

Minutes
Faculty of Arts and Sciences
Tuesday, May 3, 2011
3:30 p.m.
Sadler Center, Commonwealth Auditorium

Dean Carl Strikwerda called the meeting to order at 3:37 pm.

Attendance at the start of the meeting: 58

I. Minutes of the Last Meeting

The minutes of the meeting on April 5, 2011, were approved as posted:
<http://goo.gl/pzE1v>

II. Report from the Provost

Provost Michael Halleran reported on the following items:

- The search committee for the new Dean of Arts & Sciences has been formed. The plan is to hold the first interviews before the end of the fall semester and invite candidates to campus in January and February.
- At the most recent Board of Visitors meeting, Sophia Serghi (Music) and Michael Lewis (Mathematics) reported on behalf of the Curriculum Review Steering Committee on the planned process of curriculum review. Their report was received favorably by the board.
- The BoV has called on the College to implement a policy of background checks for all future faculty and professional employees.
- The BoV has approved the FY 12 budget, which includes investment in development, and increase in graduate student stipends, a \$1.8 million increase in financial aid, and a tuition increase of 9.9% for in-state students (which results in a 7.7% increase in cost once fees are included). The budget allows deans some flexibility in addressing pressing salary needs.
- The recently passed Higher-Education bill lays out a new set of parameters for a six-year plan in accordance with the Restructuring Act of 2005. It is still too early to tell how this will impact the College.

In discussion there were a number of questions about the new background check policy: Who would pay for the checks? Would it be required of all employees, including (for instance) adjunct instructors? Who decides when an issue identified in a background check will make an individual unemployable? Will there be a statute of limitations for issues from the remote past? Who will have access to the background check information? In response, the provost emphasized that the check would only be required of the final candidate, not all applicants; he anticipates that the information would be kept

by the HR office, and that the provost would be the one to decide if there is an issue that affects a candidate's employability. If the decision is made to employ someone, the content of his or her background check would not become part of his or her employment record.

III. Report from the Dean of Arts & Sciences

In his final Arts & Sciences meeting as dean, Carl Strikwerda reflected on his seven years at the helm of A&S. During his time in office the faculty has added 19 tenure-eligible faculty lines, and one third of current A&S faculty members were recruited on his watch. Interdisciplinary programs and graduate programs have been strengthened; the regularized SSRL has been established; teaching loads have been reduced and startup funds increased; ISC I and II have been completed and the renovation of Small Hall is nearing completion (the dean expressed the hope that he would be invited back to press the button when it came time for the demolition of Morton Hall); synergies between faculty research and student research have been encouraged, and through the strengthening of international programs progress has been made toward making internationalization of the curriculum one of the hallmarks of W&M.

The dean also encouraged the faculty to continue some of the other efforts he has pursued in office, including better coordination of the efforts of FAC, DAC and the dean's office. On the subject of curricular review, the dean encouraged the faculty to consider replacing GER's with a smaller number of team-taught core courses, thus freeing up faculty to pursue other initiatives, including interdisciplinary ones.

Finally, the dean recognized the efforts of his colleagues and staff in the dean's office, and cited outgoing members of his staff, Annette Arbogast and Debbie Eck, for their excellent work. He also urged the faculty to appreciate the crucial nature of the upcoming dean search and to help his successor work through the inevitable period of transition.

IV. Report from the Faculty Assembly

Will Hausman (Economics) reported that although the Assembly had thought that its work was done on the new policy for non-tenure-eligible faculty appointments, but some issues were encountered as the proposal passed through the Procedural Review and Personnel Policy Committees, so the Assembly will continue its deliberations on that subject either in its final meeting of the semester or in the fall.

V. Report from the Faculty Affairs Committee

Lily Panoussi (Classical Studies) reported that the FAC was finishing the process of appointing people to various committees, and called on faculty to volunteer for committees if they haven't already.

VI. Report from the Nominations and Elections Committee

Debbie Bebout (Chemistry) announced the committee's proposed ballot for a special election for an Area II seat on the Educational Policy Committee, occasioned by the withdrawal of the winning candidate from the March election for the same position. The nominees recommended by the committee were Tuska Benes (History and European Studies) and Tom Linneman (Sociology). The posted ballot: <http://goo.gl/L5532>.

With no further nominations from the floor, nominations were closed, and Prof. Bebout announced that on-line balloting would begin after the meeting.

