

Penn State Berks Faculty Senate
Monday, September 23, 2019
12:15-1:15pm
Multi-Purpose Room, Perkins Student Center
Agenda

1. Call to Order

2. Approval of the Minutes of the April 2019 meeting

3. Announcements and Reports by the Chair

- Introductions of newly elected officers
- Action Items from Senate Motions Passed 2018-2019, and Administrative Responses (Appendix A)
- University Senators' visit on October 14; Meeting with faculty from 10-11 in Lion's Den
- Parliamentarian, Matt Rhudy - Refresher on Constitution and Standing Rules and Robert's Rules of Order

4. Reports of Officers and University Senators

Vice Chair Ryan
Secretary English
University Senator Ansari
University Senator Bartolacci
University Senator Snyder
University Senator Zambanini
University Senator Maurer
SGA President Steve Filby
Student Senator

5. Comments/Announcements by Administrators

Chancellor Hillkirk
Associate Dean Larson

6. Unfinished Business

7. Forensic Business

8. Motions from Committees

- Revision to the Standing Rules of the Penn State Berks Senate, Executive Committee (Appendix B)
- Revision to the Standing Rules of the Penn State Berks Senate, Academic Affairs (Appendix C)

9. Informational Reports

- Committee Roster of the Penn State Berks Senate, Executive Committee (Appendix D)
- Committee Charges, Penn State Berks Senate, Executive Committee (Appendix E)
- Letter to the Provost's office, Strategic Planning and Budget Committee (Appendix F)

10. New Legislative Business

11. Comments for the Good of the Order

12. Adjournment

Penn State Berks Senate
April 17, 2019
12:15-1:15 PM, Multi-Purpose Room, Perkins Student Center

Attendees: Mohamad Ansari, Amir Barakati, Mike Bartolacci, Tara Beecham, Jim Brown, Jill Burk, Donna Chambers, Alex Chisholm, Valerie Cholet, Justin DiAngelo, Deb Dreisbach, Colleen English, Azar Eslam Panah, Maria Fellie, Andrew Friesen, Sarah Hartman-Caverly, Ryan Hassler, Ben Infantolino, Abdullah Konak, Joseph Mahoney, Michelle Mart, Cesar Martinez-Garza, Zohra Melaruah-Shaffer, Catherine Mello, Jennifer Murphy, Shannon Nowotarski, Jayné Park-Martínez, Dawn Pfeifer Reitz, Michele Ramsey, Matthew Rhudy, Jeanne Marie Rose, Holly Ryan, David Sanford, Jessica Schocker, Stephen Snyder, Hartono Tjoe, Rosario Torres, Lorena Tribe, Praveen Veerabhadrapa, Christian Weisser, Bob Zambanini (Faculty); Marie Smith (Staff); Pradip Bandyopadhyay, David Bender, Kim Berry, Lisa Glass, Keith Hillkirk, Janelle Larson, Lolita Paff (Administration); Ryan Morris (Student).

1. Call to Order

2. Additions, Corrections, and Approval of Minutes of March 18, 2019 –The Chair called for any additional additions, corrections to the minutes; hearing none, a motion was called to approve the minutes, second; *the minutes were approved.*

3. Announcements and Reports by the Chair – There was a lot of interest in this year’s election of Senate Officers, which was very positive, and was the first time in my recent memory that we had all three Senate Officer positions contested. The results are as follows: Jessica Schocker, Chair; Holly Ryan, Vice Chair; and Colleen English, Secretary (applause). Congratulations to them and thank you to all who voted, and most especially, thank you to people for running. As a reminder, if anyone has questions for tomorrow’s Provost visit, I ask that you submit your questions to me by the end of the day. The faculty meeting with the Provost will take place at 9:00 a.m. tomorrow in the multi-purpose room. I will be sharing during finals week, a summary of all the Senate actions that took place during this semester. I would like to thank all the committee chairs and members who put in time and effort this year. I would also like to thank Marie for her work all year long as well as Secretary Zambanini’s efforts in collating all the materials and providing them on our website (applause).

4. Reports of Officers and University Senators

- **Vice Chair and University Senator Maurer** – Not present.
- **Secretary and University Senator Zambanini** – Work remains underway with getting all the Senate materials posted on the Intranet. I will be working with newly elected Secretary to ease her transition. Thank you all for the honor in serving you as Secretary for the past two years (applause).
- **University Senator Ansari** – I would like to thank Chair Mart for your significant contributions to the Senate as well as Secretary Zambanini and Vice Chair Maurer; all did a great job (applause). AC21 had undergone another revision. I would like to thank Senator Snyder who have made significant contributions toward this report. This change is from the promotion review committee and has to do with our fixed-term colleagues. When unit level guidelines permit, faculty who do not have a terminal degree but who have been promoted to associate teaching, research or clinical professor, which is the highest rank available to that group, may serve on committees in concert with promotion to teaching, research or clinical professor for candidates who do have a terminal degree.
- **University Senator Bartolacci** – No report.
- **University Senator Snyder** – No report.

- **SGA President Ryan Morris** – The following officers were elected to the executive board for next year’s SGA: Steven Filby, President; Caitlin Morris, Vice President; and Ife Ogunyinka, Financial Manager. Next year’s faculty senate representative will be Michael Schott. As previously shared, last year the SGA had a shortage of funds that resulted in many clubs’ not receiving their funding, but this year we were efficient and we just found out that we have \$13,000 surplus, which is very good news. Almost everyone who submitted requests received their funds. We have \$80,000 that is directly being allocated for clubs and organizations so we are pleased to report everyone received their funding. In-regard to university-wide, CCSG increased funding for mental health programs. This year, we established a mental health fee and increased the funding, which will provide additional support. Overall, it has been a great pleasure serving as SGA president the past two years and I feel confident the SGA will be in good hands well into the future (applause).
- **Student Senator** – Not present.

5. Comments/Announcements by Administrators

- **Chancellor Hillkirk**
 - I also would like to thank Dr. Mart and the other Senate Officers, as well as everyone who has been playing a leadership or support role this year.
 - Currently, the Beaver Community Center is in the design phase which will last until August. The architects are working on preparing the final design from August through December so next fall semester construction documents will be prepared and getting ready to out to bid for next January. Official ground breaking is anticipated for early 2020 with the goal to have construction completed by June 2021.
 - Due to a recent change within the university budgeting process, I am please to share we have been able to reinstate both the Go 60 and Dual Enrollment programs (applause). I will personally thank Provost Jones tomorrow when he visits as he was instrumental in making this happen for us.
 - Spring commencement will be held on Saturday, May 4. I hope many of you as possible will be able to attend and participate.
 - I also hope soon to be able to make announcements in-regard to the Associate Dean and Director of Student Affairs & Enrollment Management searches, but we are not quite there yet.
- **Interim Associate Dean Larson** – A second email reminder was recently sent in-regard to commencement and your participation. It is important that you RSVP for the luncheon via the Google link that was provided so that we may provide an accurate account for the lunch. The HASS and Science divisions will commence at the 10 AM ceremony and the EBC division will commence at the 2 PM ceremony.

