

All Faculty and Affiliates Meeting Minutes 15 December 2021
Draft

1. *Call to Order, Dean Peter March:* Dean 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, Prof. 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 May 5, 2021:* The 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, Prof. Dennis Bathory, Committee Chair:* Prof Bathory reviewed highlights of the report of the Curriculum Committee. This was a very busy semester for the committee. Many on-line and hybrid courses were reviewed. He reports 50 new course approvals. Salient new courses were highlighted. Prof. Bathory thanks the committee for unusual efforts this semester:

Nicole Gangino, Administrative Assistant Undergraduate Education

Eliza Blau, Instructional Design and Technology Specialist, Undergraduate Education

Sharon Bzostek, Associate Dean, Undergraduate Education

Susan Lawrence, Vice Dean, Undergraduate Education

Marsha Bates, Life Sciences

Sylvia Chan-Malik, American Studies

Gabriella D’Arcangelo, Biology and Neuroscience

Martha Haviland, Life Sciences

Paul Hirschfield, Sociology

Santosh Nagarakatte, Computer Science

Ron Ransome, Physics

Emily Van Buskirk, REELL

Jennifer Buckman, Life Sciences

Jolie Cizewski, Physics and Astronomy

William Field, Political Science

Gary Heiman, Genetics

Judith Hudson, Psychology

Julie Rajan, Comparative Literature

Kristen Syrett, Linguistics

Proposed changes are submitted to the faculty for approval. Voting will be on-line.

6. *Report from the Core Requirements Committee, Prof. 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](https://sasoue.rutgers.edu/curriculum-courses/archive-of-faculty-reports/66-policies-resources/sas-affiliates-faculty-meetings/1-upcoming-meetings/294-may-5-2021)

The committee makes 23 course recommendations for additions to the core. Prof. Scott highlighted salient new recommendations. The committee recommends 9 changes to courses previously certified, including new hybrid or on-line courses. The committee recommends changes to minors, including opening an existing minor to more students. All recommendations appear in the report linked to above. Prof. Scott thanks members of the committee. Proposed changes are submitted to the faculty for approval. Voting will be on-line.

7. *Proposed SAS Bylaws revision to update committees, Prof. Jim Masschaele, Executive Vice Dean:* The text of proposal can be viewed here:

<https://sas.rutgers.edu/downloads/committee-update-proposal-for-sas-faculty.pdf>

Prof. Masschaele reviewed the context of these recommended changes. Existing bylaws date from the founding of the school and are 15 years old, and updates since then have

been minimal. Revisions are suggested after reflecting on the experience of the school and the bylaws of peer institutions. This first stage of the update process addresses the school committee structure. The initial work was done by the executive committee:

Paul McLean, Sociology	John Landon-Lane, Economics
Tara Matisse, Genetics	Barth Grant, Molecular Biology and Biochemistry
Martha Helfer, German	Karen Bennett, Philosophy
Bob Bartynski, Physics and Astronomy	Matthew Stone, Computer Science

Other SAS bodies, including the council of chairs, were consulted. Changes will be voted on electronically. Nine committees, including the appointments and promotions committee, curriculum committee, and core requirements committee, will not to be changed. The Affirmative Action committee will be renamed to Committee for Diversity, Equity, and Inclusion, and the charge is updated. The currently inactive standing faculty review committee will be removed, and *ad hoc* committees will be substituted as needed. The undergraduate admissions committee and the scholarship committee will be combined. These changes eliminate 45 committee positions. These recommendations are moved and seconded, and will be voted on electronically.

One comment was raise regarding this proposal:

- a. Barbara Cooper notes that interdisciplinary areas do not have adequate representation with the deans, since they do not have chairs. Prof. Masschaele discussed mechanisms for airing concerns of non-departmental academic concerns, and agrees that these concerns should be addressed.
8. *Dean's Report Peter March, Executive Dean:* Dean March's report is attached.
9. *Questions and Answers:* The following questions were raised after this report:
 - a. Jonah Siegel asks about ways that faculty can support staff by reducing central administrative imperatives. Dean March assures the faculty that SAS is pushing back on increasing bureaucratic demands, and notes that Rutgers often neglects to consult end users about new systems. Maria Anderson commented specifically on costs associated with ERFs, and discussed discussions with the Rutgers central administration. Prof. Masschaele also described frequent discussions for feedback on new responsibilities. Dean March emphasizes the utility of focused and constructive criticisms of new initiatives.
 - b. Rob Scott noted that course staffing decisions require delayed approvals at too high a level to allow for responsible departmental behavior. Dean March agrees that there are systemic problems with these barriers.
 - c. Robert Bartynski asks whether other schools are voicing similar issues, and notes that these burdens are interfering with our mission. Dean March repeats the need to communicate our needs up the chain in a selective and constructive manner.
9. *New Business:* None.
10. The meeting adjourned at 11:59.

