

AGENDA
Faculty of Arts & Sciences
October 5, 2021, 3:30 – 5:00 pm
Via Zoom teleconference

Dean Maria Donoghue Velleca called the meeting to order at 3:30 p.m. with 76 faculty members present.

I. Approval of minutes from meeting of faculty on September 7, 2021.

<https://www.wm.edu/as/facultyresources/fas/minutes/20210907.pdf>

Rex Kincaid (Mathematics) moved to approve the minutes; the motion was seconded and the minutes were approved by unanimous consent.

II. Report from the Dean (Maria Donoghue Velleca)

Dean Donoghue Velleca said that she had recently met with donors in NYC; one tested positive for COVID-19. She thanked faculty for their efforts during a time of uncertainty. She said that on Thursday, she would be welcoming a new group to campus, the Arts & Sciences Leadership Council, to consult on how to do work of A&S better. The group was assembled by Gerard Bullock and is composed of individuals who do not work in higher education. She noted that each of the other schools already has such a group.

Dean Donoghue Velleca said that the need for COLL classes in spring is intense because W&M has enrolled its largest first year class ever in addition to transfer students. Deans Ben Boone and Shelly Laurenzo have been reaching out to chairs and program directors regarding this situation. The Budget Office has provided additional funds, but staffing will still be a challenge.

Dean Donoghue Velleca said that the President's Cabinet met this morning to discuss the Vision 2026 plan that was circulated to all faculty and is working with CCPD co-chairs and the Faculty Affairs Committee on the A&S response. This process does not replace strategic planning in A&S. She said that that each unit is advancing two or three big ideas to be folded into W&M's future and said that they would be cross-disciplinary and ambitious.

Before moving into her presentation on sustainable curriculum work, Dean Donoghue Velleca took a question from Arthur Knight (English & American Studies) about who was on the Arts & Sciences Leadership Council and how their areas of expertise related to different fields. The dean replied that the group spanned class years from 1968 to 2020, included humanities, social science majors and science majors, and reflected a broad range of experiences and racial and ethnic diversity. She said that the names of the members of this group would be on the website soon.

Dean Donoghue Velleca then shared her screen and presented slides on sustainable curriculum work that were subsequently shared with the faculty. She said that W&M currently has more than 60 majors and 50 minors and offered 2665 courses last year with an average 75% fill rate. For 2020-1, there were 6563 undergraduates enrolled; only 305 did not have a major or minor in Arts & Sciences. Of 1509 graduates in 2021, there were 1730 bachelor's degrees in A&S majors and 507 minors. (Note that many students double major.) Phase I of the sustainable curriculum work in Fall 2021 was to mine data manually from the catalog regarding majors and minors and confirm its accuracy and understand departments' commitments to the

COLL curriculum as well as other programs and units, as well as their dependence on other programs and units.

Dean Donoghue Velleca noted two different types of degree programs, one a hierarchical degree model in which introductory courses lead to intermediate and advanced courses with prerequisites and the other a horizontal model in which a gateway course leads to interdisciplinary electives. The second part of the first phase of sustainable curriculum work will be to create a standard template for degree requirements so that degrees will be described in the catalog in parallel ways.

Dean Donoghue Velleca said that in the second phase of the sustainable curriculum process departments would remind the dean's office of courses required to complete degree programs; the dean's office would in turn share information about enrollments. She observed that the vast majority of classes in A&S enroll fewer than 50 students, and that W&M classes tend to be quite small, which is why the college has such high ratings for undergraduate instruction, but that can also be limiting. In the third phase, the process will map out mission-critical curricular needs and align resources and staffing with those needs.

A faculty member asked the dean to share the slides with the faculty, which she subsequently did. Prof. Knight asked when faculty would hear about the next round of sustainable curriculum work. The dean replied that she would ask CCPD for a special meeting to discuss this topic. Phil Daileader (History) noted that he did not see anything in the presentation relating to continuing increases in undergraduate enrollment; the expansion of incoming classes by 50 or more students each year eventually results in a lack of available seats in courses. Dean Donoghue Velleca said that she had received data from admissions and institutional research and that it appeared to her that faculty size has grown considerably over the last decade and that the growth of the student body size had not outstripped it, but added that she would analyze this information and share that in the future.

Anne Rasmussen (Music and Middle Eastern Studies) expressed concern about the number of faculty who are not being replaced, noting that the Music department is presently down by nine faculty and nineteen courses, and wondered whether this would be the new normal. Dean Donoghue Velleca said that faculty numbers across A&S as a whole have not decreased and said that departments should explain what they wish to offer, but cannot, and what courses need to be offered for majors and minors. A faculty member inquired as to the number of adjuncts in A&S; Dean Donoghue Velleca said there were between 90 and 100.

