

Minutes of the School of Arts and Sciences and Affiliates Spring 2023 Meeting

DRAFT

3 May 2023

1. Call to order. Jim Masschaele, Interim Dean, called the regular Spring SAS and Affiliates meeting to order at 10:04 am on 3 May 2023. This was the 102nd SAS meeting.

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

3. Rules of engagement and procedures for online meeting forum - Thomas Stephens, Parliamentarian. Thomas Stephens read highlights of the procedures. The meeting will begin promptly at 10:00 am and end at 12:00 noon sharp. The meeting will not be recorded. People attending via phone will only be able to listen. People attending will not be able to see names of other attendees; this is a function of the Zoom webinar. The secretary will monitor the Q&A tab but not the chat. Submitted questions should include a topic line, to enable up-voting. People with questions will temporarily become panelists so that they can speak. There will be a brief time delay to enable this in each case. There will be a time limit of two minutes for each question. Any necessary voting will take place online after the meeting.

4. Acceptance of the minutes from the SAS All Faculty Meeting of 15 December 2022. The minutes were accepted without objection. The text of SAS All Faculty Meeting minutes can be viewed at the following URL:
<https://sas.rutgers.edu/resources/25-faculty-a-staff/1611-sas-faculty-meeting-minutes>

5. Report from the Curriculum Committee - Gary Heiman, Committee Chair. Thank you to members of the curriculum committee, and especially to Cristal Perez and Kristen Syrett. There were 65 proposals, with 28 approved new courses. We also reviewed seven major and minor proposals, approving three major changes, two minor changes, and two new minors. There were 35 changes to courses and two courses were dropped.

There are some exciting changes afoot in Expository Writing, renamed College Writing. The course has been reviewed by peer institutions and their recommendations have helped shape a new curriculum developed by Ann Jurecic and Nicole Houser. The new approach will be more inclusive and transferrable to more courses. The curriculum has been piloted this year and will roll out en masse in the Fall of 2023. Lynda Dexheimer and Jonah Siegel have been keeping all Writing Program instructors apprised of the changes.

We are considering proposals to make SAS four-credit language courses hybrid. There are a number of new courses that will be cross-listed between departments and schools.

There were no questions. For full reports, see:

<https://sasoue.rutgers.edu/curriculum-courses/archive-of-faculty-reports/66-policies-resources/sas-affiliates-faculty-meetings/1-upcoming-meetings/383-may-3-2023>

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

6. Report from the Core Requirements Committee - Kathleen Scott, Committee Chair. Thank you to the committee for their support and hard work. 17 new courses were recommended for the core; there will be nine new ones. A range of topics are addressed, from the Asian American experience, homelessness, the Iron Curtain, debates about national borders, Jainism, and more. 15 changes were approved. For a full report, see: <https://sasoue.rutgers.edu/curriculum-courses/archive-of-faculty-reports/66-policies-resources/sas-affiliates-faculty-meetings/1-upcoming-meetings/383-may-3-2023>

--Chloe Kitzinger wondered whether the broader faculty would be able to meet with Writing Program leadership to learn more about the new Expository Writing/College Writing curriculum.

Jonah Siegel responded that it would be difficult to summarize the changes but he would be happy to talk to everyone in some format. In brief, though, the course will have greater transferability, with more drafting and scaffolding of assignments. There will be four major projects focusing on, among other things, having students read as writers. It will be less heady than the old version of the course, with more reflective writing and opportunities to develop multi-modal projects rather than working with text alone.

Kathleen Scott then reminded everyone to vote. Jim Masschaele thanked Kathleen and Gary Heiman.

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

7. Dean's Report - Susan Lawrence and Jim Masschaele. There is a wealth of news to report, including some ups and downs, about undergraduate and graduate education, research, teaching, and service. Following is the complete report:

Deans' Report, SAS faculty meeting, May 3, 2023

Good morning. It's a pleasure to be with you this morning to provide an update about the amazing accomplishments of the School during the current semester as well as some comments about where we are headed in the future. It has certainly been an eventful semester but SAS has remained faithful to its core missions of teaching, research, and service, and we have much to be proud of.

