

**MINUTES**  
**Faculty of Arts & Sciences**  
**December 1, 2020, 3:30 – 5:00 pm**  
**Via Zoom teleconference**

The Dean of Arts & Sciences, Maria Donoghue Velleca, called the meeting to order at 3:30 p.m., with 114 faculty virtually present.

**I. Approval of minutes from meetings of faculty on October 6, 2020 and November 10, 2020**

The minutes from these meetings were approved with the following correction: the International Studies Committee will be corrected to the International Studies Advisory Committee.

**II. Report from Provost Peggy Agouris**

Provost Agouris expressed gratitude for the fall semester, and said she was moving to plan for the spring. She said she was uncertain as to whether vaccines would make a difference in plans for spring. She added that William & Mary should be able to get out of the financial crisis in better shape than had initially been anticipated. She noted the continuing need for flexibility and compassion in the spring semester and asked for questions.

Annie Blazer (Religious Studies) asked about the pass/fail policy for the spring semester; Provost Agouris said it would be the same as the fall semester. Suzanne Hagedorn (English) noted that the Board of Visitors had just approved a \$75,000 bonus for President Rowe at its most recent meeting and wondered whether there would be any raises for faculty this year. Provost Agouris noted that she was not receiving a bonus and said that the President's bonus is part of her contract. She added the Board of Visitors was supposed to confirm the bonus in the summer but determined it would be better to wait. She added that the President, Provost, and Chief Operating Officer had all taken salary cuts, and that the typical compensation package for a university president includes a salary and a bonus. Prof. Hagedorn followed up by asking whether there would be a raise pool for faculty and staff in the coming year. Provost Agouris replied that it would depend on Virginia's General Assembly. Gayle Murchison (Music) asked about planning for the fall semester. Provost Agouris said that she hopes W&M will be fully back to in-person classes, but there is no certainty right now. Anne Rasmussen (Music) asked for update on construction in the Arts Quarter. Provost Agouris said that construction was on track, and Dean Velleca added that completion was expected by Fall 2022. Provost Agouris concluded by encouraging faculty to rest and recharge

**III. Interim Director of Athletics Jeremy Martin**

Jeremy Martin, Interim Director of Athletics, offered a timeline of the recent changes in W&M's athletics program. He began in his position on October 6 after the departure of Athletics Director Samantha Huge, and was asked to review the decision to cancel seven athletics teams on September 3. He said that he met with various people, including Faculty Assembly and engaged in a series of moderated community discussions. He said that W&M received the notice of an intent to file a lawsuit on behalf of the cancelled women's teams, which led to an immediate review of those teams and their subsequent reinstatement. He noted the challenge of Title IX compliance and said different people view equity differently. He stressed

his commitment to women's athletics, adding that he had begun his career as a women's college basketball coach.

Dr. Martin emphasized the importance of budget stability for W&M's athletics program and that it depends heavily on annual giving. He stressed the importance of pursuing excellence within NCAA Division I. He said that on November 4, he recommended the reinstatement of the cancelled men's athletics programs to President Rowe, and that he had set definitive fundraising goals for all of these teams, since W&M needed to raise \$4 million for athletics in order to have a balanced budget. He said that by Fall 2021, he expected to complete review of equity in athletics. He noted that 34% of the Athletics budget was spent on scholarships, and that these funds are paid directly to Arts & Sciences. He asked for questions.

Prof. Hagedorn asked about the financing of the football fieldhouse, and whether the student fee would be reduced in view of the recent refinancing of that debt. He clarified that the question related to the Laycock Center and said that the building had been predominantly financed through donor support. He said he did not believe that the fee that students pay per semester would be discontinued, though it is possible that the amount might change. David Armstrong (Physics) noted the "firewall" between using tuition revenue and auxiliary services. Prof. Hagedorn asked where the money that W&M agreed to pay for the legal fees for the Title IX lawsuit would come from. Dr. Martin said he was not sure but would check with Chief Financial Officer Amy Sebring. Dean Donoghue Velleca thanked him for coming to the meeting.

#### **IV. Report from the Dean (Maria Donoghue Velleca).**

Dean Donoghue Velleca said she was happy to be finishing her move to Williamsburg. She thanked faculty for their work during the past semester. She noted that she was starting sustainable curriculum work in Arts & Sciences and that her staff had gone through course catalogs to review degree requirements and would be looking at how faculty time is used in instruction. She thanked the contact deans for their work and said that it would be proceeding in December and January.

