

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

FINAL

15 December 2022

1. Call to order. Susan Lawrence, Interim co Executive Dean, called the regular Fall SAS and Affiliates meeting to order at 10:00 am on 15 December 2022. This was the 101st 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. 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 4 May 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, especially Cristal Perez and Kristen Syrett. There were 44 proposals, with 11 approved new courses. We have considered hybrid formats for some language courses, examining research on best delivery methods. Some exciting new courses will be cross-listed between departments, including, for example, courses on abortion and on Islamophobia in History and Religion. There were also 24 changes to courses and four dropped courses. 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/380-december-15-2022>

--Rob Scott raised a question regarding the policy of having to submit letters of intent and curriculum changes for approval from the Chancellor-Provost's office: This is new at the SAS, is it not? Is this a kind of quiet coup? Please clarify.

Susan Lawrence responded that the policy is actually a few years old. It involves each school submitting any curriculum changes to the Undergraduate Education Council which is made up of undergraduate deans at each school and is convened by the Vice Provost for Undergraduate Education. The proposed changes are circulated to the

Undergraduate Education Council. Any Council member can raise questions or objections, for example when a proposed course conflicts with the existing curriculum of another school. Thus, this was not a Chancellor-implemented curriculum policy but just a mechanism to resolve conflict. Letters of intent are needed for new majors or programs serve the same purpose. The internal EVPAA and Chancellor-Provost review process essentially replaces the previous state review process. New programs and new majors require Board approval.

Rob Scott then noted that his main concern is that the language in the memo does not mention process, which would seem to indicate a loss of faculty governance.

Susan Lawrence assured that this is not a loss of faculty governance and indicated that no letter of intent is required for courses and that this has been shared with the chairs.

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. New courses demonstrating our growing diversity include History of Islamophobia and classes on films of the Nazi era and on relations between Christians and Jews in Spain. Kathy Scott noted that Core goals can only be dropped at the request of departments. Thank you to the committee for their support and hard work. 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/380-december-15-2022>

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 good news to report concerning undergraduate and graduate education, research, and school-wide issues. Following is the complete report (the yellow-shaded parts were read by Jim Masschaele and the gray-shaded ones were read by Susan Lawrence):

Susan and I are delighted to share with you an overview of the work of the school since our last faculty meeting, starting with an account of some major points of pride in the school's four academic divisions and in the offices of undergraduate education and graduate education and research. In addition to reviewing the work within each unit, we will also report on a number of issues involving the School as a whole.

We begin with some important accomplishments in the Social and Behavioral Sciences led by Dean David Vicario. This year, four departments (Political Science, Latino and Caribbean Studies, Economics and Psychology) are searching for new faculty to join a collaborative cluster on **Race, Racism and Intersecting Inequalities** that is receiving funding support from the President's Diversity Cluster Hiring Initiative. This initiative builds on existing strengths in examining the impact of race and racism on economic, social, political, environmental, and health inequalities. We look forward to welcoming

these new faculty and to building a collaborative community that brings them together with like-minded scholars who are already here.

We also want to recognize some major individual accomplishments of our SBS faculty. Assoc. Professor **Noura Erakat** in the Department of Africana Studies and the Program in Criminal Justice was selected by the Marguerite Casey Foundation as one of their ten Freedom Fellow Scholars for 2022. The honor includes an unrestricted award of 250,000 USD and is given to scholars who have committed themselves to transformative change. Assoc. Professor **Erin Vogel** (Anthropology) is co-Principal Investigator on an NSF grant worth \$2.1M focused on wildlife nutrition, taking advantage of her extensive knowledge of the environmental circumstances of orangutans in Borneo. Two of our political scientists received distinguished contribution awards from the American Political Science Association. Asst. Professor **Yalidy Matos** received the Distinguished Junior Scholar Award while Professor **Mona Lena Krook** received the Distinguished Award for Civic and Community Engagement. Professor **Robin Leichenko** of Geography received the American Association of Geographers Research Excellence Award for her study of climate impacts, vulnerability, and adaptation. Finally, Distinguished Professor **Tracey Shors** received the Horsley Gantt Medal “in honor of the noble pursuit of truth” given to individuals who have made distinguished contributions to the fields of psychology, physiology, behavioral neuroscience, psychophysiology, mental health, or medicine. This is only a small sampling of the incredible work being done in our SBS departments.

