

MINUTES
Faculty of Arts & Sciences
October 2, 2018, 3:30 – 5:00 pm
Tucker 127A

Dean Kate Conley opened the meeting at 3:34 PM.

Attendance at the start of the meeting: 45.

- I. Approval of minutes from meeting of faculty on September 4th, 2018 - <https://www.wm.edu/as/facultyresources/fas/minutes/20180904.pdf>

- II. Report from Administrative Officers
 - a. Dean Kate Conley
 - i. This semester there have been several notable events:
 1. Tia Brown McNair visited campus from the Association of American Colleges & Universities to hold a workshop entitled “Why inclusion matters?” While on campus, Dr. McNair met with the COLL 199 ad hoc committee, members of the original Race and Race Relations Task Force, and the current A&S council for Diversity and Inclusion. Dr. McNair provided practical advice at the workshop, including that data shows that when faculty are transparent about why an assignment is given, what a student will learn from it, and how it pertains to the larger goal of the course, it makes the students feel more involved in the course and allows for a greater sense of inclusion in the class. Urged the faculty to be vulnerable in the class when sensitive or difficult topics are discussed in order to authorize this in students as well.
 2. William & Mary hosted its first Women’s Weekend. This was an incredible success, modeled partly on examples from across the country, particularly Duke. Our first Women’s Weekend had over 470 participants. This event was organized by alumni for alumni. It was very exciting to have so many women together on campus. Anna Deavere Smith performed a series of interviews that she has conducted across the country from a diverse group of people. Concurrent sessions were held on topics such as marginality, flourishing, health, and leadership. Mary talks, modeled after Ted talks, were given by different women on Sunday morning.
 3. BoV has come for their first of four meetings for the year – new Rector (John Littel) and new president. The BoV initiated a new topic on the sustainability of the university, adopted a process that included sending out PowerPoints ahead of time so the BoV could prepare before coming to campus. There were more closed sessions than usual to allow for efficient work time. Some of the names of committees were changed
 4. President Rowe had the first town hall as a part of her listening campaign, “Thinking Forward”. The first talk was centered around

the Future of Knowledge, and was facilitated by faculty. The facilitators fielded comments from students, staff, faculty, and alumni on meaningful experiences the audience had experienced with teaching and learning and how to have these endure. The next two sessions will be held on Oct. 11 (Work), Oct 23 (Service).

- ii. A&S has had to cut our budget in the amount of \$100,000. The CCPD discussed and endorsed cutting 5% from each program and office. The only other option would be to cut a search and a position. This would have led to a great impact on one department. The CCPD decided that it would be better to share this responsibility across all of A&S. We have received money from the Provost for the COLL, which is where the money has been directed. The COLL curriculum has increased in costs, and this money has been used to hire the necessary faculty to teach these courses. Any extra money that we had in A&S was given back during reallocation. Thanks to reallocation, the university has been able to provide merit raises for faculty over the years, as the state sets the merit pool amount but does not give us the money. No new money came in from the state but the university honored the increases to base salary for promotion. That was over \$100,000 but was a commitment that needed to be honored.
- iii. Tag Day is coming up. This is a campus wide acknowledgement of how we benefit from philanthropy. If you are in a name professorship or an endowed chair, please wear a tag as thank you. A group of faculty will meet next week to plan Tag Day.
- iv. Executive Director for Development in A&, Gerald Bullock, came and talked to CCPD about creating an advancement liaison in every department or program. This comes at the request of Matthew Lambert (Vice President for Advancement). The goal is to have one person they can contact if on the road and meet someone who wants to give money for a specific purpose. The individuals can help inform the best use of money giving for a specific purpose.
- v. A&S has now raised \$92.6 mill towards our overall goal. Next week, the Dean will be traveling to St. Louis with Gerald Bullock to facilitate a Jefferson Dinner on The Liberal Arts at Work.
- vi. The Dean has been asked by the COLL 199 committee to ask all faculty to complete the survey that was sent out via email.

b. Provost Michael Halleran

- i. The Provost is stepping down from this position at the end of the academic year. He has enjoyed this position for 10 years, but this seemed to be a good stopping point. The Provost wanted to allow President Rowe time to conduct an adequate search.
- ii. We had a “Hurrication” last month. This was the right call, but the storm direction was misjudged. Unless there is some further disruption, there is no need to modify the academic calendar.

