

**Council of the Princeton University Community  
Minutes, November 23, 2015**

Minutes of a meeting of the Council of the Princeton University Community held November 23, 2015 in 101 Friend Center. Present were Council members Professor Beaver, Professor Bhattacharjee, Professor Braverman, Mr. Brown, Ms. Calhoun, Mr. Cannon, Professor Carvalho, Ms. Cheng, Mr. Choi, Ms. Czulak, Professor Dancygier, Mr. Davidescu, Mr. Durkee, Ms. Edwards, President Eisgruber (chair), Professor Fore, Ms. Fransson, Ms. Goodstein, Ms. Hakim, Ms. Hastings, Mr. Hines, Mr. Hsu, Professor Kastner, Mr. Kreutz, Dean Kulkarni, Mr. Kumar, Ms. Liang, Provost Lee, Professor McCarty, Mr. McGee, Mr. Mehra, Mr. Nan, Professor Priestly, Ms. Romero, Ms. Rosen, Professor Rouse, Professor Schor, Ms. Zeng. Ms. Halliday was secretary.

Recent Discussions about Campus Climate

President Eisgruber opened the meeting with remarks about recent protests regarding campus climate and about how to make Princeton a more welcoming and supportive community for all members. He referred to his message to the University community sent on November 22 (attached as Appendix A). He noted that the Council was created in the late 1960s to ensure a forum for civil discourse about matters that concern the entire community and he remarked that in the current turbulent times, many members of the University community had written to him to ask that the consideration of these difficult issues be both inclusive and civil. He provided information about steps that the University Board of Trustees is taking to consider issues regarding Woodrow Wilson's legacy including the establishment of a Trustee committee that would solicit scholarly and community input.

Questions

A number of questions had been submitted in advance of the meeting and with overwhelming agreement of the Council, the usual 15 minute timeframe allocated for questions was extended.

- In response to a question about co-op residential housing opportunities, Vice President Calhoun reported that an administrative group has been formed to consider the creation of more co-op housing.
- Students had organized a clothing drive to collect winter coats for students who need them, and in response to questions about how this effort could be expanded, the Provost noted first that the goal of the financial aid program is to provide sufficient funds to cover such expenses. The faculty committee on undergraduate admissions and financial aid solicits student comment about funding levels as does the Priorities Committee. Dean Dolan noted that particular attention will be given to helping students when they first arrive on campus so that they are aware of resources to help them.
- Vice President Calhoun answered questions about allocation of spaces for affinity groups in particular for low-income and first generation students. As one step, she said that a

review of the spaces at the Carl Fields Center is being conducted and she will draw students into the conversation about how best to allocate those spaces.

- Following a student medical emergency this fall, students asked how University Health Services was assessing the adequacy of the support given to students. Vice President Calhoun reported that through an external grant, the University is conducting an intensive review of health services in general and where improvements might be made. The vice president referred also to her intention to meet with the USG's mental health committee, and she commended them on their effective work to further student mental health.
- Students asked what steps the administration was taking to connect to the community to promote discussion about topics raised in the recent demonstrations. The President referred to his letter to the community and to meetings like the CPUC's meeting. He underscored the importance to him of finding effective ways to communicate with the community. He noted that the deans and the residential colleges are also promoting ongoing discussion. In response to another question about the need for transparency with respect to the governance of the University, Vice President Calhoun mentioned that the University Life Committee which she chairs was developing a map to help clarify how decisions are made and also is considering the best ways to disseminate that information.

Several questions posed during the session concerned faculty, the first of which concerned diversity training. Dean of the Faculty Deborah Prentice said that faculty collectively have given no opinion about diversity training. Some departments have asked for support to offer such training with the goal of bringing real and lasting understanding of the issues. The President underscored the importance of having "willing learners" which, research evidence suggests, is a less likely outcome for mandatory programs. Later in the meeting Vice Provost Minter clarified a question about mandatory sexual misconduct training for faculty. She noted that the training is mandatory because the University was ordered by the U.S. Office of Civil Rights to implement mandatory training. The President and Dean Prentice also described ongoing efforts to attract more minority faculty. As mentioned in the President's November 22 letter to the University community, the University is implementing the recommendations of the Trustee-faculty diversity committee from 2011-12 to address this challenge. Dean Prentice explained that her office provides departments, who bring forward candidates for faculty appointment, with resources when helpful and meets yearly with departments about minority recruitment to ensure that pools are diverse. Sometimes the "pipeline" problem poses insurmountable obstacles because there are no qualified minority candidates in a field. Sometimes the problem is a question of resources.

### Strategic Planning Update

The President updated the Council about the Trustee strategic planning process, directing the community to the website about the process:

<http://www.princeton.edu/strategicplan/index.xml>. He used the example of the task force on Service and Civic Engagement whose report is currently posted on the website. The intention is to solicit comments from the University community about the report which will inform the administration's response. As another example, he pointed to the Princeton Entrepreneurship Advisory Committee. The President and the Provost had responded to that committee's report, and one quickly implemented result is the Hub, a home for entrepreneurial enterprises, which

opened recently on Chambers Street. He noted that valuable information is provided even by those recommendations that the University decides cannot be implemented at least immediately because these recommendations help give an idea of opportunity costs. The Trustees will issue a report in January which is intended to be brief and focus on flexible, revisable and guiding priorities as a basis for evaluating proposals. It is not intended to be a list of recommendations.

