

**Council of the Princeton University Community
Minutes, December 12, 2016**

Minutes of a meeting of the Council of the Princeton University Community held December 12, 2016 in 101 Friend Center. Present were Mr. Apthorpe, Mr. Asparrin, Prof. Carvalho, Ms. Cook, Prof. Cuff, Ms. Czulak, Mr. Davidescu, Mr. Durkee, President Eisgruber (chair), Ms. Friedman, Dean Gonzalez, Ms. Grah, Ms. Hastings, Ms. Keith, Mr. Kilpatrick, Provost Lee, Ms. Lett, Ms. Mehra, Prof. Ostriker, Ms. Patel, Prof. Priestley, Mr. Ramos, Ms. Rosen, Professor Rouse, Prof. Schor, Ms. Shannon, Prof. Watson, and Mr. Wu. Ms. Halliday was secretary.

The President requested and received approval of minutes of the November 14, 2016 meeting which had been circulated in advance of the meeting.

Question and Answer Period

Several questions had been submitted in advance of the meeting. Two questions related to the Program in American Studies specifically about the timeline for implementation of recommendations from the Strategic Planning task force on American Studies (see <https://www.princeton.edu/strategicplan/taskforces/americanstudies/>) especially to enhance Latinx and Asian-American studies initiatives. President Eisgruber noted that even before the release of the task force report the University had been engaging with possible donors. Faculty personnel lines are being moved into American Studies and filling these slots will require the usual searches for faculty who have the necessary qualifications to strengthen these programs. The curricular proposals are being developed and will be brought to the faculty for approval.

He also addressed a question about University support and resources for DACA students, saying that the University is concerned about protecting all members of the University community not just DACA students. He emphasized the importance of responding proactively and of the University community's continued affirmation of the commitment to diversity. [Recent statements from President Eisgruber about these questions can be found at his website: <http://www.princeton.edu/president/eisgruber/speeches-writings/statements/> .]

Priorities Committee Update

Provost Lee reported on the work of the CPUC [Priorities Committee](#). Each year the committee, made up of faculty, students and staff, develops recommendations for the Trustees on the operating budget which includes tuition and fees, and compensation increases. The powerpoint from the meeting that the Provost used to explain the committee's work and the focus of this year's deliberations is attached as Appendix A. Discussion focused on attracting a diverse class of undergraduate and graduate students and the importance of financial aid. In answer to questions, the Provost and the President noted that increasing the size of the undergraduate student body, as is contemplated in the Strategic Planning recommendations, would increase Princeton's ability to admit under-represented students and gain more diversity. The number of Pell-grant students has increased substantially in recent years and that is a

reflection of an intentional effort on the part of the University and its Office of Admissions to increase socio-economic diversity. The President said that as Provost one of his goals had been to draw on students from all talented pools and to be conscious of areas where the University had not done as well in attracting students. He referenced partnerships with outside organizations to help the University achieve these goals. For example, the [LEDA](#) program brings talented students to campus in the summer to introduce them to institutions like Princeton.

Task Force on General Education

Dean of the College Jill Dolan updated the Council on the work of the strategic planning task force on general education. Information about the task force including its recommendations presented at the meeting is attached as Appendix B and the report and opportunities for comments can be found at the website:

<https://www.princeton.edu/strategicplan/taskforces/gened/> .

Dean Dolan thanked her colleagues on the task force and students on the USG for their input and help formulating recommendations. Members of the council commented on various aspects of the recommendations especially concerning changes in academic requirements. There were suggestions about possible changes to the academic calendar in light of student travel especially international travel. The audience was encouraged to send feedback to the task force. The dean noted that the faculty has responsibility for the academic calendar and academic requirements and an iterative process had begun with the faculty to consider these changes.