6. Unfinished Business – None

7. Forensic Business – None

8. Motions from Committees

- **Executive Committee – Meeting Schedule, 2019-20 (Appendix A)** – Chair Mart provided an overview and called for additional questions. A suggestion was made to have all the standing committee times be place on the academic calendar so committee members are aware and do not overbook. Agreed and noted, if motion is approved, all dates will be placed on the academic calendar. Another comment was made that one of the dates under the Standing Committees was incorrect. The date listed is 3 March and should be 2 March. Typo noted

correction will be made. Chair Mart called the vote, all in favor say aye, opposed; *the motion is approved.*

- **Physical Facilities Committee – Charge #6: Furniture, Rooms (Appendix B)** – An overview was provided and recommendations shared, noting the first two recommendations are the most urgent. Chair Mart called for additional questions; hearing none, called the vote; all in favor say aye, opposed; *the motion is approved.*
- **Faculty Affairs Committee – Role of PC’s (Appendix C)** – A summary of the report was shared as well as the committee’s recommendations. Chair Mart called for additional questions. A comment was made in-regard to the last recommendation being task oriented. An explanation was provided noting the committee’s role went with where the survey data led. Another comment spoke to the generalization of the recommendations. The committee spokesperson noted they cannot make changes, only recommendations. Discussion took place in-regard to the recommendation to change the name from Program Coordinator to Program Chair. The committee spokesperson shared this terminology is being used at other campuses. Discussion followed. Chair Mart reminded all the committee’s recommendation was for the report to be voted on as submitted. Chair Mart called the vote. Using the clickers press A if voting yes, B if voting no. The results are 31 in favor, 12 opposed; *the motion is approved.*

9. Informational Reports from Committees

- **Executive Committee – Best Practices on Use of SRTEs (Appendix D)** – Chair Mart provided an overview; best practices shared; data will be publicized annually.
- **Academic Affairs Committee – Charge #9: Improving Retention (Appendix E)** – An overview was presented. The biggest takeaway in-regard to this process was that there is policy for this, which is provided within the report. Instructors should submit early progress reports for all undergraduates in courses numbered 499 and below. The committee suggested administration sharing this report with both adjunct and part-time faculty since this applies to all faculty. The committee also stressed the importance to share information whether you have anything to report or not as this information is useful to the registrar.
- **Strategic Planning & Budget Committee Meeting Minutes, April 10, 2019 (Appendix F)** – Chair Mart acknowledged the committee efforts in trying to fulfill a charge with a lack of available data. The committee chair provided an overview of what the committee had done in-regard to all three charges as well as the April 10 letter that was submitted to the Associate Vice Provost for Institutional Research in the Office of Planning and Assessment. Chair Mart commented she is hopeful that after the Provost’s visit, there will be additional follow-up to this report, and thanked the committee for the extensive amount of research that was provided into their report. (applause)
- **Strategic Planning & Budget Committee Request for Analysis on Salary (unlabeled appendix)**

10. Other Legislative Business – None

11. **Comments for the Good of the Order** – Chair Mart commented on the recent email in-regard to solicitations for the memorial tree to honor Mike Riley. Contributions are being collected until May 1 and should be forwarded to the Office of Development. A dedication ceremony will take place on May 3 at 1:00 p.m., rain or shine. One other mention, a retirement celebration for Amy Berger is being planned within the HASS division and will take place on Weds, May 8 at 12:00 p.m. in Franco, room 101. All are welcome.

12. Adjournment

A Short Guide to Navigating the Penn State Berks Senate

Matthew Rhudy 2019

The Basics:

- Generally, there must be a motion on the floor for the Senate to conduct business. One senator makes a motion, and another “seconds” the motion (with a few exceptions)
 - Once a motion is made, and repeated by the chair, members debate the motion
 - The maker of the motion is entitled to speak first. Members may speak twice to a question.
- Reports from Senate committees have already been moved and seconded within the committee. There are four different types of reports recognized by the Penn State Berks Senate
 - *Informational*: A report on (1) the advice or consultations given to administrators or staff as part of the duly constituted duties of the committee as provided for in the Standing Rules, (2) information gathered by the committee of interest to the Senate, (3) issues discussed by the committee, or (4) future business to be conducted by the committee. No Senate vote is required.
 - *Advisory and Consultative*: A report which a committee brings to the Senate for approval that involves advice or a recommendation to the administration. A Senate vote is required.
 - *Legislative*: A proposal that the committee wishes the Senate to implement (e.g., changes in the structure or function of any part of the Senate, or any curriculum or policy matter over which the Senate has legislative authority). A Senate vote is required.
 - *Forensic*: Any member of the Penn State Berks Senate may bring an item of concern to the campus or the University to the attention of the membership for discussion. Such a request must follow all the rules of the Senate for placing an item on the agenda. Forensic items may not contain a motion. If a motion is made during the discussion, the item will be automatically tabled to the next Senate meeting at which time it will be considered under Other New Legislative Business.
- Penn State Berks Senate Constitution and Standing Rules (<https://berks.psu.edu/penn-state-berks-senate>)

Parliamentary Procedure (Robert’s Rules of Order, <https://robertsrules.org/>):

- *Main motions*: Introduce new substantive business or relate to past or future business of the assembly. A main motion is the lowest ranking motion (made only when no other business is pending).
- *Amendments*: A motion to alter or modify the wording of a main motion, with the following three types
 - Insert or add words or a paragraph
 - Strike out words or a paragraph
 - Strike out and insert words or substitute a paragraph
- *Ending debate*: If a Senator wants to end debate and vote, they can be recognized and then say “I call the question” or “I move the previous question.” If seconded, this effectively ends the discussion and the Chair then takes a vote to determine whether the senate wants to end discussion or continue the discussion. If at least 2/3 of the Senate votes in the affirmative, all discussion ends, and the vote is taken on the motion before the Senate.
- *Delaying a vote*: If a topic under discussion is not ready for a vote or that additional information needs to be provided, any Senator may raise the motion, e.g. “I move to return this report to the committee...” and then it is specified what needs to be done to the report before it comes back to the Senate.
- *Point of Order*: A motion that brings any violation of a rule of the assembly to the attention of the presiding officer, who must rule that the point of order is well taken or not well taken. This must be done immediately and can interrupt the speaker.
- *Point of Information*: A request for facts affecting the pending business. This can interrupt the speaker.
- *Voting*: Most votes require a majority of those voting (not those present), while some require 2/3. Abstentions (a choice to not vote) are not included. For example, if out of 100 Senators present for a majority vote, 45 vote “aye” and 44 “nay,” the motion is passed (45/89 is majority of those voting).

