1. Call to order. Juli Wade, Executive Dean, called the regular Fall SAS and Affiliates meeting to order at 10:03 am on December 14, 2023.

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

3. Rules of engagement and procedures for online meeting forum – Brittney Cooper, Parliamentarian, Professor of Women’s, Gender, and Sexuality Studies and Africana Studies. Brittney Cooper 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; they are not able to speak. This is a limitation of Zoom. 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 but not the chat. The chat function works only to all attendees, not privately. Submitted questions should include a topic line, to enable up-voting and prevent repeated questions. People with questions will temporarily become panelists so that they can speak. There will be a brief time delay (up to 10 seconds) to enable this in each case. The secretary will announce the name of the person whose turn it is to speak. 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 May 3, 2023. 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.

   Good morning.

   1. I want to thank all members of Curriculum Committee, Susan Lawrence, and Cristal Perez, our administrator, for all the hard work. These are dedicated faculty. We were able to review all proposals that were submitted.
   2. We continued to improve upon the CC procedures.
   3. We now have a manual of procedures as a reference.
   4. This semester, we reviewed 104 changes/additions to proposals and 8 changes/additions for majors, minors, or certificates. You can view them from the link on the agenda.
   a. Course Proposals (n=104)
      i. 27 new courses. Of these, 1 was fully online and 26 not online.
ii. 75 course changes from existing.

iii. 2 dropped courses.

b. Major, Minor, Certificates (n=8)

i. Change to existing major (n=2): Data Science and Psychology.

ii. Change to existing minor (n=2): Data Science and Astrobiology.

iii. Change to existing certificate (n=2): Data Science and Korean.


5. Highlights of some new programs and courses:

a. New Courses

i. From History, Medieval Studies, Jewish Studies, and Religion: *Touching History: The World of Medieval Manuscripts* - An introduction to medieval manuscripts and to book culture from before the age of printing, with particular attention to the scribal transmission of ancient and classical texts (Bible, Homer, Qur’an, Beowulf, etc.).

ii. From German, Comparative Literature, and Women's, Gender, and Sexuality Studies: *Justice and Violence* - Justice, violence, and the law are entangled in complex ways. While we may think that following the law will always ensure a just outcome, justice inevitably exceeds the boundaries of legal stipulations. In fact, it is quite uncertain whether and how it is possible to make a just decision, to act or speak justly. While the law is never fully able to represent justice, it is also fundamentally reliant on violence. But how is legal violence different from the unrestrained violence of lawlessness?

iii. From German, Russian, and East European Languages and Literatures: 1-credit supplement courses in Russian conversation and advanced Russian grammar. Also, since they are moving to a new location, they wanted to change the name to Russian Abroad from Russia in Russia.
6. We have heard that faculty are frustrated with student absences, particularly in active learning courses. Some instructors report some students have missed >50% of classes in a semester. Multiple studies have shown that class attendance is a strong predictor of grades. Historically, SAS Curriculum has suggested that attendance policy should be incorporated within participation and that such policies should not be punitive. However, we are finding that students are interpreting this as not needing to show up and to treat an in-person class like an online one. The CC is discussing possible ideas on how to best handle student absences and to provide template language for instructors to use in their syllabi.

7. As Brittney Cooper indicated, there will be an electronic vote after the meeting (you will receive an email).

There were no questions. For full reports, see:  

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.

Good morning! Thank you to CRC members Sharon, David, and Cristal.

The Core Requirements committee is bringing a set of recommendations for changes to the Core, including new core certifications and changes to certified courses and I have a short informational report on some changes in CRC policy.

There are 15 courses, including cross listings, that we are recommending for addition to the Core, and of these 5 are entirely new courses – you can review that list online via links in the agenda. There are a number of offerings, including several courses that are being certified to meet the Diversities and Social Inequalities goals, including:

Introduction to Disability Studies: History, Rights, Justice, and Inclusion.

There are new options for writing in “Contemporary Catholic Theology” and “The Spanish Civil War.”

In addition to the new courses, there are 13 changes to courses previously certified for the core – these are mostly courses that will now be permanently offered fully online or in a hybrid format. These courses have shifted to
permanent online format because the online format worked well for these particular courses.

