

**Faculty of Arts & Sciences**  
**Tuesday, May 7, 2013, 3:30 – 5:00 pm**  
**Commonwealth Auditorium, Sadler Center**

*Dean Kate Conley called the meeting to order at 3:36 pm.*  
*Attendance at the start of the meeting: 52.*

**I. Approval of Minutes of FAS regular meeting on 4/2 and FAS Special Meeting on 4/9**

<http://www.wm.edu/as/facultyresources/fas/minutes/20130402.pdf>  
<http://www.wm.edu/as/facultyresources/fas/minutes/20130409.pdf>

**II. Report of Administrative Officers**

**Provost Michael Halleran reported the following:**

- in five days, I hope all of you will be fully splendid in your regalia and all be processing at Commencement. It is a happy occasion.
- The weather as of today looks pretty good, with a threat of showers on Saturday, and perhaps some clouds on Sunday, but of course weather reports are not worth a hell of a lot.
- As I sometimes say to students you graduate from College only once even if you marry several times.
- BoV adopted a set of policies called “the W&M Promise”:
  - reason for the Promise was not to come up with a complicated tuition study plan so that no one in the outside world could complain about it because they didn’t understand it; the reason for adopting these policies is to get the resources that we need for W&M to thrive.
  - over next three years, significant tuition increases on **incoming** in-state students with a guarantee that for each cohort (Class of ’17, etc.) tuition is frozen (not room and board and other fees). This will help students determine if W&M is financially feasible. One current problem is huge volatility in college tuition (VCU’s recent 25% increase, etc.).
    - increased financial aid and reduced amount of loans students are expected: making W&M a more predictable and affordable college option.
    - could not have scripted a better press reaction. yet there are some voices of dissent amongst out of state families.
    - because in-state students are paying more, out-of-state students are seeing the lowest tuition increase in a decade.
  - We will provide more seats for in-state undergraduates at William & Mary (an additional 150 in-state students phased in over a four-year period, resulting in 300 additional students from Virginia – or an 8% increase in the size of the in-state student body as compared to its size in fall 2010).
  - More money coming in is earmarked for salaries and financial aid.
  - to enable faculty salaries to reach the 60<sup>th</sup> percentile of our SCHEV peers, over a five year period, raises will be granted:
    - Over next five years, salaries for faculty are expected to go up **on average** six percent a year over each of the next five years; staff salaries will go up 4% per year over each of those five years.
    - Per the State’s budget language, all W&M employees whose work is rated at least at the “satisfactory” level will receive a 2% increase across the board to their base salary.

- In addition, each member of the classified staff will receive a \$65/year base salary increase for each year between 5 and 30 years of service. (an almost rococo paradigm, and I suspect this is the last time the committee will do something quite so “interesting”).
  - For operational staff, professionals and professional faculty there will be an additional 2% salary pool, from which supervisors will make their salary increase recommendations.
  - For instructional and research faculty there will be an additional 4% salary pool, from which supervisors will make their salary increase recommendations.
  - this is a good day: this gives families the ability to plan, gives us the ability to plan. The only real difference between public and private institutions is the ability of private schools to plan, while public schools wonder what the state is going to do...
- Merit raises will be computed considering merit scores/contributions over time. Someone has devised an algorithm to compute this (I’ve tried to give the credit to Chris Abelt). This is not a one-off, you don’t want salary increases to be a quadrennial event –it’s not like the World Cup or the Olympics. This should be an annual event.
- two more items then I fade into my seat:
- 8 and 7 salary bumps at the time, as you near retirement. There have been several proposals, and many conversations. The decision has been made to phase this out over a two year period to give faculty enough time to decide to take advantage of the program (no one is required to retire).
- Return to work policy is still in effect, passed in 2006; and Faculty Assembly has committed itself developing an incentive program for retirement.
- Finally one word about the Curriculum Review
  - the Press: e.g., “stories” in the VA Gazette: it’s not a story, it’s a letter, and a cranky letter at that, saying that Provost and the faculty are destroying Western Civilization. The issue is when does it make sense to respond to drivel, and when to leave drivel as drivel, this is a judgment call, and sometimes I wonder why respond to silliness?
  - Where is the support? we do not know the final price tag, but the costs include developmental (new courses; the foundation should be interested in helping here); transitional (it will cost more to run both systems simultaneously for 2 or so years); ongoing (in steady state, what does it cost to run this new curriculum?). The costs of the new curriculum seem reasonable, seem doable, nothing in my discussions with the Dean has been alarming. The new curriculum is not repeating with faculty salaries for resources.

