

Faculty Senate Executive Committee Actions **Wednesday, September 2, 2020**

Welcome and Introductions. After introductions, Faculty Senate Chair Kathleen Hall Jamieson welcomed the members of the Senate Executive Committee (SEC) and offered a brief review of the Senate and its structure. She indicated that the responsibility of SEC is to be the central mechanism for input and feedback between faculty and Penn leaders. She urged SEC members to serve as conduits for communication between the Standing Faculty and the Senate leadership. A full roster of SEC members is available on the Senate's website (<https://facultysenate.upenn.edu/>). In particular, the "Tri-Chairs" including Kathleen Hall Jamieson (Chair), Bill Braham (Chair-Elect), and Steve Kimbrough (Past Chair) work in concert and arrive at decisions by consensus.

Prof. Jamieson recapped the [Faculty Senate Seminar Series](#) and highlighted the utility of providing questions and comments to guest discussants in advance in order to enhance engagement between the discussant(s) and the faculty. This model was piloted with separate discussions between SEC and President Amy Gutmann (see SEC minutes of January 2020) and Provost Wendell Pritchett (see minutes of February 2020) on the topic of "engaged scholarship" and the role it plays in promotion and tenure discussions. From those discussions, it was agreed that SEC members should encourage their departments to and clearly enunciate what role engaged scholarship should play in those decisions, if any. This model will continue throughout the year, including with President Gutmann at the next SEC meeting on October 14, 2020.

Support for Faculty Research and Teaching. Prof. Jamieson recognized the unique demands placed upon faculty to deliver a world-class Penn education in virtual space. Doing so will require faculty members to prioritize teaching to an even greater extent than in non-COVID times. This re-prioritization will entail trade-offs in time spent that would be otherwise devoted to research and service. Traditional faculty reward structures do not envision that teaching will be prioritized to the extent required now. As a result, the Tri-Chairs are emphasizing the need for Penn leaders to clearly communicate to all teaching faculty that expending additional time on teaching and in the process downplaying some other activities will not be penalized. At the same time, departments should work to ensure that junior faculty have the wherewithal to complete the teaching, research, and service required to reach the thresholds they need to meet under the extensions that are now available.

Prof. Jamieson addressed concerns raised by faculty members this summer about ownership of instructional materials delivered online. "[Guidance on Recording Classes](#)" was announced from Vice Provosts Emanuel, Perna, and Winkelstein on September 3, 2020, the day following the SEC meeting.

Prof. Jamieson shared a summary of efforts being made by schools and by Penn Athletics: virtual backdrops to be used in Zoom in particular to be used by students to avoid disclosing any socioeconomic markers that might disadvantage them or their learning experiences. The summary will be shared with SEC to share with its constituents. The Tri-Chairs encourage all schools to make these Zoom options accessible and available.

Finally, Prof. Jamieson showed an example of a three-minute “wellness break” video produced by Penn Athletics for use during class breaks of multi-hour classes. The example includes a greeting by a student, a stretching routine by a Penn Athletics official, and a brief clip of a Penn women’s basketball game. Penn Athletics will release a new video weekly throughout the fall semester, and the Tri-Chairs are working to produce similar videos from other areas of the campus.

Faculty Senate Select Committee on Rules Review. Prof. Jamieson announced the creation of an ad hoc committee that will systematically review the Faculty Senate Rules. SEC members will be invited to provide feedback on how the rules can be both reformed and modernized, and a meeting of the full Faculty Senate is planned for Spring 2021. Details will follow in due course.

Structure and Function of Senate Committees. Cross-committee liaisons are being informally arranged to preserve and share good ideas across committees. This year, for example, each of the standing Senate committees has a common charge: “Assess and evaluate ways to change University structures, practices, and biases (at the University, school, departmental, and individual levels) that perpetuate systemic racism as they apply to the committee’s general charge [and] facilitate the changes identified....”

Discussion and vote on draft Charges for Senate Standing Committees, 2020-2021. The specific charges of the Faculty Senate standing committees were reviewed and approved.