We also recommended approval of a new minor in Culinary Nutrition from SEBS, which will offer SAS students career options in culinary nutrition. This is being brought by CRC since it is the only curriculum body with representatives from schools other than SAS, so we approved majors/minors from outside SAS.

Any questions about any of these courses?

Remember that voting on the two action items will occur online starting later today. The CRC devoted time last spring and this fall to discussing CRC policies with the aim of simplifying the process and being more flexible and also reducing the workload on our undergraduate directors. We thank them for bringing up some of these issues. Note that we are not voting on these – this is informational. Changes that are probably of most interest are:

Eliminating the requirement that online courses be assessed each time they are offered. They will now be assessed on the same cycle as in-person classes. This is a policy that was instituted when online courses were rather a novelty, and that is no longer the case.

Although we still think that assessments are usually best done close to the end of the semester, we do realize that some courses may be structured so that it makes sense to assess on one of the core goals earlier in the semester, and we will be more flexible about this – though that assessment plan must include a rationale. We are tracking the number of rounds of review courses undergo, and working to minimize as much as possible. To that end, we invite undergraduate directors and course faculty to meet with us to discuss requested changes so we can get proposals moved along as quickly as possible.

Since some proposals are returned because they are simply missing required information, we have provided an updated checklist for submissions and we are doing pre-reviews to alert departments in advance of the meeting so that they can provide any missing information or answer questions in advance. We hope that this will help limit the number of proposals we need to send back to the department for revisions.

Any questions?

Best wishes for a successful conclusion to the semester and a restful winter break, and happy holidays. Don’t forget to vote! For a full report, see:
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.

Juli Wade, Executive Dean. Thanks so much to all of you for joining us. I am Juli Wade, the new Executive Dean of SAS. I began in this role on July 1, so am about 6 months into the job. I have spent much of this time getting to know the people of SAS and Rutgers more broadly – meeting with all of the department chairs and other unit leaders within the School and connecting with a wide range of senior leaders for both the New Brunswick campus and the University. I was particularly pleased to attend two departmental faculty meetings this fall, and am looking forward to joining more in the spring.

The School has begun a strategic planning process, involving nearly 100 faculty and staff working across three committees. The first committee has completed its work and developed text on our vision, mission, and values. It is critical, I believe, to have this shared, unified vision of SAS. The second committee is now working on gathering quantitative and qualitative data to identify strengths, weaknesses, opportunities, and challenges. The final committee will begin its work near the middle of the spring semester – to develop a set of goals and specific strategies to achieve them, as well as metrics we can use to assess our progress. We hope to have a final version of the plan posted for comment near the end of the spring semester.

I’d like to highlight two searches that are underway:
- An internal search for a new position – Vice Dean for Diversity, Equity, and Inclusion. This role was identified in the DEI Strategic Plan that was developed last year, before my arrival, and I completely agree that it is critical for SAS. Applications are due January 19th; I encourage you to apply if you are interested.
- An external search for a Chief Operating Officer. This role is a renamed and slightly modified version of the current Vice Dean for Administration, a role currently held in an interim capacity by Anabell Williams.

In other updates…
Our hiring and promotion work is going well. We received authorizations from the Chancellor-Provost’s office to conduct 25 searches for tenure-track and tenured faculty in the current cycle, most at the assistant professor level. Several of these are already underway.

Our promotion work is moving along. We are working on 47 promotion cases, 22 involving promotion to associate professor with tenure, and 25 involving tenure system promotions to other ranks. Our work at the school level on NTT promotions will begin
early in the spring semester. As always, our departments have done a terrific job preparing the cases, and our SAS HR staff has gone above and beyond in organizing and processing them.

Finally, I’ll note that the team at 77 Hamilton has been working tirelessly with me to look at a range of processes relating to budget and finance, the organization of the Dean’s Office, our staffing needs, and a host of other factors. I am extremely grateful for their efforts in this on-going work.

It has genuinely been a great pleasure to get to know these extraordinary individuals. I am excited to be here, and am optimistic about all that we will be able to accomplish in SAS.