III. RPT Report (John Gilmour)

<https://www.wm.edu/as/facultyresources/committees/rpt/reports/20210519.pdf>

John Gilmour (Government) presented the report of last year's committee, noting that all 16 tenure cases during the 2020-21 academic year received tenure; in 7 out of 8 cases faculty seeking promotion to full professor were promoted. Even though the committee has "retention" in its name, these cases have not been forwarded to RPT for many years; the most recent report that went to RPT was in 2005. The committee has been out of compliance with A&S rules, but recent practice has been that the dean would forward cases to RPT in which the department recommended against retention and when the department recommended retention, but the dean recommended against. Prof. Gilmour noted the problems with this process, and also said that the workload for RPT was currently too heavy for it to review all cases. He suggested that RPT only review controversial cases, which may require a revision to current bylaws.

Prof. Knight asked about the number of retention cases in the past in which the dean has overruled a department that had recommended against retention or had not renewed a faculty member that the department had recommended. He said it seemed advisable for the RPT to review cases in which department recommends against renewal. Professor Gilmour agreed and said that dean might be able to provide data. Dean Donoghue Velleca said that she was uncertain of the numbers but could find out.

Virginia Torczon (Dean of Graduate Studies and Research) said over the past nine years of her service as dean and during her prior three years of service on RPT she did not know of a single case in which anyone was turned down at a midterm review. She said she was aware of a case in which a department recommended against a faculty member's continuance; the dean nevertheless decided to retain the individual, who subsequently did not receive tenure.

Rani Mullen (Government) who is serving on the Nominations and Elections committee noted the difficulty of recruiting faculty to serve on the RPT, since candidates must be full professors and commit to a heavy workload. Dean Donoghue Velleca noted that was not unusual for universities, but that W&M's RPT only has six members; she suggested that FAC consider ways to make the workload more manageable.

Suzanne Raitt (A&S Dean's Office, English) said that when she served on RPT she recalled a case that came before the committee when the department had recommended against retention. Dean Donoghue Velleca noted that initially, she had not realized that the "retention" in the RPT had to do with interim review.

Jeff Nelson (Physics) suggested that relatively uncontroversial work like the RPT's review of emeritus applications might be able to be delegated to subset of the committee. Leisa Meyer (History & American Studies) said she had served as chair of RPT and the practice was that the dean had asked the committee's advice when the department recommended against retention, and suggested this should be the policy. Dean Donoghue Velleca said that the FAC is considering bylaw revisions and said that those with suggestions should get in touch with Marc Sher (Physics) as well as the co-chairs of RPT, Lu Ann Homza (History) and Christopher Del Negro (Applied Science).

IV. Nominations and Elections – RPT (Rani Mullen)

Prof. Mullen announced the results of the September elections: Liz Barnes (English) was elected as a replacement member of the FAC representing Area I; Jamie Settle (Government) was elected as a member of the Faculty Hearing Committee representing Area II. Since the winning candidate of the September election for RPT had declined the position due to workload, there would be a new election for that position. Prof. Mullen announced the following slate of candidates for the 2021-2 academic year:

Retention, Promotion & Tenure (3-year term)

Area I

Laurie Wolf (Theatre)

Kevin Vose (Religion)

Seeing no further nominations from the floor, Prof. Mullen announced that the ballot would be distributed electronically after the meeting.

V. Report from Faculty Assembly (Marc Sher & John Eisele)

John Eisele (Modern Languages) said that Faculty Assembly met in-person on Tuesday September 28th to approve bylaws changes related to voting online as well as a consent agenda ratifying previous online voting. The Assembly also heard a report from Provost Agouris and had extensive question and answer session with her. At a previous meeting on August 28th, John Gilmour (Government) was elected Vice President of the Faculty Assembly. The Academic Affairs subcommittee of the Faculty Assembly recently met with Steve Hanson, Vice Provost for Academic and International Affairs, to discuss implementing the FA's report last year assessing teaching and learning.

VI. Report from the Faculty Affairs Committee (Josh Burk)

Josh Burk (Psychological Sciences) said that he is co-chairing the committee with Sarah Day (Mathematics); other members of the committee include John Eisele (Modern Languages), Liz Barnes (English), Peter McHenry (Economics) and Marc Sher (Physics). He reminded faculty to bring concerns to the committee as well as its role in planning and setting agenda for monthly A&S meetings. He thanked David Armstrong (Physics) and Jack Martin (English and Linguistics) for their service on the committee last year. FAC member Cathy Levesque (Art & Art History) is on leave this year.