### Questions

- Suzanne Hagedorn (English): regarding an item not in the press releases, but in the Flat Hat: “Vice President for Finance Sam Jones noted that the increase in enrollment will not affect class sizes at the College since the administration plans to increase full-time professor positions at the College to compensate for the enrollment growth.” (<http://flathatnews.com/2013/04/19/bov-adopts-new-financial-model-guarantees-constant-tuition-rate-for-incoming-students/>) What percentage will be tenure track, as opposed to NTE or adjunct? *MH: Sometime ago, the number of faculty needed was calculated at 340. Is this the right number? I don’t know. the Dean will distribute these dollars/positions.*

- Kitty Preston (Music): was the performing arts complex discussed by the BoV? *MH: the Board were so consumed with the Promise that other discussions were small, and I jokingly said afterwards that we could probably use it as opportunity to ask for any darned thing we wanted and have gotten it approved. It was presented in Anna Martin's report, but not discussed at length: the Arts Quarter, as we now call it.*
- Terry Meyers (English): regarding the language about productivity associated with faculty in the Promise, does that have anything to do with differential teaching loads? *MH: It depends. The Board is asking us to figure out how we engage our dual responsibilities of teaching and research. I thought it very important to have language that had flexibility, that would simultaneously satisfy the Board and give us the kind of flexibility we want to develop monies.*

**Dean Kate Conley reported the following seven points to summarize the year in ten minutes:**

1. Curriculum Review: she remains impressed with the lively, productive and exciting debate and with the dedication and engagement of the faculty. The curriculum belongs to the faculty and we have shown our ownership of it through the year's debates and discussions. At the end of the process, we will have a curriculum that lives up to our aspirations. The Dean's office continues to discuss the *technische* of implementation (steps, resources, etc.).
2. Policies have been vetted, clarified, and standardized by the efforts of faculty working groups on:
  - a. the A&S NTE policy to improve working conditions for NTE faculty by improving the contracts we offer. This should help departments and programs with planning and long-term stability. In June, chairs will be asked about raises for NTEs, in the Fall, recommendations for the newly created position of Senior Lecturer will be solicited.
  - b. clarification of stipends for Chairs and Directors and terms of employment – to have transparency and standardization.
  - c. Merit Review (see below).
3. Raises: five years is a long time to wait for standard merit raises. Of the 6% raise pool; 2% is applied across the board. 1% is reserved for the Dean for Tenure, Promotion, and Retention; 3% will be granted according to merit according to a formula that takes into account all five years, equity, and VRS piece, calculated in constant dollars based on the department's merit pool and the faculty member's average merit score over time. This is just a start, and the effect of the raises will be felt slowly, and our collective morale will build slowly.
4. Reallocation. the A&S commitment was to contribute 5% of our ENG over three years. Our deficit has increased (from \$500,000 to \$700,000) because: (1) NTEs replaced a certain quantity of adjuncts (good for departmental stability but more expensive); (2) meeting competing offers for TE and NTE faculty was also expensive. The rest of the reallocation will be paid back over the next four (not two) years, bringing down our annual payments and bringing us closer to an even keel because of the extended payback plan. But we now have start-up for faculty; slightly enhanced M&O budgets; and we foresee a reduction in faculty return to work costs. Hiring continues to be strategic (14 of 24 hiring requests were approved, more than half, and this is a good thing).
5. The W&M Promise makes raises possible for the next five years. Faculty raises remain a priority. The BoV heard our unified message, from the Provost, to the Deans, to the faculty. These raises will be funded by the final approval of the rise of in-state tuition; reallocation (ultimately, we get the money back in the form of faculty raises). In return, we have promised greater efficiency in faculty, staff, and work. How do we meet our commitment to strengthen through innovation and show how efficient we are? Over the next year, some group of faculty (FAC, subset thereof, or working group) will be charged with determining

the best ways to show that we are fulfilling our commitments: (1) how to make visible our invisible work (teaching that occurs outside the classroom., mentoring, one-on-one work with students, collaborative research projects). (2) how to incorporate NTEs more fully and to strike the best balance between TE and NTE faculty to do the best job with the curriculum; and (3) continue to examine the balance between research, teaching, and service, as part of our response to tell the Board how we spend our time. We will communicate to the BoV what we do, how productive it is, how we do it, how much time it takes, and the results of our work (reputation, students, successful faculty).

