

Minutes

Eighty-third Meeting of the Faculty of the SAS

May 7, 2013

Voorhees Hall, Room 105—College Avenue Campus

Attendance:

Last Name	First Name	Department
Ackroff	John	Psychology
Allender	Eric	Computer Science
Azaro	Marco	Genetics
Baldi	Andrea	Italian
Bathory	Dennis	Political Science
Bay	Mia	History
Beals	Michael	Mathematics
Bell	Rudy	History
Bellamy	Alastair	History
Bernstein	Alison	History
Birkenholtz	Trevor	Geography
Blair	Douglas	Economics
Brzustowicz	Linda	Genetics
Busia	Abena	English
Cachel	Susan	Anthropology
Camacho	Jose	Spanish & Portuguese
Carr	Deborah	Sociology
Clemens	Paul	History
Coiro	Ann	English
Connolly	Serena	Classics
Cooper	Barbara	History
Cooper	Brittney	Women's and Gender Studies
Cotter	Martha	Chemistry and Chemical Biology
Daipha	Phaedra	Sociology
Daniels	Cynthia	Political Science
Dayal	Veneeta	Linguistics
Decker	Jefferson	American Studies
del Mar Lopez Marrero	Tania	Geography
Dennis	Karen	Office of Undergraduate Education

Diamond	Elin	English
Dienst	Richard	English
Fabian	Ann	History
Festa	Lynn	English
Fishbein	Leslie	American Studies
Flax	Judy	Genetics
Flitterman-Lewis	Sandra	English
Flores	Tatiana	Art History
Fulton	Thomas	English
Galili	Ziva	History
Gambarota	Paola	Italian
Gaskill	Nicholas	English
Gerson	Judith	Sociology
Geselowitz	Michael	IEEE
Ghertner	David Asher	Geography
Gliserman	Martin	English
Goldstein	Daniel	Anthropology
Goldstone	Andrew	English
Gribetz	Jonathan	Jewish Studies
Hamilton	Leonard	Psychology
Haugerud	Angelique	Anthropology
Haviland	Martha	DLS - Undergraduate Instruction
Hawkesworth	Mary	Women's and Gender Studies
Helfer	Martha	German, Russ & E. Euro. Lang. & Lit.
Hodgson	Dorothy	Anthropology
Hughes	David	Anthropology
Isaac	Allan	American Studies
Jiang	Tao	Religion
Jones	Jennifer	History
Jussim	Lee	Psychology
Kaplan	Temma	History
Kelemen	Roger	Political Science
Khayyat	Yasmine	AMESALL
Kim	Suzy	Asian Lang. & Cultures
Koerber	Benjamin	AMESALL
Kolassa	John	Statistics
Konsolaki	Maria	Genetics
Krenos	John	Chemistry and Chemical Biology
Kubik	Jan	Political Science

Kusnecov	Alexander	Psychology
Lears	Thomas	History
Lee	Rick	History
Leichenko	Robin	Geography
Levine	Michael	German, Russ & E. Euro. Lang. & Lit.
Lickliger	Roy	Political Science
Liu	Xun	History
Lopez	Kathleen	Latino & Hispan Carib Studies
Maldonado Torres	Nelson	Latino & Hispan Carib Studies
Mani	Preetha	AMESALL
Martinez San Miguel	Yolanda	Latino & Hispan Carib Studies
Martin-Marquez	Susan	Spanish & Portuguese
Mascia-Lees	Frances	Anthropology
Masschaele	James	History
Masur	Louis	American Studies
Matsuda	Matt	History
Mazrui	Alamin	AMESALL
McCoy-Rusanova	Svetlana	German, Russ & E. Euro. Lang. & Lit.
McGill	Meredith	English
McGlew	James	Classics
McInerney	Claire	SCI
McKeon	Michael	English
McLean	Paul	Sociology
Michel	Melchi	Psychology
Midlarsky	Manus	Political Science
Miller	Kenneth	Earth & Planetary Sciences
Mitchell	James	Geography
Murch	Donna	History
Nerlekar	Anjali	AMESALL
Ogilvie	Daniel	Psychology
Pairat Vinas	Ana	French
Parker	Andrew	French
Price	Melayne	Africana Studies
Puglisi	Catherine	Art History
Ramsamy	Edward	Africana Studies
Ransome	Ronald	Physics & Astronomy
Reed	James	History
Rendsburg	Gary	Jewish Studies
Rennermalm	Asa	Geography

