

Faculty Senate

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Faculty Senate President's Message

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Faculty Senate

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Faculty Senate President's Message

"Considerations"

Bruce Sorte
University Day 2003

First congratulations to all the awardees, this ceremony each year injects enough enthusiasm and OSU pride into me to easily make it through a tumultuous year. Thank you to the Chancellor who deserves a parking space at OSU for his support and regular visits. What a treat to have a new president, who when I asked him for agenda items for our summer Faculty Senate planning session, he said it is a bit early for me to have an agenda, how about if I just come and listen. After guiding so many of the faculty senate presidents through this day and all the others, Vickie has given us a most appropriate set of challenges to develop new relationships with our colleagues. Also, thank you to all the people who provided the displays this morning.

I was going to speak today on breaking free from convention and bureaucracy, however, my partner pointed out that 90% of my presentations for the last three years have had that same theme and she was ready for me to move on. So please substitute Considerations for Beyond Closure as a title.

I thought that I might approach these comments as I do with my work as a community economist and hopefully provide you an idea or two worth your attention this year. In those county level studies, I describe, model, and shock the county economies. Then I visit with a number of folks in the community and ask them to consider some changes to cushion the shocks.

OSU's current situation is similar to those counties. It has a great tradition, significant strengths, and is being shocked pretty hard by some events which it has no ability to affect, and by some that it can affect.

Last Monday, September 8th in *The Oregonian*, Jonathan Weisman, in summarizing a recent Federal Reserve study, said; "The vast majority of the 2.7 million jobs lost since the 2001 recession began were the result of permanent changes in the U.S. economy and are not coming back...businesses have stepped up automation, sent jobs overseas and produced more while employing fewer people...that means the labor market will not regain strength until new positions are created in novel and dynamic economic sectors..."

Since computers became commodities, I have been asking folks what those novel sectors might be. I have yet to receive a response that is robust enough to give my children the same opportunities that I have enjoyed.

Robert Putnam in *Bowling Alone* and Francis Fukuyama in the *Great Disruption* provide ample evidence and analysis that people in the U.S. are becoming progressively more disengaged from their neighbors and society. Our social capital, and so our support systems, are declining.

Douglas North, Nobel laureate in economics, suggested that; "The central puzzle of human history is to account for the widely divergent paths of historical change despite the immense decline in information costs and despite the implication of neoclassical international trade models that would suggest convergence (however) there is enormous contrast between economies (North, 1990; 92)." He explained the differences due to the different institutions or rules of the game in each country. If an investor is concerned that their investment will be appropriated or destroyed, they will not invest. Despite the current war in Iraq and the terrorist attacks, institutions in many countries are becoming more predictable.

With the signing of each new free trade agreement, we move closer, although by accident, to what will in the end be a noble goal - the international convergence of real wages and the only way to really address terrorism. This will be a tough transition for the U.S. and the demands on our teaching, research and outreach have just been extended almost beyond imagination.

If we apply shocks to the OSU model like Oregon's highest unemployment rate in the nation, a robust system of direct democracy that can block legislative policy and taxes, declining real wages, increasing mortgage interest rates, and a declining comparative economic advantage of a university education, what might happen? We can anticipate more and more undergraduate students will choose to do their lower division studies (classes where tuition plus state general funds often exceed costs), at community colleges or online and come to us for upper division classes, (where costs typically far exceed revenues). LBCC's tuition is much less than half our resident undergraduate tuition and less than a third of our Division of Continuing Education classes.

Our State funding will not be there to help. We will move to a year round legislature either formally or informally and stop using the term "Special" to describe the intermediate sessions. We have planned a Faculty Senate Forum with Bill Lunch and Jock Mills to discuss State politics in more depth this Thursday and I hope that you can join us.

Even public and nonprofit funders will increase their expectations for quick results that are consistent with their values and interests. Federal agencies will continue to cap or eliminate indirect costs. As more counties experience fiscal problems, their ability to cost-share Extension funding will decline. Pushed into corners to reduce budgets by these types of difficulties, OSU will struggle to maintain the very foundations of the institution, like tenure.

If even a portion of these events are ahead or already here, although we are in a good position to cushion these shocks, we will need to change some directions. Professor Ahbrams once told our child development class that when you do seem to be making progress in a situation, do the unexpected and you will be surprised at how often it works. Some of the suggestions that I would like you to consider would be unexpected, yet, I have watched them work in other settings.

Consider for this year focusing only on making each individual action and interaction and making it as close to ideal as possible. Forget what you are doing next, and forget how it will be perceived in political and marketing terms. Forget the metrics and, when we get back to checking them, we might be surprised. They might take an initial dip, yet, they will come back much stronger.

Consider pursuing the boldest and most committed students and faculty and deemphasize our use of the terms "the best and the brightest". At least define best and brightest each time it is used.

Consider fighting the move to treat degrees like tickets for a job and moving students through here as quickly as possible, instead of what can be the single most profound experience many people will ever have.

