

All Faculty and Affiliates Meeting Minutes 5 May 2021

FINAL

1. *Call to Order:* Dear March called the meeting to order at 10:02 am.
2. *Acceptance of the agenda:* The agenda was accepted without objection.
3. *Rules of engagement and procedures for remote meeting forum* Thomas Stephens, *Parliamentarian:* Prof. Stephens reviewed procedures and policies for this on-line meeting.
4. *Acceptance of the minutes from the SAS All Faculty Meeting of December 14, 2020:* 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> .

These minutes were accepted without objection.

5. *Report from the Curriculum Committee* Dennis Bathory, *Committee Chair:* Prof. Bathory reviewed highlights of the report of the Curriculum Committee. He reports 45 new course approvals, 77 courses modified, and 5 courses dropped. Furthermore, 46 are either fully on line or hybrid to improve accessibility. Some majors are changing, in part in response to changes in high school requirements. New minors were added. These proposed changes are submitted to the faculty for approval.

6. *Report from the Core Requirements Committee* Kathleen Scott, *Committee Chair:* Curriculum Committee and CRC reports are posted on the SAS OUE website at the following URL:
<https://sasoue.rutgers.edu/curriculum-courses/archive-of-faculty-reports/66-policies-resources/sas-affiliates-faculty-meetings/1-upcoming-meetings/294-may-5-2021>

Prof. Scott makes 18 course recommendations for addition to the core, appropriate to certain of the specific core requirements. 32 changes to courses previously certified, including new hybrid or on-line courses. Two courses are being retired.

7. *Dean's Report* Peter March, *Executive Dean:* Dean March's report follows:

So incredibly - we've come to the end of spring semester 2021, some 14 months after COVID hit and we abruptly switched to a fully online work environment.

Just as incredibly, we're planning to reconvene in person for the start of fall semester just 4 months from now.

That's a lot to unpack. A lot.

Let's begin by acknowledging that what we achieved together is really quite impressive. I hope all of you take pride in the fact we kept SAS and Rutgers moving forward

- despite the turmoil of COVID,
- through the economic pain caused by the pandemic,
- while the struggle for racial equality and social justice played out all around us,
- and all this while working remotely yet remaining in close contact with one another

Over the past year, our dispersed work environment was both a blessing and a curse.

It was a blessing because we could work from home and deliver on the promise of a Rutgers education to our students.

It was a curse because work came home and home came to work. Now, this arrangement was actually good for some, depending on life's circumstances. But for some, it was an isolating experience. And for others, the entanglement of home life and work life offered no respite from either.

To our staff colleagues, I say thank you. Thank you for staying focused on the mission. And thank you for being persistent, tenacious, and dedicated to the unglamorous but necessary technical work that allowed SAS to fulfill its teaching, research and service mission.

To our faculty in the classroom, including our NTT and PTL colleagues, I say thank you. Thank you for doing everything possible to provide our students with a meaningful education under very trying circumstances. Teaching online required all of us to learn new technologies, new teaching methods, and new ways of interacting with students. Our work hasn't been perfect but I've heard a lot of positive feedback from our students who appreciated your effort to make the best of a difficult situation.

To our faculty involved in research, I say thank you. Thank you for devising creative ways to keep our research enterprise functioning when resources and guidance from the

university were in short supply. You couldn't travel and you couldn't use your labs and libraries in the usual ways and yet you managed to fulfill our mission as a research-intensive university. Because of your dedication, we have weathered the storm and I am confident that we will repair ourselves and flourish in the months and years ahead.

There were a number of remarkable achievements this year by students and faculty, some of which I'd like to share with you here. There are, literally, too many successes for me to be comprehensive. But I would be remiss if I didn't mention the more notable among them, which I've limited quite arbitrarily - to ten.

1. Undergraduate student *Tanvi Banota* was awarded a Goldwater Scholarship.
2. *Blakesley Burkhart*, Assistant Professor of Physics and Astronomy, was awarded a David and Lucille Packard Fellowship.
3. *Omar Dewachi*, Associate Professor of Anthropology, won the New Millennium Book Award of the Society for Medical Anthropology for his book *Ungovernable Life: Mandatory Medicine and Statecraft in Iraq*.
4. *Nicole Fleetwood*, Professor of American Studies and of Art History, won the National Book Critics Circle Award for her book, *Marking Time: Art in the Time of Mass Incarceration*.
6. *Ken Irvine*, Distinguished Professor of Molecular Biology and Biochemistry, was elected Fellow of the American Association for the Advancement of Science.
6. Undergraduate student *Maya Ravichandran* was named a Marshall Scholar, one of only 46 students in the nation so honored.
7. *Mansi Shah*, SAS'20 major in Cell Biology and Neuroscience, received a Fulbright Scholarship to attend graduate school in Spain.
8. *Elizabeth Torres*, Associate Professor of Psychology, was honored by a Joint Resolution of the New Jersey Senate and General Assembly saluting the excellence of her "groundbreaking research" at Rutgers that has been "essential in shaping initiatives that transform autism medical research and treatments throughout our State."
9. *Camilla Townsend*, Distinguished Professor of History, was awarded the Cundill History Prize for her book *Fifth Sun*.
10. *Elena Wei*, SAS '20 major in Cell Biology and Neuroscience, was awarded a Fulbright Scholarship to attend graduate school in Columbia.