I’d now like to turn to reports by each of our four divisions, followed by the Offices of Undergraduate Education and Research & Graduate Education. Because Robin Leichenko, Dean of Social and Behavioral Science, is traveling today, I will share her report…

I want to be sure that each of our offices has a chance to share their updates. Then, I will be very happy to take questions at the end.

**Social and Behavioral Sciences.** Juli Wade spoke for Robin Leichenko: I’m not able to acknowledge or mention all of the excellent events and invited speakers that SBS departments have organized or contributed to but did want to just note a few of them:

- The Department of Latino and Caribbean Studies celebrated its 50th anniversary this year with a wonderful celebratory event that was held in September.
- Geography organized a conference in October on Global Black Geographies that was part of their long-running MaGrann Conference series. This event was also supported by the Urban Studies foundation and several other Rutgers department and centers. It brought together scholars, activists, and artists from across Black diasporic spaces in the US, Brazil, and the Caribbean with the goal of supporting a growing global network of those interested in the study of Black geographies.
- LCS also coordinated a symposium in October on the Elizabeth Detention Center which brought together scholars, activists, community members to consider the history of the center within the context of national immigration detention policies and practices.
- As mentioned by Rebecca in her comments on the Humanities Division, several SBS departments have been involved in organizing teaching and learning events related to the conflict in Israel and Gaza.

I also wanted to mention a few new initiatives that SBS is leading or partnering on:

- SBS has organized a new working group in the area of Race, Racism and Intersecting Inequalities. This is group is built from the cluster hire that SBS completed last year in this area and represents an effort to provide a forum and space for cluster members and other faculty, post docs, and graduate students who are working in this area. This effort is led by SBS Dean’s fellow Alex Zamalin, a Professor in Africana Studies. It is being organized in partnership with the Institute
for the Study of Global Racial Justice. A couple of speaker events are in the works for the Spring so please keep an eye out for them and please reach out to Alex if you are interested in joining the group.

- Several SBS departments are part of the new Cluster hire that Thu discussed in the area of AI and Data Science.
- Another exciting initiative that SBS and other SAS divisions are involved with is the launch of the new Rutgers Climate and Energy Institute, also known as RCEI. This institute is a merger of the Rutgers Climate Institute, the Rutgers Energy Institute, and the Institute of Earth Ocean and Atmospheric Sciences. SBS and other divisions in SAS, especially Humanities and MPS, have been heavily involved in all of those institutes and their predecessors over the past two decades. The new institute is bringing together climate change work at Rutgers New Brunswick under one umbrella with thematic areas on: climate science; human and social dimensions of climate change; art and communication; and innovation. Faculty who are interested in climate change as an element of their research are encouraged to affiliate with the new RCEI. The formation of RCEI was supported by a grant from the Chancellor’s Challenge, which will offer seed funding, organization of research ideation forums, public events, and other opportunities to support climate change research, education, and outreach.

**Humanities.** Rebecca Walkowitz, Dean: Thanks to the work of dozens of full-time teaching faculty, lecturers, graduate teaching assistants, and expert staff, the Writing Program launched two major curricular developments this past semester. The most expansive change was the revision of English 101, formerly known as “Expository Writing,” and now called “College Writing.” As many of you know, English 101 is the single course taken by almost every undergraduate on the New Brunswick campus. The mission of the course remains the same, but the structure, the syllabus, the projects, and the approach have been overhauled to make it more effective, more portable to other disciplines, and more engaging for our students.

One of the most important outcomes of the English 101 revision has been the development of English 104, an extended version of English 101 for students who need extra support. **English 104 is enabling as many as 1200 students annually to complete the College Writing requirement in one semester rather than two.** This is great news for our students, since they are now able to use that extra time to take electives, complete another Core requirement, or advance in their majors and minors.

