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Emeriti Society, University of the Pacific

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“. . . of Cabbages and Kings”
The Newsletter of the University of
the Pacific Emeriti Society
March 2016

I. RECENT EVENTS

Spring Luncheon—Judy Chambers

On Wednesday, February 17th, the Emeriti Society held an early spring luncheon in the Alumni House. Approximately 60 members enjoyed lunch and a Power Point presentation by Bill Swagerty and Reuben Smith titled CALIFORNIA’S DELTA –A Culinary Tour. It represents a follow-up report to a fascinating OLLI lecture last fall semester about a research project with which they have been involved over the past year. This time the emphasis was on the arable land of the Delta and the interrelationship of technological changes in agriculture since the Gold Rush. Funded by the Delta Protection Commission and involving other scholars, the larger project involves the entire history and culture of the Sacramento-San Joaquin Delta. Bob Benedetti, former COP Dean, is the project’s co-director.

Following the program we all enjoyed making our own deli sandwiches which were accompanied by two salads made from Delta products. The first was a lettuce salad with walnuts, pears, and vinaigrette dressing and a delicious potato salad (from Zuckermann Farms) from potatoes grown on the Delta. The “Delta Dessert” was devils food cake topped with Delmonte cherries and whipped cream.

Special thanks go to Christine Goidani, our Director of Catering for her special assistance with this meal and Mary Ann Chapman, Director of the Alumni House who makes meeting there so easy and enjoyable.

II. UPCOMING EVENTS

1. Emeriti Spring Wine and Cheese Event—Dick Abood

The annual Emeriti Spring Wine and Cheese event will be held April 15, 2016 from 3:00 to 4:30 PM in the President’s Room on the Stockton campus. The event will feature presentations about two new exciting graduate programs at Pacific. Rick Hutley, Program Director and Clinical Professor on the San Francisco campus will discuss the MS Analytics program. Mark Christiansen, Program Director and Associate Professor on the Sacramento campus will discuss the Master of Physician Assistant Studies program. Please plan to attend this fun and informative event. Invitations will be sent out soon.

III. REPORTS

1. **Communications Corner**—Bill Topp and Walt Zimmerman

We held two successful CAR (Chat About Retirement) events on February 3 and March 2. The first meeting had no announced program, allowing attendees simply to "Chat About Retirement." The second event focused on Making Connections—how to develop and maintain rewarding relationships with friends and with community activities. Both discussions were led by Bill Topp.

Connections may be developed through educational programs, travel, volunteer work and sports. The meeting concluded with a short slide presentation showing five internet resources addressed to these goals, including the Osher Lifelong Learning Institute (OLLI); The Stockton Institute for Continued Learning (SICL); Transitions Abroad; VolunteerMatch; and Sons in Retirement (SIR). We believe the discussions were rewarding and informative. Please contact Walt Zimmermann (zimmermanns@comcast.net) for further information. Further events in this series will be announced.

2. **Treasurer's Report**—Roseann Hannon

The Emeriti treasury had a balance of \$2,842 at the beginning of March, 2016. This academic year, we have been able to maintain the same charges for Wine & Cheese and luncheon events as in recent years (\$5/ for Wine & Cheese, \$20 for luncheon). This has worked well due to good attendance at both types of events and also due to donations (large and small). We hope to see you at future events and appreciate your support.

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

What are your memories about teaching at Pacific? What programs or courses did you develop, or help develop? Why did they seem important? Are these programs still available for students? If not, why not?

These are questions which only your recollections can answer. They have the potential to contribute to the history of the University. Your recorded words bring life and emotion to the print data. What was the campus atmosphere at the time? Was there agreement or disagreement with what interested you most in academics, teaching and administrative policies? Please consider adding your thoughts to the Emeriti Society Oral History Project.

As a starter, check out the sixty-one interviews of colleagues already online. Using the following URL: <http://digitalcollections.pacific.edu/cdm/search/collection/pacificoral>, you can go directly to the photos and interviews of our “Oral History Project.” Read through several of the interviews to get the feel of the conversation. Then just contact one of our Emeriti Society Board members about adding your thoughts and recollections to the Collection. We'll set the procedure into motion. You may suggest your own interviewer or, after we discuss it, we will arrange for one.

We sincerely hope that you will consider adding to the Collection. As emeriti, we have all given a lot of energy—creative and physical—to the University. That work is worth recalling and recording.

4. OLLI or “Lifelong Learning”—Mike Sharp

After 8 years of retired life and 8 years of OLLI courses and lectures I successfully applied last year for membership on the OLLI@Pacific Advisory Board. I think my interest in OLLI ties into my long held attitude toward teaching; that is, to teach you have to love the process of learning itself, of opening the self to ever broader perspectives on the world.

And who among the emeriti cannot point to numerous teachers in their lives—from the first grade through graduate school—who have played an inspirational role in this process? And this “transformational teaching” ability is alive and well in OLLI lectures and classes as well, including those taught by our own faculty at Pacific like Diane Borden (English & film), Xiaojing Zhou (English), Bill Swagerty (History), Reuben Smith (History), Simon Roe (Brubeck Institute) and Jim Hetrick (Physics). These are just examples of many more!

