

Minutes of the School of Arts and Sciences and Affiliates Spring 2022 Meeting

FINAL

4 May 2022

Call to Order - Peter March, Executive Dean: Dean March called the regular Spring SAS and Affiliates meeting to order at 10:02 am 4 May 2022. This represents the 100th SAS (formerly FAS) meeting.

Acceptance of the agenda: Without objection, the agenda was approved as read.

Rules of engagement and procedures for the online meeting forum – Thomas Stephens, Parliamentarian: The meetings will not be recorded. Questions and comments are submitted via the Zoom Q and A. The chat is not officially monitored. Questions are limited to 2 minutes.

Acceptance of the minutes from the SAS All Faculty Meeting of December 15, 2021: The minutes were accepted without objections. See <https://sas.rutgers.edu/resources/25-faculty-a-staff/1611-sas-faculty-meeting-minutes> for the text of SAS All Faculty Meeting minutes

Report from the Curriculum Committee – Dennis Bathory, Committee Chair: Dean March prefaced this report with the following comments:

Since this is Dennis Bathory's last report as Curriculum Committee Chair, I'd like to thank him for many years of service. Twenty-six years of service, to be precise. He began this role in 1994 and has attended every FAS/SAS faculty meeting since then to present the Curriculum Committee report.

He's overseen more than 200 Curriculum Committee meetings! Dennis loved getting to know so many faculty members from across the disciplines as they all served much shorter terms on the committee than he has.

Under Dennis' leadership, the Committee played a critical role in developing SAS policy on Winter Session courses and Online Courses. More recently the committee has considered best practices for internship courses and has also played a critical role in developing the Curriculum Committee's

- Reviewed over 1200 new courses,
- Reviewed changes to more than 1400 courses,
- Approved over 15 new majors, or tracks in majors, including the addition of AMESALL, Global Humanities, Cinema Studies, Cognitive Science, Actuarial Mathematics, and Sport Management,
- Approved at least twice as many new minors,
- Approved 46 certificates,
- And, approved hundreds of changes to existing majors and minors.

And, that is just the last 10 years – now multiply that by 2.8! I think it is safe to say that no one else at this University (possibly at any university) has read as many syllabi as Dennis or had a hand in so much curricular reform.

Please join me in thanking Dennis for 28 years of extraordinary service.

Professor Bathory reports having reviewed 70 courses, including many transitions to on-line components. These on-line components were assessed according to the SAS on-line teaching guidelines.

The committee approved a new major in Data Science, and other higher-level curricular changes. See <https://sasoue.rutgers.edu/curriculum-courses/archive-of-faculty-reports/66-policies-resources/sasaffiliates-faculty-meetings/1-upcoming-meetings/321-may-4-2022> for a full report.

Voting on the approval of this report was performed electronically subsequent to the faculty meeting, and the vote was to approve the report recommendations.

Report from the Core Requirements Committee – Kathleen Scott, Committee Chair Professor Scott reports approval of a large number of courses for the core; other changes in designations of courses were approved. See

<https://sasoue.rutgers.edu/curriculum-courses/archive-of-faculty-reports/66-policies-resources/sasaffiliates-faculty-meetings/1-upcoming-meetings/321-may-4-2022>

for full Curriculum Committee and Core Requirements Committee reports. Professor Scott also explained modifications of the process for assessment summarization and reporting. Professor Scott thanks the undergraduate directors for their efforts on these activities, and thanks the Core Requirements Committee members for their support in this new process. Voting on the approval of this report was performed electronically subsequent to the faculty meeting, and the vote was to approve the report recommendations.

Dean’s Report – Peter March, Executive Dean The following are remarks presented in writing to the secretary:

Good morning everyone and thank you for taking time to attend our end-of-semester faculty meeting.

It’s a bittersweet occasion for me. This isn’t my last All Faculty and Affiliates meeting but it is my last one as dean. A little later, I’ll devote some time to reflect on the work we’ve done together over the past eight years.

But first let’s talk about the present.

In my letter last week I shared my reasoning for stepping down but I’d like to elaborate on it a bit now. It’s an important life skill to acquire a good sense of timing and it occurred to me that the inflection point I spoke of was just such a time. We’re emerging from the trials of COVID and embarking on a new path guided by the new Academic Master Plan under new leadership in Winants and Old Queens. I know it’s best for me, for SAS, and for Rutgers to start down that path under new leadership in 77 Hamilton.