As part of the launch, the Writing Program and the Department of Italian hosted the eminent bilingual writer, translator, and literary critic Jhumpa Lahiri, who visited Rutgers on September 18 to discuss her essay, “Why Italian?” which is the first reading assigned in English 101/104. It was a spectacular experience. The event was live-streamed and attended by standing-room only crowds across two packed lecture halls in the Academic Building. Professor Lahiri was in conversation with translator Gioia Guerzoni and answered questions from brave undergraduates and graduate students. It was a truly energizing occasion and wonderful to see so many students engaged in thinking about which languages we choose and why.
This fall also marked the launch of several multidisciplinary initiatives in research and teaching. One of the research initiatives is the new journal *Critical AI*, whose first issue was published in October. Housed at Rutgers and published by Duke University Press, the new journal arrives at a critical moment in thinking about the educational, technological, linguistic, and social implications of artificial intelligence. The editors are bringing research in humanities and the humanistic social sciences into conversation with research in cognition, engineering, and computer science. *Critical AI* is part of the larger CRITICAL AI @ RUTGERS project, which is co-sponsored by the Center for the Cultural Analysis and the Rutgers Center for Cognitive Science.

Two of the multidisciplinary curricular initiatives are a new graduate certification in Public Humanities and a new minor in Cultural Expression and the Environment. The outcome of many years of planning and design, the Public Humanities certificate is housed in the History Department and provides opportunities for Rutgers graduate students to engage in cross-departmental and interdisciplinary learning experiences focused on the collaborative production of humanities knowledge for and with communities. The minor in Cultural Expression and the Environment is jointly sponsored by SAS, Mason Gross, and SEBS. Housed in the Department of Human Ecology in SEBS, the new minor draws on courses from all three schools, including, in SAS, courses in Anthropology, Art History, EPS, Asian Languages and Cultures, Comparative Literature, American Studies, Political Science, and Geography.

Finally: I would like to acknowledge the intellectual leadership, compassion, and care that faculty from the Humanities and SBS have brought to educating our community about the war in Israel and Gaza. There have been small-scale gatherings for quiet conversation and sympathy; as well as medium- and large-scale conversations about the history of the conflict; the meaning of key terms used in the media and in protests; and the diplomatic, cultural, and political factors that are shaping possible futures. Specialists from Africana Studies, Geography, Jewish Studies, and Women’s Gender and Sexuality Studies have taken a leading role, and our students, faculty, and staff are continuing to benefit from their expertise. Thank you.

**Life Sciences.** Lori Covey, Dean: The Division of Life Sciences continued to flourish in 2023 with increases in undergraduate enrollments and the addition of three new tenure track and two teaching faculty across the Division. Notably two of our three TT hires were “joint” with Institutes at Rutgers-New Brunswick and at RBHS. Life Sciences has increasingly become a “team sport” and a majority of our changes and new implementations within the Division seek to establish a more supportive and collaborative environment with our nearest neighbors. Integrating interactions across and within units enable our faculty and students to utilize the most cutting-edge technology to advance their research as well as empower the next generation of scientists with the state-of-the-art skills needed for workforce and professional success.

A major Divisional milestone this year has been the completion of the joint SAS/HGINJ Core Imaging Facility in Nelson Hall that will support research by providing high
resolution imaging to labs both within and outside the Division. A second major function of this facility is to provide access to training and teaching of both undergraduate and graduate students. We are currently developing undergraduate courses or modules that will take advantage of the advanced instrumentation, as well as the expertise of the facility Director, to allow students to work with high resolution imaging to solve biological questions.

This past year ushered in significant changes into established parts of the undergraduate curricula within DLS. The Department of Molecular Biology and Biochemistry (MBB) began a reevaluation and enhancement of their curriculum by revamping their principal majors’ course. Spearheaded by Drs. Martha Haviland and Gabriel Villegas, this collaborative effort included faculty from MBB, Biological Sciences, CBN and Genetics with an overarching goal of designing a course that would both meet the needs of students within MBB but also of those in the other Life Sciences Departments. In continuing our mission to seek ways to share resources, we added a new staff advisor, Ms. Kristen Goodrich, who is tasked with advising the approximately 1250 declared MBB, CBN, Genetics and Biology majors and a new advisor in the Department of Kinesiology and Health to assist with their 900 declared majors.

This past summer, the DLS Summer Undergraduate Research Fellowship Program supported 27 fellows with stipends to work full time for 10 weeks with identified mentors. These internships were critical for allowing students to have continuity in their research project between their junior and senior years. We also started a new summer biology class for incoming students in the ODASIS program.

