

Minutes
Faculty of Arts & Sciences meeting
4 February 2020, 3:30 to 5 p.m.
Tucker 227A

Dean Kate Conley called the meeting to order at 3:30 p.m.; there were 55 faculty present.

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

Dean Conley asked for a motion that the corrected minutes of the previous meeting, (which had been distributed by e-mail) be approved by the body; a faculty member made the motion, which was seconded and passed on a voice vote.

II. Report from the Provost (Peggy Agouris)

Dean Conley reported that Provost Agouris was in a meeting and would come to the meeting and deliver her report to the faculty at approximately 4:30 p.m.

III. Report from the Dean (Kate Conley)

Dean Conley welcomed the faculty back for the new semester. She said that many departments had been hiring, and that there were six signed acceptances of offers from search candidates, at least one verbal offer out, and one failed search; twenty faculty searches were in still in process.

Dean Conley reported that the search for a new director of diversity and inclusion had been unsuccessful, as the top candidate received a counteroffer from the candidate's home institution. She said that the search, which had been chaired by Jennifer Bickham-Mendez of Sociology, would be relaunched and that she hoped that the same search committee would be able to serve.

Dean Conley noted that Faculty of Arts & Sciences had approved the wording of the COLL 350 requirement at the December faculty meeting and that it was moving toward implementation. She said that the Educational Policy Committee had posted the new guidelines on its website and created a new subcommittee, and the Center for Liberal Arts would be offering a workshop for the requirements. She noted the benefits of CLA workshops, since she herself had taken one for a course that she would be teaching next year and encourage faculty to take the COLL 350 workshops. She said there had been a groundswell of activity around diversity initiatives, with the Chemistry Department hosting Jim Swartz of Grinnell College and W&M and the Williamsburg Library collaborating for the visit of Tommy Orange, the author of *There, There*, the first-year experience book. She added that Claude Steele, the author of *Whistling Vivaldi*, had also returned to W&M for a CLA workshop and other events. She said that she was working through the updated diversity action plans submitted by programs and departments for 2020, and that 2019 action plans were now available.

Dean Conley announced that there would be a 2% budget cut to W&M based on the news currently coming from Richmond, which in A&S would result in a reduction in both instructional and staff positions, since the A&S budget is mostly salaries. She said that she would be working with the Council of Chairs and Program Directors and the Faculty Affairs Committee on which temporary positions would be cut. She added that A&S needed to be

accountable to the university as a whole for our share of the cut and to eliminate nonessentials that could be cut.

Dean Conley said that, in a continuing effort to supplement public funds with private money, she had attended a board meeting in Austin, TX and met with donors; Gerard Bullock of University Advancement, who also made the trip, continued on to Dallas to meet with a donor who gave \$50,000. She said that A&S has raised nearly \$104 million dollars in the For the Bold campaign.

Dean Conley said that she had submitted Planning Budget Requests for A&S and had met with Provost Agouris and Vice President for Finance and Technology Amy Sebring. She said that the budget requests aligned with diversity initiatives, providing staffing and administrative support. Other requests included abatements to graduate students for rising health insurance costs and faculty development funds to support the new COLL 350 requirement.

Dean Conley reminded the faculty that she had sent a message to the A&S listserv asking them to look at the videos on W&M's new Mission, Vision, and Values statements, and encourage faculty to watch them if they had not yet already done so. She noted that the Strategic Planning Steering Committee had drafted three White Papers of five pages each and encouraged faculty members to respond with input on these draft documents by emailing the Provost by February 24th. She then asked for questions and comments.

One faculty member asked when Dean Conley would hear back about the Planning Budget Requests. The Dean indicated that she usually had a response in the spring but that the Board of Visitors would make decisions about the budget in their April meeting. She said that given the budget news from Richmond, she was not optimistic about the prospect of raises or a merit pool and noted that A&S has not had salary equity adjustments for the last two years.

