

College of Arts and Sciences
Dean's Council of Department Chairs
Wednesday, April 4, 2012

Minutes

Attended:

Steve Bayne, Chair of Philosophy
Cecelia Bucki, Chair of History
Mary Ann Carolan, Chair of Modern Languages and Literatures
Matt Coleman, Chair of Mathematics & Computer Science
David Crawford, Chair of Sociology & Anthropology
Nancy Dallavalle, Chair of Religious Studies
Olivia Harriott, Associate Professor of Biology (for Brian Walker)
Manyul Im, Associate Dean of College of Arts and Sciences
Janie Leatherman, Director of International Studies
Mark LeClair, Chair of Economics
Aaron Perkus, Associate Dean of University College
Lynne Porter, Chair of Visual & Performing Arts
Ronald Salafia, Chair of Psychology
James Simon, Chair of English
Kraig Steffen, Chair of Chemistry & BioChemistry
Maggie Wills, Chair of Communication
Joan Weiss, Associate Dean of College of Arts and Sciences
David Winn, Chair of Physics

Regrets:

Brian Walker, Chair of Biology

Approval of Minutes

Dr. Marcie Patton moved to approve the minutes from the March 7 Dean's Council meeting.
Dr. Kraig Steffen seconded the motion. The Dean commented that these were a good set of minutes representing a collection of practices across the disciplines. Ten chairs were in favor of the minutes with three abstentions.

Enrollment Management and the Budget Situation

95th percentile update

- The Dean mentioned that the administrative team and/or the President shared an alternative proposal with the Faculty Salary Committee. A commitment was made to maintain the 95th percentile for this year and to work with the Faculty Salary Committee next year to seek other rubrics or benchmarks. Part of the rationale is that there was no routine budget practice to operationalize the 95th percentile. One year there was a large amount of money that was applied to full-professor salaries, because their salaries fell below the norm. Stay tuned...
- Dr. David Crawford added that while this was one rationale, the Faculty Salary Committee proposed that they would remain at the 95th percentile and hold off on the increase until the following year. This proposal was not even a consideration.
- Dr. Steve Bayne mentioned that even though this was taken off the table after a 24 to 48 hour time span, there are many faculty who are still alarmed.

- Dr. Cecelia Bucki commented, as a point of information; Julie Dolan communicated with the GSEAP a PowerPoint with this plan. The Dean was aware of the PowerPoint; it was prepared for the Budget Committee. The Dean did get this PowerPoint after the Dean's meeting with the President. Bucki mentioned that it seemed that everything was taken out of the Academic Division, which was disturbing to her. The Dean mentioned that she did not look at the PowerPoint in great detail but she will do so. Her sense of what would be reflected is that most of the layoffs for the past 2 to 3 years were made largely outside of the academic division.
- Dr. Ronald Salafia looked at this in a different perspective, where Administration proposed this scenario, knowing that it would arouse faculty with clear opposition. The Administration would back away nicely provided that faculty are willing to discuss this and other impacts in the future. The Dean would not confirm or deny, but she mentioned that every academic administrator with faculty status seems to oppose this proposal.
- The Dean commented that her sense was that the SVPAA was trying to make decisions internal to the division, where we find savings, not having them external to the division. There is a lot of pressure on the SVPAA
- Dr. Marcie Patton was concerned about the ramifications of this for recruitment and retention. It is really alarming that there is such uncertainty. Even if we agree to something this year, next year they will be chipping away. She is hearing murmurs from junior colleagues.
- The Dean expressed the importance of the Dean and Chairs in supporting our junior faculty and affirming their decision to come here. There are hundreds of reasons to affirm their decision that makes Fairfield a better place than a lot of other places to work. The Dean commented that of the faculty she has recruited while being Dean, there was a rare faculty member that really wanted to be at another type of institute. They choose Fairfield because of the balance between teaching and research, the kind of teaching environment we have, and the kind of collegial communities and departments we have. All institutions have uncertainty and change. As leaders our job is to support the ongoing pleasure that our junior faculty feel with their choice, even while some of these decisions are under discussion. All compensation issues are always influx year to year.
- Dr. Mary Ann Carolan felt that there was a larger issue that affects all faculty and honesty and transparency are important. Faculty want to be sure they are being taken care of and many are concerned about the financial viability of the institution. The Dean mentioned that she will ask about the status of the budget town meetings for folks to be informed about the institutions financial status. She reiterated the importance behind continuing to focus on the positive for junior faculty, even while we are all engaging in these challenges.
- The Dean shared that when she arrived at Fairfield, one of the draws was that the University did not have Merit pay, but the year she started at Fairfield the Board of Trustees voted to unilaterally institute Merit.
- Dr. Crawford also came to Fairfield when merit began; his mentor encouraged him not to feel that it was a mistake. He pointed out to him that getting to Associate Professor is going to matter so much more than any of the small amounts of compensation increases. Crawford handles his junior faculty by encouraging them that in the long term they will benefit, and to keep their attention on their work.
- Dr. Dave Winn asked if anyone is looking at the structural issues, besides trying to find places to cut. The Dean did mention that there was some conversation about organizational charts, etc... Some of the suggestions were made to the Academic Vice President, inclusive of the closing of the School of Engineering were not taken up. She reminded folks of some of the earlier cuts that the administration made, like reorganizing IT.