To celebrate Black History Month this past February, the newly appointed OLLI Director, DeeLynn Ravinius, invited a former colleague from Florida to speak about his book on the *Freedom Riders* in the South of the early 60s and his contributions to the documentary film, *Freedom Riders* (2010). The film marked the 50th anniversary of the first Freedom Ride in May 1961. Pacific's Bob Benedetti introduced the speaker, Dr. Ray Arsenault, whom Bob had met and interacted with during his early years at New College in Florida. For those of us still in graduate school in “those tumultuous days of yesteryear,” the Freedom Riders were symptoms of nascent revolutionary change coming from every direction.

And OLLI offers so much more. Just a quick look at this semester's abundant offerings gives you an idea of what is available every semester! Besides OLLI-sponsored happenings, the catalog—lists for the forgetful among us—“other lectures and events” at the University, “Culinary Edventures” for those cooks or would-be cooks, special interest groups such as a “Writers' Workshop,” Book Discussions groups, excursions to local places of interest,

short courses for those puzzled by their new I-Phones or Windows 10 or getting on to Facebook, etc. Take a close look at your next OLLI Catalog! You'll be glad you did!

Finally, it's obvious that such a rich and varied program has its costs beyond what the Osher Foundation grants its individual programs across the country. Individual costs:

Annual membership fee = \$30; Regular Semester fee = \$55; Semester fee for emeriti and retired staff = \$25; and there are some extra costs for individual offerings. For example, the Bird Safari in the Stockton Wetlands with the avian expert and author Davis Yee costs an extra \$15 this semester.

DeeLynn assures me that maintaining a level of costs that everyone can afford is one of her constant concerns.

5. Noteworthy Pacificans—Mike

a. Pacific Alumni—who may well have been in one or more of your classes!

Among the honored alumni participating on February 4 in an informational forum on campus were Ken Wornick '80, a geology major; Sue Keenom '80, a former Pacifican editor and communications major; Tim Ryan '80, a major in German and international relations; Patrick McDowell '81, an English major and Pacifican editor; and Dr. Susan Giraldez, '80, now an associate professor of Spanish at Pacific and chair of the Department of Modern Language and Literature. Ms. Keenom, who has held various positions since her graduation, now serves as senior vice president of state associations and board relations for the National Association of Broadcasters in Washington, D.C. Tim Ryan, fluent in English, German and French, has enjoyed 25 years of business success in Asia, Europe and the US and recommends learning another language or two to current students in order to improve their marketability. Patrick McDowell worked for the Associated Press for several years, covering such world-shaking events as the Rwandan genocide and the collapse of South African apartheid. He now resides in Jakarta, Indonesia where he is the Southeast Asia Bureau Chief for the Wall Street Journal and Dow Jones Newswires. All are impressive examples of Pacific's capacity to educate its students for noteworthy careers! You can listen to an interview with Pat McDowell on Capitol Public Radio at:

<http://www.capradio.org/news/insight/2016/02/03/insight-020316b/>

b. Pacific Emeriti—Long time familiar figures on campus

The first "News" item did not come from the Pacific alumna and current member of the Emeriti Executive Board, Judith Chambers, but

was lifted from the University's Newsletter, *Pacific Insider* (Feb 2, 2106)—just in case you missed it!

Judith Chambers '58, '60, Emerita Vice President for Student Life, was named a 2016 recipient of a NASPA Foundation Pillars of the Profession Award, honoring outstanding members of the student affairs community. Chambers will receive the John L. Blackburn Distinguished Pillar Award, their highest honor, at the 2016 NASPA Annual Conference in Indianapolis, Indiana, March 12-16. NASPA is the national organization for student affairs professionals with 15,000 members from 2,100 institutions across all 50 states.

Judy served as Vice President for Student Life at Pacific for 27 years. During her years in Student Affairs, she built a nationally recognized program. She was very active in her professional association at the state and national level. She received the two highest awards given by NASPA for her leadership in the Student Affairs profession. Before coming to Pacific, she worked at the Mt. Union College in Alliance, Ohio, where she was a Dean, taught speech as well as coached debate.

Paul Fairbrook—After a long and adventurous pre-Pacific biography—which brought him from Berlin to Palestine to New York—Paul came to UOP in 1965 to take charge of its dining services along with housing and the bookstore. When he retired in 1985, he had probably become that one person on campus most widely recognized by students, faculty and staff. Yet 'retirement' is hardly the word to describe his life since then. In the 90s he was awarded the title of 'emeritus' and has since been an active intermediary between university services and the needs of the Emeriti Society.

At the lavish dinner and ceremony of the Pacific Alumni Association on January 30th, Paul was granted an "Honorary Alumnus Award" in recognition of his decades of service and loyalty to the University. Seated in his wheelchair on the podium—he is still recuperating from a broken hip—Paul recounted with obvious pleasure numerous stories of his interactions with students over the years. You can read more about Paul and his activities at Pacific in his oral history interview online at:

<http://digitalcollections.pacific.edu/cdm/search/collection/pacificoral>

6. An inspirational figure on campus: Sonia Sotomayor—Mike

U.S. Supreme Court Justice Sonia Sotomayor shared her rise to success from a challenging childhood and touted the value of a liberal arts education before a sold-out crowd at University of the Pacific on Friday, October 23, 2015 during the Advancing Women's Leadership Forum.

"College," Sotomayor responded when one of the 2,000 visiting public school students in the audience asked the secret to achieving dreams. "It's called a liberal arts education."

