

College of Arts and Sciences
Dean's Council of Department Chairs and Program Directors
Wednesday, February 1, 2012

Minutes

Attendees

Steve Bayne, Chair of Philosophy
Cecelia Bucki, Chair of History
Mary Ann Carolan, Chair of Modern Languages and Literatures and Director of Italian Studies
Matt Coleman, Chair of Mathematics & Computer Science
David Crawford, Chair of Sociology & Anthropology
Nancy Dallavalle, Chair of Religious Studies
Jean Daniele, Assistant to the Dean of College of Arts & Sciences
David Downie, Director of the Program on the Environment
Dina Franceschi, Co-Director of Latin and Caribbean Studies
David Gudelunas, Director of Women Studies
Manyul Im, Associate Dean of College of Arts and Sciences
Janie Leatherman, Director of International Studies
Mark LeClair, Chair of Economics
David McFadden, Director of Russian Studies
Derek McKisick, *on behalf of Black Studies Director*
Marcie Patton, Chair of Politics
Nels Pearson, Director of Irish Studies
Elizabeth Petrino, Co-Director of American Studies
Lynne Porter, Chair of Visual and Performing Arts
Gavriel Rosenfeld, Director of Judaic Studies
Ronald Salafia, Chair of Psychology
James Simon, Chair of English
Kraig Steffen, Chair of Chemistry & Biochemistry
Brian Walker, Chair of Biology
Maggie Wills, Chair of Communication
Joan Weiss, Associate Dean of College of Arts and Sciences
David Winn, Chair of Physics
Qin Zhang, Director of Asian Studies

Regrets

Jocelyn Boryczka, Co-Director of Peace & Justice
Vincent Rosivach, Director of Classical Studies
Kris Sealey, Co-Director of Peace & Justice
Yohuru Williams, Director of Black Studies

Approval of the December 7, 2011 Minutes

Dr. Brian Walker moved to approve the minutes from December 7, 2011 Dean's Council meeting, and Dr. Kraig Steffen seconded the motion. After a minor typographical error, 12 chairs were in favor of the minutes with two abstentions.

Faculty Search Update

Cancelled and Continuing Searches—Three searches were cancelled for three new tenure track hires, beginning FY'13. Last May the authorizations to hire for CAS faculty searches took a long time to go through the appropriate channels for approval. Reluctance from the Finance Division, as well as the President, to search in this budget climate was very high. The SVPAA pushed for all of our search requests, defending them to the President. On the one hand, if concerns were communicated early on, as to whether searches should have been cancelled, the College could have had the opportunity to be more strategic during the decision making process as to which searches should have been priority. On the other hand, we tried as hard as we could to hold on to all of the searches and this delayed such early/strategic decision-making.

The Dean thanked chairs for their graciousness relative to these cancellations. A critical aspect of the decision, about which searches to cancel, was adjunct usage (and curricular management). Of course, all departments have needs, but some are more urgent. Also, some of the lines had already been open for two years; which was not the case with the three cancelled searches. As the College plans for next year and the Dean meets with the SVPAA to prioritize open lines for next year, they will certainly look at the three cancelled searches with special consideration. The Dean will speak with chairs relative to search requests, proceeding with judicious planning and a more cautious approach before placing ads, and again before conducting interviews.

Dr. Brian Walker asked if other schools experienced cancelled searches. The Dean's sense was that the other schools received fewer approved authorizations to hire, so in some sense this placed the College at greater risk for a larger number of cancellations. Also, when at least one of the other schools experienced a failed search (no hire from the three campus visits), they did not go farther into their pool of candidates but simply closed it on the SVPAA's request.

Dr. Nancy Dallavalle stated that it was not clear if the Dean received transparent information relative to the closing of searches outside of the College. She expressed concern about the lack of transparency among the Deans and the fact that the Dean was given information that proved to be inaccurate. The Dean agreed that transparency is important.

Dr. Cecelia Bucki mentioned that the History Department was far into the search process, inviting search candidates to campus and arranging for their travel. History faculty service core requirements for the University (as do all of the departments, including the other cancelled searches). How are departments expected to cover the core? Bucki showed concern for the quality of education. The Dean reassured the group that all of the deans, as well as the SVPAA, continue to advocate in relation to this concern.

Budget Update

Dr. Steve Bayne asked to comment on the budget gap. The Dean communicated that the last shortfall she was aware of was around 4 million, but that it seemed most of that had been bridged with various measures the past few months (e.g., retirements, unfilled positions, layoffs, "give-backs", etc.). Depending on what happens with our incoming class, the University is looking at approximately a 7 million dollar gap for next year. There are a record number of applications and everyone is learning new strategies on how to deal with admissions in this new climate. The University is doing more with early action, particularly with highly rated students.