Consider a real commitment to interdisciplinary study and research. Increase our credit requirements for graduation, instead of decreasing our credit requirements, so we can build a solid disciplinary base and then test and apply that base through sequences in other disciplines. Assure we are rigorous in scholarship and that no procedural barrier can stand in the way. Consider reaching out and redefining what faculty means to include community college faculty who are literally becoming our faculty as they can provide more than half of our undergraduates' educations.

Consider reversing our movement to eliminate the tuition plateau so exploration of different topic areas, like that child development class I mentioned earlier, and interdisciplinary work is affordable.

Consider making every class even more rigorous so we regularly approach ideas so fast and so hard that students want to be prepared and must be creative to satisfy their sense of who they are.

Consider sending a significant portion of the funds from the Budget Allocation Model directly to faculty so you (as faculty) look forward to more students because you will know the resources, and so will the interesting colleagues who will be assisting you with the extra students.

Consider eliminating indirect costs and moving ahead of the pack of research universities with an all direct-cost model.

Consider working at the county level with the very independent personalities that are Oregonians to build one Oregon and avoid the natural tendency to ascribe blame and, every time blame is raised, challenge it with a broader perspective.

Consider recognizing that every person here, no matter their rank or classification, has the responsibility to do exemplary work, to challenge weak decisions, lead in areas where they are uncomfortable and risk trying solutions without precedence. Reciprocate that commitment with at least rolling contracts and reassignment

when jobs are no longer affordable or relevant.

Thanks for tolerating this staccato bit of thinking. I reduced these comments from five to three pages and the justification and examples for each consideration are what I removed. I would be happy to discuss any of them in more detail with you, as I have done with many of you already. The Faculty Senate committees and EC have been receptive to working on some of these ideas and, as an example at the first Faculty Senate meeting in October, I will announce a new fixed-term task force with a difficult and important charge that includes all fixed term faculty. We need to broaden our initiatives and I ask you to be even bolder. When you reach a roadblocks call us. And remember, as much as we need some redirection, most of what we do needs to remain the same. OSU still has the strong core of what changed my life 30 years ago - you.

Finally, when I finished my Bachelors degree, my dad asked me the only question he has ever asked me about my studies - So now how will you repay the public for that education? Even with our State's difficult times and our greater reliance on tuition, the general public are providing us significant support. We and our students owe the public a great deal and, if we are to pull out of this spiral of disengagement and isolation, we must do the public good. We can use your professional creativity and volunteer efforts and we can use the problems you create by being bold, so have a great year and thank you.

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Faculty Senate

[Faculty Senate](#) » [Faculty Senate President's Message](#) » July 18, 2003

Faculty Senate President's Message

To: Faculty Senators
From: Bruce Sorte
Re: Faculty Senate Summary
July 18, 2003

Thanks for your patience and advice as we have worked through this very difficult reduction process for the Extension Service budget. The participation of the Faculty Senate in program reductions is set by guidelines that were developed ten years ago. They can be found at

<http://oregonstate.edu/dept/senate/redirect/guidelines.html>. The Faculty Senate Executive Committee (EC) has been trying for the past two years to amend those guidelines to make the process more timely and open. In the past, and in this case of Extension's budget reduction, the Faculty Consultative Group's* (FCG) efforts have been advisory and confidential. So, when we are in the middle of these types of crises it is difficult to fully convey to you the efforts of your Faculty Senate leadership. At least half of my time as Faculty Senate President, and a great deal of the FCG's focus for the last four months, has been spent on this issue. I have tried to understand the issues in detail, meet with many of those affected and advocate on behalf of the individual faculty members and the tenure system at OSU. We also appreciate the many individual and group efforts of faculty and unit administrators to mediate the situation.

As you heard at the last two Senate meetings, the issue is complex and there is not a consensus by any means among all the faculty or between the Administration and the faculty as to how to manage the issues. Next week, we will begin a progressive set of steps to inform you about the situation and our plans to try and reverse the FTE reduction or termination of tenured faculty and, to the extent possible, tenure track faculty. We appreciate President White and Provost Randhawa's agreement to release the FCG's report by Friday, July 25, 2003. This is the first time a report of this type has been released.

In addition to the Faculty Senate's advocacy, individual efforts of those affected will be very important and we are prepared to advise any of those faculty as to the mediation and grievance processes. We have met with OSU representatives of the American Association of University Professors and Association of Oregon Faculties and they are well informed as to the details and the gravity of these events. The impact of this process to tenure at OSU and our future ability to recruit and retain faculty cannot be underestimated.

On the positive side of this bad situation, administrators and colleges have worked very hard to reduce the number of people affected. More detail on those efforts will accompany the release of the FCG report. Please call me at work - 541.737.5909 or in the evening - 541.757.2466, if you would like to discuss these issues further. Take care and I am sorry you or your colleagues have been caught in this confused and painful process.