Susan and I will be tag teaming this report. We will begin these remarks with a focus on undergraduate education and research and graduate affairs, before turning to some of the major milestones in the School's four divisions, and then ending with comments about a few matters of School-wide import.

We begin with undergraduate education. We are well on our way to welcoming a wonderful new incoming class of SAS students, and on April 1st, departments and faculty across the School participated in the Admitted Students Open House. Admissions tells us that this was the largest Open House ever, with around 6,900 admitted students registered and around 21,000 estimated attendees. A large percentage of these students and their guests were here to see SAS, and we greatly appreciate everything your departments did to show them why SAS is a great place to be!

One of the reasons why SAS is a wonderful place for students, of course, is the excellent instruction they receive and the dedication of their instructors to high-quality undergraduate education. This spring, many instructors participated in panels and workshops offered by the SAS-Office of Undergraduate Education, along with its ongoing and beloved "Tea & Teaching" series. The topics for the panels and workshops this semester are a reflection of many of the broader discussions happening in the area of undergraduate education at SAS right now. They included, for example, designing equity-minded syllabi, student (dis)engagement, ChatGPT, and connections between curriculum design and career explorations offered in partnership with the Career Explorations in Arts and Sciences Initiative. And speaking of Career Explorations, nearly four hundred students across 19 sections took the Career Explorations in Arts & Sciences course this semester, and the office partnered with English, Cognitive Science, and the Douglass Women in STEM program to develop new versions of the course specifically designed for their programs. The SAS Honors Program is also developing exciting new programs and opportunities for our students, including successfully completing the first year of Career Lab, their new internship-based research experience at Johnson & Johnson.

The SAS-EOF Program, as always, is another source of great pride for SAS. On April 21st, the Office of the Secretary of Higher Education honored EOF Scholars across the state with cumulative GPAs of 3.2 and above. The Rutgers SAS-EOF Scholars were very well-represented in this group, with 206 students being honored. This is a sizeable proportion of the fifteen hundred or so EOF scholars who were honored across the entire state! And 100 of our SAS-EOF scholars were honored for earning cumulative GPAs above a 3.5.

The Office of Advising and Academic Services is as busy as ever. Since January 1, they have had 5,601 individual advising sessions and 13,588 conversations with students on Live Chat. As we mentioned in the December All Faculty Meeting, Lenore Neigeborn, long-time Associate Dean in the advising office, retired earlier this year. After an intensive national search, the search committee selected Courtney Stanzione to take on this critically important role in SAS. Courtney officially began in the position on March 15th, and she is already excelling and making major contributions in this new role.

Finally, this afternoon, we will host the Distinguished Contributions to Undergraduate Education Awards Ceremony, where we will honor 15 individuals for their tremendous commitment and contributions to excellence in undergraduate education, both inside the classroom and beyond. This is one of the highlights of the year for Undergraduate Education, and we are delighted to have this opportunity to honor these well-deserving colleagues.

Turning now to the accomplishments associated with our office of Research and Graduate Education, or RGE for short. RGE Vice-Dean Robin Davis is approaching the end of her first year in the position and has been doing a lot of stock-taking and reorienting the focus of the office, work that will continue into the coming academic year. We are pleased to start by recognizing the good work of our director of research and sponsored programs, Attila Medl, who is currently refining the administrative role of RGE in cost-share requests, internal award evaluations, grant submission tracking, and the Chancellor-led SAS Research Center and Institute reviews. Attila is also spearheading several collaborative, high-profile proposals.

