

Minutes of a Faculty Meeting

February 5, 2008

The meeting opened at 4:05 p.m., and the customary motion to adjourn no later than 6:00 p.m. was passed unanimously.

Professor Colwill reported that the Faculty Executive Committee (FEC) had met twice in the last month. Progress has been made on the review of faculty governance, especially in regard to strengthening equity and diversity. The Faculty Affairs Committee is supervising an external review of faculty salaries, and is considering the issue of scholarly leaves for research faculty and senior lecturers. TPAC has discussed a proposal with FEC relating to the promotion review of associate professors in rank for more than ten years. The FEC Officers consulted with the President on the ombudsperson search. A new issue of the Faculty Bulletin is posted on the Faculty Governance webpage. A Faculty Forum on the Undergraduate Education Task Force is planned for Tuesday, February 26. Two candidates for the Faculty Committee on the Campaign, Mark Johnson and Patricia Ybarra were elected without dissent. Professor Savage said that at the request of the Faculty Committee on the Campaign the President has agreed to host a Campaign event at which to celebrate the Faculty and the success of the Campaign on Thursday, May 1 from 4-6 p.m. when we will have light speech-making and heavy hors d'oeuvres. Professor Colwill then turned to the substance of her report – discussion of the FEC's report on the Plan for Academic Enrichment. She reminded the faculty of the processes used to solicit faculty input: email to the Faculty, meetings with department chairs, program and center directors and with junior faculty. Four themes emerged in the feedback to the FEC 1) a strong and vigorous graduate program is crucial for faculty research, the reputation of a first class research institution and the support and enhancement of undergraduate education; 2) expanded support for the library, departmental budgets, and physical plant; 3) continued expansion of the faculty but at a slower pace, focusing on junior hires and accompanied by the President's push for raising faculty salaries; 4) the need to recognize faculty excellence in teaching and advising. Criticisms that came up include: 1) failure to be inclusive of clinical faculty; 2) failure to host adequately international visitors; 3) the need to consider the Dartmouth model for graduate support; 4) the need to poll faculty on critical issues; 5) concerns about the broad proposal to delay new non-academic construction. Professor Colwill stated that the FEC will be working with Marisa Quinn and Richard Spies to determine an action plan and time line for the recommendations in the FEC's report on the Plan for Academic Enrichment (PAE). Professor Warren commented that the expansion of the faculty has not been accompanied by commensurate support for departments and graduate students. He cited the strong need for office and research space growth. Professor Colwill cited the emergency need for a new swimming pool and ongoing needs for dormitory space. Professor Blumstein suggested graduate and research support will also help the College, using as an example the three graduate programs and three concentrations now embraced in Cognitive and Linguistic Sciences and in different facilities across campus and in need of adequate space. Faculty members concurred, citing the priority for research space now that we have the intellectual lifeline of increased graduate support. Professor Patterson emphasized the danger of deferred maintenance, especially to such unglamorous but essential matters as heating, lighting, and repair. Professor Valente offered general assent, and he also

cautioned that in such non-academic areas as sports facilities, Brown has the worst in the Ivy League and that we cannot afford to support the academic by putting non-academic priorities on hold. Professor Wulff expressed the vital importance of amplifying support for language studies, especially the wide variety of South Asian language, with Hindi/Urdu for example the third most employed world language. Two junior faculty members from Bio-Med commented on the danger of failing to provide support for research facilities without which they cannot do the work they were hired to perform, forcing them to look elsewhere and wasting the investments Brown has made in the program. Professor Green said that many interdisciplinary programs receive inadequate support. He suggested that we prioritize programs and distribute support where it most deserved, shutting down programs we cannot afford to fund. Professor Fausto-Sterling concurred that for many long-standing interdisciplinary programs there is no way of hiring dedicated faculty and that as a result we in some ways present a misleading image of what we actually offer. She expressed the hope that the FEC would work with Mr. Spies and Ms. Quinn on these matters. Professor Raaflaub commented that we cannot simply weigh faculty hiring against other pressing university needs. He questioned measuring success merely against one's peers and not in respect to one's own goals. Recent developments by our peer institutions may not always be something we desire to match, and we cannot compete on every level. Professor Russom concurred and called for careful cost/benefit analysis. Professor Wegner asked if support for retired faculty had come up. Professor Colwill said that it had not come up. Professor Hermance stated that the issues the report locates largely in Bio-Med are general across the sciences. In response to a question from Professor Tyler, Professor Colwill stated her confidence in the consensus the report has identified, and thanked the 100 faculty members who responded.

President Simmons thanked Professor Colwill, the FEC and the Faculty for good work and introduced Richard Spies and Marisa Quinn to outline the next stages in the process. Mr. Spies reported that responses from all constituencies show consensus: 1) maintain focus upon long-term rather than short term-goals; 2) the process has been viewed as valuable for all constituencies; 3) support in particular for the Graduate School has been loud and clear; 4) the added pressure of the economic downturn, of possible slowing of contributions to the Campaign, and of governmental and competitive pressure on tuition and financial aid are opportunities not obstacles.