**The Faculty Consultative Group consists of the Faculty Senate Executive Committee and the chairs of the Budgets & Fiscal Planning Committee, Curriculum Council and Faculty Status Committee.*

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Faculty Senate

[Faculty Senate](#) » [Faculty Senate President's Message](#) » April 4, 2003

Faculty Senate President's Message

To: Faculty Senators
From: Bruce Sorte
Re: Faculty Senate Summary
April 4th, 2003

Tough to focus on issues in Corvallis, while war rages. In addition, a virus spreads globally. I spend so much time rushing and taking myself very seriously week-in and week-out, these events remind me that I should give higher priority to enjoying conversations and projects with colleagues.

Thanks so much to those of you who put a check in the hat at yesterday's Senate Meeting. Every dollar you added is worth three dollars with two coming from the Austin match, OSU Alumni Association, and other trustees and friends of the University. If you have not been able to contribute, please consider doing so and sending a check to the Faculty Senate Office, 107 Gilkey payable to the OSU Foundation - EFSA (Emergency Fund for Student Access).

As the Legislature works through the Session, OSU needs to plan now for more budget reductions, which may mean more reorganization, reduction and termination of programs than OSU has ever experienced. OSU is ahead of many institutions by having a very well developed policy that involves faculty input in program redirection. The Guidelines For Program Redirection were adopted by the Faculty Senate and President Byrne in May of 1992. You can find them at <http://oregonstate.edu/dept/senate/redirect/guidelines.html>. For the past two years the Executive Committee has been trying to encourage a revision of those Guidelines. We believe the changes we have suggested would assure that the Faculty Senate participates in these types of decisions while they are still in the formative stage and there is still an opportunity to assure that individual faculty members directly involved in a restructuring are able to provide ideas that are carefully considered. Finding the right balance between Administration's need to flexibly manage and quickly respond to budget issues and the Faculty Senate's desire to be deliberate and protect the professional futures of individual faculty is difficult. Timing and confidentiality are the critical issues and I am hopeful that we can develop a compromise that will be approved by the EC, you, and then the Administration. We need to have the revised Guidelines in place by summer.

During spring break, Joanne and I visited UC Davis, UC Santa Barbara, and Stanford with our daughter, Sally. Our two older children completed their undergraduate studies at Whitman College and OSU, respectively. So, from their searches and attendance we are fairly familiar with some private and public institutions. During this most recent series of visits I seemed to be even more preoccupied with comparing these institutions, which get strong national rankings, with OSU. I guess my only conclusion was that we need to spend much more time studying other institutions and quickly trying smaller scale changes or programs that seem effective at those institutions.

Working with Faculty Senate standing committee/council chairpersons and members, we discuss one or two ideas at each meeting that may deserve pilot testing. Yet, it is tough to take an idea in an institution this size and roughly form it, try it, assess its success, and then stop or expand it. For many good reasons there are a number of gates that each idea must pass through and the keepers of those gates can dampen enthusiasm very quickly. An example, adapted from a recent conversation with Jeff Hale, would be admitting 75 first-year undergraduates who would each choose an issue/service focus to their undergraduate education (e.g. hunger in Oregon, restructuring the Oregon tax system, mending Oregon's east/west divide) and all their studies would in some way focus on solving their particular problem of interest. Then, for at least three more years the same options would be given to incoming students and 75 students added to the team. What could three hundred undergraduates working through interdisciplinary studies, supported by the enthusiasm and mentoring of faculty and fellow students, accomplish on a year-round basis for four years? After that, phase it out or extend the project? Find a small amount of funding to get started, avoid panic over the risky nature

(both physically and professionally) of sending students out across Oregon to represent OSU and help solve big problems. We can say we are essentially doing this in a number of ways, or the focused nature of the approach would compromise the essential range of knowledge those students would need, or that the federal government is already doing this. It would be difficult to convince me. We could "sell" these types of programs at tuition rates sufficient to cover their costs and I believe significantly boost the students' knowledge and critical thinking skills.

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Faculty Senate

[Faculty Senate](#) » [Faculty Senate President's Message](#) » March 2 - March 8, 2003

Faculty Senate President's Message

To: Faculty Senators
From: Bruce Sorte
Re: Faculty Senate Summary
March 2nd - March 8th, 2003

We seem to have avoided a couple of difficult problems as the Legislature scoured a number of contingency funds to address the additional \$244.5 million revenue decline plus as much as another \$225 million decline expected in the May forecast. We were also exempted from the salary rollbacks that the Governor proposed for State employees because our increases were merit based. UofO was not as fortunate. After borrowing \$469.5 million and without a significant upturn in the economy/tax revenues, we will enter the next biennium with about 4% more State services than we can afford. An amount equal to the tuition surcharge may need to be added to Fall Term with another 4%.

Amongst these mixed messages, one positive initiative came through loud and clear. The Faculty Senate supported Shing Ho and Kevin Ahearn's good idea. The Foundation agreed to support their idea by not charging any processing fees and there will certainly be some. In addition, Ken and Joan Austin, owners of Austin Dental Equipment Company of Newburg, supported their good idea and have generously established a parallel Austin Challenge Fund to match donations 2 to 1. Now it's our turn to support this good idea by sending a check to the OSU Foundation for Emergency Fund for Student Access (EFSA). If you will donate, I will buy you a cup of coffee to celebrate your generosity. Send me an email indicating that you have donated and I owe you coffee and we will schedule a break at the Bean.

