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## Message from the Board of Regents

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**Office of the President** <pres@plu.edu>

Mon, Dec 11, 2017 at 9:31 AM

Reply-To: pres@plu.edu

To: allcampus <allcampus-list@plu.edu>

Dear Campus Community,

The Board of Regents would like to express our sincere thanks and respect to all of you who have been involved in the important work of the Faculty Joint Committee and recommendations for the reduction and reallocation of faculty positions. We all recognize that the work, while essential to the fiscal sustainability of the university, has been difficult. More importantly, we recognize that these decisions present life-changing events for impacted colleagues

As acting president Belton reminded us at fall conference, each eliminated position isn't just a number; it is a person equally dedicated to PLU's mission. As our friends and colleagues face this challenge, let us remain a community of care, and be there to listen and support as well as honor their service.

After careful consideration of all the same data and materials available to the FJC, provost, academic units and the president, the Board of Regents has approved the President's recommendations and directed courses of action to be taken to carry out those recommendations (see attached). We believe that these decisions, in combination with the great work taking place around campus, will help sustain PLU and allow us to continue to carry out our mission for another 127 years.

Yours in service to PLU,

Ed Grogan  
Chair, Board of Regents

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**Pacific Lutheran University**

Office of the President

12180 Park Avenue S. | Tacoma, WA 98447

pres@plu.edu | 253.535.7101



**Board of Regents, 12-9-17.pdf**

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**Pacific Lutheran University**

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**Board of Regents**

**December 9, 2017**

**Resolution Number 1:**

That the Board of Regents of Pacific Lutheran University adopts the recommendations of the President for reductions and reallocations in faculty positions as presented in **Attachment 1** for the following programs. The Board of Regents further directs the implementation of these recommendations.

School of Arts & Communication – Art and Design  
School of Arts & Communication – Communication  
School of Arts & Communication – Dance and Theatre  
School of Arts & Communication – Music  
School of Education & Kinesiology – Education  
School of Education & Kinesiology – Kinesiology  
Division of Humanities – English  
Division of Humanities – Languages and Literatures – Chinese  
Division of Humanities – Languages and Literatures – French  
Division of Humanities – Languages and Literatures – German  
Division of Humanities – Languages and Literatures – Hispanic Studies  
Division of Humanities – Philosophy  
Division of Humanities – Religion  
Division of Natural Sciences – Biology  
Division of Natural Sciences – Chemistry  
Division of Natural Sciences – Computer Science  
Division of Natural Sciences – Geosciences  
Division of Natural Sciences – Physics  
Division of Social Sciences – Anthropology  
Division of Social Sciences – History  
Division of Social Sciences – Marriage and Family Therapy  
Division of Social Sciences – Politics and Government  
Division of Social Sciences – Psychology  
Division of Social Sciences – Social Work  
Division of Social Sciences – Sociology  
Interdisciplinary Programs – Environmental Studies  
Interdisciplinary Programs – Global Studies  
Interdisciplinary Programs – Publishing and Printing Arts

**ATTACHMENT 1 – PRESIDENT’S RECOMMENDATIONS RESOLUTION #1**

School of Arts & Communication – Art and Design

- 1.0 tenure-line reduction or equivalent savings

School of Arts & Communication – Communication

- 1.0 tenure-line reduction in the sub-unit of Experiential/Conflict

School of Arts & Communication – Dance and Theatre

- 1.0 tenure-line reduction or equivalent savings

School of Arts & Communication – Music

- 1.0 tenure-line reduction
- Additional 1.0 tenure-line reduction or equivalent savings

School of Education & Kinesiology – Education

- 1.0 FTE tenure-line reduction achieved through a recent retirement
- 1.0 FTE reduction in a contingent line achieved through an upcoming retirement

School of Education & Kinesiology – Kinesiology

- No recommendation

Division of Humanities – English

- 1.0 tenure-line reduction in the sub-unit of Rhetoric and Composition
- 1.0 tenure-line reduction in the sub-unit of Postcolonial Lit./Global Anglophone
- 1.0 tenure-line reduction in the sub-unit of Caribbean Literature
- 0.5 FTE tenure-line reduction

Division of Humanities – Languages and Literatures – Chinese

- No recommendation

Division of Humanities – Languages and Literatures – French

- 0.5 contingent-line reduction
- Complete program review by Fall 2020 to assess impact of curricular innovations implemented in AY 2017-2018 and subsequent enrollment impact.
- Continue to develop recruitment and cross-disciplinary opportunities (e.g. with BUSA, ARTD and GLST) through the Institute for American Universities study away program in Provence.

Division of Humanities – Languages and Literatures – German

- Complete program review by Spring 2021. Assess impact of new initiatives with TCC and UPS on enrollment in GERM courses and other courses taught by GERM faculty, as well as efforts to recruit transfer students to PLU.

Division of Humanities – Languages and Literatures – Hispanic Studies

- 0.5 FTE in savings achieved through reconfiguring course releases
- Consider creation of continuing education or certificate programs, particularly for professionals interested in learning Spanish for healthcare, education, social service, or business settings.
- Continue development of Mellon-funded Latino Studies minor.

Division of Humanities – Philosophy

- 1.0 tenure-line reduction achieved through the elimination of an open line.

Division of Humanities – Religion

- 1.0 tenure-line reduction achieved through an upcoming retirement.

Division of Natural Sciences – Biology

- No recommendation

Division of Natural Sciences – Chemistry

- 0.67 FTE reduction in contingent lines through elimination of the CHEM 105 lab.

Division of Natural Sciences – Computer Science

- 0.83 FTE reduction achieved through the recent phasing out of the Computer Engineering degree (0.417 FTE), a reduction in the number of sections of non-majors CSCI courses offered (0.333 FTE), and a reduction in the number of CSCI 144 sections required due to the ability to hold the course in a classroom available due to the phasing out of Computer Engineering (0.083 FTE).

Division of Natural Sciences – Geosciences

- No recommendation

Division of Natural Sciences – Physics

- 1.0 tenure-line reduction achieved through a recent retirement.

Division of Social Sciences – Anthropology

- 1.0 tenure-line reduction achieved through an upcoming retirement.

Division of Social Sciences – History

- 1.0 tenure-line reduction achieved through the elimination of an open line.
- Complete program review in 2019-2020, with particular focus on concentrations that will attract new students.

Division of Social Sciences – Marriage and Family Therapy

- No recommendation

Division of Social Sciences – Politics and Government

- Complete program review during AY 2018-2019. Consider possible merger with affiliated academic unit, or feasibility of new program with "political science" in title to align with prospective student interests (e.g. "Political and Social Sciences" metamajor).
- Eliminate course release for pre-law advising.
- Retain open tenure-track replacement line as contingent line until program review is complete and future curricular needs are identified.

