

Minutes of the SAS and Affiliates Faculty Meeting, 14 December 2020 This meeting was via Zoom. Items marked with * were added by petition.

1. SAS Executive Dean Peter March called the meeting to order at 10:00 am.
2. *Acceptance of the agenda, and minutes of the SAS All Faculty Meeting 6 May 2020 of Special All Faculty Meeting 15 October 2020:* These items were accepted without objection. Please send the secretary John Kolassa corrections. Text of minutes can be viewed at <https://sas.rutgers.edu/resources/25-faculty-a-staff/1611-sas-faculty-meeting-minutes>.
3. *Rules of engagement and procedures for remote meeting forum – Thomas Stephens, Parliamentarian, Professor and Assistant Graduate Director, Department of Spanish and Portuguese:* Prof. Stephens reviewed rules for discussion of agenda items added by petition.
4. *Report from the Curriculum Committee:* (Dennis Bathory, Committee Chair) Prof. Bathory refers you to the fuller report linked below, and notes that approval will be via electronic ballot. Curricular changes are detailed at <https://sasoue.rutgers.edu/curriculum-courses/archive-of-faculty-reports/66-policies-resources/sas-affiliates-faculty-meetings/1-upcoming-meetings/275-december-14-2020>. Recommended changes to Sports Management, Data Science certificates (directed by CS and Statistics, with input from many departments.) Changes to the French and technical writing minors and study abroad were approved. The committee discussed impacts of COVID-19, and constructed a guidance document. The Teaching and Learning Team constructed a specific hybrid course approval form.
5. *Report from the Core Requirements Committee:* (Kathleen Scott, Committee Chair) New course certifications, and changes to courses previously certified, are recommended. Removal of three cross-listed courses is recommended. These changes are subject to faculty voting. The current Core Requirements Committee report is posted on the SAS website at <https://sasoue.rutgers.edu/curriculum-courses/archive-of-faculty-reports/66-policies-resources/sas-affiliates-faculty-meetings/1-upcoming-meetings/275-december-14-2020>.
6. *Report of Executive Dean, SAS:* (Peter March)
7. Dean March notes that a 7.5 million dollar budget gap was filled. Commencement and convocation were successfully carried out on-line. Summer session, entirely on-line, and Fall session, were successfully managed. The School of Arts and Sciences constructed strategies to adjust for the loss of revenue as a result of COVID. COVID is changing the environment for universities, and vaccines will not change this in the near term. Strategies for moving forward, including controlling spending, must be implemented. Students during these hard times must be supported. Dean March closed with hope for the future.
8. **Testimony on the effects of layoffs – Undergraduate, staff, and faculty guests invited and introduced by Carlos Decena, Associate Professor, Women, Gender & Sexuality Studies, and Chair, Latino & Caribbean Studies:* Prof Decena note that SAS should put people first. The following individuals described the effects of layoffs.
 - (a) Christine O’Connell (President of Administrator’s Union): Ms. O’Connell notes that staff layoffs cover individuals with long-term service across the university. Those laid off are almost entirely women and in large part people of color. Workload on individuals remaining are much heavier, and those laid off lose income and health insurance, and face food and home insecurity. Ms. O’Connell urges Rutgers to work together to keep these staff.
 - (b) Allison Brooks (Physics and Astronomy faculty): Prof. Brooks’ department lost a machinist staff member. The machine shop supports many very important research projects and external clients, and the loss of the staff member impacts academic priorities, and potentially will put at risk grant support.
 - (c) Gavin Mayes (Third-year SAS student and with many student representation roles): Mr. Mayes notes that part-time lecturer losses adversely impacts academic community and quality, and cites the case of a particular part-time lecturer who supported Mr. Mayes in very ways, and is now not returning. Mr. Mayes notes that this case is typical of part-time lecturer losses.