Turning to our Math and Physical Science departments, led by Dean Thu Nguyen, we are pleased to note the following. The division is pleased to report the hiring of 6 new faculty members who joined the division this past September, who will be joined by 3 others who will join our faculty either January or September of 2023. FY22 has also been a very successful year for MPS in terms of grant funding, with \$31.9M of new grant funding! This success is continuing, with MPS units bringing in an additional \$10.9M of new grant funding in the first quarter of FY2023. Just yesterday, we received more good news on the grant fund when we received a notification from the W. M Keck Foundation of an award of \$1.1 million dollars to Sang-Wook Cheong of the Physics Department. This is the first major grant awarded by Keck to Rutgers in more than 25 years. The departments of Earth and Planetary Sciences and Physics and Astronomy also continued their praiseworthy commitments to public outreach. In the case of EPS, NTT faculty member Lauren Adamo led a team that included four K-12 public school teachers on a recent 14-day deep-sea coring expedition. They spent the voyage livestreaming and blogging to students in classrooms, public libraries, and the geology museum. Physics and Astronomy Laboratory Support Specialist Dave Maiullo continues to present the Faraday Physics Show at Rutgers Day and also hosts “That Physics Show” as an Off-Broadway show.

A number of MPS faculty members also received well-earned recognition for their research accomplishments. Mathematics Professor Natasa Sesum received the Ruth Lyttle Satter Prize for her work in the study of ancient solutions to geometric evolution equations. Her colleague Kristen Hendricks received the Joan and Joseph Birman

Research Prize for her work on Floer homology theories. Joel Lebowitz, Distinguished Professor in Mathematics and Physics, received the Dira Medal for significant lifetime contributions to theoretical physics. Physics and Astronomy Distinguished Professor Eva Andrei received the Mildred Desselhaus Prize in Nanoscience and Nanomaterial, while her colleague Gabi Kotliar received the Eugene Feenberg Memorial Medal for his work on the Dynamic Mean Field Theory. Two members of our Chemistry faculty also received noteworthy awards. Spencer Knapp was named a Fellow of the American Chemical Society, and Richard Remsing received the OpenEye Outstanding Junior Faculty award. Students in MPS have also won many awards, prizes, and fellowships, including Physics and Astronomy major Diane Salim who was named a Quad Fellow in the fellowship's inaugural year and Mathematics major Julia Shneidman who was named a Goldwater Scholar.

Our Humanities Division, under the leadership of Dean Rebecca Walkowitz, also has much to be proud of. Faculty members in American Studies and Women's Gender and Sexuality Studies have obtained a \$225,000 grant from the Andrew W. Mellon Foundation, announced last week, to support a Sawyer Seminar on the Comparative Study of Cultures entitled "The Afterlives of Liberation: Antiracist Praxis for the Twenty-First Century." The grant will support an interdisciplinary research seminar in 2023-2024 led by Co-PIs Professor Sylvia Chan-Malik and Professor Radhika Balakrishnan and sponsored by the Departments of American Studies and Women's, Gender, and Sexuality Studies and the SAS Dean of Humanities Office. The Mellon Sawyer seminar will support graduate fellows, a postdoctoral fellow, and visiting scholars and will be open to the university community and, through remote sessions, to the public.

In another major initiative, the Humanities Division has this Fall launched the Year of Languages, an assemblage of events and programs highlighting the value of language learning across the disciplines. This has been a major schoolwide project, involving all 19 Humanities departments and programs, undergraduate majors from every division, staff and academic leaders in the Humanities dean's office, and generous collaboration from The Language Center, our Communications and Marketing team, and the expertise in SAS-IT. You've probably seen the fabulous digital messaging from undergraduates about why they study languages, which have been displaying on screens across campus since October.

The Humanities Division has been expanding its curriculum and programming in Public Humanities, showing how Humanities knowledge can help us understand and solve major issues and problems of our day. In the wake of the Supreme Court's decision about abortion rights, Humanities faculty have launched a series of events and courses to help our community understand the legal, religious, and political contexts of the abortion debates. This fall, the Center for Cultural Analysis hosted a public teach-in on the legal history and future of abortion laws with Professor Johanna Schoen from History and Professor Kimberly Mutcherson of Rutgers Law School. In Spring 2023, Professor Schoen and Professor Tia Kolbaba from Religion will offer an interdisciplinary 200-level course on "Abortion and History." Abortion is a multidisciplinary topic, and faculty

across the disciplines of health, gender and sexuality studies, European studies, and Jewish Studies are planning additional courses and community events for 2023-2024.