These include:

- Beckman Scholars Program, which funds undergraduate student research in chemistry, chemical biology, and the life sciences.
- Proposal for the Educational Equity and Excellence Collaborative (E3C) Innovation fund to establish a summer academy for underrepresented and first-generation high school students. The academy will focus on cell biology and neuroscience and is envisioned to serve as a recruiting tool which is perfectly aligned with the goals of the AMP.
- We are also working to establish an effective process to administratively support NIH T32 and NSF/NRT training grant submissions. As some of you know, the paperwork and data preparation required for a successful T32 grant is a major impediment to seeking such grants. The RGE office has been working hard over the past few months to tackle this problem. If you are in a field that is eligible to apply for training grants, we encourage you to view the possibility with fresh eyes. We can provide informed and efficient administrative support and help to make the application process much more user-friendly.

Attila has also conceptualized and started designing automated processes for handling cost-share requests and approvals. While we require at least a 2-week lead time for requests, we want to make sure the process is as painless as possible for our PIs. RGE's role in Graduate Education, headed up by Andreina Sanchez, encompasses administrative support for international agreements, development of streamlined systems to replace SGS admission procedures, support for programs designed to diversify our graduate student population, and assistance to SAS graduate students interested in pursuing job opportunities outside of academia. Furthermore, RGE, in collaboration with the university foundation, has expanded our community outreach by expediting partnerships with local corporate executives. Under our newly-developed program, EPIC Journeys to Professional Careers, Andreina has orchestrated successful industry site visits to Siemens, Colgate-Palmolive, and Bristol Myers Squibb that have introduced PhD and

masters' degree students to the corporate environment and internship opportunities. A new networking event is currently planned for SAS graduate students across all divisions on June 29th to directly meet corporate executives. Andreina will soon announce the event and we hope that graduate students in each of your programs will attend.

We turn now to reports from the school's four divisions, beginning with the life sciences headed by divisional dean Lori Covey. As many of you know, DLS has long supported a program known as ODASIS, short for the Office for Diversity and Academic Success in the Sciences. The program is designed to assist minority and underprivileged students succeed in STEM courses and help them plan for future careers in the life sciences and allied fields. This past year, the director of the ODASIS program, Dr. Kamal Khan, received a grant from the New Jersey Health Foundation to set-up a Summer pre-college Biology program for underserved students who will be entering Rutgers in the Fall of 2023. We are pleased to report that more than 70 current ODASIS graduates and many alumni of the program participated in the ODASIS graduation event on April 21. We also note with pride that 26 of the recent graduates have already been admitted to health professional schools. Staying on the theme of exceptional student accomplishments in DLS for a moment, we can make special note of the fact that Sohaib Hassan, an undergraduate student in Professor Mike Verzi's lab was recently named a Goldwater Scholar, while graduate student Leela Biswas, an M.D./Ph.D. student in Professor Karen Schindler's lab, was selected as the winner of the American Medical Association's 2022 Research Challenge.

The accomplishments and awards of individual faculty members are too numerous to highlight in detail, but some deserve special mention. We congratulate Professor Bonnie Firestein on her election as a fellow of the American Association for the Advancement of Science (AAAS). We also recognize Assistant Professor Victoria Abaira, who was awarded a 2023 Rita Allen Foundation Award in Pain, a special award for early-career leaders in basic pain research. Distinguished Professor Jay Tischfield received the Tourette Syndrome Lifetime Achievement Award from the NJ Center for Tourette Syndrome, yet another major honor for one of our most accomplished life scientists. Professor Drew Vershon was awarded the McMahon Class of 1930 Award for his outstanding outreach work running the Waksman Institute Summer Experience (WISE) program for high school students. Finally, we want to recognize Assistant Professor Brian Daniels, who received the Chancellor-Provost Award for Excellence in STEM Diversity. Fulfilling President Holloway's directive to cultivate a beloved community on campus, Professor Daniels recently co-organized the inaugural QUASAR symposium. QUASAR stands for Queer and Allied Scientists at Rutgers and the symposium showcased and celebrated the contributions of queer scientists working in the biological and physical sciences at Rutgers.

