

**College of Arts and Sciences
Dean's Council of Department Chairs
Wednesday, February 2, 2011**

Present:

Steve Bayne, Chair of Philosophy
Angela Biselli, Chair of Physics
Cecelia Bucki, Chair of History
Matt Coleman, Chair of Mathematics & Computer Science
David Crawford, Chair of Sociology and Anthropology
Nancy Dallavalle, Chair of Religious Studies
Mark LeClair, Chair of Economics
Kraig Steffen, Chair of Chemistry
Brian Walker, Chair of Biology and Co-Director of LACS
Joan Weiss, Associate Dean of College of Arts and Sciences
Maggie Wills, Chair of Communication

Regrets Due to the Weather:

Mary Ann Carolan, Chair of Modern Languages and Literatures
John McCarthy, Chair of Psychology
Marcie Patton, Chair of Politics
James Simon, Chair of English
Brian Torff, Chair of Visual and Performing Arts

Approval of the Minutes

Dr. Nancy Dallavalle moved to approve the minutes of December 1, 2010, Dr. Brian Walker seconded the motion. All were in favor of the minutes with three abstentions. Approved minutes will be shared with guest speakers from the Admission and Marketing division, highlighting action points discussed during the meeting.

FY '12 Budget Submissions

Operational budgets – The Dean thanked the chairs for the time they spent on putting together their budget requests. There was a lot of back and forth, because there was instructional recourses in play, sabbaticals, student labor, etc... The following was discussed.

- We were still excavating a lot of funding needs that were not formally reflected in departmental budgets, but yet have always been paid. This occurred particularly in the sciences and Visual and Performing Arts, because there was staff and student labor that had been paid for years through contingency funds. Thus, we could say that our real instructional costs were not normalized. The Dean emphasized that the point is not to blame anyone for these situations, as the whole university budget process is under review now and SVPAA Paul Fitzgerald and VP Julie Dolan understand the past circumstances. Every time we come across an unbudgeted salary issue, VP Dolan needs us to determine where the funds will come from since they are not in the budget. We are trying to address the normative needs for delivering the instructional program, and trying to build budgets that have all needs reflected correctly.
- This year the finance division is anticipating some amount of budget shortfall University-wide, so we should not impulsively spend down our budgets. If specific requests are made,

all will be notified. The adjunct budget will also be in deficit, though the College request seems to have been accurately estimated (though the full request was not allocated). The Budget Committee are engaging in budget scenarios for next year's budget, but they are still coming up with deficits. They will continue to work on different scenarios to accomplish better outcomes.

- Dr. Kraig Steffen asked what has happened to create the shortfall. The Dean mentioned that the percentage of money going to financial aid has increased considerably. The University needs to spend money to receive students' tuition, their federal financial aid, and their room & board, which make up the majority of annual budget. The question on how much financial aid we could commit and how committed we are going to be to higher need students will be in play in developing the final budget for the Board of Trustees.
- The Salary Committee seems to be optimistic in trying to get approval for a raise around the cost of living (approximately a 1.5% increase into the budget), as they reported at the last General Faculty Meeting. This is not final.
- There will be no additional operating funds for FY'12. The Dean and SVPAA are pushing for other budgets to be realigned into the academic division, so that the academic budgets can meet instructional costs and other operating needs. The SVPAA also could look at realignment between the schools, the Deans can look at realignment between the departments and programs, and chairs can do so within the department budgets.
- Personnel—The Dean reiterated the importance of annual budget requests for all positions that are not permanent positions. In other words, any temporary appointments that are evaluated annually for renewal (visiting positions, Professors of the Practice, student workers, adjuncts, temporary staff, etc.) need to be requested every year and included in departmental budget submissions.
- In late March the Dean will solicit search plans once she is confident that we will have funding for hires. For TT searches, we will seek formal authorization (paperwork that gets signed all the way to the top) in April-May. For visiting and professor of the practice, decisions will not be made soon, unless departments have full-time faculty on leave for one year and are generating the salary savings that will fund them. Under these circumstances, chairs could begin the planning process. The Dean indicated that English, Math, Modern Languages, and Philosophy were strong cases given core needs with expected freshmen class of up to 950 students.
- As chairs submit their full-time faculty load information the Dean will write letters relative to any necessary postponements of sabbatical leaves.
- Dr. Crawford was concerned about receiving a definitive answer confirming a Visiting Assistant Professor position in Sociology. He was apprehensive with the possibility of losing a person and having to seek a replacement. The Dean responded that decisions may not be confirmed until April or later. However, with the departments that are generating their own open salaries to hire a visiting assistant professor, which seems to be the situation with Sociology because the department will be down more than two full-time faculty, she may be able to get an answer sooner.
- Dr. Angela Biselli expressed concerned about the need for faculty to teach four general physics courses. The Dean agreed given Beal is acting as SOE Dean, the difficulty finding PS adjuncts. Etc. Once we have the budget picture more clearly, these temporary positions will be prioritized and use open salary monies from faculty retirement, leaves, and other open salary.
- The Dean asked chairs to look carefully at department curricular needs to assess whether they could get along with adjuncts rather than visiting full-time faculty. As well, curricula