Dr. Mary Ann Carolan was concerned about what actions are taking place to address this year's deficit, as well as the 7 million projected for next year. The Dean noted that while growing revenues is the best way to bridge this, it cannot be done that way alone. Cutting expenses also has to be done. She shared that the EPC is trying to develop a mechanism for accessing affordability of things, such as academic programs. The Budget Committee also suggested line-by-line analysis of how

budgets are being spent across the University. The administrative budgets are also being cut, including salary. For example, Vice President Dolan is down two staff people in the Finance Division through unfilled retirement (in one case) and postponed replacement search (in another).

Dr. Ronald Salafia questioned the Dean's earlier comment relative to FY'13 having a record application pool. What does that imply for acceptances? The Dean did not have these statistics. She communicated that Admissions is shooting for 925 for next year. For schools in our tier, our acceptance rates are all going up but our yield rates are all declining. Also, as our quality has increased over the past decade or so, we are competing with better institutions. For many of our students this would have been a reach school in the past; now it is a fallback school for a good number, because the tier of students we are trying to attract may receive better packages from other institutions or receive acceptance to more prestigious schools.

Dr. David McFadden asked the Dean to explain why some operation budgets disappeared. The Dean shared that there was a handful of programs with restricted funds that demonstrated very little activity over the years. Chairs and directors are saving these restricted budgets for a rainy day. With the current budget climate it is necessary to utilize these funds, so the SVPAA asked that restricted budgets be used as operating budgets just for one year. At the start of the FY'12 budget cycle, some of these scenarios were communicated to the Dean, at which time she shared these decisions with appropriate chairs and directors. During the winter break additional decisions to use restricted budgets were made, but the Dean was not always notified. The Dean asked the SVPAA to broadly communicate the rationale behind these decisions, explaining that these are temporary decisions, and to communicate with each specific Chair or Director, as well. Decision making on a piecemeal basis is problematic, as well as the lack of communication to the Dean and department chairs and directors. The Dean reassured everyone that these decisions are not long-term budget ramifications. McFadden expressed his disappointment and concerns with the lack of transparency.

Dr. Mary Ann Carolan mentioned that the Department of Modern Languages and Literatures was building a fund for student travel through their restricted budget. The Dean reiterated that building a fund in this budget climate may not be realistic. That said, the SVPAA was not looking to deplete these funds, but to use part of them to help bridge this year's budget gap.

The Dean explained that the Dean's Office is not aware of all of the restricted budgets within the College, as some are historical with long-time inactivity. Ms. Jean Daniele is working on capturing a comprehensive list and learning of the history behind these budgets, in terms of when they were generated, the facilitator, and the purpose for these budgets. When donations are made, they are made to support the College, inclusive of annual operating support, not to sit in restricted accounts. The SVPAA's Office checked with Advancement on the restrictions for use of these budgets, before making these decisions.

Professor Porter made a suggestion based on St. Lawrence University's budget decision-making practices. Instead of a top down model, St. Lawrence opened the discussion to various staff levels. This offered the opportunity for everyone to work together and buy into an agreed upon plan. The Dean noted that there is a webpage for anyone to make budget cut suggestions. She added that broad communication from the Vice President or Sr. Vice President was in order; often when they communicate it is not broad enough and strategic enough. Our current status should be obvious to everyone, and anyone that feels business-as-usual is appropriate is not paying attention. We all need to be looking at streamlining, paring down, and seeking ways to perform excellent work with fewer resources. The Dean reiterated that this was the current reality of the University, and everyone should take our institution's wellbeing as part of our individual and shared work.

Departments are cutting budgets by utilizing adjuncts in areas where we would otherwise hire full-time tenure track faculty. The Dean mentioned that according to her calculations, the College contributed nearly a million dollars in the form of temporarily open salary funds. In the past, the monitoring of open salary funds was facilitated by Ms. Daniele, but this procedure changed, and the tracking of these funds are handled in a different format through the SVPAA's Office. Even though the tracking of open salary lines changed, the Dean's office will continue to keep track of the College's share of the overall salary pool.

The Dean reminded chairs and directors that the Humanities Institute is an endowment that can be used for programming and to supplement dept/program budgets. These funds are available for use within the College. She encouraged chairs and directors to submit an application for funding program initiatives.