Rennie	Nicholas	German, Russ & E. Euro. Lang. & Lit.
Robolin	Stephane	English
Roden	Donald	History
Rothwell	Phillip	Spanish & Portuguese
Safir	Kenneth	Linguistics
Salime	Zakia	Sociology
Sanbonmatsu	Kira	Political Science
Scanlon	Lawrence	English
Schalow	Paul	Asian Lang. & Cultures
Schein	Louisa	Anthropology
Schindler	Karen	Genetics
Schneider	Laura	Geography
Schrepfer	Susan	History
Schroeder	Richard	Geography
Schwartz	Marcy	Spanish & Portuguese
Schwarzchild	Roger	Linguistics
Scott	Robert	Anthropology
Sheflin	Neil	Economics
Siegel	Jonah	English
Sifuentes-Jauregui	Ben	American Studies
Simmons	Richard	Asian Lang. & Cultures
Sinkoff	Nancy	Jewish Studies
Smith	Holly	Philosophy
Spellmeyer	Kurt	English Writing Program
Stein	Arlene	Sociology
Stevens	Camilla	Latino & Hispan Carib Studies
Swenson	James	French
Syrett	Kristen	Linguistics
Tartakoff	Paola	Jewish Studies
Tesar	Bruce	Linguistics
Threadcraft	Shatema	Political Science
Tillery	Alvin	Political Science
Tschanz	Dietrich	Asian Lang. & Cultures
Uhrich	Kathryn	Chemistry and Chemical Biology
Van Buskirk	Emily	German, Russ & E. Euro. Lang. & Lit.
Vicario	David	Psychology
Vogel	Erin	Anthropology
Voos	Paula	SMLR
Walker	Janet	Asian Lang. & Cultures

Wall	Cheryl	English
Wallace	Sofia	Political Science
Wasserman	Mark	History
Weingart	Michael	Mathematics
White	Eugene	Economics
Wilder	David	Psychology
Williams	Carolyn	English
Wilson	Robert	Mathematics
Yanni	Carla	Art History
Zerubavel	Eviatar	Sociology
Zerubavel	Yael	Jewish Studies

Richard S. Falk (Mathematics), Acting Executive Dean, called the meeting to order at 1:08 pm.

1. Dean Falk's motion to accept a revised agenda (previously circulated), which deferred discussion of a Proposal to Amend the SAS Bylaws until the fall faculty meeting, passed by a large margin. The purpose of this agenda change was to provide more time under New Business to discuss resolutions originating from faculty on Faculty Governance and Strategic Planning Process and SAS Budget.
2. Dean Falk's motion to accept the minutes from the SAS Faculty Meeting of December 13, 2012 passed by a large margin.
3. Martha Cotter (Chemistry) reported on activities of the University Senate. Senate minutes are available at <http://senate.rutgers.edu>. This year the Senate adopted a policy on Massive Open Online Courses; recommended extending the process for evaluation of deans to the university president on a six year cycle; extended fall add/drop period to accommodate Jewish holidays; approved a revised Academic Integrity Policy to comply with the new Code of Student Conduct.
4. Dan O'Connor, Chair of the New Brunswick Faculty Council and Associate Professor in the School of Communication and Information, reported on the activities of the NBFC. NBFC minutes are available at <http://nbfc.rutgers.edu>. NBFC recommended that the next faculty delegate to the NCAA should be nominated through the NBFC and voted to create a committee to explore the future course of the intercollegiate sports budget. Martha Cotter was elected NBFC Chair for next year with a recommendation that she serve for two years.
5. Larry Scanlon (English), Chair of the Core Requirements Committee, reviewed the new courses and minors approved for the Core Curriculum. Scanlon's motion to approve the CRC's report passed unanimously.

6. Dennis Bathory (Political Science), Chair of the Curriculum Committee, presented the list of new courses and changes in the catalogue approved by the CC. The CC developed a policy statement on **Online/Hybrid Course Proposals** to be approved as part of the CC's report. Bathory's motion to approve the CC report passed unanimously.

7. Dean's Report:

Dean Falk noted that the University has four new members of the National Academy of Sciences and they are all from SAS: Eva Andrei (Physics), Robin Fox (Anthropology), Karin Rabe (Physics), and David Vanderbilt (Physics).