- (d) Amy Higer (President, Part-Time Lecturer Union): Approximately 400 part-time lecturers were laid off. Prof. Higer communicates to part-time lecturers that layoffs were not justified, and that she will continue to fight for them. Prof. Higer thanks faculty who have supported part-time lecturers, and says to decision makers that there is no fiscal emergency, and says that Rutgers has no commitment to part-time lecturers.
 - (e) Darrin York (Computer Science faculty): Advocated for teams supporting remote instruction, and urges that as Rutgers works through a period of adversity, that Rutgers keep advancing instructional technology and evidence-based teaching and learning policies.
 - (f) Hassaam Choudhry (Honors Chemistry TA team): Hassaam Choudhry advocates for continued technical innovations, and notes that these innovations have clearly improved teaching outcomes.
 - (g) Tanay-veer Ghandi (Third-year SAS student): Tanay-Veer Ghandi notes that innovation has led to this semester's success in virtual instruction this semester, and is concerned that this innovation will stop without increased support.
 - (h) Ria Soni (Third year chemistry teaching intern): Ria Soni notes advances in test bank construction, and points to improvements in learning using the current e-learning platform, including adaptive exams.
9. **Report on implementation of the SAS Faculty Resolution on Layoffs and Cuts, October 15, 2020 - Peter March, Executive Dean:* Dean March notes that we have reached the end of a difficult semester, and that physical spaces are mostly empty. In 25 years Dean March has never seen administrative challenges like those of today. Dean March described Rutgers' approach to securing programs in the face of significantly reduced revenue. Highest priority was placed on faculty research and student support. The resulting strategy was distributed in September, and a review was distributed last week. The cost of achieving these priorities requires spending cuts in other areas. Reversal of staff cuts called for by the resolution of October was impossible, as it was inconsistent with budget approved by the Rutgers Board of Governors. Dean March recognizes and works to minimize human costs, consistent with his fiduciary responsibilities and responsibilities for SAS future conditions.
10. **Question and Answer*
- (a) Ana Pairet: A large Proportions of faculty do not believe that faculty governance structures allow for meaningful contribution, particularly on budgeting issues, as represented in the COACHE Survey. Dean March replies that COVID 19 took a higher priority over implementing a response to this survey. The COACHE Survey is addressed at the Provost level. Dean March described the structure of consultation with chairs.
 - (b) Karen Thompson: How is it possible that someone, like myself, with 40+ years of teaching service, with rave student reviews and obvious administrative acceptance, should now be under threat of losing a position that is so underpaid as to be invisible within any budgetary system and therefore saves nothing through elimination? Dean March replies that approximately 500 part-time lecturers are employed per semester, and has risen as high as 700. Part-time lecturer numbers vary greatly. This semester 500 were employed. Each individual cost in isolation is not large, but the cumulative effect is consequential.
 - (c) Michelle Stephens: To the resolution framers: Why is the resolution seeking to undermine or go around established, democratic, faculty governance structures in the school, for example the role of elected department chairs, all of whom are eligible members of the union, in the budgetary process? The administration has been transparent with budgetary issues. The union appears not to have discussed budgetary issues with various administrators, and this is disrespectful to faculty in leadership roles.
 - (d) Norman Markowitz: Austerity combined with wage repression creates a vicious cycle that cripples productivity and development. Why do the Dean and the administration continue to advance attitudes today the budget based on hoarding of resources that have been shown to be counterproductive at best and destructive at worst for generations? It is Dean March's responsibility to regain our confidence.
 - (e) Tara Matise: Is there actually a change proposed to the e-learning infrastructure. Dean March notes that CIRC came to the end of the five-year budget agreement. The chancellor's office

declined to renew this. Dean March expects that a way will be found to continue present activities in a stable way. Personnel have been moved to other areas of SAS.