Exceptional recognition for excellence in research was clearly visible throughout the Division. Divisional faculty who are not affiliated with Centers and Institutes brought in $17.8M in new extramural awards for FY23 and this outstanding pace of grant acquisition has continued into FY24. In addition to faculty securing grant funding, many of the graduate trainees across DLS also have secured extramural fellowship support, including Irving Estevez, in CBN and Andrew Ude and Kelsey Peirsol in the Department of Kinesiology & Health.

Notably, three DLS departments were selected to be part of two different successful 2023 Presidential Diversity Cluster Hiring Initiatives. DKH and CBN will hire as part of the cluster, *Addressing Health Equity in Age-related Disorders*; and Genetics will hire as part of the *Evolutionary Medicine* diversity cluster. These hires will take place over the next few years.

Faculty across the Division volunteered to serve on the New Brunswick Chancellor’s Data Science & AI Task force and the Life Sciences Task Force. In committing to attend weekly meetings for the entire academic year, these faculty have been instrumental in providing valuable input into how transformative changes into these critical landscapes at Rutgers-NB will be accomplished in the coming years. I want to especially acknowledge Tara Matise, chair of Genetics, who agreed to lend her valuable expertise to both task forces!
Although the Life Sciences faculty who have received recognition this year are too numerous to list, I wanted to highlight a few faculty achievements that are very impressive. First, I’d like to give a major shoutout to Distinguished Professor Monica Driscoll from MBB who was elected into the National Academy of Sciences, which, as many of you know, is one of the highest honors a scientist can receive. Also, Bonnie Firestein, a professor in CBN, was elected a Fellow of the American Association for the Advancement of Science. Michael Verzi, a professor in Genetics, was recently appointed to the Duncan and Nancy MacMillan Endowed Chair in Cancer Genomics and Assistant Professor Victoria Abraira, a CBN faculty member, was named a Rita Allen Foundation Scholar. This is one of nine given nationally.

Finally, I also want to take time to highlight the collaborative work of Professors Karen Schindler and Jinchuan Xing in Genetics that was featured recently in Rutgers Today. Their NIH-funded research is asking critical questions to help identify the basic mechanisms that determine quality of eggs and embryos leading to improved clinical success rates in in vitro fertilization. In addition, Drs. Schindler and Xing (along with Profs. Kim McKim, A. Singson and S. Bunting) have been instrumental in assembling a T32 NIH training application in the area of Reproductive Genetics with the support of the SAS Office of Research and Graduate Education.

DLS faculty continue to make important contributions to the community at large. A critical outreach program is the Exercise is Medicine on Campus. This program is a collaboration between DKH, Student Health, and Rutgers Athletics and was awarded gold status by the American College of Sports Medicine (ACSM). A current outgrowth of this work is a new initiative on Exercise is Medicine for Older Adults, which attempts to bridge Clinical Medicine with the Academic, Research and Community Outreach pillars of the Academic Master plan.

In conclusion, our Divisional focus on building bridges with other entities at Rutgers will continue for the foreseeable future and although there are always hurdles to get over, there are clear signs that we as a Division are currently on a productive path forward.

**Mathematical and Physical Sciences.** Thu Nguyen, Dean: The Division of Mathematical and Physical Sciences continues to see robust undergraduate enrollment in our courses and degree programs. The number of credits taught for Fall 2023 grew compared to Fall 2022 across all MPS disciplines, ranging from 4% to 28%. Do note that enrollment in some disciplines had decreased during the pandemic, so in some cases, we are returning to pre-COVID enrollment levels. But overall, our undergraduate enrollment continues to grow.

Starting Fall 2023, we were approved to offer a comprehensive undergraduate program in data science leading to a certificate, minor, and BA and BS degrees; the certificate and minor were successfully launched earlier, and the major was launched Fall 2023. The approval was the culmination of 3 years of work by a group of dedicated faculty members and staff members from SAS and SCI.
Data science is a true multidisciplinary program, where we are partnering with SCI, and SoE and SEBS are both contributing “domain-specific” courses to the program. We are discussing collaborations with additional schools. Within SAS, Computer Science, Statistics, and Economics are collaborating to offer core courses and 3 tracks within the program. Chemistry is currently working on an additional track for the program. Departments currently offering domain-specific courses include English, Genetics, Geography, Physics, Political Science, and Sociology.