- Dr. Janie Leatherman mentioned that when she first came there was no merit. She felt that Fairfield was a collegial community and then the Merit decision started to eat away at the environment. The University is not a corporation and it cannot reward like a corporation. These types of decisions shift faculty from their real mission and passion, and cause a deterioration of trust.

Update from Board of Trustees: FY '13 budget, Tuition rates

- The Dean shared a comprehensive update on the University's tuition schedule.
- Tuition for undergraduate students is the smallest increase in the institution's history.
- Graduate programs will increase on a larger scale as well as part-time programs. They are trying to increase this over the next few years. There is a sense that our graduate programs have been under-valued and tuitions have not covered costs as well as they should.
- The most significant change is with full-time students going to part-time status paying proportional rates (rather than the lower per-credit cost regular part-time students pay). Based on a survey of other institutions, this is a normative practice. It is not in concurrence with the Academic Council's recommendation, but AC EC also determined that it is not faculty purview to set tuition.
- Dr. Steve Bayne asked if the Dean had any idea if the administration discussed any of this with faculty bodies, before they decided to reject the Academic Council's recommendation that part-time tuition is all the same. The Dean did not know the answer to this, but she did share that the Academic Council sub-committee on University College matters was split on this issue, so this is one of the reasons Academic Council took motions off about it and another reason they did not think tuition was their purview.
- The subcommittee was split with some voting to keep tuition all the same; some agreeing it should be different pricing for different constituencies for very particular reasons; and some voting for different pricing because that is what other institutions typically do. Students switching to part-time status still need the Dean's approval, because they come through a process of ensuring that they understand their correct status for graduation. These students work with Assistant Deans Susan Peterson and Dawn DeBiase in the College.
- Students can move to part-time status in their senior year up through class of 2013, but they will be paying proportional tuition, not the regular part-time rates. This is normative across the country and at peer/competitor institutions. **[NOTE: Beginning with the class of 2014, students will no longer be allowed to move to part-time status unless they document genuine financial, medical, or other hardships out of their control. This information has been included in admissions materials, catalogs, etc. from the time the class of 2013 was recruited and will be instituted for the class of 2013 forward.]**
- The Dean wanted faculty to be aware of these changes relative to advising students. Often students inquire about changing to part-time status during their last semester at the University.
- Dr. Aaron Perkus offered the University College's perspective on this point. They noticed a trend of more and more full-time students dropping to part-time status. Under the current rules there is no reason why a full-time student would not switch to part-time if their situation allows them to, because they still have all the advantages of a full-time student while benefiting with a tremendous tuition cut. This was never University College's intent to serve this population of students at this tuition rate. It was for non-traditional evening students. Perkus mentioned that these practices were in place before his arrival at the University. The Dean added that most of University College practices and "policies" were never approved by a faculty body or even reviewed by the academic deans (just the UC Dean and the AVP).
- The BPS tuition was kept lower than the part-time tuitions for the BS and BA degrees within the school. It's a different program for a different market, and these tuition rates are competitive.