Turning now to the Division of Life Sciences led by Dean Lori Covey we make note of the following accomplishments. The Division continued to flourish in 2022 with significant increases in undergraduate enrollments in most departments and the addition of three new tenure track and two teaching track faculty. Enhanced excellence and recognition were evident throughout the Division in both the teaching and research missions. A particular highlight was an invitation to the Genetic Counseling Masters' Program to become a partner in the Alliance to Increase Diversity in Genetic Counseling; a large grant that provides significant scholarship money to support the training of underrepresented minorities in the field of genetic counselling. Like MPS, DLS saw a significant increase in the overall number of research dollars brought in this year. In total, DLS faculty secured approximately \$25M in grant funds for FY'22. Additionally, many graduate students and postdocs were successful in obtaining support for their mentored training experiences. We are also pleased to report that the Office for Diversity and Academic Success in the Sciences (ODASIS) secured a grant from the New Jersey Health Foundation to expand their summer offerings that currently focus on Chemistry and math, to include a new section devoted to general biology. We also salute Professor Andrew Vershon's ongoing success in running the Waksman Student Scholars Program (WSSP), a year-long program for high school teachers and their students to learn molecular biology techniques and bioinformatic analysis. Since the inception of the program, over 150 schools in 8 states and 15,000 students have participated in it.

As in the other divisions, individual faculty awards and markers of distinction are too numerous to give an exhaustive list, but we do want to make note of a few special cases. Professors Tara Matise and Andrew Singson, from the Department of Genetics, were elected as Fellows of the American Association for the Advancement of Science. Kevin Monahan, an Assistant Professor of Molecular Biology and Biochemistry, was chosen as a Rita Allen Foundation Scholar, one of only 9 chosen nationwide in 2022. Dr. Monahan received even greater distinction by being named as the Milton E. Cassel Scholar, awarded to only one Rita Allen Scholar each year. Assistant Professor Annika Barber won the Scialog: Microbiome, Neurology and Disease (MND) Collaborative Innovation Award for her work on the relationship between routine human biological processes and susceptibility to stroke. We also want to share some of the good news about student awards, including Sohaib Hassan, an undergraduate student majoring in Genetics who was named a Goldwater Scholar and Leela Biswas, an M.D./Ph.D. student in the Department of Genetics, who was selected as the winner (from 1200 applicants) of the American Medical Association's 2022 Research Challenge.

Moving from our divisional points of pride, we also want to report on some of the tremendous work occurring in our cross-unit office of Research and Graduate Education under the guidance of Vice-Dean Robin Davis. The office of Research and Graduate Education (RGE) supports our research and educational mission within graduate programs, departments, centers, and institutes across all of SAS. In addition to implementing research center reviews, orchestrating matching fund agreements, and

supporting graduate program policies, the office is developing new initiatives. For example, RGE launched a career development program called EPIC Journeys to Professional Careers at the beginning of this semester. Our long-term goal is to provide SAS graduate students with career development and networking opportunities outside of academia. The program is currently focused on MPS PhD students, by hosting lunch and learn seminars, organizing site visits to local industry (Siemens, BMS, Merck), and developing additional industry and corporate relationships that will generate targeted externships and internships. In subsequent semesters external contacts will be expanded for interested PhD and master's students across all SAS divisions.

To emphasize the importance of the SAS research mission, RGE has begun a website and social media initiative in partnership with our communications and marketing division to highlight outstanding research centers. RGE is also working toward broadening administrative support for pre-award grant activities. For example, this semester we actively reached out to faculty to make them aware of a variety of grant opportunities and awards that intersect with their active research interests. We are also in the process of devising mechanisms to support faculty who have not previously applied for external funding and developing administrative support to generate the extensive data tables required for NIH and NSF training grants. We believe that all these critical initiatives have the potential to enhance external funding for the all-important SAS research mission.