We turn now to the Math and Physical Sciences under the guidance of divisional dean Thu Nguyen. This spring, the Statistics and Computer Science departments successfully concluded faculty searches as part of a collaborative cluster on Fair and Responsible Data Science, supported by the President's Diversity Cluster Hiring Initiative. This cluster hire is a joint effort with the School of Communication and Information and the School of

Engineering and seeks to advance research in data science while critically considering the impact of the developing technologies on society. The division has also successfully hired three new faculty members supported by ARIF funding, again from the President's Initiative to Invest in Faculty Diversity. A fourth offer supported by ARIF funding is pending, and we hope to receive positive news soon. We are very excited that each of these hires will bring us an exceptional faculty member who will provide exciting research expertise while also increasing the diversity of our faculty, and serving as mentors and models for our students as we endeavor to advance DEI in MPS and SAS.

In addition to this exciting news about hiring, we also want to draw attention to some of the major accomplishments of our resident faculty. Professors Saurabh Jha of Physics and Astronomy and Professor Robert Kopp of Earth and Planetary Sciences joined Professor Bonnie Firestein in being named Fellows of the American Association for the Advancement of Science (AAAS). Professor Gabi Kotliar from Physics was awarded the 2022 Eugene Feenberg Memorial Medal for his contributions to the Dynamical Mean Field Theory. Mathematics Professor Joel Lebowitz was awarded the 2022 Dirac Medal by the International Centre for Theoretical Physics for his groundbreaking work toward the understanding of classical and quantum physical system. Professor Natasa Sesum from Mathematics received the 2023 Ruth Lyttle Sattle Prize for her groundbreaking work in the study of ancient solutions to geometric evolution equations. Professors Benjamin Black (EPS), Bhargav Narayanan (Math), and Sepehr Assadi were awarded Sloan Research Fellowships. Mathematics Professor Kristen Hendricks received the Joan and Joseph Birman Research Prize from the Association for Women in Mathematics for her work on Floer homology theories. Professor Richard Remsing from Chemistry received the OpenEye Outstanding Junior Faculty Award from the American Chemical Society. Math Hill Professor Maria Soria-Carro received an Association for Women in Mathematics 2023 Dissertation Prize. Undergraduate students Eesh Gupta (Physics), Andrew Schwartz (Physics), and Julia Shneidman (Math) were selected as Goldwater Scholars for excellence in mathematics, science and engineering. Undergraduate Math major Aditi Kiron received a Fulbright scholarship and will be teaching English in South Korea.

Overall, our MPS faculty continue to pursue exciting research programs, publish award winning papers, and bring in significant external grant funding. A particularly noteworthy example is the research being done by Rutgers faculty to advance the successful launch and deployment of the James Webb Space Telescope. The division has also made major strides in advancing new and more effective forms of pedagogy, applying lessons and best practices learned during the COVID pandemic and making special efforts to advance DEI initiatives within their disciplines and throughout the university. We are also extremely pleased that the Board of Governor has approved a new major in Data Science resulting from a partnership with SCI; SoE will also be a partner. Starting in the Fall, we will now have undergraduate Data Science programs that lead to certificate, minor, and major.

We now move from the Math and Physical Sciences to the Social and Behavioral Sciences led by Divisional Dean David Vicario. At our December meeting, we described

the program, Race, Racism and Intersecting Inequalities. that is receiving funding support from the President's Diversity Cluster Hiring Initiative and noted that faculty searches were underway. This initiative builds on existing strengths in examining the impact of race and racism on economic, social, political, environmental, and health inequalities. We have successfully recruited in Africana Studies/Geography, Political Science, Psychology, and Economics. We are waiting to hear from a potential recruit in LCS, an historian who studies anti-blackness in the Americas. Just last week, we held an event to welcome the new faculty and lay plans for the collaborative community we hope to build.

We also want to recognize some major individual accomplishments of our SBS faculty. Geography Professor Robin Leichenko is part of team that received a Chancellor's Challenge grant that will support the formation of a new Rutgers Climate and Energy institute. Assoc. Professor Pernille Hemmer in the Psychology Department has been named a Mercator Fellow and will participate in an international research consortium entitled: "Constructing scenarios of the past: A new framework in episodic memory."