Along with these successes came very serious difficulties with which we grappled all year and continue to do so. First, is the on-going struggle for racial equality and social justice. Second, is coping with the negative economic and fiscal consequences COVID-19 had on our budgets.

A lot could be said about why it took the murder of George Floyd by a Minneapolis police officer finally to shake this nation's complacent acceptance of racism. Even more could be said about the number of gruesome brutalities that have been perpetrated on people of color since May 25, 2020 as if his murder hadn't occurred.

Let us not do that but rather focus attention on what we can control in our own neck of the woods.

I believe Rutgers is truly and genuinely engaged with institutional change toward becoming a more diverse, equitable, and inclusive university.

I'm thankful for the leadership of President Holloway and Senior Vice President Anna Branch who elevated diversity, equity and inclusion as strategic institutional priorities under the rubric of "beloved community" to be implemented through mechanism of the University-wide Diversity Strategic Planning Process.

I'd like to report on three inter-related and mutually-supporting initiatives already underway related to the strategic planning process in the School of Arts and Sciences.

First, departments and programs have returned surveys to the Executive Dean's Office that identify all DEI programs and activities currently active across SAS. Taken together with the diversity sections of these unit's academic strategic plans, this information will

be used to create a School-wide baseline that is Step 1 in the Diversity Strategic Planning Process.

Second, under the leadership of Vice Dean Maria Anderson, we are working hard to make sure we benefit from the insight and experience that SAS staff bring to the broader DEI conversation. Maria has designed a Community Engagement Initiative focusing on four areas:

- Training
- Mentorship
- Professional Development, and
- Building A Supportive Community for All.

The Community Engagement Initiative is led by Divisional Directors of Administration

- Michelle Feeney
- Christina Pasley, and
- Anabell Williams.

with support from the division of Diversity, Inclusion, and Community Engagement in Anna Branch's office, input from the Coalition for Anti-Racism, Social Justice, and Equity in Susan Lawrence's shop, and with input from staff across the School.

Third, we've created a Faculty Fellows program in the Executive Dean's Office, with Strategic Initiative Funds from Chancellor Molloy's office. The first cohort of Fellows will be devoted to issues of diversity, equity, and inclusion. I'm very pleased to announce three DEI Faculty Fellows were appointed April 1st and are already hard at work on the baselining activity just mentioned.

Please join me in welcoming to the team:

- Ying Hung from Statistics,
- Doug Jones from History, and
- Diana Sanchez from Psychology.

We will appoint several more Faculty Fellows to this initial group on July 1. This will increase the capacity of Fellows to work productively with each other as well as with deans, chairs, faculty, staff, departments, programs, and centers across the School.

We can't afford to be complacent. But I think this is a good start.

Now, rather than look back over the grim budget terrain from the end of Fiscal Year 2020, ten months ago, to the present; and rather than recap the hard choices we made in FY 2021, I will focus instead on what we can expect to see at the fiscal close of FY 2021 on June 30th.

And, at the very end, I'll indulge in some speculation on what I think the overall shape of FY 2022 will look like.

Let me summarize FY 2021 by a little equation: "A+B+C=D". Here's what the letters in the equation mean:

- "A" means our practical effectiveness in the transition from expedient remote instruction to thoughtful online education led to higher than predicted student enrollment for fall semester and higher than predicted retention from fall semester to spring semester. That provided to more tuition revenue than we projected.
- "B" means cumulative savings from imposition of rigorous spending controls; plus lower than projected tuition remission for graduate students; plus lower than expected outlays of student aid reduced actual expenses significantly below projections.
- "C" means cumulative expenses that were projected to hit SAS in FY 2021 for example, Faculty Equity Process salary adjustments - have been pushed to the next fiscal year.
- "D" means that A+B+C led to a much stronger fiscal close for SAS on June 30, 2021 than was projected on July 1, 2020.