Sotomayor spoke from the stage for just a few moments before venturing onto the floor of the Spanos Center to shake hands with some of the 3,000 attendees. She then climbed the stadium stairs to shake hands and embrace the 2,000 or so middle-, high-school and college students at the event and fielded questions from them. She urged them to find mentors who encouraged them and reminded them that there is always a chance for hope.

Sotomayor, an associate justice of the U.S. Supreme Court since 2009, had been invited to speak at the Advancing Women's Leadership Forum by U.S. Court of Appeals Judge Connie Callahan, a Pacific alumna, former member of the university's Board of Regents and one of the founders of the event.

If you are in need of inspiration, [view the video on YouTube](#) !!

7. News from Members—Mike

Cliff Dochterman—"In December I finally passed another birthday milestone, as I hit the 90-year-old marker. I was able to stretch the celebration for several days, as long as anyone was willing to offer an anniversary lunch or dinner! My second life change has been a move to Moraga Royale, an assisted living facility in Moraga. I finally decided I was tired of my own cooking; could use a little help maintaining a house; and might enjoy playing "Bingo" in the middle of the afternoon. And moreover, that 'drooling insurance' policy I started when I retired is paying off. And life is good."

John Williams—"I spend most of my time either working in my shop, reading (and snoozing), or watching our two youngest grandkids, both boys, play sports—football and wrestling for Ryan (17) or soccer and baseball for Kevin (16). They are both very good athletes. We do very little travel anymore except to visit family, attend out-of-town athletic events, and make an annual

trip to Ashland, Oregon to the Shakespeare Festival.

Since the last issue of *Cabbages & Kings*, I've made two Hope Chests for our two eldest granddaughters. Still have three more to make for the other three. I have also just completed a high chair for a baby boy born to the daughter of a nephew. She and her husband live in the Denver area. I have also made a rather elaborate dartboard cabinet for a friend of our twin sons and am about halfway through with a long narrow hall table for Ruth Morgan, Marvin's mother-in-law, who has recently moved to Stockton from Hawaii. She is living at O'Conner Woods. I recently turned two spindle legs for two round top spindle leg tables. Have one more spindle leg to turn on my lathe. The result will be three round-top tables for our three daughters-in-law. My daughters-in-law have several other projects planned which will keep me busy with a hobby that I dearly love.

I've read a number of quite fascinating books in the past few months as well. Some may be of interest to others. I'm about halfway through rereading the novels of Cormac McCarthy, an author I consider one of the greatest living American novelists. In addition, I've been deeply impressed by Marilyn Robinson's most recent novel, *Lila*. Her major fiction is set in southwest Iowa where Janet and I grew up. Another novel with which I've been quite impressed is Susan Straight's *A Million Nightingales*. It is largely told from the first-person point of view of a slave girl. I don't think I've been so impressed with a novel since first reading Toni Morrison's *Beloved*. Growing old as we all are, I found Atul Gawande's *Being Mortal, Medicine and What Matters at the End*, a powerful and moving examination of medicine, aging, and the process of dying. Gawande regularly writes for *The New Yorker*.

The other books I've read are all insightful books about various aspects of American history. I shall just list them and let the titles speak for themselves. The first two are particularly powerful pieces of historical analysis and can fruitfully be read in the order listed. Edward Baptist, *The Half Has Never Been Told: Slavery and the Making of American Capitalism*. Douglas Blackmon, *Slavery By Another Name: The Re-enslavement of Black Americans from the Civil War to World War II*. Eric Foner, *The Fiery Trial, Lincoln and Slavery*. Timothy Egan, *The Worst Hard Times: The Untold Story of Those Who Survived the Great American Dust Bowl*.

I won't bore you with what good athletes my two grandsons are as it is obvious that I'm a doting grandfather. But both give Janet and me considerable joy watching them perform. Four of our five granddaughters are currently

enrolled in college—two at the U. of Oregon; two at Santa Barbara. Our eldest is living and working in southern California. We consider ourselves blessed.”

Ravindra Vasavada—“Tina and I are enjoying retirement at Rogue Valley Manor (a retirement community) in Medford OR. Together with a hiking friend I recently went on a 14-day trek known as Snow Leopard Trek in the northwestern part of Bhutan. We hiked through dense Himalayan forests and climbed over five passes ranging in elevation from 13,000 to 16,500 ft, all the while enjoying the awe-inspiring beauty of the remote Himalayan region of Bhutan bordering Tibet.”

Bruce La Brack sent us this time a list of his publications and other scholarly work for 2016:
“The Interplay and Co-Evolution of Theory and Practice in Preparing Students for International Education Experiences: A Retrospective Analysis,” in **Bernhard Streitwieser and Anthony C. Ogden, Eds., *International Higher Education’s Scholar-Practitioners: Bridging Research and Practice***. Oxford, UK: Symposium Books.

Book review (in press) for the *Punjab Studies Journal* of Hugh Johnson’s, *Jewels of the Quila: The Remarkable Story of an Into-Canadian Family*, (Vancouver: University of British Columbia Press, 2011)

He also delivered a webinar on “Intercultural Learning Courses Before and After Study Abroad: Four Decades of Preparing Students for International Education Experiences” as part of the series, *Key Concepts for Intercultural Learning Through Study Abroad: Putting Theory into Action*, sponsored by the Institute for Cross-Cultural Teaching and Learning of the University of Nebraska, Lincoln, Nebraska.