- (f) Robert Boikess: What has been the financial savings from what has been done to CIRC? Dean March notes that not renewing support for CIRC avoids \$600,000 additional costs to SAS.
- (g) Andrew Goldstone: What efforts have you made to advocate with the Chancellor and the Central administration for using centralized resources to support the school, for example strategic funds and unrestricted reserves? Dean March notes that budget advocacy has been ceaseless, and points to success in removing structural deficits. Our financial crisis is due to economic factors on scale beyond Rutgers. President Holloway is reexamining RCM.

11. *Introduction of a resolution regarding Executive Dean March's actions in this matter-Andrew Goldstone, Associate Professor, Department of English and Ana Pairet, Associate Professor and Undergraduate Director, Department of French

Andrew Goldstone notes that writing program part-time lecturer removals and other cuts have also been reversed, notes that budget debates should now be conducted more broadly than just chair organizations, and presents the following resolution:

Resolution to Enhance Faculty Governance in the School of Arts and Sciences

Whereas, Executive Dean March has implemented President Barchi's chosen budget model, Responsibility Center Management, in SAS since his appointment in July 2014;

Whereas, with the consistent support of Executive Dean March, that budget model has starved the School of Arts and Sciences of the funds it earns (and needs) to carry out its mission in research, teaching, and external service—to the detriment of each of these aspects of the mission;

Whereas, in the midst of the coronavirus pandemic, Dean March has used an alleged SAS budget deficit to justify eliminating 22 staff positions and cutting Part-Time Lecturer course loads, which not only harms those individuals but undermines our core mission;

Whereas, on October 15, 2020, the faculty of Arts and Sciences voted overwhelmingly, by 486 to 42, to restore the staff and PTL positions and convene a faculty committee to study budgetary alternatives;

Whereas, on October 22, 2020, Executive Dean March rejected that faculty resolution, foreclosing alternatives to austerity under RCM;

Whereas, Dean March has recently indicated in a December 7 letter to chairs and program directors that he has been "listening to feedback" while nonetheless pursuing earlier plans for cuts without alteration;

Whereas, by centralizing financial information, Dean March has excluded the faculty from meaningful participation in decisions of great consequence to the academic mission of the School;

Whereas, the SAS bylaws stipulate that "Affairs of SAS shall be administered by the Executive Dean and governed by the voting members of SAS" (Article I, Section 2);

Be it resolved, The faculty of the School of Arts and Sciences calls upon Executive Dean Peter March to create an ad hoc budget committee composed of three voting members of SAS elected from each of the four divisions of the School, plus three members elected from among the SAS staff. The committee shall have full access to all budget documents available to the Executive Dean. At the May 2021 SAS faculty meeting, the committee shall submit a report on the SAS budget, on layoffs, and on alternatives to layoffs.

Be it further resolved, The Executive Dean shall suspend all further staff layoffs and suspend further reductions to the PTL ranks at least until the delivery of the report of the SAS ad hoc budget committee in May 2021.

The following comments were made on the resolution:

- (a) David Hughes: Perceptions that there is not budget starvation come primarily from the perspectives of deans, and not from the perspective of the rest of the university, and that bylaws do not require consultation with chairs before constructing a resolution. Prof. Hughes also argues that chairs are conflicted in their consideration of broader budgetary considerations, and notes that Rutgers has funds that are not being used. Prof. Hughes endorses this resolution.

- (b) Michelle Stephens: Prof. Stephens clarifies that her comments concerned the failure to use standard administrative structures at Rutgers, and notes that many of these budget issues need to be resolved at an organizational level within Rutgers higher than SAS.
- (c) Carlos Decena: Prof. Decena supports the resolution, and argues that radical transparencies on budgetary issues is not happening. Prof. Decena notes that faculty are given inadequate opportunity to govern, as opposed to manage.
- (d) Robert Boikess: Why does Dean March reject the construction of an *ad hoc* committee studying staffing plans? Dean March replied that he considered his response as sufficiently respectful of faculty governance.
- (e) Rob Scott: Notes that the failure to implement the resolution of October is a failure of faculty governance, and supports the resolution. Prof. Scott note a lack of transparency in budgeting.
- (f) Francois Cornilliat: Prof. Cornilliat supports the resolution, and notes that key problems lie above SAS. Shouldn't faculty attempt to create an inter-school body rather than condemn itself to operate within RCM-induced, school-specific consequences?
- (g) Andrew Goldstone: clarified the purpose of the resolution.