A roster of meeting participants is:

Alejandro Ginory	Alastair Bellany	Aldo Lauria Santiago	Alessandro Vettori
Ana Pairet	Andrea Spaeth	Andrew Parker	Anne-Catherine Aubert
Asa Rennermalm	Barbara Cooper	Ben Justice	Bradley Evans
Brandon Alderman	Bruce Tesar	Camilla Stevens	Carla Yanni
Carrie Frizzell	Carter Mathes	Cassie Nelson	Charlene Glascock
Charles Haberl	Chloe Kitzinger	Chris Iannini	Chuck Keeton
Colin Campbell	Colin Williamson	Cori Anderson	Craig Feibel
Carlos Decena	Dale Koznecki	David Goldman	David Howland
David Vicario	Dennis Bathory	Dominik Zechner	Eliza Blau
Emily Van Buskirk	Eric Allender	Erica Dunbar	Francois Cornilliat
Gabriella D'Arcangelo	Gabrielle Wilders	Gary A. Rendsburg	Gary Heiman
Greg Garner	Greg Mountain	Ira Gang	James Mcglew
James Swenson	Janet Walker	Jason DiPaolo	Javier Robles
Jean Baum	Jefferson Decker	Jenevieve Delossantos	Jennifer Lenahan
Jennifer Rutherford	Jenny Gehrman	Jessey Choo	Jessica Hamilton
Jim Masschaele	joanne hunt	John Brennan	John Kolassa
Jonah Siegel	Julie Flynn	Kara Donaldson	Karalyn Gallagher
Karen Bennett	Kathleen Scott	Kristen Syrett	Kristin O'Brassill-Kulfan
Lenore Neigeborn	Linnea Dickson	Lisa Rossman-murphy	Lori Covey
Lorraine Piroux	Marcy Schwartz	Maria Anderson	Mark Goldhammer
Martha Haviland	Martha Helfer	Matthew Stone	Maurice Wallace
Meredith McGill	Michal Raucher	Michelle Feeney	Mike Kiledjian
Nancy Sinkoff	Nelson Maldonado Torres	Nicola Behrmann	Nicole Gangino
Paola Tartakoff	Patricia Morton	Paul Clemens	Paul Israel
Paul Schalow	Pauline Carpenter	Peter March	Philip Furmanski
Preetha Mani	Rebecca Cypess	Rebecca Walkowitz	Regina Karl
Rob Scott	Robert Bartynski	Robert Boikess	Ronald Ransome
Rosemary Lane	Ryne Palombit	Sean Silver	Shaheen Parveen
Sharon Bzostek	Sharon Stoerger	Sherrae Thomas	Sherri Somers
Sophie Kan	Staci Abbruzzese	Steve Buyske	Steven Kemper
Steven Malin	Susan Lawrence	Suzy Kim	Tamara Sears
Tara Matise	Thu Nguyen	Tiffany Berg	Tom Stephens
Tom Vosseler	Ulla Berg	William Galperin	Anabell Williams
Wise Young	Yipeng Huang		

Respectfully submitted, John Kolassa, Secretary

Dean's Report 12.15.2021

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

A lot has happened since my previous dean's report last May so I'd like to spend a few minutes reviewing things at a general institutional level, then convey news and accomplishments from the academic divisions and vice dean's offices, then finally think ahead to what's on the horizon for next semester.

Before doing so, I would like to say thank you to all our faculty and staff for delivering on our promise to Rutgers students by providing them with a first rate education and a satisfying collegiate experience under very trying circumstances.

We're at a pivot point right now: we are transitioning from the acute phase of the pandemic, when it seemed that one crisis upon the next had to be dealt with quickly and effectively, with no previous experience to guide us.

