individuals selected by WSCUC, areas of focus) for clarification, and then lines of inquiry will be formalized.
3. Lines of inquiry will be utilized in Spring 2019 onsite visit (Pacific will receive them in advance). Onsite review will be a focused, narrow review.
4. June 2019 Commission action will be issued.

#### Components of the Institutional Report:

- Self-Review Under the Standards: Steering Committee conducts the self-review analysis, currently underway as a diagnostic for Pacific only, the submitted review will be diagnostic for the peer review team
- Inventory of Educational Effectiveness Indicators: Update to chart that lists all programs, learning outcomes communication, assessment results & use of findings in the latest program review
- Meaning, Quality, Integrity of Degree (MQID) – Response to public concerns, covers undergrad and graduate. This is a research project dedicated to inquiry in its first year.
- Educational Quality – Program level outcomes, core competencies (writing, critical thinking, oral communication, information literacy & quantitative literacy)
  - o Ensure graduates have these as a basic minimum. Justin Low is overseeing the core competencies project
  - o This is a University wide conversation.
- Student Success – Refers to retention, graduation and post-graduation

- Quality Assurance and Future Sustainability refer to financial & planning
- Conclusions
  - o Pacific needs to show that we understand our issues and have a plan to address them
  - o Working groups – member of the steering committee will chair the working groups.

§ How were members of the working groups chosen?

Cyd: Faculty Chairs and by issue: for example student success – existing student success committee,

MQID & Educational Outcomes: Patrick Day provided members from Student Life.

Working group will reach out to the constituencies with their primary questions. Stakeholder engagement will evolve over time, even if you're not in the working group.

### **AC Summary Notes December 8, 2016**

#### Honorary Degree Selection - Executive Session

- AC voted on honorary degree recipients
- AC members expressed a desire that the sub-committee on Honorary degrees provide a brief summary of the candidates under consideration prior to voting on who we endorse.

#### Consent Agenda – Approved

#### Chair's Report

- White paper on importance of tenure track for Regents (being drafted by J. Hole) will be distributed to AC when ready, prior to being placed in BOR materials book.
- Compensation task force
  - o Looking at schools like us for faculty compensation
    - § Private vs. public
    - § Faculty to student ratio
- WASC Steering Committee
  - o 39 criteria for review – narrowed down to a particular theme
- Gender Equity Charge

- o Conversation with president will start early next semester
- Student Evaluation of Teaching have shown a bias against women and faculty from underrepresented minorities

#### President's Report

- transition in federal government has raised questions about the impact on our students, specifically DACA (Deferred Action for Childhood Arrivals)
- desire to protect our undocumented students studying at the university
- university has to comply with the law, does not want to resist losing student aid as well as other forms of federal aid (e.g., NIH, NEH)
- DACA – executive order that can change with a new President
  - o See <https://www.uscis.gov/humanitarian/consideration-deferred-action-childhood-arrivals-daca> for more information
  - o We have 4 DACA students at Pacific at this time
  - o Does not give a green card, work visa, or path to citizenship
- Even without DACA protection it has not been the practice of ICE (Immigration and Customs Enforcement) to visit and deport students who are part of a university community
- Underscore community of inclusion while also complying with the law
- Providing support and counseling for our students
- Hope that McGeorge faculty and students would consider an education campaign at the Stockton campus to inform students and faculty about immigration rights

#### Provost's Report

- series of discussions between Berit and women faculty to address their concerns and the climate at Pacific
  - o extension of findings and data from the COACHE survey
- NTT faculty continuing to work on holistic compensation, looking at geographically related peer institutions
- Pacific 2025
  - o Good comments and lively discussion from that conversation

- o Teams will focus down those initiatives to one or two
- Strategic Planning Committee (SPC) will meet in early January
- State Authorizations: if we want to do anything outside CA (marketing, recruitment, teaching a course) there are procedures and processes for securing this permission
  - o We have hired a staff member to work with faculty to secure such authorization
- Job Openings:
  - o Provost's office is recruiting for a Graduate Dean position
  - o Powell Scholars Director open
  - o Assistant Provost for Diversity open
  - o Vice Provost for Educational Innovation (Vernon Smith replacement)
  - o Conservatory Dean search (candidates coming in January)
  - o Law School Dean candidates are currently visiting campus
  - o Eberhardt School of Business – Lewis Gale has stepped down; interim Dean has been appointed