Online Learning

Dean Rebecca Graves-Bayazitoglu, the Director of the [McGraw Center](#) for Teaching and Learning, and her colleagues, Mona Fixdal, Lance Herrington and Lisa Jackson, presented information about the University's efforts to enhance online learning at Princeton. Since the introduction in 2012 of Coursera and initial implementation of online courses, interactive learning had been expanded to encompass a variety of forms, in addition to MOOCs (massive open online courses). Members of the center illustrated initiatives through several examples of recent courses. These included Professor Maria Garlock's course on structural engineering of bridges for Civil and Environmental Engineering which has been able to attract thousands of participants world-wide. Online tools are also being used by the Freshman Seminar Institute, held prior to the opening of fall semester, for those first-year students who cannot attend on campus. The online courses offer an opportunity to engage in Ways of Knowing in the humanities and social sciences in readings, writing exercises and online discussions with peers and FSI teaching staff. Faculty are also making use of supplemental videos with live-action footage to communicate ideas better especially in STEM courses. Professor Jeremy Adelman is expanding the reach of his MOOC Global History Lab, in which his on-campus History 201 students will also be enrolled. Groups of learners in refugee camps in Jordan and Kenya will participate in the Global History Lab, and they will meet in the camps for discussions led by tutors trained by Princeton graduate students. In this collaborative course the students form teams who create presentations that are uploaded for comment from the entire class. The subject

matter is suited to the MOOC framework which is able to bring participants into the discussion from around the world.

In response to a question about how to measure the success of these initiatives, Dean Graves Bayazitoglu pointed to surveys of students as a valuable source of objective evaluations. Members of the center encouraged the audience to explore other offerings and projects posted on the Center's Website: <https://mcgraw.princeton.edu/initiatives/online-teaching-and-learning/highlights>.

There being no further business, the meeting was adjourned at 6:00 p.m.

Respectfully submitted,

Ann Halliday
Secretary

Priorities Committee FY18

For presentation to the Council of the Princeton University Community
December 12, 2016

David S. Lee, Provost



Members of the Priorities Committee

Constituency	Members
Cabinet members	David Lee (Provost), Carolyn Ainslie (VP Finance and Treasurer), Debbie Prentice (Dean of Faculty), Treby Williams (EVP)
Faculty members	Mitchell Duneier (SOC), Maria Garlock (CEE), Sophie Gee (ENG), Judith Hamera (LCA), Alex Ploss (MOL), Rodney Priestley (CBE)
Graduate students	Katja Luxem (GEO), Leah Reisman (SOC)
Undergraduate students	Briana Christophers '17, Hillel Friedman '17, Margaret Li '19, Vojislav Mitrovic '18
Staff representative	Sal Rosario (OIT)
Staff to committee	Steven Gill (Budget Director), Karen Haskin (Provost's Office), Rick Myers (Provost's Office)



Priorities Committee charge

- Review the University's operating budget
 - Current (FY17), Next (FY18), Future (FY19 and beyond)
- Recommend changes to the budget including
 - Fee package (tuition, fees, room, and board)
 - Undergraduate financial aid budget
 - Faculty and staff salary pools
 - Graduate student stipend
 - Graduate student, staff, and faculty housing rates
 - Other budgetary matters
- Provide feedback on administrative priorities and initiatives
- Priorities Committee Report: Recommendations for FY18 Budget, presented for board approval in April