This fall semester marked the beginning of the chronic phase of the pandemic as we shift from crisis response to long-term management. We're more fully back in person on campus now, reconnecting to our working lives as they were pre-pandemic, and learning from the pandemic experience how to effectively change our working lives for the better.

...

July 1st was a pivot point for President Holloway. Of course, it was the start of his second year as president but really it was his first year of in-person engagement with his administration, with faculty and staff, and above all with students.

He announced a number of leadership changes including the appointment of Fran Conway as Chancellor-Provost of Rutgers New Brunswick, succeeding Chris Molloy. He also appointed Mike Zwick as Senior Vice President for Research, succeeding David Kimball, and Kimberly Hopely as President of the Rutgers University Foundation, succeeding Nevin Kessler.

Along with Anna Branch, Senior Vice President for Equity, these four leaders and their staffs are the ones I and my fellow deans work with most closely to fulfill the mission of the School of Arts and Sciences.

You'll know that the Diversity Strategic Planning Process lead by Anna Branch matured quickly over the past 12 months. Working under this framework, we've created a Diversity, Equity, and Inclusion Committee to help the School complete three important initial tasks:

- drafting a baseline report describing the actions and programs we already have in place to promote diversity in SAS
- launching a DEI website for the School that brings the many threads of DEI together in one place
- creating a DEI strategic plan under the rubric of the Diversity Strategic Planning Process

The baseline report and the website are based on existing material and from reports solicited last spring semester from departments and programs. I expect the baseline report and the website will be ready by the end January.

We have not begun work on the Diversity Strategic plan yet, but I hope initial drafts of the strategic plan will be circulated in May and June.

I would like to thank our four DEI faculty Fellows and four engaged faculty and staff who have agreed to serve on this important committee:

- Jenevieve DeLosSantos, Office of Undergraduate Education
- Ying Hung, Department of Statistics
- Jeff Lawrence, Department of English
- Teresa Leyro, Department of Psychology
- Christina Pasley, Office of the Executive Vice Dean
- Javier Robles, Department of Kinesiology and Health
- Diana Sanchez, Department of Psychology
- Sangya Varma, Office of the Dean of Mathematical and Physical Sciences

You'll also know that Fran Conway's first initiative as Chancellor-Provost is the Academic Master Plan or AMP. Her goal for the AMP is a plan that guides strategic investment by the President and Chancellor-Provost over the next five years that

- maintains historic disciplinary strengths of Rutgers-New Brunswick
- takes advantage of opportunities to attain prominence in other areas
- promotes inclusive pedagogy
- promotes diversity
- promotes engagement with the public, and
- promotes interdisciplinary collaboration by reducing perceived barriers and encouraging strategic cooperation

Five working groups were given charges focused on various aspects of AMP, staffed by representatives of all schools and units in New Brunswick. I would like to thank the more than two dozen SAS faculty and staff who serve on these working groups.

Beginning in August and ending in December, the groups gathered data and input relevant to their charges. The next phase begins with an AMP retreat in January by the AMP Executive Committee to identify emergent themes and to formulate an initial draft of the Academic Master Plan. There were two Townhalls this past semester and there are plans for at least two more next semester for those of you who want to be engaged and informed on the development of the AMP.

In a nutshell, the past six months were characterized by significant leadership change, re-populating our campus, progress on the Diversity Strategic Planning Process, and rollout of the Academic Master Plan Process.

. . .

Next, I'd like to come closer to the ground with news and updates from within the School.

The last two budget years FY 2021 and FY 2022 were so significantly impacted by COVID that it makes conceptual sense just to lump them together, along with the fiscal disruption of the last quarter of FY 2020.

COVID impact produced extreme budget fluctuations both positive and negative.

Positive budget fluctuations (meaning decreased cost and increased revenue) include reduced expenditures for travel and graduate tuition remission plus an influx of federal CARES Act funds. Negative budget fluctuations (meaning increased cost and decreased revenue) include reduced tuition from reduced enrollments, including international students and domestic out-of-state students, coupled to a tuition freeze.

A significant conflating factor is cost-shifting from one fiscal year to the next, such as contractual salary adjustments and faculty research and startup expenses.