Dean Donoghue Velleca said that there was a 2% budget decrease for A&S, which resulted in a stringent cut in the Maintenance & Operations budget, the non-labor portion of the budget for A&S. She said that as a result, she decided not to fill some positions. She added that she had been asked to plan for a 5% additional decrease for 2021-22. She said that even though W&M had maintained roughly the same number of students, the ratio of in-state to out-of-state students had shifted and that W&M received more revenue from out-of-state and international students. She said that in Spring 2021, W&M would enroll 170 new true freshmen, both in-state and out-of-state. As Prof. Armstrong has previously mentioned, Virginia's General Assembly allowed for the mixing of tuition and auxiliary budgets in Fiscal Years 2021 and 2022, which meant that funds could be used for housing and dining. She said that she had to identify \$4 million in savings for A&S. As a result, vacant tenure-eligible positions were generally not being filled. She said that she had put hiring request to the provost, and that positions that had been approved were all funded by endowments or gifts or were state-funded for specific degrees. She noted that there had been voluntary salary reductions by faculty and administrators, and said that endowed and gift funds were being used in different ways. She said there would be no new contracts for some Non-Tenure Eligible Faculty. She noted that she would be examining administrative support broadly, adding that A&S runs a tight ship and has the lowest ratio of faculty to staff of any unit in W&M. She noted that the current A&S budget is 97%

compensation. Dean Donoghue Velleca said that the administration was sensitive to the concerns of NTE faculty and will think about how it will be answering questions regarding contracts for NTE faculty contracts expiring in 2021, communicating with those affected first.

Finally, Dean Donoghue Velleca noted that the A&S Faculty Affairs Committee had appointed a new committee on Diversity, Equity, and Inclusion, which would serve as a search committee for a new dean. She asked for questions from the faculty; seeing none, she encouraged faculty to send her email at any time, particularly if they could suggest other ways of balancing the budget

#### **V. Report from the Educational Policy Committee (Tuska Benes)**

Tuska Benes (History) shared the 2019-2020 EPC Report, which appears in full at: [https://www.wm.edu/as/facultyresources/committees/educationalpolicy/about/reports/annual\\_report\\_2019-20.pdf](https://www.wm.edu/as/facultyresources/committees/educationalpolicy/about/reports/annual_report_2019-20.pdf) She said that W&M's undergraduate curriculum is vibrant and responsive. She noted the change to require 9 credits of COLL 200 coursework instead of 12 and that 9 credits are now required in additional domain credits rather than 6. She also noted the creation of a new requirement focusing on diversity, equity, and inclusion and the creation of a new military science minor. She said that the EPC had granted fewer attributes to courses than in the past, perhaps due to interruption of the spring semester. She noted that the EPC granted credit to on-campus courses to fulfill COLL 300, as well as summer classes that included videos from previous on-campus COLL 300 courses. Due to the pandemic, the EPC's discussion of how COLL 300 relates to 350 had been halted. She thanked the faculty members going off the EPC, Randy Coleman (Chemistry), Brian Kreydatus (Art & Art History), and John Charles (Kinesiology & Health Sciences) as well as Chris Nemachuck, and Ben Boone of the Center for Liberal Arts. Josh Erlich (Physics) thanked Prof. Benes and added that there would be a review of the COLL 300s in the spring with input from the International Studies Advisory Committee (ISAC), the CLA and other stakeholders. He noted that the objective is to bring revisions to the COLL curriculum to a vote in March.

#### **VI. Report from Academic Advising (Tom Linneman)**

Tom Linneman (Sociology), the Faculty Director of Academic Advising, thanked Elizabeth Harbron (Chemistry), who stepped into his role, and the staff of Academic Advising, which had been holding appointments with juniors and seniors who need advice. The Academic Advising Office works with students to prepare for petitions. He noted that Shelly Lorenzo, Associate Director of Academic Advising had started a podcast to respond to Zoom fatigue to help students. He congratulated Anya Lunden (Linguistics), who had won the Advisor of the Year Award at W&M for winning a national award for her work as a faculty advisor.

Prof. Linneman said that the Academic Advising staff had been using Zoom before it was customary; he thought online training sessions for advisors had gone very well. He said that data analysis of midterm grades showed that grades of unsatisfactory or marginal were concentrated within a smaller group of students than previously. Since the spring semester registration period was moved to the second week of December, faculty are currently in the midst of advising period. Prof. Linneman thanked faculty advisors for holding advising meetings during this busy time. He noted that there was a larger influx of new students than usual for the spring term, and that he had reached out to advisors to ask them to take on new students. He asked for questions.

Christy Porter (Psychological Sciences) asked about students who only want to take remote classes next semester. Prof. Linneman referred her to the email sent to all faculty

yesterday. He noted that students need to be careful about noting modalities of courses, and to check Banner since the online Open Course List did not list course modalities. Annie Blazer (Religious Studies) asked about whether there would be more COLL 100 and 150 courses available. Prof. Linneman indicated that the administration would try to add COLL 150s over the summer, adding that it was possible to take COLL 100 and COLL 150 courses in the same semester. He said that Janice Zeman, Dean of Undergraduate Studies has asked instructors teaching COLL 100 and 150s in the spring semester to increase their enrollments. Saskia Mordijk (Applied Science) observed that Open Course List had been updated to find modalities of Spring 2021 courses.

