

**College of Arts and Sciences**  
**Dean's Council of Department Chairs and Interdisciplinary Program Directors**  
Wednesday, September 12, 2012

**Minutes**

**Attended**

Steve Bayne, Chair of Philosophy  
Angela Biselli, Chair of Physics  
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, CAS Assistant to the Dean  
Dawn DeBiase, CAS Assistant Dean  
David Gudelunas, Chair of Communication & Director of Women Gender & Sexuality Studies  
Olivia Harriott, Chair of Biology  
Terry-Ann Jones, Director of International Studies  
Mark LeClair, Chair of Economics  
David McFadden, Director of Russian E. European Studies  
Laura Nash, Chair of Visual & Performing Arts  
Aaron Perkus, CAS Associate Dean  
Sue Peterson, CAS Assistant Dean  
Elizabeth Petrino, Chair of English & Co-Director of American Studies  
Judy Primavera, Chair of Psychology  
Gavriel Rosenfeld, Director of Judaic Studies  
Kurt Schlichting, Interim Chair of Sociology & Anthropology  
Kris Sealey, Director of Peace & Justice  
James Simon, CAS Associate Dean  
Kraig Steffen, Chair of Chemistry & Biochemistry  
William Vasquez, Co-Director of Latin American & Caribbean Studies  
Yohuru Williams, Chair of History & Director of Black Studies  
Qin Zhang, Director of Asian Studies

**Regrets**

David Downie, Director of Program on the Environment  
Marcie Patton, Chair of Politics  
Vin Rosivach, Director of Classical Studies

The Dean welcomed chairs and directors back for a new academic year. She commented that despite the challenges the institution is facing and the challenges between faculty and upper administration around salary issues, she commended the Chairs and Directors for the work they accomplished both within their departments and programs, as well as their contribution across the broader institution.

There are a lot of chairs beginning their first term. The Dean asked all participants to go around for introduction. The Dean also welcomed Associate Deans James Simon (beginning a three-year term this year) and Aaron Perkus, whose position was re-aligned from University College. Associate Dean Manyul Im continues as a faculty Associate Dean in his second year of a three-year term.

## **Approval of the Minutes**

Dr. Nancy Dallavalle moved to approve the May 2, 2012 Dean's Council minutes and Dr. Matthew Coleman seconded the motion. All were in favor of the minutes with a few abstentions.

The Interdisciplinary Program minutes will be distributed and approved during their October meeting.

## **New Semester Update**

### ***Enrollment snapshot (handout from Admissions)***

- These are the statistics from the end of August. There was no comparative data, so the Dean asked Admissions to develop a template for recording, so the data is contextualized and useful. During the General Faculty meeting there were a few good questions but the data was reported narratively and in only a one-year snapshot, instead of in the form of statistics with multi-year comparisons and trending.
- The data shared showed that the admit rate was increasing and the yield rate decreasing. This has been the trend for several years. The common application and the on-line application have affected these statistics nationally; comparing these data to competitors would be more useful to understanding our own statistics.
- Dr. McFadden agreed that comparative data was important based on several years, offering some kind of benchmarking of what is happening with our competitor institutions.
- Dr. Primavera agreed that data should be more scientific using standard statistical analysis.
- There is a growing representation of international students (more than twice as much as last year). The international students tend to be from India, China, South Korea, and Brazil. We have a commitment with an exchange to Nicaragua and Tanzania, also Brazil.
- During the Deans' breakfast with the president and their meetings with the SVPAA, the Deans continue to voice the importance of increasing the diversity of the student body. These statistics have declined in the past two years.
- The Dean mentioned that the University is ranked second in the Northeast, after Villanova and tied with Loyola Maryland.
- Dr. Dallavalle asked if we could receive reliable data provided to faculty on an annual basis. There should be a template shared with the presidents, deans, chairs, and faculty. This way we could agree on how the data should be reported. The Dean already requested this data but will ask for this again. Ever year there should be a template that could be shared and discussed whether it is comprehensive enough. It could be determined as a community on how the data should be reported and the reporting could be performed uniformly and consistently across time.
- Dr. Carolan asked what was being done with the SAT optional and how it is being tracked. The University is in the third year of offering an option. It would be interesting to track the 1/3 of the confirmed incoming class who opted out of submitting their test scores. How are they being followed and what kind of institutional research is being done? The Dean mentioned this should be part of the comprehensive report by the SVPAA or the Dean of Admissions. The Dean suggested to the previous General Faculty Secretary that an invitation be extended to the Associate Vice President and President of Admissions to a General Faculty meeting to actually report all of this information. Admissions has the richness and specifics of all the data. There is so much that is qualitative about the process. With regards to the SAT optional, the Dean's sense is that Admissions is satisfied

with their application procedures. The SAT scores are not a very good predictor of success in college. Carolan mentioned that one study mentioned that the writing section is a good predictor.