Silvia Tandeciarz (Modern Languages) asked whether Provost Agouris would be able to say more about the raise situation. Dean Conley noted that the Financial Affairs report would be at the next meeting of the Board of Visitors on Friday, February 7, and that faculty could attend. Prof. Tandeciarz also said that Modern Languages faculty had discussed the strategic planning white papers and that faculty felt alarm about the lack of representation of the humanities in the report on Research and Innovation working group in particular and wondered about the most effective way to express this concern. Dean Conley noted that it was very important that faculty write to Provost Agouris with their concerns, adding that both the provost and president remain committed to a liberal arts education that provides students with a balanced education across all disciplines and fields. Prof. Tandeciarz encouraged concerned faculty in the arts and humanities to share their views with the administration. Dean Conley said that Richmond had given W&M a great deal of money to invest in high-demand technical degree programs but had decided to cut basic funding. She noted the importance of private giving and encouraged faculty and departments to reach out to their alumni and encourage them to give to a them funds to departments that would support faculty research and teaching initiatives. She noted that the A&S Annual fund has expanded and can also provide support.

Anne Rasmussen (Music) asked for an update on the performing arts construction project. Dean Conley replied that the construction on the arts quarter had been suspended because the original contractor had been fired and a new company had been identified to rebuild Phi Beta Kappa Hall. She said that during the delay, the cost of construction supplies has gone up, which means that W&M has gone back to Richmond to ask the General Assembly for more money to fund the project. She said that she did not think there was a delay in renovating the music building, and that she had been told that everything would be ready next fall, but that the

Dean's Office was nevertheless planning for the likelihood that there would need to be extended access to swing space. She added that she had heard wonderful things about the new company taking over the project and expressed optimism that once the project started up again, it would be completed fairly quickly.

IV. Nominations and Elections (Ryan Vinroot and William Fisher):

On behalf of the committee, Ryan Vinroot (Mathematics) announced the following winners in the last month's elections: For seats on the International Studies Advisory Committee Victoria Costa (Philosophy) won the election for the Area I seat and Jordan Walk (Chemistry) was elected to the Area III seat. Peter McHenry (Economics) was elected to the seat representing Area II on the Faculty Affairs Committee.

Prof. Vinroot announced that the following elections, listed on the agenda, were open for further nominations from the floor:

Committee for Faculty Awards, Prizes, and Professorships, Area II:
Brian Blouet (Government) and Harvey Langholtz (Psychological Sciences)

Committee for Faculty Awards, Prizes, and Professorships, Area III:
Vladimir Bolotnikov (Mathematics) and Andreas Stathopoulos (Computer Science)

Procedural Review Committee/Personnel Policy Committee: Area III:
J. C. Poutsma (Chemistry) and Charles Johnson (Mathematics)
Here, Prof. Vinroot noted that the candidates differed from those listed on the agenda.

Faculty Assembly/Faculty Affairs Committee Joint position, Area I:
Catherine Levesque (Art & Art History) and Gayle Murchison (Music)

Faculty Assembly, Area II:
Brennan Harris (Health Sciences) and Michelle Lelievre (Anthropology)

Faculty Assembly, Area III:
Harmony Dangleish (Biology) and Pieter Peers (Computer Science)

He further noted that one of the elections is a 3-way race where the winner will serve a 3-year term and the runner-up will serve a 2-year term:

Faculty Assembly, Area I:
Alexander Angelov (Religious Studies), Anne Rasmussen (Music), and
Nicole Santiago (Art & Art History)

Hearing no additional nominations from the floor, Prof. Vinroot noted that next month, the committee would be holding an elections for Area I, II and III for the Educational Policy Committee, the Retention, Promotion, Tenure Committee (Area I and Area III), election for the Committee on Academic Status (Area I and an open area election). He encouraged interested faculty to nominate themselves and said a call for nominations would be going out.

V. Report from Educational Policy Committee (Tuska Benes)

Tuska Benes reported that if faculty wish new courses to be included during pre-registration, they must be submitted to Curriculog by February 28th and to appear on the first day of the registration period, they must be submitted by March 19th. She said that April 23rd would be the deadline for approving all fall courses and reminded faculty members that they need to have new course proposals approved by their departments or programs before EPC members would see it.