## **VII. Nominations and Elections (Rani Mullen & Thomas Payne)**

Tom Payne (Music) read out the nominees for elections to the Faculty Affairs Committee and International Studies Advisory Committee and asked for nominations from the floor:

Candidates for election to open committee positions in AY 2021-2022:

Faculty Affairs Committee (FAC)

Area I – FAC single position, not jointly held with Faculty Assembly

Joan Gavalier (Theatre, Speech, and Dance)

Suzanne Hagedorn (English)

Silvia Tandeciarz (Hispanic Studies – MLL)

Area III – Faculty Assembly/FAC joint position

Robert D. Pike (Chemistry)

Marc Sher (Physics)

International Studies Advisory Committee

Area I

Elizabeth Barnes (English)

Elizabeth Moran Clayton (Art and Art History)

Jessica Paga (Classical Studies)

(added from floor) Gayle Murchison (Music)

Area II

Kathrin Levitan (History)

Neil Norman (Anthropology)

Gayle Murchison (Music) asked to be placed on the ballot for the Area I ISAC election; her nomination was seconded from the floor. Prof. Payne noted that the Area II election is a substitute election, and therefore, no nominations from the floor would be permitted. He thanked faculty for responding to the faculty survey for open committee positions. Rani Mullen (Government) added that Pieter Peers (Computer Science) had put together an excellent survey that was a much more equitable way to seek volunteers for open committee positions.

## **VIII. Discussion about course evaluations (Rowan Lockwood)**

Rowan Lockwood (Geology) said that she had been invited to speak about the Faculty Assembly Academic Affairs subcommittee's work on student course evaluations. She presented a PowerPoint slideshow summarizing the report, which will be released after Faculty Assembly approves it December. She thanked the committee members who had worked on the report. She said that the report emphasized that there was no one approach to teaching and learning, and that each school should develop a committee evaluating teaching, since what works well in A&S might not work for the Law School or VIMS. She noted that the proposed timeline to implement the changes depends on COVID-19 and W&M's response to the pandemic, but that by next fall each school should initiate an implementation committee so that each school could begin a new program in Fall 2022.

Prof. Lockwood said the committee's report will appear in digital form in late December or early January. She noted the importance of teaching relative to research and service expectations, saying that expectations will vary by career stage. She said that at W&M, teaching evaluations tended to be summative, using a checklist or checkbox process; these evaluations were used in merit reviews. She said that other institutions had adopted a more formative process, using a growth mindset and providing feedback to instructors. She said it was important to get W&M thinking beyond Student Evaluations of Teaching (SETs), which tend to be the dominant mode. She suggested other ways of evaluating teaching, including peer observations, feedback from administrators regarding curricular development, self-assessments and teaching portfolios. She said that faculty participation in the workshops created by the Studio for Teaching and Learning Innovation (STLI) should also be taken into account.

Prof. Lockwood noted that in general, teaching evaluation does not use a formative, mentoring approach. She observed that SETs are not used with as much care as they should be in assessing teaching, and that there were problems with using statistical means without thinking about distributions, standard deviations and the margin of error. She also noted that most schools at W&M do not have a minimum sample size for SET data. She noted that SETs are very focused about what happens in classes but do not consider curricular development, research and advising. She asked for questions.

Kathleen Jenkins (Sociology) thanked the committee for its work. Jim Kaste (Geology) asked about requiring all students to submit course evaluations, since the introduction of electronic evaluations has driven the response rate lower. Prof. Lockwood replied that requiring students to submit evaluations can adversely impact the way that professors are evaluated. She added that at Smith College, the Student Assembly had decided to fine students who did not complete course evaluations. Anne Rasmussen (Music) added her thanks for the report. Leisa Meier (History, American Studies) wondered if teaching workshops other than STLI's would be recognized. Prof. Lockwood said that participating in other educational workshops and development opportunities would also be considered as contributing to teaching. Anne Rasmussen (Music) asked about the variety of questions that different departments use in SETs. Prof. Lockwood said that the committee had not looked deeply into that data but was examining how different schools handled teaching evaluation. Rani Mullen (Government) asked about the issue of gender and racial bias in SETs. Prof. Lockwood replied that there was not enough data to show bias at W&M, but that this was a huge issue in the literature on SETs. Gayle Murchison (Music) asked how W&M might address the issue of bias relating to gender, race, and age in SETs. Prof. Lockwood noted that some universities have revamped their assessment process to throw out evaluations with small sample sizes, but there was no perfect answer. She encouraged Prof. Murchison to reach out to her with further questions.

**IX. Adjourn**

Dean Donoghue Velleca asked for a motion to adjourn, which was adopted by unanimous consent.

Respectfully submitted,

Suzanne Hagedorn (English), Secretary to the Faculty of Arts & Sciences