- iii. The BoV was here last week, and approved two items during their meeting:
 - 1. Japanese Studies Major, as well as a self-designed major
 - 2. MS in Psychological Sciences
- iv. There is a six year plan in which markers are set out. In the preliminary plan that the BoV had not seen, we anticipated increasing in state undergraduate tuition by 6.4%. There was push back against this, as the state gave us \$1.22 million for increasing high demand degrees. The BoV, in approving the six year plan, put this at 5.4% as the upper limit. The vote on in state tuition will take place in November
 - 1. Two large issues will continue to be seen in the legislative session:
 - a. Affordability
 - b. Work force development – a challenge for us. We need to work on defining that expansively. It is not teaching one specific program and then moving directly into a job. We need to explain our Liberal Arts education in light of meeting the state’s needs.
- v. We need to have a better handle on the costs of the things we do. We are aware in aggregate but the Provost wants a better sense of what things cost.
- vi. The Provost also spoke of interest in sharing as much he can on overall budget. His office is trying to develop a common idiom of how our budget currently looks and what would result if we made no changes.
- vii. US News and World Report released their rankings. We moved to being tied for #38. The Reason it matters is that it matters to people who matter to us. If you look historically over last 20 years, schools tend to move in bands, with it being hard to move out of a certain band. The drop occurred because they changed the metrics, making this not an “apples to apples” comparison. There was a letter in the Gazette that said this was a disgrace. US New and World Report Looked at Pell Eligible students and reduced the value where we fair well and increased value of items where we don’t fair well. Large, public institutions benefitted from these changes. All privates suffered as well.
- viii. The Provost made two announcements:
 - 1. The Future of Work forum will be held next Thursday in Tidewater B in the Sadler Center.
 - 2. One of the casualties of Hurrication was that theTack lecture had to be rescheduled. Ann Rasmussen (Music) will be speaking next Tuesday in the Commonwealth Auditorium in the Sadler.
- ix. Questions
 - 1. Suzanne Hagedorn (English) expressed a concern regarding parking on campus. She currently has entered a FOIA request about data the director (Bill Horacio) of parking, as no data was presented about the Presbyterian lot being under utilized. She expressed frustration that all faculty helped pay for the parking lot at Mason School of Business, yet the other side of campus is in

short supply of parking. Suzanne expressed that she hopes to have data by next week and plans to file motion at the next meeting.

- a. The Provost did not know the answer to the question regarding parking. Parking does not report to the Provost, although he appointed the Parking Advisory Committee.
 - b. The Dean indicated the FAC is looking into this issue.
2. John Riofrio (Hispanic Studies) asked about the Gazette article and the doom and gloom around the new COLL curriculum. Is a reassessment of the COLL curriculum after the new ranking from US News and World Report?
 - a. The Provost responded that the new ranking was not a result of the COLL curriculum. Additionally, the Gazette letter writer is not basing his thoughts on this topic.
 3. Silvia Tandeciarz (Modern Literatures and Languages) indicated she was glad for budget conversations to take place but wondering if the Provost can tell us his outlook on the possibility of faculty raises based on merit this year. She also raised a question about where we are in relation to the 60% percentile in our SCHEV peer group.
 - a. The Provost indicated it is a little early to talk about this year, and the legislature indicated for FY2020. Sometimes universities given more latitude, but he doesn't know if that will happen. The question is whether we can we find more resources in our business innovation. The 2% built in. The Provost indicated we are not yet in the 60th percentile.

III. Nominations & Elections (Sal Saporito)

- a. Faculty Assembly (Area I) two-year term beginning immediately after the election.
 - i. Victoria Costa (Philosophy)
 - ii. John Riofrio (Hispanic Studies)
- b. Faculty Assembly (Area II) one-year term beginning immediately after the election.
 - i. Michael Deschenes (Kinesiology & Health Sciences)
 - ii. Christy Porter (Psychological Sciences)

No nominations were added from the floor. The ballot is closed, voting will commence shortly after the meeting and close one week from today.

IV. Report from Faculty Assembly (Jack Martin, Rowan Lockwood, Tom Ward)

- a. Jack Martin (President of Faculty Assembly; Linguistics)
 - i. The Assembly had a retreat in August, and also met last Tuesday with President Rowe to discuss the search for a Provost. The Assembly has created a list faculty and plans to recommend 20-21 faculty to the President for the search committee. Their recommendation is that there be

10 faculty members on the search committee, one from each area of A&S and one from each of the schools.