#### Action Items

- AAC and CGS committees – a change in committee charge  
[http://www.pacific.edu/Documents/provost/AcadCouncil%20Monthly%20Documents/FHB%20Revision%206.2.1%20and%206.2.4\\_AAC%20Approved\\_12.1.16.pdf](http://www.pacific.edu/Documents/provost/AcadCouncil%20Monthly%20Documents/FHB%20Revision%206.2.1%20and%206.2.4_AAC%20Approved_12.1.16.pdf)
  - o Proposal to divide the work between undergraduate curricular review and graduate curricular review into two parallel committees (AACU: Academic Affairs Committee on Undergraduate Studies and AACG: Academic Affairs Committee on Graduate Studies) instead of CGS as a committee whose work reports up to AAC and
- The proposal to change the charge of AAC and CGS passed
- MS in Cybersecurity
  - o Enrollment goals – 20-25 students
  - o Pursuing accreditation with NSA
  - o 10 courses towards the degree

§ 2 FTE (one Tenure Track search currently underway; current support to hire adjuncts)

- o Students will be paying standard graduate tuition (\$1520 per credit hour)

#### Pacific Technology Blueprint

- idea was to turn ideas in the blueprint into SIF funding proposals
- desire additional engagement with faculty about tech
  - o enterprise technology (foundational tech: internet, email; banner)
  - o academic technology (canvas; webex)
- Go back to units in Spring 2017 to solicit more feedback
  - o Have reps from CTL and TEC to meet with units to showcase new technology initiative proposals
  - o Confidence building and education initiative about current technology available at Pacific for faculty by units
  - o Explore reallocation of funds that already exist

#### NTT Discussion

AC Broadly discussed the following proposed changes

<http://www.pacific.edu/Documents/provost/AcadCouncil%20Monthly%20Documents/ACFHB%20Change%20Form%207.1.1%20.pdf>

<http://www.pacific.edu/Documents/provost/AcadCouncil%20Monthly%20Documents/ACFHB%20Change%20Form%207.1.4%20%20.pdf>

<http://www.pacific.edu/Documents/provost/AcadCouncil%20Monthly%20Documents/ACFHB%20Change%20Form%207.3.1%20.pdf>

<http://www.pacific.edu/Documents/provost/AcadCouncil%20Monthly%20Documents/ACFHB%20Change%20Form%207.3.2.pdf>

### AC Meeting Summary 1/26/2017

#### Consent Agenda

- Passed

#### Chair's Report

- All faculty meeting Tuesday, March 28<sup>th</sup>, 12-1pm Library Community Room (lunch will be provided)
- GE brain storming session: Tuesday, February 14, 12-1:30pm
- o Location: Library Community Room
- Meeting with HR to improve and streamline onboarding and off-boarding of faculty

- o Focus on easing the process for hiring and setting up NTT adjunct faculty in time to teach their courses
- Veterans Center – language is being proposed to adapt Pacific’s attendance policies to better accommodate veterans and students with military commitments
- o Policy subcommittee is being formed to address the broader needs of Pacific’s veteran students

**President’s Report - President Eibeck**

- We have reached the midpoint of our capital campaign \$152.4 million
- Enrollment: 12,700 undergraduate students is our targeted goal
- o We currently have 11,532 freshman apps
- o Chris Krzack – hired as new Director of Admissions
- Budget: Institutional Priorities Committee (IPC) – working on early estimates for next year’s budget
- o Budget goes to Board in the May meeting
- o Early March – budget will be submitted to campus for feedback
- o Budget is looking tight
- § Feel good about enrollments
- § Growth of financial aid given to students
- § Increase in aid is coming from discount rate
- § Institutionally our discount rate is in the low to mid 20%
- Gone up for first year students
- We are discounting our tuition 43% for our entering first year class
- First year students who came in at 36% discount rate are being replaced by freshman who are paying less
- § **Question:** How is it decided that the discount rate goes up?
- IPC examines this each year
- o As we are concerned that our yield rate has been only 9% we perform analytics to see if we should set a different discount rate to reach our targeted enrollments
- o Asked experts to come in and look at year to year patterns
- o Discount rate correlated to the students we are looking at admitting
- § **Question:** How is our partnership with Shorelight going to meet these goals?
- Seems to be going along well
- § **Question:** Do you anticipate challenges with shorelight given the changes of this administration?
- Yes.
- Affordable Care Act: changes in ACA may reduce state budget available for cal grants
- The CA Legislature deferred action on cutting cal grants for private schools in the past; this may change.
- So much uncertainty about how actions in Washington will impact California.
- NAICU (national association of independent colleges and universities) – going back to meet with lobbyists in Washington.
- § **Question:** What about sanctuary cities/universities?
- Raquel Aldana – invaluable in helping the university develop a response to the rapid changes in immigration policy
- President Trump – cities will lose federal funding if they do not cooperate with ICE
- Inevitable that such issues will go into the court system
- § **Question:** As discount rate increases, aren’t the schools getting less and less of the tuition?
- 58% to 71% going to administration
- Prior budget comes forward
- Increases in discount rate—decrease in incremental revenue coming to the university.
- o We have spent incremental revenue on benefits