Update on “CIRCE” (Senate Select Committee on the Institutional Response to the Climate Emergency). Prof. Braham described CIRCE’s current projects, which are provided in greater detail in [an article that appeared in *Almanac* on August 25, 2020](#). In addition, CIRCE will sponsor an event as part of Penn Climate Week: “[How Faculty and Staff Can Reduce Their Carbon Footprint at Home](#).” This webinar is open to the public (registration required) and will be held on Friday, September 25, 2020, at 2:00pm EDT.

Update on “P4” (Senate Select Committee on Planning for Post-Pandemic Penn). Prof. Kimbrough described [P4](#)’s recent work.

Faculty Senate Seminar with Associate Provost and Chief Wellness Officer Benoit Dubé. All faculty were invited to this hourlong virtual Faculty Senate Seminar, the fourth in a series begun in the summer. The video from all four seminars are available for viewing “on demand” at <https://provost.upenn.edu/senate/faculty-senate-seminar-series>.

Faculty Senate Executive Committee Actions Wednesday, October 14, 2020

Chair's Report. Faculty Senate Chair Kathleen Hall Jamieson reported on a number of matters:

- A “Resolution for Election Day” was circulated for a vote by SEC via email because of the time-sensitive nature of the Resolution. By an email vote of 33 in favor, 2 opposed, and 20 not voting, the resolution was adopted on October 1, 2020, and appeared in Almanac on October 6, 2020. The resolution appears in the October 6, 2020, issue of Almanac.
- On a question from a SEC member regarding faculty ownership of online instruction materials, Prof. Jamieson reminded the group that no use will be made of faculty members’ online materials without specific permission of the instructor: <https://almanac.upenn.edu/articles/guidance-on-recording-classes>.
- Prof. Jamieson announced two forthcoming Faculty Senate Seminars, both on October 22, which are available on the following webpage: <https://provost.upenn.edu/senate/faculty-senate-seminar-series>.

2021 Senate Nominating Committee. Pursuant to the Faculty Senate Rules, the members of SEC were requested to submit the name of a member of the Standing Faculty to appear on the Nominating Committee ballot.

Resolution on Engaged Scholarship. Following a motion and discussion, SEC members voted to adopt a “Resolution on Engaged Scholarship” by a vote of 41 in favor, none against, and 14 not voting. The Resolution appears in this issue of Almanac.

Update from the Office of the President. President Amy Gutmann expressed gratitude to the numerous faculty members who are keeping teaching and research activities thriving at Penn and the support and partnership provided by the Faculty Senate in navigating the challenge of the year. President Gutmann summarized the [2020 Silfen Forum](#), held on October 13, which addressed timely topics related to the importance of civic engagement. She then shared a presentation on her goals and priorities for the academic year.

Update from the Center for Teaching and Learning. Executive Director of the [Center for Teaching and Learning](#) (CTL), Bruce Lenthall, shared a report on the resources available to faculty for online instruction. CTL supports all aspects of teaching at Penn across the spectrum of those struggling with teaching to those seeking new and innovative enhancements. Recent seminars have been delivered on topics such as “building community in your online course,” and “effective use of synchronous and asynchronous engagement,” “managing academic integrity,” and “using relevant technologies for your instruction.” Penn instructors are invited to register for a two-week course on “[Course Design for Whatever the Spring Brings: Engagement, Community, Flexibility, Academic Rigor and Remote Teaching](#).” Dr. Lenthall highlighted an upcoming seminar on “Teaching While Exhausted,” which will highlight the unique challenges that instructors are facing currently and how they can address them. CTL is beginning to develop more programs addressing “burnout” and suggested that all instructors would benefit from simply acknowledging that burnout and identify accomplishable expectations for teaching and research during this challenging period. A full recording of the 32-minute presentation and discussion is available on the Faculty Senate website: <https://provost.upenn.edu/senate/center-teaching-and-learning>.

