

Minutes
Faculty of Arts and Sciences
Tuesday, November 2, 2010
3:30 p.m.
Andrews 101

Dean Carl Strikwerda called the meeting to order at 3:34 pm.

Attendance at the start of the meeting: 62

I. Minutes of the Last Meeting

The minutes of the meeting on October 5, 2010, were approved as posted:
<http://www.wm.edu/as/facultyresources/fas/minutes/20101005.pdf>

II. Report of Administrative Officers

Provost Michael Halleran made remarks on the following issues:

- The budget was discussed at last month's Board of Visitors meeting. Sam Jones (Vice President for Finance) reported on how the College might face possible state budget cuts in addition to loss of stimulus funds in FY '12. The cuts are driven not by a budget shortfall but by the governor's wish to find funds for other priorities. Hence the cuts may not materialize. Amongst the budget possibilities discussed was a 3% raise which, as the provost clarified in response to a question, would be a 3% raise in aggregate salary, not an across-the-board raise.
- The committee on student-body size has begun to meet to discuss the impacts of possible increases in the student body. There will be an open forum on the topic, which will be scheduled some time in mid-November. The committee is unanimous in the opinion that any increases must be carefully planned, and is aware that there have already been a number of increases and that the St. Andrew's program will also be adding a number of new students.
- The provost then addressed the president's recent memo on productivity, which he has been discussing and will continue to discuss with various campus bodies. His understanding of the president's memo is that it was an attempt to: a) establish credibility with Richmond, the BoV and other College constituencies as to the College's earnest efforts to control costs; b) discover whether there are, in fact, some efficiencies we can make without damaging the College's mission that will, at the same time, allow us to achieve our aspirations in such areas as faculty salaries, research support, etc. The memo is not part of a hidden agenda to cut programs or to introduce such things as distance education. The upcoming curricular review is not seen by the administration as a way to pursue productivity, and will be driven only by curricular needs and strategic goals. The

provost's remarks generated a lengthy discussion. The following were some of the issues raised in this discussion:

- ⇒ It's hard to see curricular review as separate from the search for efficiency. The provost responded that curricular goals should be the driving issue of the review, and questions of efficiency should only come at the level of how best to achieve those goals.
- ⇒ The only way to make significant cuts is to reduce faculty, which will mean a reduction of quality. The provost replied that he doesn't envision a reduction in the number of faculty but perhaps a change in the types of faculty. Not all courses need to be taught by someone with a PhD and a 2-2 teaching load. Not all faculty have to have the same teaching load. Other modes of delivery requiring fewer faculty might be considered.
- ⇒ Some of the measures the president suggested would make it more difficult to market the uniqueness of the College to prospective students and donors, and would thus endanger the College's financial model. The provost said that he and the president were mindful of this problem, and invited other ideas for achieving the College's goals more efficiently.
- ⇒ Shouldn't we also be talking about reducing the number of administrators, and not just faculty? The provost responded that that is also under discussion on the non-academic side of the productivity deliberations.
- ⇒ Could we save some money by offering "golden parachutes" to senior faculty? The provost noted that such a program is in place at CNU, and may be worth considering, though it wouldn't work in all College units, including the business school which is suffering from considerable salary inversion.
- ⇒ Measures such as teaching more with computers, teaching larger sections, increasing teaching loads, etc. are not conducive to reaching the College's strategic goals of being a leading liberal-arts university. The provost responded that some of the measures suggested would not inherently harm teaching quality. Many elite institutions, for instance teach larger classes than we do in certain subjects. We need not view curricular standards and practices as being a one-size-fits-all issue.
- ⇒ Creating a (more) two-tiered faculty will damage faculty morale and the quality of our teaching.
- ⇒ What metrics will be used to gauge the efficient achievement of our goals? The provost responded that metrics were still being developed but he mentioned a number of things that might be used as measures.
- ⇒ Has there been an attempt to gauge the costs of devaluing W&M's reputation for quality? The provost replied that we are not talking about a fundamental change in the nature of the college, but about changes on the margin.