planning should attempt to tighten the curriculum so that we can reduce our reliance on adjuncts overall. Fondness for a particular adjunct should not be a factor. Also, as new needs arise, all should keep in mind that the job market and our location may create opportunities to hire high-qualified part-time faculty who are not landing tenure track positions. Chairs should regularly look for well-qualified people to teach classes.

Capital project planning

- Chairs submitted startup funds for new faculty and the Dean's budget moved these forward.
- In the academic division three projects will be prioritized—reconfiguration with the previous Family Counseling Center on the ground floor of CNS into a conference room and faculty offices; the CAS Dean's Office renovations; and a lab for the new biologist.
- All capital equipment requests submitted over the past two years have been approved, so the Dean felt that most FY'12 capital equipment requests would most likely be approved. The process also has been updated so that we'll get notified sooner about what was approved.
- Dr. Steffen asked if the budget submission process could be placed later in the spring, because there is almost a year long gap, at which time there are changes with faculty leaves and equipment costs, etc. It's difficult to anticipate capital needs/costs so far in advance. The Dean explained that this is not possible because these requests go through many levels, before approvals are confirmed. There will be earlier notification relative to approvals.
- Computer upgrades are a cyclical process, but the Dean did send a consolidated list of CAS computer needs. Bucki asked about the protocol for replacement of computers. She is working with a five-year old computer. The Dean mentioned that any computer four years or older could be up for replacement. She recommended that chairs forward their request directly to C&NS. C&NS assessed the entire system, putting up a website for these requests and that should be utilized by individual faculty. They alerted all faculty to go to the C&NS website to communicate their eligibility. If a computer is under the four year mark and is not working, C&NS monitors the service calls and will address computers that have repeated difficulty.

Graduate Program Development

All CAS graduate programs are meeting or exceeding enrollment revenue targets. This is very helpful to the University. Jim Fitzpatrick in the Office of Graduate Student Services would like to give Graduate Student Service Awards (one per school). The College of Arts and Sciences Graduate Directors came together proposing to name the award in honor of John Orman. Dr. Orman was very involved with the American Studies Graduate Program for many years and has a service record commensurate with the honor. The Dean reached out to the Politics Department asking if they would be interested in being involved with creating the description or presentation of the award for the first year. She has not heard back from them. Nominations will most likely come from faculty and students, but the process is still under discussion. The CAS Graduate Student Service Award ceremony will be on Friday, April 29th. This is a day after the annual student undergraduate awards. At the undergraduate award ceremony, plans were already made to include the CAS Graduate programs. They will give an academic achievement award, so American Studies, Math, Communication, and English should be developing a description and a process within the department to select a student for high academic achievement. The awardee should reflect a student well into or near the end of the program.

Update on New Graduate Program Development

There are two conversations going on relative to the new program development at the masters level.

1. The first is a Masters in Public Administration with involvement from Economics, Politics, Communication, Sociology/Anthropology, and Management. Communication and Management will be looking to incorporate existing courses in their graduate programs and Economics, Politics and Sociology are seeking to develop particular graduate courses. Models are being looked at and the group is submitting a Humanities Institute Grant to fund a summer workshop on program design. In the meantime, a market survey is being developed with some focus groups. Faculty seem excited, and there is a fair consistency of ideas. The next step is to look at the resources, modeling, and market research piece. People on the marketing side are very optimistic about this program.

Walker asked what career path could be pursued with this type of degree? The Dean mentioned that this degree could open the door for administrative work in the public and non-profit sector—non-profit management, public and government work, policy work, health care management. She felt that this was a good match for the University, mentioning that there was only one accredited program in the state (UConn) and they are really not in the same geographical market.