Like our Office of Research and Graduate Education, our School-wide Office for Undergraduate Education, led by Sharon Bzostek, has had many accomplishments to brag about over the past six months. This fall, the School of Arts and Sciences welcomed its largest-ever incoming class of undergraduate students, with 4295 first-year students and 1306 transfer students. Many of these students came in through the new Scarlet Guarantee program. When paired with the Garden State Guarantee, this program will cover the full cost of tuition and eligible fees for four years for students in families with adjusted gross incomes of \$65,000 or less and a large portion of these costs for families with AGIs in slightly higher categories. 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. During the summer and fall of this year, OAAS advisors met with 7252 students for individual advising sessions and responded to 22,018 student requests and inquiries in LiveChat.

Another source of great pride is the SAS EOF Program, which is currently serving over 1,100 EOF Scholars from SAS and a few other New Brunswick schools. Student performance in this program is very strong. Ninety-five percent of all SAS EOF Scholars have cumulative GPAs of 2.0 or higher, and the six-year graduation rate from the 2016 cohort was the highest ever, at 82% -- which is comparable to that of our entire student body.

The faculty in SAS continue to devote tremendous time and energy to undergraduate education. This fall alone, SAS offered almost 4,300 sections of nearly 1,400 undergraduate courses, with approximately 103,000 students enrolled in these courses. In

October, the Office of Undergraduate Education held three “catch up” in-person ceremonies to honor 55 members of the SAS community selected for Distinguished Contributions to Undergraduate Education Awards in 2019-2020, 2020-2021, and 2021-2022.

Faculty across the school are engaged in improving their instruction at an unprecedented scale, making substantial, equity-improving changes to their teaching. They have participated in many workshops and programs offered by the SAS-Office of Undergraduate Education’s Teaching & Learning team and several University offices, and this semester, the SAS-OUE Teaching and Learning team conducted 192 consultations supporting faculty in 43 different SAS departments. 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 year of the Interdisciplinary Research Team Fellowship Program.

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. This fall, more than 400 students were enrolled in 20 sections of the Career Explorations in Arts & Sciences course. The SAS Honors Program is also creating exciting experiential learning opportunities for students, including a new internship-based capstone experience called Career Lab that this year is offering students research opportunities at Johnson & Johnson.

And now we want to turn to some of the school-wide projects and initiatives that Susan and I have been particularly busy with since our appointments as interim co-Executive Deans last July.

Our hiring and promotion work is ongoing and on target. We received authorizations from the Chancellor-Provost’s office to conduct 29 searches for tenure-track and tenured faculty in the current cycle, most at the starting assistant professor level. A few of the searches are already well underway and have brought stellar candidates to campus. Most will take place in the spring. We are committed to running our searches using best practices for diversity, engagement, and inclusion and we expect that this round of hiring will continue to enhance the diversity profile of our faculty. We are also currently engaged in reviewing applicants for the university’s diversity postdoctoral program and anticipate nominating several candidates for that program in January.

Our promotion work has gone well over the fall semester. We are working on 66 promotion cases, 21 involving promotion to associate professor with tenure, 34 involving promotions to other ranks, and 11 involving NTT promotions to Associate and above. You might also be interested to know that we will have 28 reappointments of tenure track assistant professors to work on in the spring semester. As always, our departments have done a phenomenal job preparing the cases and our SAS HR staff has lived up to its very high professional standards in organizing and processing the cases. Managing a

promotion case involves a huge amount of work by departments, department chairs, divisional deans, and staff both in the departments and in SAS. It is truly a labor of love. We have a phenomenal faculty and evaluating promotion packets is one of the most rewarding aspects of our collective work.

We also want to inform you that we have been asked by the Chancellor-Provost's office to undertake a review of how we deploy our teaching resources. We have begun to assemble data on standard teaching loads, course enrollments, patterns in minors and majors, number and type of courses offered, and similar items. For the last two years, we have been asked to supply such data to accompany our hiring requests, but we have only been able to provide summary information without detailed analysis. Now we are being asked to enhance our understanding of our teaching profile and to use the information more systematically to inform our allocation of resources. We will be sharing our findings with departments early in the spring semester before we send in a final report to the Chancellor-Provost.

