

Minutes
Faculty of Arts and Sciences
Tuesday, February 07, 2011
3:30 p.m.
Commonwealth Auditorium, Tidewater B

Dean Gene Tracy called the meeting to order at 3:31 pm.

Attendance at the start of the meeting: 46.

I. Minutes of the last meeting,

The Minutes of the last meeting, December 6, 2011, were approved as posted:

<http://www.wm.edu/as/facultyresources/fas/minutes/20111206.pdf>

II. Report of Administrative Officers:

Vice Provost Kate Slevin on behalf of Michael Halleran reported the following:

- The Board of Visitors was in town last week for Charter Day Celebrations, and they heard two reports, including
 - “Life in the Fast Lane”, delivered by Gene Roche to ensure that the BoV understands that the College is truly a 21st century institution
 - an update on the Curriculum Review from Teresa Longo
- all is currently quiet in Richmond
- Provost Halleran extends hearty congratulations to the 10 faculty members approved for tenure and promotion

There were no questions for Vice Provost Slevin.

Interim Dean Gene Tracy reported the following:

- On January 12, the Deans met with the Development Office for a Capital Campaign Planning Retreat in the beautiful newly renovated facilities in the School of Education to discuss what we should be doing and what we are not doing. All agreed that much work is needed to pick up the momentum of the Campaign.
- The Dean’s Office shared with the Faculty Affairs Committee a document entitled “Arts and Sciences in 2018”. This document will be reworked into a form as requested by the Provost. This document is meant to solicit white papers and proposals regarding the College’s long-term vision.
- The Executive Director of the Development Office, Andrew Barry, has left the College to work with George Washington’s childhood home in Fredericksburg.
 - During this crisis of leadership, the A&S Development Office has been moved to Ewell so they can work more closely with the Dean’s Office.
 - A National Search for a new Executive Director is being launched, to replace Barry and build the Development Office back up to strength.
- On Charter Day, the Dean’s office hosted a “Dinner and a Seminar” program for the BoV, where faculty discussed with the BoV members what they are passionate about, how that passion leads to research, and how their research

informs their teaching. This led to lively conversation, including the query “Should Picasso have been a physicist?”

- During Charter Day Festivities, the BoV (governing board) met with the William and Mary Foundation (charged with raising monies) and the Alumni Board, in accord with President Revely’s vision that all three major boards should collaborate on campaign planning.
- Major Capital Projects are underway
 - Architects are bringing plans for Tucker renovation up to date
 - ISC3 planning is on the fast track
 - Tyler is waiting in the queue
 - while the Andrew’s renovation remains in a holding pattern, there has been a request to rename the building “Arts Complex I”.

Comments for Dean Tracy:

- David Kranbuehl (Chemistry) requested clarification about the search for a new Executive Director and staffing issues in the Development Office. Dean Tracy elaborated that while staffing would occur over the course of the year, a new Director should be appointed by Spring, to come on board in the Summer.
- John Oakley (Classics) requested clarification about faculty raises, 3% from which pool of money? Dean Tracy clarified that the original figure came from the TE budget, but raises were drawn from the A&S budget.

III. Report from Nominations & Elections (February Elections)

<http://www.wm.edu/as/facultyresources/committees/nominations/documents/20111206.pdf>

Debbie Bebout (Chemistry) reported the following:

- Soon after the adjournment of the meeting, ballots would open for
 - Committee on Degrees, Area III
 - Faculty Assembly, Areas I and II
 - Faculty Assembly, Area III (2 positions)
 - Procedural Review Committee, Area I and area open
 - Committee on Retention, Promotion and Tenure, Area I (1-semester replacement)
- There were no nominations from the floor.

IV. Report from Faculty Affairs

J.C. Poutsma (Chemistry) reported that the FAC

- has been active with the Dean’s search
- meeting with candidates
- talking about budgets
- assisting Dean Tracy in putting together today’s Budget presentation
- welcomes email from faculty to let them know of their concerns
- Professor Poutsma also announced that a wine and cheese reception would follow the March A&S meeting to honor Service Award winners.