- Graduate tuition—Engineering is trying to move towards all programs costing the same. A lot of the tuition is driven by market demands. Engineering is trying to build in the costs of facilities, computers, etc., so their programs need to cost more. The CAS programs will remain the same as GSEAP at the lower end of the tuition scale. The University is working on having some of the fees consolidated with a greater communication of what they are for; this has been identified as a concern among grad program directors.
- The interdisciplinary programs are asking for one permanent staff person assignment for the programs rather than the program assistant assignment moving as the directorship rotates. The question is whether we should have a new program assistant for the interdisciplinary programs, rather than taxing the department's current assistant for the interdisciplinary programs. The Dean will be looking into making a recommendation for this position in the following year's budget cycle (FY'14), because this budget was already submitted in November.
- Graduate Assistantships for 2012-2013 will follow a different tuition benefit. This has been under discussion for a while. We are trying to map the number of hours a graduate assistant works to the norm. Ms. Jean Daniele will make the necessary changes to department and program budgets. Once the new policy is determined and the FY'13 positions are approved by the SVPAA's Office, Ms. Daniele will communicate decisions to the appropriate departments and programs. Dr. Bucki was interested in knowing when the notification for approval for grad assistants would take place, so that she could advertise for the position. The Dean mentioned that her assistant was an institutional commitment to help with editing the journal, so she has approval to advertise.
- The Dean did not receive word about her budget, but once she does communication to departments and programs will take place. Given that the Board has approved the University budget, she is hoping to learn what our budgets will be. We could then move forward on Authorizations to Hire for TT faculty and with identifying graduate assistants.
- Dr. Crawford asked when the Dean would learn about hires. The Dean is hoping to get the SVPAA's verbal approval within two weeks, at which time she will reach out to chairs that he is willing to forward on for final approvals. She mentioned that the College will have approximately 10-12 open lines and she is hoping to receive 6 faculty positions authorized. She is hoping to handle this in a way that those positions approved will not get cancelled. She is assuming that previously cancelled searches and those that have been on hold for two years will move forward, but there are no guarantees.
- The Dean mentioned that over the summer, Ms. Peterson will continue to work with chairs on enrollment management as there is new information, particularly there will be frenzy beginning June orientation. There is always a summer melt and Ms. Peterson will work with chairs to consolidate or add sections as needed. The Dean mentioned that the University is optimistic about meeting 925 enrollments.
- Dr. Carolan asked the Dean if she had Admissions statistics. She did not have statistics, but mentioned that the SVPAA's use to routinely update the faculty at faculty meetings. This is currently not the practice. When the Dean went to Deans and Directors meeting there was a presentation. The Director of Admissions had these figures and felt that this information should be shared with the University at large.
- Dr. Winn mentioned that every year he was promised to get a list of prospective students interested in physics, but Admissions has not followed through on this. The Dean commented that there may not have been students expressing interest. She recommended that he reach out to Karen Pellegrino again. Winn asked if Admissions could make this a policy and share a list of perspective majors with departments. The Dean agreed that this would be beneficial but it is up to Admissions to make this a policy, but added that it's vital for chairs to follow up on this information when they get it.

- Dr. Salafia shared that Admissions had a function last Sunday that was a great success. The Dean mentioned that we have early decision, meaning students commit to the University and we commit to them. Sometimes students pay early decision at other institutions too, even though this is outside the parameters of every institutions understanding of and policies about early decision. This change in behavior contributes to the difficulty of determining the end results of the enrollment tally.