Division of Social Sciences – Psychology

- No recommendation

Division of Social Sciences – Social Work

- No recommendation

Division of Social Sciences – Sociology

- 1.0 FTE contingent line reduction

Interdisciplinary Programs – Environmental Studies

- No recommendation

Interdisciplinary Programs – Global Studies

- No recommendation

Interdisciplinary Programs – Publishing and Printing Arts

- No recommendation

Pacific Lutheran University

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Board of Regents

December 9, 2017

**Resolution Number 2.**

That the Board of Regents of Pacific Lutheran University adopts the recommendations of the President for reductions and reallocations in faculty positions as presented in **Attachment 2** for the following programs. The Board of Regents further directs the implementation of these recommendations.

School of Business

School of Nursing

Division of Humanities – Master of Fine Arts in Creative Writing

Division of Natural Sciences – Mathematics

Division of Social Sciences – Economics

**ATTACHMENT 2 – PRESIDENT’S RECOMMENDATIONS RESOLUTION #2**

School of Business

- 1.0 FTE tenure-line reduction in the sub-unit of Accounting through the elimination of an open line
- 1.0 FTE tenure-line reduction in the sub-unit of Management
- Program review of MSF and MSMR in Fall 2019, with possible program elimination if enrollment results and learning outcomes are not satisfactory.
- Collaborate with Economics to create two different models: 1) a School of Business and Economics; 2) re-imagined curricula that include more teaching in respective programs. The creation of these two models should be overseen by the associate provosts for undergraduate and graduate studies, and any viable models brought to the faculty for informal discussion by Spring 2019.
- Should additional resources be required to implement the Innovation Studies minor as a result of these recommended reductions, a proposal for staffing should be brought to the Provost for review and approval.

School of Nursing

- 0.75 tenure-line reduction or equivalent
- 0.67 tenure-line reduction (from FYEP)
- Complete program review by Fall 2019 to assess program operating efficiency.

Division of Humanities – Master of Fine Arts in Creative Writing

- Complete program review by Fall 2021 to assess program operating efficiency.

Division of Natural Sciences – Mathematics

- 0.5 FTE tenure line-reduction achieved through a recent retirement
- 1.0 FTE reduction in contingent line by the end of 2017-18.

Division of Social Sciences – Economics

- 1.0 tenure-line reduction achieved through an upcoming retirement.
- Collaborate with Business to create two different models: 1) a School of Business and Economics; 2) re-imagined curricula that include more teaching in respective programs. The creation of these two models should be overseen by the associate provosts for undergraduate and graduate studies, and any viable models brought to the faculty for informal discussion by Spring 2019.

**Pacific Lutheran University**

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**Board of Regents**

**December 9, 2017**

**Resolution Number 3:**

That the Board of Regents of Pacific Lutheran University adopts the recommendation of the President for reductions and reallocations in faculty positions in **Classics** to eliminate a 1.0 FTE tenure line position and a .67 FTE contingent line position. The Board of Regents further directs the transfer the remaining 1.0 FTE faculty position to the History Department and/or Multidisciplinary Program, in a position with an emphasis on supporting Gender, Sexuality and Critical Race Studies in the Classical History curricula. Should the transfer of the 1.0 FTE position not be approved through the University's normal procedures in time for implementation in the 2019-20 academic year, the Board of Regents authorizes the President to make that determination.



**Pacific Lutheran University**

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**Board of Regents  
December 9, 2017**

**Resolution Number 4:**

That the Board of Regents of Pacific Lutheran University adopts the recommendations of the President for reductions and reallocations in faculty positions in **Nordic Studies**, including the elimination of a 1.0 tenure line position. The Board of Regents further directs the Languages and Literatures department to create a program that combines German and Nordic Studies as recommended by the President. The Board of Regents directs that if the new program not be approved for implementation by the 2019-20 academic year, the Board of Regents authorizes the President to make that determination.



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## President's Recommendations to the Board of Regents

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Office of the President <pres@plu.edu>

Mon, Nov 20, 2017 at 11:00 AM

Reply-To: pres@plu.edu

To: allper <allper-list@plu.edu>

Dear PLU Colleagues,

Over the past month, the Faculty Joint Committee (FJC) and Acting Provost Gregson submitted their respective recommendations to me for reductions in force. Today I make my recommendations to the Board of Regents. Like the FJC and Provost before me, my process of review and deliberation has been nearly a year-long journey, reviewing the same quantitative data, and the same qualitative narratives, proposals and supporting materials. The Board of Regents will make their final decisions in special session on December 9<sup>th</sup> - almost exactly one year from the President's call for the formation of the FJC.

As we move toward the culmination of this journey, I wish to express my gratitude to the members of the FJC, the Provost and Associate Provosts for their hard work, advice and counsel. I would also like to add a personal note of thanks to faculty members, chairs and deans across departments who responded in creative and thoughtful ways and whose passion for our academy is demonstrated not only in the content of their responses, but in the strength of their character during trying times.

In considering these recommendations you will find that they do not vary significantly in form and content from those of the FJC or Provost. As a result, the total identified savings remains equivalent to those of the Provost. In making her recommendations, Provost Gregson noted a number of other savings and stewardship ideas within the academic division that will result in additional savings, including options for our study away program and financial aid model, low enrolled course policy, course release review and program review.

During this process the President's Council has worked concurrently to consider these savings and identify creative efficiency and revenue generation ideas across all divisions. We have endeavored to identify opportunities for implementation over the next two years with an emphasis on institutional non-salary savings and revenue generation. To date we have identified strategies that will enable us to at least match the \$2.7M in savings identified in the Provost's recommendations. As a result of this work I am confident in not advancing any of the additional reductions identified as Tier B and Tier C recommendations from the FJC. Once the Board of Regents announces its final decisions, we will begin to share some of these strategies in detail and begin to move forward with implementation of the Board's approved courses of action.

As we enter the holiday season, let us continue to be purposeful in our care and support of colleagues who face an uncertain future. This has been a long and trying process, yet as we prepare to welcome a new year, I find myself more confident in the university's direction, more certain of our fiscal sustainability and looking forward with optimism and hope for PLU's next 127 years.



