

Minutes of the Meeting of the Faculty of Arts and Sciences  
October 6, 1992

The meeting was called to order by Dean Lutzer at 3:30pm in Rogers 100.

Mr. Oakley questioned the word "bites" at the top of page three of the minutes of the meeting of May 5, 1992. However, the minutes were approved as distributed, with the word "bites" being ascribed to the secretary's well-known acerbic sense of humor.

With a round of applause, the Faculty thanked Mr. Rublein, the former Secretary of the Faculty of Arts and Sciences, for a job well done. Mr. Rublein responded with thanks for the kind remarks and the complimentary notes he had received during his years as secretary. He warned his eventual successor that success as Secretary of the Faculty can lead directly to chairing a department, and suggested that he may ask for old job back if the chairing the Mathematics department becomes too tough.

The Dean announced that a new secretary must be found, but for the moment he asked Barbara Moore to serve as secretary for this meeting and the next. He then asked the Nominations Committee to find a more permanent faculty secretary.

Dan Rogers, a Student Association Vice President, explained the bond issue and passed out pamphlets to those present. He asked that faculty members allow students to make short presentations in their classes. He also requested that the ballot be explained to the students.

Dean Lutzer then welcomed the newest Faculty of Arts and Sciences member, President Timothy Sullivan. President Sullivan said that his last four months have been devoted primarily to listening to students and faculty. He told the members present that they have a major impact on the lives of their students and reported recent meetings with Board of Visitors members and parents of our students in which the faculty was widely praised.

President Sullivan stated that during the course of the next year we need to look at quality of student life and the experiences that students have at the College. This examination might include creation of a new undergraduate curriculum by the Faculty of Arts and Sciences. Each generation of faculty, he said, needs to ask whether or not its curriculum still makes sense. This year's decision on the curriculum will affect the next generation of students and faculty.

The President pointed out that we are on the brink of a required accreditation review of William and Mary. He urged members of the College community to use the self-study to shape the William and Mary we want in the next twenty years. In the face of limited resources, there is a need to work together to assess our current situation and to stake out the next generation agenda for William and Mary. He will be willing to be helpful to faculty on important work they have to do.

Dean Lutzer gave his annual State of the Faculty Speech. He described significant growth and diversification of the faculty during the last five years. In the fall of 1987, Arts and Sciences had 267 tenured and tenure eligible positions of which 15% were held by women, and 2.5% by minority faculty. In the fall of 1992, Arts and Sciences has 300 tenured and tenure eligible faculty, of whom 21% are women and 6% are minority faculty members. Individual departments have seen significant growth to meet pressing curricular needs. For example, English had 23 tenured and tenure eligible positions in the fall of 1987; this fall, it has 30. Chemistry had 11 such

positions in 1987, and this fall was authorized to have 14. Psychology had 15 tenure track positions then, and has 17 now.

Growth in faculty size was only part of the change in five years. New undergraduate degree programs in American Studies, International Studies, and Public Policy have been created. New undergraduate program themes such as freshman seminars and undergraduate research have been major organizing principles in our growth. New graduate programs in American Studies, Applied Science, and Public Policy have been added, and there has been a substantial expansion in the number of masters and doctoral degrees granted annually.

Because of the Governor's early retirement program and the authorization of new positions, almost ten percent of the faculty is new this year. We made 26 new tenured and tenure eligible appointments. In over 90% of the searches, departments got their first choice candidates. At the same time, we continued our record of diversifying the faculty: almost three quarters of the appointments went to women and minority faculty.

During the summer of 1992, President Sullivan asked academic deans to prepare "vision statements" for the future, and Dean Lutzer described part of his vision statement to the faculty. Although it was primarily a personal statement, it was reviewed by the graduate and undergraduate deans, by the Faculty Affairs Committee, and by the former and current chairs of EPC. Lutzer argued that the College's goal at the undergraduate level should be to offer what is unquestionably the best public education in the United States to the nation's best undergraduates, all of whom receive enough financial aid to meet all of their demonstrated financial need, all of whom can live on campus, and all of whom have access to a rich co-curricular life which enhances their classroom experience. The College's primary goal in graduate education should be to offer a few carefully selected doctoral programs, each of which is expected to be nationally distinguished, and each of which takes advantage of special regional resources to support its program, both intellectually and financially.

