

### **Dean's council – Sept. 6, 2017**

Dean's update:

We discussed the scheduling of division meetings and whether to rotate division meetings in order to assure broader representation.

The dean discussed sharing a document for faculty meeting – Dean's office work flow

Discussed make-up of Dean's Council committee – Josh Kavalowski will be replaced by Ed Baring this spring

Spent time on the reorg – noted the need to revise the nominating committee guidelines to include consideration of the need for representation of Casperson faculty

We reviewed the voting regulations.

All full time faculty are voting members of the faculty of arts and sciences. Vote to assign full time grad faculty who do not currently have divisional representation to a specific division. The default will be to assign the person based on their disciplinary training.

INTO faculty – have different types of contracts and so can not be voting members of CLA Faculty.

Discussed how to handle interdisciplinary programs.

Future hiring processes will include identifying a divisional home for full time hires.

We will review this next week.

### **Dean's Council Meeting Sept 13, 2017**

Discussion of University finances.

Can't just cut costs/need to increase revenues.

Continued discussion of administrative restructuring--structural problems/administrative issues

The president will come to the Oct. meeting to report on Shine 2.

We had a discussion of the tuition drop – it's supposed to be revenue neutral –

INTO was hopeful about recruitment efforts.

### **Dean's Council Minutes, September 20, 2017**

- Council reviewed a voting rights proposal to include Caspersen Faculty in the voting list with the newly merged graduate/CLA model (The College of Arts and Sciences)
- Discussion of a mentoring plan to aid junior faculty in creating effective and useful annual reports
- Discussion of the process by which line requests will be reviewed. Rather than review all one year lines that were approved last year, the majority of them, all but 2, will be passed forward into the next year. The Dean will inform appropriate Chairs of the automatic approvals and discuss

the two non-automatic approvals with department Chairs from those areas. The committee briefly discussed ways of encouraging interdisciplinary line requests.

The Dean foresees between 5 and 8 tenure track lines being granted from nine that have been requested.

- Discussion of returning to revision of Committee Section of the Faculty Regs. Note: The Assessment Committee must be taken off ad hoc status and converted to a standing committee.
- Discussion of the Dean's Office Workflow Document. What are the priorities?
- Items for division meetings –
  - changes to regs
  - Strategic Project Plan proposal
  - Line requests

#### Dean's Council Minutes, September 27 2017

- Reviewed template for Annual Reports, and a draft Mentoring Plan Document. Discussion of annual reporting being tied to the granting of sabbatical requests. NOTE: sabbaticals are not automatically due faculty, but must be merited through proven service and robust research needs.
- Reviewed revisions to proposed Masters of Arts in Teaching
- Further review of the Dean's Workflow Document and Strategic project Plan

#### **Dean's Council Minutes October 4, 2017**

Review feedback from Divisions about proposals before faculty meeting

Discussed data being used for line request decisions (Jessica Lakin)—Jessica presented a chart of faculty resources and needs across all departments at Drew.

#### **Dean's Council Minutes October 11, 2017**

Reviewed all submitted proposals for tenure track lines, and discussed means of prioritization and initial rankings.

#### **Dean's Council Minutes October 18, 2017**

1. Changing of dates of Division meetings to reflect change in Nov faculty meeting date
2. Finalized ranking of TT lines.

### 3. Committees and Elections

Revival of Affirmative Action Committee and appointing members  
GEFAC out of cycle election for at-large position

4. Woody Allen is filming on campus. Soon Yi Previn, Allen's wife, is a Drew grad— DC discussed some faculty's concerns given allegations against him. While sympathetic to these concerns, it was not clear that this issue fell under DC's mandate, or more generally whether allegations alone were sufficient for action to be taken. We had a broader discussion about the use of Drew campus space and the fact that there is no entity to handle cases where there might be political concerns about allowing a group access to campus.