Because of "D", we are able to take the following steps to ease up on the current fiscal discipline:

- we will remove the caps on faculty research accounts, in anticipation of lifted university restrictions on business travel,

- we will begin, selectively, judiciously and based on input from annual departmental budget meetings, to fill some of the existing staff vacancies left unfilled since March 2020,
- we will not have to dip into departmental reserves this year, as we had to do last fiscal year, and,
- we will authorize a limited number faculty searches next year at, perhaps, a quarter to a third of the typical number of searches.

The bottom line for FY 2021 is this:

- We planned for the worst.
- Faculty and staff stepped up to the challenge.
- Students responded accordingly.
- State and Federal governments provided significant one-time support, and.
- We caught a few breaks.

So, what does next year look like? On the budget side here's what I can say about FY 2022:

- Various "Accounts Payable" are looming over us, the magnitude of which is not yet clear. What IS clear is that "Accounts Payable" is going to be large because of:
 - § Deferred Faculty Equity process salary adjustments, plus
 - § Deferred contractual merit salary increases, plus
 - § Deferred contractual across-the-board salary increases, plus
 - § One-time costs related to re-populating the campus.
- A tuition increase will defray these costs but it is politically sensitive and will not be voted on by the Board of Governors until June.
- Overall enrollments for fall 2021 seem strong, except the proportion of out-of-state student lags significantly behind FY 2019 leading to somewhat diminished tuition revenue.
- Uncertainty about what the costs of the "new normal" of a re-populated campus will be.

Overall, my current thinking about the bottom line of FY 2022 is this:

- It's going to be hard and it's going to be difficult.
- But it's not going to be as hard and difficult as it was this year.
- I believe we've hit bottom and, to mix metaphors, I believe we've turned the corner.

To end my report, I'm going to speculate upon a speculation about what the physical experience of fall semester may be like.

What is completely clear is that tens of thousands of undergraduate students are going to report to campus this fall.

- They expect and they deserve to be taught in person by faculty.
- They expect - and they deserve - to interact with other human beings, in person and in real time.
- They expect - and they deserve - to interact with one another, for all they gratifying reasons we valued the formative nature of our own collegiate experience.

The bottom line is that we will make this happen. We will - that's the Rutgers Way.

So, the question really is: How to we make this happen in common-sense way?

The answer depends on many things:

- On the public health side, it depends on vaccination rates, infection rates, viral evolution rates, and public understanding and cooperation
- On the logistical side, it depends on how we prosecute a sensible, staged re-population of campus so that required student services are in place in just-in-time fashion
- On the infrastructure side, it depends on how we re-configure our physical spaces like dorms, classrooms, and our transportation systems to adapt to an as-yet-unknown "new normal".

But at the end of the day it depends in an essential way on just one thing: our collective commitment as faculty and staff to being there for our students in just four months from now.

I'd be lying if I said I knew how this will all work out. I don't. But I'm telling the truth when I say I know we will figure this out together.

Thank you, once again, for all you've done, and thank you in advance all you will do for our students.

The following questions were raised after this report:

- a. Rob Scott asked about the process of equity corrections. Peter notes that many have worked their way through the SAS approval process.
- b. Ulla Berg asked about the travel approval process. Peter notes that the initial travel ban was important and correct, and is now working through the pent up demand. Watch for a coming approval process, in light of the vaccines and destination openings. Peter is trying to diplomatically advocate for this.
- c. D. Asher Ghertner asks about the potential use of internal research COVID 19 funding for junior faculty for replacement of teaching. Dean March says no.
- d. Rob Scott asks for other avenues for course release for junior faculty due to COVID 19 delays. Dean March empathizes, but does not see an institutional path to addressing these needs in general, and stands on Rutgers decision not to use internal funds for course release.
- e. Lilia Fernandez asks about removing the 50% cap on research funds, and asks about a new spending proposal. Maria Anderson says that the cap can be removed tomorrow.
- f. Robert Boikess asks about policies for transitioning from PTL to NTT. Prof Masschaele notes that NTTs are traditionally appointed as instructor, but this not a formal rule. Salary is set based on circumstances.
- g. Tara Matisse urges SAS to push for a relaxation of the \$500 spending limit.

8. *COACHE Survey Results - Francine Conway, Executive Vice Chancellor for Academic Affairs and Provost*: Provost Conway discussed the COACHE survey, which was administered during April 2019, and which investigated faculty experiences. The survey was intended to identify areas of strength and weakness in the environment at Rutgers. A working group was convened Fall 2020, from across academic units, including the NB libraries and faculty council. The working group addressed Rutgers deficiencies in three areas:

1. Faculty Development and Mentoring
2. Research Support and Infrastructure
3. Strategic Planning and Communications.

There were town hall meetings; results from the meetings are at <https://nbprovost.rutgers.edu/coache-town-hall-meetings> .