Provost Randhawa's fine presentation generated a number of questions about 2007. I have encouraged him to add implementation options/ideas to the presentation. As an example, if the goal is to increase extramural funding by 50% then could we give each faculty member a certain indirect cost waiver credit, a automatic match credit, set a goal to reduce indirect costs to 10% and direct cost the rest, and/or guarantee 30% of the indirect cost recoveries that are returned to the colleges/departments go to the PI to write additional proposals or extend their research program?

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Faculty Senate

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Faculty Senate President's Message

To: Faculty Senators
From: Bruce Sorte
Re: Faculty Senate Summary
February 23rd - March 1st, 2003

Hopefully, you noticed a good deal of emphasis on scholarship and student athletes in the press releases on hiring Mike Riley as the new OSU football coach. It was clear in my conversations with Tim White and Bob DeCarolis during the search process, that your comments and emphasis on scholarship, advising and diversity were reinforcing criteria to which Tim and Bob were already strongly committed. The faculty senate president is a member of the Athletics Advisory Board and I attended the Board Meeting on Saturday. Again, Bob DeCarolis spent a significant portion of the time working with the Board on student scholarship issues. At times the discussions were intense, yet, they were productively intense and the meeting was well worth the time spent.

The subgroup of the Undergraduate Admissions Criteria Issue Group revised the proposed changes to the admissions criteria, in response to your February 6th deliberations and individual comments from faculty to remove a GPA level that would guarantee admission and require all students to submit an "insight resume" (previously the behavioral assessment tool. ***** would then evaluate the applicants resume, classes, completed, GPA, SAT, etc. and decide whether or not they would be *** admitted, **** admitted or not admitted. The EC expressed concerns as to whether, in fact, we had the capacity to carefully evaluate each packet for thousands of applicants or if there would be some GPA cutoff that might be used anyway, effectively raising the GPA without doing so explicitly. Members of the EC were also concerned about how Oregon parents and students would react to no guaranteed GPA level for admissions when the other OUS universities have a guaranteed level. We are now back to the drawing boards. The Undergraduate Admissions Criteria Issue Group has done a good job of reviewing and applying the data to propose what could be a very individualized and useful procedure. The question is whether we can afford to apply the procedure to all the applicants and whether Oregonians, and you, will accept a process with few fixed criteria. Please try to attend the Admission Policy Symposium session on March 10 and 11. We hope to deliberate the proposed changes again in April.

I spent last week in Eastern Oregon working with business owners, county commissioners, OSU Agricultural Experiment Station and Extension faculty, non-profit folks, and concerned citizens to develop six county level economic models. These models will be used to assess the economic impacts of forest restoration, bull trout critical habitat designations, and economic development efforts. As I mentioned at the last Faculty Senate meeting, the 26 nonmetropolitan counties have not experienced any increase in real average earnings per job for 31 years, while metropolitan counties have seen slow increases totaling 27.2% over that same period. Nonmetro businesses and governments are then ahead of the metro governments, including universities, and many metro businesses in dealing with declining resources. Measure 5 and the 1990's may not have been as good as you thought they should be, yet, OSU's budgets continued to grow and most unclassified salaries exceeded inflation.

Applying last week's experience to recent projections of another \$244 million revenue decline, the most important step I believe we need to take is to move from a "duck and cover" approach to viewing the current situation as our future. There may be temporary relief, however, I think all of Oregon will be happy to have nonmetro Oregon's real average earnings "no change" curve from the last 31 years for the next 31 years. In the last major recession of the early 1980's, I was working in a manufacturing firm and we did not start improving or working our way back to profitability until we agreed that the business environment had fundamentally shifted. We needed to stop whining and hoping, and get on with restructuring.

If OSU continues to follow past procedures, we will spend the next 30 months reducing our costs more than

we already have by not refilling positions as they come open and/or laying off faculty and staff who are critical to this institution. We will stridently try to hold the line on PEBB and PERS and continue to see stories like those in The Oregonian on Sunday, March 2nd. Regular across-the-board cuts will continue to be routine. OSU 2007 may be partially implemented in a pessimistic and under-resourced environment. A new president may arrive to make difficult and unpopular decisions. Adversarial relationships may be common between the new OSU administration and faculty, staff and students. Our quality may be seriously jeopardized at the same time we raise tuitions and become less competitive in relation to the private institutions and other states' public institutions.

On the other hand, we could follow some of those more fiscally sound nonmetro counties and businesses pragmatic approaches by agreeing that we are all in this together. We may need to, for limited periods of time, reduce FTE. That may be much better than freezing or even reducing salary levels. We might want to become serious participants in the PERS discussions. Adjusting actuarial tables and capping returns at 8% were changes that should have been made years ago and are not perceived by many Oregonians as getting down to business on reforming PERS. I have followed your instructions and stayed out of the discussions, yet, I am afraid that the decisions may be made too quickly in an adversarial environment and structured more for public relations impact than to assure OSU can recruit and retain the quality of employees who can succeed for the next 31 years. We could carefully prioritize our health care needs, protect the core of those needs and be willing to pick-up more of the routine costs. That will happen anyway, it is just a matter of whether we are drug into it or participate in leading the way.