Prof. Benes said the EPC was discussing plans for changes to COLL 300 and noted concerns about the potential overlap with the newly adopted COLL 350. She said the committee wanted to distinguish these two requirements by internationalizing the COLL 300 requirement so that it would address issues and themes that take up both cross-cultural and global issues. She added that the EPC would be making a thorough review of COLL 300 in order to respond to various concerns expressed by both faculty and students about how the on-campus version of this requirement currently works.

Prof. Benes said that there had been difficulty in providing enough seats for students who wanted to complete their COLL 300 requirement at W&M. She noted that in creating the on-campus COLL 300 courses, there was a cumbersome process of aligning courses with themes, and that as a result faculty were reluctant to offer them. She said that COLL 300 received the worst marks from the students who had fulfilled this requirement on campus. She said that students were meeting the goals of COLL 300 on campus, but in piecemeal ways. She added that the EPC intends to propose more substantial changes to COLL 300 that would happen quickly and that would coincide with the new version of COLL 350. She added that the EPC would be presenting revised COLL 300 language, most likely at the April faculty meeting.

Prof. Benes said that a working group organized by the EPC had been assessing the COLL 300 requirement; she issued an open invitation to all faculty interested in international issues to work on this requirement, asking that they scan the present curriculum for issues that might align with a revised COLL 300 requirement. She noted that the working group would be working on the vision for a revised COLL 300 requirement. She noted that the working group does not intend to change the existing study abroad option for COLL 300. She said the committee wants to insist on the internationalization of the COLL 300 that can be both cross-cultural and global. She noted that there will be a need for changes to current W&M in Washington, DC program courses, and that those courses with a domestic policy focus could be reoriented to the new COLL 350 requirement, while some could retain their designation as Coll 300.

In terms of changing the on-campus COLL 300, Prof. Benes noted that the EPC would be considering the decentralization of programming and resource allocation. She said that the existing speakers series would be eliminated. Instead of having faculty submit proposals for themes and speakers, faculty could be supported in bringing speakers on an individual basis, though they would be encouraged to cluster their courses with other faculty so that classes might share visiting speakers. She noted that bringing more faculty into the COLL 300 requirement could encourage inclusivity, and that the EPC hoped to bring as many internationally-focused courses as possible within the COLL 300. She said that the EPC wants to see courses that include person-to-person contact and self-reflection as part of the overlay of skills. She noted that proposed revisions would go before the working group very quickly and encouraged faculty to e-mail her to suggest revisions. She said there would be a faculty forum on proposed changes

to discuss feedback and that EPC hoped to present new language in April. She asked for questions.

Prof. Tandeciarz asked who was serving on the committee. Prof. Benes listed the current membership: herself, Ben Boone (Center for Liberal Arts), Jennifer Bickham-Mendez (Sociology), Berhanu Abegaz (Economics), Fabricio Prado (History), Amy Quark (Sociology), Brendan Harris (Health Sciences), and Chuck Bailey (Geology). Deborah Morse (English) noted that she had been involved with the pre-pilot of COLL 300 and suggested that someone involved with the initial group of CLA fellows should be involved in the working group. She mentioned that a group of faculty had been involved in planning workshops and forums on the COLL 300 when it was first launched and suggested that the EPC consult them in its work on this requirement.

Prof. Benes said that the initial conception of the requirement had included standalone COLL 300 courses not connected to the speakers series, but that had not worked, since it depended on the hiring of additional faculty to teach these courses. In response to a question about student reaction to the current COLL 300 versus study abroad and study away, she asked Ben Boone (CLA) to respond, and he replied that the study showed that the student satisfaction with on the on-campus COLL 300 was markedly lower than students who fulfilled the requirement with study abroad or study away experiences.