Ms. Quinn updated the Faculty in more detail on the draft report of the PAE Review. The report reviews purpose and process, outlines findings, offers recommendations based on findings to achieve goals and objectives; identifies key areas to focus on over time to build on progress to date and ensure Brown's continuing preeminence, and provides high level guide to help set priorities, direct major investments (broad, long-term objectives rather than specific, detailed and short-term tactics). The process had been broad and inclusive, with more than 20 meetings, approximately 30 comments received via the web, substantive suggestions/reports from FEC, Undergraduate Council of Students (UCS), Staff Advisory Council (SAC), Brown Alumni Association (BAA), advisory councils, and preliminary reports from Task Force on Undergraduate Education, Graduate School Working Group, and Committee on the Residential Experience.

The report reaffirms the defining issues of the PAE: the centrality of undergraduate education; the importance of independent learning—students as partners; a culture of collaboration across disciplines; strong links between academic and extracurricular lives of students; opportunities to build links across undergraduate, graduate & medical students to

support larger learning community; an engaged community through effective, participatory governance. The PAE established the right goals, initiatives and strategies, focused on appropriate areas (people, facilities etc.), enabled significant and measurable progress, and positioned Brown well for the future, setting the direction for continued improvement. Growth and progress in some areas (i.e. faculty expansion) requires investments and attention in other areas to maximize success: graduate students, space, research opportunities, tools and support, technology, libraries, and curricular innovation and concentration support

General consensus around specific areas to invest in to achieve goals 1) to continue to strengthen undergraduate education; 2) to insure Brown is a global university; 3) to enhance academic excellence through additional investments in departments. Objective in the college would include: a more robust and integrated system of advising; increased resources for curricular innovation, collaborative pedagogy, multidisciplinary concentrations, innovative training in science; augmented opportunities for research and internships; increased opportunities for student/faculty interaction outside the classroom; expanded and improved community spaces in residence halls; a consistent cycle of renewal for residence halls; an increased percentage of students living on campus; improve support for extracurricular and co-curricular programs (athletics, fitness and recreation, theater, arts, etc.) and strengthen connections to students' academic lives; the continued attraction of excellent and diverse students through competitive financial aid.

To ensure that Brown is a Truly Global University, the report suggests making the Brown curriculum a model for global undergraduate education by: expanding international opportunities for students; bringing more international scholars and programs to Brown; encouraging more research that depends on and contributes to international investigation of critical areas; building on international capacity (centers, programs, departments) to develop world class centers devoted to global issues; supporting a small number of new initiatives to carve out a special role for Brown in teaching and research on global issues. Additional investments in departments would involve: adding resources to build more departments of national and international distinction; expanding the size and impact of the Graduate School; increasing support aimed at attracting external, competitive research funding; providing high levels of support to multidisciplinary initiatives that are most effective in raising the level of research and strengthening departments. The administration will bring a draft report to the Corporation for review, discussion, debate, revise accordingly, and following the dissemination of the final report, work to implement its findings, expecting to work simultaneously to respond specifically to proposals advanced through the review process; to prioritize action items, and to develop new status report reflecting timetable, measures of progress, areas of responsibility and progress to date of each item.

President Simmons reported that the University Resources Committee (URC) had to consider some unanticipated challenges in the final stages of their deliberations leading up to recommendations on the FY '09 budget and the balancing of long-term and short-term needs: the worsening economic outlook, growing public advocacy in regard to the accessibility and affordability of American higher education, increases in peer financial aid budgets, and heightened interest in how colleges and universities manage and use their endowments. Because of the economic forecast, Brown will have to deal with a good deal more uncertainty and risk in the near term. The mortgage crisis, business failures, layoffs, and stagnant wages may well have an impact on our students and their families, creating more need for scholarship support. The volatility

in the financial markets has already had an impact on our endowment investment performance and fundraising may become more challenging in this economic environment.