8. REPORT FROM THE ACADEMIC COUNCIL—Roland di Franco

The new Chair-Elect of the Academic Council, Sharmila King, Associate Professor of Economics, has established a new method of reporting the work of the Academic Council in a timely way. Shortly after each Council meeting, she prepares a one or two page report of the actions of the meeting. She encourages Council members to share these summaries with their constituents. The minutes come out a month later and are usually six pages long.

With her permission I have chosen to use her reports in reporting the work of the Council to the Emeriti. I have taken the liberty of replacing the “alphabet soup” of task force and committee abbreviations with their actual names.

Sharmila has also prepared a report of a recent Board of Regents meeting which she and Rahim, current chair, attended. I have chosen to share that report with you also.

Thanks to Sharmila for her reports and Rahim for his willingness to listen to this Emeritus representative on the Academic Council. We welcome our readers’ feedback!

Summary of the AC meeting on September 2015

1. Areas of interest this academic year:
 - a. Administrative ratios report
 - b. Tuition remission policy
 - c. Faculty Compensation Policy: Frank Cassegrande (helped St. Mary's and USD) retained to help develop a compensation philosophy and implementation plan.
 - d. New summer compensation policy: unintended consequence of class cancellations potentially delaying graduation for some students
 - e. Information Strategy and Policy Committee
 - f. Diversity Committee
 - g. Spring online grading: faculty need more time to submit grades
 - h. Slow responses from registrar
 - i. New faculty mentoring program
 - j. COACHE climate survey: Oct 8th AC meeting and entire faculty meeting a week later
 - k. Title IX policy
 - l. Effect of new programs, when Stockton faculty are drawn from undergraduate programs
2. President's Report
 - a. Multi-campus university
 - b. New programs have met enrollment targets (except MBA in Sacramento since information is not available yet). Law school doing better. 72 new students in SF + 140 DDS students
 - c. Search for AVP for marketing and communications underway
 - d. Potential collaboration with Samuel Merritt Health University in Oakland
3. Provost's Report
 - a. Enrollment: Expecting approx. 950-965 students by Oct.: 220 new grad students, approximately 6209 students overall by Oct.
 - b. Communication letter from Provost Office every 2 weeks.
 - c. Every 3rd Thursday 12-1 pm open conversation with the Provost (except when Regents meet).
 - d. Personnel:
 - i. University Librarian candidates visiting campus soon
 - ii. Dean of Conservatory: search firm retained
 - iii. Dean of Dental School: close to selecting search firm
 - iv. Dean of Education: Request For Proposal is out for a search firm

Summary of AC Meeting 10/8/2015

1. Chair's report:

- a. Shared Governance Committee. The decision matrix is almost complete. Faculty have decision-making and recommendation powers on academic matters. On non-academic matters faculty are either consulted or informed of decisions.
 - b. President's Q&A for faculty is 10/15 (Thursday): Please attend.
 - c. Oct 22nd AC meeting will be tasked with prioritizing matters brought forward by the faculty.
 - d. Oct 29th is our all-faculty meeting.
2. President's Report:
- a. Capital Campaign update: launched in Jan. 2015. Goal is to raise \$300m (goal was set consulting with potential donors and a feasibility study). Littman-Hern is the marketing firm. \$113m has been raised during this "quiet" phase. Once we hit \$150m we will go into the "visible" phase, which will be in approximately 1.5 years. Schools and the College will be consulted to shape the campaign priorities. There are 4 areas of focus for funding:
 - i. Student access and success
 - ii. Academic excellence
 - iii. Athletics
 - iv. Community impact
 - b. Update on the alleged sexual misconduct case: external investigator has completed his report. Parties have said it was consensual and the student's scholarship was never in question.
3. Provost's Report:
- a. Please provide feedback/suggestions on how to improve communication from the Provost's Office to faculty.
 - b. 3 finalists for the University librarian will visit campus soon. There will be one library system for all three campuses.
 - c. Dental Dean Search Committee has been constituted. The majority are Dental faculty and one outside faculty member. Dean Oppenheimer is chairing the search.
 - d. Strategic Enrollment plan will be steered through Strategic Planning Committee. One of the tasks is to examine how Pacific is responding to changes in higher education.
 - e. Developing a philosophy on faculty compensation. Frank Casagrande has been retained and met with faculty from AC Executive Board and FCC and deans Monday and Tuesday. It will be approximately an 18-month process. A task force will be formed.
 - f. Provost open conversation on COACHE is on 9/13 (Tuesday) 12-1pm in the DUC ballroom. Please attend.
4. Title IX and changes to the FHB sections 3 and 7: AC approved the motion to accept the FHB revisions contingent upon revisions by Exec. Board and reviewed by PRC for resubmission to AC for final approval.