2. The other discussion still unfolding is a possible Masters in Liberal Studies, Humanities, or Cultural Studies. Some people are interested in discipline-specific MA programs and others are interested in interdisciplinary programs that may have tracks. Discussion is still in the early stages. There are also different levels of enthusiasm for different models, so it is not clear if there will be any kind of consensus. The most recent meeting was cancelled for a snow date and will be rescheduled. History, English and Philosophy are the most involved in the early stage discussions.

Bayne mentioned that it is really early so there is not a consensus yet. Bucki mentioned that History is most enthused about something relative to History, but they are open to Liberal Studies with a History concentration. The Marketing people are engaged in a market scan to see the competition, to see what these programs will look like, and what others are doing. The Dean mentioned that a lot of people who are teachers or life-long learners engage in these degrees. Bayne mentioned that teachers are a large target. The Dean noted that most corporations have changed in that they are more particular about their tuition reimbursement process or are only accepting specific masters programs or have stopped offering tuition reimbursement or other incentives.

Also on the subject of graduate programs/students, the Dean asked Fr. Fitzgerald and Billy Weitzer to hold a “Strategic Conversations” town hall meeting relative to Goal III, so that the whole University community could hear about what has been happening and highlight graduate programs and students. They are in the middle of a queue of strategic conversations that map to the strategic plan implementation document, so may come to Goal III in the fall. She and faculty involved in developing new grad programs have expressed interest in hearing about institutional commitment to graduate programs at the highest levels, plans to front sufficient revenues to launch credible programs, etc. The Communication Masters Program provides a model. The SVPAA understands the importance behind a commitment of revenues upfront and that the program may post revenue losses during the beginning stages.

Crawford mentioned that the questions he received were relative to the revenue model, because multiplying what students are paying in tuition and the salary for a full professor who may teach part-of-load in the graduate program adds up to a substantial loss. For Graduate programs that should have enrollments between 10 and 15 students, it would take closer to 23 before seeing any revenue. The Dean mentioned that there is a different stream of revenue, where some require limited use of adjuncts, which make up for the formula. Crawford mentioned that this would mean that the undergraduate program is basically subsidizing graduate programs. The Dean did not see the College sustaining endless graduate programs, only in areas with significant market potential and faculty interest.

University College Update

The University College update will be discussed at a later date, because the committee will be meeting this week. The Dean mentioned that all systems are the same; there are no structural changes yet. The only program discontinued was the AA Program. Bucki mentioned that History had a couple of HI 30 sections scheduled for 5:00 p.m. These were placed under University College at which time full-time undergraduate students were restricted to enroll in. The Dean mentioned that if departments want a cross listed course between CAS and UC, they need to make sure Assistant Dean Sue Peterson and Associate Dean Aaron Perkus are aware of these circumstances, letting them know what enrollment numbers are for each school. This can be part of the same process as rollout of enrollments. The Dean reminded all chairs to check their schedules once they are on-line to ensure all times and other details are correct.

General Discussion of CAS issues and Procedures

Preview of Academic Engagement Plans—The Dean asked that chairs attend the FRC meeting on February 16 at 3:30 p.m. If they are not available, they should have their departments represented. They will receive a letter from the Dr. Beth Boquet, Dean of Academic Engagement and the Director of Undergraduate Academic Planning, Suzanne Solensky. The Dean previewed the following topics that would be discussed.

- There will be discussion relative to changing the name of the Freshman First Year Residential Program (FRC) to The Cornerstone Course Program. One reason is that people are getting confused about all of the different programs with “residential” in the title. They are also looking at the integration of our whole curriculum and the notation that some of our foundational courses would be cornerstone courses, some are stepping stone courses, capstone courses, and pathways. What was discovered this year was that certain courses are best for first year students, such as EN11 & 12, PH10, RS10, HI 30, etc. It is essential that General Biology participates in this program otherwise the science students cannot have a residential component to their curriculum. Walker mentioned that they have been doing the enhancements for years, which the Dean acknowledged as a model. He suggested that a science floor be developed. The Dean mentioned they were trying to avoid mapping students by their majors but rather integrating students. Dean Boquet and Ms. Suzanne Solensky will talk about the academic planning and the specifics for each program on Feb. 16 and again at the March 2 Dean’s Council meeting.
- Ms. Solensky is working on letters to faculty, asking for their assistance with academic planning, registration, and engagement in sample classes at Orientation. Ms. Solensky will be reaching out to Chairs in the next week or so for suggestions of faculty in their departments. She has a number of updates to report related to planned improvements for Orientation this year, and chairs should feel free to contact her directly if they have

any questions. Walker asked if they think the sample classes are affective. The Dean recommended taking this up during the March discussion with Boquet and Solensky.