**Provost’s Report – Provost Pallavicini**

- Conservatory dean candidates are on campus

- Graduate dean – search firm selected to recruit candidates
  - o Airport interviews – done at Airport Hilton
  - § April 6 and 7 – airport interviews
  - § April 17 and 28 - candidates coming to campus
  - Provost’s office will be hiring the following:
    - o Chair of UOP international
    - o Director of Undergrad Research
    - o Director of Powell Scholars
    - o Associate Provost for Diversity
  - Paperless P&T process
    - o Pilot program – next fall, all materials will be submitted electronically
  - § Question: will this include the scanning and dissemination of books published by faculty?
  - Workload policy
    - o Have to show that you are complying with the workload policy
    - o Want to track faculty teaching, service and scholarship over different semesters – School of Ed. is piloting a tracking program
  - § Get data out of blackboard analytics
  - § Use the data for faculty compensation taskforce to benchmark with our peers
  - Pacific 2025
    - o Refresh of Pacific 2020 (started in August of 2016)
  - § Priorities developed
    - Thriving Students
    - An Integrated 21st Century Liberal Arts Experience
    - Leading Health Care Education
    - Growth and Financial Sustainability
    - People, Culture and Infrastructure
  - o Strategic planning workshop late last year
  - § too many priorities – need to focus
  - § cabinet/spc – how can we focus?
    - Work that we need to do is ongoing, operational, not bold or innovative
  - o Cost accounting
  - o We already do a lot with people and culture
    - What emerged: 3 priorities
  - o Thriving students
  - o 21<sup>st</sup> century liberal arts
  - o leading healthcare educator
    - we will be discussing these with the regents at the February board meeting
    - We need to provide excellent services to our undergrads to make sure we are worth what our students pay for tuition
  - § **Question:** what are the budgets associated with these initiatives
  - § **Question:** what is the difference between thriving students and student success?
    - we have to improve our graduation rates, our retention rates
    - thriving is based on what students learn at Pacific
    - we have to look and work together to support our students
  - § **Question/Comment:** How are we defining these terms? How are we measuring “thriving students?”
    - PE: we have just completed a robust study of our recent graduates
  - o 88.3% of our of UOP baccalaureate graduates are employed, have been accepted to graduate/professional school, or are completing a postgraduate internship, fellowship, military or community service experience within six months of graduation
- Action Items**
1. FHB Changes to Titles to allow prefixes or suffixes to apply to Non-Tenure Track faculty
    - a. Motion passed to approve these title changes

2. SIS P&T revisions
  - a. Moved to accept the SIS P&T guidelines with the provision that the criteria for promoting to full professor be revised to read that the minimum criteria is “necessary but not sufficient” to achieve promotion.
3. Graduate Student Course Load Policy
  - a. Pacific did not have a policy on how many units constitute a full course of study
  - b. For international students this became an issue for complying with federal requirement

#### **Discussion Items**

- Relying only on Student Evaluations of Teaching (SET) to evaluate excellent teaching
- o Effort to reduce gender and racial bias in student evaluations of teaching throughout Pacific by using multiple sources of review of faculty teaching
- o Some would like faculty to use a portfolio based system of evaluating a faculty member’s teaching, rather than exclusively using student evaluations of teaching as a measure of teaching effectiveness
- o Should the university require faculty to receive anti-bias training?

