

MINUTES
Meeting of the Faculty of Arts and Sciences
12 March, 1996

The meeting was called to order by Dean Jacklin at 3:36 PM and the minutes of the meeting of 6 February were approved as WAMied.

REPORTS OF ADMINISTRATIVE OFFICERS

President Sullivan reported that the session of the General Assembly just ended had some good news for the first time since 1990; he then went into detail about the attempts to restore salaries to competitive levels, to move forward with technology initiatives, and capital budget items, and to maintain tuition at current rates. He also pointed out other legislative actions which affect public higher education statewide: increased support for the Eminent Scholars Program, which will relieve other aspects of the budget, a freeze on tuition for Virginia resident undergraduates, and moves toward decentralization, including an end to the hiring freeze, reduced restrictions on building projects which are not paid by the General Fund, and a change of the limit on local purchasing authority from \$15,000. to \$100,000., with less bureaucratic roadblocks. Most notable, besides the improvement in the level of salary funding relative to our peer groups, is the increase in the percentage of state support of the total educational budget.

Dean Scholnick inquired about the chances for expansion or renovation of the science buildings.

President Sullivan replied that the environment for budget sources is not target-rich and that a new bond issue or discovery of some other source of new state revenue is needed.

Professor Christopher Howard then asked what these salary projections assume about the levels of salaries at our peer groups.

President Sullivan conceded that the projections assume only rate of inflation increases by our peers.

Professor Palmer asked whether this new salary money would be evenly allocated among the schools, unlike the situation a few years ago.

President Sullivan responded that it would be distributed "equitably," adding that the budget bill specifies that it be allocated by merit.

Provost Cell reported on her meeting with the group ranking the priorities of the 140+ recommendations in the Strategic Plan. She also pointed out that the new state budget means that there has been a shift in approach back to the funding of higher education as a state responsibility rather than one primarily dependent on tuition.

Dean Jacklin reported next on the policy setting projects now underway by her and a committee headed by Professor Aday, the latter group concerned with mid-probationary review and post-tenure review guidelines. Drafts have been prepared for the Provost's office and the Faculty Affairs Committee has looked them over and rewritten parts; the Retention, Promotion, and Tenure Committee has looked them over also. She then read her statement on merit evaluation as distributed on WAMI.

Professor William Hausman asked whether these statements need to go through the Procedural Review Committee, etc.

Professor Lutzer responded that matters of promotion, tenure, and personnel policy go through these committees, but salary policy is an administrative matter.

Professor Terry Meyers asked for an explanation of the phrase "other rewards and resources" in part 2.

Professor Aday replied that the committee was concerned to make it all constructive and positive and therefore brought in that language.

Professor Terry Meyers inquired as to whether this might affect items like travel money allocations.

Professor Aday: "Possibly."

Professor Terry Meyers spoke against the third part of the document, which forms a committee of chairs as a salary appeal board, stating that he prefers leaving that responsibility to higher administrators.

Professor McCord agreed and Professor Thomas Finn added that he would refuse to serve on such a committee.

Professor Houle pointed out that a Faculty-wide salary review had been conducted about five years ago -- perhaps we need to make that review a regular process, perhaps every three years.

Professor Barbara Watkinson suggested that it would be more reasonable to make the appeal committee consist of former chairs, not sitting chairs.

Professor Stephen Park asserted his agreement that this is not a job for a committee.

Professor Robert Archibald rejoined that he considered this a good idea since it is not good to hand over the authority.

Professor David Holmes expressed the hope that a committee would bring about uniformity.

Professor Gary DeFotis responded that he fears uniformity; the devil is in the detail of how this is worked out and equity is not the same as uniformity. Perhaps a group with an overview can help this, but he doesn't want the Dean's office to shift responsibility to a committee.

Dean Jacklin pointed out that this committee is to make recommendations; the Dean keeps the responsibility.

Professor Axtell asked whether all departments are to be normalized.