V. Report from Faculty Assembly

Suzanne Raitt (English) reported that

- the Assembly met with the BoV to discuss “creative adaptation”
- and requested the faculty to submit “less gloomy” items for their agenda.

VI. Update on Curriculum Review

Teresa Longo (Dean for Educational Policy) reported that

- the committee has begun to meet twice weekly
- two “town hall” open meetings have been scheduled: Feb 28, 4:00 pm; Feb 29, 4:00 pm.
- Although the meetings are open, the primary audience is expected to consist of faculty. The Committee hope to produce a curriculum that is integrative, fostering a sense of intellectual community among the faculty who teach these courses and the students who take them.
- The Committee presentation at these open meetings will include FAQs, a narrative of the committee’s work, and a narrative of what they have learned. Conversations from the February town halls will inform the revisions of the documents. Another “town hall” is scheduled for late March wherein further discussion will inform further revisions. A final set of town hall meetings is set for April, after which, the Committee plan to present their plan to EPC.

VII. A&S Challenges, a power point lecture by Dean Gene Tracy with Kelly Joyce, Dean of Undergraduate Studies

- Two online files include:
 1. PowerPoint presentation:
<https://docs.google.com/viewer?a=v&pid=explorer&chrome=true&srcid=0B1ESfRGs1EXXMThiYjJkZTQtODVmZi00NTBmLWFjODgtMGRhMzU4Njg5NzU2>
 2. video: <http://media.wm.edu/content/as/budget101/budget101.mp4>
- the presentation and discussion is meant to help the faculty understand the challenges we have as an institution and how we got here.
- Challenges
 - attract and retain best faculty with competitive salaries, research support, program support
- How we got here
 - faculty growth (plethora of tenure lines added, paucity of retirements)
 - student growth (incoming freshmen, transfers, and students jointly enrolled at St Andrews)
 - seats available
- William and Mary strategic priorities
- The Grand Challenge: THE intellectual challenge: be a leader among Liberal Arts Universities
 - goal 1: embed core values of Liberal Arts education into all parts of University (including budget and monetary allocations)
 - curriculum review
 - reward system

- mentoring (freshman advising to faculty peer advising)
 - Centers (Charles, Reves).
 - goal 2: provide more robust support for teaching, research, scholarships, and creativity
 - restructure the budget.
 - finances enable the challenge, everything else empowers the challenge.
- A&S Budget 101
 - sources of revenue
 - Education and General Fund (tuition, state subsidiaries). 75% of this goes to people (salaries, benefits, etc.)
 - Foundation and Private Funds (to be increased by the Campaign, a small portion of the pie)
 - Other (one time research grants).
- Reallocation
 - what should be **base** funded vs. what should be **contingency** funded
 - the current budgetary allotment does not reflect our strategic priorities
 - currently base funded
 - currently contingency funded: relocation for new faculty, SSRL, Faculty startup
 - 15 March deadline for Dean's Office Plan to reallocate monies.
- Options for going forward.

Discussion, questions, and clarifications (Dean Tracy's responses are rendered in *italics*)

- Gary DeFotis (Chemistry): could end of fiscal year budget surpluses be announced in advance and used for emergency needs? *No – budgetary surpluses in one department are used for deficits in others.*
- David Kranbuehl (Chemistry): couldn't we request a higher percentage of the global budget. *I agree with you.*
- J.C. Poutsma (Chemistry) requested clarification regarding raises. *we are called to fund about ½ the raises over two years but in a way that is sustainable.*
- Lily Panoussi (Classical Studies). What is the percentage of the total global budget in the E&G budget?
- Kitty Preston (Music) remarked that the firewalls around certain components of the budget seem important to the running of the institution. *Such firewalls are a legacy of a state-funded undergraduate institution without a serious commitment to research. This results in a pushback from Richmond and the Board who ask why W&M should use tuition to pay faculty **not** to teach. Most people don't understand how a university works and fail to see how research is integral to teaching.*
- Suzanne Hagedorn (English) expressed frustration over the fact that although Arts and Sciences is the public face of the College, other schools are better funded. A&S should receive a bigger percentage of the pie. *Board members have stated that faculty here are not assertive enough. The faculty need to find their voice and state their case clearly.*
- Larry Ventis (Psychology) inquired about faculty salaries being in the 7th percentile of our peer group, are these data broken down by schools (A&S) or do

