Executive Council Meeting
Jan 25, 2022, 8:45 – 10:45am, via Zoom

Present: Shauna Carlisle (chair), Jason Naranjo, Keith Nitta, Dan Bustillos, Sophie Leroy, Julie Shayne, Shima Abadi, Santiago Lopez, Tyson Marsh

Guests: Sharon Jones, Kristin Esterberg, Leslie Cornick, Sophie Leroy, Robin Angotti, Lenina Arenas-Fuentes, Alka Kurian, Mark Kochanski, Sandeep Krishnamurthy, P.V. (Sundar) Balakrishnan, Tad Ghirmai, Casey Mann, Deanna Kennedy

Welcome and Adoption of Minutes
- Minutes approved as amended

Chancellor’s Strategic Plan Next Steps
Kristen Esterberg, UWB Chancellor

Chancellor Esterberg summarized that while the current UWB strategic plan was implemented in Jan 2020, the pandemic has slowed progress and exhausted everyone. Hope is to begin to move the plan forward again mindfully and in the easiest possible ways making sure the plan aligns with the university’s mission and ensuring that equity, fairness, and student success remain at the center.

- Strategic Plan Proposal
  - Add a 4th area of strategic priority
    - Culture and Sustainability (new)
    - Diversity, Equity, and Inclusion
    - Campus and Community
    - Cross-disciplinary Teaching and Scholarship
  - Create a Strategic Directions Council
    - 4 faculty-led working groups of 6 people each (faculty, staff, students, CET sponsor), co-chaired by faculty and staff, supported by central staff, to gather feedback from those who have been doing the work in each of the strategic priority areas and determine:
      - What goals have been met? Let’s celebrate those.
      - Do the metrics still make sense post-pandemic? Or do we need to shift?

Esterberg concluded expressing the desire to honor the work that has been done under the current strategic plan while also being mindful of what we can reasonably accomplish considering the pressures of the pandemic. Do we do this now? What until Spring? She then opened the discussion to the group for feedback and questions.

DISCUSSION:
- In the context of the strategic plan, “sustainability” is referring to environmental sustainability, not financial
  - Need to look at the way we interact with the spaces in which we teach and learn fairly broadly as it is more encompassing than just the physical environment of nature
- CBLR Director should be part of Community Engagement working group
- Objective of working groups is to determine progress already made, review metrics to see if they still make sense, adjust according to what can be accomplished, determine how to move vision of campus forward
- Cross-Disciplinary Teaching and Scholarship is least developed. Few on Chancellor’s team were here when these were developed, will need a lot of faculty input to help understand and build frameworks of support
- Goal is for work of strategic working groups to be folded into the Chancellor Advisory Councils on Sustainability, on Community Engagement, on Diversity to help streamline the work of those councils and tie that work to the strategic plan. There is no council for cross-disciplinary teaching and learning
- People are exhausted and the same individuals tend to get tapped to do this work. Maybe those with more experience should be mentoring others as to how to do the work rather than doing it themselves.
Those who have been at UWB for a long time know that this work has been done over, and over, and over. It gets frustrating and disheartening. Where is the work and the voice of those who did all of this already?
  - One goal of workings groups is to gather that voice and work. Claim it, use it, honor it.
  - Chancellor Esterberg is willing to meet with anyone about work previously done
- Faculty engage in this type of work and then aren’t compensated or recognized. Need to talk about how service is valued and recognized
- Working groups should consist of people who have been here a long time (have institutional knowledge) AND those newer to campus (eager to learn and serve)
- We are exhausted but this could give campus something tangible to work on collectively and look forward to. Maybe just one area of focus, progressing slowly and gently
  - UW Provost feels the same way and is starting a task for about what teaching will look like post pandemic.
- Timeline of this work is most important, considering how exhausted faculty, staff, students all are exhausted

Senate and GFO Faculty Representation
Shauna Carlisle, EC Chair and Faculty Senate Representatives

Carlisle opened by lauding Robin Angotti (Chair SCPB) for her work in Faculty Senate on behalf of UWB (centered UWB in conversations, increased UWB and UWT representation and communication). Carlisle asked the group to consider the following questions, reminding all that all legislation that faculty vote on is drafted in the faculty councils:
  - How can UWB GFO become more aligned with UWB Senators and Faculty Council reps so that those who take on those roles (representing all UWB faculty) understand the responsibilities and can advocate effectively for issues important to UWB?
  - How does information move from UWB GFO and CAD to Faculty Senate?
  - Senators and Council Reps, what do you wish you would have known?
  - What are key issues we need to pay attention to? do we need to pay attention to? Key issues?
  - What do UWB GFO and Faculty Senate need from each other?