VII. Report from the Curriculum Review Steering Committee

Teresa Longo (Dean of Educational Policy) reported on the recent activities of the committee and commented on the recently circulated schedule of prospective activities. She noted that the committee aimed to formulate two alternative schemata to present to faculty by April 2012 for further discussion and development. There will also be many opportunities for faculty input both in person and by electronic means, including meetings of a number of satellite committees with representatives from the various departments and programs. Ways to gather student input will also be developed. Some committee members will be attending a colloquium on general education in the summer. She invited the faculty to suggest agenda items for the committee's future meetings.

VIII. Report from the International Studies Advisory Committee Bylaws Committee

On behalf of the committee Berhanu Abegaz (Economics and Africana Studies) presented the committee's report, including the draft constitution and bylaws for a new International Studies Advisory Committee that were being put forward for adoption as a motion from FAC.

As the text of this report and bylaws was not posted with the agenda it is included below as an appendix.

Prof. Abegaz noted that the new constitution and bylaws envision a committee composed of two subcommittees, one of which would have a policy advisory role and the other of which would largely continue the work currently done by the Study Abroad Committee in managing study-abroad programs. He also noted that in addition to the constitutions and bylaws, the committee's report also included a number of recommendations that go beyond the purview of the new committee, including recommendations on the collection of information about international

initiatives and the relationship between Arts & Sciences and the Reves Center in the management of study-abroad programs.

The constitution and bylaws were voted on and **passed** by unanimous voice vote.

VIII. Recognition of Retiring Faculty:

The following chairs recognized the following faculty on the occasion of their retirement from the College:

- Kathleen Bragdon (Anthropology) recognized Richard Price, Sally Price, and Mary Voigt
- Brian Kreydatus (Art & Art History) recognized Marlene Jack and Alan Wallach
- Will Hausman (Economics) recognized Clyde Haulman
- Phil Daileader (History) recognized Abdul-Karim Rafeq
- Eric Bradley (Mathematics) recognized David Lutzer

The meeting was adjourned at 4:42 pm.

Respectfully Submitted,

William Hutton, Secretary
Associate Professor of Classical Studies
wehutt@wm.edu

APPENDIX: Report of the International Studies Advisory Committee Bylaws Committee

To: The Faculty Affairs Committee, Faculty of Arts & Sciences, College of William & Mary

From: The International Studies Advisory Committee Bylaws Committee, Berhanu Abegaz, Tuska Benes, John Griffin, Bill Hutton (chair), Teresa Longo, Chris MacGowan, Deborah Morse, Ron St. Onge, Paula Pickering, Silvia Tandeciarz

Re: Final Report of the Committee

Date: March 28, 2011

Our committee was charged to review the reports and the draft bylaws produced in 2010 by the ad hoc committee for the prospective International Studies Advisory Committee

(ISAC) and to consider what procedures and mechanisms were needed to further the strategic goals of the faculty in the area of international studies.

As a result of our deliberations, and on the basis of the work of our predecessors on the ad hoc committee, we have produced a new constitution and by-laws for the prospective ISAC. In our opinion, however, the strategic goals of the faculty cannot be achieved by this measure alone. Many of the changes that need to be introduced take us beyond the competency of an Arts & Sciences committee in that they involve other units and authorities on campus. We describe some of the issues below and provide recommendations that we urge the faculty and the dean pursue in cooperation with the provost, the Reves Center, the International Advisory Committee, and other entities on campus. Unless these problems are addressed by those who have the authority to address them, the effectiveness of any committee charged to deal with initiatives in international studies will remain limited.

I. PROBLEM: Faculty are engaging with students in many initiatives abroad with no oversight and no notification of responsible personnel on campus. While the committee does not want to discourage the faculty from developing new and innovative international initiatives, such programs expose the College and the faculty to huge liability risks. There are also problems of curricular coherence and inefficiencies in the use of resources that could be alleviated by greater coordination and faculty-wide awareness of international activities.

RECOMMENDATION: The ISAC, as we envision it, will act as a clearinghouse for information about the international activities of A&S faculty, the purpose being not to control or hamper faculty initiatives but to offer advice and coordination. We urge the dean to make clear to all faculty, prominently and repeatedly, that they have certain responsibilities when taking students abroad or when mentoring students on projects that take them abroad. Among those responsibilities are the following:

- Faculty leading or mentoring students going abroad must inform ISAC prior to doing so. The committee's role will be not to hinder or control the initiative, but to gather information and assist the faculty in whatever way it can.
- Faculty must consult with the appropriate agencies on following proper risk management and liability control protocols. The ISAC will provide advice and assistance on this topic.
- If A&S credit is being offered for a course involving experiences abroad, the course must be brought to ISAC for approval, and then to EPC.