Summary of AC Meeting 11/12/2015

1. Chair's Report
 - a. 12/22 Board of Regents oral report included the topics of shared governance and COACHE results.
 - b. Board of Regents expressed a need for closer relationship with faculty including visiting faculty classes.
2. President's report
 - a. An investigation is underway about potential academic misconduct with one of the athletics depts. NCAA was notified and they are investigating. It's an 18-month process for the investigation. The President is restricted by NCAA rules on information that can be shared publically to prevent the investigation from being potentially tainted.
3. Provost's Report
 - a. Search completed for a University librarian: announced Monday.
 - b. Compensation taskforce with Frank Casagrande (Goal 3 of the Academic Plan): Compensation philosophy concerning excellence in research, teaching and artistic endeavors. Will be a balanced committee. Taskforce will gather data, identify peers, analysis and then there will be broad conversations in Spring 2017. It will be tied to the financial plan.
 - c. COACHE unit conversation still under way. The information will be shared by 12/1 and presented to AC in Dec.
4. Discussion: COACHE
 - a. Provost was surprised at the scores for senior leadership, communication, and pace of decision-making. Another surprise was the low scores on faculty appreciation and recognition. The Provost seeks input to improve the situation.
 - b. What is meant by appreciation? AC discussion:
 - i. Appreciation of the job faculty do. Online courses make us feel like teaching excellence is not valued.
 - ii. We feel we have to fight for resources. How about common initiatives that allow the sharing of resources across units?
 1. Example: copying budget so restrictive, detracts from our mission.
 2. Team teaching extremely difficult. Who gets credit? Will be important for crossing-boundaries.
 3. Should not have to fight for survival.
 - iii. We live in differential realities: we are not equal and some departments have more resources. Again, common ground needs to be found.
 - iv. Humanities and liberal arts feel undervalued.
 1. Value on this campus is tied to compensation. The

- last 2 humanities reps on FCC resigned.
 - 2. Championing the liberal arts should not just be the sole responsibility of the College
 - 3. GE disparaging term. Should mean more.
 - c. Communication
 - i. “suggestion box” to be launched in January: open line of communication
 - ii. More frequent smaller conversations
 - iii. Provosts can create a list of department chairs and communicate with them to obtain more feedback at the ground level rather than just relying on Deans.
 - iv. When we communicate, we feel that administration is not listening. Communicate the context in which decisions are made—lack of follow-through—“close the loop”
- 5. Action: FHB change on intellectual property:
 - a. FHB revisions 9.6.1 intellectual properties policy tabled
 - b. FHB revisions 9.6.1a Copyrights policy: passed
 - c. FHB revisions 11.7 Course syllabus: passed
- 6. What’s on your mind?
 - a. Smoke-free campus.

Summary of AC Meeting 12/10/2015

- 1. Reports
 - a. Chair
 - i. The intellectual property changes to the FHB from the last meeting were withdrawn
 - ii. Compensation taskforce being formed by the Provost and AC Executive Board.
 - iii. J. Michael Thompson will speak to AC in January about a draft enrollment plan and faculty feedback will be sought by AC and the Strategic Enrollment Plan team
 - iv. Art wants feedback on Information Technology either via AC or world café etc. next semester. Should be driven by academics.
 - v. Regents are invited to classrooms. They want a better understanding of faculty/students. If you are willing to have a Regent visit your class please tell the Provost or AC. We need class time, title of course, and brief description.
 - vi. Mary-Lou Lackey, Laurie Lechter-Heath, and Jared Gaynor have developed a website that holds all university wide policies plus a link to the FHB and Tiger Lore. Policies all in one place for ease of access.
 - vii. COACHE conversations: all comments being combined from the Provost Office and AC
 - b. Bett Schumacher on behalf of the President

- i. Smoking Bench by Library has been moved and ashtray gone.
- ii. President has authorized a comprehensive review of faculty and staff salaries with respect to gender equity. A Request For Proposal is being developed.

c. Provost

- i. Mary Somerville is the University librarian
- ii. Strategic Enrollment Plan: Right now developing basic concepts and a draft will be developed for faculty input
- iii. COACHE comments now on the Provost's website
- iv. Physicians Assistant program doing well. 450 applicants for 45 spots!
- v. General Education self-study next fall. Conversation with faculty coming soon.
- vi. Provost Office Administration. AVP for Educational Effectiveness: The Provost's office is not growing but roles and responsibilities are being redefined and reorganized. When the WASC review occurs they will have to increase staff.

2. Actions Items

- a. Title IX: endorsed unanimously contingent on changes in the FHB to title IX and VII
- b. Changes to the FHB on sexual misconduct: passed contingent on the fourth to last bullet point on discrimination removed

3. Discussion Items

a. Shared Governance Matrix

- i. The matrix does not surpass or trump the FHB. It is an MOU.
- ii. The big take away for faculty is conflict resolution. If the accountable party disagrees and vetoes a decision or recommendation from faculty, a written justification must be provided. It creates a record.
- iii. Developed by faculty/admin/regents in good faith
- iv. Need clearer definitions of terminology e.g. R seems equivalent to C, and D seems equivalent to A.
- v. Academic organization changes should both be "C" for faculty
- vi. Joint decision-making and agreements are not reflected in the matrix. How come there is no "D" for Faculty and "D" for Provost for example? The answer is because the SGC wanted a clear chain of responsibility.
- vii. The matrix will be cross-referenced by ACEB over the break to ensure consistency and fix errors to the matrix and provide context to the categories.

b. Changes to P&T and Review

- i. 2 year rule FHB 7.4.5 and 7.5.4b: equity and consistency with AAUP guidelines. If a change in unit guidelines for

- P&T occur after the 3rd year review then the candidate can choose which guidelines to go under. If before 3rd year review, then new guidelines apply. Currently it is 2 years before P&T. We are extending the time since it is not equitable to ask a candidate to meet new guidelines if there is insufficient time. Will go to PTC and PRC and then back to AC.
- ii. 5th year review FHB 7.5.3: eliminate it since annual reviews make it redundant and create more work for faculty. Still under discussion if the 5th year review could be useful for merit raises?