Leadership change is fraught with uncertainty of a kind that leads faculty and staff to think of the myriad ways things could go wrong. In my experience, really smart people think of really complicated ways things could go wrong. That becomes a vicious cycle that we really must avoid.

Over the next few weeks, an Interim Executive Dean will be appointed and several months later a national search for a new dean will commence. The Interim Dean will need your support to craft a smooth transition and I ask you please to be generous in providing them with the cooperation and support they need to do that important work.

Another request is that you think individually and collectively about what kind of Executive Dean you think SAS needs now and in the future. There will be opportunities for you to provide input that will shape the position profile, influence the composition of the search committee, and direct the deliberative process.

A lot has happened since we met last December. So I’d like to spend a few minutes reviewing things at a very high institutional level, then convey news and accomplishments from the academic divisions and vice dean’s offices, then finally reflect on my time as Executive Dean.

This spring semester we returned to a mix of in-person and online that was practically indistinguishable from what we planned for spring semester 2020: almost 90% in-person and a little more than 10% online, a fact of which I’m very proud. As you’ll recall, this was a high priority for President Holloway and I know that we all had to overcome perfectly reasonable anxieties about planning so far ahead when the virus mutates so quickly. But you did it. We delivered. That’s what SAS does.

Very recently, we launched our new Diversity, Equity, and Inclusion website that I hope you’ve had time to peruse. May I ask that you check out the DEI Committee page to see the faculty and staff who contributed so much to the project? I’d like to thank them here for their work. I want to thank Kara Donaldson and our new Director of Marketing and Communications Kareem Mumford for theirs as well. The DEI baseline report and the website itself would not have been possible without them.

Next week, we’ll circulate a timeline designed to deliver the School’s Diversity Plan by the end of the calendar year. There will be a stakeholder engagement phase extending to the end of September, a first draft in October on which we’ll solicit input, and then a second draft in November that, we hope, will clearly articulate action steps we’ll take together in each of the five priorities of the University-Wide Diversity Strategic Plan.

The New Brunswick Academic Master Plan was published last week. I urge you to read through it carefully. It articulates a set of objectives in each of the four pillars of Scholarly Leadership, Innovative

Research, Student Success, and Community Engagement. I am certain that the President and Chancellor-Provost will direct university resources so as to achieve these objectives. I also know that Chancellor-Provost Conway is deeply committed to student success and will take an active role in that arena where the School of Arts and Sciences plays a major role. Stay tuned.

We all know how difficult it's been with all the financial uncertainty we've experienced over the past two years. We closed FY 2019 with a deficit of \$2.4M – a serious amount of money but significantly less than our \$15M deficit at the close of FY 2014. We project a \$3M deficit at the close of FY 2022, which is practically indistinguishable from the last pre-COVID close. That is, quite frankly, amazing. What is hidden in this optimistic presentation is the staggering, 10 figure budget fluctuations we experienced during the COVID years caused by uncertainties in student enrollments, changes in spending patterns, unforeseen federal and state relief, and many other factors. We're starting to understand that there is long COVID in the medical sense and I suggest there will be a form of long COVID in the financial sense. We're out of the immediate crisis and on the mend. But the experience of the last two years will have a slowly attenuating negative impact on our financial health, in the medium term. This argues for caution and modest expectations for faculty hiring in the next year or two. On the other hand, we do have more than 40 open staff vacancies that we plan to fill. That will ease pressure in many areas of our work as a School and provide much needed relief for all of us. While we were all rightly concerned about the social, educational, and public health challenges we experience over the last two years, many SAS faculty saw it as an opportunity for curricular innovation. They developed new Signature Courses such as:

- Black Lives Matter
- Understanding COVID-19: Interdisciplinary Perspectives, renamed Pandemics for fall 2022
- Banned Books
- Rhymes and Reasons: Hip Hop and Philosophy;
- The Color of Health: How Does Inequality Get Under the Skin?
- Rhythms of Resistance: Global Hip Hop.