Suzanne Hagedorn (English) asked whether an on-campus course that included a trip abroad would still fulfill the requirement. Prof. Benes replied that it would, as long as it included person-to-person contact. She said Modern Languages was developing a program to fulfill COLL 300 through the Language Houses. Silva Tandeciarz says that she felt sad at eliminating the visiting speakers series, which had a palpable effect on campus community that was positive for faculty, and wondered whether there might be an intermediate step. She also noted that having all instructors inviting their own guest speakers could be cost-prohibitive. Prof. Benes replied that the EPC envisioned the possibility of a smaller version of the current speaker series with a cluster of courses. She noted that faculty had already agreed to vote the number of speakers in the series down from three to two to free up funds so that individual instructors could invite speakers from abroad. She also noted the possibility of using virtual technology to engage speakers without bringing people from abroad.

David Armstrong (Physics) noted that if foreign students studying at W&M were exempted from the COLL 300 requirement and asked to do some kind of analytical or writing assignment, it might free up seats in the on-campus COLL 300. Prof. Benes replied that veterans who served abroad and students who did internships abroad and took a special course would be exempted from the COLL 300 requirement. Prof. Tandeciarz expressed concern about whether W&M had adequate funding to to implement COLL 300 as initially conceived, noting that a Mellon Grant had funded the COLL curriculum initially. She asked about whether financial constraints were driving this review process. Prof. Benes replied that the EPC was not motivated by financial concerns.

VI. Annual Report from ISAC (Seth Aubin and Amy Quark)

Seth Aubin (Physics) presented the annual report from the International Studies Advisory Committee, noting that it specialized in the oversight of all things international. (See the full report at https://www.wm.edu/as/facultyresources/committees/international/documents/annual_report-2018-19.pdf) Prof. Aubin said that in the fall the committee focused on oversight of study abroad

and study away programs, reviewing them and selecting a new director for the Beijing program. The committee also updated bylaws and undertook an initiative to recruit more faculty from STEM disciplines as well as underrepresented students. He noted that the committee had also done some study abroad program development preparation for the Winter Term of 2021, which would feature shorter and more intense programs. He said that the committee also discussed developing a St. Andrews summer program that was inclined toward STEM disciplines.

Prof. Aubin reported that in Spring 2019, in addition to its regular activities, the committee had focused on recruiting STEM faculty to study abroad programs and had investigated why STEM students and courses were so underrepresented in these programs. The committee made an effort to recruit STEM faculty for the programs with a recruitment talk and an e-mail campaign. As a result, three faculty program directors from STEM had been selected for Summer 2020 Study Abroad programs.

Amy Quark (Sociology) noted that apart from its role in overseeing Study Abroad programs, ISAS also focused on faculty governance and to advise the Faculty Affairs Committee and the Dean on international priorities. She said the committee had undertaken a survey of chairs and program directors on international priorities in relation to strategic planning, the dean search in Arts & Sciences, and ongoing COLL 300 discussions. She noted that units varied in their identification of global and international studies as a strategic priority, but generally agreed that having a global reputation is important, and that they had suggested a range of innovative strategies to sharpen W&M's leadership in this area. She said that many units noted that they were overstressed by current international engagements and were having difficulty securing sustainable and stable funding for their initiatives. She said the committee was working with the EPC and CLA on COLL 300 discussions and added that there would be a short survey regarding the Winter Study Abroad session in a couple of weeks. She asked for questions.

Marc Sher (Physics) asked if study abroad programs in China had been affected by the Coronavirus outbreak. Prof. Quark replied that some study abroad had already been canceled and students had been brought back but was unsure of the status of the summer program. Prof. Hagedorn asked the committee to say more about the STEM program at St. Andrews. Prof. Quark said that one W&M faculty member and two St. Andrews faculty would be participating this summer and that one of the Andrews Faculty was from a STEM field. Teresa Longo (Charles Center) noted that she served on ISAC ex officio and clarified that the St. Andrews program was not solely a STEM program but welcomed a flow of faculty and student from all disciplines. Fred Corney (History) noted that he was the W&M faculty member and, as an Englishman, would be teaching a class on Scottish culture. Prof. Fisher asked whether students would receive COLL 300 credit for a physics class taken abroad. Prof. Aubin and Prof. Quark clarified that no study abroad program would only offer STEM courses, and that the COLL 300 was awarded for the whole package, including field trips, and not just a single course. Prof. Aubin gave the example of a class on English astronomers taught in the Cambridge program that visited observatories.