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**Pacific Lutheran University**

Office of the President

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 **President Recommendations to Board of Regents.pdf**  
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**SCHOOL OF ARTS AND COMMUNICATION**

**Art & Design:**

FJC	Provost	President
Tier A 1.0 FTE tenure-line reduction or equivalent savings (open line)	<ul style="list-style-type: none"> <li>One tenure-line reduction or equivalent savings</li> </ul>	<ul style="list-style-type: none"> <li>1.0 tenure-line reduction or equivalent savings</li> </ul>

**Communication & Theatre**

FJC	Provost	President
Communication		
Tier A 1.0 FTE tenure-line reduction in the sub-unit of Experiential/Conflict	<ul style="list-style-type: none"> <li>One tenure-line reduction in the sub-unit of Experiential/Conflict</li> </ul>	<ul style="list-style-type: none"> <li>1.0 tenure-line reduction in the sub-unit of Experiential/Conflict</li> </ul>
Tier C A second tenure-line reduction		
Dance and Theatre		
Tier A 1.0 FTE tenure-line reduction or equivalent savings	<ul style="list-style-type: none"> <li>One tenure-line reduction or equivalent savings</li> </ul>	<ul style="list-style-type: none"> <li>1.0 tenure-line reduction or equivalent savings</li> </ul>

**Music**

FJC	Provost	President
Tier A 1.0 FTE tenure-line reduction (open line) 1.0 FTE second tenure-line reduction or equivalent savings	<ul style="list-style-type: none"> <li>One tenure-line reduction</li> <li>Additional tenure-line reduction or equivalent savings</li> </ul>	<ul style="list-style-type: none"> <li>1.0 tenure-line reduction</li> <li>Additional 1.0 tenure-line reduction or equivalent savings</li> </ul>
Tier C A third tenure-line reduction		

**SCHOOL OF BUSINESS**

FJC	Provost	President
<p>Tier A</p> <p>1.0 FTE tenure-line reduction in the sub-unit of Accounting (open line)</p> <p>1.0 FTE tenure-line reduction in the sub-unit of Management (open line)</p> <p>Tier B</p> <p>1.0 FTE tenure-line reduction in the MSF program</p> <p>1.0 FTE tenure-line reduction in the MSMR program</p> <p>Tier C</p> <p>A third tenure-line reduction in graduate programs</p>	<ul style="list-style-type: none"> <li>One tenure-line reduction in the sub-unit of Accounting</li> <li>One tenure-line reduction in the sub-unit of Management</li> <li>I recommend the reductions be achieved through elimination of open lines.</li> <li>Program review of MSF and MSMR in Fall 2019, with program elimination if enrollment targets and learning outcomes are not met (as identified in BUSA's EPC proposals from 2012 and 2014).</li> <li>Collaborate with Economics to create two different models: 1) a School of Business and Economics; 2) re-imagined curricula that include more teaching in respective programs. The creation of these two models should be overseen by the associate provosts for undergraduate and graduate studies, and brought to the faculty for informal discussion by Spring 2019.</li> </ul>	<ul style="list-style-type: none"> <li>1.0 FTE tenure-line reduction in the sub-unit of Accounting through the elimination of an open line</li> <li>1.0 FTE tenure-line reduction in the sub-unit of Management</li> <li>Program review of MSF and MSMR in Fall 2019, with possible program elimination if enrollment results and learning outcomes are not satisfactory.</li> <li>Collaborate with Economics to create two different models: 1) a School of Business and Economics; 2) re-imagined curricula that include more teaching in respective programs. The creation of these two models should be overseen by the associate provosts for undergraduate and graduate studies, and any viable models brought to the faculty for informal discussion by Spring 2019.</li> <li>Should additional resources be required to implement the Innovation Studies minor as a result of these recommended reductions, a proposal for staffing should be brought to the Provost for review and approval.</li> </ul>

**SCHOOL OF EDUCATION AND KINESIOLOGY**

**Education**

FJC	Provost	President
Tier A 1.0 FTE tenure-line reduction (open line) 1.0 FTE reduction in a clinical line	<ul style="list-style-type: none"> <li>One tenure-line reduction</li> <li>One reduction in a clinical line</li> <li>1 recommend both reductions be achieved through recent/upcoming retirements</li> </ul>	<ul style="list-style-type: none"> <li>1.0 FTE tenure-line reduction achieved through a recent retirement</li> <li>1.0 FTE reduction in a contingent line achieved through an upcoming retirement</li> </ul>

**Kinesiology**

FJC	Provost	President
Tier A No recommendation  Tier C A tenure-line reduction	No recommendation	No recommendation

**SCHOOL OF NURSING**

FJC	Provost	President
<p>Tier A 0.75 FTE tenure-line reduction or alternative savings.</p> <p>Tier C A tenure-line reduction</p>	<ul style="list-style-type: none"> <li>• .75 tenure-line reduction or equivalent</li> <li>• .67 tenure-line reduction (from FYEP)</li> </ul>	<ul style="list-style-type: none"> <li>• 0.75 tenure-line reduction or equivalent</li> <li>• 0.67 tenure-line reduction (from FYEP)</li> <li>• Complete program review by Fall 2019 to assess program operating efficiency.</li> </ul>

**DIVISION OF HUMANITIES**

**English**

FJC	Provost	President
Tier A 1.0 FTE tenure-line reduction in the sub-unit of Rhetoric and Composition (upcoming retirement) 1.0 FTE reduction in the sub-unit of Postcolonial Literature/Global Anglophone (open line) 1.0 FTE reduction in the sub-unit of Caribbean Literature 0.5 FTE tenure-line reduction	<ul style="list-style-type: none"> <li>One tenure-line reduction in the sub-unit of Rhetoric and Composition</li> <li>One tenure-line reduction in the sub-unit of Postcolonial Lit./Global Anglophone</li> <li>One tenure-line reduction in the sub-unit of Caribbean Literature</li> <li>0.5 FTE tenure-line reduction</li> </ul>	<ul style="list-style-type: none"> <li>1.0 tenure-line reduction in the sub-unit of Rhetoric and Composition</li> <li>1.0 tenure-line reduction in the sub-unit of Postcolonial Lit./Global Anglophone</li> <li>1.0 tenure-line reduction in the sub-unit of Caribbean Literature</li> <li>0.5 FTE tenure-line reduction</li> </ul>

**Mater of Fine Arts in Creative Writing**

FJC	Provost	President
Tier C Elimination of the program	No recommendation	<ul style="list-style-type: none"> <li>Complete program review by Fall 2021 to assess program operating efficiency.</li> </ul>

**Languages and Literatures**

FJC	Provost	President
Chinese		
Tier A No recommendation	No recommendation	No Recommendation
Tier C A tenure-line reduction		



