

Meeting Minutes
Faculty of Arts & Sciences
October 1st, 2019, 3:30 – 5:00 pm
Tucker Hall, 127A

Dean Kate Conley called the meeting to order at 3:30. There were 88 faculty members attending.

I. Approval of minutes from meeting of faculty on Sept 3, 2019.

There was a motion to approve the minutes of the meeting of September 3, which was seconded and passed on a voice vote.

<https://www.wm.edu/as/facultyresources/fas/minutes/20190903.pdf>

II. Report from the Dean (Kate Conley)

Dean Conley said that in lieu of the Provost's report, Provost Agouris and Chon Glover would come to the meeting at 4:30 p.m. to report directly to Arts and Sciences Faculty about strategic planning. She noted that Homecoming celebrations in two weeks would feature an academic showcase with three faculty and their students: Prof. Trent Vinson (History) discussing the commemoration of 300 years of captive Africans; Prof. Margaret Saha (Biology) and students from her research team; and Prof. Mike Tierney (Government) and his students from the Global Research Institute. She thanked departments and programs hosting open houses for alumni.

Dean Conley noted the importance of branding and emphasized that faculty members should use the same name and same letterhead, and that using names other than William & Mary (with the ampersand) could result in problems with rankings. She said that the Wall Street Journal had listed faculty research output as below the national median because of the different names (The College of William & Mary, College of William & Mary, or William and Mary (without ampersand) listed as faculty members' institutional affiliations.

Dean Conley said that she was working on three Planning Budget Requests: 1. Center for Liberal Arts funding for COLL 199. 2. Director of Diversity funding for an administrative assistant. 3. Funding for graduate student health insurance.

Dean Conley stated that there are 22 tenure-track job searches authorized in Arts & Sciences this academic year, for which 20 have active job listings. She said that departments and programs had been sent data from the Office of Institutional Research showing doctoral programs with a high percentage of underrepresented groups. She encouraged departments running searches to consider recruiting from these programs.

Dean Conley said that the Faculty Affairs Committee has been working on the charge for and new standing committee on equity and inclusion that she hoped would be in place by next fall. She encouraged anyone with ideas for this committee's work to contact David Armstrong (Physics), chair of the FAC. She said that the search committee for the new Director of Diversity and Inclusion for Arts & Science had met earlier in the day; members include Shante Hinton (Biology), Chinua Thelwell (History and Africana Studies), John Parman (Economics and CLA), Jennifer Bickham-Mendez (Sociology and Global Studies), Eva Wong (Reves

Center, and Theresa Longo (Charles Center). She noted that Dean Longo, who served on the Arts and Sciences Task Force for Diversity and Inclusion last spring, was on the Arts and Sciences Council on Diversity and Inclusion, and would be serving on the university wide council on Diversity and Inclusion convened by Chon Glover until the newly hired Director of Diversity and Inclusion for Arts & Sciences would take her place.

Dean Conley said that Dean Longo and Dean Janice Zeman have created a new mentorship program for new W&M faculty inviting them to participate in meetings about aspects of W&M and meet in smaller groups with a mentor; the program is for new tenure-eligible faculty, lecturers, and senior lecturers. Last week faculty discussed student and faculty culture at W&M. Mentors include Bev Sher (Chemistry), Sara Menefee (Health Sciences) Elizabeth Harbron (Chemistry), Fabricio Prado (History), and Phil Ressler (Government).

Dean Conley noted that her office had created a new handout for donors that highlighted diversity and inclusion initiatives, including six options: W&M Sure, the Boswell Initiative, the Neurodiversity Initiative, Academic Advising, the CLA, and the Arts & Sciences Annual Fund.

Regarding the Boswell Initiative, Dean Conley said that Cheryl Dickter (Psychology) and Jerry Watkins (History) had taken their Boswell Initial presentation from last spring on the road to an alumni audience in Washington, DC. The program “Inside Out: Neural Pathways and Social Expressions of Otherness” received highly positive feedback. This year, the Boswell Lecture would take place during Homecoming featuring Anne Bolet on queer truckers, steelworkers, and sex workers.

Suzanne Raitt (English) asked if faculty could see inclusion handout. Dean Conley said to write to her to receive a copy; she added that said she realized that she realized that if donors had a handout with options relating to diversity and inclusion, they might be attracted to a different choice than the annual fund.