VII. Report from the Faculty Affairs Committee (David Armstrong)

Prof. Armstrong announced that the FAC would hold office hours so that faculty who want to raise concerns about issues could do so privately. He said he and Martin Gallivan (Anthropology) would be at the first office hour on February 10, and announced other office hours on March 3 and April 8. The FAC will send out e-mail reminders of these dates; Prof. Armstrong noted that the FAC had held interesting discussions with people raising intriguing points at these meetings.

He noted that the strategic planning white papers would form the core of administrative decision making. He said that we do not expect to have substantial new resources for W&M in the future, so new initiatives will come as other things are reduced or phased out. He said that the white papers give an idea of new initiatives that are under consideration, but if faculty see things that are missing—threats or opportunities, please relay them to strategic planning. He observed that by the end of the semester various tracks would be defined for future planning. He also noted that it was very clear to him that the administrative leadership thinks that faculty are very slow to respond or resistant to change and that faculty governance structures are like moving through molasses; the administration may push to do things with more alacrity, and it would incumbent on faculty to push back where they deemed it necessary for a more thoughtful and deliberative process. He said that we don't want to lose the core of things that W&M does well and encouraged faculty to participate so that their voices were heard in the process.

Prof. Armstrong reported on the FAC's review of the Flexible Merit policy, adopted February 4, 2014. Under this policy, faculty can choose to weigh teaching more heavily in their merit review provided that they agree to increased teaching responsibilities. This policy was adopted in response to the W&M Promise; the Board of Visitors wanted to see increased teaching power. The policy was supposed to be evaluated in three years; this evaluation had not yet been done, and so it was evaluated by the FAC.

In an addendum to this policy, adopted by the Dean, any tenured faculty member whose research activity falls below the department or program's definition of research active will be required to teach an additional course and those faculty members could choose to re-weight their merit scores. Last fall, the FAC asked Department Chairs for feedback on how many people were making use of this program, how much additional teaching it provided, and whether it affected research productivity. Only nine faculty out of 400 had made use of the program, and some had made use of it for only a single year; five faculty were using it more regularly. The average additional courses due to this program are five; there is no effect seen on research productivity or student satisfaction. The conclusion is that it has been harmless; despite consternation among the faculty when this policy was adopted that it might drive sweeping changes, it has had little effect. He noted that some departments had not ever created their own guidelines on the Flexible Merit policy and that they would be reminded to do so.

Finally, Prof. Armstrong noted that faculty had received an e-mail from Human Resources about their total compensation package the previous Friday; the FAC received complaints from faculty members who were not pleased by the tone of the message. He said that the message came from the new head of HR and was not spam and that the FAC would invite Chris Lee, the new director of HR, to discuss the feedback that it had received. He noted that some faculty objected to what they perceived as an editorializing tone letting them know that they were well paid and thus that they should not object if there were no raises next year.

Prof. Armstrong asked whether there were questions. Prof. Tandeciarz asked whether increased teaching resulted from a faculty member being declared research inactive for three years. He said that the chairs did not relay any cases to FAC, but that did not mean that there were not any. Prof. Hagedorn noted that this policy had been adopted in response to the W&M Promise which had been revised and asked about changes to the Promise. Prof. Armstrong suggested that she ask the Provost, but noted that the expectation was that there would be limited tuition increases capped at 3% per year, with no cap on fees.