they include all TE faculty? *There is no answer, only data from public institutions are published (our peer groups include institutions with Medical Schools, whose faculty earn much higher salaries).*

- Rachel DiNitto (Modern Languages): An internal firewall seems to prevent tuition increases being used for salary raises/research. What can we fund with tuition increases? *We intend to go there.*
- Barbette Spaeth (Classical Studies): A&S should receive more of the tuition money since we teach more. We see none of the tuition money from Business students who take classes in A&S to fulfill GERs.
- John Rio (Modern Languages): The reallocation seems premised on reallocation of money from “retirement savings”, but there aren’t many retirements. What does this mean? *The projection for salary savings is about 300,000 per year. This year we just happen to have 2 million from retirement and unfilled lines.*
- Terry Meyers (English) abjured from mentioning the Athletic Department, a simple solution, but he has already fought that battle and lost. Why are the internal budgetary firewalls maintained and why can’t we change them? *The BoV has final approval of the budget and they ask questions. We need to say clearly that strategic priorities must be base and sustainably funded.* Professor Meyers followed up by asking where the Provost and President are in this process. *This is a politically fraught situation. It is impossible to explain the importance of faculty research, some people just will never get it.*
- Will Hausman (Economics). Do you feel the pressure for a uniform increase in teaching across the board? *Yes.*
- Question about the Dean’s financial advisors, since the Dean’s office is frequently advised by faculty committees peopled by those who are not uniformly good with numbers. *Darlene Campbell is a fine budget manager (general applause for Darlene) and Sam Jones is very forthcoming, and is an ally in this process. Sam Jones believes in the mission of the Institution.*
- Anne Rasmussen (Music) expressed confusion over the role that the Provost is supposed to play. *As the chief academic officer of the Institution, the Provost is in a difficult position (the worst job on campus) in trying to explain what we do to people who do not understand what we do. A politically fraught situation.*
- Kate Slevin interjected that there are frequent private conversations between the Board and the Provost; that the Board is more knowledgeable about the faculty than even a year ago; and that the BoV is far more involved than ever, expecting to have the right to a high level of “interference” and transparency. *Unlike other institutions, we have not cut programs or departments, and those at the top are doing their best to protect the faculty.*
- David Kranbuehl (Chemistry) remarked that percentiles can be misleading and inquired how much of a raise would elevate us to the 50th percentile. *about 10,000 per faculty member.*
- Silvia Tandeciarz (Modern Languages and Literatures) expressed frustration at the irresponsibility of requesting every academic Dean to do the same thing, as if all the colleges have the same resources. What is the appropriate way to communicate our frustration? *The Deans will be talking about reallocations.*

- Joel Schwartz (Government) queried about the faculty raises. Increase base by 2.7 million or increase each faculty salary by 5%?
- Barbette Spaeth (Classical Studies) observed that at other institutions income generated by a school stays in that school. Is this in our interests? *After general rumblings, Dean Tracy suggested that the problem is a complex one and that budgetary matters are so cross-tangled that we must avoid trying to restructure too quickly before we fully understand the interconnections.*

VIII. New Business ?

There was no new business.

The meeting was adjourned at 5:09 pm.

Respectfully Submitted,

Georgia L. Irby, Secretary
Associate Professor of Classical Studies
glirby@wm.edu