Faculty Senate Executive Committee Actions
Wednesday, November 4, 2020

Chair's Report. Faculty Senate Chair Kathleen Hall Jamieson reported with appreciation that several areas of University leadership have expressed public support of the October 6, 2020, [Resolution for Election Day](#), including [a memo from President Amy Gutmann to the entire University community](#) and the Dean Steven Fluharty to all School of Arts and Sciences Fall 2020 Instructors and Teaching Assistants directly referencing the Resolution and urging them to offer flexibility to those needing time to cast votes or take on poll-worker duties as part of the 2020 General Election. The Resolution is an example of the Senate's efforts rising above symbolic action and setting precedents that will shape future University policies. Prof. Jamieson also requested that SEC discuss the status of the October 14, 2020, [Resolution on Engaged Scholarship](#) with Provost Pritchett during his visit later in the meeting.

Past Chair's Report. No report was offered.

2021 Senate Nominating Committee. SEC members voted to adopt a membership slate for the 2021 Senate Nominating Committee. The slate is published in this issue of Almanac for comment by Standing Faculty members.

Proposal to Add the Senior Lecturer Track in the Wharton School. Prof. Jamieson presented a proposal from The Wharton School to add the Senior Lecturer track within the School. The Senate Committee on Faculty and the Academic Mission (SCOF) reviewed the proposal along with an endorsement from Provost Pritchett and voted unanimously in support of it. Professors William Braham and Chenoa Flippen, both of whom are SCOF members, offered brief comments in support of the documentation already provided. Following a brief discussion and a call to question, SEC members also voted unanimously in support of the proposal. Notification of these votes were shared with the Office of the Provost.

Update from the Office of the Provost. Provost Wendell Pritchett mourned the loss of the thousands of people who have died of COVID-19 complications, which includes some loved ones of SEC members. He then expressed appreciation for the support of the Faculty Senate and SEC during his tenure-to-date as Provost, whose guidance contributed significantly to the launch of enhanced student wellness initiatives at Penn and the creation of the Chief Wellness Officer position and the emphasis SEC has placed on engaged scholarship for both faculty and students. Deans have responded positively to the Engaged Scholarship resolution, and while several complicated details remain to be resolved, many school leaders have used the Resolution as a means of re-framing how they approach the resolution of those details. Upon adjournment of the meeting, Provost Pritchett participated in a Faculty Senate Seminar in which all members of the faculty were invited. A recording of that Seminar and all others is available for viewing here: <https://provost.upenn.edu/senate/faculty-senate-seminar-series>.

Faculty Senate Executive Committee Actions
Wednesday, December 9, 2020

SPECIAL NOTE: The Town Hall held on December 9, “**From Campus Access to Testing and Vaccination: What to Expect for Penn's COVID-Era Spring Semester,**” is available for viewing at <https://provost.upenn.edu/senate/faculty-senate-seminar-series>. Written responses to the remaining questions will also be available at the same page upon their finalization.

Chair’s Report. Faculty Senate Chair Kathleen Hall Jamieson reminded Senate Executive Committee (SEC) members that Provost Wendell Pritchett will return to SEC in January 2021 and invited questions for him to be submitted to the Senate Office. Senate Committees will also be invited to share questions. Provost Pritchett is prepared to discuss questions on the relationship between Penn and the surrounding community. On January 20 at 4:00 p.m. ET, SEC will also convene a virtual, interactive workshop on “Interrogating and Re-Imagining Expressive Public Space on the Penn Campus” during the second half of its meeting; this session will be open to all faculty members.

Past Chair’s Report. No report was offered.

Resolution in Appreciation of Penn’s Contributions to Doctoral Education at Penn and to the School District of Philadelphia through the Penn Compact. Following a motion and discussion, SEC members voted unanimously to adopt the Resolution, which appears as an appendix to these minutes.

Feedback on Engaged Scholarship and Teaching Prioritization in Schools and Departments. Prof. Jamieson reminded SEC that departments are asked to clarify their specific positions on whether and how engaged scholarship should count in the promotion and tenure processes. Developments to-date were presented by SEC members.