### ***FY '13 Budget Update***

The mechanics are being performed now, so budgets should be available sometime next week. The reason operating budgets are not inputted yet is because Finance spent the summer reconciling the salary budgets. There were three different versions of salary budgets.

Dr. Bayne asked where part-time faculty budget would be listed. Over the summer, the Philosophy Department added sections to accommodate the needs of the department. A revised budget was submitted. The Dean mentioned that departments are asked to estimate their part-time needs, as if all positions would be paid at the top amount on the adjunct salary scale. This allows a bit of wiggle room. The additional requests were submitted to the SVPAA's office as departments notified the Dean's Office. The Dean shared that the pot of funds sit in the CAS Dean's Office budget, but expenses are recorded under each department to see the actual part-time salary spent for the academic year by discipline. The Dean noted that she has no doubt that instructional costs, at the part-time level, would be covered, particularly as we continue with better enrollment management to keep the course schedule tight.

The Dean shared that at the President's breakfast the deans raised issues about marketing (quality and quantity). The Dean made a request for MPA launch money, but she is not sure if this was approved. There are some centralized marketing funds for graduate and continuing studies programs but it is not enough to launch a new program or enough to do a very good job with marketing. It was mentioned that when the October enrollment numbers come in, and the surplus is determined at hand, marketing is one area that will be augmented.

She shared that all five searches in the College have been fully authorized and signed off on all levels. The College will be searching in Chemistry, Economics, History, Mathematics, and Sociology. The Dean made one last effort for Religious Studies and Philosophy, but these searches will not be approved for this year. The Dean encouraged that these requests be resubmitted for FY'14 budget. In addition, chairs who placed markers on their FY'13 budget relative to future faculty needs should add those to next year's budget requesting to search during 2013-2014.

Bayne asked if visiting positions were completely eliminated. The Dean mentioned that they are not gone forever, but out of the dozen or more requested for the current academic year, only two were approved in the College. She is hoping that as faculty salary budgets are reconciled, the Finance Division will relax in relation to these approvals. There is still a disagreement between the Vice Presidents on how the open salary money should be used. These salary savings are associated with faculty taking a full year sabbatical at half compensation, faculty on an unpaid leave, or faculty retirements. What happens to these salary savings? The Dean mentioned that all of the deans from each of the schools discussed having the opportunity to invite the VP of Finance, Julie Dolan, to a deans meeting with the SVPAA, so they have an opportunity to advocate more directly for the Academic Division.

***Early Semester Issues***—The Dean asked if there were any early semester issues that need the Dean's attention or collective conversation.

- Dr. McFadden asked if the Dean had an update on new classroom furniture. The Dean did not hear anything on this. She mentioned that we could check with Nancy Rosado for an update.
- The Dean mentioned that there is a site for questions pertaining to classrooms for faculty to send inquiries/concerns. There is an ongoing list for assessment and prioritizing needs.
- The Dean reminded chairs and directors that they should work on case statements for endowed faculty chairs. She received several requests but not all departments or programs submitted. As the campaign heats up these are the kinds of initiatives the Dean would like to have in the mix in terms of donor interests. The Dean is trying to put together a portfolio of College giving opportunities, so she could meet with the Advancement staff and walk them through these College highlights and concrete information is helpful. This could include interest in visiting artists, endowed post-doc positions or visiting faculty.
- One thing all faculty should think about is multiple ways of containing instructional costs, rather than just talking about lowering faculty compensation. If we all sat in a room to discuss ways we could cut the instructional budget, we could come up with a dozen different options and then look at the pros and cons as a community. She has urged different ways to look at the problem. In the meantime, the College could look at the values of various options, such as rotating visiting, post-docs, or different ways of utilizing adjuncts. These tactics provide more flexibility than tenure-track positions provide. These options may be easier to authorize, because they are not permanent commitments. Also, for a program who wants to be flexible and dynamic, increasing rapidly changing plans, do you want to be strapped with a specific subject area vs. people moving through with different subject area expertise? The Dean will continue to talk to chairs, Sr. Vice President, and others in the faculty leadership. We do not have a category “post-doc” or “instructor.” We have the rank of instructor but not a personnel category of instructor. This might help us change the cost structure of instruction without reducing faculty compensation.
- Dean asked chairs/directors to ensure that their faculty refresh their profiles on the faculty profile webpage. There should be a professional picture of every faculty member at the University. Advancement, Marketing, and Admissions mine these profiles to try to match donor and faculty interest. When we get donors that want to support a faculty in a specific area these profiles are very useful. The Dean would like to put together a portfolio that majors gift officers could have by department to use as a resources. In addition, the Dean would like to get a one-page highlight on each department, listing outputs accomplished and focusing on the student experience. The Dean will develop a template for departments to follow. This will allow Admissions officers to find information of interest at their fingertips.
- Dr. Williams mentioned that Dr. Curt Naser generated something similar to this. He might be able to help create something similar to what the Dean is looking for. The Dean mentioned that this is a different audience and that over time if we invest in marketing and web development, we would have the materials ready to upload. There were holdups in terms of web design relative to navigation and visual design, there were hold ups in getting information uploaded. This situation seems to have been resolved.
- The Dean reminded chairs that the CAS Associate Deans, as well as Christine Siegel are available for consultation relative to assessment, assisting them to move to the next level. All departments should be collecting and analyzing student data annually in an iterative process, and using findings to improve programs and/or pedagogy.