Prof. Burk said that the FAC had given the dean names for faculty members to serve on the search committee for the new dean of Diversity, Equity, and Inclusion as well as the Faculty Grant Review committee. The FAC has also discussed the Vision 2026 report and how faculty can provide input. He asked for questions.

Prof. Knight asked about reports on the percentage of grants and type of projects funded by the Faculty Research Initiative. Dean Donoghue Velleca said that at the end of every year, statistics on the number of applications, the number funded, the amount requested and the amount rewarded would be released, and asked Dean Torczon to comment. Dean Torczon said that there were a modest number of applications; nearly all requests were funded, many fully, many partially though two were not. Prof. Knight asked about appropriate uses for these funds. Dean Torczon replied they could be used for conference travel, books, teaching workshops, and research initiatives involving multiple faculty; both TE and NTE faculty could apply. Dean Donoghue Velleca said that \$250,000 has been budgeted for the initiative; she said she expected more applications coming in at the summer deadline. She added that Elizabeth Harbron (Chemistry) looked into research projects that could be funded by the Charles Center and that A&S Development Officer Gerard Bullock had identified a project that could be funded by the A&S Annual fund.

In closing, the dean emphasized the importance of FAC's leadership and said they would be working with the Council of Chairs and Program Directors to identify major initiatives for A&S for the Vision 2026 planning process

VII. Report from the Council of Chairs and Program Directors (Rowan Lockwood & Laurie Wolf)

Laurie Wolf said that CCPD had held its first meeting on September 23, which included introductions of new chairs and program directors, a discussion of community guidelines, and other administrative business. In addition, CCPD had a conversation about A&S culture and

sustainable curriculum. CCPD also elected an Executive Committee comprised of Paul Manna (Government and Public Policy) representing Programs; Arthur Knight (English and American Studies) representing Area I; Tuska Benes (History) representing Area II; and Eric Bradley (Biology) representing Area III. CCPD heard updates from Sherri Powers of the A&S Dean's Office on the administrative and fiscal coordinators' survey and planning and Francis Tanglao Aguas (Theatre, Asian and Pacific Islander Studies) regarding the Asian Centennial. Francesca Sawaya (English and American Studies) and Paula Pickering (Government) discussed a syllabus statement on mental and physical well-being.

VIII. DEI Report (Maria Donoghue Velleca)

Dean Donoghue Velleca presented a report on previous work in recruiting an Associate Dean for Diversity, Equity, and Inclusion in response to Hannah Rosen's (History) suggestion for a forensic analysis after the failure to fill this position last year and repeated failed searches.

Dean Donoghue Velleca said there had been previous searches for this position in fall 2019, spring 2020, and during the 2020-1 academic year. During Fall 2019, A&S Dean Kate Conley attempted to recruit a professional position with a salary up to \$80,000 funded 50% by A&S and 50% by the Chief Diversity Officer's budget; the position reported to both the Dean of A&S and the CDO. There were many applicants to the position, but their experience tended to be focused on student affairs rather than faculty matters. There was a limited pool of qualified candidates and complications around recruiting. The failure of this search underlined the need to emphasize that candidates had faculty experience, to provide a reasonable salary, and to plan for partner recruitment.

In spring 2020, under Dean Conley, a new position description was created for an Associate Dean of DEI with the same budget and source as the fall position. This position required a terminal degree and emphasized the need for faculty-focused experience. The search committee was the same as the fall, but the position was never advertised. In the course of recruiting for A&S, an opportunity hire presented itself; CDO Glover was aware of this possibility, but the chair of the search committee, Jennifer Bickham Mendez (Sociology) may not have been. The pandemic strained timelines, made planning difficult, and created financial uncertainty; for confidential reasons, recruitment for the position was unsuccessful. In fall 2020 to spring 2021, another search for a DEI dean took place under Dean Donoghue Velleca. This time, the budgeted salary was up to \$120,000 and the funding came wholly from A&S. The new A&S DEI committee served as the search committee; there were many applicants with varying amounts of DEI experience. Members of the committee communicated confidential concerns about the search process to the A&S dean's office; there were problems in coordination and communication between the committee and the dean's office. The distinct roles and responsibilities of the search committee in vetting candidates and the hiring official in checking references, coordinating across William & Mary, and negotiating possible hiring packages were not clear. For confidential reasons, successful recruitment did not occur.