Classics		
<p>Tier A 1.0 FTE tenure-line reduction 0.67 FTE reduction in a contingent line</p> <p>Tier B a second 1.0 FTE tenure-line reduction</p>	<ul style="list-style-type: none"> <li>One tenure-line reduction</li> <li>I recommend the academic unit (Languages and Literatures) collaborate to submit proposal(s) to EPC that a) revises the Classics curriculum to be taught with remaining FTE (e.g. as a minor), with program review in subsequent years; and/or b) advocates for the reassignment of a Classicist to an affiliated academic unit.</li> </ul>	<ul style="list-style-type: none"> <li>1.0 tenure-line reduction</li> <li>0.67 reduction in a contingent line</li> <li>The academic unit, Languages and Literatures, to submit a proposal to the Provost that advocates for the reassignment of the 1.0 remaining Classicist FTE to an affiliated academic unit.</li> </ul>
French		
<p>Tier A 0.5 FTE reduction in a contingent line</p> <p>Tier C A tenure-line reduction</p>	<ul style="list-style-type: none"> <li>.5 contingent-line reduction</li> <li>Complete program review by Fall 2020 to assess impact of curricular innovations implemented in AY 2017-2018.</li> <li>Continue to develop recruitment and cross-disciplinary opportunities (e.g. with BUSA, ARTD and GLST) through the Institute for American Universities study away program in Provence.</li> <li>Continue outreach/recruitment efforts initiated in Fall 2017.</li> </ul>	<ul style="list-style-type: none"> <li>0.5 contingent-line reduction</li> <li>Complete program review by Fall 2020 to assess impact of curricular innovations implemented in AY 2017-2018 and subsequent enrollment impact.</li> <li>Continue to develop recruitment and cross-disciplinary opportunities (e.g. with BUSA, ARTD and GLST) through the Institute for American Universities study away program in Provence.</li> </ul>
German		
<p>Tier A No Recommendation</p> <p>Tier C A tenure-line reduction</p>	<ul style="list-style-type: none"> <li>Complete program review by Spring 2021. Assess impact of new initiatives with TCC and UPS on enrollment in GERM courses and other courses taught by GERM faculty, as well as efforts to recruit transfer students to PLU.</li> </ul>	<ul style="list-style-type: none"> <li>Complete program review by Spring 2021. Assess impact of new initiatives with TCC and UPS on enrollment in GERM courses and other courses taught by GERM faculty, as well as efforts to recruit transfer students to PLU.</li> </ul>

Hispanic Studies		
Tier A 1.0 FTE tenure-line reduction	<ul style="list-style-type: none"> <li>Re-configure course releases to achieve .5 FTE in savings</li> </ul>	<ul style="list-style-type: none"> <li>0.5 FTE in savings achieved through reconfiguring course releases</li> </ul>
Tier B a second 1.0 FTE tenure-line reduction	<ul style="list-style-type: none"> <li>Consider creation of continuing education or certificate programs, particularly for professionals interested in learning Spanish for healthcare, education, social service, or business settings.</li> <li>Continue development of Mellon-funded Latino Studies minor.</li> </ul>	<ul style="list-style-type: none"> <li>Consider creation of continuing education or certificate programs, particularly for professionals interested in learning Spanish for healthcare, education, social service, or business settings.</li> <li>Continue development of Mellon-funded Latino Studies minor.</li> </ul>
Nordic Studies		
Tier A 1.0 FTE tenure-line reduction	<ul style="list-style-type: none"> <li>One tenure-line reduction</li> </ul>	<ul style="list-style-type: none"> <li>1.0 tenure-line reduction</li> </ul>
Tier C A second tenure-line reduction	<ul style="list-style-type: none"> <li>I recommend the academic unit (Languages and Literatures) collaborates to submit proposal(s) to EPC that a) revises the Nordic Studies curriculum to be taught with remaining FTE; and/or b) creates a German and Nordic Studies program (to include two German FTE and one Nordic Studies FTE).</li> </ul>	<ul style="list-style-type: none"> <li>Languages and Literatures to submit a proposal to EPC that creates a German and Nordic Studies program (to include two German FTE and one Nordic Studies FTE).</li> <li>Should additional resources be required to implement the Native American and Indigenous Studies (NAIS) minor as a result of this recommended reduction, a proposal for staffing should be brought to the Provost for review and approval.</li> </ul>

## Philosophy

FJC		
Provost		President
Tier A 1.0 FTE tenure-line reduction (open line)	<ul style="list-style-type: none"> <li>One tenure-line reduction</li> </ul>	<ul style="list-style-type: none"> <li>1.0 tenure-line reduction achieved through the elimination of an open line.</li> </ul>
Tier C A second tenure-line reduction	<ul style="list-style-type: none"> <li>I recommend the reduction be achieved through an open line.</li> </ul>	

Religion

FJC	Provost	President
Tier A 1.0 FTE tenure-line reduction (upcoming retirement)	<ul style="list-style-type: none"> <li>One tenure-line reduction</li> <li>I recommend the reduction be achieved through an upcoming retirement.</li> </ul>	<ul style="list-style-type: none"> <li>1.0 tenure-line reduction achieved through an upcoming retirement.</li> </ul>
Tier B a second 1.0 FTE tenure-line reduction		
Tier C a third tenure-line reduction		

**DIVISION OF NATURAL SCIENCES****Biology**

FJC	Provost	President
Tier A No recommendation	No recommendation	No Recommendation
Tier C A tenure-line reduction		

**Chemistry**

FJC	Provost	President
Tier A 0.67 FTE reduction in contingent lines	<ul style="list-style-type: none"> <li>0.67 FTE reduction in contingent lines</li> <li>I recommend achieving this reduction through elimination of the CHEM 105 lab.</li> </ul>	<ul style="list-style-type: none"> <li>0.67 FTE reduction in contingent lines through elimination of the CHEM 105 lab.</li> </ul>
Tier C A tenure-line reduction		

**Computer Science**

FJC	Provost	President
Tier A 1.0 FTE tenure-line reduction or alternative savings (including partial open line)	<ul style="list-style-type: none"> <li>.83 FTE reduction</li> <li>I recommend achieving this reduction through the recent phasing out of the Computer Engineering degree (0.417 FTE), a reduction in sections of non-majors CSCI courses offered (0.333 FTE), and a reduction in the number of CSCI 144 sections required due to the ability to hold the course in a classroom available due to the phasing out of Computer Engineering (0.083 FTE).</li> </ul>	0.83 FTE reduction achieved through the recent phasing out of the Computer Engineering degree (0.417 FTE), a reduction in the number of sections of non-majors CSCI courses offered (0.333 FTE), and a reduction in the number of CSCI 144 sections required due to the ability to hold the course in a classroom available due to the phasing out of Computer Engineering (0.083 FTE).

**Geosciences**

FJC	Provost	President
Tier A No recommendation	No recommendation	No recommendation
Tier C A tenure-line reduction		

**Mathematics**

FJC	Provost	President
Tier A 0.5 FTE tenure-line reduction (open line)	<ul style="list-style-type: none"> <li>0.5 FTE tenure-line reduction</li> <li>0.67 FTE reduction in contingent line</li> <li>I recommend that both reductions be achieved through recent retirements.</li> </ul>	<ul style="list-style-type: none"> <li>0.5 FTE tenure line-reduction achieved through a recent retirement</li> <li>1.0 FTE reduction in contingent line by the end of 2017-18.</li> </ul>
Tier C A second 0.5 FTE tenure-line reduction		

**Physics**

FJC	Provost	President
Tier A 1.0 FTE tenure-line reduction (upcoming retirement)	<ul style="list-style-type: none"> <li>One tenure-line reduction</li> <li>I recommend that the reduction be achieved through a recent retirement.</li> </ul>	<ul style="list-style-type: none"> <li>1.0 tenure-line reduction achieved through a recent retirement.</li> </ul>