Our budget situation continues to be a matter of concern, although the current fiscal year is shaping up to be somewhat better than originally expected. The School submitted a budget for FY23 that projected a budget deficit of over \$13M at fiscal close. The large deficit increase was driven largely by an increase in the RCM cost pool charges that fully offset the increase in projected revenue brought in by the tuition increase (roughly \$8M). The lack of additional net revenue therefore meant that our projections of operational cost increases due to inflation and the resumption of pre-pandemic spending levels for things such as travel, as well as any increases in salaries or benefits costs incurred, fell directly to our bottom line deficit. Fortunately, we are anticipating a lower than projected deficit at year end, although unfortunately this is due to vacancies in staff positions that reduce our spending on salaries and benefits. While this on-paper improvement helps the New Brunswick campus's financial position, the staff vacancy rate hampers our ability to function effectively and puts undue strain on the staff remaining.

As most of you know, C-P Conway announced last summer that she planned to mount a search for the permanent Executive Dean this year with the goal of having a new dean in place by July 1, 2023. Progress on the search has been slow but steady. In September, the Chancellor-Provost engaged the search firm Isaakson-Miller to conduct a national search. Representatives from Isaakson-Miller have had discussions with multiple stakeholders on campus to discuss the current state of the school and people's hopes and aspirations for the future. In October, the Chancellor-Provost constituted a search committee to work with Isaakson-Miller to develop a position description and to be positioned eventually to evaluate the pool of applicants. The position description has been completed and we expect advertisements for the position to be placed in the near future. In an ideal case, the candidate pool will be finalized early in the spring semester, leading to campus visits by the leading candidates around the middle of the semester and a final decision in March or April. Many universities are searching for deans this year and so it remains to be seen if this optimistic timetable will actually lead to a hire. I touched briefly on our ongoing efforts to diversify our faculty. In that same vein, we want to share the hard work that our ad hoc DEI committee has been doing during the fall

semester. The committee is co-chaired by Diana Sanchez, chair of Psychology, and Christina Pasley, divisional director of administration for interdisciplinary programs. Diana and Christina have taken the material that SAS and its departments assembled last year to prepare for the creation of a new DEI Strategic Plan for the School. I am pleased to report that the committee has made good progress and has begun to write the first draft of the plan. We are on schedule to have a completed first draft of the plan by the end of January, which we will circulate to faculty and staff in the school for feedback. The committee will then take the feedback into account before finalizing the plan. Our goal is to have the final strategic plan in place by the end of the spring semester.

The Chancellor-Provost is moving forward with the Academic Master Plan and Discovery Advantage. She has put out a call for proposals for the Chancellor-Provost Challenge grant focused on cross-school public facing research initiatives on Climate Change and Cyberinfrastructure and Artificial Intelligence. She is particularly interested in proposals that leverage faculty expertise to bring in additional grants or academic programs that will bring in different or new students and prepare them for careers. Multiple Discover Advantage committees have been constituted focused on Curriculum, Living Learning Communities, Advising, Enrollment, Administrative and Financial Structure, and Data. As you know, Professor Kathy Scott, CBN, is leading this effort and Jim, Thu, and I are all serving on the Executive Committee which met yesterday. We have been issuing invitations to faculty to serve on an ad hoc SAS IT advisory committee. We expect it to begin meeting in late January or early February. It will be developing procedures to solicit broader faculty input into policies and procedures related to IT issues in the School.

As many of you know, the Chancellor-Provost's office floated the idea a few months ago of modifying the university's admissions process to include first year student admissions in January to supplement standard September admissions for incoming students. The Chancellor-Provost's proposed to reduce the size of the incoming fall semester class – which hit record numbers this year – and to defer about 10 percent of new admissions to January. We are pleased to report that the plan has been rescheduled for the admit cycle targeting September 24 and January 25 admissions. This gives us nearly a year to plan how to implement this successfully. We recognize that mid-year admits will remain a contentious issue, but we believe that it can be made to work if implemented properly. Mid-year admits allows us to increase the total number of students that have access to an RU-NB degree.