During the discussion that followed, and referring back to the previous discussion about diversity, the President pointed to the task force on residential life as one group that was taking up issues related to diversity. On the academic side, faculty in American Studies are reviewing opportunities for Latino Studies. He encouraged members of the University community to visit the website and to comment on proposals. (A copy of the President's powerpoint presentation is attached as Appendix B.)

#### Update from the CPUC Priorities Committee

Provost Lee, Chair of the Priorities Committee, reported on the work of the committee which each year makes recommendations about the operating budget to the President and the Board of Trustees. The recommendations would be issued in late March. In particular, the committee considers changes to undergraduate and graduate student tuition and fees, graduate student stipend rates, and faculty and staff salaries. It also reviews requests from the administration for permanent funding. Informing the work of the committee is the overall budget context. While the endowment has enjoyed substantial returns in the past 30 years, the recent economic downturn shows that the University cannot rely on superior returns and decisions must be considered for their long-term impact. Among the topics being particularly studied this year is affordability of undergraduate tuition and fees including the impact of accumulated debt for families. He noted that in comparison with peer institutions, Princeton is "best in class" with respect to affordability. The proposal under consideration this year to provide cabinet officers and the provost with greater flexibility during the budget year is one way that the University will be better able to respond to requests that can help the University's diversity efforts. The powerpoint presentation about the work of the Priorities Committee is attached as Appendix C.

Students asked about the way in which summer employment especially in non-profit organizations is factored into the calculations about savings expectations in financial aid. Dean Dolan noted that the Committee on Financial Aid is considering these questions.

A graduate student asked about the debt burden for graduate students, and the Dean of the Graduate School said that Princeton provides generous support to Ph.D. students, so he suspects that the debt burden for Ph.D. students at Princeton would be very competitive with (i.e., smaller than) most Ph.D. granting institutions. Princeton provides full support (tuition and stipend) all Ph.D. students for the duration of their regular degree program (most of which are five years). During two DCE years following the regular degree program, support is not guaranteed but many students receive partial support.

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

Respectfully submitted,

Ann Halliday  
Secretary

I write today to update all members of the Princeton University community about recent events on campus, to describe important initiatives already underway or currently being considered to make Princeton a more welcoming and supportive community for all of its members, and to outline a process that the Board of Trustees will use to collect information about the record of Woodrow Wilson and his legacy on our campus.

For more than a year, Princeton—like many other colleges in this country—has been the site of intense and often emotional discussions about racial injustice. These discussions emerged from and reflect disturbing national events, but they have often focused on the racial climate and the sense of inclusion at Princeton.

Although these conversations have often been difficult and uncomfortable, I have learned a great deal from them. I have heard compelling testimony from students of color about the distress, pain, and frustration that is caused by a campus climate that they too often find unwelcoming or uncaring. In some cases, these feelings are heightened or exacerbated by exchanges, frequently anonymous, on social media. These problems are not unique to Princeton—on the contrary, similar stories are unfolding at many peer institutions—but that does not make them any more acceptable. Our students deserve better, and Princeton must do better. We must commit ourselves to make this University a place where students from all backgrounds feel respected and valued.

Important efforts are under way. In December of last year, I charged a Special Task Force on Diversity, Equity and Inclusion to develop recommendations that would enable our University to provide a more welcoming environment for students of all backgrounds. The task force included students, faculty members, and administrators, and it had strong representation from student leaders who had participated in the heartfelt discussions that led to its creation. We accepted every recommendation that the task force made—recommendations that ranged from additional funding for programming and for staff support in key areas to a review of our academic programs and requirements and our orientation programs for students and new faculty. The task force also recommended that we strengthen and reconceptualize the Carl A. Fields Center to make it more responsive to the needs of the students it is intended to serve; we have begun that work, but we also are taking more immediate steps to designate areas within the Center for several cultural affinity groups. Reports on our progress in carrying out the recommendations of the task force can be found on the [Inclusive.Princeton.edu](https://www.princeton.edu/inclusive) website.

The task force recommendations complement an earlier effort initiated by my predecessor, President Shirley Tilghman, in January 2012. She created a joint faculty and trustee committee and charged it with finding new strategies to diversify Princeton's faculty, staff, and graduate student body. Increasing the diversity of these campus populations is essential to enhance our scholarly and educational excellence as well as to make our campus more fully inclusive. Co-chaired by Trustee Brent Henry '69 and Professor (now Dean of the Faculty) Deborah Prentice, the committee published its report in September 2013. A number of important

steps have been taken already and more are planned; the committee report, and an update about progress in these areas, can be found on the University's website at:

<http://www.princeton.edu/main/news/archive/S42/32/24O59/>.

Even as we pursue the recommendations of these committees, more remains to be done. Recent events have focused renewed attention on the concerns of underrepresented students. Earlier this week, students occupied Nassau Hall for a day and a half to advocate for improvements in the climate for black students on campus. Last weekend, Princeton Latino and Latina students endured a traumatic experience at a LatinX Ivy League Conference at Brown University, and upon returning to our campus they and other students have written to request a number of further improvements that would make our University more inclusive. Other student groups are also addressing these issues, and I anticipate continuing discussion—and, I hope, constructive dialogue—over the coming months.