Fall Course Schedules and Enrollment Management

- It is important to tighten up the planning for fall course schedules. The Dean sent chairs and directors a reordering of the way schedules are created, in terms of what needs to be determined.
 - Curricular mapping and careful enrollment, planning how many sections must be taught.
 - Full-time faculty loads.
 - Determine unmet instructional needs followed by who should fill these needs. The Dean is finding that adjuncts are accustomed to sending in their requests as to what sections they want to teach. This should not be part of the process. We invite them to teach based on needs we may have; needs may not be consistent over time, and there are no guarantees of regular teaching. The Dean has been helping chairs and directors to speak to part-time faculty who have concerns, who are not having as many opportunities as they had in the past to understand the situation. Sometimes part-time faculty seem to be exercising a set of expectations commensurate with tenure, and this is not appropriate.
- The Dean commended chairs for cooperating with Assistant Dean Susan Peterson on enrollment management.
- Dr. Cecelia Bucki mentioned that this year's freshmen class was slightly larger and next year's class is projected to be large as well. These larger enrollments are cutting into core offerings, resulting in greater need for use of adjunct faculty. The Dean reiterated that it was important for chairs to use 925-950 as the number for incoming freshmen class and anticipate every instructional need to accommodate these numbers, but not offer sections that are not needed. Can you have a less frequent rotation of some electives, so that there are more core and required sections and all courses are full? Always balance tightening the curriculum for efficiency with keeping in mind the quality of education should not be compromised.
- Dr. Biselli asked how many core classes should be offered? The Dean mentioned that in the sciences, if one department is going to have a downfall in terms of faculty availability due to sabbaticals, etc... the other science disciplines could pick up one class, so we would not be short core classes for students. The sciences should coordinate with each other to determine what the ideal number of core science offerings are per year. Assistant Dean Peterson and Dr. Debnam Chappell can assist with the estimating process. Steffen mentioned that full-time faculty cannot always help to pick up the slack, because they have other commitments within their departments. The Dean agreed and stated that this is when it is fine to add adjuncts, because we are meeting instructional needs and it is a cost-effective way to address these issues. We want to make sure we are not offering faculty "pet" courses when they are not needed. These courses could come around less often. Departments should be able to divide their needs of intermediate and upper level courses by the number of majors within their discipline. We need to meet senior needs and graduation requirements and have a situation for juniors to move forward within their major.
- Dr. Bucki shared that the problem the History department had this semester was that they were short by 100 students in the fall semester and then suddenly they came forward

seeking course enrollment for January, causing overloads. Some students could have been studying abroad. The Dean recommended that chairs reach out to Ms. Peterson and Ms. Susan Bickel to help with these situations. She shared that during spring registration the Dean's office was faced with over 100 students that were not fully registered until very late into the process and it was very hard to determine what courses should or should not run.

- The Dean mentioned that it is important to hold seats back for junior registration. If departments have a course that counts mainly for core but majors might need it, she recommended that chairs cap each course for senior registration so that there are seats for junior majors, and so on. Dr. Matt Coleman mentioned that he noticed if a course is capped at 25 and then increased to 30, the waitlist students are somehow being missed and not getting into the course. Dallavalle agreed stating that the wait list is misleading for students. She thought students would automatically be placed as seats opened. The Dean mentioned that the March Council meeting will be relative to registration, enrollment, classroom management and related issues and that the Registrar is scheduled to attend. That would be a time to ask these kinds of questions. Dallavalle asked if the Dean could initiate an e-mail go around for chairs to list all their issues about registration and the wait list process to share with Bob Russo, University Registrar, prior to the March meeting, so he could prepare to answer all of their questions. She agreed.