Interest from students has been high. Starting Fall 2022, enrollment in Data 101, which became the required introductory course, jumped to approximately 375 per semester. As of July 2023, 22 certificates have been issued, and 21 students graduated with a data science minor. Currently, 195 students indicate a data science minor in MyMajor.

Enrollment in the MS programs in Computer Science and Statistics, which include data science, is robust, totaling over 300 students enrolled per year, producing professionals to help meet workforce demands as well as generate revenue for the university. Statistics is working on the creation of a FinTech MS program, to be jointly offered with the Business School. Physics is working on the creation of an MS in Quantum Science program.

Recognition continues to come for the excellent work being carried out in MPS. In the interest of time, I will limit myself to sharing just some examples of the many achievements and honors that would otherwise be acknowledged:

- Prof. Tom Banks in Physics & Astronomy and the New High Energy Theory Center was elected to the National Academy of Sciences
- Prof. Haim Brezis in Mathematics was awarded the American Mathematical Society’s Steele Prize for Lifetime Achievement
- Prof. Pierre Bellec in Statistics was elected Fellow of the Institute of Mathematical Statistics
- A surprising neutrino scattering measurement performed by Fermilab’s MINERvA experiment, of which Prof. Ron Ransome from Physics is a founding member, has been named one of the "top 10 Breakthroughs of the Year for 2023" by PhysicsWorld
- Prof. Jing Li from Chemistry received the Chancellor-Provost Award for Pioneering Scholarship
- Prof. Aaron Bernstein in CS received the 2023 EATCS Presburger award for young scientists
- Postdoctoral researcher Olena Karacheban in NHETC / Physics was awarded the 2023 CMS Young Researcher prize by the Compact Muon Solenoid collaboration at CERN
- A team of faculty and staff members from CS, DIMACS, and Douglass working on advancing women in CS was recognized with the Presidential Rutgers Gateway Award for Service to Students. The team comprises Ana Paula Centeno from CS, Margaret Cozzens from DIMACS, Lydia Prendergast and Hayet Bensetti-Benbader from Douglass, Sangya Varma from the SAS MPS Office, and DIMACS Director David Pennock and CS Chair Uli Kremer. Fred Roberts from
DIMACS/Director of CCICADA and previous CS chair Matthew Stone should also be acknowledged for years of leadership and contribution to the effort

- Prof. Geeta Govindarajoo from Chemistry received a Chancellor-Provost Award for Excellence in Teaching
- Prof. Chaz Ruggieri from Physics received a Chancellor-Provost Award for Excellence in Teaching Innovations
- Computer Science and Statistics were awarded support for hiring 3 faculty members as part of the Chancellor’s cluster hire in AI/ML/DS. This is in addition to the 3 hires that were awarded as part of the President’s cluster hire in Fair and Responsible Data Science; 2 faculty members have been hired, with the last approved search taking place next year
- Our students, graduate and undergraduate, have also won awards and honors

MPS units continue to lead the advancement of novel research directions. Examples include a workshop held by DIMACS to explore the intersection of large-language AI models and game theory and one organized by DIMACS postdoctoral researchers exploring graph algorithms that drew over 100 participants.

MPS units also continue to successfully bring research grants: $34M of grant funding in FY23 compared to $34.5 in FY22. In FY24, through December 10, we have brought in $18.2M, which is a 4% increase compared to the same period in FY23. These successes include at least 4 prestigious NSF career awards.

On the outreach front, the 24th Rutgers Faraday Children’s Lecture took place this past weekend on both Saturday and Sunday. 150 to 220 people attended each show, including children of various ages. This is just one of a diverse set of outreach activities on-going throughout the division.

Finally, MPS and SAS welcomed a diverse group of 10 new faculty members this Fall, with three more joining in January. Two will be joining in September 2024.