I care deeply about what our students are saying to us, and I am determined to do whatever I can, in collaboration with others, to improve the climate on this campus so that all students are respected, valued, and supported as members of a vibrant and diverse learning community.

Making further progress will require compassion, commitment, and imagination. It will also require that we discuss difficult topics civilly and with mutual respect. To be an inclusive community we must treat one another with respect even when we disagree vigorously about topics that matter deeply. When I spoke to the students who occupied Nassau Hall, I insisted that we would consider carefully the issues that troubled them, but that we would do so through appropriate University processes—processes that allow for full and fair input from the entire University community.

One of the most sensitive and controversial issues pertains to Woodrow Wilson's legacy on the campus. As every Princetonian knows, Wilson left a lasting imprint on this University and this campus, and while much of his record had a very positive impact on the shaping of modern Princeton, his record on race is disturbing. As a University we have to be open to thoughtful re-examination of our own history, and I believe it is appropriate to engage our community in a careful exploration of this legacy. Since the Board of Trustees has authority over how the University recognizes Wilson, I have asked the Board to develop a process to consider this issue, and the Board has agreed to do so. The Board will form a subcommittee to collect information about Wilson's record and impact from a wide array of perspectives and constituencies. This information will include a range of scholarly understandings of Wilson. Toward this end, the Board will solicit letters from experts familiar with Wilson, and it will make those letters public. The Board will also establish a vehicle to allow alumni, faculty, students, and staff to register their opinions with the subcommittee about Wilson and his legacy. In addition, members of the Board's subcommittee will schedule visits to Princeton's campus early in the spring semester to listen to the views of the University community, including its alumni.

After assessing the information it has gathered and hearing the views of all parts of the Princeton community, the Board will decide whether there are any changes that should be made in how the University recognizes Wilson's legacy.

These are turbulent and demanding times, but if we engage in thoughtful and meaningful conversation they offer hope for real progress. The quest for a diverse and inclusive community has been among Princeton's most important goals at least since the presidency of Bob Goheen '40 \*48, and we have come a long way. But we have not come far enough, and making further progress will require hard work and good will. I am confident that Princeton's extraordinary community—on campus, and throughout the world—is up to the task.

Christopher Eisgruber '83  
President

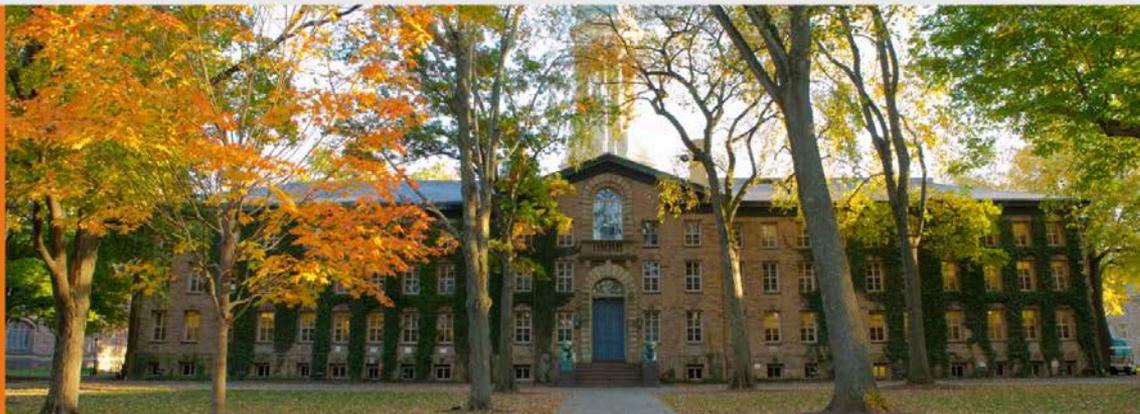
# Strategic Planning Update

Council of the Princeton University Community

November 23, 2015



# Planning for Princeton's Future



- ▶ **Home**
- Planning Process**
- Key Questions**
- Campus Task Forces**
- Reports**
- News Archive**
- Share Your Feedback**

Princeton University's [strategic planning process](#) is organized around a set of [key questions](#) about challenges and opportunities facing the University. To answer these questions effectively, a variety of board committees and [campus task forces](#) are gathering data and formulating recommendations about topics that are important to the planning process. The University's planning process will require broad input from the Princeton community. Princeton students, faculty, staff, alumni, families and friends are invited to [share feedback](#) through an online form throughout the process.

#### **Recent Updates**

- The [Service & Civic Engagement Self-Study](#) has posted a report and is soliciting feedback.



# What happens when a task force issues its report?

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- The report is posted on the strategic planning website
- The public has an opportunity to comment
- The administration replies



# Part of an ongoing conversation

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- Some recommendations get implemented immediately
- Some require revision, further study, or the approval of other bodies
- Some depend on fundraising
- Not all recommendations will be implemented!