Anthropology Professor Erin Vogel won the Presidential Outstanding Faculty Scholar Award.

The Department of Latino and Caribbean Studies will celebrate its 50th anniversary this fall; stay tuned for lectures and events.

Insurgent Intersections: Combating Global Anti-Blackness is a multi-year project of the Department of Africana Studies at Rutgers University-New Brunswick in collaboration with ISGRJ that brings together scholars, students, artists and activists to exchange their unique insights and perspectives with renowned keynote speakers.

Last but not least we can report on activities in our Humanities division under the leadership of Dean Rebecca Walkowitz. One of our premier research centers, The Center for Cultural Analysis, has received a \$220,000 grant from the Mellon Foundation and the Consortium of Humanities Centers and Institutes to support a Global Humanities Institute on "Design Justice AI." The grant will support a collaboration between the Rutgers Critical AI initiative and scholars at Australia National University, the University of Pretoria, and the University of Connecticut. Critical AI, which will launch a major Rutgers-hosted journal this Spring, represents an important collaboration between faculty in the Humanities and Computer Science. Members of the initiative have been a major resource nationally for expert information about the opportunities and risks of Chat-GPT and other AI developments.

In another wing of our activities, the Humanities Division hosted a very lively and well-attended Year of Languages Celebration in Voorhees Mall last month, which featured activities, games, food, art projects, and conversation about why we study world languages. The outdoor event drew hundreds of students, faculty, and staff, and honored the undergraduate winners and honorable mentions in our Year of Languages essay and video challenge competitions. The essays and videos showcase the incredible creativity,

linguistic diversity, and thoughtful engagement of undergraduate majors from across the full range of SAS disciplines. Excerpts from the essays and links to the videos have been featured regularly on screens across campus, and you can see them on Humanities Division web site.

We also want to highlight some upcoming additions to our Humanities faculty, identified through successful searches in several departments. These include four new assistant professors, who bring enormous intellectual and cultural diversity to our campus, in the fields of Latinx literary studies; Asian-American and Comparative Asian literary studies; syntax with an emphasis on East African languages; and contemporary African American performance and visual arts. We are very excited to welcome our new colleagues and continue the division's deep commitment to global engagement and diversity.

The final section of our report today will address some School-wide initiatives and a few matters for concern. Not surprisingly, the first item on our list is the news that we will have a new Executive Dean in less than two months. Juli Wade will assume the position following a national search and intensive on campus interviews. She currently serves as the Dean of the College of Arts and Sciences at the University of Connecticut, so she has significant relevant experience in a comparable position. Before moving to Connecticut, she served in the Dean's office at Michigan State University, so she also has leadership experience at one of our peer universities in the Big Ten Academic Alliance. She'll need to hit the ground running when she comes, but we're confident she will be able to do so. Susan/Jim and I have not had any direct contact with her since her interview, but we expect that we will begin the process of sharing information and preparing for the hand-over in the very near future.

Dean Wade will be joining us at a moment of considerable budgetary uncertainty with the prospect of significant fiscal austerity in the foreseeable future. Interim Vice-Dean for Administration, Anabell Williams, has been working closely with our SAS financial team and with the financial team in the Chancellor-Provost's office to understand the full scope of our current budgetary situation and to project scenarios for the next several years. With respect to the current fiscal year, we are still grappling with the financial implications of a full return to campus and the new realities of a post-pandemic world. We have seen increases in operating expenses associated with the start-up of research activities, primarily in the areas of travel, supplies and participant support. With the completion of the third quarter, our Q3 budget projection leads us to expect an \$18.7MM deficit at the end of the current fiscal year. If the new contract is ratified and we have to take on the negotiated retroactive salaries, this number will increase significantly. We expect that our operating deficit will once again be covered by the Chancellor-Provost and the University, but we have concerns about the sustainability of this support for SAS given all of the other fiscal issues facing the university.