The dean and the faculty should also urge the provost, IAC, and Reves to formulate coherent College-wide risk-management protocols, and to disseminate

information about them to the College community as thoroughly and as frequently as possible.

II. PROBLEM: Although the administrative services of the Reves Center/GEO have been invaluable in running A&S study-abroad programs, there have been a number of cases where faculty have felt that the decision-making processes of Reves could have benefited from more faculty input on matters of curriculum, finances, compensation, etc. Currently, while consultation between Reves and A&S faculty does occur, there is no institutional mechanism mandating consultation or providing a regular forum for faculty input. The committee notes that other units at the College manage their own study-abroad programs and have full control of their finances and administration. That Arts and Sciences does not have such control, when it provides the initiative, academic personnel, and curriculum for the vast majority of international programs at the college, presents a serious equity issue. Moreover, one reason that so many A&S international initiatives do not avail themselves of the services of Reves is the general sense among faculty that turning to Reves will result in a loss of control over their programs.

RECOMMENDATION: We urge the dean to negotiate, as soon as possible, a new framework agreement with the Reves Center that at the very least calls on Reves to make regular and timely reports to the dean or his designated representatives (such as the ISAC) on issues affecting A&S program administration and maintenance, including program finances. The suggestion has been made that IAC would be the proper forum for such reporting and consultation between Reves and A&S, but since IAC is not an A&S committee and includes non-A&S personnel, it cannot, by itself, represent A&S in this sphere. Adding IAC to the consultation protocol between Reves and A&S would introduce unnecessary delay, possibly hampering the smooth operation of programs for which decisions need to be made in a very limited time frame.

III. PROBLEM: Many international programs are also interdisciplinary in nature and thus face additional challenges. There is a serious gap between the purported mission of internationalization and the current academic infrastructure of interdisciplinary programs. This leads to a number of related problems, particularly in the staffing, funding, and long-term maintenance of interdisciplinary international programs.

RECOMMENDATION: The new draft of the bylaws specifies that one function of the ISAC is to act as advocate for interdisciplinary international programs, but the ISAC cannot act alone to create the conditions in which such programs can survive. We urge the faculty as a whole to support a more sustainable infrastructure for interdisciplinary initiatives.

IV. PROBLEM: Faculty who want to offer a course abroad frequently do not know what procedure to follow or whom to contact first.

RECOMMENDATION: The faculty should work with other entities across campus that deal with international studies, including the office of the VPIA,

Reves Center, the Charles Center, the OCES, IAC, etc. to develop a standardized checklist that the directors and heads of those entities can hand out to anyone who approaches them with an idea for a study abroad program. To fulfill the needs of A&S, some items on this checklist might include the following:

- If this is an Arts & Sciences program, have you informed ISAC?
- Have you discussed risk management and liability control with the Reves Center (or other appropriate authority that may be designated)?
- If A&S credit is to be offered for this program, has it been vetted by ISAC and EPC?

With its campus-wide representation, the IAC, or an ad-hoc committee it appoints, may be the best body to develop such a checklist.

V. PROBLEM: The number of international initiatives is increasing so rapidly that it would be difficult for any committee to keep track of them.

RECOMMENDATION: The faculty should work with the registrar, the EPC and other interested entities to introduce a system of assigning attributes in the digital course listings to courses with an international field component. Courses to be designated in this way would include sections of courses regularly offered on campus when they are re-tooled for offering as part of study-abroad programs. This would allow easy monitoring and analysis of courses offered abroad. We have discussed this idea with the EPC and they are very supportive of it.

VI. PROBLEM: The committee notes that existing policy guidelines dealing with the creation and evaluation of study abroad programs are in many respects inconsistent with current practice and will be even more inconsistent with the constitution and bylaws of the new ISAC.

RECOMMENDATION: among the first responsibilities undertaken by the new ISAC should be the revision of existing study-abroad guidelines for establishing new programs and for managing existing programs so that they are consistent with both current practice and the constitution and bylaws of the new committee.

Constitution and Bylaws of the International Studies Advisory Committee
Faculty of Arts and Sciences of the College of William & Mary

Article I. Name

The name of this committee shall be International Studies Advisory Committee of the Faculty of Arts & Sciences of the College of William & Mary in Virginia, hereinafter referred to as ISAC.