# Considered in context of strategic framework plan

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- To be published in 2016
- Flexible, revisable articulation of priorities and standards
- A basis for evaluating proposals, not a list of recommendations or projects



# Example: entrepreneurship (May 2015)

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## **Staff members**

- Pascale Poussart, *Director of Undergraduate Research, Office of the Dean of the College; PEAC Secretary*
  - John Ritter, *Director, Office of Technology Licensing and Intellectual Property*
  - Kimberly de los Santos, *John C. Bogle '51 and Burton G. Malkiel \*64 Director of the Pace Center for Civic Engagement*
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## **Reports**

- [Entrepreneurship the Princeton Way](#) (.pdf) and President Christopher L. Eisgruber and Provost David S. Lee's [response to the entrepreneurship report](#) (.pdf)
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## **Share Feedback**

If you would like to submit questions or ideas for the task forces to consider, please [share your feedback](#) via our online form.



# Example: service and civic engagement

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- Posted earlier this month
- Focuses on making service central to the Princeton experience by linking it to learning
- Comments welcome



# Priorities Committee FY17

For presentation to the Council of the Princeton University  
Community

November 23, 2015

David S. Lee, Provost





# Committee mandate

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- From *RRR*: “4. *The Committee on Priorities*. The Committee on Priorities, which is advisory to the President, reviews the budget of the University, considers issues that arise in the course of the preparation of the budget, and reviews plans for the development of the University.”
- Develop and propose changes to budget to the President, who in turn recommends it to the Trustees
  - Ultimately the Trustees decide whether or not to authorize the proposed budget
- In pursuit of Mission: Teaching, Learning, Research of Highest Quality



# Members of the Priorities Committee

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| Constituency           | Members   |
|------------------------|---|
| Cabinet members        | David Lee (Provost), Carolyn Ainslie (VP Finance and Treasurer), Debbie Prentice (Dean of Faculty), Treby Williams (EVP)      |
| Faculty members        | Faisal Ahmed (POL), Maria Garlock (CEE), Judith Hamera (LCA), Alex Ploss (MOL), Rodney Priestly (CBE), Nick Turk-Browne (PSY) |
| Graduate students      | Daniel Choi (MOL), Colette Johnson (ENG)  |
| Undergraduate students | Jalisha Braxton '16, Ross Donovan '16, Linhchi Nguyen '18, Adrian Tasistro-Hart '17   |
| Staff representative   | Sal Rosario (OIT)   |
| Staff to committee     | Steven Gill (Budget Director), Aly Kassam-Remtulla (Provost's Office), Rick Myers (Provost's Office)                          |



# Work of the Priorities Committee

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- Review the University's operating budget and process
- Recommend changes to the budget including
  - Fee package (tuition, fees, room, and board)
  - Undergraduate financial aid budget
  - Faculty and staff salary pools
  - Graduate student tuition and stipend
  - Graduate student, staff, and faculty housing rates
- Review permanent budgetary requests from University officers
- Provide feedback on potential administrative initiatives (e.g. SUMAR)
- Review budget projections for future years



# Priorities Committee schedule

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- Semi-weekly meetings (orientation, presentations, deliberations): mid-October through mid February
- Meetings with the Finance Committee of the Board of Trustees: November, January
- Finalization of report: late March
- Provost presents report to Trustees for their approval of operating budget for FY17: April



# Overall financial context

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- **Healthy financial position:** Strong **long-term** endowment returns, solid credit ratings, sufficient liquidity, and loyal/generous alumni base.
- **Every student is subsidized:** Educational expenditures are ~ double Princeton's tuition
- **Robust financial aid:** ~ 60% of undergraduates receive financial aid.
- **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.



# Selected Topics/Themes

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- **Getting the good word out:** Princeton's affordability
  - Stay Even Policy: Impact of Tuition increases on 60 percent on aid → NONE
  - Absolute affordability
  - Comparative affordability
- **Balancing act:** Salaries for faculty/staff → recruiting/retaining top talent, fiscal responsibility
- **Enhancing stewardship/budget planning/flexibility:**
  - NEW: provide resource envelope to cabinet officers: handle highest/most urgent priorities
  - Requests for central (Provost) subsidies: twice a year
  - Additional requests available through Pri-com (annual)
  - Review of allocations/priorities/process through Pri-com (annual)



## Financial Aid for Students Admitted to the Class of 2019

| Family Income       |   | Average Grant* | What It Covers<br>Tuition=\$43,450, room + board=\$14,160 |
|---------------------|---|----------------|---|
| \$0–65,000          | ● | \$57,700       | Full tuition, room + board                                |
| \$65,000–85,000     | ● | \$53,400       | Full tuition, 70% of room + board                         |
| \$85,000–100,000    | ● | \$50,300       | Full tuition, 48% of room + board                         |
| \$100,000–120,000   | ● | \$47,400       | Full tuition, 28% of room + board                         |
| \$120,000–140,000   | ● | \$44,400       | Full tuition, 7% of room + board                          |
| \$140,000–160,000   | ● | \$41,200       | 95% of tuition  |
| \$160,000–180,000   | ● | \$37,300       | 85% of tuition  |
| \$180,000–200,000   | ◐ | \$29,800       | 68% of tuition  |
| \$200,000–250,000   | ◑ | \$24,900       | 57% of tuition  |
| \$250,000 and above | ◒ | \$19,000       | 43% of tuition  |