- For those who are continuing or starting program review, the Associate Deans, plus the Office of Institutional Research are available as a resource.
- Peer Review of Teaching—the Associate Deans, plus CAE can help with designing a program of peer review of teaching or talk about methodology to use. The Dean reminded chairs and directors that, with pre-tenured colleagues, it is best to ensure that peer review of pre-tenure faculty teaching unfolds in the fall, so that during the spring semester the focus is on the annual review. Chairs should make sure senior faculty are sharing their feedback with pre-tenure faculty in writing, so that pre-tenure folks can reflect on these over time, respond to feedback, etc. Sometimes when pre-tenured faculty members meet with the Dean, they have not yet received feedback from their colleagues.
- The Associate Deans will reach out to help chairs move projects along, but chairs should also reach out to them and other resources (including other chairs and colleagues) at the points of readiness in your departments.

### **CAS Associate Deans**

The Dean shared a grid of tasks that are facilitated by the CAS Associate Deans. The grid is broken down into a few categories: events, liaison, meetings, routine projects, and strategic projects.

On the event side of the grid, the A&S Awards is the only event that the College sponsors. There was a budget in the Dean of Freshmen's office for a Dean's List Dinner. The question was as to whether the College should try to continue this annual event, and whether it should be for both freshmen and sophomore students. Assistant Dean DeBiase offered to research an estimated number of students who attended this function and the cost for the event.

The Dean was open to discuss any ideas faculty might have for college-wide events.

The liaison work listed has to do with internal and external initiatives. Dr. James Simon discussed his role as a Bridgeport initiatives liaison. This initiative involves greater connections with Bridgeport. They are working to increase the opportunities for students to intern in Bridgeport. Opportunities will be distributed to internship directors within each department. Simon would like to launch these opportunities for spring semester. The Dean mentioned that this was a rise from a big push from the Mayor's office in Bridgeport. They have been engaging in a series of meetings with Fairfield, in hopes to have deeper partnerships with Fairfield. There are a lot of interesting opportunities, particularly related to environmental issues, the arts, and also internships.

### **CAS Involvement on Committees**

The Dean commented that, in the past, the Dean's Council never discussed what is happening on the faculty committees that may concern the College. She asked the group to share which committees they are serving on, so she could get a sense as to where the College is being represented. She encouraged representatives to keep the College aware of what is going on.

- EPC—Olivia Harriott and Qin Zhang
- Academic Council—Steve Bayne and Elizabeth Petrino
- Budget Committee—Dean Crabtree
- Rank & Tenure—Mark LeClair
- Sustainability Committee—Kraig Steffen
- Public Lectures and Events—Nels Pearson
- Ed Tech—Aaron Perkus
- ASCC—Aaron Perkus

- ASEC—Manyul Im
- UCC—Dean Crabtree

#### Broader Institutional Committees

- Mission on Identity—Nancy Dallavalle
- ACCE Committee (Arts, Culture, & Community Engagement)—Nels Pearson
- Martin Luther King—David McFadden
- Humanities Fellows—David Crawford
- IRB—Qin Zhang

The Dean mentioned that during the last UCC meeting there was discussion about the foreign language requirement. We expect a motion about this to come forth at the next General Faculty meeting. UCC also discussed on-line courses and the policy for eligibility to take these courses. Since the closure of UC, we might develop a new policy, but in the meantime, the current policy for full-time students will remain. Students need Dean's approval to take an on-line course and f/t faculty can teach online only as overload.