Dean Jacklin replied that she was trying to understand the outliers and gave an overview of the process she had in mind for comparing departments' situations. She also commented on her hopes for 1996-97, saying that she could not make \$40,000 the minimum wage for tenure eligible faculty in Arts and Sciences, but will try for \$38,000, with a minimum of \$30,000 for non-tenure eligible assistant professor positions and \$1000. per credit hour for adjuncts. She also noted the strange phenomenon that tensions regarding salaries are greater when there is money to distribute as raises than when there is none.

Professor James Harris expressed concern about layering on hours of additional work for every appeal. Is there a significant enough gain to be had by forming this committee?

Professor David Holmes responded that it adds to the load of hours on the Dean as it is now -- we can survive this as an experiment.

Professor Tiefel suggested that perhaps emeriti would be the best committee and then asked the Dean if she was allowing additional latitude to departments in setting merit criteria.

Dean Jacklin noted that faculty profiles are an issue.

Professor Tiefel: "That's what I wanted to hear."

Dean Jacklin then shifted the focus to the proposal regarding mid-probationary reviews, for which current procedures vary greatly among the departments.

After the Dean read from the document distributed on WAMI, Professor Kennedy asked for an explanation of how item #5, the list of grant applications submitted, would function as a criterion, noting the vast differences between academic areas in the number of grants available.

Dean Jacklin replied that applying for grants is to be encouraged.

Professor Terry Meyers worried about the danger of imposing getting or even just applying for grants as a criterion for tenure.

Professor Thomas Finn asked whether publication of a dissertation would count as a publication at this stage in one's career; these are matters which need to be clarified at the departmental level.

Dean Jacklin asserted that the problem is that departments need to interpret their recommendations and the applications of their criteria to the Dean.

Professor von Baeyer stated his concern about the ratcheting up of the importance of the mid-probationary review, arguing that it should be bland enough that it does not prejudge the six year decision.

Professor Clemens added that the use of these reviews should be kept as local as possible to avoid misuse.

Professor Lutzer pointed out that we have considered and underscored the importance of mid-probationary reviews in previous decisions.

Professor Christopher Howard commented that we need to consider papers submitted and conference papers read in some areas because of the slow publication process.

Professor Willis reminded the Faculty that these are guidelines for a report to the Dean, not the review itself.

Professor Clemens added that the general feeling is to keep this within Arts and Sciences.

Dean Jacklin then moved on to the document on post-tenure review, including scheduled and unscheduled reviews and sanctions for deficiencies.

Professor Stephen Park asked a technical question: in part 2, is 'and' the word meant, rather than 'or'?

Professor Lutzer added that he also was concerned that the "both . . . and" might be read by our outside constituency as an indication that a major deficiency in only one area would not be treated as a cause for concern, whereas a deficiency in either should be, provided that we are defining research very broadly.

Professor Clemens answered that the framers of the document had an interest in not imposing an undue burden on the departments; the "and" issue resulted from concern that there be a serious deficiency before action is taken.

Professor Kreps expressed concern about increasing the likelihood of a long tenure as an associate professor.

Dean Jacklin responded that it was meant to help and encourage achievement of promotion.

Professor Robert Johnston stated that he supports the "and" language to allow excellence in one area to balance weaknesses in another.

Professor Gary DeFotis rejoined that you have to be above average in both areas to get tenure, so it is dangerous not to expect the same standard of post-tenure review. He also expressed concerns about the concept of home rule, arguing that there shouldn't be such a wide range of standards across all departments -- we should expect high standards of all.

Professor McGlennon pointed out that a six year review for promotion to full professor would be a significant policy change for many departments; it takes much longer than that in some cases. Also, what happens when cases for promotion are put forward positively by departments but rejected by the Dean or Provost; since the department has not put forth a plan for improvement, what does the person know about his or her future?

Professor Schone suggested that we need to emphasize the positive, the aspects of the document which emphasize support and help rather than merely being judgmental.

Professor Kennedy returned to the case for uniformity: the same seven criteria which are being imposed on junior faculty should also apply to post-tenure review.

Professor Willis suggested that the timing for promotion would now normally be six years.

Professor Axtell pointed out that eminent professors are now judged every five years: "Will that continue?"

Professor Aday stated that that issue was considered and that current practice should continue.