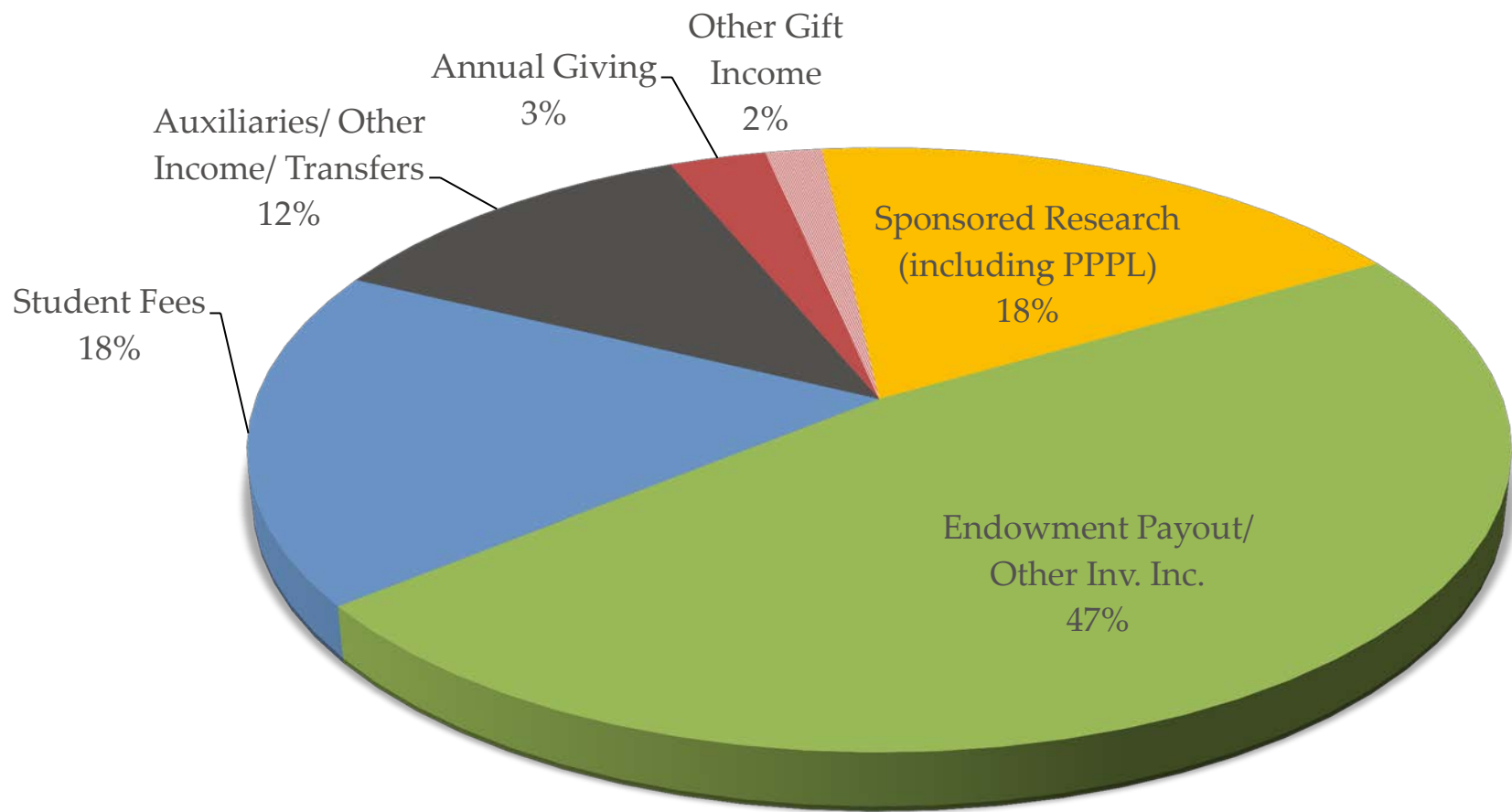


Review: Overall financial context

- **Solid financial position:** Strong long-term endowment returns, solid credit ratings, sufficient liquidity, and loyal/generous alumni base.
- **Every student is subsidized:** Princeton’s “sticker price” tuition is approximately half of per-capita educational expenditures.
- **Robust financial aid:** Around 60% of undergraduates receive financial aid and all doctoral students are guaranteed tuition and stipend support.
- **Labor centric:** Salaries and benefits account for roughly 40% of our operating budget.
- **Long view:** Decisions today are carefully considered for their long-term impact. We are in a solid financial position but still subject to trade-offs among many important priorities.