The innovation is just stunning! SAS faculty continue to engage students in the broad, dynamic liberal arts tradition that prepares them for successful lives and careers in the changing world of the 21st century. If there ever was a time that one could prepare for a single career and follow that into retirement, those days are long gone. Our ongoing Career Explorations in Arts and Sciences initiative continues to grow. Students respond enthusiastically to this course which guides them in exploring their sense of purpose and articulating the value of their liberal arts education to employers through their ability to:

- generate new knowledge
- interpret data and information with sophistication
- analyze social and global issues with nuance, acuity, and cultural literacy
- think critically and creatively
- work collaboratively on teams to reach a common goal.

Our undergraduates not only embrace the liberal arts experience, they freely cross disciplinary boundaries and divisions. Among the 5,117 students that I will be congratulating at the 2022 Convocation ceremonies, 27% are graduating with department honors, and there are nearly 800 students completing double (or triple) majors displaying a stunning disciplinary reach. Here are just a few examples:

- One of our World Languages majors combined with a second major in Physics, Biology, History, Economics, Cognitive Science, or Psychology,
- A Computer Science major and a second major in Sociology, Political Science, Psychology, or English, along with more closely aligned fields like Mathematics and Economics,
- One of our Life Sciences majors combined with a second major in English, Chinese, Russian, Women's, Gender, and Sexuality Studies, Art History, Spanish, Philosophy, or Criminal Justice.

Here are just a few statistics on the SAS Class of 2022:

- Nearly a third of our graduates joined us as Transfer Students and our preliminary data analysis indicates that their time to degree and final GPA are indistinguishable from that of our students who entered as first year students.
- 10% are non-traditional students including 64 Veterans.
- Just under 10% are international students from 43 different countries.
- 252 are EOF students.

I would like to share some notable student honors garnered over the past few years:

- This year, so far 12 SAS students have been awarded Fulbright US Student Grants.
- Since 2018, 33 SAS students have been awarded Fulbright US Student Grants.
- In the last 5 years, SAS students have received 3 Schwarzman Scholarships; 2 Truman Scholarships; 2 Marshall Scholarships; 3 Gates Cambridge Scholarships; and 2 Beinecke Scholarships.
- Rutgers SAS students have also received awards such as the Boren Scholarship, the Critical Language Scholarship, the Ertugen Scholarship, Rangel and Pickering Fellowships, and Princeton in Asia and Princeton in Latin America Fellowships.

What amazing thing happen when great students engage with great faculty! I am very proud the enormous success SAS EOF has had in improving the graduation rate of first-generation and low-income students. Currently, the EOF four-year graduation rate is over 60%, bringing it on par with the campus' overall four-year graduation rate. I'm equally proud that Rutgers University has the 8th highest number of African American applicants to medical schools in the US, primarily due to the ODASIS program.

The past year has seen important developments in several of our interdisciplinary centers and area studies programs.

The undergraduate program in Cognitive Science, for example, has continued its explosive growth. RuCCS has long been recognized as a leading center for research in cognitive science and it now has the first and only undergraduate degree program in New Jersey. Since 2018 the Center has graduated 174 Cognitive Science majors and 188 Cognitive Science minors, with an additional 179 declared majors and 201 declared minors currently enrolled. Student demand for RuCCS-offered courses seems effectively bottomless; the program's enrollments have quintupled over last five years, with virtually every seat filled. RuCCS has been an outstanding success both as a venue for state-of-the-art interdisciplinary research and as a source of inspiration for undergraduate students.

I'm expecting similar success in the new Data Science undergraduate degree program jointly proposed and managed by the Departments of Statistics, Computer Science, and Mathematics.

The Center for Critical Intelligence Studies has been another major success for the School. This year we repatriated the Center from the Chancellor's office and incorporated it fully into the Department of Political Science.

Since 2015, the Center has generated several million dollars in grant revenue and recently received a gift of nearly \$350,000 from a generous donor. The undergraduate minor that we started in 2016 currently has 232 registered students, including a significant number from schools outside SAS.

I also want to mention a gift of \$1 million received this semester from the Mad Rose Foundation Global Engagement Program secured by the Center for African Studies. The funds are principally intended to advance our Study Abroad programs in Africa, both by making student participation more affordable and by expanding the scope of our offerings.