TYPE OF MOTION	EXAMPLE LANGUAGE	CAN IT BE DEBATED?	CAN IT BE AMENDED?	VOTE NEEDED
Adjourn meeting	“I move that we adjourn”	No	No	Majority
Ending debate	“I move the previous question”	No	No	2/3
Delaying a vote	“I move to refer the matter to committee”	Yes	Yes	Majority
Amending a motion	“I move to amend the motion by...”	Yes	Yes	Majority
Protest breach of rules	“I rise to a point of order.”	No	No	No vote

Appendix A

Action Items from Senate Motions January – April 2019

(Motions passed are excerpted here; full details are available on-line, in the binder for each meeting.)

January meeting

1) Motion from Faculty Affairs Committee to clarify membership of College P & T Committee. Motion clarified that the fifth, appointed member of the college P&T committee would have a one-year term, and that the appointment would be made with the intention to create equity.

Motion was approved.

Complete -- Rosario Torres was appointed for a one-year term.

2) Motion from Executive Committee to amend the standing rules on committee meeting times. Motion established a common meeting time for all senate committees, set a minimum number of meetings for all committees, and eliminated ambiguity in language regarding meetings.

Motion was approved.

3) Motion from Strategic Planning and Budget Committee on travel and RDG funding. The motion was addressed the issue of travel funding not keeping up with increasing travel costs, and RDG funding not keeping up with the increased number of faculty. The committee made the following recommendations:

1. Based on the recommendations based on the 2017/18 report, we recommend the RDG funds to return to 2016-17 level, at least \$109,425.
2. We recommend the RDG funds to increase to the level that will be commensurate with the number of tenure track/tenured faculty.
3. Based on the recommendations based on the 2017/18 report, we recommend travel funds per faculty to increase based on inflation rate (7% from 2013 to 2018): tenure track from \$2,250 to \$2,410 and tenured from \$1,750 to \$1,873.

Motion was approved.

This could not be done due to budgetary constraints.

4) Motion from the Student Life Committee on the issue of classroom conduct regarding electronics and food. The committee made the following recommendation for colleagues to provide consistency for students:

The committee proposes to educate students about the principles of student classroom conduct, including those involving food and electronics in the classroom, not only before the semester begins, but also during the first-year seminar. All instructors should explain to students, moreover, in course syllabi and class discussion, their expectations and restrictions concerning food, personal electronics, and behavior. These guidelines should be as uniform as possible so that students are not exposed to extremely different expectations and actions from instructors.

Motion was approved. *[edit: this motion was not approved at the February meeting]*

February meeting

1) Motion from Physical Facilities Committee on renovation and other issues of facility use changes. The committee had a broad discussion on these issues, and one more narrowly focused motion:

An additional stakeholder group representing future growth areas on campus be added to the Beaver Renovation team. This group should consist of faculty or administrative representatives from programs in the P3 stage as well as other areas of potential growth.

Motion was approved.

The Chancellor and others on the planning committee take future growth into consideration.

March meeting

1) Motion from the Executive Committee to Amend the Standing Rules. Motion was to eliminate the Intercollegiate Athletics Committee as a standing committee, and to add one of its charges to those of the Student Life Committee as well as the Faculty Athletic Representative as a member of the Student Life Committee.

Motion accepted.

2) Motion from Physical Facilities Committee Regarding Accessibility. The committee review accessibility issues through the campus, highlighting where access is most problematic. The committee made the following recommendations:

1. The committee recommends that as renovations are performed (particularly to the new Beaver center), that all new walkways should be ADA compliant (grade).
2. Increase consideration of students of all ability levels when judgements about delays and campus closures are made. Individual faculty can also consider students of different ability levels when the decision to hold classes is made.

Motion was approved.

Agreed

3) Motion from Executive Committee to Accept Slate of Candidates for Senate Officers, 2019-2020

Motion accepted.

April meeting

1) Motion from Executive Committee to set meeting dates for 2019-2020. Dates proposed were for (7) meetings each for (5) standing committees, Executive Committee, and Senate.

Motion was accepted.

2) Motion from Physical Facilities Committee regarding recommendation for furniture and rooms. Fulfilling charge to investigate classroom design and furniture, and whether it met the needs of all faculty. The committee made the following recommendations:

1. Cellphone coverage in Gaige and Luerksen should be improved. Many survey comments indicated insufficient coverage. Therefore, in the event of an emergency or accident, instructors' personal phones would be inoperable.
2. All classrooms doors should be lockable from the inside. Multiple survey comments considered this a question of safety, e.g. in the event of an active shooter.
3. Issues a, b, c, d should be revisited in the future too.

- a. Several Franco (e.g. 150 and 151) and Perkins (e.g. 20, 117, and 118) classrooms were mentioned as having very loud and disruptive radiators (as responses to “Question 2: Environmental components: Acoustics”).
 - b. Multiple respondents felt that tablet arm combo desks were too small, uncomfortable and inaccessible (e.g. Perkins 117, 118 and 120) (as responses to “Question 3: Classroom setup components: Seating arrangements”).
 - c. Projector screens in various classrooms either entirely or partially covered boards (e.g. G308 and F101) (as responses to “Question 3: Classroom setup components: White board and/or chalk boards”).
 - d. Chalk boards were repeatedly identified as unusable in several Franco classrooms (150, 151, and 157) (as responses to “Question 3: Classroom setup components: White board and/or chalk boards”).
4. The findings of this report should be taken into account when addressing the Beaver Community Center ongoing space inadequacies. In addition to the safety-related matters pointed out in recommendations # 1 and #2, issues such as loud and disruptive radiators, unsatisfactory desks, and unusable boards should be considered when designing its expansion.

Motion was accepted.

3) Motion from Faculty Affairs Committee on Role of Program Coordinators. Report to clarify duties and evaluation of Program Coordinators. The FAC made the following recommendations:

- We recommend the compensation and workload model for Program Coordinators be revised.
- We recommend the distribution of effort for Program Coordinators more accurately reflect the level of their service.
- We recommend administration work with Program Coordinators to create a plan for a clear and effective means of evaluation and compensation.
- We recommend programs are given credit for all officially enrolled majors regardless of semester status.
- We recommend that the college should change the title of “Program Coordinator” to “Program Chair.”
- We recommend clear goals and expectations be developed by Program Coordinators and Division Heads for the use of the program budget.
- We recommend the practice of Program Coordinators being responsible for final graduation checks be ended.