6. Deans' Venture Fund to invest in faculty development and scholarship through resources (e.g., for book subventions, illustrations, conference travel, and other kinds of research needs not normally captured in grant proposals), with thanks to the Provost.
7. Two Future Working groups (please volunteer):
  - a. an A&S dedicated e-learning (to be chaired by John Griffin) to explore how e-learning enhances the Liberal Arts mission; what are the ways to implement it that we are already or could be using to enhance (not to change or displace) the LA mission (to complement the Provost's working group that explored e-learning in the broader University setting).
  - b. Interdisciplinary Program to better understand how current interdisciplinary programs (with different functionings, histories, levels of resources, etc.) work together, especially as we move towards a new curriculum with such a high focus on interdisciplinarity. There may be some conclusions about best practices that we could bring to bear.
8. a thanks for the support of the faculty who have been so very welcoming and helpful. The Dean has visited 19 departments and programs thus far, and has enjoyed getting to know us. She is looking forward to seeing us at Commencement and seeing how we do that ceremony (W&M does ceremony very well).
9. Reception will follow the meeting in Tidewater A.

#### *Questions*

- Suzanne Hagedorn (English): The Provost implied that 4 or 5 new TEs might be added as a result of expansion in the student body. How will it be determined where the new TE slots will be allocated? *KC: Already of the 14 hires approved for next year, one is incremental, not connected to new students per se, but rather to the St Andrews program (for Government, which is directly involved in the St Andrews program). We are trying to add positions strategically and fill vacant positions. Demands will dictate the allocation, as classes are added because of demand, faculty positions will be added in those areas (e.g., Computer Science is now booming again nationally). Many factors will be taken into account.*

### **III. Report from Faculty Affairs**

Barbette Spaeth: reported the following:

- 5 meetings since the last A&S meeting (April 2).
- Actions included:
  - development of the charge for the new an Ad Hoc Committee on Faculty Awards and Professorships, and recommendations to the Dean of faculty members to serve on this committee.
  - 2 meetings with the Merit Review Committee to discuss and offer suggestions for its report to the faculty today.
  - review of NTE renewal requests from several departments.
  - an email sent to faculty requesting volunteers to serve on FAC appointed committees (A&S and college-wide).

- Discussions with the Dean included:
  - the need to standardize NTE renewal process and for clear departmental policy for reviewing and promoting NTEs.
  - need for clear communication to the faculty regarding plans to allocate funds for raises.
  - “arms length” requirements for outside reviewers of candidates for tenure and promotion: and the need for the implementation of this policy that is not overly restrictive.
  - the implementation of Digital Measures, in particular how the information will be used, what assistance will be given to departments and faculty in entering information into the data base. (See [http://www.wm.edu/as/dean/digital\\_measures/index.php](http://www.wm.edu/as/dean/digital_measures/index.php)).
  - development of the faculty response to W&M Promise, particularly in regard to its call for making invisible faculty work visible and increasing instructional contributions by full time faculty.
  - see further: <http://www.wm.edu/as/facultyresources/committees/facultyaffairs/reports/index.php>

#### **IV. Report from Faculty Assembly**

Suzanne Raitt reported the following:

- discussion with Provost and Bob Scott in trying to figure out the details of the Promise.
- a letter of thanks sent to those involved for passing the Promise.
- the Faculty Assembly will delay their efforts of getting faculty on Board Committees as a new rector, Todd Stottelmyer, is about to take that office in July.
- heard a report from Clay Clemens on the honor code.
- Trotter Hardy has concluded his rewriting of the Intellectual Property Policy, as we start to develop on-line course materials. The new policy will be sent out soon.
- We have been discussing for many years (long before I was born, and certainly before I was on the Faculty Assembly) what to do about Retirement Incentives. On the agenda for next year to dream up a new incentive program (not to replace the 8/7 program) as an addition to the return to work program.
- the report on the faculty survey will be published at the end of May.
- Annual meeting on May 9 for elections.
- Agenda and minutes are on the website:  
<http://www.wm.edu/sites/facultyassembly/minutes/index.php>

#### **V. Report from Nominations & Elections**

Paul Manna: reported the following (after declaring that he would deliver his report where the secretary suggests – she who wins the Nobel prize for writing minutes):

1. April 2013 Elections results:
  - a. Committee on Degrees: M. Brennan Harris (Kinesiology & Health Sciences).
  - b. Faculty Compensation Board: Melissa McInerney (Economics).
  - c. Faculty Hearing Committee: Brian Hulse (Music).
  - d. Nominations and Elections: John Riofrio (Modern Languages & Literatures).
  - e. Nominations and Elections: Amy Oakes (Government); Deenesh Sohoni (Sociology).
  - f. Nominations and Elections: Evgenia Smirni (Computer Science).
2. May 2013 election ballots (we are to vote to approve the following committee chairs):
  - a. Faculty Affairs Committee Chair: Barbette Spaeth (Classical Studies).
  - b. Educational Policy Committee Chair: Diane Shakes (Biology).