The recruiting and retaining of staff has been a major challenge over the last 12 to 18 months. We still have 70+ open positions of which 50% have been posted and are in the interviewing process. Although it has been a challenge, the process has created opportunities for staff development and promotions, which has allowed us to retain

institutional knowledge through this time of transition. We are working with the departments and divisional deans to improve the budget process, having meetings on financial planning tools and strategic initiative to align operational and staffing needs with the New Brunswick financial budget process for FY25.

In the FY24 submission to the chancellor's office, SAS was projecting a deficit of \$25.2 million. We were requested to provide additional cuts of \$4.0MM, of which we identify \$1.4MM bringing our projected deficit to \$23.8 million. We are now waiting for the formal ratification of the faculty contract, and will dive into its details in short order, but there is no question that it will have a significant impact on the FY 23 and 24 budget. We continue to work on identifying opportunities for increases in revenues to offset some of the contract increases. We are also committed to moving forward with strategic investments in the maintenance of our facilities, space renovations for new faculty and developing the Decision Support & Business Intelligence group with the VDA office. Turning to a more pleasant topic, we can provide an update on this year's promotion process. We have managed 66 promotion cases this year, 21 involving promotion to associate professor with tenure, 34 involving promotions to other ranks, and 11 involving NTT promotions (to Associate and above). Some of the cases are still being processed by the PRC and we won't know the results until the June BoG meeting, but I am pleased to report that all assistant professors who we evaluated for tenure have, in fact, been approved for promotion by the BoG. This is a wonderful accomplishment that we can all view as a point of pride. Every successful tenure case involves tremendous effort from multiple stakeholders, from the faculty who served years ago on hiring committees, to the department chairs and mentors who helped junior faculty adjust to their professional responsibilities, to the staff in departments and in SAS who manage the administrative complexities of the tenure evaluation.

Another accomplishment worth celebrating is the formulation of a new DEI strategic plan for the school. Over the last two years, the university has done a lot of work to develop an institution-wide DEI strategic plan, culminating in the release of the university's first comprehensive DEI plan last spring. In parallel with the development of the university's plan, President Holloway and Chancellor-Provost Conway tasked all of the schools and responsibility centers in the university to develop their own unit-specific plans. SAS began the process with an ad hoc committee that operated through the fall and spring semesters of 2021 and 2022 to gather data about DEI programs and initiatives within SAS to inform the school's plan. Last fall and this spring, a second ad hoc committee co-chaired by Diana Sanchez, chair of Psychology, and Christina Pasley, Divisional Director of Administration for Interdisciplinary Programs, continued the work of the earlier committee to transform the data and preliminary recommendations into a fully-fledged strategic plan. The committee has done a terrific job and issued a preliminary final report that has been reviewed by the school's Executive Committee and the dean's office Senior Staff.

We can also share some good news about our fundraising efforts this year. The SAS Development Team has worked hard over the past year to inspire philanthropic support and create connections with alumni and friends, providing a bridge between donors and

the departments, programs, faculty, and students that make up SAS. The team has worked closely with SAS faculty and staff partners and central Rutgers University Foundation staff to maximize resources being brought into SAS, and partnered with schools and units across the university to pursue multidisciplinary funding opportunities.

Over the past year the team—led by Senior Director of Development, Rob Eccles—has welcomed two new staff members: Whitney Prendergast, Director of Development for the Humanities, and Gabriella Carbone, Assistant Director of Development, SAS. We are currently recruiting development professionals for two open positions which will be dedicated to securing resources for Math & Physical Sciences and the Life Sciences.

Jim and I have been working closely with the SAS Development Team and have had the opportunity to engage with donors individually, at special events, at Rutgers football games, during a recent trip to Texas where we hosted an event for Houston area alumni, and at the annual Scholarship Recognition Luncheon, which happened just a few weeks ago and had over 100 donors, scholarship recipients, faculty and staff in attendance. We also collaborate with the team on activities related to the SAS Dean's Advisory Council, which added four new alumni members this fiscal year, and for the first time—welcomed two student representatives—adding a current student perspective to the council's work. Thus far this fiscal year the SAS Development Team has helped to facilitate 4,146 gifts from 2,245 alumni, friends, corporations and foundations, totaling \$14,720,500. Efforts during Rutgers Giving Days raised a total of \$54,642 from 493 SAS donors.