*Most who qualify have at least two children in college.*

Of those who applied for aid: ● 100% qualify ◐ 90% qualify ◑ 83% qualify ◒ 40% qualify

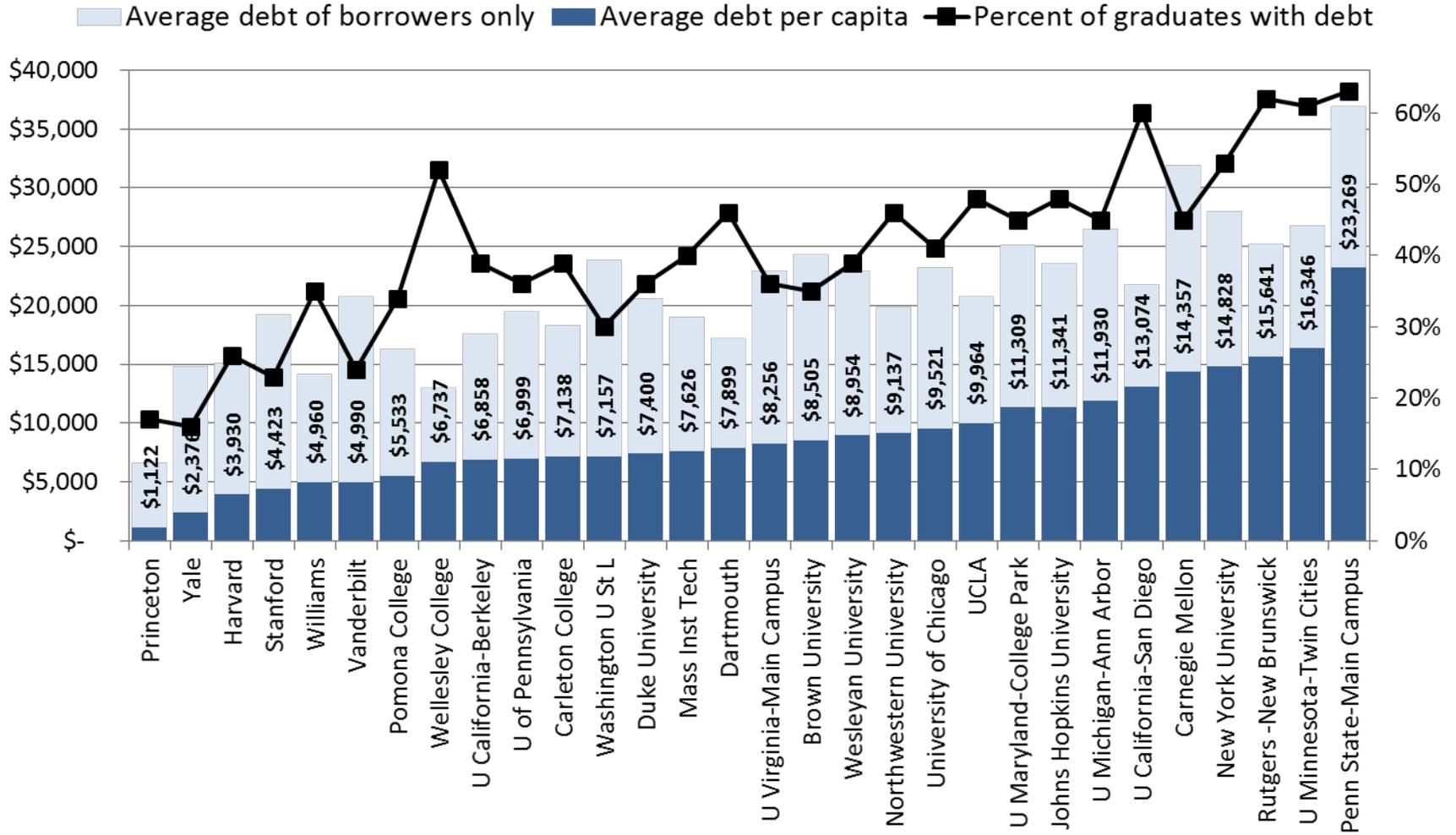
Your grant may vary from the above average based on the Financial Aid Office's individual evaluation of your family's resources, including assets other than the family home or retirement savings.

**\*A grant does not have to be repaid. Sometimes grants are referred to as "scholarships" or "gift aid."**

[admission.princeton.edu/financialaid](http://admission.princeton.edu/financialaid)