Initial Discussion of Proposed Amendments to Faculty Senate Rules. A select committee consisting of the three current Faculty Senate Tri-Chairs along with two former Senate Chairs – Jennifer Pinto-Martin and Santosh Venkatesh – was convened to offer revisions to the existing Rules. Most of the proposals are likely to be non-controversial and serve to bring the Rules into alignment with existing practicalities and customs. A full meeting of the Faculty Senate is expected to convene on March 17, 2020, to vote on whether to adopt the final slate of revisions.

Faculty Senate Executive Committee Actions
Wednesday, January 20, 2021

Chair's Report. Faculty Senate Chair Kathleen Hall Jamieson reported that two new charges have been jointly assigned to the Senate Committee on Faculty and the Academic Mission ("SCOF") and to the Senate Committee on Students and Educational Policy ("SCSEP") with the request that they work jointly together of the course of the next 1.5 years to address them:

- Review and comment on Instructor and Course Evaluation Reports with a focus on their uses in student course selection, improvement of the quality of delivered courses, and hiring, tenure, promotion, and merit-based salary increase decisions.
- Review and comment on existing methods for eliciting student feedback, including without limit mid-course or ongoing feedback mechanisms available to the instructor to aid in course correction and in the identification of students who may need assistance.

Similarly, selected school deans will be invited to an upcoming SEC meeting to engage them on selected topics including "greening" efforts the schools have taken and on their perspectives on course evaluation structures as noted above.

The Senate Rules are still under review with an expectation that a Full Faculty Senate meeting will be held at 3:00pm on Wednesday, March 17, 2021, to vote on the amendments. Following the discussion in December 2020, no changes will be made at this time related to membership in the Faculty Senate.

Prof. Jamieson invited SEC members to refer faculty members to her (via senate@pobox.upenn.edu) so that she can enter them into the newly established process that enhances the overall number of honorary society awardees that Penn can claim institutionally. Major honorary societies include without limit the National Academies of Science, Engineering, and Medicine, the American Philosophical Society, and the American Academic of Arts and Sciences.

Past Chair's Report. No report was offered.

Update from the Office of the Provost. Provost Wendell Pritchett addressed two topics: civic engagement and support for junior faculty.

Faculty Senate Executive Committee Actions
Wednesday, February 10, 2021

Chair's Report. Faculty Senate Chair Kathleen Hall Jamieson reported on several matters:

- The Senate Committee on Faculty and the Academic Mission (SCOF) will soon distribute a questionnaire on voting and hiring practices in departments to department chairs and will report its findings in May 2021.
- The Senate Committee on the Economic Status of the Faculty (SCESF) will soon be charged with examining salary compression and inversion issues, whether departments or schools face those issues, and how, if any exist, they might be addressed. SEC members were encouraged to query the relevant individuals in their departments and divisions about whether compression and inversion are issues of concern in them and to share any resulting information that they feel would be helpful to the tasked SEC committees with the Senate Office. Over time, market forces result in higher compensation for newer hires than faculty who have been at Penn for a longer term. In addition, persons who seek competing offers from other institutions will more often end up with greater compensation at Penn compared to those who do not do so. Gender-related issues will also be examined in this context.
- On March 17, 2021, at 3 p.m., the Standing Faculty will vote on proposed amendments to the Rules of the Faculty Senate. The proposed amendments do not include expanding the Senate membership but rather focus on reforming the committee structures and faculty appointments processes to allow for greater flexibility. They also include several clarifying and logistical changes. Separately, a “practices and procedures” document, which is in development, will be shared in draft form. Since the quorum for this meeting is 100 Standing Faculty, SEC members were asked to encourage their Standing Faculty colleagues to attend the meeting with them. The vote will occur during the first 15 minutes of the meeting. The draft revisions appear in this issue of Almanac.

Past Chair's Report. Past Chair Steve Kimbrough reviewed the proposed amendments to the Rules of the Faculty Senate and engaged SEC members in a discussion of them. He then yielded the floor to Chair-Elect Bill Braham, who reviewed key sections of the work-in-progress Practices and Procedures document. A newly proposed article to the Rules, Article 18, would formalize the document's role in guiding the work of the Faculty Senate without prejudice to the Rules themselves.