The Dean has developed a plan for eliminating the SAS annual deficit of \$13.5 million over a period of 5 years and won conditional approval for it from Vice President Edwards. The University would forgive the debt incurred while SAS resolves its shortfalls, assuming that our various projections of revenues and expenses are true. Many factors beyond our control will have an influence on our budgets, including levels of state support, tuition and salaries, but we have been successful in increasing enrollments while maintaining quality. The Dean is participating in a committee headed by Dick Edwards and Nancy Winterbauer that is examining the current allocation of tuition among units, but other units benefit more than we from the status quo and want to maintain it. The Dean is also adjusting various funding formulas within SAS. The declining number of faculty who choose to retire limits our options, but the Dean does not want to resort to a hiring freeze.

The Dean urged faculty to seek opportunities to become involved in the development of the university's strategic plan now that the plan has evolved to a point where we can identify our opportunities to influence the process.

The Dean has heard from faculty who are concerned by cuts in TA support for Signature Courses. The Signature Courses were part of the Core Curriculum initiative and were supported enthusiastically by many faculty. The central administration supported the SAS teaching initiative by a three year pilot grant of \$250,000 per year and by a donor grant. These funds have been exhausted and SAS now is responsible for continuing these courses with its own resources. Dean Falk delayed assignment of funding for TA support for Signature Courses. This decision was influenced by our budget deficit but also by the fact that TA lines are an important part of funding for our graduate program. He wants to examine the time-to-degree, placement records, and other criteria of graduate program strength in departments offering Signature Courses before funding TA support. We should consider employing more PTLs in these courses. Any course with 450 students will get a lead TA.

The Dean took several questions from the floor. One speaker found it intolerable that there seemed to be no plan to search for a new Executive Dean of SAS, noting that coaches and Athletic Directors were replaced immediately and at great cost but that new leadership of the largest research and teaching unit in the University was neglected at a crucial time when we are supposed to be engaged in strategic

planning for our future. Dean Falk noted that he had agreed to serve for one year and was asked to stay for another. He felt that Vice President Edwards had showed decent respect for SAS and noted that the new dean of SAS is supposed to report to the New Brunswick Chancellor, who had not yet been appointed. It is hard to imagine that the university could hire the new leader for SAS that it needs without defining to whom she/he will report.

Several faculty questioned whether SAS had been treated fairly and suggested that a new dean might be able to negotiate better treatment. Dean Falk reviewed his plan to balance the budget and noted that it required central to forgive some \$44 million in deficits while we get our fiscal house in order. He noted that he had to submit budget plans to prevent a funding freeze and reviewed factors that would improve our situation but concluded that we could not continue to hire beyond our means and to ignore the larger context of declining support for public higher education.

It was suggested from the floor that SAS might be broken up into several units. Dean Falk did not think that anyone wanted to attempt this kind of reorganization now, but noted that several statements made by the President about the possibility of future reorganization might have fueled this misunderstanding.

## 8. New Business

Dean Falk asked Carolyn Williams (English) and Rick Schroeder (Geography) to lead discussion of two resolutions that were developed by an ad hoc group of chairs, programs directors and concerned faculty. These resolutions had been previously circulated.

### Resolution I: Faculty Governance and Strategic Planning Process (motion made by Carolyn Williams)

Professor Williams explained that Resolution I emerged from a long conversation among department chairs where a common denominator was frustration over lack of meaningful input in the strategic planning process. It is managed from top-down and the instructions issued and questions posed often seem to assume outcomes that concern us. The rapid pace imposed is at odds with the academic calendar and precludes full faculty participation. The generic themes and subthemes projected do not make SAS sufficiently legible. We offer and offer feedback but cannot count on being heard or understood. A bureaucratic rush to pat conclusions disturbs us.

Two amendments offered by Leslie Fishbein (American Studies) and Michael Beals (Mathematics and Associate Dean) were successful. Both passed by large margins. The amended Williams resolution passed by large margin.

It reads: **Resolved: Whereas SAS faculty members are concerned about the relative lack of meaningful participation by faculty members in the Strategic Planning process and documents as they currently stand, we demand that President Barchi create an opportunity for all faculty across the university to vote on the Strategic Plan, subtotaled school by school, before it is submitted for final approval to the Board of Governors.**

## Resolution II: SAS Budget (motion made by Richard Schroeder)

Professor Schroeder explained the circumstances that inspired Resolution II. SAS is currently running a budget deficit that is estimated at somewhere between \$22 and 40 million, depending on how it is calculated. At the April SAS chairs meeting, Dean Falk presented a plan to retire that debt within five years, primarily by reducing personnel costs which represent the school's largest single expense. We've seen the results of this plan in action already in the form of this year's de facto faculty hiring freeze. Its effects will continue to be felt by every department represented in this room. Resolution II is a partial response to both the dean's plan and the budget constraints that led to it.