When I work with counties, there are differences in their approaches and levels of success. Some of them are willing to cut loose from the past, be less protective, and trust each other. They take the time to be involved so they will know the details of how well their initiatives are working and they do not need to rely on the media or hearsay for their information. They know if their ideas need to be refined and if their trust is justified. If they are not being told the whole story or someone is being lazy, they have serious uncomfortable discussions with their colleagues or neighbors. Yet, they come out of those discussions more resilient. We have many more frank discussions ahead if OSU is to avoid managing for decline and continue being a significant contributor.

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Faculty Senate

[Faculty Senate](#) » [Faculty Senate President's Message](#) » February 10 - February 15, 2003

Faculty Senate President's Message

To: Faculty Senators
From: Bruce Sorte
Re: Faculty Senate Summary
February 10th - February 15th, 2003

We continue to work on the revised undergraduate admissions criteria. Bob Bontrager is revising the proposal based on your input at the February 6th Faculty Senate meeting and Sabah Randhawa will wait until we deliberate the revised proposal on March 6th to go to the Board of Higher Education with the changes.

A couple of people volunteered to serve on the Screening Committee for the new president, after the last Senate Meeting. The EC added to the list of people who we nominated and were not chosen for the Search Committee and submitted a list of 16 faculty to OUS for the Screening Committee on Friday. The Screening Committee will represent us and provide additional perspectives on the strengths and weaknesses of the final candidates.

There has been some separation of professional faculty input from academic faculty input in the Presidential Search forums and committee recommendations. I believe it weakens faculty input to splinter the groups, while some would argue that it actually broadens the input by obtaining it from different groups. This is not a huge issue, and we have been very fortunate to be as involved as we have been, yet, I will follow up with the Board and the respective groups.

The Faculty Mediation and Grievance Committees are working on a white paper to discuss collegiality and possibly make recommendations for its main points to be added to the P&T guidelines.

With all the budget reductions, there are a number of personnel adjustments among the fixed-term faculty. We are addressing these issues in two ways. I am meeting with people individually to recommend options like mediation or grievance. In addition, we are trying to get a recommendation to Sabah from the Professional Faculty Task Force. He has been positive about considering those recommendations.

We can anticipate another budget reduction due to further declines in revenue forecasts. I hope we can carefully review all our resources and not just do another across-the-board cut. It seems like using cash reserves, which we have been trying to strengthen, is appropriate.

The Library Director was recently removed from the Provost's Council, as that group was streamlined. We worked very hard last Spring to get Karyle Butcher included on that Council and we really only had about eight months to test the effectiveness of her participation. We are now returning to the original proposal to get the Library budget up to 4% of the Education & General budget, appoint the Director as a Dean and move the Library out from under Information Services. Sabah has given us a number of questions to consider and we hope this time we can agree to a longer-term plan.

Coach searches are typically handled at the highest administrative levels and they tend to be very expedited so faculty input tends to be somewhat indirect. I have discussed faculty ideas about what attributes should be considered in recruiting a new football coach in separate and very productive conversations with both Tim White and Bob De Carolis. The areas we discussed included demonstrated commitment to scholarship and diversity, salary levels and incentive plans and working with the academic units to extend athletic enthusiasm to support for academic programs.

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Faculty Senate

[Faculty Senate](#) » [Faculty Senate President's Message](#) » January 27 - February 1, 2003

Faculty Senate President's Message

To: Faculty Senators
From: Bruce Sorte
Re: Faculty Senate Summary
January 27 - February 1, 2003

Tough week. I was caught-up in believing that Oregonians might value public services enough to spend more on them, even in these difficult economic times. Measure 28 failed even while many voters could see that they would need to spend more on child care than the amount of the added tax, if school districts cut days as promised. The effects of M28's defeat were quickly felt. I serve on the Corvallis Housing & Community Development Commission, which is the single largest source of City of Corvallis social service dollars. On Thursday after the Tuesday vote, we coordinated a small group session to listen to people describing their needs in a public meeting. They described people, or were people, who earn less than their prescriptions cost each month. Those prescriptions are essential to keep them productively functioning mentally and/or physically. Many of them had their funding cut-off on Friday. The Oregonian carried a picture of a frenzied legislator (Peter Courtney) with a picture below of a gleeful prisoner being released from jail.

Do we seriously think that we can go to the Legislature with the Chancellor's Deal and persuade the legislators to send additional or even the same funding to higher education in lieu of funding prescriptions for mentally ill, health care for children or seniors, protecting the public from criminals, supporting programs that give poor pre-school children and their families a minimal chance to succeed, or to keep from going off the bottom of the charts in terms of number of K-12 instructional days? The legislators would if they could but they can't.