In addition, at the March 17 full Faculty Senate meeting, deans of the four schools with the largest physical footprints have been invited to discuss school-level greening initiatives to be moderated by the leaders of the Senate Select Committee on the Institutional Response to the Climate Emergency (CIRCE).

Update from the Office of the President. President Amy Gutmann applauded the creativity of Penn faculty in addressing obstacles created by responses to the pandemic, and she expressed her admiration for the ways in which Penn faculty transformed the teaching and learning experience at Penn through use of online environments under extenuating circumstances. Penn continues to be guided by the best available public health data and expertise and national, state, and local guidelines. The Penn Cares program is keeping campus positivity rates below regional and national levels but is not without its challenges. It is still too early to decide on the status of upcoming major campus events, such as 2021 Commencement ceremonies, and several contingencies are included in those plans.

Discussion of Course Evaluations, Engaged Scholarship, and Support for Junior Faculty. A discussion began on the status of requests made of departments or schools to address the Resolution on Engaged Scholarship, endorsed by SEC on October 14, 2020. The intent of the resolution is to encourage schools and departments to engage in deliberation designed to determine and memorialize the unit's determination of whether engaged scholarship is an activity that should be considered in the hiring, tenure, promotion, and merit increase processes in that unit and, if so, how it is defined in that unit and what kinds of activities fall into and outside the bounds of that definition. In addition, departments and schools were asked to memorialize their understandings about increased demands placed on faculty during the pandemic, including any involving the changed nature of teaching, and to document their understanding of any ways in which the demands of dealing with the pandemic should be taken into account in tenure and promotion decisions. (SEC has not taken any formal position on how these terms are defined or counted but rather requests that each department provides clarity in its expectations.)

The final part of the meeting was reserved for discussion designed to begin SEC deliberations about the adequacy of the existing course evaluation structure. As part of the discussion, it was noted that the University Council Committee on Academic and Related Affairs also addressed course evaluations at length in its 2018-2019 report.

From the Senate Office: March 17, 2021, Faculty Senate Meeting Minutes

Minutes of the Meeting of the Faculty Senate held Wednesday, March 17, 2021, at 3:00pm, using videoconferencing software.

Background: A meeting of the Faculty Senate was [announced in Almanac on February 16, 2021](#), to consider proposed amendments to the Rules of the Faculty Senate. A total of 192 members of the Faculty Senate registered their attendance during the meeting; the attendance list is available for inspection by any member of the Faculty Senate [by contacting the Senate Office](#).

Faculty Senate Chair Kathleen Hall Jamieson called the meeting to order at 3:00pm EDT. Prof. Jamieson announced two upcoming [Faculty Senate Seminars](#), on April 7 and May 12, respectively, and invited all members of the Faculty Senate to participate and to submit their questions in advance [by contacting the Senate Office](#).

Upon motion and second made to accept the recommended amendments to the Rules of the Faculty Senate as proposed, and there being no further discussion, a vote was taken. A total of 167 votes were cast in favor, and none against, with five formal abstentions. The motion passed. The amended [Rules of the Faculty Senate](#) will take effect on July 1, 2021.

There being no further business, Prof. Jamieson adjourned the meeting at 3:15pm ET.

From the Senate Office: SEC Actions

The following is published in accordance with the Faculty Senate Rules. Among other purposes, the publication of SEC actions is intended to stimulate discussion among the constituencies and their representatives. Please communicate your comments to Patrick Walsh, executive assistant to the Senate Office, either by telephone at (215) 898-6943 or by email at senate@pobox.upenn.edu.

Faculty Senate Executive Committee Actions Wednesday, March 17, 2021

School-level Climate and Sustainability Initiatives. Leaders of the [Senate Select Committee on the Institutional Response to the Climate Emergency](#) (CIRCE) welcomed Steven Fluharty, Dean of the School of Arts and Sciences, Andrew Hoffman, Dean of Veterinary Medicine, Erika James, Dean of the Wharton School, and J. Larry Jameson, Executive Vice President of the Penn Health System and Dean of the Perelman School of Medicine and engaged them a discussion of school-level climate and sustainability initiatives.