Course Load Issues

The Dean sent a memo to chairs requesting changes to course loads. In most scenarios it is straight forward where chairs are requesting a continuation of their current situation and reminding the Dean of grants funded or pending and how they map to course releases, and administrative reassignments. Ms. Peterson will use that collected table when she checks the schedules to make sure there are not situations falling through the cracks. She looks to see if full-time faculty need another teaching section before the renewal of adjunct contracts. The Dean will continue to ask Ms. Peterson to identify any problematic patterns that she sees in submitted schedules, so as to work these out before students register in hopes to avoid disrupting student schedules relative to having to drop classes. The Dean mentioned that the College did a great job the past two semesters in tightening up schedules. When she is arguing for instructional resources, it is helpful to know that the College managed existing resources as tight as possible.

Undergraduate Research Symposium, Sigma Xi, & CAS Awards

April 28th will encompass a full day of undergraduate scholarship celebrations with initiation of the Symposium, and the continuation of the Sigma Xi poster session (Bannow Atrium) and the annual CAS Awards Ceremony (BCC Oak Room) in the evening. The process will be similar to last year's Communities in Action summit, with a lot of activities being showcased on the same day. The Dean of Academic Engagement is initiating *The Undergraduate Research Symposium* to heighten the focus on undergraduate research. The goals are to highlight undergraduate research in all its varied forms and to support the work that many faculty and students across campus are doing and have been doing for a long time—Sigma Xi poster session, independent studies engaged in conferences, Corrigan scholars, etc. The Symposium is scheduled for Thursday, April 28th, from 10 a.m.-2 p.m. in the Barone Campus Center and Sigma Xi will be the same date in Bannow Atrium. A fairly liberal proposal process will be shared with a deadline date of March 30th and a budget request form so that presentational needs can be supported. The College of Arts and Sciences Awards Ceremony will be later that evening.

Campus Culture

The Dean commented that recently the University was alerted to numerous student stories relative to racism, sexism, religious intolerance, etc. There was a newspaper story written by a black male student referencing his marginalization, another story about a Muslim female student that was marginalized by a professor, and then today students outside a class were making sexist comments, creating a hostile learning environment for a female student right before class began. In these situations, students tend to hesitate to identify the professor or other students to place a formal complaint. The Dean expressed the importance behind reminding all faculty to be vigilant of these situations and also to be self-aware, reflecting on their own behaviors and unconscious biases that might contribute to a hostile learning environment. Drs. Jerry Blaschak and Renee White, as well as the President's Institutional Diversity Council are working at very broad strokes, but the Dean asked chairs to have a short conversation with their faculty about tolerance and about faculty roles in creating a welcoming and inclusive campus culture. Chairs may want to draft a short message to part-time faculty about tolerance, supportiveness, welcoming and creating a learning environment in which everyone could survive.

CAS Faculty Search Updates

The Dean is about to complete the fifth of six searches. So far, four searches were closed with the top candidates and she is expecting to get the top candidate in the fifth search. The remaining search is in the History Department.

Rank & Tenure Issues

- The recommendations for the Rank and Tenure process were communicated. Collectively at the University there were a number of negative recommendations on both fifth year and sixth year cases and also promotions to full. In fifth year cases, the Dean will work with candidates and chairs to determine whether the candidate should appeal and/or move forward to the next application process. On sixth year negative decisions, she is open for a conversation with the chair or colleagues to help frame the situations. There were two negative decisions on fifth year cases last year, which became positive recommendations this year. The extra data points presented in these cases made all of the difference.
- The Dean mentioned that the work chairs engaged in during the fall around appropriate letters of recommendation was helpful. Chairs' letters were much better, but we still have annual reviews that lack frankness with regards to constructive criticism. One thing the Dean noticed is that when chairs and faculty are fond of their colleagues, they only offer positive comments. Colleagues are not receiving enough constructive criticism, so they are surprised when they receive negative feedback from others who have no close ties or direct information. The Dean stated that the College needs to be much more frank about criticism.
- The Dean offers an honest assessment to faculty who are interested in applying for tenure during their fifth year during the spring before they are planning to engage in the application process. She has encouraged many faculty to wait, and they were happy to spend their time on their work and prepare to put in a better case.
- Bayne asked if the Dean was willing to share her recommendation to chairs about colleagues in their area. The Dean has engaged in conversations with chairs and candidates both separately and together, depending on their preference.
- Faculty letters within the departments are engaging briefly about the case as submitted. They are talking about the record as they know it, but there is no specific detailed engagement with the dossier and its supporting materials. Faculty letters are not

engaging with the scholarship or assessing publication venues and other details. The Dean commented that in some cases it seems that dossiers were not looked at prior to her review. Bayne mentioned that faculty are reading the dossiers electronically.