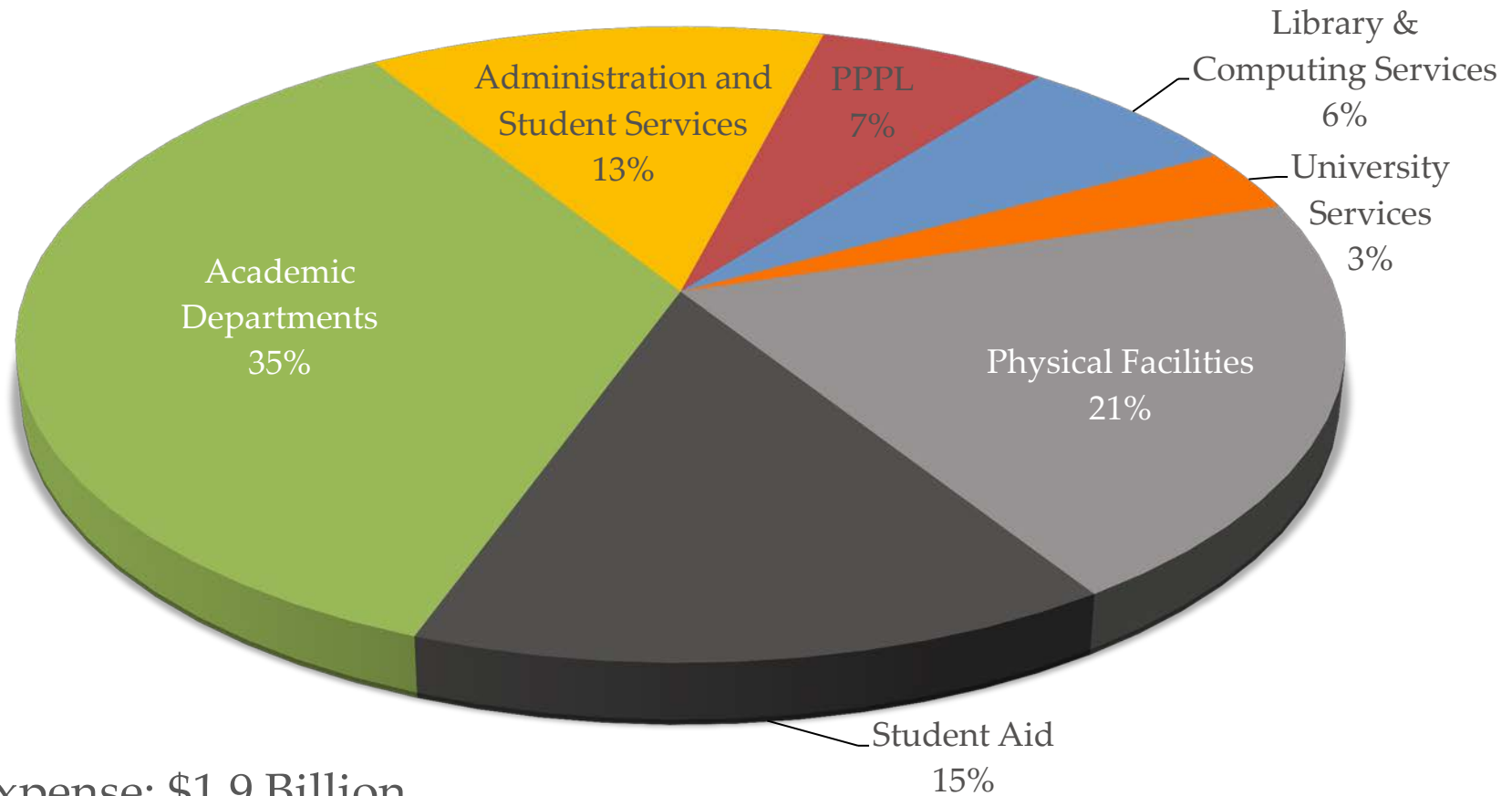


Operating Budget Revenues FY2017



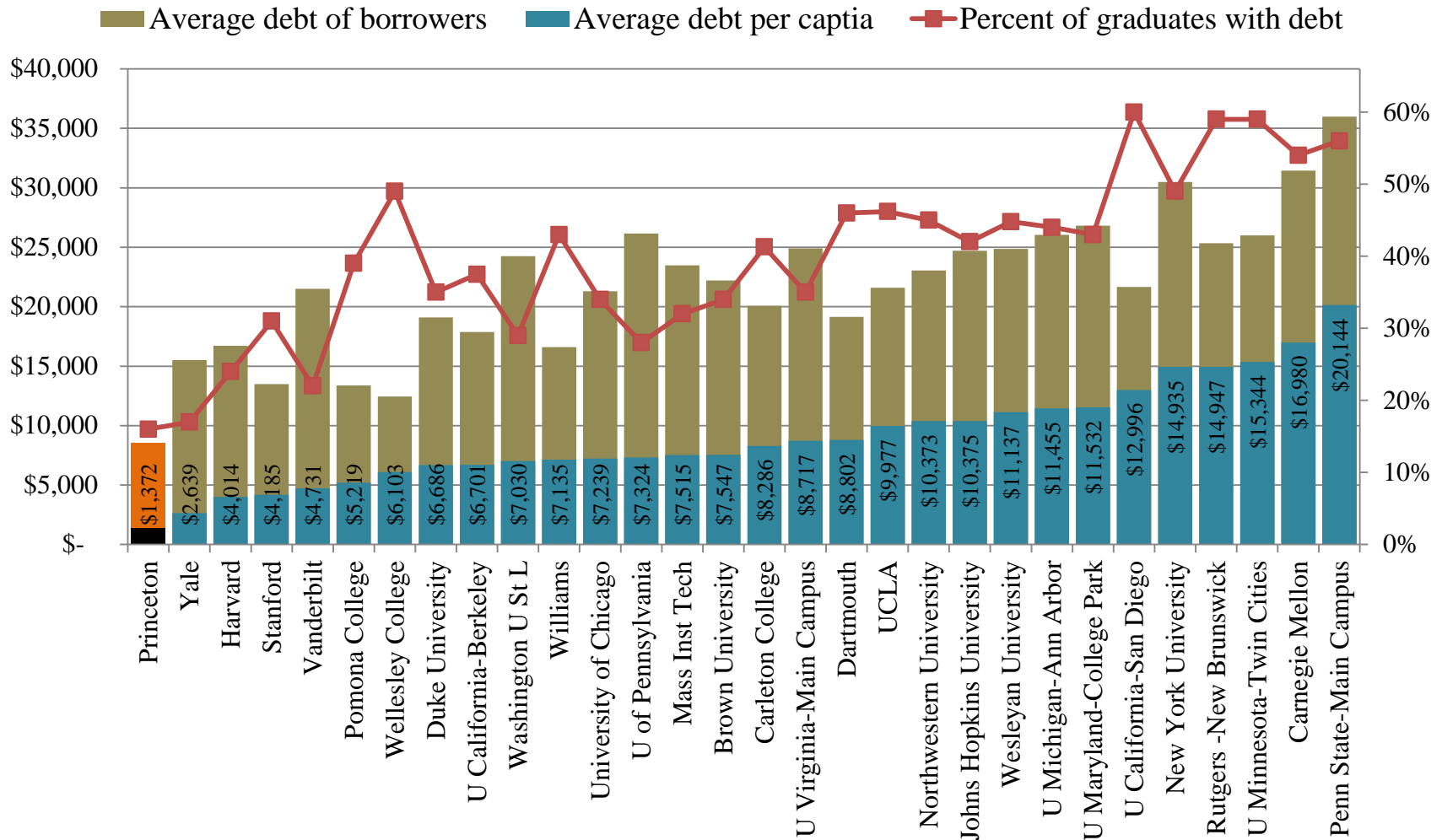
Total Income: \$1.9 Billion

Operating Budget Expense FY2017



Total Expense: \$1.9 Billion

A Measure of Princeton's Affordability: Low Student Borrowing



Review and Feedback on Administrative Priorities and Initiatives

- Review and Feedback on issues, priorities and initiatives that have important longer-term budgetary implications
- Examples from previous years, and current issues:
 - Labyrinth Bookstore
 - Employee Benefits
 - Faculty and Staff Salaries during financial crisis
 - SUMAR: Strengthen University Management and Resources
 - Committee active consideration of cost savings and management efficiencies
 - Planning for Undergraduate Expansion



Where to Learn More

- We welcome your comments and questions to:
Karen Haskin (khaskin@princeton.edu)
- To read prior reports, go to the Committee's website:
<http://www.princeton.edu/provost/priorities-committee/>