#### **What’s on your mind?**

- An NTT faculty would like to join the emeriti faculty after retirement: this was referred to the emeriti representative on AC Council (Roland di Franco) to discuss with the emeriti society
- Morale issue: we are pulling money away from what needs to get done, and sacrificing important things to the life of the university
- o Money from fundraising is being directed to student scholarships
- o There is an academic component to the Powell funds
- Concern about administration outsourcing support services for students at our 3 campuses

### **AC Summary Notes March 9, 2017**

Minutes will be available at the next meeting. Chair’s Report

- April meeting: NTT taskforce report and participation in shared governance discussion
- **Exec. Board** – felt that we should let units decide who could represent their unit
  - Limit to 1 contract faculty member representative from each unit
  - Must be limited to a faculty on a three year or longer contract
- **Faculty Handbook changes**
  - o Reorganization of table of contents will be coming forward
- **Compensation Task Force**
  - o Considering different compensation models for
- **Emeriti – Contract Faculty**

Went with Associate and Full ranks in contract faculty as a determiner of eligibility for Emeriti society

## Kieran Holland– Institutional Priorities Committee

Budget update - summary of the presentation given during the budget forum earlier this week

- **Strategic Investment Fund (SIF)** (3 types of investments)

1. Academic Programs 2. Capacity Investments 3. Strategic Excellence in Emerging Directions (SEED)

- **New Academic Programs**

1. MS Athletic Training 2. BS Media X 3. BS Actuarial

- **New Approved Capacity Initiatives**

### Projected Enrollments

- 934 new first year students

- Tuition and tuition revenue

- o Board approved tuition rate: 3.9% increase in tuition for undergrads for next year

- § Discount rate is also increasing

- § Discount rate is included in calculating the net revenues for next year

- o Shorelight numbers are not included in our enrollment numbers

Question: what is the process for receiving reports back for determining whether these programs are revenue neutral/positive?

currently collecting data on newly funded units

Question: if not revenue neutral (or negative) will the teach-out be automatic?

- o MP: not automatic, decisions will be based on context: there may be reasons why a unit is not revenue positive within 3 years

### Provost's Report

- WASC – each Dean has received a spreadsheet from Institutional Effectiveness about their units and what data is visible

- Faculty Compensation Committee for TT faculty

Looking at workload as well as compensation, teaching, service and scholarship

- **NTT Taskforce**

Setting aside \$300,000 to address market equity for NTT faculty

Increase in pay based on what?

Coming up with a policy/plan for NTT faculty compensation

Doing a similar study for staff (Greg Walters)

Progression criteria for NTT

- **Position Searches**

Grad Dean search: candidates coming the last week in April

Powell Director Search: make decision at the end of Spring Semester

Director of Undergrad Research: interviews are taking place

Assistant Provost of Diversity: decision should be reached at the end of the semester

UOP International: also should have decision by the end of semester

University College Dean

CPCE: an opportunity for us to grow; targets working adults

Need an academic dean

Need an academic leader

Wants a university college dean who will focus on degree completion, quality in non-credit bearing courses (not a vice-provost)

Grow these degree programs, work carefully with CTL

Another position (suggested by Credo): associate provost of student success

Gen Ed review: one suggestion: someone responsible for undergraduate education

A vice provost that works across the university on undergraduate education

Undergrad is as valued as grad—at the dean level

**Question:** what is the reporting relationship between student life and this academic position?

Someone has to be accountable for making these things happen for undergraduates

Student life has different learning outcomes every year

If we have a central grad, we should have a central liberal arts

## **Pacific 2025**

Two foci: Thriving students and Growth

How do we bridge the silos between student life and academics

How do we become one truly 3-city administration?

Health: Should we think about having a school of health?

## **Action Items**

1. Revision to faculty handbook: 12.6.3
2. Addition to Emeriti Society (approved)

## **Information/Discussion Items**

On Thursday, March 30, Academic Council will host a discussion on Non-Tenure Track Faculty and their role in shared governance from 3-5pm in the Library Community Room

Reaccreditation Update

WASC Presentation by Cyd Jenefsky

Study Abroad – Susan Giraldez

International Program and Services – Committee Reports

Education Abroad: 1. Faculty led programs 2. Third party providers 3. ISEP Direct 4. ISEP Exchange

Trends: Expand international program offerings. **Why?**: Study abroad alumni have higher graduation rate, higher acceptance into graduate/professional schools. **Why?**

1. Fluency in foreign language – the most valuable job skill
2. Faculty-led programs are popular with students and parents

Third party providers

1. Courses taught on a us academic calendar
2. Coordination with us undergraduate education
3. Options for full language immersion or English language instruction
4. Intensive support services, cultural orientation, close student supervision
5. Offer scholarships

- 6. Offer our faculty the opportunity to teach abroad
- ISEP Exchange
  - Academic calendars do not match US academic calendar
- **Recommendations**
  - 1. continue to strengthen and increase study abroad
  - 2. provide more scholarships for first generation college students to participate in study abroad