

**Minutes of the Faculty of Arts and Sciences
The College of William and Mary
April 10, 2007
Millington 150**

Dean Carl Strikwerda called the meeting to order at 3:35 p.m.

Changes to the Agenda: The Study Abroad Committee Report was delivered at a previous meeting and was included on the published agenda of the April by mistake. The Honors and Interdisciplinary Studies Report by Dean Joel Schwartz was postponed until the May 2007 meeting.

I. Minutes of the Last Meeting

The minutes of the March meeting were approved with the correction of one typographical error.

<http://www.wm.edu/as/dean/faculty/documents/minutes/20070306.pdf>

II. Nominations and Elections Committee Report, Bent Owens

Owens (Geology) presented the slate of candidates for the five April committee elections:

<http://www.wm.edu/as/dean/faculty/documents/nominationelection/20070410.pdf>

A. Election to the Academic Status Committee:

3-year term, 2007-2010, vote for two

Monica Potkay (English)

Bob Pike (Chemistry)

Janice Zeman (Psychology)

George Gilchrist (Biology)

B. Election to the Committee on Degrees:

4-year term, 2007-2011, vote for one

Michael Mehler (Theatre, Speech, and Dance)

Martin Schmidt (Economics)

C. Election of the Faculty Hearing Committee

4-year term, 2 years active + 2 years alternate, 2007-2011, vote for one

Alison Beach (Religious Studies)

Paula Blank (English)

D. Election to the Faculty Compensation Board:

4-year term, 2007-2011, vote for two

Bob Archibald (Economics)

John Eisele (Modern Languages and Literatures)

Carl Carlson (Physics)

David Kranbuehl (Chemistry)

E. Election of the Educational Policy Committee Chair:

1-year term, 2007-2008, vote to decline or accept

J.C. Poutsma (Chemistry)

There were no nominations from the floor; nominations were closed.

III. Reports of Administrative Officers

Provost Geoff Feiss. Provost Feiss announced that the faculty merit-based raises for the next contract year would be at 5% and that salary letters would be coming out within a week. He then reported that the 2008 budget would be presented at the April meeting of the BOV. He said that the money needed for the implementation of the SSRs was included in the budget and that there would be progress on academic M and O budgets, money for science labs, the redesign of the W&M website, and graduate student financial aid. The Provost then said that new facilities for the arts were likely to be the next big capital project after the completion of the Integrated Science Center and the Small Hall renovation. He said that the arts departments and programs have submitted a wish list and that there would be further assessment of the needs in this area.

IV. Faculty Assembly Report, David Armstrong

Armstrong (Physics) reported on the Assembly's March 27 meeting. He said that the Committee on Planning and Resources (a subcommittee of FA) announced that the William & Mary Foundation would be making a report at the April 24 meeting of FA and that it would act on an suggestion by David Kranbuehl (Chemistry) to devise a template for a 8–10 page report summarizing how money is spent at the College, which could be circulated among and used by the faculty. He also reported that progress was being made on the ongoing revisions of the Faculty Handbook and he invited the faculty to review the completed revisions posted on the FA website. Armstrong then said that Will Hausman (Economics) from the Faculty Compensation Committee had reported on the history of faculty salaries at the College. He said that there was considerable discussion of the oft-stated goal of reaching the 60th percentile of our peer group in terms of salaries and he noted that the College was in the 35th percentile in 2005-06 and would move up to the 45th percentile with the projected 2007-08 salaries.