It's very likely we will end FY 2022 in deficit. As we are still under presidential-level fiscal restrictions, we are being asked to continue to trim expenses, use gift funds for operations where permissible, and do whatever we can to reduce the projected deficit for FY 2022.

Looking ahead, FY 2023 budget planning will use FY 2019 as a benchmark. I see this decision as acknowledgement of two things:

- Rutgers is projecting COVID-induced budget fluctuations will diminish, and
- budget fluctuations are so difficult to untangle across years that it's best to view our current fiscal state through the lens of our last pre-COVID budget

Going forward we have been told that the Chancellor-Provost's Office will pay increased attention to the cost of instruction, by examining enrollments, teaching loads, NTT/PTL teaching vs T/TT teaching to help identify efficiencies. Much of this, we assume, will be aligned with the forthcoming Academic Master Plan.

There is less fiscal uncertainty overall, meaning the news isn't great but we don't see massive new shocks on the horizon.

Because of this we were able successfully to secure Chancellor-Provost approval for 18 new faculty searches in the wake of suspended faculty searches last year and we currently have 45 approved open staff searches.

We continue to be concerned about staffing. Arguably, SAS was understaffed in key areas, pre-COVID, and this has been aggravated by workforce changes besetting the wider labor market nation-wide.

We have seen a significant increase in staff resignations as people leave for promotion opportunities, or leave for fully-remote jobs, or simply leave the workforce altogether. We are also seeing an increase in the time it takes to fill open positions because we are hampered by smaller, less qualified applicant pools, on average.

We are working with UHR to try and move the hiring process along more quickly and collaborating with other schools in New Brunswick to refer candidates not suitable for the job they applied for to other openings that might be a better fit. SAS is also working on staff professional development, training, and mentoring programs to better support and retain our excellent staff.

Despite the COVID challenges at home and at work, SAS staff continued to support faculty in their teaching and research, students in their learning, and the School in keeping the wheels of the bus turning over a very bumpy road. Business is getting done - even with challenging labor market conditions, the overall uncertainty, and additional administrative burdens imposed from above.

The staff have stepped up and simply kept pushing our enterprise forward. For that I am both proud and grateful.

...

It's always important to step back from the grind and take some satisfaction in all we've achieved together. I'd like to share a few noteworthy achievements across the School.

Despite the complexity of the roll-out of the CRRSAA/HEERF program, I'm pleased to report that eligible graduate students across SAS received significant funding to mitigate COVID-related delays in their time to degree.

A total of approximately \$6.5M was awarded to SAS graduate students across all disciplines. I would like to take this opportunity to thank our Chairs, Graduate Program Directors and Administrators for their efforts in managing the complex CRRSAA/HEERF nominations and payment processes.

A special shout-out goes to Arielle L'Esperance, lately in the Philosophy Department but formerly in the Office for Research and Graduate Education, for her serial heroic efforts in the field and bravery in the line of duty!

This fall, the Humanities Division launched a mentorship program to support the postdoctoral fellows across our departments, programs, and institutes. Humanities nationwide has not traditionally supported postdoctoral fellowship programs but that has changed over the past few years.

Rutgers now hosts 23 postdocs, a very large proportion of whom are working on projects related to social and racial justice. We have paired them with faculty mentors and our Associate Deans are hosting monthly lunches, an email list, and a series of workshops and conversations that are meant to support their current and future careers inside and outside the academy.

Also in the Humanities, the Rutgers Advanced Institute for Critical Caribbean Studies has obtained a \$250,000 grant by the Henry Luce Foundation. The project, entitled "Understanding Spirit: Black Religious Practice and the Search for Racial Justice," will be led by Co-PI's Nelson Maldonado-Torres and Carter Mathes.

Notable achievements in the Division of Life Sciences include

- the full external accreditation of the Masters Program in Genetic Counselling
- national recognition of ODASIS as a model program fostering inclusion and success in the health sciences
- recognition of the Masters' Program in Global Sports Management as one of the top 20 programs in the country
- the creation of a new, shared high resolution imaging facility, and
- a greater than 10% increase in external grant funding across the division

I would like especially to recognize Eileen White, from the Department of Molecular Biology and Biochemistry on her election as a Member of the National Academy of Sciences and Ken Irvine, also from the Department of Molecular Biology and Biochemistry, on his election as a Fellow of the American Association for the Advancement of Science.