In addition to facilitating travel to Africa by SAS students, the gift will also support faculty exchanges and the development of more extensive institutional collaborations with African universities. Barbara Cooper, faculty member in History and a former director of the Center, will get the ball rolling with a new Study Abroad program in Benin.

I'd like to share other notable gift and grant highlights:

- This year, the Division of Mathematical and Physical Sciences was awarded over \$15M in new competitive grants.
- And this year, just by itself, the Department of Psychology was awarded over \$4M in external funding.

- Rutgers Genetic Counseling Masters program joined the Alliance to Increase Diversity in Genetic Counseling as part of a \$9.5 million grant that involves 5 accredited programs with funding through The Warren Alpert Foundation.
- The work of Sam Gunderson, a faculty member in Molecular Biology and Biochemistry, led to the development of Ceptur Therapeutics, a startup that has raised \$75 million to study the potential to silence defective disease-causing RNA molecules using novel techniques developed in his lab.
- Melissa González, an undergraduate student in Victoria Abaira's lab, who is an Assistant Professor of Cell Biology and Neuroscience, received a \$200,000 grant from the National Institute of Neurological Disorders and Stroke, to study how genetically altering neurons in mice can alter behavior after spinal cord injury. I can say with confidence this is the first time in a very long career I've ever heard of an undergraduate winning an external grant of that magnitude. Amazing!

I would also like to share some notable faculty honors this year:

- NSF CAREER Awards were won by Sepehr Assadi and Yongfeng Zhang from Computer Science and Andy Mastbaum from Physics and Astronomy.
- Yesenia Barragan and Judith Surkis from History won NEH Fellowships.
- Alfred P. Sloan Fellowships we awarded to Blakesley Burkhart and Jedidiah Pixley from Physics and Astronomy.
- Bonnie Firestein from Cell Biology and Neuroscience was named an American Institute for Medical and Biological Engineering Fellow.
- Elected as Fellows of the American Association for the Advancement of Sciences were Allan Goldman from Chemistry and Chemical Biology, Tara Matisse from Genetics, Ying Fan Reinfelder from Earth and Planetary Sciences, and Andrew Singson, also from Genetics.
- Charles Haberl from AMESALL and Religion has won a fellowship at the Institute for Advanced Study in Princeton.
- Mona Lena Krook from Political Science won the prestigious Grawemeyer Award for Ideas Improving World Order for her work on Violence Against Women in Politics.
- Christian Lammerts from Religion won an ACLS Fellowship.
- Robin Leichenko from Geography won the American Association of Geographers Research Excellence Award for her study of climate impacts, vulnerability, and adaptation.
- Jennifer Middlestadt from History won a Guggenheim Fellowship.
- Kevin Monahan from Molecular Biology and Biochemistry was selected as a 2022 Rita Allen Foundation Scholar, with very special distinction as the Milton E. Cassel Scholar. This prestigious award comes with a financial stipend of \$550,000 over 5-years.
- Javier Robles from Kinesiology and Health was elected chair of the New Jersey Disabilities COVID-19 Action Committee.

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Every year brings us loss and I would like to take a moment to mention three people of particular note.

Two pillars of the ODASIS program, Dr. Francine Essien and Dr. Emmet Dennis, Professors Emerita of Cell Biology and Neuroscience, passed away in March leaving an amazing legacy of expanding opportunities in health care to underrepresented groups. Their legacy was celebrated at the annual ODASIS Graduation event on April 28.

On April 21-23, hundreds of attendees gathered in person to celebrate the legacy of the late Dr. Cheryl A. Wall, Zora Neale Hurston Distinguished Professor of English. Attendees included Humanities faculty from across the country, academic leaders from across campus, five college presidents, local community members, friends and family. Dr. Wall taught for almost 50 years at Rutgers when she died suddenly, at the start of the COVID pandemic in April 2020.

Leaders in the field of Black feminist theory and criticism gathered for a two-day symposium, in person and on live stream, and on the third day, 300 people gathered in Vorhees Chapel on the Douglass Campus for a three-hour memorial service celebrating Cheryl's leadership, her friendship, and her contributions to our community.

Remarkable occasions celebrating remarkable lives.