Dean Donoghue Velleca said that this year, the position would be advertised again with a budgeted salary of \$120,000; the new dean will report to both the CDO and the Dean of A&S. Provisions have been made for partner recruitment. CDO Glover and Vice Dean Suzanne Raitt will co-chair the search. The FAC and CCPD have nominated members of the search committee: Liz Allison (Biology), Berhanu Abegaz (Economics) and Tom Linneman (Sociology) will be serving on it. Dean Donoghue Velleca added that there would be clear charges to the search committee regarding its responsibilities in the collaborative process.

Finally, in response to a question by Michael Blakely (Anthropology) at the previous meeting regarding progress on the recommendations of the 2016 Task Force on Race and Racial Relations, Dean Donoghue Velleca reported on various changes in the wake of that report, including the hiring of Chon Glover as Chief Diversity Officer, the diversification of the faculty through the Provost's Fund, the hiring of an outside vendor to address concerns in Facilities Management and the renaming of campus buildings. She said that faculty, staff, and students would receive mandatory ongoing DEI training, and there would be regular campus climate surveys. She noted that there is an incident reporting system through Compliance and Equity. Finally, she said that there is a continuing effort to realign current resources and seek private donor support for diversity initiatives. Dean Donoghue Velleca provided a link to the status report, which she encouraged faculty to read: https://www.wm.edu/offices/diversity/inclusive-excellence/dei_work_progress/status-report_-_task-force-on-race-race-relations---08-2020.pdf

Dean Donoghue Velleca asked for questions. In response to a question about the Compliance system by Emily Wilcox (Modern Languages), Vice Dean Suzanne Raitt provided the following link: https://www.wm.edu/offices/compliance/discrimination_overview/reportingdiscrimination/reportingharassment/index.php

Rio Riofrio (Modern Languages, Hispanic Studies) asked about what the dean's office was doing in response to the Curriculum Enhancement Working Group Report published in response to a request by Provost Agouris ten months ago, as well as the disconnect between student frustration and protests about race relations versus the accomplishments on various recommendations of the task force. Dean Donoghue Velleca said she had heard about the report when she first arrived and would look at it again. She noted student concerns about the death of George Floyd, the slowness of the building renaming process, and pass/fail policy. Prof. Riofrio emphasized students' concerns regarding structural inequities, the number of faculty of color on campus, and the campus racial climate. Dean Donoghue Velleca said that a dean of DEI would help address these issues. She noted that the work the dean's office was doing on inclusive excellence, and said the dean's office was hosting students for cookies and drinks on the porch of Ewell Hall who had been referred by the Center for Student Diversity; she encouraged faculty to forward the names of students to be invited.

Omiyemi Green (Theatre and Africana Studies) asked whether faculty would receive a report on the diversity focus groups convened by the Ivy Planning Group consulting firm. Dean Donoghue Velleca said that the firm had interviewed many stakeholders earlier in the year, but had not been able to interview undergraduate students; those interviews have now been completed and their report will be released soon.

Seeing no further questions, Prof. Hinkle made a motion to adjourn, which was seconded. Dean Donoghue Velleca indicated that the meeting would be adjourned by unanimous consent unless there were additional questions.

Emily Willcox (Modern Languages) then asked about whether faculty diversity was a consideration when considering retention. Dean Donoghue Velleca mentioned the \$1 million fund to recruit diverse faculty created after the 2016 Task Force recommendation, which she said could also support retention. She added that the previous A&S dean had developed a policy on retention that involved having faculty members have a written offer from another institution. She said that salary adjustments in the past year had considered diversity and equity. She noted that in some cases, W&M could not compete with an outside offer in terms of resources or

infrastructure, and that she had spoken to faculty about their decision to leave and what it would take to bring them back, in terms of new centers or types of positions.

Prof. Knight asked whether the Provost's Faculty Diversity Fund had been available. Dean Donoghue Velleca expressed uncertainty. Former Provost Michael Halleran (Classics) said that the fund would eventually run out and that Christy Fiedler of the Provost's Office had kept the spreadsheet of expenditures. He said the fund was never intended as the only way to diversify the faculty but as an extra incentive. Dean Donoghue Velleca said she would look into the status of the fund.

Prof. Green asked how many faculty members had benefited from the fund and how many of those faculty were Black. The dean replied that she did not have that information but would find out.

IX. Adjourn

Prof. Sher moved to adjourn; in the absence of any further questions, Dean Donoghue Velleca declared the meeting adjourned by unanimous consent at 4:57 p.m.

Respectfully submitted,
Suzanne Hagedorn, Secretary to the Faculty of Arts & Sciences