Three concerns led Schroeder to propose Resolution II:

1) The inequitable budget model that produced the so-called "debt" in the first place.

The SAS budget deficit was incurred under a system known as "All Funds Budgeting," a term that is something of a misnomer, since SAS never receives "all" of the funds it generates through the teaching efforts of its faculty. At best, the school receives 55% of tuition dollars generated by our own students. When non-SAS students enroll in our classes, we typically get 38.5%. And when those non-SAS students are paying out-of-state tuition and/or school-specific tuition "premiums" such as those charged by the School of Engineering, SAS's share can dip to as low as 15%. In short, this system generates a massive subsidy to other schools. 100% of the over 10,000 non-SAS students on the New Brunswick campus take SAS courses on the way to their degrees; nearly a quarter of the undergraduates in our classes are non-SAS students. Taking all of this into account, it is clear that those who say that the School of Arts and Sciences owes a "debt" to the university have got it backwards; it's the rest of the university that owes a debt to SAS. Resolution II calls for that debt to be retired unilaterally by the administration, and for the formula for sharing tuition payments among the schools to be adjusted accordingly.

2) The impact of the new budget policy on key strategic curriculum and program initiatives in SAS

The Signature Course program may be the best example of this. These courses were established three years ago as the cornerstone of the SAS core curriculum. Nearly 20 faculty members have been involved, and several of the courses they offer are among the most popular on campus each term. Under pressure from budget constraints, the dean's office has decided to stop funding TAs for this program. This has prompted nearly every faculty member involved to withdraw from teaching Signature Courses. The passion, the effort, and the commitment that both these faculty and the administrators who helped design the program brought to it have simply been squandered, and one of the most exciting curricular initiatives to be launched under the banner of SAS in recent years has been gutted in the process. This is what the punitive budget sanctions imposed by the university are costing us, especially when they are applied blindly without consideration to the value of ongoing strategic initiatives.

3) The prospect that the goal of resolving the SAS budget deficit through faculty attrition will be a self-fulfilling prophecy



Early last fall, the dean announced that SAS would no longer be supporting the hiring of ACLS New Faculty Fellows into tenure track positions at the end of their fellowships. This is an extremely prestigious fellowship, highly competitive. Recipients typically have multiple offers from universities keen to host them. Until this year, Rutgers had attracted a disproportionate number of these fellows because of an implied commitment that SAS would hire them if they made a favorable impression on their new departments. Professor Schroeder has a colleague whose wife won one of these fellowships. She excelled here as a teacher, and just won a book contract from Oxford University Press. The colleague himself is newly tenured, and is a multiple year end award winner, having secured both the Board of Trustees Research Fellowship for Scholarly Excellence and the Presidential Fellowship for Teaching Excellence for newly tenured faculty members this year. Sadly, SAS's decision not to hire ACLS fellows, has meant that both of these top notch scholars who wanted to stay at Rutgers were forced to go on the job market where they were quickly snapped up by another university. These are not the sort of people you just let go; they are the sort of people around whom you build a great university.

Inaction in retaining top faculty and the lack of a progressive spousal hiring policy will deepen the real cost of the administration's budget policies: as more faculty are affected by decisions taken in the wake of the punitive budget sanctions affecting SAS, they will simply leave for greener pastures. We cannot allow this to happen. Resolution II today asks us to take a stand against that possibility.

Several motions to amend the resolution failed. The original language was affirmed and the motion to adopt the resolution passed by a large margin.

**Resolved: Whereas SAS is the largest teaching unit in the Rutgers system, yet an inequitable All Funds Budgeting has not allotted funds to the school in proportion to its actual contributions to the university, we endorse a forgiveness of the SAS "debt" and a more equitable distribution of tuition income that accurately reflects teaching and tuition paid, so that the school can function and retain its excellence.**

9. The Executive Dean, hearing no call for additional New Business, adjourned the meeting at 3:20pm and urged us all to meet again at the annual teaching awards meeting scheduled for 4:00 pm

Respectfully submitted,

James W. Reed

Secretary of SAS