Summary of AC Meeting 1/28/2016

1. Chair's Report

- a. Board of Regents report for Feb 18-19th meeting:
 - i. COACHE survey results and faculty feedback/response including request for a faculty seat on the Board of Regents
 - ii. Shared Governance Committee (SGC): some skepticism among faculty that it will erode FHB with respect to the shared governance matrix. 4 faculty members on AC have volunteered to compare the matrix and FHB for inconsistencies
 - iii. Title IX approved
 - iv. Board of Regents invited to classes (approx. 60 faculty responded from all 3 campuses)
 - v. Faculty Compensation taskforce met recently to discuss a philosophy on compensation balancing equity and market forces
 - vi. Gender equity for faculty and staff salaries being examined.
 - vii. Strategic Enrollment Plan (SEP)
 - viii. Information Strategy and Policy Committee: faculty feedback needed
 - ix. Policy webpage where faculty, students, and staff can consult for all university policies developed
- b. Seat on AC to Non-Tenure Track Faculty? Thoughts?

2. President's Report (Bett Schumacher)

- a. Gender equity compensation for faculty and staff salaries: working on contracts now for consultant/committee
- b. Title IX: effective 12/18: launch communication campaign, training, full-time title IX coordinator (process developing search), Title IX coordinating council to advise the coordinator (Barb Shaw is the lead on this.)
- c. President's town hall: SAC 2/8 12-1, STK 2/9 12-1

3. Provost's Report

- a. Progress on Academic Plan (AP)
 - i. AP Goal 3: compensation taskforce: reward excellence in teaching and scholarship
 - ii. Water initiative being developed

- iii. Health initiative underway with steering group emphasizing wellness (includes Lib. Arts and Professional schools)
 - b. Fund approved to build Accounting and Finance program and expand Analytics to SAC campus
 - c. WASC: reaccreditation visit happening 2018.
 - i. UAC recommends removing our Institutional Learning Objectives and replacing with WASC core competencies.
 - ii. Steering committee to perform self-study and self-study of GE will begin this fall. What skills do our students need for the workplace in the future?
 - d. Strategic Enrollment Plan: Joint position for admissions and registrar; Scott Merry begins as AVP for student success and retention
 - e. 5 year review underway for Dean Gale
- 4. Action items
 - a. Grade replacement policy: barely passes. Concern among AC members concerning the number of courses a student can retake. Hurts students on financial aid vs. students with no financial constraints.
 - b. SIS to close BA development and Culture Change program. Approved
- 5. Strategic Enrollment Plan (J. Michael Thompson)
 - a. 5 year plan with 10-year vision
 - b. Focus on growing adult learner market, retention and international students to grow enrollment. Maintain the undergrad experience on the STK campus.
 - c. Shorelight: brings international students. International students will have an intense English language program their first year and take Pacific classes
 - d. Admissions+registrar position: faculty were surprised with combining of 2 important tasks on campus. There will be a reorganization in that division to remove silo mentality and increase efficiency hence the joint position.

Summary of AC Meeting 2/15/2016

- 1. Chair's report
 - a. Shared Governance Matrix (SGM): 4 faculty (Luke Lee, Lisa Wrischnik, Jeff Becker, John Sims) will compare the matrix to the FHB to look for inconsistencies.
 - b. WASC accreditation: 4/1/2016 10:30-12 and 2:15-3.00 visit by Moe Maloney to talk with faculty about preparing for WASC.
 - c. 5/1/2016 Open Forum with the President: send questions you would like answered to your AC reps/Rahim or Sharmila.
 - d. 5/8/2016 All-Faculty Meeting 12-1.
 - e. Board of Regents 2/18-2/19. Sharmila will send a report.
 - f. Information Strategy and Policy Committee (ISPC) IT for

Pacific 2020—what works, doesn't work? What is the faculty vision for IT?

2. President's report

- a. President Eibeck is campaigning so on the road.
Target=\$300m, raised \$125m. Still in quiet phase. 100th Powell match gift reached. Lion's share of the fund goes to scholarships and academic programs. VP Atterbury will visit schools to talk about the campaign. Leading with Purpose is our tagline.
- b. NCAA investigation on-going and will send Pacific a notice of infractions.
- c. AVP for Market and Communications hired.

3. Provost's report

- a. Enrollment: Royale was our previous firm for recruiting but their approach was not targeted. The yield was 9%. We now have a more targeted approach to target a yield of 15%. It should be 20-25%. So, applications are down 50%, but this is deliberate.
 - i. **Applications:** this year: 6979 applications (last year 13,446 applications). This year SAT up 17 points and GPA the same compared to last year.
 - ii. **Admits:** this year 2548 admits with average SAT 1229 and GPA 3:59 (last year 5519 admits with average SAT 1213 and 3.56 GPA).
 - iii. **Confirms:** This year 33 confirms with GPA 3.64 and 1168 SAT (last year 36 confirms with 1208 SAT and 3.52 GPA).
 - iv. UC's have admitted +1000 students so stiff competition for us. 2017 will be challenging. Also, change in FAFSA apps so need to get admits out 6 months earlier than normal. Difficult to build a bond with the students in a short period of time to get confirms.
- b. Strategic Enrollment Plan: continually updated
- c. AP: Open convocation around the Health and Wellness Initiative.
- d. Personnel update: Conservatory Dean campus visits, Dental Dean search building candidate pool, Ed. Dean building candidate list.