Provost Conway notes that vice-provost appointments are a result of these discussions. Provost Conway notes an emphasis on advancement of associate professors to full professor, describes a team mentoring proposal for new faculty, and describes a new leadership institute for department chairs. Paths to advancement will include individualized faculty dossier reviews. Provost Conway notes that isolation has contributed to sufferings under the current circumstances, and notes apprehension about transition back to in-person activities. Provost Conway is excited about working with new university leaders. The provost notes uncertainty surrounding permanence of the changes arising from the COVID 19 disruption, and that some experiences that we have allow new opportunities.

9. *Question and Answers*:

- a. Lilia Fernandez notes that associate professors' barriers to advancement are related to excessive service commitments. Provost Conway notes that the dossier review process involves individual workload review.
- b. D. Asher Ghertner notes that the decision not to allow Rutgers internal COVID 19 grant funds for course relief lies at the school level, and requests that this decision be reviewed, in large part because of time lost due to COVID 19. Provost Conway reaffirms that she sees the importance of individual school needs, hopes that there are other sources for these types of resources, and realizes that flexibility needs to be used when assessing faculty progress.
- c. Rob Scott asks about other Rutgers mechanisms for course release. Provost Conway suggests that further investigation via an advisory group of alternative mechanisms is worth consideration, and that existing grants are not sufficient.
- d. Nancy Sinkoff asks about determining whether salary equity adjustments are appropriate in a particular case. Provost Conway takes as a suggestion creation of advisory resources for guidance in this case.

- e. Barbara Cooper asks investigation of the needs of junior faculty should be done by the department. Dean Conway hopes that other resources for faculty support should become available in the future.
 - f. Chloe Kitzinger hopes that mentoring for assistant professors include current faculty. Dean Conway is supportive.
 - g. Ana Pairet Vinas appreciates attention to pay equity, and notes a lack of a culture of promotion, and that advocating for equity requires encouragement. She further notes that the delay in pay equity procedures is disappointing. Provost Conway thanks Ana Pairet Vinas for her comments.
- The meeting adjourned at 11:59.
A roster of meeting participants is:

Staci Abbruzzese	Myriam Alami	Eric Allender	Maria Anderson
Cori Anderson	Cecilia Arias	D. Asher Ghertner	Anne-Catherine Aubert
Andrea Baldi	Dennis Bathory	Robert Bartynski	Jean Baum
Alastair Bellany	Ulla Berg	Tiffany Berg	Catherine Bliss
Robert Boikess	John Brennan	Linda Brzustowicz	Matt Brzycki
Steve Buyske	Sharon Bzostek	Aileen Carroll	John Chadwick
Jolie Cizewski	Serena Connolly	Barbara Cooper	Francois Cornilliat
Lori Covey	Gabriella D'Arcangelo	Jefferson Decker	Elizabeth Decker
Steven Defeo	Jenevieve Delossantos	Omar Dewachi	Jason DiPaolo
Kara Donaldson	Bradley Evans	Michelle Feeney	Craig Feibel
Lilia Fernandez	William Field	Tatiana Flores	Karalyn Gallagher
Paola Gambarota	Ira Gang	Nicole Gangino	Jenny Gehrman
Michael Glanzberg	Charlene Glascock	David Goldman	Bonnie Gordon
Charles Haberl	Martha Haviland	Martha Helfer	Yipeng Huang
Patricia Irizarry Barreto	Paul Israel	Tao Jiang	Mike Kiledjian
Chloe Kitzinger	Dale Koznecki	Arielle L'Esperance	Rosemary Lane
Aldo Lauria Santiago	Jeffrey Lawrence	Robin Leichenko	Michael Levine
Nelson Maldonado Torres	Steven Malin	Preetha Mani	Jorge Marcone
Tara Matise	Jacqueline Mcglynn	Patricia Morton	Greg Mountain
Lenore Neigeborn	Lauren Neitzke Adamo	Thu Nguyen	Kristin O'Brassill-Kulfan
Paul O'Keefe	Ana Pairet	Ryne Palombit	Andrew Parker
Christina Pasley	John Pavlik	Julie Phillips	Lorraine Piroux
Doaa Rashed	Gary A. Rendsburg	Asa Rennermalm	Nicholas Rennie
Tonya Rufus	Jennifer Rutherford	Marcy Schwartz	Rob Scott
Jane Sharp	Nancy Sinkoff	Sherri Somers	Barry Sopher
Andrea Spaeth	Camilla Stevens	Sharon Stoerger	James Swenson
Karen Thompson	Emily Van Buskirk	Alessandro Vettori	David Vicario
Celines Villalba	Rebecca Walkowitz	Jenny Wang	Mark West
Anabell Williams	Christopher Woodward	Jim Wright	Dean Zimmerman

Respectfully submitted, John Kolassa, Secretary