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I was recruited as dean in 2014 at a time of great change for Rutgers. The School was only 7 years old at the time and still struggling to operationalize the integration of the Faculty of Arts and Sciences with the four legacy colleges into a single, coherent unit, as called for in the Transformation of Undergraduate Education. It was suffering from a very serious budget deficit but, under Rick Falk's leadership, developed a plan to balance the budget over 5 years through a combination of austere spending and ambitious revenue growth.

In addition, Rutgers was trying to manage three university-wide changes that created uncertainty but also opportunity: the integration of UMDNJ as the Rutgers Biomedical and Health Sciences in 2013, Rutgers' membership in the Big Ten in 2014, and adoption of Responsibility Center Management in 2015.

It was a true perfect storm that I found extremely attractive. SAS lacked many of the basic organizational and support structures common in Colleges of Arts and Sciences at peer universities. It faced serious annual budget deficits. And the university as a whole was deeply out of equilibrium because of the convergence of three major systemic events.

But I thought: what a challenge! It will take 5 years right the ship, repair the holes in the hull, and get it sailing in the right direction. But the people, programs, and potential are just so great, SAS will take off like a rocket! (Sorry, but I just love mixed metaphors!)

By the end of fall semester 2014, I came to think of the technical challenge this way: create an internal budgeting system that rested on two-column accounting and provided units with approximately balanced budgets that were linked to department-level strategic plans. The annual deficit would be consolidated, managed, and reduced in the dean's office in a way that was consistent with principles of RCM. This meant making tough decisions to spend less in some areas and more in others while reducing the deficit overall.

This was difficult for all of us but I'm very pleased that the deficit at the end of June 2019 was only \$2.4M or about one half of 1% of the base budget. Basically, it the same at the end of June 2022. Nearly there. Of course, COVID-19 threw a wrench into the works in a way we're still grappling with. But nearly there.

The challenge was not only technical but also cultural. When I arrived, there was only the most rudimentary notion of School identity both inside and outside SAS. It was a typical experience for me in the first few years for faculty and chairs to speak of SAS as something to which they didn't belong – as something “other” - as if their department was a stand-alone object and the School of Arts and Science was just a building at 77 Hamilton Street!

I took several steps to change that aspect of the culture. In 2015, we created the SAS Convocation in which students are individually recognized for their academic achievements and showcases the true breadth, depth and unity of the liberal arts.

A year later we published a strategic plan that articulated achieving excellence, creating opportunity, and building leadership as our common purpose.

We invested in centralized support services like Advising, Alumni Engagement, Budget and Finance, Communications and Marketing, Core Facilities, HR and IT that provided high levels of customer service.

We created a senior staff of four divisional deans and four vice deans that is truly magic. Each is an ardent advocate for their area. But each is a skillful cooperater who works collaboratively for the long term benefit of the School. They have pushed me, supported me, challenged me, and kept me honest. I know they will do the same for the next dean and you should be glad of that.

But most importantly, we changed the conception of SAS as a loose collection of independent disciplines into a conception of SAS as a vibrant ecology of interdependent disciplines – each one contributing something of essential value to our students and to one another.

There is still work to do on both the technical and cultural side of the challenge of SAS. But we made a decisive change in direction on both fronts and I'm convinced the momentum of the School will keep us on this bright, new path. This may seem like a little thing. But it's not – not at all – and I'm content that it's my legacy as dean.

I think that's true but I think it's not quite right. The real legacy is the students we've educated, the dedication of the staff who help make our work possible, and the faculty who were hired and promoted under my watch.

Last night I made a rough calculation that I've handled about 350 A&P cases during my time as dean.

That's basically one half of all our current faculty. I can't really tell you just how amazing those files are. I know you know the ones you've been associated with but I've had the unique privilege to see all of them and they're just stunning.

I did a second rough calculation that I've hired about 200 new faculty at various ranks and that's about one quarter of the current faculty. They're just stunning, too; especially the assistant professors. They're so passionate, enthusiastic, and bursting with ideas and energy! When I look up from the technical grindstone, and the cares and worries and uncertainties, they make me feel optimistic again. With new faculty like these, SAS will be a rocket. I know it.

The single greatest asset of our School is its people – our students, staff, faculty, and alumni. Each of us plays an essential role in doing the work of the School. Each is of us is graced by the support and collaboration of others. Each of us is honored to have contributed something of lasting value to the School of Arts and Sciences – the beating heart of Rutgers University.