III. Report from Faculty Affairs Committee (David Armstrong)

Prof. Armstrong noted that the Strategic Planning Forum taking place at the same time as this A&S meeting might have cut into attendance, but told those present that Provost Agouris and Chon Glover would be making the same presentation later in the meeting as they had at the Strategic Planning Forum. He noted that many faculty were perturbed that the next Strategic Planning Forum also conflicts with the next A&S meeting on November 5, but said that he had been assured by Jeremy Martin that that forum would focus on staff issues, and there would be a November 7th meeting on strategic planning to which all faculty are invited.

Besides working on the Diversity and Inclusion committee, the FAC has been reviewing the Flexible Merit Score policy adopted a few years ago. The FAC also gave nominations for faculty to serve on the search committee for the new Arts & Sciences Dean. It was also working on implementation of suggestions by the working group on Joint Appointment Memoranda of Understanding (JAMOU) and had a lively discussion with Dean Conley and Provost Agouris at the last FAC meeting.

He noted that faculty could contact the FAC through email at as-fac@wm.edu and that the FAC would also be holding office hours on October 8, October 28, and November 20 for faculty to discuss any issues that they would like to bring to FAC. He asked for questions.

Silvia Tandeciarez (Modern Languages) asked whether any of the faculty members that FAC had nominated had been asked to serve on the committee. Armstrong replied that three members of the search committee came from the list of suggests that FAC had provided.

Dean Conley observed that the search committee would be reporting later in the meeting and that members of the search firm were attending the meeting.

IV. Report from Faculty Assembly (William Hutton)

Bill Hutton (Classical Studies) reported that the Faculty Assembly had had its first regular meeting last Tuesday. At it, W&M's Athletic Director Samantha Huge discussed her vision, shared highlights of a program review with an outside consulting firm and fielded questions and comments. The Liaison Committee had no presentations for the most recent Board of Visitors meeting but is working on presentations for future meetings. The Faculty Affairs Committee was beginning to process Faculty Survey results, and since it was still open, he encouraged faculty to complete the survey. He added that the Academic Affairs was brainstorming ideas for areas to focus on, including: student evaluations, interdisciplinary teaching across units, e-learning, and assessing the COLL curriculum.

He said that the Committee on Planning and Resources (COPAR) had not yet met but would be meeting toward the end of the month, and that the Provost, Sam Jones, Vice President of Administration, and Amy Sebring, Vice President of Technology would be at the meeting and give a presentation on university-wide parameters for budget development before considering new funding requests earlier in the year.

A faculty member asked whether the Faculty Assembly had followed up on the proposal to form a committee to consider W&M's consensual amorous relations policy. Prof. Hutton noted that a committee had been formed but had not gotten started yet. A faculty member asked about the substance of the Athletic Director's report. Profs. Hutton and Prof. Armstrong said her report had been presented to the BOV and was public. Hutton noted that the report discussed ways that athletics could be improved, including more support for student athletes' academics and encourage people to attend athletic events. Prof. Armstrong noted that the athletics department wanted to win more games and improve their branding.

V. Annual Report from EPC (Elizabeth Harbron)

Prof. Harbron, Chair of the Educational Policy Committee last year presented the EPC's annual report, available in full at:

<https://www.wm.edu/as/facultyresources/committees/educationalpolicy/about/reports/epc-annual-report-2018-19.pdf>

She noted that the EPC uses Curriculog software that houses petitions, and that using it was challenging at first. She encouraged faculty members to reach out to EPC members if they need help.

Prof. Harbron said that the EPC had considered 315 course proposals in the last year, and that nearly 50% of their work was relating to affixing a COLL attribute to existing courses. Most of those proposals related to affixing a COLL 200 attribute to existing courses. She noted that COLL 300 and 400 proposals were also coming in.

Prof. Harbron pointed out the report's recommendations, suggesting that the CLA should help faculty prepare proposals that would sail through the EPC approval process. She noted that in particular, there were problems with proposals for COLL 200 courses that were supposed to be grounded in one domain but reaching out to another, in which the "reaching out" was not well articulated or clearly backed up by the course syllabus, which resulted in a dialogue with faculty member proposing these courses. The EPC therefore recommended that the CLA reach out to faculty to remind them about these COLL 200 requirements. She added that otherwise, it had been a normal, quiet year and referred interested faculty to the full report.

VI. Annual Report from the Center for Liberal Arts (Chris Nemacheck)

Chris Nemacheck (Government, CLA) presented her report, available in full at:

<https://www.wm.edu/as/center-liberal-arts/contactus/reports/2019-cla-annual-report.pdf>

She noted that the CLA was holding workshops for faculty on Curriculog to highlight pedagogical needs and to show how Curriculog works.