Part-time Students and Programs

- The Dean shared that there are a number of academic policies and administrative procedures that need to take place through the transition of part-time students into the schools. The Dean and/or Associate Dean Perkus is meeting with a lot of administrators, groups of relevant staff from Admissions, Registrar, Finance/Billing, etc. to discuss getting policies and procedures operationalized. The Dean shared that the goal is to have this in place by September 2012 and by the time students register for spring 2013 everything will be merged.
- In terms of course scheduling, the Dean commented that Perkus built a University College budget and University College projections around enrollments in the same ways chairs plan around their discipline. Moving forward for spring 2013, this will be done in an integrated fashion. The chairs will work with Perkus on the front end and then submission will be integrated and sent to the Registrar's Office. The Registrar's Office will be merging time codes, etc. in time for or spring 2013 registration.
- Dr. Bayne asked if the College will now have an additional scheduling cycle, because of summer registration. The Dean mentioned that there will but it will not be any different than what the College is accustomed to. She expects the Registrar's Office to send out a call for summer schedules and the few courses routinely offered will be placed on the schedule. A lot of this will be communicating to faculty to see who is interested in teaching in the summer and consulting with Perkus to see the choices made will work. There will be guidelines for listing the courses that work well in the summer. Dr. Perkus will facilitate the process as always.
- Dr. Carolan mentioned that she was unsure what to do with the information the Dean sent pertaining to her memo discussing planning for part-time students. The Dean mentioned that over the next month Perkus will reach out to chair to share how many students will be seeking degrees within each program. This will not affect most departments. Carolan questioned seeking degrees vs. core. The Dean responded that we always offered a regular rotation of core courses in the evening for students, but the evening students have never had a language requirement. The Dean reminded chairs that only about half of UC students take their courses in the evening or on-line. Most of these students take courses in every format.
- The Dean mentioned that the evening, summer and regular semester courses have always been taught by full-time faculty, over load full-time faculty, and part-time faculty. This will not change. One of issues the Dean tried to highlight over the past few years is to ensure chairs are aware which faculty are teaching overload and what courses they are teaching, as opposed to faculty being a free agent teaching whatever they want. There should be a conversation to decide whether these sections are needed; in some cases evening sections were negatively affecting daytime enrollments.
- Dr. Perkus mentioned after July 1 the new procedures will apply for all new students. These students will be paying much higher tuition rates, they will have a foreign language requirement, a different science core, and it will be marketed by Continuing and Graduate Admissions, instead of University College. University College has already been seeing declining enrollment over the past few years, so, in addition, he feels that with the outcome of these changes, he does not perceive a wave of new students. Most will be current students finishing their degree, so we will continue to serve the students we have, in which case, we are already aware of their needs for graduation.

- The Dean shared that one of the initiatives the new Associate Dean, Dr .Jim Simon, will work on this summer is helping to create a master curriculum map, so that the College could run regular reports that would determine student needs. This will create a map of how many courses are needed in any given term/year. The Dean encouraged this practice to take place within departments, as well.
- The Dean commented that she hopes the Registrar will map out a clear line of instructions for spring 2013 registration. There should be more time codes with the inclusion of evening time codes.
- The Dean shared that evening courses could be taught as part of load as long as they're open to all students (which they should be), but not summer, winter, March and May intersession, as those are separate revenue streams. Departments should have as many classes as they usually have, with some accounting for the needs of evening-only and part-time students. She encourages chairs to talk to their faculty to find out if they will rotate through evening hours and to create a strategy that is fair and equitable.
- Professor Porter commented that in terms of evening courses, the number of undergraduate, daytime students taking these courses have bloomed. She hopes that these numbers will not continue to rise, because evening hours are needed for other work. Another issue is that when faculty require students to attend evening lectures, the student with a scheduled evening course has a conflict with these requirements. The Dean mentioned that if curricula are managed well this should only happen from time to time with required courses that are for majors only. There are very few core courses that do not have options for daytime codes. The Dean does not think that there will be many additional evening options than what we have now.
- The Dean asked that chairs make sure core courses routinely circulate in the evening. She commented that most chairs already engage in this practice. Every department could say that "we are not prepared with resources or faculty interest to offer our degree program in the evening." Any programs that want to and are able to do so (such as English and Communication) could have a notation in the catalog that "students will have the opportunity to complete this degree in the evening" and those that do not could say that "this program is not available on an evening only basis."
- Dr. Weiss asked if there would be set time codes for evening courses. Perkus will be working on determining this.
- The Dean encouraged chairs to invite Perkus to department meetings if they have particular issues around accommodating part-time students. Chairs should work with colleagues to determine whether (and if so, when) their degree program could be available on an evening-only basis. We could put parameters around enrollments that restrict enrollments based on if the course is a disadvantage to students who require certain needs. We also need to track demand.
- Dr. Perkus will distribute information on part-time students who are matriculated into each department. There will be a push for students, who are not currently matriculated, to matriculate and declare their intentions. These students will be grandfathered into the current University course requirements. Moving forward new students will follow the same curriculum as their full-time counterparts. Only BPS will have a modified core.
- The Office of Academic Engagement and Exploratory Advising will be considering part-time students among the populations their work encompasses, including assessing transfer credits at time of admission, working with undeclared students, peer advising, etc.
- CAE will be having professional development workshops on advising that will consider part-time students, among others, as well as peer advising. The Dean feels that all students have special advising needs. Adult students are just another version of that.