- ii. The Assembly discussed Bob Scholnick's (English & American Studies) question from the September faculty meeting regarding the search for a new football coach. Tom Ward (Education), John Donahue (Classical Studies), and Jack Martin (Linguistics) met with Athletic Director Samantha Huge to discuss the search. She will be the sole member of the search committee and plans to conduct a closed search. She is willing to state that the university and faculty are concerned with academic rigor when searching for someone to fill the position and will include John Donahue in the process in some way. She was also asked about safety and indicated that football has never been safer.
- iii. The Assembly discussed university wide committees and an effort to increase communication between these committees and faculty. If you have thoughts, please let the Assembly know.
- b. Rowan Lockwood (Geology) & Tom Ward (Vice President of Faculty Assembly; Education)
 - i. Rowan and Tom reported the findings from the Faculty Priority Survey that was conducted by the Academic Affairs Committee. This survey was inspired by the W&M 2026 discussions at the A&S faculty meetings last academic year. The survey was sent out last spring
 - ii. There was a 40% completion rate. The survey respondents matched to our demographics at the college with some overrepresentation of Humanities compared to Natural Sciences
 - iii. There were ten overall categories considered with the top four being focused on for this discussion. These are to strengthen faculty support and retention, enhance research excellence across the university, improve the quality of our teaching and programs, and improve student academic support and retention.
 - iv. The two areas of the most concern in the faculty support and retention area were the topics of salaries and tuition benefits with inclusion across units also being noted as a concern.
 - v. The survey allowed for specific threats to be identified:
 1. Erosion of the unique W&M teacher/scholar model
 2. Creation of an NTE "underclass"
 3. Faculty burnout/retention
 4. Lack of faculty governance
 5. Some perception of administrative and programmatic bloat
 - vi. Possible opportunities were also identified:
 1. Strengthening the core
 2. New programs that leverage W&M's unique model
 3. Promoting well-being on campus
 4. Promoting faculty collegiality and engagement

5. Promoting diversity and inclusion within the faculty and the student body
- vii. Moving forward it is important to make sure that the information from the Assembly is continuously coming back to the faculty.
- viii. The regular three-year survey will be going out this year. Rowan also encouraged faculty to speak at forums as we are being asked about our positions and to engage in the conversation.

V. A conversation with Dr. Katherine Rowe

- a. President Rowe open by indicating that as she is getting to know the university, she is eager to stay curious without forming preconceptions as long as possible. President Rowe wants to hear from the community and reflect back to us what she is hearing and obtain our responses.
- b. When visiting the Faculty Assembly, President Row asked the group to consider what shared governance means at W&M? She has come out of several contexts, some models which work by consensus of the whole and some more hierarchical. The President had a few takeaways from this conversation with the Assembly:
 - i. The importance of being robust in communication. There was a small amount of the 400 A&S faculty at the meeting, which is not as robust as hoped.
 - ii. President Rowe is interested in the linkage of Knowledge, Work and Service in the future of W&M.
 - iii. President Rowe had one ask of the faculty. She requested that experience curiosity and openness for this year, so that we can listen without assuming decisions have already been made. She asked that we all work together to deliberatively. President Rowe will continue to let us know where she sees us in the process.
- c. The President then discussed where we as a university are with respect to thinking about future:
 - i. We are in a generative mode. President Rowe is excited by Faculty Assembly generating and bringing wild ideas to the table. This includes how we might use resources, generate revenue consistent with our mission, deliver on our mission, and suspending some assumptions. One question that she raised was why we are on an agrarian calendar where we leave for the summer. The most active time in the business school, in comparison, are Dec 25th – Jan 10th.
 - ii. With regards to the Future of Knowledge, the President indicated that we are committed to teaching, learning, and research that deepens human connection.
- d. President Rowe also made observations about Faculty Assembly Survey:
 - i. Almost all of the opportunities on the list are in our control but that many are mutually incompatible with resources, specifically human time. She then posed the following questions: are there non-obvious places where

we don't have control? Are there places we don't have control, but we might have influence? Are there items that we want to pull into direct control but haven't at this point?

- ii. With regards to threats, President Rowe made the following comments:
 - 1. There is a theme that is central to these items: We have nostalgia for the past, as if there were a time when these items weren't problems. All of the threats listed are inwardly facing, as if the threats that matter are here. It seems that our important threats are external.
 - 2. One item that is missing is a sustained conversation about what's coming from the outside and looking at items as not just threats but opportunities.

e. Questions –

- i. Silvia Tandeciarz (Modern Languages and Literatures) commented that from threats list, there is a feeling of faculty not being included in the response to external threats. She stated that she thinks it is wonderful that we are being asked to weigh in on the conversation, because there has been a sense across the faculty that we haven't been thinking together. Silvia thanked the President for this opportunity.
 - 1. President Rowe commented that the more diverse the expertise and view around a problem, the better. She indicated that generating solutions through this method produces better and longer lasting solutions to problems. She indicated that she wants to inform the faculty of the financial model in order to demonstrate how much comes in and is spent. One example related to an endowment and understanding that this is for the future, not for right now. President Rowe indicated we need to put more hard stuff on the table. She came here because she thinks what we have is awesome, with regards to the opportunities and challenges surrounding us. We are positioned well because of the combination of programs that we have on campus. President Rowe also indicated that she is greatly in favor of the COLL curriculum and its interdisciplinary nature.
- ii. Deborah Morse (English) commented that she sees that the transformation we hope for is feared to be a disillusion of identity. Deborah was one of the first four fellows in the CLA for the COLL curriculum, and she felt that she was working in a way that served the greater university but now sees herself as spending one day a week with especially interested or gifted students, which does not allow as much time with classes to do communal work. Deborah is particularly concerned that professors may not have time to spend individually with students, particularly those who show true promise for scholarly work.