CONSTITUTION

Article II.

Purpose and Jurisdiction

The ISAC is an advisory committee to the Dean of Arts & Sciences (A&S) and the Faculty Affairs Committee (FAC) of A&S. The mandate of the ISAC is to provide support and guidance to A&S faculty initiatives in international studies. It has three main functions that are distinct but intrinsically related to one another:

- a) to support and encourage innovation and coordination in faculty efforts to internationalize the curriculum,
- b) to promote prudent liability and risk-management practices in all faculty-student initiatives that involve international field experiences by facilitating faculty interaction with the campus agencies designated to deal with such issues, and
- c) to exercise oversight of A&S study-abroad programs administered by The Reves Center as specified by the framework agreement between A&S and Reves.

The main functions of ISAC are explained in greater detail below:

Section 1. Forum for Consultation and Policy Advice

In its advisory role, the committee's duties will include the following:

- i. Acting as a forum for the formulation of an A&S vision for international studies,
- ii. Advising the dean and the faculty on international priorities in A&S,

- iii. Advising and assisting faculty engaged in the development of new international initiatives,
- iv. Gathering and disseminating information about the current international activities and emerging needs of students and faculty in A&S,
- v. Encouraging dialogue across campus to generate synergies in international initiatives,
- vi. Interfacing with the college-wide International Advisory Committee (IAC) on issues of mutual interest, including college-wide study-abroad programs and initiatives for furthering internationalization,
- vii. Identifying development priorities to optimize funding opportunities for international programs, and
- viii. Acting as advocate for interdisciplinary A&S programs that have an international focus to promote in tandem the faculty's strategic goals of interdisciplinarity and internationalization.

Section 2. Study Abroad

Building on the function of the former Study Abroad Committee (SAC), the committee's goals will be to oversee current study-abroad programs, to assist faculty in the development of new programs, to work with the Educational Policy Committee to ensure that the curricular standards and policies of the Faculty are maintained, and to provide information and feedback on prudent risk management protocols related to all study-abroad initiatives. The committee will exercise different levels of involvement with different types of programs:

A. Existing credit-bearing semester and summer study-abroad programs in Arts & Sciences will continue to be overseen by the committee. The committee's duties regarding such programs will include the following:

- i. Selecting program directors, where applicable.
- ii. Approving the curricula and course content offered in these programs, and vetting new and revised courses prior to their submission to the Educational Policy Committee for approval. ISAC will evaluate aspects of such courses that pertain to their being offered abroad, including the feasibility of course structure and format in a particular foreign setting, and the measuring of contact hours and credit levels.
- iii. Working under a framework agreement with the Reves Center for International Studies and the Global Education Office (GEO) to review and advise on policies pertinent to A&S programs abroad, such as those concerning faculty recruitment, program

assessment, student scholarships, and financial matters (including tuition, faculty compensation and allocation of resources), with the goal of promoting the interests and the strategic vision of A&S.

- iv. Advising faculty members on working with the appropriate campus agencies to pursue prudent risk-management protocols.
- v. Periodically reviewing programs to monitor and evaluate their effectiveness.

B. New study-abroad programs and initiatives that are designed to offer Arts & Sciences credit on a regular basis should be brought to the attention of the committee. The committee's duties with regard to such initiatives will include the following:

- i. Advising the organizers on planning, resources, financing, parallel initiatives, etc.
- ii. Acting as advocate and liaison to other college entities with which the organizers need to coordinate their efforts.
- iii. Advising faculty members on working with the appropriate campus agencies to pursue prudent risk-management protocols.
- iv. Working with EPC to ensure that the credit offered in the proposed programs is in accordance with the College's and the Faculty's policies.
- v. If an initiative produces a program that is offered regularly, the committee will assume the duty of reviewing the program periodically to assure that it is running on sound basis in terms of curriculum, finance and risk-management (as with programs in category A above).

C. Other credit-bearing and/or faculty-led Arts & Sciences initiatives involving students going abroad should be brought to the attention of the committee. Such programs include, but are not limited to, internships, service learning projects, student research abroad, etc. The committee's duties with regard to these programs will include the following:

- i. Advising the faculty members involved on planning, resources, financing, parallel initiatives, etc.
- ii. Acting as advocate and liaison to other college entities with which the faculty need to coordinate their efforts
- iii. Advising faculty members on working with the appropriate campus agencies to pursue prudent risk-management protocols.