3. Leave Replacements (that we know of for next year)
  - a. Faculty Assembly: J.C. Poutsma (Chemistry) will replace Sarah Day (Mathematics), Spring 2014.
  - b. Faculty Assembly: Ron Rapoport (Government) will replace Berhanu Abegaz (Economics), Fall 2013.
  - c. Procedural Review / Personnel Policy Committee: Chris Abelt (Chemistry) will replace Greg Smith (Applied Science), 2013-14.
4. Nominations & Elections committee leadership for 2013-14
  - a. Jennifer Stevens (Psychology): Chair.
  - b. Monica Potkay (English): Ballot Maestro \*the title should be in the by-laws, though it probably is not).
5. A call for volunteers to stand for election: see <http://www.wm.edu/as/facultyresources/committees/index.php> or email Paul Manna ([pmanna@wm.edu](mailto:pmanna@wm.edu)) or Sibel Zandi-Sayek ([ssayek@wm.edu](mailto:ssayek@wm.edu)) with questions.
6. with his term on the committee done, and his last report delivered, Professor Manna gave thanks to all the members of N&E committee for their outstanding work, especially Sibel Zandi-Sayek (ballot maestro). And a special thanks to Trina Garrison in the Dean's Office who has been fabulous, and all of this was made a lot, lot easier because of her efforts.

## VI. Report from Educational Policy Committee

Kim Wheatley reported the following (getting some exercise to come to the stage despite the brevity of her remarks):

- over the course of the year, 19 Friday lunch-time meetings.
- approval of the following:
  - 86 new courses.
  - 123 course changes.
  - 24 curricular changes.
  - 28 GER applications.
- highlights of the year include the approval of:
  - name change for Women's Studies: now Gender, Sexuality and Women's Studies (GSWS).
  - new program: Film and Media Studies, to replace LCST, (FMST).
  - new prefixes: CRWR (Creative Writing), MREN (Med/Ren), PBHL (Public Health).
  - new minor: Creative Writing.
- regular duties were supplemented and enlivened by work on the Curriculum Review (she eschews details as we have another opportunity to discuss the CR tomorrow).
- she offered thanks to the members of the EPC for their amazing hard work and enthusiasm, everyone on the committee behaved with good sense and good humor.
- a special thanks to the three wonderful student members, though not present.
- "This was an extraordinary committee to serve on, and a year that I'll never forget."

see further:

[http://www.wm.edu/as/facultyresources/committees/educationalpolicy/reports/annual\\_report\\_2012\\_2013.pdf](http://www.wm.edu/as/facultyresources/committees/educationalpolicy/reports/annual_report_2012_2013.pdf)

## VII. Report from Merit System Review Committee

Liz Barnes and Joel Schwartz reported the following:

- Departments have a wide range of practices.
- Aim of the report is to preserve, where appropriate, departmental autonomy and flexibility; but also to ensure that faculty are being treated equitably and consistently.
- Particular mention was made of

- #2: counting in a tangible way work outside departments (e.g., study abroad, interdisciplinary programs) – procedures should be clarified in departmental personnel policies and the Dean should require evidence from departments to show that this is being done.
- #10: most departments have flexible division of points (6-6-3 is the norm). we suggest that departments discuss this issue where a flexible division would work better (e.g. tenured faculty should be allowed a different ratio when the normative distribution may be unfair – e.g., for the chair). Standardization: faculty member needs to make the request in advance of the year, in consultation with department and Dean. Points allotted to teaching or research should not fall below 4 or rise above 8, service will not exceed 5 points.
- #14-17: raises – COLA and merit: are separate components and should be treated as such. We propose that fixed merit raises (merit raises) be fixed dollar amounts rather than percentages to award equal productivity with equal dollar not percentage raises within a department. Faculty in the same department with the same merit score should receive the same dollar raise. Equity adjustment = faculty salary not explained by merit over the career. We are in favor of a statistical formula (#16, and Appendix B: the model) to determine where faculty should be relative to other faculty in the same department (e.g., where faculty should be as opposed to where they are as regards pay).