Motion was accepted.

These recommendations are under consideration.

Appendix B

Executive Committee (Legislative Report)

Introduction

Currently, the Faculty Affairs Committee consists of eight (8) members, seven (7) voting members plus the Associate Dean for Academic Affairs (non-voting). The seven (7) voting members consist of two faculty members from each division and the University Faculty Affairs Representative. This report suggests the addition of an At-Large Representative to the Faculty Affairs Committee.

Discussion and Rationale

The Faculty Affairs Committee has a consistent and heavy workload. As such, additional faculty support would be helpful in carrying out the committee's work.

The Faculty Affairs Committee, in spite of the heavy workload identified above, is the smallest Berks Senate Standing Committee, and is one of the only committees without an At-Large Representative. Student Life, Physical Facilities and Safety, and Strategic Planning and Budget all have At-Large Representatives; Academic Affairs does not have an At-Large Representative but has other active members including a Librarian and the Registrar.

Recommendations

Add a Faculty Affairs Committee At-Large Representative to be appointed by the Executive Committee.

Effective Date

September 23, 2019

Executive Committee (2019-2020)

Jessica Schocker (Chair)

Holly Ryan

Colleen English

Steve Snyder

Bob Zambanini

Cliff Maurer

Mohamad Ansari

Mike Bartolacci

Matthew Rhudy
Janelle Larson
Keith Hillkirk

Appendix C

Academic Affairs Committee (Legislative Report)

Introduction

One of the standing charges of the Academic Affairs Committee addresses academic support, as follows:

Charge #7: Advise academic support activities, including Learning Center(s) and Writing Centers(s).

To the best of our knowledge, this charge has not been addressed in recent years. This charge was considered by the committee to re-evaluate its appropriateness within the senate.

To start a conversation between the Academic Affairs Committee and the Learning Center and Writing Center, Matthew Rhudy (chair) and Alexandria Chisholm (vice-chair) met with Sonia Delaquito (Learning Center Coordinator) and Holly Ryan (Writing Center Coordinator) to discuss this charge and its implications within faculty senate and on our campus. Two actionable ideas were proposed at this meeting:

1. Revise the wording of the charge to be more appropriate in the current campus climate
2. Consider having Holly and/or Sonia present information about their respective centers at a faculty meeting

Discussion and Rationale

The original wording of the charge seems to imply a one-directional communication, for faculty to “advise” the support centers. The committee decided it would be more appropriate for the language to allow for two-way communication. Additionally, part of the interpretation of the original charge was to allow the committee to act as a go-between for faculty and the support centers, especially in cases where there may be challenging issues which might benefit from anonymity and/or mediation as necessary. More positive language was desired to encourage collaboration.

Recommendations

Motion to change the wording of the Academic Affairs Committee Charge #7 to the following:

Proposed Change for Charge #7: Serve as a communication channel to facilitate collaboration and the exchange of constructive feedback between faculty and academic support centers, as needed.

Effective Date

September 23, 2019

Respectfully submitted,

Academic Affairs Committee 2018-2019

Jennifer Arnold

Michael Bartolacci

David Bender

Flavio Cabrera

Alexandria Chisholm (vice-chair)

Ebonie Cunningham-Stringer

Lisa Glass

Janelle Larson

Dawn Pfeifer Reitz

Matthew Rhudy (chair)

Bryan Wang

Appendix D

Committee Roster of the Penn State Berks Senate Fall 2019 – Spring 2020

PENN STATE BERKS SENATE MEMBERSHIP

The Berks Faculty shall include:

- (a) All full time faculty including librarians (**CURRENT TOTAL = 140**);
- (b) The following members of the Administrative Staff:
 - Chancellor (ex officio);
 - Associate Dean for Academic Affairs (ex officio);
 - Division Heads of EBC, HASS and Science (ex officio);
- (c) Other members of the Administrative Staff as appointed by the Chancellor;
- (d) One senator elected by the professional assistants from among their ranks;
(The total number of Senators from categories (b), (c), and (d) shall not exceed 10% of the full time faculty including librarians.)
- (e) SGA President and elected student senators not to exceed 10% of the full time faculty including librarians.

EXECUTIVE COMMITTEE (10 members, 9 voting, quorum =5)

Member	Title	Phone	e-mail	Term expires
Jessica Schocker	Chair	396-6457	jbs213@psu.edu	2020
Holly Ryan	Vice Chair	396-6333	hlr14@psu.edu	2020
Colleen English	Secretary	396-6365	cue113@psu.edu	2020
Cliff Maurer	University Faculty Senator	396-6403	crm13@psu.edu	2020
Bob Zambanini	University Faculty Senator	396-6178	raz3@psu.edu	2021
Mike Bartolacci	University Faculty Senator	396-6175	mrb24@psu.edu	2021
Mohamad A. Ansari	University Faculty Senator	396-6129	maa4@psu.edu	2020
Steve Snyder	University Faculty Senator	396-6277	sjs29@psu.edu	2022
Matthew Rhudy	Senate Parliamentarian (non-voting)	396-6389	mbr5002@psu.edu	2020
Michelle Mart	Immediate Past Chair	396-6180	mam20@psu.edu	2020

Chairs of the Penn State Berks Senate Committees				
Committee	Chairperson	Phone	e-mail	Term expires
Academic Affairs	Matthew Rhudy	396-6389	mbr5002@psu.edu	2020
Executive	Jessica Schocker	396-6457	jbs213@psu.edu	2020
Faculty Affairs	Holly Ryan	396-6333	hrl14@psu.edu	2020
Physical Facilities and Safety	Allison Singles	396-6152	ara5093@psu.edu	2020
Strategic Planning and Budget	Catherine Mello	396-6324	cxm772@psu.edu	2020
Student Life	Thomas Lynn	396-6298	tjl7@psu.edu	2020

ACADEMIC AFFAIRS (12 members, 10 voting)				
Member	Title	Phone	e-mail	Term expires
Flavio Cabrera	Representatives from EBC Division	396-6125	fhc4@psu.edu	2021
Matthew Rhudy (Chair)		396-6389	mbr5002@psu.edu	2021
Dawn Pfeifer Reitz	Representatives from HASS Division	396-6404	dpr15@psu.edu	2021
Ebonie Cunningham-Stringer		396-6018	ecs296@psu.edu	2021
Jenn Arnold	Representatives from Science Division	396-6002	jma25@psu.edu	2020
Bryan Wang		396-6029	bsw13@psu.edu	2021
Alexandria Chisholm (Vice-Chair)	Library Representative	396-6242	aec67@psu.edu	2021
Mike Bartolacci	University Curricular Affairs Representative	396-6175	mrb24@psu.edu	2021
Janelle Larson	Associate Dean (non-voting)	396-6183	jbl6@psu.edu	n/a
Dave Bender	Registrar	396-6090	dsb@psu.edu	n/a
Lisa Glass	Director of Information Technology	396-6190	img9@psu.edu	n/a
	Student Representative			n/a