Dr. LeClair mentioned that he will be cycling off the research committee. During the three years he has been on the committee there were a tremendous number of applications submitted that did not fit the requirements of the form. He asked chairs and directors to convey to faculty that the process is a 5 or 6 page application. The committee often receives applications with much more (and quite unnecessary) information. These applications will not be considered. The Dean asked if this was a particular offense in the College relative to others schools. LeClair mentioned that the most egregious applications were not within the College, though there have been many offenders from CAS.

Dr. Primavera mentioned that when she was on the Research Committee she had a sense that folks were cautious about making sure they submitted enough information. She asked if there was information missing from an application would the committee reach out to the applicant for additional information or would the Committee be likely to say no to them. LeClair commented that if applicants complete the form, submitting the information asked, applicants should not have a problem. The Dean mentioned that there are very clear instructions in the faculty handbook, so faculty should follow those instructions. If faculty have specific questions, the Dean recommended that they reach out to LeClair and Research Committee members for assistance.

Dr. Carolan commented that the chairs role is critical in this respect, especially in the pre-tenured category, because it is very difficult when faculty do not know what is expected of them. For example, when she was chair, she showed her application to junior colleagues as an example. The Dean mentioned that chairs are required to write a letter to accompany the application and there is a tight deadline structure. She suggested that they ask colleagues for a first draft, so that they could begin to write the chair's letter. The Dean does expect the chair's letter to include how the department expects to cover the applicant's teaching load and the least resource intensive modality of coverage (e.g., adjuncts and/or reducing the total number of sections offered). Also, chairs should comment about the timing of the leave for the candidate in relationship to the project.

Associate Dean Simon mentioned that there are 10 faculty in the College applying for promotion to either associate or full professor. Applicants need to submit their dossier to the department chair by Monday, September 17. Simon encouraged chairs to reach out to the candidate as a

reminder. The Dean mentioned that she sent a message to all candidates. She commented that candidates may revise their dossier and supporting materials based on their colleagues' feedback. If colleagues are going to wait too late in the process to review the candidate's materials, how will the candidate benefit from their evaluations? Please encourage colleagues to look at the materials early. The Dean also reiterated that it is about *evaluating* the evidence provided (not writing a letter of recommendation based on general statements), so it is important that folks review deeply the materials submitted. When the Dean receives the supporting material and evaluation, she can tell if other folks actually reviewed the supporting materials, and in many cases it does not look like senior colleagues took the time to do this.

### **Integrated Health Sciences Initiatives**

- Over the summer, Deans Lynn Babington and Robbin Crabtree co-chaired a task force of deans, upper administrators and faculty to develop a case and vision statement around integrated health sciences at Fairfield that will inspire a building project. The faculty members representing the College are: Angela Biselli, Shelley Phelan, and Kraig Steffen.
- The project envisioned expansion of SON and a creation of more connecting space between Bannow and the School of Nursing that would create opportunities for more interdisciplinary collaboration, research, etc. Some areas of special emphasis have been identified. After the Task Force reviews and shares feedback, the Dean will share this information with the Chairs. Throughout the conversation, it is not just about the Health Sciences and SON. It is about integrating engineering and business into a broad specialty in healthcare related study and research. There is a GSEAP connection, as well. We see roles for, all the social sciences and humanities, not just the natural sciences. Every discipline should be at the table. The vision and the case statement, grounded in a wide range of background information that gives rise to this initiative, is all about the liberal arts and looking at addressing global health inequities.
- Beyond the building project, we are articulating engagements for students, scholarships, and endowed positions. The expectation is that by spring semester, if not sooner, the facilities folks will begin conversations with potential architects. The hope is that by the end of the academic year an architect will be selected and plans will begin developing. We expect the building design and permit process to begin thereafter, though we don't expect to break ground before the money is raised.