Faculty Senate Executive Committee Actions
Wednesday, April 7, 2021

Chair's Report. Faculty Senate Chair Kathleen Hall Jamieson informed SEC members of responses from Penn leaders in the Division of Human Resources on two matters that were raised prior to the meeting by faculty members. Those answers are now available on the Faculty Senate website that address questions related to (1) [Penn's retirement savings plans transitioning to TIAA](#) and (2) [faculty sabbaticals and city wage taxes during the pandemic](#).

Preview of Results from Questionnaire on Department-Level Decision-Making Practices. Ani Nenkova, Chair of the Faculty Senate Committee on Faculty and the Academic Mission (SCOF), joined the meeting. Prof. Nenkova began a discussion on three matters related to a questionnaire sent in February by SCOF to department chairs in all schools. Questions were posed on departmental voting practices (including whether votes are taken anonymously) and the extent to which various types of faculty have voices in departmental decision-making on hiring, promotion, curriculum, and related matters. SCOF will propose by way of its upcoming annual report that departments should create written bylaws if they have not already done so and make them publicly accessible. SEC members will also consider whether to issue a formal resolution to this end.

New Business. A Faculty Senate Seminar on “FY22 Update: Penn’s Academic Budget, Endowment, and COVID-19 Impacts” will be held following the SEC meeting on May 12, 2021. The seminar is open to all faculty, and [registration may be completed here](#).

Faculty Senate Executive Committee Actions
Wednesday, May 12, 2021

Chair's Report. Professor Kathleen Hall Jamieson informed SEC of initial findings regarding the extent to which academic departments have established formal bylaws that are accessible to its faculty members and codify expectations for voting eligibility and procedures and faculty recruitment procedures, among other matters. The results-in-progress show that GSE, Law, PSOM, and Weitzman Design all maintain their bylaws at the school level; some SAS departments reported maintaining bylaws, and others had not yet reported; one department in Veterinary Medicine indicated interest in developing bylaws using others' as a model; and several Wharton departments reported that they did not have bylaws nor plans to establish them. The Faculty Senate will continue to collect this information and will report final results to SEC at a future meeting.

The Tri-Chairs shared the draft Academic Year 2020-2021 Faculty Senate Practices and Procedures manual, which codifies matters not addressed in the Faculty Senate Rules. The "living" document will be maintained by the Tri-Chairs and shared with SEC at least annually in accordance with Section 18 of the newly revised Faculty Senate Rules.

SEC members agreed to continue using Zoom for their meetings during Academic Year 2021-2022; semesterly in-person gatherings will be planned if public health guidelines permit.

Issues Requiring a Vote. SEC voted to elect a slate of four faculty representatives for the 2021-2022 University Council Steering Committee.

Proposed Revisions to the Patent and Tangible Research Property Policies and Procedures. Vice Provost for Research Dawn Bonnell summarized the proposed changes to these policies, which were also [posted for public comment in *Almanac's* May 11, 2021 issue](#). Upon motion and second made, SEC members unanimously endorsed the proposed changes.

Senate Committee Reports. SEC heard and briefly discussed reports given by chairs of the Senate's committees. These reports will be published as a supplement of a future issue of *Almanac*.

Passing the Torch. Professor Jamieson recognized Professor Kimbrough for his three years of service as a Tri-Chair to the Faculty Senate by presenting him with a certificate certifying that one hundred trees have been planted in his honor in a U.S. National Forest by way of a contribution to the charitable organization One Tree Planted. Professor Jamieson introduced Professor Vivian Gadsden as 2021-22 Chair-Elect of the Senate. She also recognized the service of SEC members whose terms are ending. Professor Jamieson yielded the floor to Professor William Braham. SEC members welcomed Professor Braham as Chair of the Faculty Senate for the 2021-22 year.