**Office of Undergraduate Education.** Susan Lawrence, Vice Dean: This fall, the School of Arts and Sciences welcomed its 2nd largest-ever incoming class of undergraduate students, with 4084 first-year students and 1261 transfer students -- just under last year’s totals. In addition, this spring we will welcome 107 spring first years -- up from 67 last year and 548 transfers – up from 419 last year. Transfer admits come in with an average 3.5 GPA and at graduation their average GPA is the same as students who start with us. This year’s admission cycle is a bit unpredictable since Rutgers has joined the Common App which is used by more than 1000 colleges and universities. Out-of-state and international applications are up significantly, but applicants' level of interest is difficult to judge. The Target numbers are 4100 first years and 1400 transfers, with strong intentions to raise the percentage of out-of-state and international students to 25% over the next 5 years, while also maintaining a high percentage of first-gen students.

The Office of Advising and Academic Services has done an excellent job of supporting this very large incoming class, in addition to all of our continuing students. Between May
15 and Dec. 8 this year, OAAS advisors met with over 6000 students for individual advising sessions and responded to over 20,000 student requests and inquiries in LiveChat. This is in addition to having academic planning meetings with the over 5,100 new students that joined us. Last spring, we were delighted to welcome Courtney Stanzione as the new Associate Dean and Director of Academic Advising. Assistant Advising Dean Mary Kate Schiff is now Director of the Senior Office.

Another source of great pride is the SAS EOF Program, which is currently serving over 1,000 EOF Scholars from SAS and a few other New Brunswick schools. Student performance in this program is very strong. 97% of all SAS EOF Scholars have cumulative GPAs of 2.0 or higher, a third have a 3.5 or higher and the six-year graduation rate from the 2016 cohort was the highest ever, at 82% -- which equals the 6-year rate across SAS. Indeed, 77% graduate in 5 or fewer years. This is a population that nationally has under a 20% graduation rate.

The faculty in SAS continue to devote tremendous time and energy to undergraduate education. This fall alone, SAS offered 3828 sections of nearly 1,400 undergraduate courses, with approximately 103,000 students enrolled in these courses. In May, the Office of Undergraduate Education honored 15 members of the SAS faculty and graduate TAs for their Distinguished Contributions to Undergraduate Education Awards for 2022-2023 and several of our faculty received university awards that recognize teaching excellence.

Faculty across the school are engaged in improving their instruction at an unprecedented scale, making substantial, equity-improving changes to their teaching. Faculty have navigated the emergence of AI with the support of the SAS Office of Undergraduate Education's Teaching and Learning Team, using resources and participating in departmental workshops to understand student perspectives on AI and to explore innovative ways of using these tools to enhance learning—all with the goal of preparing students for future careers that will require AI literacy. To date, 21 SAS faculty have engaged in intensive online course redesigns through the Strategic Curriculum Development Program, and the Humanities Plus initiative is supporting 8 pedagogical innovation projects, bringing the total to 52 projects supported as the program celebrates its fifth year. The Office of Undergraduate Education also continued its successful Voices of Diversity and Tea and Teaching programs, and last week, five teams of students and their faculty mentors presented their mid-year reports as part of the fifth sixth year of the donor-supported Interdisciplinary Research Team Fellowship Program.

In partnership with another of our donors, our Career Explorations in Arts & Sciences program has continued to grow, helping students to identify and articulate the career readiness skills they are developing through their coursework and other activities and to connect these skills to potential future career paths. Last year, more than 800 students enrolled in 39 sections of our Career Explorations course, and we are on track to repeat that this year. The SAS Honors Program welcomed 493 new first year students, 12 transfer students, and perhaps most importantly, 68 rising sophomores who proved themselves here at RU last year.
Finally, many of us in the Office of Undergraduate Education, and many of you, have been involved in Discovery Advantage—a holistic review of undergraduate education to improve student success. Thank you to all of you that have served on steering committees and workstreams, as well as participating in focus groups. This fall we have been collecting responses to the preliminary report that was released in September. We are doing edits, and a ‘final’ report will be issued in the spring. A dominant theme that has emerged is the need for a uniform and consistent student experience coordinated across all of the New Brunswick schools. There are several recommendations to rescope the Provost’s Office of Undergraduate Education.