II. Report of the Provost (Peggy Agouris)—delayed from earlier in the meeting.

Provost Agouris apologized for not being able to deliver her report at the beginning of the meeting as originally scheduled. She said that the strategic planning process was ongoing and that it was at the end of the second phase. The first phase was adopting the vision, mission, values statements, which had been approved by the State Council on Higher Education in Virginia and the Board of Visitors. She noted that the second phase was an “environmental scan” to capture the circumstances, constraints, and challenges of higher education and our community and that this phase was nearly complete. There were three subcommittees formed on teaching and learning, research and innovation and flourishing. The subcommittees conducted at least ten interviews, had outside reading and came up with three white papers, which should not be viewed as a final product. She emphasized that the white papers were drafts and chairs and program directors should reach out to faculty and staff members to discuss them. The next phase is to distill trends and threads that are emerging. She said the strategic planning steering committee and the president’s cabinet had a discussion of the white papers and had a conversation about what this means for W&M and what the next steps will be. She said that there would be new drafts of the papers and encouraged faculty to become engaged with the strategic planning process. She then asked for questions.

Prof. Hagedorn asked about the newly announced renovation plan for Kaplan Arena; Provost Agouris replied that she did not know much about it. Prof. Hagedorn noted that media reports said that the project would cost \$57 million but that only \$41 had been “committed” from private sources. She asked where the rest of the money would be coming from—the state or private donors. Provost Agouris was unsure; Prof. Armstrong noted that Sam Huge, the Athletics Director, would be at the next faculty meeting and could probably answer those questions.

Prof. Agouris provided an update on the dean search, which is quickly approaching the semifinalist phase. She said that twelve semifinalists were interviewed in person and also met with her; three finalists would be coming to campus starting on February 11. She noted that it was not a fully open search, but a hybrid. She hoped that, if the candidates had all visited by February 20, the new dean would be announced by early March. She said she was impressed with the search committee and with all the finalists. She noted that it was a diverse pool of candidates and that at least one of them has an offer of a deanship at another institution. She once more asked for questions.

Prof. Abegaz asked whether there would be any pay raises for faculty financed out of college resources. Provost Agouris chuckled; she replied that she did not know about this year and we would have to wait and see, but that she was hoping that common sense would prevail and that there would be raises funded by both the Commonwealth and by W&M.

Francis Tanglao Aguas (Asian-American Studies and Theatre) noted that the W&M Promise was no more but wanted to know what the new strategy would be with regard to faculty raises. Provost Agouris replied that there was not a fully baked plan yet, but that the Board of Visitors needed to get on board with a more organized approach going forward. She noted that Amy Sebring had given a presentation to the Board about budget and that the budget had not yet been communicated to the faculty but would be; right now, the focus was on future financial sustainability.

Prof. Tandeciarz noted that W&M had gone for several years without a merit pool for raises, and that across the board raises voted by the Commonwealth did not permit departments to address retention issues and inversion issues, which were becoming increasingly difficult. She noted that hiring, inversion, and compression issues were problematic. Provost Agouris noted

that this decision had been made by the state. She added that the president has asked the Commonwealth that if raises do come, they will be coming with no strings attached so that we can have a merit pool. Provost Agouris noted that even that would not fix the problem but they would do their best to do so.

VIII. Report from Faculty Assembly (Josh Burk)

Joshua Burk (Psychological Sciences) reported that Faculty Assembly had met twice since his last report and that Carrie Cooper, Dean of Libraries had spoken to Faculty Assembly to encourage faculty to stay in touch with their library liaison to discuss affordable textbooks and a new way of tracking faculty research publications. He noted that a handbook revision working group was drafting revisions to the Faculty Handbook regarding policies on interim suspension and accommodation of disabilities and was discussing these changes with university counsel. Finally, he said that the Assembly had heard a presentation from Tim Wolf, Henry Broaddus, and Amy Sebring describing W&M budget's outlook as fairly poor if we keep doing what we are currently doing. He said the administrators said that tuition had been increased as much as possible, so they were looking at the possibility of expanding enrollment. One proposal that was discussed was increasing the size of the student body by 150 students per year over a four-year window.

IX. Adjournment.

Dean Conley concluded the meeting by saying that she was encouraged by comments that the Provost had made about the possibility of a merit pool for raises. She asked for a motion to adjourn, which was made, seconded and passed. The meeting ended at 5 p.m.

Respectfully Submitted,
Suzanne Hagedorn, Secretary to the Faculty of Arts and Sciences