FACULTY AFFAIRS (8 members, 7 voting)				
Member	Title	Phone	e-mail	Term expires
Khaled Abdou	Representatives from EBC Division	396-6173	kka1@psu.edu	2020
Joe Mahoney		396-6459	jmm694@psu.edu	2021
Eric Lindsey	Representatives from HASS Division	396-6033	ewl10@psu.edu	2020
Holly Ryan (Chair)		396-6333	hrl14@psu.edu	2020
Ike Shibley	Representatives from Science Division	396-6185	ias1@psu.edu	2021
Lorena Tribe (Vice-Chair)		396-6187	lut1@psu.edu	2020

Steve Snyder	University Faculty Affairs Representative	396-6277	ajs29@psu.edu	2022
Janelle Larson	Associate Dean (non-voting)	396-6183	jbl6@psu.edu	n/a
PHYSICAL FACILITIES AND SAFETY (9 members, 8 voting)				
Member	Title	Phone	e-mail	Term expires
Jinyoung Im	Representatives from EBC Division	396-6176	jzi11@psu.edu	2021
Ada Leung		396-6186	cx151@psu.edu	2021
Mahsa Kazempour	Representatives from HASS Division	396-6437	muo70@psu.edu	2021
Meghan Owenz		396-6437	muo70@psu.edu	2021
Shannon Nowotarski (Vice-Chair)	Representatives from Science Division	396-6005	sln167@psu.edu	2020
Allison Singles (Chair)		396-6152	ara5093@psu.edu	2021
Rosario Torres	At-Large Representative	396-6408	rzt1@psu.edu	2020
Kim Berry	Campus Chief Operating Officer (non-voting)	396-6030	krb11@psu.edu	n/a
	Student Representative			n/a

STRATEGIC PLANNING AND BUDGET (10 members, 8 voting)				
Member	Title	Phone	e-mail	Term expires
Malika Richards	Representatives from EBC Division	396-6096	mur12@psu.edu	2021
Pauline Milwood		396-6314	pam325@psu.edu	2020
Catherine Mello (Chair)	Representatives from HASS Division	396-6324	cxm72@psu.edu	2020
Maria Fellie		396-6449	mcf46@psu.edu	2021
Ben Infantolino	Representatives from Science Division	396-6153	bwi100@psu.edu	2021
Ryan Hassler (Vice Chair)		396-6127	rsh14@psu.edu	2021
Lauren Martin	At-Large Representative	396-6214	ljm37@psu.edu	2021
Lisa Mikula	Campus Financial Officer (non-voting)	396-6042	lm462@psu.edu	n/a
Jayne Park-Martinez	Representative, Planning, Research, and Assessment (non-voting)	396-6386	jip10@psu.edu	n/a
	Student Representative			

STUDENT LIFE
(9 members, 8 voting)

Member	Title	Phone	e-mail	Term expires
Amir Barakati (Vice-Chair)	Representatives from EBC Division	396-6340	axb5786@psu.edu	2021
Yuan Xue		396-6188	yxx78@psu.edu	2020
Tom Lynn (Chair)	Representatives from HASS Division	396-6298	tjl7@psu.edu	2020
Cheryl Nicholas		396-6168	cln12@psu.edu	2020
Andrew Friesen		396-6156	axf716@psu.edu	2021
Praveen Veerabhadrapa	Representatives from Science Division	396-6009	pmv5057@psu.edu	2021
Maureen Dunbar	At-Large Representative	396-6328	med18@psu.edu	2020
Joe Webb	Director of Student Affairs (non-voting)	396-6072	jjw26@psu.edu	n/a
Jessica Schocker	Faculty Athletics Representative (non-voting)	396-6457	jbs213@psu.edu	n/a
Mike Shott	Student Representative		gms5754@psu.edu	n/a

Appendix E

Committee Charges Penn State Berks Senate, 2019-2020

(Informational Report approved by the Penn State Senate Executive Committee)

Committee Chairs are expected to report directly to the Senate. Specifically, all Committee Chairs are required to submit to the Senate a mid-year progress report and an end of the year progress report as is being practiced by the University Faculty Senate. Reports should be submitted to the Secretary of the Senate, Colleen English (cue113@psu.edu). All items that need Senate approval must be presented as a Legislative report OR an Advisory and Consultative report and must include a motion. Motions will be discussed and voted on by Senate. Unless otherwise specified, the reports below should be considered Informational Reports. Any committee can decide to create an Advisory or Legislative report.

Executive Committee

Standing Charges

1. Consult with standing committee chairs to develop and prioritize agenda items.
2. Charge each standing committee for the upcoming year (and revise that charge as necessary).
3. Call Senate meetings.
4. Set agenda for Penn State Berks Senate meetings.
5. Call meetings of a Campus Faculty Assembly.
6. Act for the Senate in all matters, except changes to the Constitution, and Standing Rules, when a Penn State Berks Senate meeting has been appropriately called and a quorum has not been obtained, in the case of a special concern or an extraordinary emergency circumstance.
7. Appoint standing committee members based upon expressed interests of faculty, and a diversity of disciplines and functions in the campus.
8. Nominate faculty to administrative committees and joint Senate/administrative committees on which faculty are asked to serve.
9. Serve as nominations and elections committee for elections of officers, University Senators, ombudsman, advisory board members, and any other campus or campus-wide offices under the auspices of the Senate.
10. Serve as liaison between the Penn State Berks Senate and Administration

Academic Affairs

1. Approve or disapprove new courses, programs, and other curricular proposals in accordance with University and campus curricular procedures.
2. Publicize and invite comment on all new course, program and other curricular proposals at least two weeks prior to the committee's final action on such matters.
3. Approve or disapprove all other curricular matters.
4. Review and evaluate academic planning, including enrollment projections and faculty requirements.
5. Approve or disapprove academic admissions standards.
6. Communicate and serve as liaison with other Senate committees where duties overlap.
7. **Advise academic support activities, including Learning Center(s) and Writing Centers(s).**