After questioning the possibility of a Lake Wobegon-like situation where everyone would be above average, Professor Tiefel recommended ten year intervals for post-tenure review on the grounds that six year reviews pile on excessive workload on the rest of the faculty.

Professor Clemens stated his preference to eliminate the post-full review except on the unscheduled basis.

Professor Stewart Ware responded that six year review intervals in his department have been effective and had good response.

Professor Aday added that the committee did consider the "unscheduled review" part of the proposal the more significant part, but had the department initiating it; the change to the Dean's initiating it was made later.

Professor McGlennon asked whether these were issues to be voted on; if not, they should be renamed as policies, not of Arts and Sciences, but of the Dean.

Professor St. Onge was also bothered by the title, preferring to see the two issues -- post-tenure review and promotion -- separated more completely.

Professor James Harris agreed with the need for separation to allow home rule on the formation of committees. He also appealed for a staggering of the introduction of these reviews so that we do not have to do everyone the first year.

Professor Schone stated that it was not the committee's intention to change the way departments do their promotion reviews.

REPORTS OF COMMITTEES

Nominations and Elections

Professor Hoak introduced a proposal to permit electronic voting for elections and moved the motion.

Professor Fuchs inquired as to when we would all have access to the campus web.

Professor Hoak responded that it is not likely this spring, and Associate Provost Noonan added that Fall Term is possible, but certainly it would be sometime next year before every-

one's desktops were hooked up; voting in the computer labs, however, is possible now.

Professor Baxter asked if we have fulfilled the requirements for advance notice by distribution by WAMI.

Dean Jacklin: "Yes."

Professor Baxter then moved to table the motion in order that there be time to seek a wider audience.

Professor Fuchs pointed out that a move to table in order to kill a motion would not be appropriate, but that there could be a move to postpone consideration instead.

Professor Baxter: "So moved." Professor Fuchs: "Seconded."

Professor Fuchs then pointed out that amending the bylaws regarding voting procedures is a very significant departure requiring more time for people's contemplation.

The motion to postpone passed by a voice vote.

Faculty Affairs Committee

Professor Clemens reported on three committee meetings and other activities regarding salary, merit, and evaluation, and advice to the Dean regarding the searches for the new Arts and Sciences Graduate and Undergraduate Deans' positions. He expressed the Committee's thanks to the President, the Provost, and others for their success in dealing with this year's General Assembly and also review the Committee's continuing pursuit of other options, especially the report posted on WAMI regarding the use of monies saved through retirement of senior faculty. This resolution will be brought up for a vote at the April meeting.

International Studies Committee

Professor MacGowan presented his report as distributed on WAMI and pointed out in particular the importance of the Reves Center and the Borgenicht donations and their interdisciplinary roles in the new curriculum.

Professor Clemens questioned whether the system of advising of International Studies concentrators at two levels was really necessary and also asked whether there was a standard form for application for faculty support from the Reves Center.

Professor MacGowan: "No."

Professor Rublein asked what the enrollment in the Cambridge program was now.

Professor MacGowan: "28."

Professor Houle asked whether the Reves Center would continue to report directly to the Provost rather than through Arts and Sciences.

Professor MacGowan explained that the Reves Center reports to Jim Bill, who reports to the Provost, but that its academic programs are under the supervision of Arts and Sciences committees; he added that he would bring this up as an issue for reconsideration.

NEW BUSINESS

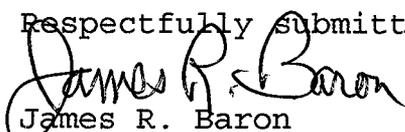
Professor Lutzer rose to offer the Faculty's congratulations to David Holmes for winning one of the State Council of Higher Education's Outstanding Faculty Awards, the most prestigious teaching award offered by the State of Virginia.

Professor Ware proposed that items posted on WAMI include reasons why a proposal appears; some rationale is needed, not just the bare proposal itself.

Professor Hoak, speaking in regard to the motion to conduct elections electronically, asked whether what was needed was to amplify their document's statement of purpose.

The meeting was adjourned at 5:34 PM.

Respectfully submitted,



James R. Baron
Secretary of the Faculty of Arts and Sciences