She highlighted the CLA's partnership with EPC and said that there would be faculty forums with the CLA and EPC to help faculty develop and modify courses for the COLL curriculum. She said that they had worked with more than 200 faculty members in a variety of formats, including lunch workshops and longer multiday events.

Prof. Nemacheck said that the CLA has developed a partnership with the Teaching and Learning Innovation studio, with CLA Fellows on the advisory team. She also noted the CLA's collaboration with the COLL 199 ad hoc committee, as the EPC moves toward approval of that language. She said that, given faculty concerns about how the proposed COLL 199 requirement might affect the current COLL 300 requirement, the CLA and EPC would be holding faculty forums to discuss these issues and talk about recommendations, and that faculty would be receiving e-mail invitations to participate in discussions on Monday, October 7 and Thursday, October 10.

She thanked some 30 faculty members who had expressed interest in reading and discussion groups relating to COLL 199, and said the CLA would be organizing groups of 5 to 6 people to discuss adaptation of courses.

Hannah Rosen (History) asked Prof. Nemacheck to clarify the intent of forums. She replied that the intent was to discuss questions about the international and cross-cultural component of COLL 300 and how it related to the proposed COLL 199. She noted that CLA had been assessing COLL 300 and surveying faculty; in the course of that review, faculty had expressed significant concerns about the on-campus COLL 300 and whether it was meeting its goals. Sibel Zayek (Art and Art History) mentioned that the International Studies Advisory Committee had also sent a survey about COLL 300 and asked about whether or not the off-campus COLL 300 would be addressed in these forums. Prof. Nemacheck noted that the CLA had set up a working group so that faculty who are working on various version of COLL 300 meet every other week; this working group includes representatives from the Reves Center, Charles Center, CLA, EPC, and ISAC. She said that CLA would be coordinating its efforts with ISAC.

VII. Update on Dean of A&S Search (Liz Allison)

Prof. Allison (Biology), who is chairing the search for the new dean said the search committee had just held its first meeting and had met with the search firm Issacson, Miller. She asked faculty to go to the newly formed web page for the search to see the membership of the committee as well as a link to a form that faculty can fill out regarding the challenges and opportunities facing a new dean as well as commenting on the search process. She said the committee will be reaching out to faculty and holding more listening sessions that she hoped would not overlap with other faculty forums. She then introduced members of the Issacson, Miller staff to discuss the search process.

The Issacson, Miller staff partner in the Washington, DC office said she had worked on the W&M Provost search process. She said the committee had held a launch meeting that morning and had held listening sessions with stakeholder groups. She said that they had heard concerns about the confidentiality of the search process and discussed the importance of finding a balance between candidates' desire for confidentiality and being as transparent as possible. She said that the search process will be similar to the Provost search and that the committee would do a lot of the work in reviewing candidates, but that a group of finalists would be brought to campus and more people would be involved in the process at that point. She said that names of finalists would not be published on a website as that kind of exposure would scare off qualified candidates. She said that candidates would be brought in during the second semester. She asked for questions.

David Feldman (Economics) asked when a prospectus will be in place. She stated that she expected it would be complete by the end of the month. She said listening sessions would focus on the opportunities and challenges for the next dean. She said that Issacson, Miller would draft that document, but it would be approved by the search committee and would be a public document that faculty should share with their networks once it is approved.

David Armstrong (Physics) asked whether around five candidates would be brought to campus. She replied that there would be likely three to five candidates coming to campus.

Suzanne Raitt (English) asked about the recruiting process. She replied that there are four sources for candidates: 1. responses to a posted advertisement, 2. Issacson, Miller's internal database of candidates, 3. outreach and networking, and 4. A research team looking for candidates by contacting deans, associate deans, and department chairs. She noted that the firm runs 300 searches per year and that 70% of which were in higher education.

She then asked for feedback about the search asking faculty what they were looking for in a new dean, and any guidance they could give to the committee.

Anne Rasmussen (Music and Asian Studies) said that with the new arts corridor in progress, she thought the new dean should be a leader in the arts. She noted that W&M needed leadership for its arts quarter and that our neighbors, Christopher Newport University, Old Dominion University, and the University of Richmond and Virginia Commonwealth University, had very nice performing arts series that coordinated the music series, theater series, spoken word series and film series, and people in charge of managing them, instead of having these series coordinated by faculty. Prof. Rasmussen added that W&M used to have a performing arts series funded by approximately \$80,000 per year, that had been cut to \$60,000 before being eliminated in the 2008. She said that the Ewell series run by the music department received about \$12,000 in funding and help from donors. She said that a new dean should consider the arts a priority and think about what an arts center could do for the campus.