- Part-time students should be assigned a faculty advisor in the major, you may want to discuss with Associate Dean Perkus and identify faculty members who would be particularly supportive and sensitive to part-time student experiences.

Rank & Tenure and Pre-Tenure Faculty Review

- The Dean reminded chairs that intentions to apply for Tenure &/or Promotion are due May 31, 2012 with list of external reviewers. She emphasized the importance for chairs to keep in touch with junior colleagues looking to apply and consult with tenured colleagues who might be considering a bid for promotion. The Dean will be meeting with Associate Professors on April 17 relative to this conversation from 4:00 – 5:30 at Alumni House.
- The Dean asked current chairs to be sure new chairs are up-to-date on the previous annual reviews for any candidates going up for tenure.

Chair Succession

- The Dean shared handouts *The Transformation from Professor to Chair* and an article on Preparing for Your Departure as Chair.
- Outgoing chairs should begin sharing information, key decisions, program files, personnel files, etc. with incoming chairs.
- The Dean will meet with new chairs for a discussion of transition, professional development opportunities, and mentoring.

Priorities—The Dean discussed the following:

- **Develop 2-year and 4-year curricular maps** to help you manage curriculum, course schedules, and faculty loads. Jim Simon is happy to help you with this (jsimon@fairfield.edu).
- **Ensure actual student learning artifacts are being analyzed** – must happen during the current academic year and continue as part of annual routines – **Summarize findings in annual report**
- **Develop “From Curriculum to Career”** four-year programs for your students, excellent advising tools, useful for student recruitment. *You may want to assign this task to your internship coordinator or another faculty member for whom this would be appropriate dept service.*
- **Provide the Dean with case statements for endowed faculty chairs/positions** in your depts/programs. *You may choose to assign drafting of statement to a dept subcommittee or a senior colleague who is not otherwise engaged in dept service.* I would like to have these by mid-summer.

Announcements:

- CAS Annual Faculty Celebration, Monday, April 23rd, 4:00-6:00, Alumni House. Faculty should send all books published since this time last year to Ms. Daniele. Faculty should bring to the meeting articles, chapters, and other scholarly artifacts to share with their colleagues.
- CAS Annual Student Awards Celebration is scheduled for Tuesday, April 24, 6:30pm, Oak Room. Come celebrate with students and their families.
- CAS Reception for Graduating Seniors & Their Families will take place on Saturday, May 19, 2:00-3:30, in a tent near Lessing Field (Baccalaureate Mass at 4pm). The Dean encouraged faculty participation.
- Annual CAS Chairs retreat is scheduled for August 29 (New Chairs), August 30 (All Chairs). The Dean asked chairs to send topics they would like to see covered in depth.

- The President met with College Planning Committee. He is seeking to gather distinguished characteristics about the College; stories to take on the road with him to share with donors. He will meet with Chairs at our next meeting.

Resources:

- Invite assessment resource folks to a dept meeting to refine your student learning outcomes, develop assessment protocols and rubrics, and discuss use of ePortfolio: Aperkus@Fairfield.edu and Csiegel@Fairfield.edu
- CAS Associate Dean Manyul Im (mim@fairfield.edu) also is available to talk with you and/or your faculty about development of learning outcomes with particular focus on the Core and Pathways.
- Advising Resources: jyork@fairfield.edu - Jessica York is the Director of the Office of Academic Exploratory Advising. Beth Boquet (eboquet@fairfield.edu) has much expertise in this area.

The meeting adjourned at 5:00 p.m.