We like to avoid zero-sum discussions (e.g. we are not competing with these other uses - we should collaborate - bunk!); yet, this is one that cannot be ignored. Most legislators believe in investing in higher education and that through that investment they can reduce the crisis type of funding situations with a better-educated public -- in the future. However, that is the future and the present is right in their face yelling and pleading with them on the Capitol steps, in their offices, churches, everywhere.

We need to redirect the 90% of our energies that we expend pursuing that additional 5-10% of State Education and General funding, beyond what the Legislature will give us with more routine effort, and vigorously pursue a Cornell sort of model that would transition at least the professional colleges to charging most or all of the cost of their programs through tuition. This would free the other colleges to use the major share of the E&G funds we receive to hold tuition down and maintain access. We need to at least double our financial aid program, including doubling staff and doubling our expertise in credit issues. We should cut tuition for lower division classes to more effectively compete with community colleges and then increase our upper division tuition. We need to spend less time accounting for what we do and more time developing, trying, monitoring, and revising plans that will at least partially free us from the paralysis of depending on a Legislature that makes its decisions with its bid for reelection only months away.

We have an infrastructure (although we can list many needed improvements), a reputation, and faculty and staff that can effectively compete in that way. If we do not do this, I believe the precious little time you have for scholarship and student engagement will disappear in the next two years, as your class loads grow and the number of your colleagues shrink.

The end of last week brought the tragic news of the death of the crew of the Columbia. A week previously, I gave my daughter a small model of the shuttle for her birthday because I know she will fly many different types of craft and because I hope she will do so not only for recreation but to help others. Her older sister has already brought home stories of swimming a river or climbing over seaweed covered rocks in surf to get to sampling sites or offshore experiences and why she took those risks. I know they will both continue and I will

continue to worry in a very proud way.

Two NPR interviews on Saturday seemed particularly relevant to what we do. One with a professor of many of the astronauts who died, when asked if we were paying too high a price for this scientific knowledge, resoundingly said; 'No! The knowledge is important enough for people to risk their lives and we must continue.' The second question was asking the flight director to describe the NASA community. He described a community where the risk was ever present and the only way to minimize and so tolerate the risk was the tremendous teamwork that everyone within all parts of the organization and suppliers outside the organization devoted to doing high quality work. As you fly a single engine plane between Cascades Campus and here, work under hoods with toxics, walk into caves in Canada to understand snakes, venture offshore to study right whales, leave family to talk with women in the steppes of Eurasia, describe findings or issues to folks who you know will stridently disagree with you, challenge students to consider all aspects of world events, convince a person to try an alternative method of pest control that may jeopardize their livelihood and your reputation, and on, and on, you display that same type of courage and sense of purpose of those astronauts.

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Faculty Senate

[Faculty Senate](#) » [Faculty Senate President's Message](#) » January 20 - January 25, 2003

Faculty Senate President's Message

To: Faculty Senators
From: Bruce Sorte
Re: Faculty Senate Summary
January 20 - 25, 2003

Good to see the University Budget Committee has been appointed and met. We have a number of academic and professional faculty members on the committee. They will review the Budget Reconciliation Model and consider all the recommendations that have been made to improve it. There are certainly ways to improve the Model, however, it will be tough for the Committee members to sort between the need to change the model to increase its recognition of faculty effort (e.g. scholarship or the centers) and a desire to mitigate reductions to specific units. With the maximum budget swing that can be driven by the Model at 4.5% per year, this will be the year that our resolve to move away from an historically based budget to a productivity based budget will be tested. It is often possible to accommodate a 4.5% reduction, however when it is more than doubled through compounding, structural changes may be required.

Faculty members have been suggesting ways to assist students, with tuition surcharges. It is a difficult question as to whether the Faculty Senate should endorse and publicize a fund raising effort on campus to offset surcharges or should the Senate sponsor and help organize it. I have been working with the interested faculty members and asking people in the Development Office and Foundation to suggest a couple of approaches that might encourage faculty to contribute to a fund for undergraduate and graduate students. John Morris did a lot of fine work to faculty to donate their "kickers", a few years back. This would be a similar type of effort asking faculty to donate all or part of their raise for a month or more.

The administrative offices and the Foundation are now referring any calls about the anti-war resolution to me. On the whole, the alums have expressed strong feelings; yet, seek out the reasons we considered the motion. Some faculty members have done the same, however, it has been interesting that some faculty members have been more willing than the general public to jump to conclusions without a careful discussion with me about the process and the issue. As I have mentioned previously, we rarely deliberate these types of issues so we are not very experienced at how to go about it. When I was considering land use appeals on the City Council, the Council members were regularly reminded by legal and administrative staff that the deliberation and a careful discussion of our reasons was very important to help everyone understand the decision.

I have been asking faculty members and alums/contributors who have experience working with the Faculty Senate and/or other legislative bodies to consider how we might think about what types of issues we discuss without running all over the top of academic freedom and the freedom of the Faculty Senate to consider issues that are very important to it. This is probably another dangerous topic, still, to avoid the discussion may be missing an opportunity to bring people who care about OSU and global issues closer together rather than driving them apart. I will keep you updated on these conversations and would appreciate your thoughts.