Carlisle welcomed and led a round of introductions of UWB Senators and Faculty Council reps present and then opened the discussion to all:

DISCUSSION:
  - Faculty code language does not incorporate UWB structure. Code should be updated to reflect UWB and UWT's structures accurately.
  - Faculty Council reps do not have information needed to further UWB agenda. They speak from best educated guesses. Reps need to have a GFO-organized check-in with VCAA and Chancellor to understand larger picture
  - Problematic that UWB leadership does not meet with UWB Faculty Senate reps in leadership positions to let them know what to push for on behalf of UWB
  - Small steps have happened toward increasing connection between UWB and UWT and Faculty Senate but much more is needed. Provost needs to be more active with UWB and UWT
  - Two most powerful senate committees are the Senate Committee on Planning & Budget and the Faculty Council on Faculty Affairs. UWB reps on those 2 committees need to start meeting with GFO regularly
  - In order to advocate policy positions, those serving on Faculty Senate need central policy tool for campus communication and collaboration
    - Blog may serve as way to have this communication and continuity
  - UWB Faculty Senate reps have been very vocal over the past few years and it has proven to be effective in them being heard across tri-campus system.
  - GFO needs to consider institutionalizing a quarterly meeting between Faculty Senate reps and GFO and a legislative agenda. Would go a long way to ensuring better connection and communication.

• Reps voices are in many different conversations, bring all of that info to one place is critical
• Reps need to be briefed on what is heading to Faculty Senate from UWB so that they are prepared to answer questions and be the voice of the faculty
  o EC Chair recognized need for quarterly check-ins with reps and budget briefs to go to SCPB rep
  o SCPB will soon be discussing UWB’s budget in Spring and will also be fighting for faculty compensation and raises. Reps need to be ready for that
• Needs to be official recognition of UWB and UWT leadership being on par with UWS so that there is equity. Code needs to be changed to reflect that.
• UWB Faculty Senator responsibility is to inform faculty and collect feedback about legislation going on in Faculty Senate and voice it in meetings. Can GFO provide space on website where Senators can post legislation and collect feedback to take back to Faculty Senate?
• This is not a new issue, has been a problem going back to UWB’s founding. UWB first had separate bylaws but was then incorporated in UW’s bylaws
• Faculty are elected to be Senators but no one has given them the work of reporting back to GFO. There is no staff support or compensation for doing that work. How do senators and reps gather opinions on legislation?
• Difference between UWT and UWB, UWT has thought of itself as an island (due to location) whereas UWB has thought of itself as a hip of UW and used to connect with UWS but, over time has wanted to be seen as “different” even thought faculty don’t seem to support that thinking.
• Let’s be cautious about over-involving Senators in meetings. Should be GFO saying “we want to be briefed” to the Faculty Senate. That needs to be 2-way communication
• Legislative briefings are critical both ways. How do we create bylaws round Senate/GFO participation? If we want robust contribution to senate, need to compensate Senators
• UW Faculty Senators could send monthly summary emails to UWB faculty
• GFO council reps need to meet with Deans on a regular basis also
• Senators go to meetings twice a month and listen to legislation that has already been drafted and they vote. It is at FCFA that the legislation is drafted. Important that leadership happens there and in other places where legislation is being drafted.
  o Need to ensure UWB reps are on all Faculty Councils
  o Strategic organizing needs to happen
    ▪ GFO working on creating video to help faculty know all of the roles and how they can get involved
• We say we need a lot of compensation for this work but UWS and UWT reps don’t get compensation either
  o Difference is that UWS recognizes service load, UWB does not
• Faculty coming to UWB aren’t clear on how UWB fits in to the larger tri-campus UW structure which makes it hard to know how, where, why to plug in
  o Narrative is that UW Bothell doesn’t have its own identity. Pushing against that narrative and changing it will help all understand UW Bs place better
    ▪ While UWT has an identify of place (inner city, urban, old buildings, etc.) UWB is identified as “sc Sammy” a “We can do anything with anything” campus. Need to articulate that
  o Faculty need to learn about the structures and opportunities of Faculty Governance. A video is a good idea (promote during orientation) and maybe a Faculty Governance Fair every few years.
    ▪ GFO working on creating video and may get support funds from Faculty Senate as well
• Carlisle asked the Senators and reps if there were any legislation updates?
  o All 12 Faculty Councils have legislation coming out of all of them
    ▪ Faculty Council on Teaching and learning has legislation coming out on what is means to provide accessible learning
    ▪ Faculty Council on University Libraries is working on Elsevier contract
    ▪ Faculty Council on Faculty Affairs is working on tenure promotion and merit as well as the issues of part-time faculty
    ▪ Faculty Council on Benefits & Retirement is working on the WA Cares Act
Senate Council on Planning & Budget is working on unit adjustments and the budget fight for compensation is next
- If you want more information email UWB reps on those councils.