Silvia Tandeciarez (Modern Languages) observed that there was some uncertainty about what “whole university thinking” meant; she hoped the new dean could advocate for Arts & Sciences and be a leader for the place of Arts & Sciences within whole university thinking.

Tuska Benes (History) expressed an interest in a dean who has had experience with graduate programs and asked whether all the candidates would come from outside W&M. The search firm representative replied that internal candidates would be treated just like external candidates, and that faculty could nominate them as well as candidates from other universities

Fred Comey (History) asked what would happen at the end of the process. The search firm representative said that the committee would make a recommendation, and at the end of the process, the Provost, with much consultation, would make the decision.

Bill Fisher (Anthropology) expressed his concern that the process would take into account the status of W&M as a public institution in light of general assault on all things public. He said he thought the new leader should be an advocate for public education. The search firm representative said that it was important that the candidate would understand what it means to be a public institution and be able to work with the legislature on the budget and funding issues. She noted that not everyone realizes that W&M is a public university and that the search firm will be educating candidates about that aspect of the institution.

VIII. Strategic Planning: Vision, Mission, Values (Peggy Agouris, Fanchon Glover)

Dean Conley introduced Provost Agouris and Chon Glover, Chief Diversity Officer to discuss strategic planning. Provost Agouris apologized for holding a strategic planning forum at the same time as the A&S meeting and hoped that the compromise of holding a strategic planning discussion within the A&S meeting was satisfactory.

Provost Agouris noted that there appeared to be confusion about “whole institution thinking.” She said that for her, it means that we cannot isolate our own little world from what happens to the whole institution and spoke of the need to support areas that are suffering to ensure a well-rounded education in humanities, social sciences, and sciences. She said that A&S was the most critical part of W&M in terms of its significance for the institution as a whole.

She then presented a series of slides relating to strategic planning. She explained that W&M needs to embark on strategic planning in order to figure out the future of the institution and to bridge the way of operating with our financial model in order to pursue initiatives that are important, and to consider ways to increase W&M’s reputation in the world. She said the goal of the process was that everyone could express ideas in a way that was open and transparent, and that even new members of the community could participate.

Provost Agouris showed a slide illustrating the timeline for the vision, mission, values statements as well as the environmental analysis that the strategic planning steering committee would be undertaking. She said the steering committee would be creating working groups to pursue specific areas. The slide indicated that there would be community forums on September 4, October 1, November 5, and December 10 in the fall, and on January 30, February 12, March 4, and April 8 in the spring, as well as Board of Visitors Meetings on September 24-6, November 20-22, February 5-7, and April 22-24.

She said the planning committee would be seeking feedback on the draft Vision, Mission, Values statement through meetings and through online forms in the hope of finalizing that statement by the next BOV meeting in November. She then introduced Chief Diversity Officer Chon Glover in order to discuss the Vision, Mission, Values statement.

Dr. Glover noted that she was standing in for Ginger Ambler, Vice President of Student Affairs, with whom she was co-chairing a committee to draft a values statement, which W&M had not previously had. The vision statement looks forward to the future; the mission statement explains why W&M exists, and the values statement explains what guides us. The committee researched values statements of many other universities, worked individually, and then met four times. Committee members included former Provost Michael Halleran (Classical Studies), Heather Golden from Advancement, Jaime Settle (Government), and Brendan Boylan '19, former Student Assembly President. The committee adapted a model from Harvard that included a preamble, a list of values and then had a final statement; she thanked the committee for their hard work on the draft.

Dr. Glover said the committee adopted the following principles: they would avoid buzzwords; they would include values that resonated with faculty, staff, and students; they would list values in alphabetical order, not in order of importance, they would use active verbs. They wanted to make the statement sound like W&M's unique territory and bring forward from W&M's key documents, like the student handbook. After this process, they shared their work with 125 different people, including the executive leadership team, the BOV, the FA, the SA, and the strategic planning steering committee. The group was originally charged only to draft the values statement, but the BOV asked to see a draft mission statement as well.

Dr. Glover then introduced the Mission Statement drafting group, including Cathy Forestell (Psychology), Mike Tierney (Government), Roz Hargraves, ACA fellow in the President's Office, and Ellie Thomas '20, Student Assembly VP. She said this group also looked at other universities' mission statements and W&M's current statement, about 425 words, and sought to make the new mission statement more concise.

Prof. Forestell read the draft Vision statement:

"William & Mary redefines the academic community. Building on more than 325 years of reflection, excellence, and innovation, we break the boundaries between research and teaching, student and teacher, living and learning. People come to William & Mary wanting to change the world – and together we do."