At the same time, the general public, the media, and leaders in Congress have expressed concern both about college costs and the financial burden that students and their families endure. Most of Brown's closest competitors for undergraduate students recently eliminated or reduced loans for some or all of their students. A number of institutions have also focused on reducing the family's contribution with some eliminating it altogether for certain income brackets. Some institutions have also announced steps to limit the rate of increase in tuition and fees. In light of these considerations, the FY09 budget the President will present to the Corporation in February which will include: slower growth in tuition and fees and a significant increase in the endowment payout (enabled by the exceptionally strong returns). As for expenditures, the budget will call for: increases to our undergraduate financial aid package that are in line with what our overall budget will bear; an increase in the graduate student aid budget to support a significantly larger incoming doctoral cohort than we were able to support last year; support for the 60 faculty searches authorized last year; incremental support for international programs and academic initiatives; an increase in faculty and staff salaries that will ensure competitiveness but will be somewhat less than we been fortunate to have in immediate past years; and roughly \$1 million in reductions. The FY09 budget will also provide increases for the opening of the Cogut Humanities Center and Pembroke Center in Pembroke Hall; the use of J. Walter Wilson for student services and seminar rooms; substantial improvements in classroom technology, furniture and HVAC; some improvements in residential life and academic space; investments in conservation; incremental library and departmental resources and improvements in student health services, transportation and security. The President expressed her strong gratitude to the URC for their excellent work. The President announced that Professor Ann Dill has agreed to chair the search committee for the vice president for Campus Life and Student Services, joined on the committee by faculty members Anne Fausto-Sterling, Karen Fischer, Ken Wong and Beth Bauer, and by a graduate student, a medical student, and two or three undergraduate students. Brenda Allen and David Targan will be the administrative representatives on the committee. The committee has had an initial meeting and expects to recommend candidates for the position by the end of April.

President Simmons announced that Russell Carey, who has been serving as the interim vice president for Campus Life and Student Services, has accepted an offer to return to University Hall as senior vice president for Corporation affairs and governance, effective July 1, 2008. Russell will work closely with the President, the Chancellor and other senior officers to ensure effective policy and practice in the areas of University governance and risk. The functions reporting to and policy areas coordinated through the senior vice president will include the Office of the Corporation, the Department of Public Safety, the Department of Environmental Health & Safety, governance policies and areas of risk. He will also work closely with the Offices of General Counsel, Internal Audit and the Corporation Committee on Audit.

Professor Savage as chair of the Faculty Committee on the Campaign invited the Faculty to offer their thanks to the President and her campaign staff for their success to date in raising \$1.14 Billion toward a five-year goal of \$1.4 Billion that was announced as recently as

October 2005. This invitation was greeted with enthusiastic applause. Professor Russom asked how broadly based the new public scrutiny is. President Simmons said that institutions of higher education may no longer expect to be protected from governmental scrutiny, and that inquiries may come not from demagogues, but under public pressure, from those often considered our friends. She believes that we must find new ways of communicating our views and needs and will be speaking along those lines to the Economics Club. She believes that Brown, in contrast to profligate peers, has a good story to tell.

Provost Kertzer introduced Dean Bergeron, thanking her and the task force reviewing undergraduate education for their timely and sustained work. Dean Bergeron stated that the committee was formed last spring for two reasons: 1) to inform the PAE review, since the College is the first priority, and to determine if we could do better, and 2) to prepare for the reaccreditation review, which will focus largely on the College. The committee identified four focus areas: 1) liberal education, 2) concentrations, 3) advising, and 4) teaching. The committee has met over thirty times and consulted with many constituencies. The report is now available on line, and hard copies are still to be found at the Bookstore. The first forum last night produced a high level of discourse, and clearly pointed to areas where refocusing or clarifying is needed. There will be a Faculty Forum on February 26 and consultation with chairs and directors of undergraduate studies. The work of the task force is being coordinated with the ongoing work of the College Curriculum Council (CCC) and the Committee on the Residential Experience. More than 3,000 pages of comments have been received from alumni. Three themes emerge: 1) how to prioritize goals, 2) add recommendations for new ideas, and 3) reflect a wider view. The task force will be soliciting more consultation, and taking these perspectives into account, will return with a final report.

The President, joined by Professor Colwill introduced the inaugural winners of the President's Award for Excellence in Faculty Governance: Nancy Armstrong, Nancy Duke Lewis Professor of Comparative Literature, English, Modern Culture & Media, and Gender Studies; Anne Fausto-Sterling, Professor of Biology and Gender Studies; Barrett Hazeltine, Professor Emeritus of Engineering; Marida Hollos, Professor of Anthropology; Chung-I Tan, Professor of Physics; and Luiz Valente, Associate Professor of Portuguese and Brazilian Studies and Comparative Literature. Each recipient will receive a \$2000 research stipend, and will be honored at a dinner later this semester. The President thanked the subcommittee of the Committee on Nominations led by Evelyn Hu-Dehart, which identified and selected candidates for this Award. Additional members were Professors Andrea Simmons, Peter Gromet and Hye-Sook Wang.

Professor Gatsonis presented the report of the Nominations Committee, which was approved. Committee reports were received from the Committee on Honorary Degrees (Professor Bostrom), Graduate Council (Professor Almeida), and the Diversity Advisory Board (Professor Sheinberg). There being no old or new business, the meeting was adjourned at 5:44 p.m.

Respectfully submitted,

Stephen Merriam Foley
Secretary of the Faculty