Incoming freshman classes should be even stronger than they are now. Closer contact between first-year students and faculty should be guaranteed by requiring freshmen to enroll in one freshman seminar each semester and not just one per year. Later in their careers, students should have the opportunity to expand their educations beyond the campus. For many this will mean study-abroad opportunities; for others, it will mean the opportunity to spend semesters in internships, public service, or research in national scientific laboratories. Because these experiences are often more expensive than in-state tuition, there should be a program of need-based scholarships, or perhaps interest-free loans, to make such study available to all students at normal tuition costs. Finally, required upper-division seminars should be the norm in every discipline, and faculty should be able to spend far more time than is possible today in one-to-one mentoring and research supervision activities with undergraduates.

The College should offer nationally recognized PhD programs in a few areas. The programs should offer stipends at or above national norms in their disciplines. Students should be guaranteed support long enough for them to complete their dissertations, but at the same time, the College's doctoral programs must not follow the national trend toward ever longer doctoral study. Our graduate programs should emphasize development of their students' abilities in teaching as well as in research. With close supervision, some advanced doctoral students might teach in our classes, and others might teach at regional two- and four-year colleges while continuing to receive their graduate stipends from the College. Graduate students' outreach activities to local school districts should be encouraged.

These ambitious goals will not be free. New positions will be needed, and new programs such as maternity leaves and pre-tenure research leaves must be institutionalized if we are to continue our success in making new appointments. Salaries will need to be nationally competitive on a department by department basis, and so must be teaching assignments. Affirmative action progress should continue to be Arts and Sciences' highest personnel priority, with the understanding that only the strongest candidates are considered for faculty positions here.

The dean concluded by saying that Arts and Sciences is already part way toward its goals, and that what is needed now is a period of consolidation to allow Arts and Sciences to get the rest of the way home. The dean gave examples of steps he hopes to take in the near future. For example, in 1992-93, there will be slightly more than 600 freshman seminar places. If all goes as planned, that total may exceed 1000 next year. If all goes as planned, several departments which were forced to abandon upper-division seminar requirements a decade ago will have the staff to re-institute them. If all goes as planned, certain graduate departments will see their GA stipends come closer to nationally competitive levels. There will be another increase in M&O funding, as Arts and Sciences returns to a more reasonable level of departmental operating funds. The dean closed by saying that what he knew of the Brafferton's 1993-94 budget planning made him optimistic that better times have returned to the College.

#### COMMITTEE REPORTS

##### Faculty Affairs Committee:

Mr. Oakley stated that FAC has been meeting regularly and described some of the issues which have recently been discussed or are planned for discussion soon:

- 1) How to increase attendance at the faculty meetings. It was suggested that FAC wait to see this fall's curricular meetings before making suggestions for major changes. FAC has set up a schedule for reports from various faculty committees, some of which have not reported for several years.
- 2) Stipends for Chairs and Program Directors.
- 3) Junior faculty research assignments and programs.
- 4) Use of 1% salary increase funds (above the 2% restoration).
- 5) Nominating Arts and Sciences faculty to the College-wide Committee on Committees for service on various committees.
- 6) Recommendations to the Dean about procedures for naming endowed chairs in Arts and Sciences.
- 7) FAC continues to advise the Dean about various confidential personnel matters.

To help FAC set its agenda for the year, Mr. Oakley sent out a letter asking faculty to suggest topics for FAC review. He asked that faculty members raise issues which deserve investigation.

Mr. Axtell asked what was the issue in naming of endowed chairs. Dean Lutzer explained that he has sought FAC advice about choosing faculty members

to be appointed to named professorships. He is not entirely satisfied with the traditional procedure.

To conclude its report, FAC presented its nominations for membership on the Nominations and Elections Committee. The Dean explained the difference between the ballot used in the meeting and the list which accompanied the agenda -- it was discovered that another slot needed to be filled. He then asked for nominations from the floor but there were none. The nominations were closed and the vote was taken. (It was later announced that Professors James Baron and Barbara Watkinson were elected to replace Linda Reilly and Carol Sherman. Professor Ted Reinhart was elected to replace Elaine Themo.)