12. New Business: None

The meeting adjourned at 11:52. Respectfully submitted, John Kolassa, Secretary of SAS

Table 1: Participants A-Pe

Stacey Abate	Martine Adams	Dorothy Ahn	Crystal Akers
Myriam Alami	Jerry Aline Flieger	Carole Allamand	Eric Allender
Maria Anderson	Cori Anderson	Wesley Anderson	Eva Andrei
Katherine Armbruster	D. Asher Ghertner	Colm Atkins	Anne-Catherine Aubert
Marie-pierre Aubry	Mark Baker	Andrea Baldi	Robert Bartynski
Dennis Bathory	Bogdan Batko	Philip Batson	Jean Baum
Alastair Bellany	Ulla Berg	Tiffany Berg	Alanna Beroiza
Paul Bielecki	Eliza Blau	Patricia Blum	Girsh Blumberg
Robert Boikess	John Brennan	Alyson Brooks	Ethel Brooks
James Browning	William Brucher	Linda Brzustowicz	Matt Brzycki
Matthew Buckley	Janet Budge	Carolyn Burger	Joanna Burger
Nicole Burrowes	Steve Buyske	Sharon Bzostek	Laura C. Danson
Qian Cai	Mihaela Caponegro	Louis Carlat	Aileen Carroll
Karen Cerulo	Carla Cevasco	John Chadwick	Sylvia Chan-malik
Hassaam Choudhry	Amy Chu	Serena Connolly	Barbara Cooper
Francois Cornilliat	Lori Covey	Charles Cowan	Mark Croft
Ryan Csordas	Lisa Curtin	Wei Dai	Brian Daniels
Belinda Davis	Carlos Decena	Heather De Meo	Jefferson Decker
Omar Dewachi	Linnea Dickson	Mark Digiacomio	Erica Dipaola
Jason Dipaolo	Charles Dismukes	Kara Donaldson	Jeffrey Dowd
Thomas E Moomjy	Andrew Egan	Frances Egan	Uri Eisenzweig
Debra Elliott	Christopher Ellison	Bradley Evans	Michelle Feeney
Craig Feibel	Marie Ferguson	Joshua Fesi	William Field
Bonnie Firestein	Leslie Fishbein	Tatiana Flores	Julie Flynn
Elizabeth Folk	Latisha Forster Scott	Joanna Fuhrman	Karalyn Gallagher
William Galperin	Paola Gambarota	Tanay-veer Gandhi	Ira Gang
Nicole Gangino	Gregory Garner	Eric Gawiser	Jenny Gehrmann
Marina Gelfand	Michael Gentile	Ronald Gilman	Virginia Gilmartin
Rebecca Givan	Michael Glanzberg	Martin Gliserman	Doreen Glodowski Trotta
David Goldman	Andrew Goldstone	Lauren Goodlad	Bonnie Gordon
Martin Grumet	Francesca Guerra	Charles Haberl	Gene Hall
Zheng-chao Han	Martha Haviland	Dr. Heba Elkhateeb	Tim Hedges
Gary Heiman	Martha Helfer	Amy Higer	Debra Holman
Nicole Houser	Yipeng Huang	Rafiq Huda	David Hughes
John Hulme	Margaret Ingate	Allan Isaac	Paul Israel
Lynell James	Tao Jiang	VG Julie Rajan	Madhav Kafle
Regina Karl	Debra Keates	Chuck Keeton	Erin Kelly
Joanna Kempner	Pavel Khazanov	Mike Kiledjian	Mark Killingsworth
Hoon Kim	Chloe Kitzynger	Tia Kolbaba	Bob Kopp
Gabriel Kotliar	Dale Koznecki	David Kurnick	Kelvin Kwan
Arielle L'Esperance	Elaine LaFay	Rosemary Lane	Eleanor LaPointe
Aldo Lauria Santiago	Jeffrey Lawrence	Susan Lawrence	Rick Lee
Robin Leichenko	Jennifer Lenahan	Ernest Lepore	Vadim Levin
Michael Levine	Alice Liu	Xun Liu	Victoria Long
Kathleen Lopez	Colleen Lord	Haiyang Lu	Dana Luciano
Nelson Maldonado Torres	Steven Malin	Preetha Mani	Norman Markowitz
Andrea Marston	Richard Martin	Susan Martin-Márquez	Regina Masiello
Louis Masur	Carter Mathes	Tara Matise	Gavin Mayes
Adam Mccollum	Edward Mccrossin	Meredith Mcgill	Dugan Mccinley
James Mccglew	Carissa Meador	Joann Meli	Antonio Merolli
Shirley Meyer	Kenneth Miller	Patricia Morton	Gregory Mountain
Marc Muniz	Donna Murch	Ileana Nachescu	Toni Napier
Kathryn Neal	Lenore Neigeborn	Lauren Neitzke Adamo	Cassie Nelson
Anjali Nerlekar	Thu Nguyen	Sarah Novacich	Kristin O'Brassill-Kulfan
Christine O'Connell	Paul O'Keefe	Lujendra Ojha	Feronda Orders
Damaris Otero-Torres	Ana Pairet	Zsofia Pal	Ryne Palombit
Andrew Parker	Shaheen Parveen	Nicole Pashley	Christina Pasley
David Pennock	Sara Perryman	Robert Petillo	Christina Pettola