V. Faculty Affairs Committee Report, Terry Meyers

Meyers (English) reported that the FAC continued to meet weekly with the Dean. He said that it had reviewed existing policy on how the merit system should apply to faculty on leave for one semester or one year and that the policy would soon be reviewed by Chairs and Directors as the Dean considered whether to revise it further. He said that the FAC had also advised the Dean on a draft policy regarding spousal or partner hires. He reported that it had also written the President and Vice President Sadler about Blowout, urging that organized activities be removed from proximity to academic buildings and not start until after classes are over. He then reported on the FAC's review of a draft about the Quality Enhancement Project/Mellon Grant initiatives on independent inquiry and undergraduate research. He also reported that it had considered a request from a performing arts department for some flexibility in anonymous reviews for tenure and promotion, a matter that would be discussed further as the Dean reviewed his September 2006 memo for possible revision in the light of cases considered this year. Meyers said that one of the Committee's March meetings had been with President Nichol. The discussion focused on three areas: 1) linking the research initiative and the internationalization of the College, with special emphasis on developing faculty-mentored undergraduate research and service-learning internship opportunities through study abroad programs; 2) undergraduate research in the sciences and collaborative work with other nearby institutions; and 3) the continuing problem of graduate stipends. He said that the Committee had urged the creation of a campus-wide ombudsperson office, having once again been discouraged by the Executive Committee and the Provost from moving independently. Meyers concluded that the Committee was pleased to meet with the President and was particularly pleased when he said that he would like to meet with it once per semester, an invitation the Committee accepted.

VI. The Dean's Forum: A Report by Dean Strikwerda Followed by an Open Question-and-Answer Session

The Dean's comments focused on the four top priorities of his administration: building a sustainable culture of research; integrating research and teaching; acquiring resources, both public and private; and creating a community of inquiry across disciplines.

A. Building a Sustainable Culture of Research. The Dean began by citing two signs of progress made toward achieving this goal: the increase in the amounts of research start-up packages offered to new faculty hires in the sciences (now ranging from \$200,000 in biology to \$500,000 in physics) and the number of tenure cases in the humanities in which letters from outside reviewers from large research universities stated that the W&M candidates under review would also have been granted tenure at the reviewers' home institutions. He also said that the SSR program would be a major improvement over the past, when not receiving an FRA constituted a

faculty morale-buster and science departments often did not find out about FRAs in time for post-doctoral fellowships managed at the departmental level. He also remarked that the College was beginning to emerge from a period of 25 years during which there was little movement in the area of capital improvements with an academic focus. However, the Dean said that more work was needed to bring infrastructures and policies in line with his goal of building a sustainable culture of research in A&S. He specifically mentioned faculty salary increases and more money for professional travel, and announced his intention to create a special fund for research start-up packages, which still rely heavily on contingency funds. He also said that 40% of the faculty still had 3/2 teaching loads and that this should be lowered.

B. Integrating Research and Teaching. The Dean explained that his vision for A&S was to bring together the European research institute model with the liberal arts teaching college model. He noted that 60-70% of William & Mary students graduated with some form of independent mentored research experience and said that the opportunity to conduct research with faculty members who are leaders in their fields while one was still an undergraduate constituted a draw to the College. While the Dean acknowledged that a lecture format in courses still had its merits, he said that we should push to infuse research into teaching and to give all undergraduate students the opportunity to do mentored independent research. He said that the College had to be creative if it wanted undergraduate research to be more than a buzz word and cited Hispanic Studies' efforts to incorporate research into the study abroad experience and the Sharpe Scholars program's commitment to service learning combined with research as good examples of such creativity. He also predicted that the SACS-mandated Quality Enhancement Project on individual inquiry, with funds from the Mellon Grant, would provide more opportunities to generate new ideas in this area.

C. Acquiring Resources, both Public and Private. The Dean observed that while we have done fairly well in terms of salaries, there has been virtually no new state funding for M and O budgets since 1998 except for relatively small sums for a few specifically targeted areas like graduate stipends. He explained that we have managed to get by through a combination of external funding (nearly doubled in recent years), private funding (paying for a number of positions), contingency money coming from faculty on leave when not replaced dollar-for-dollar, and salary savings on retiring faculty (not ideal since it takes money for salaries and places it in the general fund); however, he stated his office was working hard to convince the Faculty University Priorities Committee to back an increase in M and O money. He pointed out that a 60% increase in M and O would be needed to bring it back up to its 1998 level per capita level. The Dean then argued that A&S needed to look to options other than the state, such as private foundations and private development. He then talked about efforts to re-engineer the development operations in both A&S and the College, which have benefited from the new ideas coming from Vice President for Development Sean Pieri. He concluded that a goal of greater budgetary flexibility should be pursued alongside continued advocacy for better faculty salaries.