Philanthropic support has been approximately 80% current use funds, and 20% endowment, and has benefited student support, department priorities, programs, and research. As an example of the impact of this work, this year our generous donors have helped SAS to award students with more than 1,200 scholarships totaling over \$2M. One of the most consequential initiatives we've been involved with this year is the New Brunswick-wide Discovery Advantage project focusing on undergraduate education and student success. The workstreams have been meeting regularly throughout the spring semester. As the leader of Discovery Advantage, our own Kathy Scott has held town halls and multiple focus groups with various stakeholders. A big thank you to Kathy and to the many SAS faculty members who are participating in the Discovery Advantage initiative, which seeks to holistically reimagine the undergraduate education experience at Rutgers – New Brunswick.

The workstreams are charged with preparing a preliminary report by the end of June which will be circulated early in the fall semester. This report will provide the basis for multiple town halls and campus-wide conversations that will shape the final report to be submitted to the Chancellor-Provost. We envision the preliminary report making recommendations regarding New Brunswick wide learning goals (any changes in curriculum or general education requirements would have to come from the faculty in the respective schools); high impact practices and experiential learning; “curriculum maps” which will provide students with clear information about what curricular and co-curricular work they should be doing at each stage of their undergraduate career; accessible and consistent advising and academic support; and increasing learning communities. It will also include sections on admissions, retention, and marketing with the goal of diversifying the applicant pool and conveying the opportunities available at

RU-NB; administration and finance to support Discovery Advantage; and the data needed to support student success.

In addition to launching Discovery Advantage, Chancellor-Provost Conway informed her deans' council last summer that she wanted all units in New Brunswick to be more intentional about gathering and analyzing data about teaching loads to make sure that instructional resources were being used effectively. For a school as big and complex as SAS, this is a daunting task. We have, however, made good progress over the course of the year. We've been reviewing and testing a new New Brunswick wide information system that provides data about the entire constellation of teaching that takes place in the school. The system provides data right down to the level of teaching assignments for individual faculty members and enrollments for every course taught in the school. It also has powerful analytical functionality, allowing things like faculty-student ratios to be calculated and compared across departments, divisions, and entire schools. The system is still being refined, but what we have seen of it so far is impressive. We're hoping in the near future to be able to share it with departments who will have the opportunity to validate the data and play around with the analytical features. The goal is to develop a shared set of assumptions about teaching loads, distribution of teaching effort, and enrollments that will help deans and departments understand how their instructional resources are configured and how they can inform hiring and investment decisions.

We have one final item to address in this report. As we announced several months ago, Social and Behavioral Sciences Divisional Dean David Vicario will be returning to the faculty on July 1. David joined the dean's office in 2018 after having served two successful terms as Chair of the Psychology Department. He has been a great advocate for the SBS departments, filling gaps and plugging holes across the division, helping several departments make their way through acute internal crises, and building strength across the division. He has fostered a spirit of collaboration across departments and been a thought leader in formulating projects and initiatives that define the core identity of the social and behavioral sciences. A typical example is the skill with which he brought his departments together in 2021 to develop a cluster hire proposal devoted to the race, racism, and inequality, which was selected at the end of a very rigorous process as one of only two cluster initiatives funded in that year. He was an anchor for his departments through the trials and tribulations of COVID-19 and an integral part of the SAS team that helped the school to navigate the pandemic. One of his parting gifts to SAS was helping to identify Robin Leichenko as a possible successor, then persuading her to take the position, and working side-by-side with her since January to mentor her about the position and help her prepare for the day when she will succeed him on July 1. David has been easy to work with, a constant source of good ideas and thoughtful analyses, a great problem-solver, and a kind and generous presence in the dean's office. We wish him a happy and productive return to our faculty and we extend our heartiest thanks for his many contributions to the school as a divisional dean.