BYLAWS

Article III. Structure and Representation

The ISAC comprises two autonomous sub-committees with a combined membership of fourteen (14):

Section 1. The Academic Policy Subcommittee (APSC), in conjunction with relevant College units (e.g., Reves Center, Charles Center, Office of Community Engagement and Scholarship-OCES), is responsible for recommending to the Dean and FAC appropriate policies and procedures pertaining to A & S international programs and initiatives, including international research and service learning, tuition exchanges, joint programs, and faculty directed or faculty-assisted summer and semester programs. APSC also plays the role of advocate for all international programs to ensure high quality, integrity and sustainability.

Section 2. The APSC has seven (7) voting members. The director of the Charles Center or his/her designated representative and either the Dean for Educational Policy or the Dean of Undergraduate Studies are *ex officio* members. There are three members appointed by the Dean of A&S, one from each of the following departments and programs: Global Studies, International Relations, and Modern Languages. Finally there are two members elected by the faculty. Prior to each election, the APSC will be responsible for providing the A&S Committee on Nominations and Elections with a list of departments and programs, other than the three mentioned above, that have a significant level of involvement in international studies, with the request that the faculty from those departments and programs be given priority in the selection of candidates. All faculty members on APSC must be tenured or tenure-eligible. APSC elects its subcommittee chair who shall also serve as the chair of the whole ISAC.

Section 3. The Study Abroad Subcommittee (SASC) has oversight over the credit bearing faculty-assisted or faculty-directed study abroad programs of A & S (those that fall under Article II, Section 2A and 2B in the Constitution). Responsibilities include, all those enumerated under Article II, Section 2A and 2B of the Constitution, and developing other policies necessary for the oversight of such programs.

Section 4. The SASC has seven (7) voting members: The Director of Global Education (or his/her designated representative) and either the Dean for

Educational Policy or the Dean of Undergraduate Studies are members *ex officio*. There are five members appointed by the dean of A&S: four A&S faculty members, two of whom have served as directors of study-abroad programs, and one student member. Prior to the filling of each vacancy on the subcommittee, the ISAC will be responsible for providing the dean with a list of departments and programs that have a significant level of involvement in study abroad, with the request that representation of these departments and programs be maintained on the subcommittee as much as possible. All faculty members on SASC must be tenured or tenure-eligible. SASC elects its subcommittee chair from among the appointed faculty members and the chair shall work closely with the chair of ISAC.

Article IV. Responsibilities of Members

Section 1. The members of the ISAC shall serve for terms of three years so adjusted that approximately one-third of the members shall assume office at the first regular meeting of each academic year.

Section 2. Vacancies for appointed positions shall be filled promptly by appointment by the Dean of the Faculty of Arts and Sciences. New members appointed to APSC should represent the same constituency as the faculty members being replaced.

Section 3. Meetings of the ISAC as a whole (i.e., APSC plus SASC) will normally occur once a semester, and are normally convened by the chair of APSC. At least one of these meetings per year will be open to all A&S faculty.

Section 4. APSC will normally meet twice each semester – once near the beginning and once near the end. Business items should be submitted to the Chair for inclusion in the agenda.

Section 5. SASC will normally meet once a month throughout the academic year. Business items should be submitted to the Chair of SASC for inclusion in the agenda.

Section 6. Members are expected to attend scheduled meetings as regularly as possible, and, when they do not, to submit opinions on relevant business.

Section 7. It is the responsibility of the Chair of ISAC to submit, annually, a consolidated written report of the whole Committee's activities to the Faculty of Arts & Sciences. Members of each subcommittee will be called upon by the Chair to record minutes. The chairs of both APSC and SASC will collect and file said

minutes, to be kept with other documents (agendas, amendments, etc.) by the Office of the Dean for Educational Policy or the Dean of Undergraduate Studies.

Section 8. At the beginning of each calendar year, the Chair of ISAC is responsible for submitting to the Dean of A&S and the Nominations and Elections Committee of A&S a list of programs and departments that are active in international studies and study-abroad, with the request that representation of those departments be given priority in the appointment and election of new members of the committee.

POLICY GUIDELINES AND PROCEDURES

APSC and SASC may from time to time develop guidelines for the approval, management, and assessment of on-campus internationalization policies and procedures as well as for study abroad programs and international initiatives. Upon approval by the whole ISAC, these documents shall constitute an integral part of, and be appended to, the constitution and the bylaws.

Approved by the Faculty of Arts and Sciences on _____