DIVISION OF SOCIAL SCIENCES

Anthropology

FJC	Provost	President
Tier A 1.0 FTE tenure-line reduction (upcoming retirement)	<ul style="list-style-type: none"> <li>One tenure-line reduction</li> <li>I recommend that the reduction be achieved through an upcoming retirement.</li> </ul>	<ul style="list-style-type: none"> <li>1.0 tenure-line reduction achieved through an upcoming retirement.</li> </ul>

Economics

FJC	Provost	President
Tier A 1.0 FTE tenure-line reduction (upcoming retirement)	<ul style="list-style-type: none"> <li>One tenure-line reduction</li> <li>I recommend that the reduction be achieved through an upcoming retirement.</li> <li>Collaborate with Business to create two different models: 1) a School of Business and Economics; 2) re-imagined curricula that include more teaching in respective programs. The creation of these two models should be overseen by the associate provosts for undergraduate and graduate studies, and brought to the faculty for informal discussion by Spring 2019.</li> </ul>	<ul style="list-style-type: none"> <li>1.0 tenure-line reduction achieved through an upcoming retirement.</li> <li>Collaborate with Business to create two different models: 1) a School of Business and Economics; 2) re-imagined curricula that include more teaching in respective programs. The creation of these two models should be overseen by the associate provosts for undergraduate and graduate studies, and any viable models brought to the faculty for informal discussion by Spring 2019.</li> </ul>

**History**

FJC	Provost	President
Tier A 1.0 FTE tenure-line reduction (open line)	<ul style="list-style-type: none"> <li>One tenure-line reduction</li> <li>I recommend that the reduction be achieved through an upcoming retirement.</li> <li>Complete program review in 2019-2020, with particular focus on concentrations that will attract new students.</li> </ul>	<ul style="list-style-type: none"> <li>1.0 tenure-line reduction achieved through the elimination of an open line.</li> <li>Complete program review in 2019-2020, with particular focus on concentrations that will attract new students.</li> </ul>
Tier C A second tenure-line reduction		

**Marriage and Family Therapy**

FJC	Provost	President
Tier A No recommendation	No recommendation	No recommendation
Tier C A tenure-line reduction		

**Psychology**

FJC	Provost	President
Tier A 1.0 FTE tenure-line reduction (open line)	<ul style="list-style-type: none"> <li>No additional reductions beyond the 1 FTE reduction achieved in AY 16-17, maintaining PSYC at 9 tenure-track lines.</li> </ul>	No recommendation

**Politics and Government**

FJC	Provost	President
Tier A No recommendation	<ul style="list-style-type: none"> <li>Complete program review during AY 2018-2019. Consider possible merger with affiliated academic unit, or feasibility of new program with "political science" in title to align with prospective student interests (e.g. "Political and Social Sciences" metamajor).</li> </ul>	<ul style="list-style-type: none"> <li>Complete program review during AY 2018-2019. Consider possible merger with affiliated academic unit, or feasibility of new program with "political science" in title to align with prospective student interests (e.g. "Political and Social Sciences" metamajor).</li> </ul>
Tier B 1.0 FTE tenure-line reduction	<ul style="list-style-type: none"> <li>Eliminate course release for pre-law advising.</li> <li>Retain open tenure-track replacement line as contingent line until program review is complete and future curricular needs are identified.</li> </ul>	<ul style="list-style-type: none"> <li>Eliminate course release for pre-law advising.</li> <li>Retain open tenure-track replacement line as contingent line until program review is complete and future curricular needs are identified.</li> </ul>

**Social Work**

FJC	Provost	President
Tier A No recommendation	No recommendation	No recommendation
Tier C A tenure-line reduction		

**Sociology**

FJC	Provost	President
Tier A 1.0 FTE reduction in a contingent line	<ul style="list-style-type: none"> <li>Reduction in 1.0 FTE contingent</li> </ul>	<ul style="list-style-type: none"> <li>1.0 FTE contingent line reduction</li> </ul>
Tier C A tenure-line reduction		



**INTERDISCIPLINARY PROGRAMS**

**Environment Studies**

FJC	Provost	President
Tier A No recommendation	No recommendation	No recommendation
Tier C A tenure-line reduction		

**Global Studies**

FJC	Provost	President
Tier A No recommendation	No recommendation	No recommendation
Tier C A tenure-line reduction		

**Publishing and Printing Arts**

FJC	Provost	President
Tier A No recommendation	No recommendation	No recommendation
Tier C Elimination of the program		



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## Provost's recommendations on reduction/reallocation of force

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Office of the Provost <provost@plu.edu>

Mon, Nov 6, 2017 at 4:54 PM

Reply-To: provost@plu.edu

To: Allan Belton <president@plu.edu>, allfac <allfac-list@plu.edu>

Dear colleagues,

We learned last week that, after months and months of challenging work, the Faculty Joint Committee has arrived at their final recommendations for reductions in force. The thirty-one colleagues who participated as members of the committee have my deepest gratitude.

The next step in the process is for me to issue my recommendations to Acting President Belton. While the Faculty Handbook does not explicitly call for my recommendations to the president to be shared with faculty, I agree with the FJC's decision to share their recommendations and am following the same practice. The recommendations I am sharing with President Belton are attached.

I also offer a few FAQ's below.

### How did you reach your decisions?

I have spent the past several months reviewing the same materials (LCM data, Austen Group data, narrative reports from units, unit proposals, etc.) as the FJC to reach my own conclusions. Additionally, I have engaged in robust discussions with each of our academic deans to better understand the demands of their particular programs and how any proposed reductions might affect their units. Perhaps most notably, I consulted extensively with Associate Provost for Undergraduate Studies Jan Lewis and Associate Provost for Graduate Studies Geoff Foy to ensure that the integrity of our curriculum remains at the heart of our work. At the forefront of my thinking was preserving student access to a strong liberal arts foundation, particularly as articulated in PLU 2020.

### Do your decisions look like FJCs?

The similarity between the FJC recommendations for reductions and my own list is striking, particularly given our independent processes for reaching our conclusions, but our recommendations are not identical. The FJC charge was limited to the identification of reductions; as Acting Provost, I have the opportunity to identify other areas of savings in the academic division, as well as other areas for potential growth and further consideration. These ideas are included in my recommendations. The savings from my proposed reductions in FTE amount to **approximately \$2.7M**. Other reductions in the academic division, briefly described in the attached memo, will bring that total to **over \$3M**.

### What happens next?

Acting President Belton will review the independent recommendations provided by the FJC and me, contemplate them, and deliver his own recommendations to the Board of Regents for their review, deliberation, and vote on December 9th. Per the Handbook, "Copies of the president's recommendation to the board shall be given to all faculty members" (p.98). The president plans to release his recommendations in late November.