# Princeton Students Borrow Less



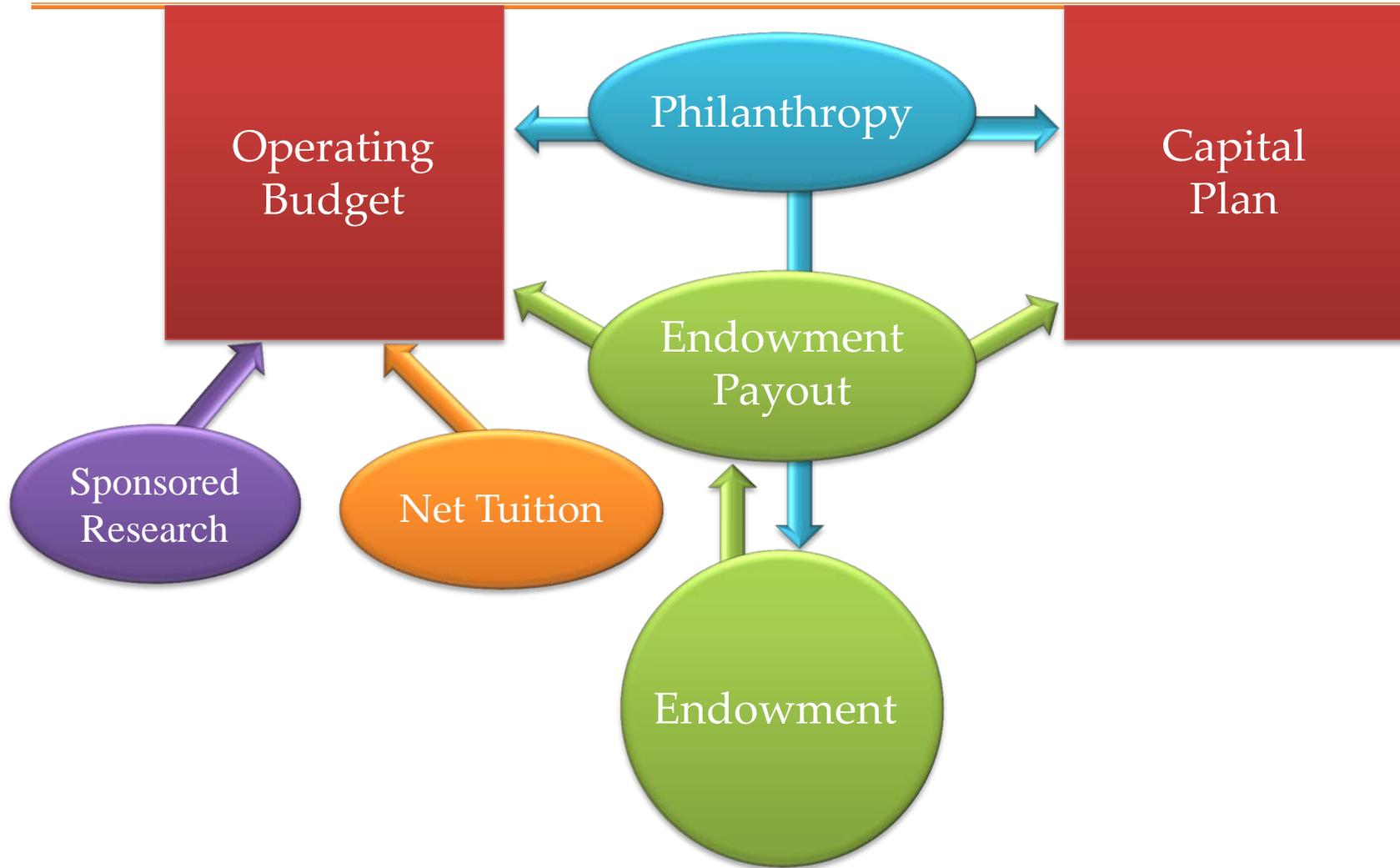
# Summary

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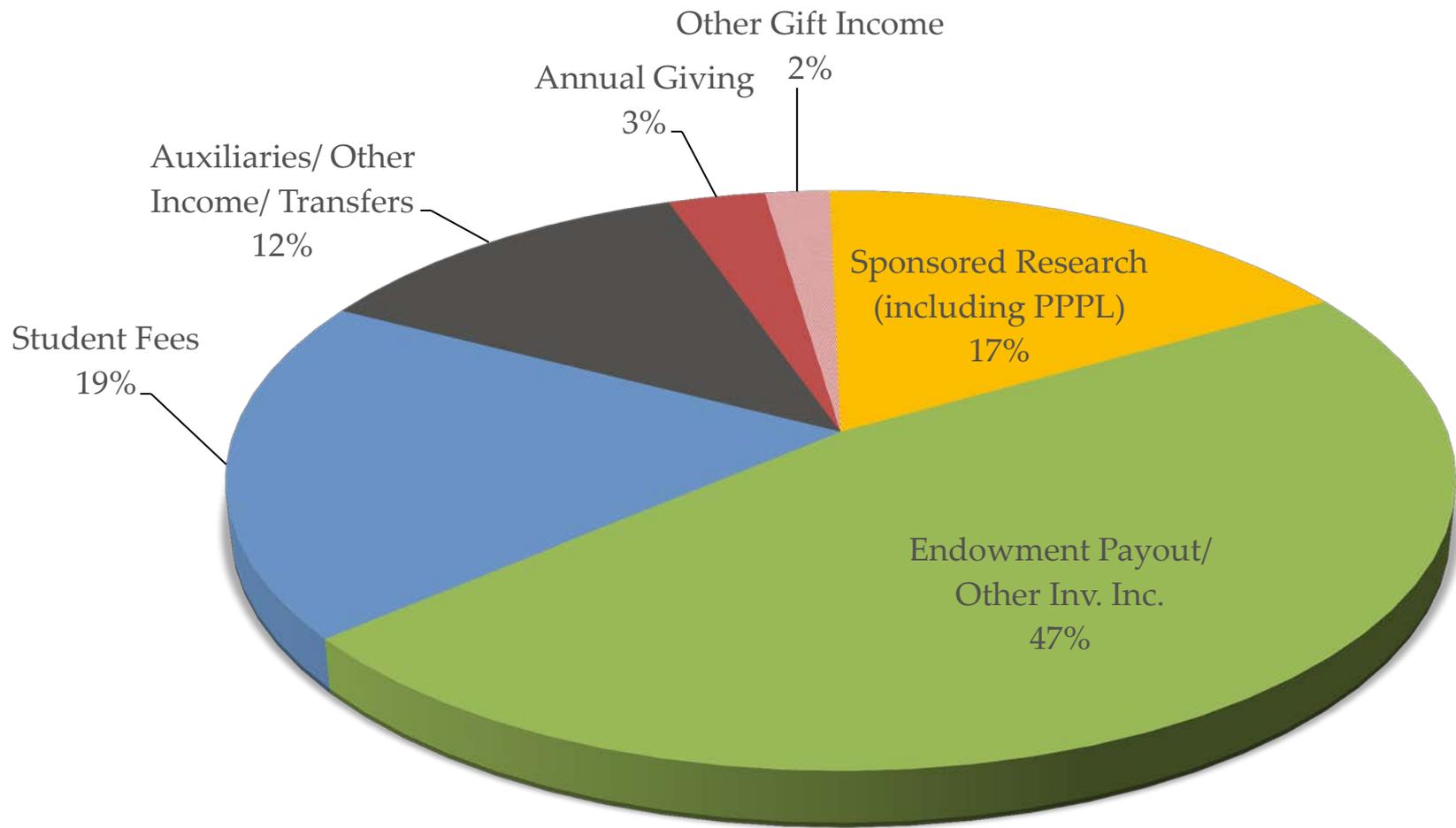
- Committee continues to review priorities, working towards FY17 budget
- We welcome your comments and questions to:  
Aly Kassam-Remtulla ([akassam@princeton.edu](mailto:akassam@princeton.edu))
- To read prior reports, go to the Committee's website:  
<http://www.princeton.edu/provost/priorities-committee/>