- The are new guidelines around selection of external reviewers that will bring much more credibility to the process. These guidelines are published in the Journal of Record. The Dean will share the new time line with each pre-tenure faculty during their annual review meeting. May 31 is the new notification date for intent to apply for tenure.
- Dr. Walker mentioned that the section that did not pass was the re-establishment of the difference between going up in year five and six. The Dean mentioned that there was a push for faculty to only go up once. If you go up early it would have to be an exceptional case. Walker mentioned that if a junior faculty member is on a trajectory and there case would be alright after six years, why wouldn't it be acceptable at five years? One year may give faculty an extra year of confidence, but some of his colleagues are struggling with this concept. The Dean mentioned that she thinks people should put in their applications when they are ready. She positively supported all of fifth year cases that went up in the past three years, but her enthusiasm was not the same in the support. In some cases, she had very strong recommendations with no reservations, while in others she communicated a positive recommendation but not to the same degree. Faculty should take their concerns to the Rank and Tenure Committee members.

Merit Review

- The Dean mentioned that the College Merit plan was still under discussion.
- Dr. LeClair asked if there were any printable guidelines. He mentioned that faculty were uncertain about comprising their information in three paragraphs.
- The Dean informed the Council that the University plan is on-line in the Journal of Record and the College guidelines were distributed in the Chairs' Retreat binders at the August 2010 retreat. The Merit Committee is developing an on-line system that would have links to guidelines and other instructions, so faculty could cut and paste into the appropriate fields, but in the meantime they could move forward on writing their essays.
- As a member of the Faculty Salary Committee, Crawford mentioned that there were some concerns about what triggered additional merit. The administration agreed that they would not force a trigger if it was barely over cost of living.
- The Dean commented that there would most likely only be standard merit. The next time there is additional merit funded, faculty will apply for it highlighting all of their activities since the last time there was an additional merit. Crawford emphasized that because there is the plan that states what is standard and additional, he recommended using the language stated when writing essays.
- Dr. Bucki asked if the Dean is expecting attachments to the essays. The Dean commented that there should not be attachments, but chairs will offer formative feedback back to colleagues for the departmental conversation and chairs may ask to look at supporting materials. In terms of pre-tenure faculty, chairs will already be following this step. The Dean will be asking for the same information from pre-tenured faculty as last year—three requested paragraphs, evidence of teaching evaluations, peer-reviews of teaching, and an updated CV with anything new highlighted. For tenured faculty, there should be

discussions, so chairs should find out what type of formative conversations they would like to have—with the chair, small discussion groups, with full professors etc.

- The Dean is planning to meet with all associate professors. She has a call out to every associate professor within the College to see if they would like to meet as a group to talk about mid-career life and planning toward promotion. She is not sure how many responded to the invitation, but the discussion will take place on March 9th. There may be scheduling conflicts, so she is always willing to meet with people, with their CV, to give constructive feedback.

Chairs' Retreat Options—The Dean shared the following dates for this year's Chairs' Retreat. Ms. Jean Daniele will forward an e-mail to chairs listing these dates to obtain a consensus as to which options fits best into everyone's schedule. This year there will be an all-day retreat for all chairs and new chairs will meet separately with the Dean and some of the CAS staff for an additional half day.

Wednesday August 24th

Thursday August 25th

Monday August 29th

CAE Workshops—The Dean announced that on Wednesday, February 9, there will be a CAE workshop, *Models Departmental Collaboration Around Teaching*. She also reminded the chairs that CAE will offer the Davis funded workshops this summer. She encouraged chairs to work more on projects they were engaged in last summer or work on new initiatives.

External Review—The Dean thanked Math, Philosophy, and Sociology/Anthropology departments for modeling extraordinary engagements with the Program Review process including their self-studies and external reviews. She commended Dr. Joan Weiss for a wonderful job managing the process and was grateful of the quality of the overall engagement. Bayne commented that the department got a lot out of the self-study and external review, more than they ever could have imagined. The Math self-study referenced benchmarks with core science, reflecting how we pull information forward from previous reviews. This year Women Studies and Latin American and Caribbean Studies have begun to engage in the process. They are writing self-studies now and will host external reviewers next year.

The meeting was adjourned at 5:00 p.m.