○ Update from UWB Campus Council on Planning & Budget
  - Unit adjustment almost done, will be sending report out to faculty.
  - Working on having oversight of what goes on with 30% of RCM that goes to central services
  - Working on Full Professor initiative

○ Issues with information flow problematic, leaders sometimes aren’t even aware of legislation until very late in process. Angotti has done much to improve the communication and flow and GFO working on it. Everyone’s ability to see how UWB structure fits into the other layers of campus is crucial in order to leverage for what we think is important.
  - Providing more info to faculty (especially new faculty) on how faculty governance works
  - Legislation agenda that we can agree on and advocate for. Core issues we can all agree on
    - This is happening but would be stronger if there was structure
  - Next steps?
    - Committee (Senators, GFO reps, VCAA) propose institutional framework so that there is something in place that will last beyond the individuals currently serving.

Carlisle thanked everyone for their input and concluded discussion stating that she will send out an email with next steps. Shauna: send out list of next steps. Shauna thanked everyone.

Business School Collaboration with Bellevue College
Sandeep Krishnamurthy, Dean and Deanna Kennedy, Associate Dean – School of Business

Krishnamurthy explained that UWE and Bellevue College leadership charged a joint UW-BC work group with determining potential BC-UWB Eastside campus (ELC) partnership in which UW business ELC programs deemed ready, able and interested would begin offering classes at BC autumn 2022. Leadership also asked group to propose preliminary program design for these classes that added value for both colleges and provided campus leadership the knowledge and confidence to move forward with an interagency agreement. Krishnamurthy then went on to summarize program design

○ Regional trends and opportunities
  - Bellevue is a vibrant and inclusive global innovation hub fueled by a highly educated, entrepreneurial, and diverse workforce
  - Over the past five years, more than 17,500 new jobs were created in Bellevue. No other benchmark city added as many jobs during this period
  - Amazon.com alone plans to now employ 25,000 in the city with other technology giants expressing large growth plans.

○ Fundamental rationale
  - Expanding access to UW education.
  - Connecting the business school to the heart of economic activity in our region.
  - Collaboration with the region’s largest community college through new programs.
  - Enabling development opportunities for our faculty and staff.

○ Statement of Values
  - Collaboration
  - Community Need
  - Student-Centeredness
  - Consultation
  - Planning
  - Need for Equity
  - Enterprise Involvement

○ Recommendations
1. We are recommending the introduction of three undergraduate degree programs: Entrepreneurship, Supply Chain Management and Business Economics.

2. We will study the feasibility of introducing several graduate certificate and Master’s degree programs at Bellevue including Accountancy, Analytics, Leadership and Supply Chain Management.

- Guiding Operational Principles
  - Working closely with faculty council and school governance to identify curriculum.
  - Strategic staff engagement to ensure appropriate student service.
  - Director, Student advising position supported through temporary funds.
  - To establish a fiscally sustainable program. Detailed financial modeling available, if there is interest.
  - Prudent hiring plan in place.
  - Model suggests positive surplus over a five-year horizon.
  - Careful study of cross-campus student impacts to ensure viability of both locations.

- Current Status
  - We have submitted a detailed financial analysis in addition to the task force report.
  - Chancellor has approved this initiative, recognizing that work needs to be done.
  - We are working with the Planning and Administration team to prepare an interagency agreement.
  - We have confirmed that we will not continue with the lease at the ELC past this AY.
  - Teach out plan for current ELC students in place.
  - We are working on long-term space strategy.

DISCUSSION:

- All Deans at UWB were heavily involved in this and there is potential for other schools to expand
- With ELC lease ending and this shift to on campus return to BC, Dean and Associate Dean of School of Business are making themselves available to students to ensure they are supported
  - BC is actually more convenient for students (public transportation and parking)
- Right now, at 987 FTE combined and project that, at the end of 5 years, we will adding 230+ FTE. We are using existing resources.
- This provides a pipeline for BC students getting into UW and there will be a positive spillover back to UWB, enrollment-based growth
- School of Business has done risk planning and shared with VCAA and VCPA and they have shared with Chancellor
- How will other schools benefit?
  - Launching a supply chain management program and an analytics program and will be in talks with STEM who will be CBIT program so there could be cross collaborations there
  - Launching an entrepreneurship, creating business and community leaders
  - School of Business will provide the engine and allow for other schools to connect

Carlisle thanked everyone for attending and contributing

10:45am: Adjourn Meeting

Minutes submitted by Dawn Moncalieri
Meeting adjourned at 10:45am
Next EC meeting will be Feb 8 @ 8:45am