The Committee's remain hard at work. Budgets & Fiscal Planning has just completed a rough estimate of the costs and savings of the OSU-2007 initiatives, the only comprehensive estimate of which I am aware. My hat is off to Walt Loveland (chair), Kim Calvery, and Munisamy Gopinath for taking very seriously a routine request from me and making a significant contribution to 2007.

Friday, I spoke at a press conference on behalf of the faculty to describe some of the potential impacts of Measure 28 failing. In the first place, whenever I have worked with the media in the past, they asked questions and I tried to frankly and personally answer them. In this case, each person needed to do a presentation and the one reporter and one photographer that attended took notes, which caught me a bit unprepared. Tim White, Bridget Burns and Patti Mulder described personal and professional reasons for

supporting Measure 28. I was impressed and wished reporters from other media were there. I tried to tell stories of the types of services that might be lost or the quality that might be sacrificed with budget reductions. The stories covered instruction, research and service. They included determining the safety of a ship's hold full of fish where the refrigeration had failed (Astoria), estimating the impacts of the Klamath drought, and what it means if professors can really engage students on issues like the ethics surrounding a profit and loss statement, prioritizing requests that exceed the capacity of an agency like child protective services, and working with government agencies that are deciding how to upgrade bridges at the lowest possible cost without sacrificing safety.

We will be out to you this week with some questions to think about for the presidential search process. Remember, if you are unable to attend next week's Faculty Senate meeting, now would be a good time to find a proxy. Contact the Faculty Senate Office (faculty.senate@orst.edu) if you are unsure of who is eligible to be your proxy since there may be multiple apportionment units within the same department. If you have any motions that you are considering, we would appreciate as much advance notice as possible. Thanks,

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Faculty Senate

[Faculty Senate](#) » [Faculty Senate President's Message](#) » January 13 - January 18, 2003

Faculty Senate President's Message

To: Faculty Senators
From: Bruce Sorte
Re: Faculty Senate Summary
January 13 - 18, 2003

We continued to get comments on the war resolution passed at the January Faculty Senate meeting. They did not oppose the resolution, however, a number of folks felt the deliberation was orchestrated through placement on the agenda and short discussion. It was not wired, my preference would have been for postponement and Robert laid out the alternatives carefully. We normally do new business at the end of the meeting because it is typically carried over to the next meeting. In addition, we had a full agenda with items (e.g. legislative, 2007, and admission criteria) that were also time sensitive. I have discussed the resolution with a number of reporters stressing we rarely consider these types of issues and I think a sense of the Faculty Senate is appropriate for issues of this magnitude and to which we may contribute. We just need to try to have more time and, if necessary, a special session or forum.

More budget cuts may be on their way and greater than just the impacts, if Measure 28 fails. The Governor and Legislature seem to be planning to avoid cuts to prisons and possibly the State Patrol and lessening impacts to K-12. That would mean greater cuts to the other agencies. If the spring economic/revenue forecasts predict less revenue, more cuts would be necessary. Within the next month, we may need to review a number of proposals to save funds for the rest of the year; you can help by responding quickly with pros and cons and communicating with your constituents.

Sabah Randhawa and Bob Bontrager had planned to take new admission procedures/criteria to the Oregon State Board of Higher Education this month and agreed to wait until next month to give us time to deliberate at our February 6th meeting. The assessment approach seems to have strong support, yet, good suggestions for improvement have been provided by Senators after the last meeting. The main question, which ASOSU opposes, is the increase of the GPA requirement for automatic admission from 3.0 to 3.25. UofO has gone to 3.25 and PSU has moved to 3.0. The students are concerned that the increase may be perceived as a backdoor way of capping admissions. Sabah has indicated that is not the purpose. The purpose is to admit students who are well prepared and who are more likely to be retained. This year OSU admitted fewer freshmen than last year. As I travel the state doing economic research, particularly in rural areas, OSU is often perceived as Oregon's university. I am concerned how raising the GPA may affect that view. The assessment process does provide lots of flexibility to admit students with lower GPA's, however, I have not seen an institution or state do an effective job of getting those types of procedures out in front of the GPA criteria. Please study the materials, consult with your colleagues, send questions to me prior to February 6th, and come ready to spend some time on the issue.

We continue to work on the Faculty Consultative Group Procedures that are used when a program/department is closed or redirected and Nancy Rosenberger is coordinating the process for the Executive Committee (EC). We hope to have a revised procedure that provides faculty as much advance notice and opportunity to comment on reorganization as possible, before the Legislature finishes the 2003/2005 budget. Even if the tax measure passes, the State will probably have a 10% budget shortfall.

Christian Stehr, chair of the Faculty Recognition and Awards, has worked with the committee and Vickie to try to streamline the nomination process for this year. The committee has developed a form that is specific to each award and will ask for fewer letters from colleagues and students. The EC has approved the process.