Curricular Planning—Drs. Manyul Im and Curt Naser

Dr. Manyul Im shared a newly designed electronic process for new course proposals. The goal is to implement an online workflow through Mentor for the Fall 2012 cycle. The process is similar to the current method, except that once the application is uploaded; there is no need for continued shepherding. The request will automatically move to the next levels for approval. Dr. Naser set up a sample application. Once the application is submitted, the file is uploaded by the Chair. Mentor will accept PDF or Word Documents.

Dr. David Gudelunas asked whether there could be something included on the course proposal form for proposers to petition an interdisciplinary program for inclusion of the new course in its curriculum. Naser mentioned that he could provide the template and forms. Associate Dean Im commented that an ASCC gateway for links to specialized forms could be created.

Dr. Patton asked why the applicant could not submit their request. Associate Dean Im mentioned that the permission could be setup so that anyone could submit a course proposal. All of the necessary guidelines will then be followed. Concept-wise this is a document-handling program that will follow all of the policy guidelines in terms of levels of review and approval. The policy requires Chair signature. The Dean added that this is because course development is subject to dept- and program-level curricular management and planning, not individual faculty decision.

This is one of the projects that Associate Dean Im is currently working on, as he attempts to get College business systematized and digitalized. It is a work in progress and thoughts are welcomed and should be shared with Im, who is working in collaboration with ASCC. The idea is for College business to become more automatic and archived properly.

Curriculum to Career Conversations—Helping Students Map from Your Program to Post-Graduation Opportunities

The Dean shared a handout designed by the Dean of the Dolan School of Business, which mapped out a plan for student development throughout their four years at Fairfield. It reflects organization for students to gain knowledge and skills to complement their business education and prepare for their entry into the workplace. While we in the College are not engaged in explicit pre-professional preparation according to narrow understandings of our students' career trajectories, the Dean encouraged CAS chairs and directors to map out a plan tailored to each discipline helping students understand how they could become career ready. Students need assistance in connecting the dots. We want our students to understand the value of a liberal arts education, to have sites for connecting their academic interests to career discernment, etc. Depts and programs should be able to articulate (and help students articulate to parents and prospective employers) the value of their major and minor programs to myriad applications in job contexts. These developmental plans could be used during

routine advising sessions with students. A binder of these plans could also be shared with Admissions and Advancement as a recruitment tool.

Similarly, having a one-page highlight document for each academic program with examples of outcomes could be very useful on a variety of levels. We want Admissions to be able to promote some specific outcomes and highlights for each program. We want Advancement to be able to tell these stories. As well, the Dean suggested that faculty create a brief profile (250 words) of current research interests to be shared with prospective donors.

Dr. Walker mentioned that faculty profiles are already listed on department websites. Bucki felt that the website was too rigid and it did not offer the ability to prioritize the more prestigious accomplishments. The Dean commented that every faculty member receives a link yearly, prompting them to revise their profile. She recommended that Bucki e-mail Carolyn Arnold, the CAS Marketing Liaison, for assistance. Dr. Kraig Steffen shared that the system is not user friendly. It takes about six clicks to get to the list of faculty members. The Dean added that this is one of the issues that Associate Dean Im is working on through the Web Advisory Group. He is finding a little more responsiveness as he builds relationships with the staff. He is working on centralizing contact information for each program. All concerns about the webpage should be sent to his attention.

The Dean recommended that in the “Curriculum to Career Conversations” reflect the presence of internships, iterative moments over four years for students to work on their resumes, and perhaps programs could talk about e-portfolios and how students could build their portfolios over four years in conjunction with major/minor program learning goals and outcomes. Gateway and capstone courses to the major are two areas that would be easy to incorporate into this mapping process. Using an example she made up for Communication, the Dean asked all academic programs to develop a one-page “Curriculum to Career” handout reflecting a four-year approach to this work.

Ideas and Exemplars for Promoting the College and Supporting Admissions, Advancement, and Marketing Efforts

The Dean commented that Admissions will reach out to faculty with a series of invitations to engage in small ways with students. The idea is that after a student’s campus tour, if a family wants to talk to a faculty in a specific discipline, Admissions will reach out to specific faculty for a more intimate conversation. The Dean kept Admissions up-to-date with a list of faculty that would be effective in participating in this type of outreach/recruitment efforts. As well, they may want chairs or other faculty to reach out to help recruit students interested in particular majors. For large majors, Admissions will focus on students rated 1 through 4 in terms of their academic quality; therefore, faculty engagement will be with the top student pool. For small majors, they might ask you to reach out to all the interested students in the pool. Faculty have been asking for this opportunity for many years, and Admissions is looking to do this in the current recruitment process. The Dean mentioned that Admissions and the Scholarship Committee are planning on developing a cheat sheet offering topics of conversation with students.