4. Budget Report (Lydia Fox and Ken Mullen)

- a. Flat enrollments this year (but overall down from 5 years ago)
 - i. Uniform Guidance: Flat in the west and down in the east also income inequality increasing making college less affordable for many. Need to increase transfers and retention.
 - ii. Grad: growing well but it takes time for new programs to build enrollments.
- b. tuition 3.9% but still does not cover operating costs so need

to tighten belt. Overall long-term outlook is ok due to current program changes. 2% budget reduction needed on Administrative Operations and 1% reduction in Academic Operations (not personnel) and dipping into reserves will cover the deficit.

5. COACHE (President)
 - a. Addressing communication problems. How do we enhance so there is a shared understanding?
 - b. Decision-making: The Shared Governance Matrix will provide greater clarity on how decisions are made.
 - c. Interdisciplinarity concerns: Responsibility and Center Management, who gets class credit, geographic challenges (3-city campus, etc.)
6. GE Review (Provost)
 - a. GE committee. Run out of the College w/ school representatives. Self-study due 4/30/2016. Last self-examination was around 10 years ago.
 - b. What does GE mean? The American Association of Colleges & Universities has information on the Liberal Arts and GE and what they mean. It belongs to everyone not necessarily just courses offered by the College. Should GE be housed in the Provost's office (many universities do this)? What is the goal of GE?
 - c. There will be a University-wide convocation to set goals and objectives. What skills do students need? We will bring in a facilitator to help guide the convocation.
7. No smoking policy
 - a. Advantage: obviously health!
 - b. Disadvantage: ostracizing international students, veterans etc. Where will students go to smoke? Off-campus could lead to liability concerns. A smoking spot instead?

Summary of Board of Regents Meeting 2/18-19/2016

In an effort to keep you all informed, below is a summary from the Regent's meetings Rahim and I attended as your representatives.

Board of Regents Finance and Facilities Committee:

1. Budget Review
 - a. FY15: expenditures already approved. Year ended on positive note.
 - b. FY16: current year. Budget incoming class and returning class smaller than anticipated. So it was negative but during the year we managed to reduce expenses (e.g. audiology clinic, salary savings, etc.) and dipped into contingency reserves. A \$1.5m surplus projected (0.5 to Dentistry and 0.5 for reserves). \$6m budget approved but \$1.4m in addition to the approved expenses (large change) from last year mainly from benefits and legal fees on housing project and NCAA investigation and IT.
 - c. Outlook for FY16 and FY17: flat enrollment (for prepared students graduating

from high school). Royal recruitment: low applicant yield. Our first year w/o Royal so hard to measure metrics on enrollment for FY17. \$3m gap—IPC working to cover the gap. Cut costs: reduce merit raises and the equity pool for salary adjustment, reducing operating budgets (1% academics and 2% administrative). Is this a structural change or temporary?

- i. What is the targeted admissions approach? 10% to 15% yield anticipated. Who are we targeting? Reaching out to students that have a true interest in Pacific and developing that relationship
- ii. How do you know it is not a structural deficit? Net Revenue varies by major: lower for ENG vs. Humanities for example. The structural problem is McGeorge because the lower enrollment has been ongoing.
- iii. Growth in tuition will not cover operating costs. So we have to reduce expenditures to remain competitive: 3.9% tuition increase only. 3.5% increase in tuition for Dentistry. 3.0% increase in tuition for McGeorge. Increased competition from other Dentistry programs schools on the horizon. Looking to convert their 4 year programs to 3 year programs (which is our competitive edge) and that housing in SF is expensive compared to other regions.

d. Overview strategies for increasing enrollment—growing international enrollments at the Undergraduate and Graduate level. Shorelight: work closely with university in recruiting students. Form a LLC English language (EL) institute paid by Shorelight. *Pacific in charge of instruction and curriculum*. After they recoup their investment from the EL institute, any net revenue remaining is split 50:50. Once the student matriculates to Pacific we get 90% and Shorelight gets 10% on gross tuition (so need to be careful on discounting to maintain net tuition). We need to make sure they are acclimated to the school so they stay at Pacific and not leave after the EL training (anticipating an 85% retention rate).

e. A2 credit rating by Moody's, so good.

2. Facilities

- a. Housing initiative: Phase I—we will lease (term 50 years) the ground to Capstone Development Partners to build the housing facility and maintain the building. Preference will be given to upper-division students (hopefully starting Fall 2017).

3. SIF proposals

- a. Expanding MS Analytics to Sac—market demand in Sac high. Start accepting students in spring 2017. Anticipating positive revenue after 3 years to offset SIF funding.
- b. Expand Finance and Accounting and Educational opportunities on STK campus. Expecting 30 new graduate students in 3 years.
- c. Career development staff for the University and staff for the College (COP has no dedicated staff for career development). Also, staff to develop relationships with business to enhance career readiness.

4. McGeorge Action Plan

- a. Bar pass rate increased above the ABA average
- b. Employment rate also increased and demand for lawyers at state and local government level will increase gradually as existing lawyers retire
- c. MSL targeting those in HR
- d. Health (20% of GDP) so lawyers in demand for compliance—McGeorge targeting the healthcare sector.

Board of Regents Academic and Student Affairs Committee:

5. Applications process and enrollment:
 - a. Change in marketing Pacific to freshmen. 2012 started charging a fee for applications. With Royal and mass applications, admissions office was spending time on applications rather than bonding and reaching out to potential students. Now no longer use Royal.
 - b. Now using professional firm (sales force) to recruit graduate students.
 - c. Using social media to target potential students. Personalized messaging to potential students using the “one word” campaign.
 - d. Now an opportunity to have faculty (in the liberal arts) to communicate and engage with potential students—a touch point.
 - e. Reach out to employers that hire Pacific grads.