8. Review, evaluate, and make recommendations on technology matters when relevant to course delivery and other curricular matters.
- 9. Review, evaluate, and make recommendations on issues relating to enrollment and retention programs and policies.**
10. Review, evaluate, and make recommendations on academic matters, including but not limited to credit and non-credit instruction through continuing and distance education, instruction through computer networks, media, technical assistance programs, and cooperative extension activities
11. *Investigate the issue of “grade inflation” including: background knowledge, faculty perceptions, relevant and accessible data, best practices, and necessary supports to implement any suggested interventions. Prepare an advisory and consultative report with recommendations.*
12. *Investigate academic integrity charges by student demographics. Prepare an advisory and consultative report with recommendations.*

Faculty Affairs

1. Advise and consult with the Chancellor and Associate Dean for Academic Affairs regarding policies concerning faculty. Make recommendations to Senate on policies concerning faculty.
2. Review, evaluate, and make recommendations relating to professional, cultural, social, and material welfare of faculty.
3. Review, evaluate, and make recommendations on policies relating to faculty workload; faculty development; promotion and tenure policies and procedures; evaluation of faculty performance; methods of instruction evaluation; faculty leaves, including sabbatical leaves; faculty rights, including academic freedom; and affirmative action and equal opportunity.
4. Review, evaluate, and make recommendations on procedures for faculty searches.
5. Review, evaluate, and make recommendations on policies pertaining to faculty awards.
6. Review, evaluate, and make recommendations on policies pertaining to faculty research, including internal faculty grants and travel money.
7. Review, evaluate, and make recommendations on technology matters pertaining to faculty research.
8. Review, evaluate, and make recommendations on policies pertaining to faculty service.
9. *Unfinished charge: Review and compare how research productivity is evaluated across disciplines and in comparison with other campuses. Prepare legislative report with best practices and campus policies to understand disciplinary differences and value work equitably.*
10. *Building from charge 9, evaluate the process and assessment criteria for the FAR. Prepare informational or advisory and consultative report with recommended best practices and campus policies.*
11. *Evaluate assessment of teaching and advising, specifically SRTEs, in the promotion and tenure process. Prepare legislative report with recommended best practices and campus policies.*
12. *Review, evaluate, and make recommendations for clarifying the promotion process for fixed term faculty. Prepare an advisory and consultative report.*

Physical Facilities and Safety

1. Review plans and make recommendations regarding construction, renovation, and physical development of the campus.
2. Assess and make recommendations regarding space use and assignments.
3. Assess and make recommendations regarding safety and security.

4. Assess and make recommendations regarding parking policies.
5. Review cost savings, efficacy, and compliance of the Energy Savings and Recycling Programs annually and make recommendations for improving faculty, staff, and student environmental stewardship at the Berks Campus by submitting an annual informational report to the Berks Senate.
6. *Continue to investigate ways to make policies at Berks more sustainable and environmentally friendly, such as eliminating single-use plastics. Consider collaboration with the Sustainability Team at Penn State Berks. Prepare legislative report with recommendations.*
7. *Investigate how technology hardware is impacted by classroom size and layout in conversation with the Teaching with Technology Advisory Committee (TTAC). Prepare legislative report with recommendations.*

Strategic Planning and Budget

1. Regularly provide the Senate with current information on the campus operating budget and the use and development of campus financial resources.
2. Present to the Senate the annual proposed Campus operating budget.
3. **Monitor and regularly report to the Senate specific budget information related to the academic budget of the campus, including but not limited to new positions, travel, departmental/divisional allotments, faculty development, etc.**
4. Regularly report to the Senate progress on the development and execution of the Campus Strategic Plan.
5. Represent the Faculty Senate in the campus strategic planning process.
6. **Review the annual University Faculty Senate Informational Report on Faculty Salaries as it relates to the Berks Campus and submit an informational report to the Berks Senate.**
7. *Unfinished charge from 2018-2019: Investigate any gender differences in faculty salaries at Berks; if there are inequitable differences, provide clear goals and action items to remediate. Prepare advisory and consultative report with recommendations.*
8. *Investigate the summer compensation policy and evaluate its fairness and functionality. Prepare an advisory and consultative report with recommendations.*
9. *Investigate how faculty are compensated for leading independent studies and internships across programs and divisions on campus. Prepare an informational OR advisory and consultative report. (In collaboration with Academic Affairs)*

Student Life

1. Review and make recommendations regarding policies on all aspects of student life in the Campus not specifically covered by other committees, including but not limited to:
 - a. career development and placement;
 - b. housing policies;
 - c. student conduct;
 - d. student organizations and clubs;
 - e. co-curricular activities;
 - f. athletics;
 - g. multicultural issues.
2. Make recommendations regarding the quality of student life and the functions of the Office of Student Affairs.
3. Work with the SGA when requested.
4. Serve in a consultative and advisory capacity to the Director of Student Affairs.

5. *Investigate available (and, possibly, needed) resources for faculty to recognize and respond to student drug abuse. Prepare an informational or advisory and consultative report.*
6. *Investigate issues of student identification in class, especially regarding gender diversity, and the role of inclusive classroom and co-curricular practices among faculty and students. Prepare a legislative report with recommendations.*

Appendix F

Strategic Planning and Budget Committee

Meeting Date: 09/09/2019, 11:00 AM – 12:00 PM

In Attendance: Catherine Mello (chair), Malika Richards, Lauren Martin, Jayné Park-Martinez, Maria Fellie, Benjamin Infantolino, Jessica Schocker (guest)

Absent: Lisa Mikula, Pauline Milwood, Ryan Hassler (vice-chair)

Jessica Schocker attended the first committee meeting to discuss the 2019-2020 charges with the committee.

The committee discussed the following charges:

1. Regularly provide the Senate with current information on the campus operating budget and the use and development of campus financial resources.
2. Present to the Senate the annual proposed Campus operating budget.
3. Monitor and regularly report to the Senate specific budget information related to the academic budget of the campus, including but not limited to new positions, travel, departmental/divisional allotments, faculty development, etc.
4. Regularly report to the Senate progress on the development and execution of the Campus Strategic Plan. All clear, will likely yield nothing this year
5. Represent the Faculty Senate in the campus strategic planning process.
6. Review the annual University Faculty Senate Informational Report on Faculty Salaries as it relates to the Berks Campus and submit an informational report to the Berks Senate.
7. Unfinished charge from 2018-2019: Investigate any gender differences in faculty salaries at Berks; if there are inequitable differences, provide clear goals and action items to remediate. Prepare advisory and consultative report with recommendations.
8. Investigate the summer compensation policy and evaluate its fairness and functionality. Prepare an advisory and consultative report with recommendations.
9. Investigate how faculty are compensated for leading independent studies and internships across programs and divisions on campus. Prepare an informational OR advisory and consultative report.