Rutgers has not escaped the national “Great Resignation.” Like many employers, we have been operating with severely reduced numbers of staff and this has put a strain on the entire school. As mentioned in our budget discussion, the staff vacancy rate ameliorates our financial position but compromises our ability to operate effectively in support of the School's mission and to get the business of the School done. We currently have 82 staff vacancies – 62 Class 1 full time staff lines and 20 Class 3 & 4 staff positions. We also have 15 staff members on some type of leave. The turnover in staff positions, combined with the labor market conditions that bring us generally smaller and less-qualified applicant pools, continue to add to our vacancy numbers. We have been

unable to make progress and drive the vacancy rate down from this historic high. The burden on the staff remaining is increasing and this is a significant concern for the School. We recognize the tremendous toll the last three years have put on our staff. One thing we can all do to help deal with this crisis is to minimize what we ask our staff to do. While this situation is difficult for everyone, a silver lining exists in that many staff members have been able to advance their careers because of all the openings. Please be patient with your new hires and especially generous with your continuing staff.

We are all deeply saddened by Maria Andersons' acceptance of a phenomenal opportunity to build a School of Arts and Sciences at Dartmouth. We wish her all the best and thank her for her extraordinary service to SAS, beginning 4 weeks before Covid shut us down. Among the legacies she leaves is a genuine commitment to supporting staff in SAS. We are delighted that Anabell Williams will be stepping in as interim Vice Dean for Administration. Anabell, the long-term Director of Administration for the Life Sciences, knows Rutgers inside out and shares Maria's commitment to staff and to SAS excellence. Anabell is taking well-deserved vacation days this week. So, we ask that you hold off on sending her congratulatory emails until she is back and we send out the official announcement.

Finally, we learned this fall that Lenore Neigeborn, Associate Dean and Director of the Office of Academic Services, will be retiring next semester after more than three decades of incredible dedication to serving our students, SAS, and the University as a whole. We are extremely grateful to Lenore for all of the tremendous contributions she has made to undergraduate education and to the lives of tens of thousands of students, and we will miss her greatly. Thank you, Lenore.

And now the floor is open for questions.

8. Q&A.

--Rob Scott: Why is there a deficit? I would like to hear from some colleagues on this. Does RCM have different policies? Could the deficit possibly disappear? The "deficit" might actually be a matter of internal accounting, rather than representing anything about the overall financial health of Rutgers.

Jim Masschaele: We can weigh in on restructuring this and doing things differently, but inflation has also caused some real issues. The cost of the bus contract, for example, has climbed 38%, partly due to rising fuel prices. The total Rutgers budget gets sliced in numerous ways, and our numbers could be recalculated. We are constantly advocating for funds, though. SAS has had a chronic budget deficit for the past 15 years, but the Chancellor/Provost's office covers it.

Rob Scott: Could we say that this is an artificial deficit, then?

Jim Masschaele: Yes. We can possibly manage the school's budget differently.

--Barbara Cooper: Is there any news regarding the search for a Dean?

Susan Lawrence: We have not gotten much information. Search firms have lists of possible candidates.

Jim Masschaele: The Chancellor-Provost's office has information about Deans searches on their website. Job descriptions and footage of town halls are available there. Isaacson-Miller is the firm we are using. Here is the URL for the website: <https://newbrunswick.rutgers.edu/chancellor-provost/executive-searches/dean-school-arts-and-sciences>

--Paul McLean: Can we have a conversation about enrollment issues? Also, there is a high demand for online courses and a decreasing demand for in-person courses. What is this doing to student engagement and what is SAS's perspective on this?

Susan Lawrence: The movement toward online classes is indeed problematic, and to some extent represents fallout from the pandemic. We need to ensure that in-person instruction is worthwhile and "relatable" to students. Are there differences between upper- and lower-level classes?

Paul McLean: Yes. Lower-level online classes tend to fill up quickly. Students seem to want to get core requirements over with online. Course Atlas may be contributing to the problem. Is it harder for students to register for classes?

Susan Lawrence: Perhaps we could consider more hybrid options. Four-credit language classes could have one session per week online, for instance, so students would not have to come to class three times per week. Faculty could work more closely with the OUE Teaching and Learning Teams.

Paul McLean: I just wanted to raise these concerns, without going into solutions just yet.

Susan Lawrence: Course Atlas is problematic, but we also simply do not have enough classroom space.

Paul McLean: Still, we offer far too many online classes. We have always had problems finding enough space.

Susan Lawrence: Agreed, and it is only getting worse. In past years--2015, 2017--we had incoming classes of circa 6,500. This year we had 7,775.

--Christopher Woodward: I would like to talk about the budget. Is the state subsidy the same across the different schools based on the numbers of students?