### Questions

- Kitty Preston (Music): regarding flexible scores, do you recommend that this procedure be approved at each step (departmental, Dean, Provost)? **LB:** *yes, to standardize the practice and make the procedure and policy equitable and transparent.*
- Christopher Del Negro (Applied Science): what of faculty who were promoted in a year with no raises but not necessarily reflected in merit? **JS:** *our recommendations are meant to organize a way of thinking about where people should be over time; e.g., look at average merit in a compounded way. This report is not meant to replace judgment nor to be a mechanical exercise.*
- Silvia Tandeciarz (Modern Languages and Literatures): will the raises for NTE faculty accord with this report? And concerning the alternate scale when the normal distribution seems unfair, does being Chair count? Summer School? **LB:** *there is division about summer school, and departments can decide for themselves if an alternative ratio is justified.* **JS:** *there are many reasons to adjust the ratio, e.g., being involved in a SACS review or starting up an ambitious summer program (though the adjusted ratio cannot be justified for maintaining such a program). These should be negotiated on a case by case basis.* **KC:** *in June, Chairs will be asked for recommendations regarding NTE raises.*

## VIII. Recognition of Retiring Faculty

David Holmes (Religious Studies) recognized **Professor Gary DeFotis** (Chemistry) who achieved too much to summarize swiftly. His interests include Music, Art, Art History, select novelists, he routinely reads literary journals, is a world class chess master, and likes to shoot pool. He has been interested in almost everything since an early age. Upon graduating from the University of Chicago with a PhD in Physical Chemistry, he came to W&M in 1980 where he has taught a variety of classes, directed over 100 student projects, and co-authored over 70 articles with students (to say nothing of his independent work). Gary “has had an incredibly consistent record of involving students in research and of seeing them into major graduate programs.” He has been recognized with three major teaching awards, including the Alumni Teaching Association Teaching Award, the Plumeri Award, and the Outstanding Faculty Award of the Commonwealth of Virginia. His lectures are “Carefully constructed ..., meticulous in their clarity... No confusing wording ... always concisely focused on the main scientific point”. He has received the Phi Beta Kappa Award for the advancement of scholarship and has been a Visiting Scientist at world-class research institutes in four countries. Furthermore, his



committee work has been extensive, and few have been more faithful in attending meetings of the College of Arts and Sciences. Gary has consistently displayed “an independence of mind, a willingness to question the PC sacred cows of academia, and a willingness to articulate what [other] people think, but are cowed into not saying.” Gary came to the College at a time in which dedicated faculty worked long hours to bridge the gap between low funding and the goal of keeping America’s second oldest college from being just... another... state ... university. He has continued ... and honored ... that tradition.

Susan Donaldson (English) celebrated and summarized the distinguished accomplishments of her colleague and good friend **Jacquelyn McLendon** (English) who came to W&M from Amherst College in 1992. Jackie was a significant force in the College’s move to a diversified faculty, student body, and curriculum. She modernized the English curriculum through an impressively large number of survey and special topics courses in African American literature. She was instrumental in expanding and deepening the offerings in English. Jackie is to be thanked for the vitality and expansion of the African American Studies program. She is one of the foremost authorities on the Harlem Renaissance, and her *The Politics of Color in the Fiction of Jessie Fauset and Nella Larsen* (University of Virginia Press, 1995) is the authoritative book on Fauset and Larsen and a key factor in the international reputation that Jackie enjoys today, as well as multiple invitations to speak here and abroad. Above all, she is a wonderful colleague and friend, generous to a fault with her time and her expertise. She shares scholarly projects and course proposals with an ever-widening circle of colleagues, written many a letter of recommendation for students and colleagues (including Professor Donaldson) and she still found time for high tea expeditions.

#### **IX. New business.**

there was no new business.

The secretary thanks Trina Garrison and Jeff Herrick for audio recordings, and Professor Holmes for sharing written version of his recognition of Professor DeFotis, – all of which have contributed to the accuracy of these minutes.

*The meeting was adjourned at 5:03 pm.*

Respectfully Submitted,

Georgia L. Irby, Secretary  
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<http://www.endbearfarming.org/en/>

<http://www.fws.gov/endangered/>

[http://action.biologicaldiversity.org/p/dia/action3/common/public/?action\\_KEY=13342](http://action.biologicaldiversity.org/p/dia/action3/common/public/?action_KEY=13342)

[http://www.huffingtonpost.com/2013/05/02/rhinos-mozambique-extinct\\_n\\_3200840.html](http://www.huffingtonpost.com/2013/05/02/rhinos-mozambique-extinct_n_3200840.html)