### 5. Sabbatical Requests

Dean's Council Google Drive Folder has a Sabbatical Request folder with application and supporting information for each request. Council will review for next week

### 6. Faculty Regulations

- a. Discussion of the changes needed
- b. Review Committee Section of the Faculty Regulations

Discussion:

Process of moving Assessment Committee to Standing Comm: Bring to faculty vote.  
Need for review and revision of other aspects of the section  
Graduate School Representatives on committees

Council began the process of reviewing the revision that was started last year. The decision was to review last year's changes, and to pull accepted changes into the original document with clear commentary for review by faculty.

### 7. Committee nominations

Discussed draft of email to send to faculty in respective divisions for at-large committee vacancies.

## **Dean's Council Minutes Oct 25, 2017**

- Discussed prioritization of NTT lines
- Discussed Affirmative Action Committee revival. Meanwhile, Emily Ralph sent a document for some guidance to search committees in the absence of the standing AAC
- Dean discussed the Chairs' meeting:
  - Consolidation of departments and possible reduction in number of Chairs
  - Establishment of Admins with key area responsibilities
  - Centralize new faculty set up (keys and computer ordering, etc.)
  - Stephanie McCormack's request to centralize information on office changes and moves for painting, moving etc.
- Further discussion of Committee Regs (tabled)

## **Dean's Council Minutes November 1, 2017**

### 1. Dean's Updates (Jessica)

Discussion:

2. Faculty Meeting Agenda Items
3. Master of Finance Proposal (presented and reviewed by Ryan)
4. Sexual Assault on campus –To what extent is the #Me Too movement resonating on campus
5. Parking Lot Proposal Faculty Lot Proposal (see email from Billy Ortman); Council discussed alternatives to Billy's suggestions, including a number of spots at the back of the lot that could be either for faculty or commuter students):

Deb,

Attached, please see the survey of empty spots found in the Faculty lot over the last 2 weeks [Last 2 weeks in September], Monday - Thursdays. As you will see we never found fewer than 10 empty spots and most times there were significantly more than that available. The Commuter lot is full all of these days from 12 noon to 4. I'm looking to either give at least 5 spots to commuters (with signage indicating which ones and during what time) - which we can take back if conditions change. I am willing to meet and discuss as well.

Thanks  
Billy O

6. Sale of Copper Beech—Council discussed the effect the sale will have on faculty owners and renters. Dean observes that this sale is and must be a Board of Directors decision. Questions were also raised about the impact this could have when recruiting new faculty.
7. Affirmative Action Committee Revival  
Refer to Emily Ralph's draft Diversity Toolkit and the hard copy of The Handbook of Search Procedures and Forms (to be passed around in the meeting).
8. Discussed new Masters of Finance

### **Dean's Council Minutes November 15, 2017**

1. Dean's Updates
  - Faculty Meeting Follow-up
  - Effects of financial situation on Acorn and childcare issues
2. Resource, Course and Curricular Planning for Increased Enrollment
  - Discussed issues regarding space/classrooms, faculty/course resources that would be needed, and the timing around making these changes. Space? Faculty/Course Resources or Distribution issue or a time scheduling issue? Raised possibility of employing a consultant to address these questions.
3. Items for Discussion
  - Registrar's Office—need to retool/ reconfigure technology
  - Reservation of Seats in Courses for INTO
  - Request to revisit the attendance policy

#### 4. Committee Section of the Faculty Regulations

### **Dean's Council Minutes November 29, 2017**

#### 1. Dean's Updates

Workload, Resource, Course and Curricular Planning for Increased Enrollment  
Faculty Accountability - Draft Changes to Sabbatical Application (see Google Doc) and questioning timing junior sabbatical

#### 2. Draft Attendance Policy (Google Doc)

#### 3. Suggested Agenda Items from Dean's Council Members

Online courses (tabled)

Connection between the Baldwin Honors program and the honors thesis/specialized honors program (tabled)

Library faculty voting in Arts & Sciences

#### 4. Committee Section of the Faculty Regulations

#### 5. Discussion of debt restructuring.

\*Homework Assignments

New Items from Div. I:

Focus Groups for Acorn, Housing, etc.