In situations where there is a discrepancy between any of the recommendations along the way--academic unit, FJC, provost, or president--the Board of Regents will be apprised of these differences. According to the Faculty Handbook (p.98):

In any case in which the president's recommendation differs from those of an academic unit, the provost, or the Faculty Joint Committee on Reduction/ Reallocation in Force, these differences shall be attached to the president's recommendation for consideration by the board.

### When will we know the Board of Regents' decisions about reductions?

The board is scheduled to meet on Saturday, December 9th. While the decision about when to release their final decisions will be the board's to make, we anticipate it will be in the days shortly following their meeting. I will work with the academic deans to determine a plan for communicating the board's decisions in a timely and appropriate manner.

#### How will reductions from academic units be determined?

The board's decisions will determine which programs, if any, will be eliminated, as well as how many positions will be eliminated from any affected program. After the board's decisions are announced, Acting President Belton will develop a timeline and announce specific details about the process for identifying those reductions. As he noted at Faculty Assembly in October, we will be following the Faculty Handbook (see pages 97-100) with respect to determining which positions are terminated from academic units. The Handbook calls for these decisions to be made *first* at the academic sub-unit level, where such distinctions occur; and *second* with respect to points.

The Provost's Office is calculating points for each faculty member. Human Resources will be confirming these calculations.

Academic sub-unit designations are clearly defined in some units (e.g. as concentrations within a major). In other units, those distinctions can be more difficult for those outside the unit to discern. In such situations--that is, situations where a unit reduction is called for by the Board but academic sub-units are not identified or are not precisely defined--the unit decision will be made after the direction from the Board is received. I anticipate that President Belton will seek separate counsel from those in the unit, their chair, and their dean to determine whether implementation of the Board's decision includes a sub-unit distinction. This means that people from all affected academic units will have an opportunity to have their voice heard before final decisions are made about eliminating academic sub-units.

Closing this letter is more difficult than signing off on any professional correspondence has been in my 20-year career at PLU. I know the work needs to be done, I have confidence in our process, and I stand by my recommendations. But I ache with the knowledge that this communication and this set of decisions will be exceptionally difficult for valued colleagues to receive. Please know that I would be happy to talk with any of you about these recommendations or their ramifications. My g-cal is open to members of the PLU community, or you can email me directly to set up a time to meet.

Sincerely,

Joanna Gregson

Acting Provost

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Joanna Gregson, Ph.D.  
Acting Provost  
Professor of Sociology  
Pacific Lutheran University  
Tacoma, WA 98447



Provost recommendations to President.pdf  
468K

## **Acting Provost Gregson's Recommendations to the President for Reduction and Reallocation**

*November 6, 2017*

NOTE: In units where "equivalent savings" are listed, the dean and/or unit may have already submitted these alternative solutions as part of the FJC process.

### **SCHOOL OF ARTS AND COMMUNICATION**

#### Art and Design

- One tenure-line reduction or equivalent savings

#### Communication and Theatre

##### *Communication*

- One tenure-line reduction in the sub-unit of Experiential/Conflict

##### *Dance and Theatre*

- One tenure-line reduction or equivalent savings

#### Music

- One tenure-line reduction
- Additional tenure-line reduction or equivalent savings

### **SCHOOL OF BUSINESS**

- One tenure-line reduction in the sub-unit of Accounting
- One tenure-line reduction in the sub-unit of Management
- I recommend the reductions be achieved through elimination of open lines.
- Program review of MSF and MSMR in Fall 2019, with program elimination if enrollment targets and learning outcomes are not met (as identified in BUSA's EPC proposals from 2012 and 2014).
- Collaborate with Economics to create two different models: 1) a School of Business and Economics; 2) re-imagined curricula that include more teaching in respective programs. The creation of these two models should be overseen by the associate provosts for undergraduate and graduate studies, and brought to the faculty for informal discussion by Spring 2019.

## **SCHOOL OF EDUCATION AND KINESIOLOGY**

### Education

- One tenure-line reduction
- One reduction in a clinical line
- I recommend both reductions be achieved through recent/upcoming retirements.

## **SCHOOL OF NURSING**

- .75 tenure-line reduction or equivalent
- .67 tenure-line reduction (from FYEP)

## **DIVISION OF HUMANITIES**

### English

- One tenure-line reduction in the sub-unit of Rhetoric and Composition
- One tenure-line reduction in the sub-unit of Postcolonial Lit./Global Anglophone
- One tenure-line reduction in the sub-unit of Caribbean Literature
- 0.5 FTE tenure-line reduction

### Languages and Literatures

#### *Classics*

- One tenure-line reduction
- I recommend the academic unit (Languages and Literatures) collaborate to submit proposal(s) to EPC that a) revises the Classics curriculum to be taught with remaining FTE (e.g. as a minor), with program review in subsequent years; and/or b) advocates for the reassignment of a Classicist to an affiliated academic unit.

#### *French*

- .5 contingent-line reduction
- Complete program review by Fall 2020 to assess impact of curricular innovations implemented in AY 2017-2018.
- Continue to develop recruitment and cross-disciplinary opportunities (e.g. with BUSA, ARTD and GLST) through the Institute for American Universities study away program in Provence.
- Continue outreach/recruitment efforts initiated in Fall 2017.

#### *German*

- Complete program review by Spring 2021. Assess impact of new initiatives with TCC and UPS on enrollment in GERM courses and other courses taught by GERM faculty, as well as efforts to recruit transfer students to PLU.

### *Hispanic Studies*

- Re-configure course releases to achieve .5 FTE in savings
- Consider creation of continuing education or certificate programs, particularly for professionals interested in learning Spanish for healthcare, education, social service, or business settings.
- Continue development of Mellon-funded Latino Studies minor.

### *Nordic Studies*

- One tenure-line reduction
- I recommend the academic unit (Languages and Literatures) collaborates to submit proposal(s) to EPC that a) revises the Nordic Studies curriculum to be taught with remaining FTE; and/or b) creates a German and Nordic Studies program (to include two German FTE and one Nordic Studies FTE).

### Philosophy

- One tenure-line reduction
- I recommend the reduction be achieved through an open line.

### Religion

- One tenure-line reduction
- I recommend the reduction be achieved through an upcoming retirement.

## **DIVISION OF NATURAL SCIENCES**

### Chemistry

- 0.67 FTE reduction in contingent lines
- I recommend achieving this reduction through elimination of the CHEM 105 lab.

### Computer Science

- .83 FTE reduction
- I recommend achieving this reduction through the recent phasing out of the Computer Engineering degree (0.417 FTE), a reduction in the number of sections of non-majors CSCI courses offered (0.333 FTE), and a reduction in the number of CSCI 144 sections required due to the ability to hold the course in a classroom available due to the phasing out of Computer Engineering (0.083 FTE).

#### Mathematics

- 0.5 FTE tenure-line reduction
- .67 FTE reduction in contingent line
- I recommend that both reductions be achieved through recent retirements.