D. Creating a Community of Inquiry across Disciplines. The Dean stressed that W&M must resist departmentalization as it places greater emphasis on research. He pointed out that W&M had a bigger A&S faculty (almost 400) than the Universities of Kentucky and Oregon and that it also had the smallest student/faculty ratio (14/1) of any public university. He said that we should remain committed to keeping the A&S faculty together rather than splitting it up into smaller units as is sometimes done and that we should strive to become a research institution that preserved a sense of liberal arts community. He also said that while this could be achieved in part by promoting interdisciplinary programs, which now account for the majors of 15-20% of all students, we also needed to think outside the parameters of majors. He cited such examples as the Philosophy Colloquium, the Bio-Math Initiative, the University Teaching Project, the Charles Center, the QEP on undergraduate research, and film festivals organized across disciplines. He said that such projects were extremely important if we did not want to lose our ability to know one another across the liberal arts outside of committee meetings.

The Dean concluded that as we took on the great challenges now facing us we should take great care to preserve the College's two-fold uniqueness as a liberal arts college that is comparatively large and strongly research-oriented and as a research university that is comparatively small and firmly dedicated to undergraduate teaching and student life, a unique profile that gives us a certain cachet among prospective students and donors alike. He then recalled the Provost's observation that pursuing an institutional strategy based on this unique dual profile required discipline on our part.

Questions and remarks from the floor. Mike Tierney (Government) commented that it was hard to reduce faculty course loads and develop meaningful forms of mentored student research without either increasing class size or reducing course offerings, both of which were problematic, unless more faculty were hired and he asked if the

College could find a way to hire more faculty even if it meant spending less on other things; Dean Strikwerda responded that new faculty hires alone would not solve our problems and that College would benefit from better data on the need for and impact of new hires.

Diane Shakes (Biology) remarked that more large classrooms would be needed if departments were to be in a position to offer the types of large classes that also made it possible for other faculty to teach smaller classes; Dean Strikwerda responded that there were presently quite a few small classes taught in large rooms on campus.

Bill Cooke (Physics) remarked that while student research could not be a matter of simply carving out credit hours, non credit-generating forms of research had a serious impact on faculty workloads; Dean Strikwerda responded that one of the benefits of programming Banner to track this type of research would be to ensure that the College properly rewarded faculty members involved in it.

Jim Axtell (History) asked about the possibility of moving to a 4-course (2/2) teaching load based on 4-credit courses and about the percentage of W&M alumni who contributed to the College; Dean Strikwerda responded that departments had the option of switching to 4-credit courses and he said that the 30% donor rate among alumni left room for improvement but was nonetheless higher than the national average of around 20%.

Barb Watkinson (Art and Art History) pointed out that the Dean's Advisory Council had recommended a shift to 4-credit courses five years ago but that there were worries about the idea's impact on the relatively new curriculum; she suggested that conditions for the change were now more favorable.

John Morreall (Religious Studies) suggested that interdisciplinary collegiality could be fostered by the creation of a faculty dining hall, possibly with the support of a private donor.

Barbara King (Anthropology) asserted that the faculty's ability to commit time and energy to fruitful endeavors like student research was severely limited by the growing demands placed on it in the area of service and governance; Dean Strikwerda responded that he was sensitive to these limitations but noted that the W&M tradition wouldn't allow the Administration to take over from the faculty in the area of governance.

David Kranbuehl (Chemistry) stated that it was problematic to use salary money saved through retirements for other purposes unless our salary goals were met through other means and he thanked the Dean for his openness on the issue of faculty salaries.

John Nezek (Psychology) asked what we wanted students to get out of a mentored research experience besides an entry on their CVs; Dean Strikwerda responded that we were not interested in mere professionalization but in giving the students a real taste of what a scientist, a scholar, or an artist does.

Dean Strikwerda adjourned the meeting at 4:25 p.m.

Addendum: Election Results

On April 17, 2007, Brent Owens, Chair of the Committee on Nominations and Elections, formally notified the Faculty of Arts and Sciences of the following election results:

Academic Status Committee

✓ Monica Potkay and Bob Pike

Faculty Hearing Committee

✓ Paula Blank

Chair of Educational Policy Committee

✓ J.C. Poutsma

Committee on Degrees

✓ Michael Mehler

Faculty Compensation Board

✓ Bob Archibald and Carl Carlson

Respectfully submitted,

Michael Leruth

Associate Professor of Modern Languages and Literatures