#### Retention, Promotion and Tenure:

Mr. Willis reported that six faculty were recommended by their departments for tenure and promotion to associate professor. The RPT committee recommended only four, but the Dean supported all six. There were three departmental recommendations for promotion to full professor and the committee supported only two. The Dean supported all three recommendations.

The question was asked: does the Committee have higher standards than the Dean? Mr. Willis responded that it is impossible to discuss specific details without revealing confidential information. However, this is not the first time that a dean has not accepted recommendations of the RPT committee. One would hope that the Dean would accept the recommendations but the Dean must be allowed to exercise responsible leadership. The committee must make its best judgment and pass that judgment on to the Dean. It is important to note that the Dean provided his justification for not accepting the recommendations of committee and in Mr. Willis' view, everything functioned the way it should.

Mr. Eckhause asked if it was possible that the Committee's vote may be split in its recommendations. Mr. Willis assured him that such a split in the committee's vote sometimes occurs.

#### Educational Policy Committee:

Mr. Prosl said he had no formal report -- the first of the committee's two formal reports will be in February. He then asked Dean Haulman, chair of the Curriculum Review Steering Committee (a large subcommittee of EPC), to update the faculty on the Curriculum Review which is now in progress.

Mr. Haulman stated that last spring the Steering Committee's preliminary proposal was sent to the faculty, and revisions were made in the summer. An updated memo was sent to the faculty in September and open meetings on the draft document will be held on October 7 and October 15. There will also be open meetings with students and with the Student Association. The Steering Committee and EPC will have joint meetings on the proposal. Dean Haulman concluded by asking faculty to participate actively in the review process, arguing that this is a critical time in the history of the College since twenty years have passed since the last major change in the curriculum.

#### Library Committee:

Mr. Perdrisat stated that the main work of the committee is to discuss and allocate book acquisition money. Last year, the committee spent considerable time revising the budget allocation formula, eliminating what had been called a "cost factor". Revising an allocation formula does not avoid the possible catastrophe that one day, after paying the annual serials

costs, there might not be enough left for books because of the rapid growth in the cost of serials. The committee believes it is crucial that all proposals for new programs include adequate money for the Library. In addition, last year's committee discussed the use of electronic means for fast access to library materials and as a possible way to save money. The committee also made recommendations about allocation of library funds for interdisciplinary programs, and this issue needs to be discussed further. Mr. Ward asked what percentage of the books and serials budget is devoted to periodicals. Mr. Tiefel, the Library Committee chair for 1992-3, answered that serials consume about three times the book budget. Mr. Axtell asked whether the formula for book allocations to departments could include a "use factor" representing the degree to which a department's students and faculty actually use the library. Although such a factor does not now appear in the formula, Dean Lutzer said that it might be possible to use library records to determine the extent to which a department's students rely on the library.

#### OTHER BUSINESS

Mr. Schifrin said that several years ago, Admissions Dean Ripple discussed the topic of part-time students. He told the faculty that there were very few part-time students in Arts and Sciences -- perhaps 10 or 12. However, it now seems to Professor Schifrin that many seats in courses are occupied by part-time students with the result that at freshman registration only a very few seats are available for freshmen. Part-time students are taking seats which could have gone to full-time students. He then asked:

- 1) Do we have policy about admitting part-time students? If so, has it been carried out?
- 2) What would be the result if part-time students were not allowed to enroll until after the end of the drop-add period? Wouldn't this create extra spaces for freshmen?

Dean Lutzer said that our plan is still to have very limited part-time enrollment. Our part-time students, he believed, were usually of two types: local high school students who enroll as "concurrent students" and local retired citizens whose right to take our courses on a space-available basis is established by the legislature. The Dean agreed to ask the Admissions Committee and the Admissions Dean for a report on our current policy and practice with respect to part-time students, including the numbers of such students, and including a discussion of when they should be allowed to register.

Mr. Welsh pointed out that only 58 people were present.

Mr. Ware noted most of the faculty at the October meeting were also at faculty meetings ten years ago, and pointed to the need to get our new faculty to attend faculty meetings. The dean noted that FAC is very concerned about this issue and asked for suggestions about how to improve attendance. Ms. Ventis observed that most of the new people in attendance today are women.

The meeting was adjourned at 5:00 p.m.

Respectfully submitted,

*Barbara Moore*

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Secretary, pro tem.