#### Physics

- One tenure-line reduction
- I recommend that the reduction be achieved through a recent retirement.

### **DIVISION OF SOCIAL SCIENCES**

#### Anthropology

- One tenure-line reduction
- I recommend that the reduction be achieved through an upcoming retirement.

#### Economics

- One tenure-line reduction
- I recommend that the reduction be achieved through an upcoming retirement.
- Collaborate with Business to create two different models: 1) a School of Business and Economics; 2) re-imagined curricula that include more teaching in respective programs. The creation of these two models should be overseen by the associate provosts for undergraduate and graduate studies, and brought to the faculty for informal discussion by Spring 2019.

#### History

- One tenure-line reduction
- I recommend that the reduction be achieved through an upcoming retirement.
- Complete program review in 2019-2020, with particular focus on concentrations that will attract new students.

#### Psychology

- No additional reductions beyond the 1 FTE reduction achieved in AY 16-17, maintaining PSYC at 9 tenure-track lines.

### Politics & Government

- Complete program review during AY 2018-2019. Consider possible merger with affiliated academic unit, or feasibility of new program with “political science” in title to align with prospective student interests (e.g. “Political and Social Sciences” meta-major).
- Eliminate course release for pre-law advising.
- Retain open tenure-track replacement line as contingent line until program review is complete and future curricular needs are identified.

### Sociology

- Reduction in 1.0 FTE contingent

### **OTHER SAVINGS/STEWARDSHIP IDEAS**

- As identified in the Study Away Working Group Report, we can find significant savings in a **shift from “approved” (third party) study away** programs to our “featured” and Gateway programs.
- We have capacity for additional savings through the **restructuring of some of our financial aid models**, particularly as it relates to students who are studying away.
- The November 2016 Student Faculty Ratio Working Group called for the creation of a **low-enrolled course policy**. Created with input from the Educational Policies Committee, FJC, and the academic deans, the policy will be finalized this winter. The policy provides minimal enrollment targets for courses and includes options for re-deploying faculty in the event courses fail to meet their targets.
- While some **course releases** are identified above, the academic deans will collaborate with me to review and, where appropriate, revise course releases for service and leadership roles. The Faculty Affairs Committee reviewed our course releases in spring 2017 and offered numerous recommendations for revision--many of which would return faculty to teaching and reduce our reliance on contingent faculty. While our work may result in savings to the university, my commitment is to prioritize faculty workload over potential savings.
- My recommendations above include **program review** for several academic units. The Provost’s Academic Council will finalize a program review schedule for *all* academic programs this winter, with the first round of reviews to commence in AY 18-19. Such reviews offer the opportunity to identify areas of strength within our curricula (e.g. concentrations attracting students) and areas where innovation and revision may be warranted. Program reviews also provide valuable information about appropriate staffing levels, particularly when position vacancies occur.



## **NEW OPPORTUNITIES**

- The upcoming review of our General Education program, to be led by the General Education Ad Hoc Committee, provides us an opportunity to affirm our commitment to and understanding of the liberal arts.
- Our newly appointed Dean of Inclusive Excellence will lead our efforts to integrate and implement DJS and inclusive excellence initiatives within the Academic Affairs division: in our pedagogy, our curricula, and our faculty recruitment, hiring, and retention practices.
- Faculty in PLU's German program are piloting two initiatives with the potential to bolster not only their program, but also other academic programs at PLU. The first initiative will bring Tacoma Community College students to PLU to enroll in our existing 200-level German courses (not offered at TCC) to satisfy their AA requirements. The second initiative is a shared teaching model with UPS, such that faculty at the two universities will take turns teaching upper-division German language courses, freeing faculty in "off" semesters to teach English-language courses in German, Holocaust and Genocide Studies, and other programs. We are on track for both initiatives to launch in AY 2018-2019.
- The new International Pathway Program (IPP), which enables undergraduate and graduate international students to meet PLU's English language proficiency requirement for admission while living on campus, is tentatively scheduled for a Fall 2018 launch. This program will provide a mechanism for increasing enrollment in undergraduate (first year and transfer) and graduate students (particularly the MS in Finance and the MS in Marketing Research).



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## Faculty Joint Committee Recommendations to the President

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TO: Allan Belton, Acting President  
Pacific Lutheran University

cc: Joanna Gregson, Acting Provost  
Michelle Ceynar, Chair of the Faculty

FROM: Faculty Joint Committee on Reduction/Reallocation in Force;  
Keith Cooper and Amy Siegesmund, co-chairs

DATE: October 30, 2017

Attached please find the recommendations of the Faculty Joint Committee on Reduction/Reallocation in Force, as specified by the procedures in the Faculty Handbook.

We are grateful for the assistance of so many faculty colleagues in informing the research, analysis, and deliberations that led the joint committee to this, its final set of recommendations. Each academic unit had three opportunities to provide the committee with input, and our work was the better for it.

We wish to emphasize that none of these recommendations were easy to arrive at, in large part due to our deepening appreciation for the quality of academic programs at PLU. The fact that faculty have led this process – an anomaly in the higher-education landscape today – in no way lessens the negative impact these recommendations will have on individuals and on our academic community.

The Faculty Joint Committee recommends here **reductions in force totaling 27.6 FTE** (or, in a few cases, alternative savings identified by units and deans). These reductions will result in approximately **\$2.4 million in annual savings** by the end of the academic year 2019-20.

Should the Board of Regents decide that it needs to make cuts beyond the reductions we recommend, the committee has identified six further potential reductions. We do not recommend these reductions due to the negative impact they would have on the curriculum and academic quality of the university. However, the acting president and the Board indicated that in order to regain financial stability, the faculty must sustain \$3 million in cuts, and we have taken that judgment seriously.

While difficult, this process of academic reforming is essential for the long-term financial sustainability of Pacific Lutheran University. The Faculty Joint Committee is confident that the university will emerge from this

process with a renewed commitment both to our academic programs and to our current and future students.

--

Carol Bautista  
Faculty Governance Coordinator  
Office of the Provost  
253-535-8312

--

Dr. Jan Lewis  
Associate Provost for Undergraduate Programs  
Professor of Education  
Pacific Lutheran University  
Tacoma, WA 98447  
253-535-7283



**FJC Final Recommendations.pdf**

406K

**Final Recommendations to the President**  
**Faculty Joint Committee on Reduction/Reallocation in Force**  
**Pacific Lutheran University**  
*October 30, 2017*

Convened by President Thomas W. Krise on Dec. 6, 2016, and governed by procedures contained in the Faculty Handbook, the Faculty Joint Committee on Reduction/Reallocation in Force presents here its recommendations to Acting President Allan Belton. These recommendations are the result of work by the thirty-one members, past and present, of the Faculty Joint Committee (FJC).