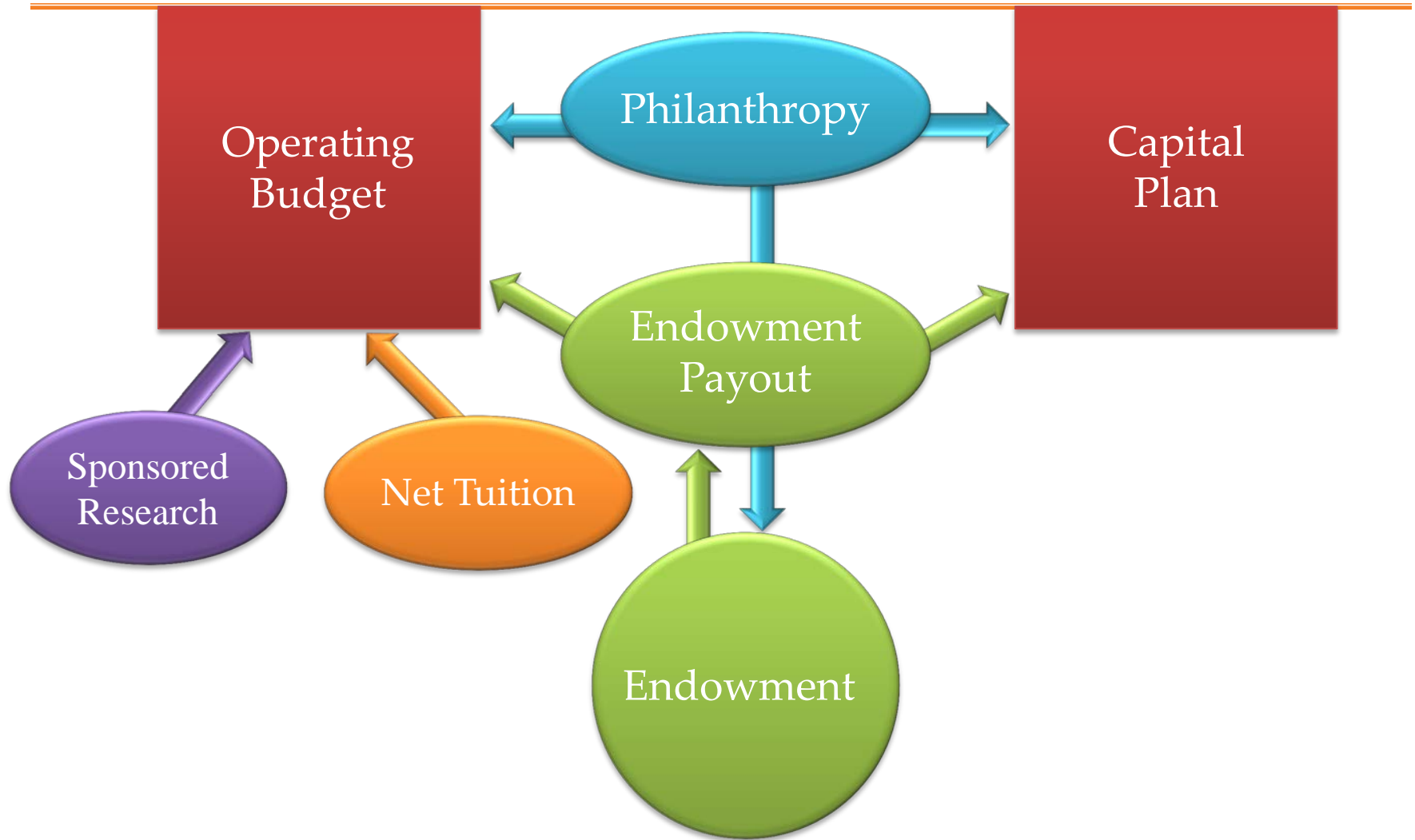


Priorities Committee schedule

- Semi-weekly meetings (orientation, presentations, deliberations): mid-October through mid February
- Meeting with the Finance Committee of the Board of Trustees in November
- Finalization of report: late March
- Provost presents report to Trustees for their approval of operating budget for FY18: April 7



Operating budget revenue streams



General Education Task Force

Presentation of Highlights

CPUC

December 12, 2016

Task Force Charge

- What is the purpose of general education at Princeton?
- Does the structure and number of our gen ed requirements serve their purpose?
- Should there be formal requirements in new areas?
- What are the implications for the academic calendar?

Task Force Recommendations

- Do not increase the total number of requirements
- Review designations assigned to existing courses
- Allow courses to carry up to two designations
- Develop “Sophomore Signature” courses
- Do not create dual concentrations
- Change the academic calendar
- Create tags to identify courses in new areas

Modifications to Existing Requirements

- Require at least one foreign language course be taken at Princeton, along with demonstrated proficiency through 107/108 level
- Rename the QR - Quantitative and Computational Reasoning
- Encourage A.B. departments to create discipline-specific methods seminars for concentrators in the fall of their junior year, which will carry the EC designation
- Give students choice about the areas in which they take additional courses