Office of Research and Graduate Education. Robin Davis, Vice Dean: The director of research and sponsored programs, Attila Medl, is currently refining the administrative role of RGE in cost-share requests, internal award evaluations (Grossman Innovation Prize, External Engagement Award Program, Rita Allen Foundation Scholar Program, etc.), grant submission tracking and reporting, and the Chancellor-led SAS Research Center and Institute reviews.

In addition to these efforts,

- He was awarded a grant for an SAS pre-college summer academy for neuroscience by the Educational Equity and Excellence Collaborative (E3C) Innovation Fund. Co-organized the inaugural academy in collaboration with the W.M. Keck Center for Collaborative Neuroscience in July 2023, which was a great success and demonstrated the viability and great need for such programs. Most participants told us that they were unaware of the cutting edge research Rutgers is doing, and as a result of this transformative experience, they are now seriously considering Rutgers as their first choice of college.
- Together with Robin L. Davis and Chris Scherer, he is co-developing new academies in popular fields such as cognitive science, chemistry and chemical biology, data science and AI, and others.
- Attila is also working on an efficient process to develop the required administrative data tables for NIH T32 and NSF/NRT training grants. He is also designing a system that would automatically collect data from sources scattered throughout the university and complete those tables with minimal human involvement. In collaboration with DLS Dean Lori Covey and RBHS, the first T32 grant will be submitted in May 2024 and led by Kim McKim and Karen Schindler (Genetics/Waksman/HGINJ). The proposed program will focus on predoctoral training in meiosis, reproduction, infertility, and related abnormalities such as Down syndrome. (We encourage you to refer faculty interested in applying for training grants, to our office. We can provide informed and efficient administrative support.)
- Attila leads the development of a multi-school (SAS/SEBS/SEOE) application for the prestigious Beckman Scholars Program, which funds undergraduate student research in chemistry, chemical biology, and the life sciences.
- Attila has also conceptualized and started designing automated processes for handling cost-share requests and approvals. While we require at least a three-
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 with University of Paris (France), University of Torino (Italy), Sapienza University of Rome (Italy) and most recently, a Cotutelle with University of Tübingen (Germany). The development of a streamlined system to replace SGS admission procedures for the 2024-2025 Admission cycle is ready for launch and included several training sessions for Graduate Program Directors and Program Administrators. 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 was held on December 12th with the participation of 30 SAS graduate students across all divisions who directly interacted with 12 corporate and administrative professionals from Siemens, Colgate-Palmolive, Bristol Myers Squibb, ADP, Novo Nordisk, Lockheed Martin, Engineers Gate, Johnson & Johnson, TRI Princeton, and Rutgers.

8. Q&A.

--Robert Boikess was wondering how SAS decides whether to replace staff who leave. The presumed budget crisis seems to leave some positions unfilled.

Juli Wade pointed to the process of departments making requests to SAS and that the senior leadership team reviews each request in detail with SAS HR, often with follow-up conversations with the division and department.

--Juli Wade opened the floor to further questions. There were none.

9. New Business. No new business was brought to the table. Juli Wade thanked Brittney Cooper, Anthony Alms, and all the committee chairs and others for helping at the meeting.

The meeting ended at 11:08 am.

**Meeting Attendance Roster**

<table>
<thead>
<tr>
<th>Abigail Zitin</th>
<th>Andrew Parker</th>
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<tr>
<td>Aldo Lauria Santiago</td>
<td>Anne Carr-Schmid</td>
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<td>Alessandro Vettori</td>
<td>Anthony Alms</td>
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<td>Alyson Brooks</td>
<td>Ava Majlesi</td>
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<td>Ana Pairet Vinas</td>
<td>Barbara Cooper</td>
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<td>Ana Paula Centeno</td>
<td>Brittney Cooper</td>
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<td>Anabell C Williams - Rutgers</td>
<td>Bruce Tesar</td>
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<td>Andrea Spaeth</td>
<td>Carla Yanni (she/hers)</td>
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