Thank you for your attention to this report. The floor is now open for questions.

8. Q&A.

--Rob Scott questioned the claim that SAS is making cuts because of the new faculty contract. There is actually no deficit. Central is always in surplus, except for 2018/2019. The university has over \$800 million in unrestricted reserves.

Susan Lawrence responded that RCM cost pool charges are expenses. They pay for units across the campus; research funds and so forth do not.

Rob Scott noted that significant reserves are on the rise and that there is a surplus. Is Central overcharging units? Rutgers has no deficit, so claims to the contrary are misleading. SAS cannot run a deficit, and it is not true that we are poor.

Jim Masschaele said that he had talked about this before. He wishes the entire budgeting structure were different, with the school starting revenue-neutral instead of with a deficit. However, there likely will be austerity in any event. Rutgers does not have the revenues that they say they do. Tuition will go up; shrinkage is not avoidable. But we could do it sensibly, collaboratively.

--Edward Mccrossin wondered whether SAS meetings could be held in-person in the future.

Jim Masschaele acknowledged that there is something to be gained by meeting in person, though attendance has been higher in the remote format. We might consider the change, though the decision will be left to the new Executive Dean.

9. New Business. No new business was brought to the table.

Thomas Stephens thanked Jim and Susan for all of their hard work and leadership. Jim thanked Thomas Stephens and Anthony Alms for helping at the meeting.

The meeting ended at 11:13 am.

SAS All Faculty & Affiliates Meeting

May 3, 2023

Zoom Webinar Roster

Tom Vosseler
Gary Heiman
Jim Masschaele
Gabrielle Wilders
Chloe Kitzinger
Jonah Siegel
Kathleen Scott
Susan Lawrence
Robert Scott
Thomas Stephens
Anthony Alms
Dale Koznecki
David Wilder
Asa Rennermalm
Paul Schalow
Chloe Kitzinger
David Vicario
Jorge Marcone
Martha Haviland (she/her)
Gary A. Rendsburg
Robert Scott
Rosemary Lane
William Field
Preetha Mani
Anne Carr-Schmid
Heather Pierce (she/her)

Sari Katzen (she/her)
Sharon Bzostek
Joseph Parillo
Kristen Syrett
Thu Nguyen
mstorres
Tiffany Berg
Jonah Siegel
Sangya Varma
Robert Boikess
Cassandra Nelson
Allan Isaac
Andrew Parker
Jane Sharp's iPhone
Julie Phillips
Craig Feibel
James Knowles
Rebecca Walkowitz
Zsofia Pal
Andrew Baker
Ryne Palombit
Cristal Perez
Meredith McGill
Carla Yanni
Chuck Keeton (he/him)
D. Asher Ghertner
Carrie Ferraro (she/her)

Cori Anderson (she/она)
Robert Bartynski
Anoop Ahluwalia
Barbara Cooper
Michelle Feeney
Lori Covey
Edward Mccrossin
Martha Helfer
Nicole Houser
Dr. Patricia Morton
Lisa Rossman-Murphy
Christina Pasley
John Kolassa
Nicole Gangino
Lorraine Piroux
Tara Matise
Nicholas Rennie (he/him)
Bruce Tesar
Matthew Brzycki
Janet Walker
Megerditch Kiledjian
Andres Zervigon
Andrew Goldstone
Gabriella D'Arcangelo
Paul Israel
Erik Thuno
Erik Hummer

John McGann
Tamara Sears
Serena
Qisi Zhang
Debra Keates
Linda Brzustowicz
Zaire Dinzey-Flores
Damaris Otero-Torres
Paul Mclean
Anabell C Williams
Pauline Carpenter
Ana Pairet Vinas
John Anciano
Nina Echeverria
Sherrae Thomas
Robin Davis
Robin Leichenko
Susan Sidlauskas
Francois Cornilliat
David Goldman
Stéphane Robolin
Ulla Berg
Matthew Stone (Rutgers# he/him)
Linnea Dickson
Kristin O'Brassill-Kulfan