1. President Rowe last taught three years ago. Each student did a research project at her previous institution. Students with a 2.3-3.3 GPA demonstrated the most change to think in complex ways and deliver this in writing was observed. The path of decreased teaching loads has created a non-tenure track teaching faculty class. President Rowe hopes for the conversations to identify through-lines of items that must be sustained to be W&M as we want this university to exist. We must change in order to preserve what we most value. One of the items is human connection. We need to consider how do we make those connections. Another important item for W&M is sustained undergraduate research. We also value the small university size, but we must consider what is the right size that allows us to deliver on the teacher scholar model.
- f. With regards to the search for a new Provost, President Rowe provided the following information:
 - i. The ideal timeline of this search is to post the position in October, determine who will visit campus in December, hold campus visits in January, and make the appointment by or during the month of February.
 - ii. This will be a closed process, but will have a partially closed nature.
 1. President Rowe indicated the reasoning behind this decision. She indicated that she would not have applied for the job of president if open, as this is not job positive for the individuals' current position. A confidential search gives the strongest pool. This will be partially closed in that there will be a wider circle of confidentiality. If someone opts in to the search, they will need to be present for all three candidates in order to provide robust feedback.
 - iii. As for chairing & the committee for the number two role on campus. This committee needs to be diverse with a mix of faculty and staff with board representation and a student representative. The committee needs to be heterogeneous with regards to the disciplines that are represented. Traditionally, the chair would be the president it is a search for such an important position. This can be a signal of the investment of the president in the role of provost. In listening to the discussion around this, it was clear that Faculty Assembly values the importance of shared governance in putting together this committee. Faculty Assembly has indicated that having a faculty chair sends a strong signal about shared governance. Ann Marie Stock (Modern Languages & Literatures) will chair. President Rowe will join the committee and will have the final decision in naming the new provost.
 1. Jack Martin (Linguistics) asked about the size of the committee.
 - a. President Rowe indicated that the committee will be under 15 members so that there is an ease in scheduling meetings.

2. Liz Barnes (asked about the constitution of committee.
 - a. President Rowe commented that she will decide in consultation with the Assembly as pursuant to the faculty handbook.
- iv. Faculty Assembly provided the following information to the President about the role of Provost:
 1. W&M needs someone who can take our unique attributes and make them work now. A person who can think outside the box and very quickly learn our core values.
 2. W&M needs someone who thinks about strategic complementarity of the different schools and promote whole institution perspective.
 3. Beyond contributing own ideas, the Provost acts as the Chief Innovation Officer. In this role, the individual needs to champion processes of innovation by helping others explore and identify the right problems to solve. They should inspire the community to explore a wide range of ideas and enabling a robust pipeline of possible solutions by the focusing of recourses on those with the most promise.
- v. Comments/Questions:
 1. Suzanne Hagedorn (English) mentioned her motion before this body last year about shared governance. It seems to Suzanne that there is nothing to debate on table, then we are only hearing reports, leading to a lower attendance that might also be associated with low morale. W&M 2026 was not brought to the faculty, leading to many faculty being upset. Suzanne indicated hoping to turn a new page and that she appreciated that the President is listening. Suzanne also expressed that she is frustrated about parking and that many faculty members care about this issue. The morale issue goes to community engagement and collegiality. Suzanne also brought up the idea of a faculty club, as a lunch space or area for faculty and staff to collect.
 - a. President Row noted the result of faculty club request but raised the question of why it would only be faculty. The question of a campus club that is inclusive was mentioned in this exchange as well. President Rowe commented that W&M 2026 was a scoping exercise looking at The Promise and how it played out. One item considered was the question of continuing to raise tuition or looking for other alternatives. W&M 2026 provided data with no decisions being made. The President intends to move forward with this exercise, indicating that if the solutions were easy we would already know the answers. It is exciting that this

institution is posing the difficult question of the scoping exercise.

The meeting was adjourned by Dean Conley at 5:00 PM.

Respectfully submitted,

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Secretary to the Faculty of Arts & Sciences