Summary of the discussion of the charges:

Charges 1-2: At the time, these could not be discussed due to Lisa Mikula's absence. The committee will communicate information to the Senate as it is made available.

Charge 3: See Charges 1-2. The committee will seek to obtain information through Lisa Mikula. Additionally, the committee will prepare a survey directed at program coordinators and faculty who oversee minors to obtain information regarding their respective budgetary situation.

Charge 4: Jayné provided an update from the Strategic Plan Committee. Message from UP is that instead of starting work on a new SP, this year we will reflect on the previous 2015-2019

Strategic Plan, i.e. what worked, what didn't. She will relay updates from the Strategic Plan Committee.

Charge 5: No new strategic plan will be developed in the near term (see Charge 4)

Charge 6: Faculty salary reports will be provided when the most recent Faculty Benefits Table is obtained from UP.

Charge 7: The committee discussed the 2018-2019 history of this charge, which culminated in the committee sending a detailed request for statistical analyses to Provost Nick Jones' office in April (attached). In July, the Senate chair received a memo from the Provost office in response to this request (attached). The committee determined that this memo did not contain sufficient statistical information or details on the analyses that were conducted by the Provost's office to address this charge and prepare a report for the Senate. The committee drafted a request for clarifications to be sent to the Provost's office (attached).

Charge 8: The committee will prepare a survey to be sent to all Berks faculty to obtain information on their past and future summer teaching. This information will be examined in the context of recent summer enrollment data and the possibility that the current summer compensation policies, by discouraging faculty from teaching (additional) summer sections, may be an obstacle to Berks from obtaining additional tuition revenue over the summer.

Charge 9: Discussed issue of compensation for faculty who supervise internships and independent studies. The committee will survey program coordinators to obtain information on current compensation practices. They also recommend that this issue be investigated by Academic Affairs re: how these internships and independent studies are integrated into degree programs.

Dear Dr. Kennedy-Phillips:

Last April, our committee addressed a request for a salary equity review to Lori Hancock; it was subsequently passed on to Provost Nick Jones. The full letter, which described the analyses our committee suggested to investigate issues of gender-related salary equity at our campus, is attached to this email. In July, we received a letter from the Provost's office summarizing the findings of an examination of salaries that was conducted on our behalf.

We appreciate the summary of analyses and findings provided to us by your office. However, in order to address our committee's charge to investigate gender differences in salaries at Berks, we request further clarifications:

- 1) The Provost's email indicates that "While we appreciated the suggestions you provided relate to analysis techniques to be used, the data are sufficiently complex that applying those types to tools would have been inappropriate." The latter portion (applying types to tools) is somewhat unclear. Could you please explain the nature of the complexity of the data that made the use of these statistical analyses inappropriate, and in what ways? Because the nature and availability of the salary data to which your office has access was never communicated to our committee, we made suggestions based on research conducted into this issue at other universities (under the assumption that PSU records similar data).
- 2) Regarding the findings outlined in the letter, could you please clarify which analytical techniques were used and provide supporting quantitative information? The email does not provide any descriptive or inferential statistics.
- 3) The summary report contains seemingly contradictory statements, below. Could you please clarify what analysis was conducted on the aggregate data that did not find "systemic bias", and why it yielded a different result from a review of the dashboard data?
 - a. "The analysis was conducted on aggregate salary data and found no systemic bias as it relates to gender and salary. The analysis did not focus on individual salary differences."
 - b. "The initial review of the dashboard data identified some salary differences by gender within Berks faculty."
- 4) We request further information about how differences between male and female median salaries and their relationship to discipline and rank were analyzed. We would also like to confirm that, for all these analyses, faculty were grouped by supervisory organization (division: HASS, EBC, Science) and not by individual discipline (e.g., IST, psychology, etc.). Could you please specify the analytical technique used and provide relevant quantitative results? Additionally, what other human capital factors related to salary were examined and found not to account for this difference?
- 5) Could you please quantify the proportion of observed gender differences that can be accounted for by membership in a supervisory organization and rank, respectively? Consider the suggestion of Analysis #2 from our initial letter to highlight the predictive role that these factors play in determining salary for both men and women. This would allow our committee to demonstrate whether these and other factors are weighted equally in men and women's salaries. Similarly, this analysis would enable us to communicate to faculty whether women and men would be expected to earn comparable salaries at each rank, and then in each supervisory organization, if they occupied each rank and each organization in 50:50 proportion.
- 6) Was a regression similar to what was suggested as Analysis #1 in our initial letter conducted and, if so, which productivity indicators were used? Note also our request to include similar campuses

for comparison in this analysis, in no small part because our divisions, i.e. supervisory organizations, consist of programs that are disparate in terms of wage potential.

- 7) Could you also provide information as to which analyses were conducted with respect to change in salary over time at the within- and between- person level, by gender (Suggestion #3 from our initial letter)?

Please note that the issue of salary equity has been raised by faculty at our campus repeatedly throughout the years, and we have yet to obtain a satisfactory response in this matter. We greatly appreciate this first step by your office to clarify our understanding, and hope that this can be the start of a productive dialogue.

We look forward to hearing from you soon with additional details on the analyses that were conducted to date, as well as suggestions of follow-up analyses that you believe are feasible and would address our faculty's concerns more thoroughly.

Sincerely,

A handwritten signature in black ink, appearing to read 'Catherine Mello', written in a cursive style.

Catherine Mello

Assistant Professor of Applied Psychology, Rehabilitation and Human Services

Chair, Strategic Planning and Budget Senate Committee

Penn State Berks

To: Strategic Planning and Budget Senate Committee, Penn State Berks
Re: Request for data analysis related to salary equity among male and female faculty at Penn State Berks

In response to your request for a review of salary equity by gender at Penn State Berks, I directed the Office of Planning and Assessment (OPA) to perform an analysis to determine whether discrepancies currently exist within faculty salaries.

In January 2019, I commissioned the Academic Salaries Dashboard, a tool which allows chancellors to review comprehensive campus salary data. Chancellor Hillkirk has access to the dashboard and the ability to continue monitoring faculty salaries across the campus. Using this dashboard, OPA compared male and female tenured and tenure-track faculty salary data. The analysis was conducted on aggregate salary data and found no systemic bias as it relates to gender and salary. The analysis did not focus on individual salary differences.

The initial review of the dashboard data identified some salary differences by gender within Berks faculty. Such findings prompted the creation of custom iTwo reports to explore related fields absent from the dashboard. When the additional data was considered, it became clear that what appeared to be inequity between genders was actually the product of a pattern of pay differentials among three main organizations at Berks: Engineering, Business, and Computing; Humanities, Arts, and Social Sciences; and Science. These were reflected in Workday as supervisory organizations. Supervisory organizations are a proxy for groups of loosely related academic disciplines.