We have based our recommendations on quantitative data in conjunction with qualitative reports and proposals provided by each unit. The insights of these faculty colleagues were invaluable to our work, and we express sincere gratitude for their input. Additionally, we are thankful for the perspectives of academic deans and the acting provost, with whom we met individually and whose wisdom we gave careful consideration. Each member of the Faculty Joint Committee devoted many hours of analysis, discussion, and deliberation to this lengthy process. The fact that faculty have led this process – an anomaly in the higher-education landscape today – in no way lessens the negative impact these recommendations will have on individuals and on our academic community.

The Faculty Joint Committee recommends here **reductions in force totaling 27.6 FTE** (or, in a few cases, alternative savings identified by units and deans). These reductions will result in approximately **\$2.4 million in annual savings** by the end of the academic year 2019-20.

Should the Board of Regents decide that it needs to make cuts beyond the reductions we recommend, the committee has identified six further potential reductions. We do not recommend these reductions due to the negative impact they would have on the curriculum and academic quality of the university. However, the acting president and the Board indicated that in order to regain financial stability, the faculty must sustain \$3 million in cuts, and we have taken that judgment seriously.

While difficult, this process of academic reforming is essential for the long-term financial sustainability of Pacific Lutheran University. The Faculty Joint Committee is confident that the university will emerge from this process with a renewed commitment both to our academic programs and to our current and future students.

\* \* \*

Academic units appear below in one or more of the following three tiers:

- Tier A**      Reductions **recommended** by the Faculty Joint Committee. Each of these reductions was supported by a minimum of 80% of the joint committee.
- Tier B**      Possible reductions the Faculty Joint Committee is **not recommending**, but from which the Board of Regents is asked to select if it requires more savings than provided in Tier A.
- Tier C**      The Faculty Joint Committee **recommends against** these reductions. While identified during the process as possibilities, and considered by the joint committee, FJC now holds that they should no more be considered by the Board of Regents than any other reduction it might think of making.

\* \* \*

**Tier A      Reductions recommended by the Faculty Joint Committee.**

**SCHOOL OF ARTS AND COMMUNICATION**

*[a total of 5 FTE reductions or equivalent savings]*

Art and Design

1.0 FTE tenure-line reduction or equivalent savings (open line)

Communication and Theatre

Communication

1.0 FTE tenure-line reduction in the sub-unit of Experiential/Conflict

Dance and Theatre

1.0 FTE tenure-line reduction or equivalent savings

Music

1.0 FTE tenure-line reduction (open line)

1.0 FTE second tenure-line reduction or equivalent savings

**SCHOOL OF BUSINESS**

*[a total of 2 FTE reductions]*

- 1.0 FTE tenure-line reduction in the sub-unit of Accounting (open line)
- 1.0 FTE tenure-line reduction in the sub-unit of Management (open line)

**SCHOOL OF EDUCATION AND KINESIOLOGY**

*[a total of 2 FTE reductions]*

Education

- 1.0 FTE tenure-line reduction (open line)
- 1.0 FTE reduction in a clinical line

**SCHOOL OF NURSING**

*[a 0.75 FTE reduction or equivalent savings]*

- 0.75 FTE tenure-line reduction or alternative savings

**DIVISION OF HUMANITIES**

*[a total of 9.67 FTE reductions]*

English

- 1.0 FTE tenure-line reduction in the sub-unit of Rhetoric and Composition (upcoming retirement)
- 1.0 FTE tenure-line reduction in the sub-unit of Postcolonial Literature/Global Anglophone (open line)
- 1.0 FTE tenure-line reduction in the sub-unit of Caribbean Literature
- 0.5 FTE tenure-line reduction

Languages and Literatures

Classics

- 1.0 FTE tenure-line reduction
- 0.67 FTE reduction in a contingent line

French

- 0.5 FTE reduction in a contingent line

Hispanic Studies

1.0 FTE tenure-line reduction

Nordic Studies

1.0 FTE tenure-line reduction

Philosophy

1.0 FTE tenure-line reduction (open line)

Religion

1.0 FTE tenure-line reduction (upcoming retirement)

**DIVISION OF NATURAL SCIENCES**

*[a total of 3.17 FTE reductions or equivalent savings]*

Chemistry

0.67 FTE reduction in contingent lines

Computer Science

1.0 FTE tenure-line reduction or alternative savings (including partial open line)

Mathematics

0.5 FTE tenure-line reduction (open line)

Physics

1.0 FTE tenure-line reduction (upcoming retirement)

**DIVISION OF SOCIAL SCIENCES**

*[a total of 5 FTE reductions]*

Anthropology

1.0 FTE tenure-line reduction (upcoming retirement)

Economics

1.0 FTE tenure-line reduction (upcoming retirement)

History

1.0 FTE tenure-line reduction (open line)

Psychology

1.0 FTE tenure-line reduction (open line)

Sociology

1.0 FTE reduction in a contingent line

**Tier B      Reductions not recommended by the Faculty Joint Committee. However, should the Board of Regents require more savings than provided in Tier A, these are the ones to consider.**

Listed in alphabetical order:

Business - 1.0 FTE tenure-line reduction in the MSF program

Business - 1.0 FTE tenure-line reduction in the MSMR program

Classics - a second 1.0 FTE tenure-line reduction

Hispanic Studies - a second 1.0 FTE tenure-line reduction

Politics and Government - 1.0 FTE tenure-line reduction

Religion - a second 1.0 FTE tenure-line reduction

**Tier C      The Faculty Joint Committee recommends against these reductions. They should no more be considered than any other reduction across the university.**

**SCHOOL OF ARTS AND COMMUNICATION**

Communication and Theatre

Communication - a second tenure-line reduction

Music

A third tenure-line reduction



**SCHOOL OF BUSINESS**

A third tenure-line reduction in graduate programs

**SCHOOL OF EDUCATION AND KINESIOLOGY**

Kinesiology

A tenure-line reduction

**SCHOOL OF NURSING**

A tenure-line reduction

**DIVISION OF HUMANITIES**

Master of Fine Arts in Creative Writing

Elimination of the program

Languages and Literatures

Chinese

A tenure-line reduction

French

A tenure-line reduction

German

A tenure-line reduction

Nordic Studies

A second tenure-line reduction

Philosophy

A second tenure-line reduction

Religion

A third tenure-line reduction

## **DIVISION OF NATURAL SCIENCES**

### Biology

A tenure-line reduction

### Chemistry

A tenure-line reduction

### Geosciences

A tenure-line reduction

### Mathematics

A second 0.5 FTE tenure-line reduction

## **DIVISION OF SOCIAL SCIENCES**

### History

A second tenure-line reduction

### Marriage and Family Therapy

A tenure-line reduction

### Social Work

A tenure-line reduction

### Sociology

A tenure-line reduction

## **INTERDISCIPLINARY PROGRAMS**

### Environmental Studies

A tenure-line reduction

### Global Studies

A tenure-line reduction

### Publishing and Printing Arts

Elimination of the program