# Operating budget revenue streams



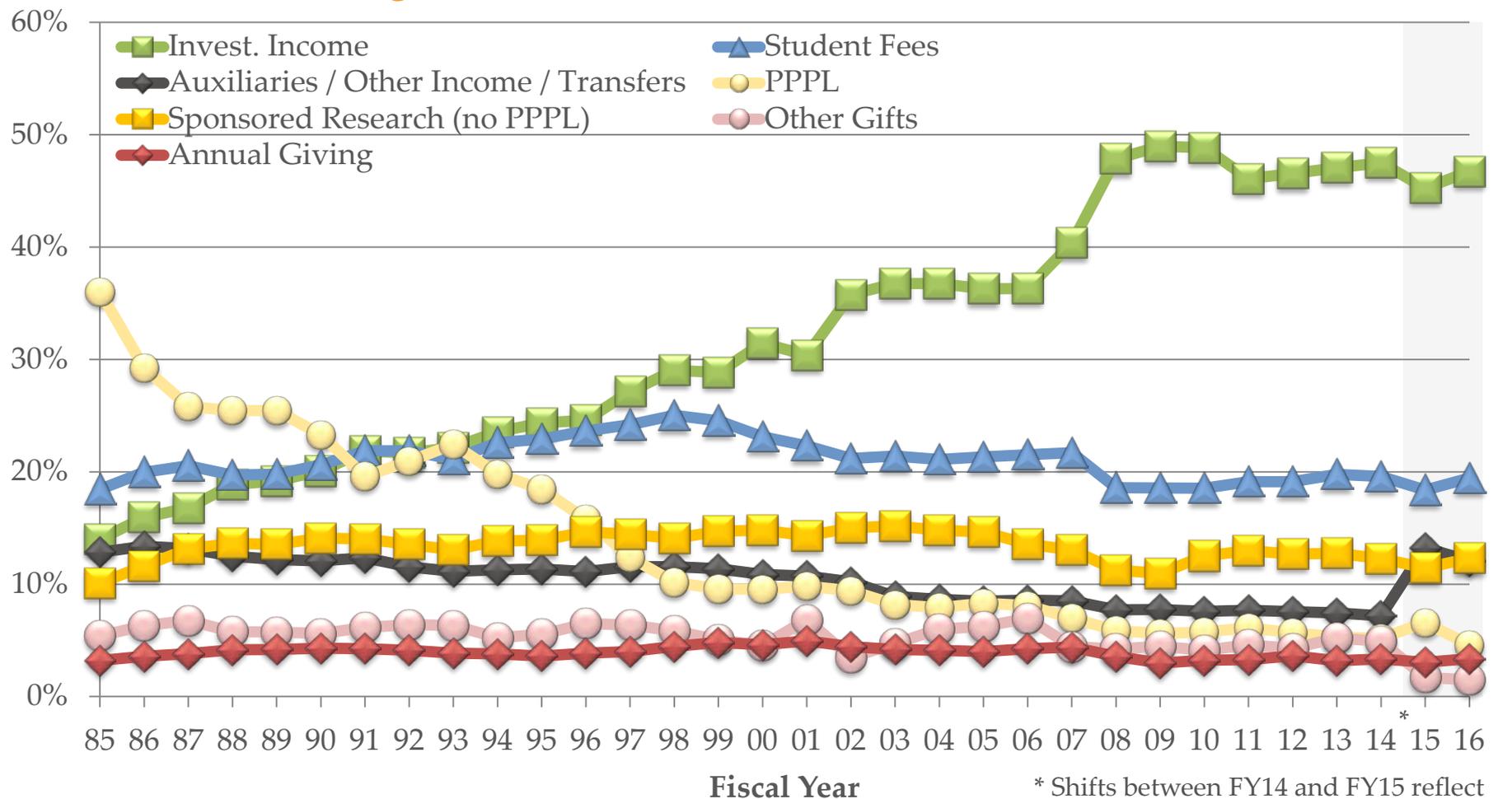
# Operating Budget Revenues FY2016



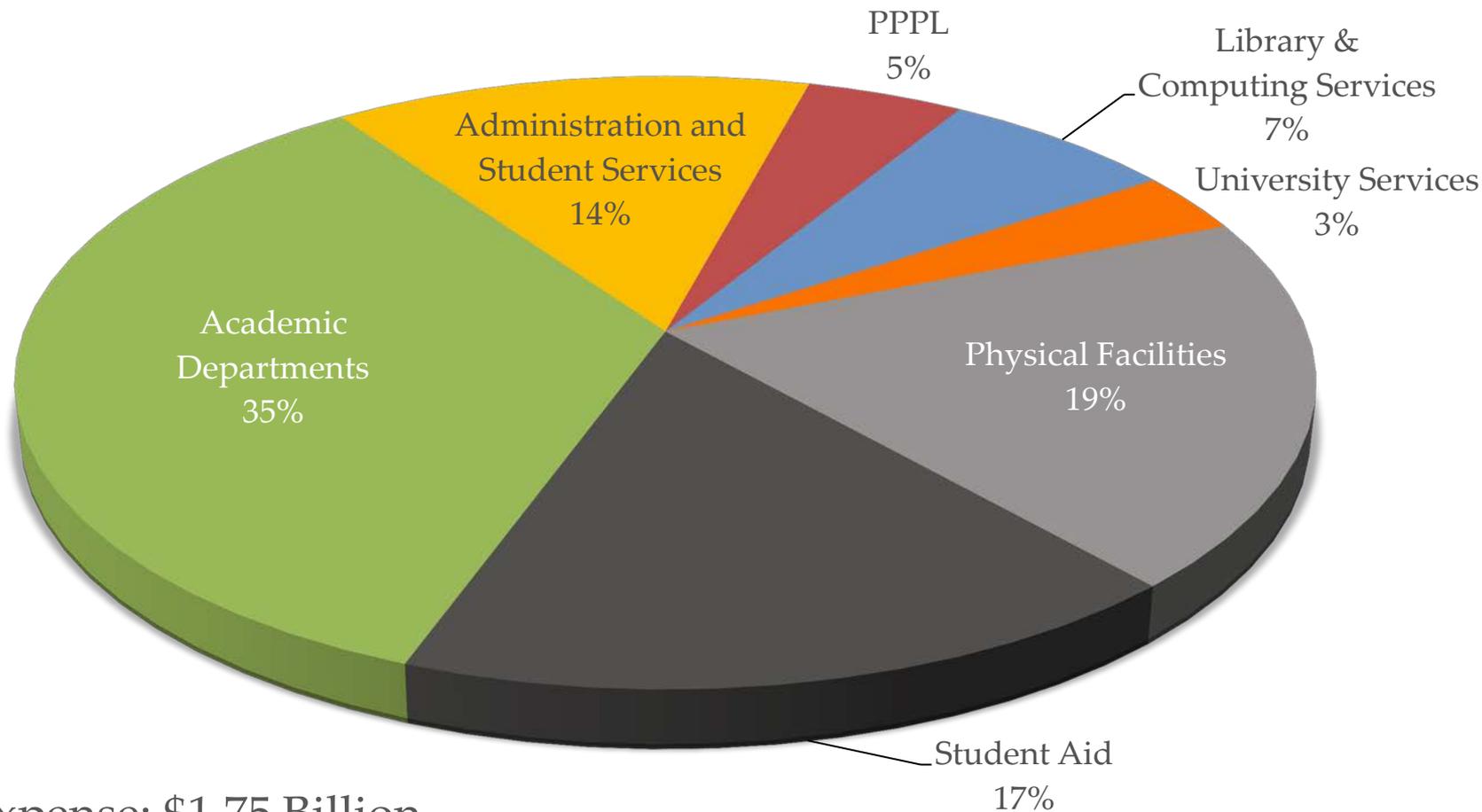
Total Revenue: \$1.75 Billion

# Operating Budget Revenues

(% of total, including PPPL)



# Operating Budget Expense FY2016



Total Expense: \$1.75 Billion



# Operating Expenditures by Natural Categories of Expense (% of total, without PPPL)