OPA's analysis resulted in the following conclusions:

- No clear patterns of differences between men and women appeared within each supervisory organization, but noticeable differences appeared among supervisory organizations.
- Assistant professors in the lower salary range are from the Humanities, Arts and Social Sciences, or Sciences. Five out of eight female assistant professors fell in this category, which explains their lower median salary.
- Female associate professors are more likely to be in the Humanities, Arts and Social Sciences, or Sciences; while associate male professors are represented in greater proportions within Engineering, Business, and Computing.
- The differences between male and female median salaries appear to be related to discipline and rank. Lower faculty salaries are mostly found in Humanities, Arts and Social Sciences, and Sciences. The Engineering, Business, and Computing supervisory organization corresponds with higher median salaries.
-

In sum, OPA determined that while the dashboards identified some salary discrepancies by gender, further analysis in iTwo clearly shows that the discrepancies were between supervisory organizations, not within supervisory organizations.

If you have questions or require additional information, please contact Lance Kennedy-Phillips, Vice provost for Planning and Assessment, at lck7@psu.edu.

(Letter from Dr. Ada Leung, April 2019)

Dear Lori:

I am writing to seek assistance from the Office of Planning and Assessment to help the Strategic Planning and Budget Senate Committee at Penn State Berks fulfill its charge:

Investigate and prepare advisory report regarding any gender differences in faculty salaries at Berks; if there are inequitable differences, provide clear goals and action items to remediate. Prepare legislative report with recommendations.

Michelle Mart, the Senate Chair at Berks, contacted you in October 2018 seeking data and/or analytical help in addressing the charge. Your responses in November said that the Office of Planning and Assessment does not provide individual-level data to the campus.

The Committee at Berks has worked diligently to come up with a data analytical plan pertaining to our charge. Since Berks does not have access to the data, we request the Office of Planning and Assessment conduct the following analyses on our behalf:

1. Do faculty salaries vary by gender when simultaneously taking into account other factors?
2. Are the factors that determine faculty salaries weighed differently by gender? Which of these factors contribute to increasing or reducing the gap, if any?
3. How do faculty salary trajectories change over time, and how do these trajectories vary by gender, when other factors are taken into account?

The above questions on faculty salary equity can be addressed by the following analytical approaches:

1. Cross-sectional analysis: Conduct regression (using OLS and/or ML) with natural logarithm of faculty's annual salary as dependent variable; using gender (female as dummy variable [DV], male as comparison variable), rank (Full, Associate, Lecturer as DV, Assistant as comparison variable), years in current position, Ph.D. (coded as "1" or "0" otherwise), discipline ("Science," "Business, Engineering & Computing" as DV, and "Humanities and Social Science" as comparison variable), campus (Abington, Berks, Harrisburg, Erie as DV, and Altoona as comparison variable), number of credit hours generated at campus, as independent variables. Our review of the literature to date indicates that it would be pertinent to also conduct a similar analysis separately for each academic rank (Geisler & Oaxaca, 2005), as well as one that treats rank as a predictor. Additionally, it is important for this analysis to also consider productivity indicators (e.g., publications, grant funding, courses taught, administrative roles held), or proxies for this productivity (e.g., department/division head performance ratings). We are unsure which of these indicators are readily available to your office alongside the above-mentioned predictors, and would therefore ask that you let us know what variables are available so that we might make more specific recommendations.

2. a) To understand if independent variables are weighed equally for both genders, we also request your office to run the above analysis (#1) by gender (i.e., two regression equations are obtained). This type of approach is known as the Blinder-Oaxaca decomposition and/or Peters-Belson approach. We would request a report of how these potential salary determinants differ by gender (mean or % difference) and their respective regression weights for each gender. Next, women's salaries are predicted based on the regression equation obtained on men's salaries (the reverse can also be applied). The difference between actual and predicted salaries thus provides an indication of the degree to which any observed wage gap is attributable to differences in independent variables or discrimination (i.e., differential weighting of salary determinants (Barbezat & Hughes, 2005; Blinder, 1973; Oaxaca, 1973; Sinclair & Pan, 2009). Additionally, some of the descriptive statistics generated from this approach are useful to put in perspective wage or productivity differentials, if any, for a lay audience (see Binder et al., 2010).

3. Longitudinal data analysis: Conduct multilevel model for change, which allows us to investigate the within-person (level 1) and between-person questions about change (level-2) in salary simultaneously (Bollen & Curran, 2006; Singer & Willett, 2003). We would use faculty's annual salaries of 2011-12 through 2016-17 as dependent variables, and the independent variables identified in #1. For this type of analysis, we recommend your office to use HLM or MPlus, statistical packages that can be used to conduct multilevel change models, using maximum likelihood estimation methods.

We hope for this to be the beginning of a collaborative relationship with your office. If you would like to discuss this further, please feel free to contact me. I can be reached by e-mail (cx151@psu.edu) or phone (484-797-8389).

Sincerely,

Ada Leung, Ph.D.
Associate Professor of Marketing
Chair, Strategic Planning and Budget Senate Committee

References:

- Barbezat, D. A., & Hughes, J. W. (2005). Salary structure effects and the gender pay gap in academia. *Research in Higher Education*, 46(6), 621-640.
- Binder, M., Krause, K., Chermak, J., Thacher, J., & Gilroy, J. (2010). Same work, different pay? Evidence from a US Public University, *Feminist Economics*, 16, 105-135.
- Blinder, A. (1973). Wage discrimination: Reduced form and structural estimates. *The Journal of Human Resources*, 8(4), 436-455.
- Bollen, K. A., & Curran, P. J. (2006). *Latent Curve Models: A Structural Equation Perspective*. Hoboken, NJ: John Wiley & Sons.
- Boudreau, N., Sullivan, J., Balzer, W., Ryan, A. M., Yonker, R., Thorsteinson, T., & Hutchinson, P. (1997). Should faculty rank be included as a predictor variable in studies of gender equity in university faculty salaries? *Research in Higher Education*, 38(3), 297-312.
- Geisler, I. & Oaxaca, R. (2005). *Faculty Salary Determination at a Research I University*. Working paper, Department of Economics, University of Arizona.
- Oaxaca, R. (1973). Male-female wage differentials in urban labor markets. *International Economic Review*, 14(3), 693-709.
- Sinclair, M. D., & Pan, Q. (2009). Using the Peters-Belson method in equal employment opportunity personnel evaluations. *Law, Probability and Risk*, 8(2), 95-118.
- Singer, J. D., & Willett, J. B. (2003). *Applied Longitudinal Data Analysis: Modeling Change and Event Occurrence*. New York: Oxford University Press.