These are among the highest national recognitions open to science faculty. To have two of them in a single department in a single year is simply amazing. Please join me in congratulating Eileen and Ken!

Faculty in Computer Science and Statistics have successfully designed and launched an undergraduate program in Data Science that currently leads to a certificate and a minor, with a major in the works. Given the increasing importance of data science in many different disciplinary areas and economic sectors, the program was designed to be widely accessible to students in many different disciplines and majors, not just STEM.

Last fall, the Division of Mathematical Sciences received a \$2.5M grant from the Simons Foundation Junior Faculty Fellows Program to help hire faculty members in Computer Science, Mathematics, and Physics & Astronomy during the overall hiring freeze. I'm delighted to report that Karthik C. S. and Peng Zhang, in Computer Science, Ian Jauslin, in

Mathematics, and Ananda Roy, in Physics and Astronomy have recently joined our faculty. Please join me in welcoming our newest colleagues to SAS and to Rutgers!

Finally, the Division of Social and Behavioral Sciences celebrated Latino Heritage Month this past semester and I'd like to share two highlights.

Lilia Fernández, a professor in the Latino and Caribbean Studies Department, leads a team of students who produced the Latino New Jersey History Project, a multi-media research effort that draws from census data, public archives, and interviews to provide a rich, detailed, and sometimes surprising picture of New Jersey Latinos.

And alumna Diana Gonzalez, who has a B.A. and an M.A from Rutgers, was named Deputy Secretary of Higher Education of New Jersey, in Gov. Murphy's Administration. In that capacity, she will work with state leaders to expand educational opportunities across New Jersey.

...

Following President Holloway's lead, we are planning a more in-person spring semester and asking chairs and unit heads to revise staffing plans, as needed, to accommodate the expected increase in student traffic, since 85%-90% of our spring courses will be at least partially in-person, including large lecture classes.

The uncertainty surrounding the virus, especially with the spread of the Omicron variant, continues but the early reports regarding the protection provided by vaccines - specifically the booster - combined with the high vaccination rate of students and employees on campus is encouraging.

The health and safety of the Rutgers community remains foremost in our minds. We will closely monitor the spread of the virus in our Rutgers community and will adjust our means of instruction and our on-campus presence for faculty and staff, if warranted.

Looking ahead to spring semester, I'm confident we can draw upon our experience of the past 21 months. Our ability to provide students with a high-quality learning experience during an intensely disruptive period is not simply a miracle, but it is a series of miracles performed daily by the staff and faculty of SAS.

While our students continued to encounter a wide range of personal and academic challenges, SAS instructors and staff overwhelmingly responded with kindness, flexibility and empathy to the many personal and professional challenges our students continue to face. And you supported each other, too, which is just as important.

SAS faculty have been deeply moved by the current efforts to achieve racial justice and have responded with increased attention paid to inclusiveness and equity. Many SAS faculty have worked to:

- make the classroom environment more inclusive
- increase the inclusiveness of the course content and the transparency of expectations
- connect their course topics to social and racial justice, and
- better understand and address demographic disparities in achievement of learning outcomes

The disruption caused by the pandemic led to an intense focus on effective pedagogy and motivated many SAS faculty permanently to adopt numerous best practices in their in-person and online teaching. These include:

- shifting from high-stakes exams to frequent, low-stakes assessments
- providing more scaffolding for large assignments
- providing creative options like presentations, podcasts, or applied projects as alternatives to traditional academic papers or exams, and
- in quantitative courses, focusing exams on conceptual understanding and application rather than routine computation

I've described here just a few of the many efforts our faculty and staff have recently made. In partial recognition, we recently announced 25 very deserving recipients of the 2020-2021 SAS Award for Distinguished Contributions to Undergraduate Education, including 12 individuals sharing 7 Pandemic Pedagogy Awards for outstanding work in supporting the pedagogy of others during the pandemic. And very soon we'll announce the winners of this year's 2020-2021 SAS Staff Excellence Awards.

These and other achievements show we have a lot to be proud of and they remind us to look up occasionally from our daily frustrations, fears and concerns and appreciate just how much good we do together as a School.

Soon it will be time for us all to get some rest and to come back to work in January refreshed and eager to engage with a new semester.

In the meantime, Happy Holidays and best wishes for a happy and healthy New Year.