Susan Lawrence: The money is not distributed that way. We may be getting more per student than Engineering, for example, but the subsidy includes other things as well, like benefits and earmarked funds.

Jim Masschaele: Subsidies are allocated to schools but not based on numbers of students. Is Maria Anderson here?

Maria Anderson: Thank you to the faculty for their dedication to our students and for their research. It has been an honor to work with you. State funding comes in batches, with a lump sum going to the Chancellor-Provost's office. That office decides on the distribution amounts based on the operational complexity of the school. Our allocation is proportional to our operations budget. There is no indexing for inflation and no additional distribution of funds. We cannot really advocate for SAS to get more money.

--James Swenson: Can you comment on the rumors about reorganization?

Susan Lawrence: Discovery Advantage is launching and we have not heard much since September. There are six work streams to look into what our peers are doing, what our options and problems are, and so forth. The Discovery Advantage Executive Committee is holding a meeting today. In the Spring semester, other steering committees will be looking at proposals for Spring 2025.

Kathleen Scott: Yes. Committees are meeting in Spring 2024 to consider preliminary recommendations for Fall 2024 town hall discussions, which will then lead to proposals to be taken up in Spring 2025. The goal is to improve graduation and retention rates.

--Jonah Siegel: I have an open-ended question about budget and curriculum. We do get mailings from the Chancellor-Provost's office, but do you know what we can expect regarding curriculum reforms and faculty governance? Who is doing what?

Susan Lawrence: The Chancellor-Provost is aware that faculty control curriculum. I am co-chair for the Discovery Advantage Curriculum work stream. Campus-wide general education requirements need not disrupt the Core Curriculum. Trying to implement some sort of common first-year or second-year requirements for the entire campus might prove too difficult and too expensive. Even a single-credit "Welcome to College" course would be a heavy lift. There is a curriculum mapping process and grid for students being developed. The Undergraduate Education Council will continue working on this. We might, however, consider any stumbling blocks in major and minor requirements. I would like to know that all departments are carefully considering what an undergraduate needs to take away from their studies. Should we be proceeding as if we are preparing all students for graduate school? This is not always needed.

Jonah Siegel: The messaging to the Chancellor-Provost could be more precise. Should we re-open core curriculum questions? The Core might be shaping major requirements; we should look into this. Majors should not have to get out of the way.

Susan Lawrence: The Core is not so complicated. Majors do not need to get out of the way.

Jonah Siegel: We think it is about us.

Jim Masschaele: I have been pleasantly surprised to see how much Chancellor-Provost Conway is dedicated to the liberal arts. This is good. She talks about lifting the rest of the New Brunswick campus to SAS standards.

David Hughes: Can we not use the term “subsidy”? This is tax money that supports teaching, not a “subsidy.”

Jim Masschaele: Legislators actually come around the table with students. They know the money is for studies.

Susan Lawrence: Teaching intertwined with research benefits students. Rutgers is sometimes unfairly accused of getting a disproportionate allocation.

Richard Miller: Hello, everyone. We want to offer students an immersive, intense experience, yet I could not get funding to take students to New York to see the all-Black *Death of a Salesman*. My department and I had to pay for all students to make this trip. If there is no funding to support extra-curricular activities, what does it even mean to say that we want to offer students an immersive, intense experience?

Susan Lawrence: What they mean by experiential learning is externships, internships, experience in labs and with faculty research projects, and so forth.

Richard Miller: To me, that sounds like job training. We are a liberal arts institution. Going to a play is immersive. Students working for corporations is not immersive.

Jim Masschaele: We should talk to donors. They care about such things. Perhaps we could create an “enrichment of curriculum” endowment.

Richard Miller: Yes. Alumni might help fund trips to galleries and theaters, study abroad programs, and so forth. The Chancellor-Provost also values these things yet there is no money to fund “on-the-fly” things. We need support from the Chancellor-Provost. I just wanted to get this on the record.

Susan Lawrence: The Vice-Provost for Undergraduate Education has many demands on her budget. We have to compete with learning centers and so forth. We should approach alumni about this.

--Javier Robles: How can we create a more accessible university? I am the co-chair of a disabilities minor proposal initiative. Minors can become majors, which can potentially become doctoral programs. We are looking at support for a Disabilities Studies minor. How can we get these things moving?