There will be Admissions events in spring involving high school juniors in April. Admissions learned that students are making their decisions much closer to the date decisions are due. This is the time frame we are looking to influence.

Gudelunas recommended that Admissions get involved with inviting students to extra-curricular initiatives that may help them connect with Fairfield.

The Dean handed out a list of Campaign Task Force Members. We are in the silent phase of a comprehensive campaign, which means the Advancement Division has been reorganized and moved into overdrive around fundraising. A couple of the key academic initiatives are expansion of the Health Science building, inclusive of significant space expansion for the School of Nursing and integration of Health and Applied Sciences in some way (there is no architectural plan yet). The other large initiative on the campaign for academics is endowed professorships. The Dean shared a template relative to Endowed Professorship Program, mapping out program description and a focus on outcomes. Each dept and program should develop a case statement that the Dean can share with Advancement. Summaries and rationale also could be used by the Advancement Division to articulate our needs and desires, making them available to inspire fundraising related to CAS interests and needs. This will help train major gifts officers with our program goals.

Title of Professorship

Summary rationale for the position and the area of expertise

Program Description – focus on current program OUTCOMES; e.g.:

- Brief history
- Degrees offered
- Enrollment trends, number of graduates over 10-period
- Importance of program within Core, College, at university, in relation to broader social and economic trends
- Accreditation (if applicable)
- Notable faculty research and teaching accomplishments (e.g., # and type of grants, # of books and other publications—the broad strokes, not specifics or tied to individuals)
- Needs met by graduates of program – needs of industry, society, etc.)
- Demand for graduates

Rationale

- Programmatic need
- How/why an endowed professorship could be a “game changer” for the department/program
- Ability to attract particular types of faculty
- Likelihood of enhancing Fairfield’s national and international reputation

Anticipated Outcomes – focus on ENHANCED OUTCOMES, e.g.:

- Program growth – student recruitment
- Curricular development – responding to real needs
- Research enhancements – attracting prestige, extramural funding, etc.
- Community outreach potential – making a real difference
- Create “center of excellence”

Announcements

Anticipating pre-tenure reviews—Chairs and Directors were informed that letters will go out to junior faculty and chairs in preparation for annual pre-tenure reviews. The process is similar to the way they were conducted over the past 2 years. The Dean went over the following key points.

- Peer review of teaching
 - Chair plus one inside (and preferably also one outside)—The expectation is that the chair and one other person review their junior faculty each year. It is the candidate’s

responsibility to build their teaching portfolio but the chair's responsibility to ensure senior faculty are involved. The Dean prefers to have faculty evaluations appended to chair's letters to see the richness of faculty observations (rather than just the chair's summary).

- Chairs should ensure that junior faculty had a peer review of teaching and that an observation report is attached to every pre-tenure annual report to the dept and Dean.
- Junior faculty should receive departmental feedback; it is not confidential. Feedback is the only way our junior colleagues can respond to requests for revisions. However, faculty are welcome to give the Chair more information than they give to their junior colleagues. But, this is not an opportunity to say only good things to candidates and negative feedback "behind their backs," so to speak. Pre-tenure faculty need frank, honest, and direct feedback about both strengths and weaknesses.
- Escalating language in cases where faculty are not meeting expectations.
 - Sharing feedback and letters with candidates—The Dean requested very specific information to be included in the chair's letters. These letters are transparent documents and should be used as a means of constructive feedback.
 - Giving Dean heads-up on any major concerns—The Dean is open for a conversation with chairs in cases where they have colleagues that are not doing well. This conversation is helpful to have prior to the chair writing their letter with the annual recommendation about contract review.

Planning for Chair succession

- The Dean asked department chairs to forward the name of the new elected chair to her for ratification.
- Newly elected chairs should be included in decision-making moving forward this year.
- Current chairs should be sure that the new chair is engaged in pre-tenure faculty reviews in some way; this is particularly important for candidates who will go up for tenure during the new Chair's term.

Great Things Are Happening

- For example, Poetry for Peace and MLK were successful events and very inspirational. The Dean encouraged folks to attend these annual initiatives.
- Italian American Exhibit—The opening reception for this exhibit is, this evening, February 1. The Dean encouraged chairs and directors to visit the exhibit, as she would be doing.

Meeting was adjourned at 5:00 p.m.