I have been enjoying and feeling particularly productive when I have met with committee chairs to plan this year's activities. We have 29 standing committees and task groups. These committees and their chairs are always able to discuss two or three initiatives on which they would like to work. We consider how the FS, EC

or I can move those initiatives forward. I also try to ask them to help with one or two institution-wide issues and coordinate their efforts with one or two committees. As examples; the Budgets & Fiscal Planning Committee is just finishing a rough estimate of the costs and benefits of the 2007 initiatives, the Faculty Mediation and Faculty Grievance Committees are working on a short white-paper on collegiality and then will discuss their services with the Provost's Council and other groups, and the Distance Education Committee is working with the OSU Extended Campus to review a business plan that makes continuous progress towards a self-sustaining program and to develop an intellectual property proposal for distance education classes that recognizes faculty members' proprietary interests in the courses they develop, after offering the course some set number of times.

I still have early morning coffees available to discuss issues with individuals or groups. Let Vickie or me know (7-4344) if you have an issue that deserves some attention.

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Faculty Senate

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Faculty Senate President's Message

To: Faculty Senators
From: Bruce Sorte
Re: Faculty Senate Summary
January 6 - 10, 2003

Faculty Senate activities are extensive and the Faculty Senate meetings do not allow enough time to advise you on all that we have been doing. Hopefully, these notes will partially bridge that gap and also give you a sense of my positions on issues so you can provide ideas and information that may support or redirect those positions. I will try to keep my comments to two pages and clip and paste from other documents as needed. I will not cite references when the information is routine unless the citations add to the interpretation. The notes may be a bit rough and they are mine alone and should not be used to infer the positions of others'. They will be in chronological rather than priority order and issues will run together in the paragraphs. Please do let me know when you agree or disagree.

Some members of the Executive Committee (EC) and the Budgets & Fiscal Planning Committee interviewed one of the candidates for the Foundation's VP of Development. He did not seem like a centralizer and expected the administration and colleges to lead the way on programmatic initiatives. Another candidate will interview next week.

Sabah and I will meet every other week. We met on Tuesday and discussed 2007 and budget. It would be difficult to implement the administrative and programmatic recommendations of 2007 simultaneously. It seems to me that any administrative changes will go first (two years) and then any programmatic changes (some time from 2005 out). I also expressed concern about the graduate students' benefits and asked Sabah, if he could provide the EC an update. As budgets become tighter, we will need to carefully consider how competitive we are for good graduate students and fixed-term faculty. Interest is increasing to recruit a new leader in international education and research and I asked Sabah to consider contacting Dave Acker or Ed Price, both prior directors of OIRD, for their ideas. Rather than long-term outreach programs, international research may be moving to short-term multidisciplinary programs for which universities are very well suited. We need a leader who has the experience with these types of programs and has the stamina to work overseas as well as in D.C.

At the EC meeting we started scheduling facilitators for small group meetings with President White. President Risser, with an EC member facilitating, met with 40 small groups of faculty and President White will continue the meetings. We also discussed the most recent OUS OMB A133 audit, in which OSU was one of three OUS institutions that was required to implement a new procedure, which will require faculty assistance.

Basically, the Office of Financial Aid and Scholarships must identify the last date of attendance for students who receive all "F's" each term by contacting faculty and/or the students. In order to avoid penalties, OUS has agreed that OSU will go back and request attendance information for aid recipients from 2001-02 forward. When programs are closed, consolidated or redirected, the Faculty Consultative Group reviews and advises on the process. The Faculty Consultative Group is comprised of the EC and the chairs of Budgets & Fiscal Planning, Faculty Status and Curriculum Council. We worked on questions for that group to ask.

New senator orientation seemed to go well with many very experienced faculty members attending the whole session. My message was take risks, propose motions or amendments during deliberations, and find multiple ways to communicate with your constituents. I am available any day at 7 am at the Bean, with one day's advanced notice, to work on motions or other issues with individual or groups of faculty.

The legislators' comments seemed helpful during the FS meeting, although I hope I did not overload you with political/legislative information. It just seemed right given the beginning of the session on Monday. I tried to make the swearing in somewhat formal to communicate really what a privilege and confirmation of

confidence that your constituents have in you to elect you to the Interinstitutional Faculty Senate (IFS), the EC and/or the FS. The new admittance standards concern me because I believe the definition of success is too narrow, we may be just admitting those who know the formula, external constituencies may perceive it as just an enrollment cap, and there are insufficient resources identified to do a careful job of the assessment. I like adding the tiers and assessments, have not been able to offer a better measure of success, believe faculty representation has be broad throughout the process, and hope that the process can be slowed enough to have you deliberate on the issue in February. The floor motion on aggression was difficult, whether I agreed with it or not (I did agree with the fundamental points). I do believe our contribution in these very values based resolutions relies on the quality of the discussion so will try hard, even with very time sensitive issues, to assure adequate time for deliberation.

Finally, it is particularly interesting, rewarding and challenging to represent faculty that have had such a significant impact on my life and have so much opportunity to contribute to students, science and society.

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