Q&A

- William Field thanked Dean March for his efforts as dean.
- Tara Matise thanked Dean March for his service as dean, and expressed regret that he is leaving.
- Rob Scott spoke of demoralization among the faculty.
- Meredith L. McGill asked for comment on the current strength or weakness of SAS within the framework of the New Brunswick campus as a whole. Dean March discussed the underlying changes happening in Rutgers leadership above SAS, and notes that much of our leadership comes from professional disciplines. Dean March discussed the interaction of Arts and Sciences programs independently and collectively with more professional disciplines. Dean March emphasizes that some disciplines need financial subsidies, and that the value of liberal arts has to be highlighted. Advocacy for SAS disciplines should be understood within the context of fiscal responsibility and the responsibility to balance the budget. Dean March recognizes the support from some leadership with a professional school background for the liberal arts.

New Business: No new business was raised.

Our meeting was adjourned at 11:03.

Table 1: Attendees

Abate, Stacey	Allender, Eric	Anderson, Cori	Anderson, Erica
Anderson, Maria	Arroyo, Milagros	Aubert, Anne-Catherine	Bartynski, Robert
Bathory, Dennis	Baum, Jean	Behrmann, Nicola	Bellany, Alastair
Berg, Tiffany	Bernard, Nathalie	Blumberg, Girsh	Boikess, Robert
Brennan, John	Buskirk, Emily	Bzostek, Sharon	Carlat, Louis
Carmona, Marylou	Carpenter, Pauline	Carroll, Aileen	Cizewski, Jolie
Cornilliat, Francois	Covey, Lori	D’Arcangelo, Gabriella	Davis, Musu
Decker, Jefferson	Diamond, Robin	Dickson, Linnea	Dinzey-Flores, Zaire
DiPaolo, Jason	Elliott, Debbie	Evans, Bradley	Feeney, Michelle
Feibel, Craig	Field, William	Galperin, William	Gangino, Nicole
Gao, Jie	Ghertner, D.	Glascok, Charlene	Goldman, David
Hamilton, Jessica	Hamza, Joanne	Haviland, Martha	Heiman, Gary
Helfer, Martha	Himsel, Eric	Ibironke, Olabode	Isaac, Allan
Israel, Paul	Jones, Jennifer	Karl, Regina	Keeton, Chuck
Kiledjian, Mike	Kitzinger, Chloe	Kolassa, John	Koznecki, Dale
Lane, Rosemary	LaPointe, Eleanor	Lawrence, Susan	Lenahan, Jennifer
Levao, Ronald	Levine, Michael	Malamug, R.	Maldonado-Torres, Nelson
Mani, Preetha	March, Peter	Marcone, Jorge	Masschaele, Jim
Matise, Tara	McGill, Meredith	Mcglew, James	McLean, Paul
Neigeborn, Lenore	Nelson, Cassie	Nguyen, Thu	Novacich, Sarah
O’Brassill-Kulfan, Kristin	O’Keefe, Paul	Pairet, Ana	Palombit, Ryne
Pal, Zsofia	Pasley, Christina	Phan, Mimi	Piroux, Lorraine
Raucher, Michal	Rennermalm, Asa	(Rutgers), Ronald	Sanchez, Diana
Schalow, Paul	Schwartz, Marcy	Scott, Kathleen	Scott, Rob
Sears, Tamara	Sharp, Jane	(she/her), Eliza	Siegel, Jonah
Silver, Sean	Sinkoff, Nancy	Somers, Sherri	Sopher, Barry
Spaeth, Andrea	SpanPort/TLC), Tom	Stanzione, Courtney	Stevens, Camilla
Stoerger, Sharon	Stone, Matthew	Swenson, James	Syrett, Kristen
Tamas, Jennifer	Tartakoff, Paola	Torres, Monica	Varma, Sangya
Vershon, Andrew	Vettori, Alessandro	Vicario, David	Walker, Janet
Walkowitz, Rebecca	Weigert, Laura	Wilders, Gabrielle	Williams, Anabell
Williams, Carolyn	Wright, Jim	Yanni, Carla	Zechner, Dominik