Table 2: Participants Ph-Z

Stephanie Phang	Julie Phillips	Lorraine Piroux	Jasbir Puar
Catherine Puglisi	Bridget Purcell	Ronald Ransome	Doaa Rashed
Rozeena Rathore	Pilar Rau	Michal Raucher	Abbie Reardon
Gary Rendsburg	Asa Rennermalm	Nicholas Rennie	Marilyn Reyes
Dana Ricci	Stephane Robolin	Jennifer Rooney	Shantee Rosado
Lisa Rossman-Murphy	Tonya Rufus	Rosy Ruiz	Harold Sackrowitz
Kenneth Safir	Michael Saks	Daissy Santamaria	Vivian Santamaria-vega
Rudrani Sarma	Paul Schalow	Laura Schneider	Sarah Schroeder
Marcy Schwartz	Kathleen Scott	Rob Scott	Tamara Sears
Elif Sendur	Manisha Shah	Jane Sharp	Neil Sheffin
Eriny Shenouda	Susan Sidlauskas	Sean Silver	Ria Soni
Barry Sopher	Andrea Spaeth	Kurt Spellmeyer	William Steiger
Michelle Stephens	Camilla Stevens	Matthew Stone	Lawrence Stromberg
Howie Swerdloff	Carl Swisher	Sheila Tabanli	Paola Tartakoff
David Tate	Karen Thompson	Max Tischfield	Jeffrey Ulrich
Andrew Urban	Emily Van Buskirk	Alessandro Vettori	Brendon Votipka
Christine Waithe	Alexandra Walczak	Rebecca Walkowitz	Emily Wallis Hughes
Shelby Wardlaw	Zunaira Wasim	Laura Weigert	David Wilder
Alicia Williams	Anabell Williams	Colin Williamson	Todd Wolfson
Jim Wright	Ping Xie	Srujana Yadavalli	Carla Yanni
Darrin York	Wise Young	Rasheda Young	Robert Young
Dominik Zechner	Christine Zemla	Andres Zervigon	Dean Zimmerman
Abigail Zitin			