- ⇒ If the changes envisioned are marginal rather than fundamental, it was a mistake to issue it as a public press release.
- ⇒ The provost also noted that the disparity between our quality ranking in such indexes as that of USNews&WorldReport and our ranking for resources is ludicrous, and that the single greatest source of increase in revenues we can hope for is not through any productivity improvements but through tuition.

In view of the advanced time Dean Carl Strikwerda decided to refrain from making his report.

III. Report from the Faculty Affairs Committee

In view of the advanced time, it was decided to postpone this report.

IV. Report from the Faculty Assembly

In view of the advanced time, it was decided to postpone this report.

V. Presentation by Henry Broaddus, Associate Provost for Enrollment and Dean of Admissions

Associate Provost Broaddus delivered a power-point presentation on the admissions process and on the efforts he and his staff expended on tracking and analyzing admissions data. He noted some trends in the student body and some challenges we face in the future in the realm of recruitment and admissions.

VI. Discussion on Curriculum Review

Due to the lateness of the hour it was decided to postpone the discussion on curriculum review, but Sophia Serghi (Music) noted the following on behalf of the FAC:

- The FAC has invited Present Reveley to an open forum with faculty on the productivity issue. That forum will probably be scheduled before the next A&S meeting.
- There will also be a discussion on curricular review, probably after the semester break.
- For the December A&S meeting, the Vice President for Student Affairs and the Director of the Counseling Center have been invited to join in a discussion of suicide and suicide prevention on campus

VII. Report from the Faculty Assembly (postponed from earlier in the meeting)

Will Hausman (Economics) reported on the following activities of the Assembly:

- At the latest meeting of the Assembly a resolution was passed unanimously calling on President Reveley to issue a clarification of the College's Statement of Rights and Responsibilities to include sex, gender, sexual orientation, gender identity, and gender expression in our non-discrimination policy.
- The Assembly has made some minor changes to its bylaws. One change is that now an Assembly member who cannot be present at a meeting may designate a former member of the Assembly to attend as a voting proxy.
- There has been considerable discussion about a proposal to eliminate the five-year limit on non-tenure-eligible appointments. At some point the faculty will have the opportunity for input on this issue.

VIII. New Business: Resolution on Parking

Suzanne Hagedorn (English) moved that the following resolution be adopted.

Whereas, William & Mary faculty and staff members have repeatedly expressed their concerns about the current parking crisis since the semester began in August and have received little response from Parking Services; and

whereas, according to statistics presented by Parking Services at the Oct. 20th meeting of the Parking Advisory Committee, Faculty/Staff parking has been cut this year by 88 spaces on Old Campus due to current construction projects and other losses; and

whereas, Resident Students and Day Students parking on Old Campus have lost no spaces this year to campus construction and other projects;

BE IT RESOLVED THAT the Faculty of Arts and Sciences urges the Director of Auxiliary Services and the Director of Parking Services to take immediate action to address the present parking crisis during the fall semester by re-designating at least 44 Resident Student spaces on the Old Campus for Faculty/Staff parking, and

BE IT FURTHER RESOLVED THAT the Faculty of Arts and Sciences urges the Director of Auxiliary Services and the Director of Parking Services to hold an open forum with faculty and Staff as soon as possible (and no later than the end of the fall semester) with faculty and staff to share information about the current parking situation, including the current budget of the Office of Parking Services, (disclosing expenditures and income from permits) and to announce and explain any anticipated cuts or changes to the Faculty/Staff parking space pool during the spring semester of 2011 and during the 2011-2012 academic year.

In discussion, Gary DeFotis (Chemistry) noted that the problem was not the number of parking spaces but their location, and suggested that faculty parking issues might be alleviated by shuttle buses or limousines from distant parking lots.

The resolution was voted on and **passed** by a clear majority of the voice vote.

The meeting was adjourned at 5:02 pm.

Respectfully Submitted,

William Hutton, Secretary
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