Prof. Tierney read the draft Mission statement:

"A preeminent, public research university grounded in the liberal arts and sciences, William & Mary is a vibrant and inclusive learning community. Through close mentoring and collaboration, we advance teaching, generate new knowledge, and expand understanding. We produce creative thinkers, principled leaders, and compassionate global citizens equipped for lives of meaning and distinction. William & Mary convenes great minds and hearts to meet the most pressing needs of our time."

Dr. Glover read the draft Values statement:

"Accomplishing our mission requires that the entire community work together as stewards of the core values that infuse our collective effort:

Belonging. We create a welcoming and caring community that embraces diverse people and perspectives.

Curiosity. We foster an open academic environment that champions intellectual agility and inspires creativity in the discovery, preservation, and advancement of knowledge

Excellence. We aim for extraordinary, recognizing that personal growth and meaningful accomplishment require bold aspirations, courageous risk-taking, and focused effort.

Flourishing. We create conditions that ensure W&M will thrive for all time coming, and we empower those who live, learn, and work here to make choices toward a healthy and

fulfilling life.

Integrity. We are honorable, equitable, trustworthy, and committed to the highest standards of integrity in all that we do.

Respect. We treat one another with mutual respect, recognizing and upholding each person's dignity and worth.

Service. We engage with individuals and communities both near and far, devoting our knowledge, skills, and time to serving the greater good.

William & Mary is a community that fosters deep human connection and strengthens it durably. We reflect on the lessons of history to find imaginative strategies for meeting the challenges of a rapidly-changing world. We engage diverse perspectives and seek wisdom in bridging differences. Together, we are unceasing in our efforts to make a meaningful difference in our community, the state, the nation, and the world.”

Dr. Glover asked faculty to provide feedback in the meeting or via the online form and asked faculty to think about what resonates with them, what is most aspirational, and what sounds like William & Mary. She asked attendees to divide into small groups to discuss these questions before providing feedback. Dr. Glover asked attendees to provide recommendations about wording via the online form before asking for comments.

Christopher Del Negro (Applied Science and Neuroscience) commented that the statements resonated with him, particularly the section about blurring the distinctions between faculty and students and disciplines, which represents an achievement of the new COLL curriculum.

Anne Rasmussen (Music) thanked the committee for their work and wondered about the concern with presenting our face to the world; she said that it sounded like W&M had some kind of inferiority complex. She expressed her group's concern about placing W&M within the larger Williamsburg community in these statements. Also, she wondered whether the statement reflected staff viewpoints. Dr. Glover said that the committee was concerned with drafting a statement that resonated with faculty, staff, and students. In expressing concerns about community outreach, Prof. Rasmussen recounted an anecdote about chaperoning a field trip with Bruton High School students to W&M; the only high school student who had previously visited campus was her own son.

Bill Fisher (Anthropology) wondered about whether we should list what W&M views as the most pressing issues to change the world, and whether people would be skeptical about such a broad statement. Dr. Glover expressed concerns about lists, and whether that would exclude groups or become dated quickly. Prof. Fisher said that climate change, social inequality, war and peace would likely be of continuing concern. Dr. Glover said she would bring that suggestion back to the committee.

Berhanu Abegaz (Economics) said he liked the statements but was concerned that they made it sound that W&M had already accomplished all of these things as opposed to seeking to accomplish them more fully. He said that to him, it sounded more like bragging than aspiring.

Provost Agouris thanked the committee for their hard work on one page of prose and dealing with 100,000 reviewers. She asked faculty to distill their thoughts and submit feedback on these statements.

Finally, Provost Agouris said that President Rowe had asked her to announce that the meetings on November 5 and 7 would discuss the possibility of piloting a more robust summer semester. Provost Agouris noted that this idea came from the faculty and that President Rowe was serious about pursuing it. She said that a Tiger Team worked on this idea last year and had

posted a research report on the Strategic Planning webpage, which she encouraged faculty to read. She said the upcoming forums would offer a “design thinking” challenge to attendees and encouraged faculty to participate. She thanked participants in strategic planning for their work; the faculty applauded.

IX. Adjourn

Dean Conley thanked Provost Agouris and Dr. Glover for their presentation, and asked for a motion to adjourn, which was put forward, seconded, and approved; the meeting adjourned at 5:03 p.m.

Respectfully submitted,

Suzanne Hagedorn (English), Secretary to the Faculty of Arts & Science, 2019-20.