Susan Lawrence: We have been talking about this with the Life Sciences Dean. It is a priority, but we need an administrative home. Has it come to the Curriculum Committee?

Javier Robles: It has not gotten to the curriculum committee.

Susan Lawrence: Please send it to me.

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

Susan Lawrence ended by thanking everyone for their hard work, expressing the school's pride in the excellence of its faculty, and wishing all a great winter break.

The meeting ended at 11:46 am.

SAS All Faculty and Affiliates Meeting ROSTER

December 15, 2023

Cristal Perez	Lenore Neigeborn (she/hers)
Tom Stephens	Paul Israel
Barbara Cooper	Maria Anderson
James Swenson	Ian Jauslin
Paul McLean	Nicole Gangino
Jonah Siegel	Susan Sidlauskas
Jim Masschaele	Rebecca Walkowitz
Kristen Syrett	Robert Boikess
Gabrielle Wilders	Jenny Gehrmann
Richard Miller	Ronald Ransome
Rob Scott	Nadyne Venturin-trindade
Susan Lawrence	Lei Lei
Kathleen Scott	Tiffany Berg
Javier Robles	Bonnie Gordon
Maria Anderson	Melissa Reynolds
Gary Heiman	Mimi Phan
Christopher Woodward	Ana Pairet Vinas
Anthony Alms	Howaida Wahby Eraky
Robin Leichenko	Cori Anderson
Dale Koznecki	Karalyn Gallagher
Jie	Tao Jiang
James Swenson	Jenevieve Delossantos
Suzanne Squires	Rob Scott
Joseph Parillo	Carla Yanni
Anne-Catherine Aubert	Kara Donaldson
Brent Turrin	Ken Miller
Eric Allender	Nicholas Rennie (he/him)
Sinan Celiksu	Judy Hudson
Charles Häberl	Julie Phillips
Jessica Koza	Rosemary Kaiser
Lauren Zippo	Barth Grant
Gabriel Villegas	Jonah Siegel
Thomas Drwiega	Hieu Phung (ALC-Rutgers)
Lori Covey	Latisha Forster Scott
Andrew Parker	Martha Helfer
Leo Fan	Debra Keates
ams853	Suzy Kim
Shaozheng Yin	Thu Nguyen
John Brennan	Emily Van Buskirk
Daniel Da Silva	Kristin O'Brassill-Kulfan
Madhav Kafle	Gabriella D'Arcangelo

Jehan Mohamed	Bruce Tesar
Dawne Mouzon	Rasheda Young
Damaris Otero-Torres	Zofia Pal
Sherri Somers	Barbara Cooper
Sharon Stoerger	Paul Schalow
Janet Walker	Monica Torres
Linnea Dickson	Karen Bennett
Yipeng Huang	Linda Brzustowicz
John Landon-Lane	Crystal Akers
Weijie Song	David Goldman
Stephen Miller	Jack Hughes
Tom Prusa	Zhang
Jim Wright	Carrie Ferraro (she/her)
Anoop Ahluwalia	Sangya Varma
Brandon Alderman	Arielle L'Esperance
Joanne Hamza	Bradley Evans
Chloe Kitzinger	D. Asher Ghertner
Christopher Woodward	Laura Weigert
Tatiana Flores	David Vicario
Melissa Feinberg	Dominik Zechner
Tara Matise	Meredith McGill
Wilma Olson	Erik Thuno
Steven Malin (he/him)	Mike Kiledjian
Rosemary Lane	Christina Pasley
Allan Isaac	Michael Glanzberg
Ryne Palombit	Kevin St. Martin
Jessey Choo	Ira Gang# Rutgers University
Paul McLean	William Field
Edward Mccrossin	Dr. Tara Cominski
Francois Cornilliat	Danielle Falzon
Richard Miller	Jorge Marccone
Jae Won Edward Chung	Jennifer Rutherford
Lisa Rossman Murphy	Emma Oslé
Javier Robles	Chuck Keeton (he/him)
R. Malamug	John Kolassa
Pauline Carpenter	Greg Mountain
Samuel Gunderson	Steve Buyske
John Pavlik (he/him)	Alessandro Vettori
James Knowles	David Hughes
Doaa Rashed	Molly Stinchfield
Lorraine Piroux	Sharon Bzostek (she/her)
Robert Bartynski	Craig Feibel