### **Humanities Institute Update—Companion Initiative**

- Re-launch of the Humanities Institute—A group of 10 fellows worked over the summer including at least one person from each of the humanities departments. They talked about ideas and shared vision for a Humanities Institute moving forward. They are working on the draft and the Dean will share this with chairs first and then with College faculty, giving them an opportunity to comment, before it goes to Advancement.
- This is a project with phases, with the first phase starting as soon as next year. This project is about mapping the future. The Dean described this as the University (higher education at large) being pulled in professional/vocational directions. We cannot keep these pulls from occurring, but we can strengthen the tether to the liberal arts and deepen the roots, so the institution will always be fixed to what we believe. Ensuring that the humanities are strong is a special responsibility of a Jesuit education.
- Dr. Crawford, who is one of the Fellows, added that the document the Dean will receive will reflect both collaboration, as well as contention. These are challenging issues and the group does not have consensus on everything.

- Olivia asked the Dean if she could e-mail all chairs a paragraph describing this. The Dean commented that she sent out a call to all College faculty related to this. She will send this information out again to chairs. The Dean mentioned that the group is not at the point of an executive summary quite yet.
- The Dean also explained that, while almost every initiative we have at the University has a main focus on students, this initiative is much more focused on faculty, with some student components. A lot of initiatives at Fairfield are about teaching and learning. This initiative holds greater emphasis on research and a smaller component on teaching and learning.

### **Dean's Council Meetings for 2012-13**

#### *October Meeting*

- Continue work from the Diversity workshop. The Dean asked chairs to submit the Chairs' Retreat evaluations by the end of the week, submitting them directly to Ms. Jean Daniele, so we could incorporate that feedback into the October meeting.
- The Dean asked HR for recruitment and retention data, which she hopes to report on October 3<sup>rd</sup> to the Chairs.
- Institutional Research—How should they analyze on-campus climate surveys? The Dean asked IR to follow up with a disaggregated analysis, as per Chairs discussion with diversity consultant Susan Pliner.

#### *November Meeting*

- Workshop on IDEA forms, enrollment management, and possibly assessment.

#### *December Meeting*

- Meeting with Attorneys

The Dean asked chairs to e-mail her any Dean's Council topics they would like to discuss.

### **Other Issues**

- Dr. Steffen shared that he received concerns from full-time and part-time faculty and course management systems. How will faculty receive information and how do they share this information back to the students? There is Blackboard, My Fairfield, etc. There have been a lot of changes occurring with Blackboard, My Fairfield, Mentor, etc. and a lot of unsolved questions. What is the right place for certain information, who has access to what level of information, who uses it, how it is used, and how active are the various levels of information? Dean asked Steffen to collect specific concerns around these issues, because she needs to investigate these issues.
- Dr. Biselli mentioned that she was on the Portal Committee and would like to receive the list of concerns too. She commented that the Portal offers information about students—class list, advising info, etc. Everything that was in StagWeb is now in Portal. If folks have difficulty finding information, they could reach out to Dr. Biselli or Associate Dean Im for assistance. Biselli mentioned that the Portal is the appropriate place to obtain student information and Mentor is used for course management.
- Dr. Gudelunas commented that instructions, from the Registrar's Office relative to courses, classroom allocation, and time codes are problematic, particularly relative to the MR and TF organization, when all other institutions at which our adjuncts might also teach have MW and TR schedules. The Dean mentioned that the College produced a long list of these types of issues to share with the Registrar's office last year and shared that with the



SVPAAs; she will add this issue to the list. There has been progress on some things but not so much on other issues. She will check on the progress of these issues. The time code issue has been discussed at various points, but they have not been changed for some time.

- Dr. Carolan mentioned that chairs were asked to log into StagWeb as part of this process. This is a problem, since department program assistants help with the registration process. The Dean mentioned that web based issues should go directly to Associate Dean Im.
- Dr. Dallavalle reiterated information she learned at a meeting relative to the Absentee Policy. She asked that chairs and directors communicate to faculty that the new policy states that the Health Center or the Dean's office will not give notes to students relative to their illness. Assistant Dean Dawn DeBiase reiterated that it is not necessary for students to come to the Dean's Office and faculty should not encourage students to do so. The Dean's office does not provide excuses for the students. If the Dean of students is made aware of a multi-day issue, such as a student is hospitalized or a significant issue that is keeping the student away from the campus, they would contact the dean's office leaving the option up to them as to whether they will send out a note. A student's absence is a situation that should be handled between the student and their faculty.
- The Dean recommended that faculty develop an absentee policy for their class submitted to students on their course syllabus that will allow students a certain amount of days out of class, before their absence will affect their grade. It is up to the student how they use these days. The Dean will send out of message to chairs, to talk about with their faculty, as well as to all faculty.

The meeting adjourned at 5:00 p.m.