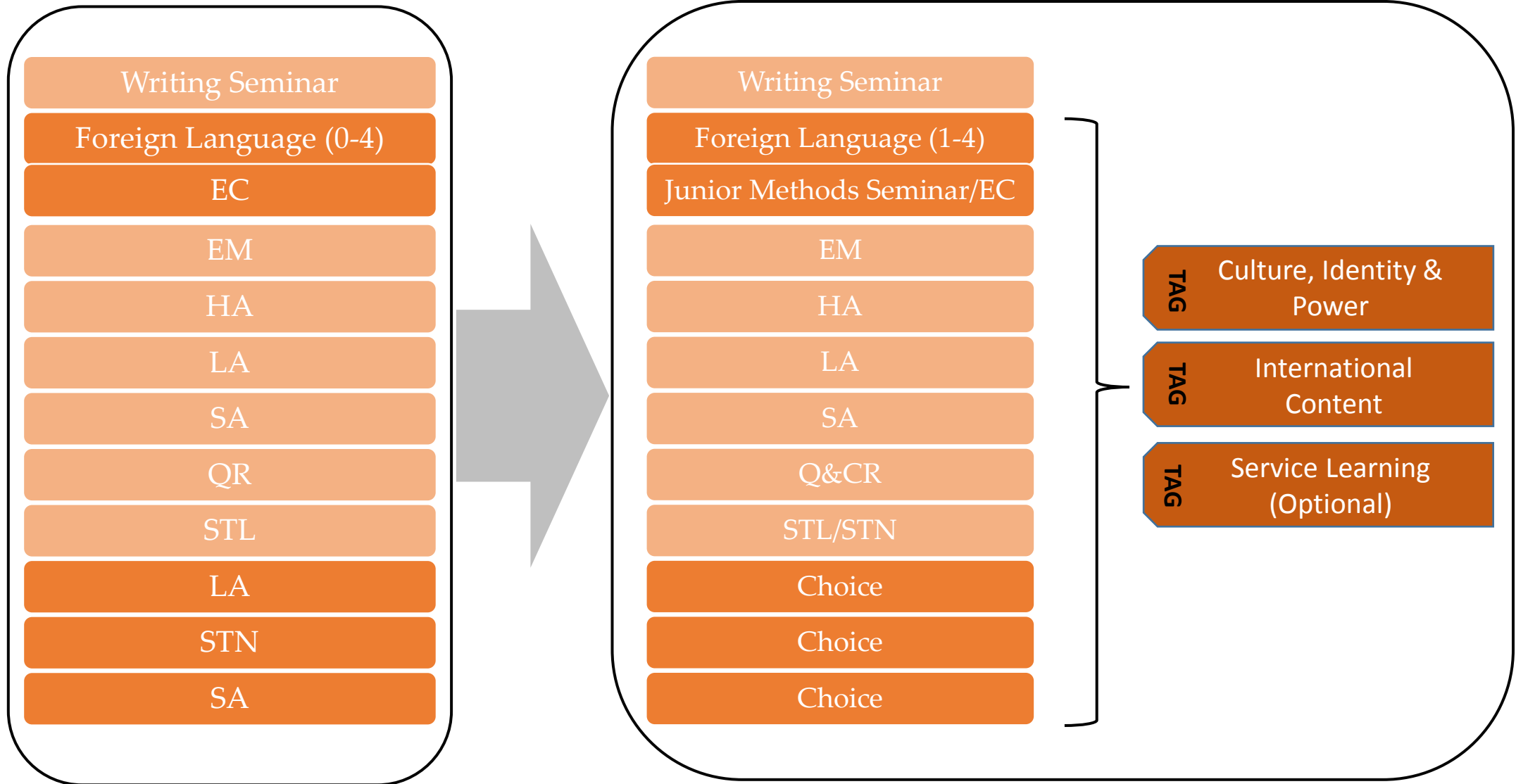
Tags for Required and Optional Courses

Intersections of Culture, Identity, and Power
(1 required course)

International Content
(1 required course)

Service Learning Courses
(Optional)

Summary of Changes



Academic Calendar Reform – Example

- Fall term begins on last Wednesday of August
- Fall exams conclude between December 17 and 23
- Optional three-week January Term
- Spring term begins and ends one week earlier

August '17						
Su	M	Tu	W	Th	F	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September '17						
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October '17						
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November '17						
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December '17						
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24	25	26	27	28	29	30
31						

January '18						
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February '18						
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March '18						
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April '18						
Su	M	Tu	W	Th	F	Sa
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29	30					

May '18						
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27	28	29	30	31		

June '18						
Su	M	Tu	W	Th	F	Sa
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17	18	19	20	21	22	23
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July '18						
Su	M	Tu	W	Th	F	Sa
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

January Term Offerings

- International immersive experiences
- Service and civic engagement opportunities
- Suite of credit-bearing courses
- Senior thesis and junior paper boot-camps
- Co-curricular workshops