Board of Regents Regular Session

6. AC Chair Khoie asked the Board for a faculty seat at the table.
7. Regents are excited to visit faculty classes and have a closer relationship with faculty.

9. Obituaries

Walter A. Baun—Walter Allen Baun '53, former Pacific Regent and 1851 Society member, died on Jan. 19 at the age of 84. As a Pacific student, Baun was a member of the Men's Tennis and Water Polo teams and earned his bachelor's degree in engineering from Pacific in 1953. After his service in the U.S. Navy from 1953 to 1957, he continued to live a life marked by leadership and service to others. A member of Pacific's Board of Regents for more than 20 years, he also served for a time on the School of Engineering and Computer Science Dean's Council. More than a dozen members of his family have been connected with Pacific over the years, a tie which his granddaughter, Jenna Graves '16 maintains even today. A celebration of his life was held on Sunday, Feb. 7 at Sunnyside Country Club in Fresno.

William Owen Binkley—William Binkley, former resident of Stockton, passed away on January 3, 2016 in Colorado. His professional career included teaching at the University of Virginia in Charlottesville before becoming a member of the English Department at the College of the Pacific in 1964. He subsequently served as Dean of the Graduate School, followed by service as Dean of the College of the Pacific. He retired in 1989 as Vice President for Academic Affairs, University of San Francisco. During retirement he and his wife lived in Evergreen, Colorado. They enjoyed traveling, and spending time in their second home in Australia. Dr. Binkley is survived by his wife of sixty-two years, Lelia, their daughter, Amelia Reynolds of Wheat Ridge, Colorado, their son, David Binkley of

Kittredge, Colorado, five grandchildren, two sisters, Phyllis Binkley of Dorset, Vermont, Anne Larrouy of Stockton, California, brother-in-law Robert Fay of Shamong New Jersey, and extended family. He was preceded in death by his sister, Judith Fay. At his request, there was no memorial service.

William Carl Dominik—Emeritus professor of music at Pacific for 28 years, Dominik passed away on November 6, 2015 at the age of 90. A native of Lansing, Michigan, Dominik was born June 12, 1925, the youngest of three children to Moravian immigrants. Music was a part of his life from an early age. He joined his father in local polka and dance bands while in junior high school. After his military service in WWII he earned a Bachelor of Music degree at Michigan State College and both Master and Doctor of Music degrees at the University of Southern California.

He taught at the Oberlin Conservatory of Music, the University of Wisconsin-Madison, Texas A&M and California State College-Los Angeles, and studied with Clark Brody, Robert Marcellus, Kalman Bloch, Joseph Siniscalchi and Keith Stein. He played in various orchestras, including at Berkshire Music Center at Tanglewood in Massachusetts, and appeared as a soloist, clinician and adjudicator in Midwestern and Western states.

Dominik joined the faculty of Pacific's Conservatory of Music in 1967 as a clarinet and chamber music professor, was active on numerous Conservatory and campus-wide committees, and performed with the Pacific Arts Woodwind Quintet. Upon his retirement in 1995, he received the Order of the Pacific, the university's highest honor. He is survived by son William John Dominik, daughter Jane Kathryn Dominik, three grandchildren and one great-grandchild.

Katherine Agnes (Groo) Dugoni—Kaye Dugoni, wife of emeritus Dean of the Dentistry School, Arthur A. Dugoni, died peacefully at her home in Palo Alto, surrounded by family, on Dec. 3, 2015, at the age of 89. Kaye lived for her family, her Catholic faith and her community. She was a life master in duplicate bridge and volunteered many hours of service to her children's schools, her church as well as to University of the Pacific's Arthur A. Dugoni School of Dentistry in San Francisco, where her husband, Arthur A. Dugoni, served as Dean for 28 years from 1978 to 2006. Kaye was the matriarch of four generations and she found the greatest joy in spending time with her seven children, 15 grandchildren and 6 great grandchildren.

Also a committed Pacific family, the Dugonis were honored as an Outstanding Family by the Pacific Alumni Association in 2010 at its 52nd Distinguished Alumni Awards Ceremony. Art and Kaye and their family have sponsored numerous endowments and scholarships at the dental school, including the Arthur A. Dugoni Endowed Professorship in Orthodontics and the Arthur and

Katherine Dugoni Endowed Student Scholarship, and the Kaye Dugoni Family Room, which was funded by family and friends and named in her honor at the new dental school campus at 155 Fifth Street. Kaye was awarded the Medallion of Distinction by the school of dentistry alumni association on Feb. 6, 1998, for outstanding contributions to the school of dentistry and the profession of dentistry. More than a dozen family members have earned undergraduate or graduate degrees at Pacific.

A celebration of life was held on Saturday, Dec. 19 at St. Pius Church, 1100 Woodside Rd., Redwood City, California. There was also a celebration of life for the university community on Jan. 13, 2016, at the Arthur A. Dugoni School of Dentistry.

Sylvia Sue (Strong) Turpin—Wife of Emeritus Professor Dick Turpin, School of Engineering and Computer Science, passed away on November 14, 2015. A memorial service was held on campus on at 2 PM on December 19 at the Morris Chapel.