DC representative for Comp Mon

Finals Schedule

### **Dean's Council December 6, 2017**

#### 1. Dean's Updates

#### 2. Masters of Education (documents in Google Drive)

#### 3. Committee Section of the Faculty Regulations

Assessment Ad-hoc committee needs to be brought up for vote as full committee

Graduate School reps on committees

#### 4. Remaining Agenda Items From Nov. 29 Meeting

Draft Attendance Policy (Google Doc)

Discussion of students feeling shamed if they do not finish thesis and lose the Honors status. Is there a way to acknowledge the Honors-level work even though thesis is not completed.

Connection between the Baldwin Honors program and the honors thesis/specialized honors program  
Honors Thesis process

New Items from Div. I:  
Focus Groups for Acorn, Housing, etc.  
DC representative for Comp Mon  
Finals Schedule

### **Dean's Council Minutes December 12, 2017**

#### 1. Dean's Updates

*No updates presented, but discussion was conducted about the value of the introductory meeting regarding Art and Science, with a view to the kinds of recommendations they are expected to make.*

#### 2. Masters of Education (documents in Google Drive)

*Council discussed the merits of the proposal and responded favorably. Item will be discussed in January Division meetings for vote at February faculty meeting.*

#### 3. Departmental Documents re: Scholarship for COF Handbook

*Raised continued discussion of removing the "scholarship recommendations" from the COF handbook, especially with regard to non-departmental, interdisciplinary programs, ie. Civic Engagement.*

#### 4. Committee Section of the Faculty Regulations

Assessment Ad-hoc committee needs to be brought up for vote as full committee  
Graduate School reps on committees

*Council continued editing/revising the Committees section of the Faculty Regs. Difficulty arises in attempting to ascertain where the Faculty Regs are meant to govern, and where they are guidelines for process only. Maria observes that the By-laws govern whereas the faculty regs define the processes by which the faculty conducts its business and responsibilities.*

#### 5. Remaining Agenda Items From Previous Meetings

Draft Attendance Policy (Google Doc)  
Online courses  
Connection between the Baldwin Honors program and the honors thesis/specialized honors program  
Honors Thesis process

### **Dean's Council Minutes January 10, 2018**

**(checkmarks connote discussion)**

1. Dean's Updates
2. Committee Membership Survey and Elections  
Mid-year GEFAC replacement for Division IV
3. Sabbatical Policy and Sabbatical Application Draft - document in Dean's Council folder ✓  
**Need to align with Faculty Personnel policy. Grandfathering all existing faculty in.**
4. Senior Faculty Review Process ✓
5. Discussion of new payroll system ✓
6. Discussion of Baldwin Honors-Specialized Honors connection - postpone to next meeting
7. Updated U-know page ✓
8. Searches and Affirmative Action - can discuss with Maria
9. Draft Attendance Policy - documents in folder #10 from Nov 29 meeting ✓
10. Master of Education New Program
11. Art and Science Recommendations - what's next? - postpone to next meeting
12. Committee Section of the Faculty Regulations

**Dean's Council Minutes January 17, 2018**

1. Juliette: Art and Science Recommendations - what's next? ✓
2. Dean's Updates (approx. 1:45 pm) ✓
3. Began a discussion of Baldwin Honors-Specialized Honors connection; agreed to table the conversation till next meeting
4. Master of Education New Program ✓
5. Committee Section of the Faculty Regulations
6. APB/Payroll discussion ✓
7. CS Line Request ✓
8. Division Agendas for next week ✓

\*Committee Membership Survey and Elections (Maria Masucci will check with Ellen and the timing and if this needs to go out)

Mid-year GEFAC replacement for Division IV is needed; reviewed who might be willing to serve.

### **Dean's Council Minutes January 24, 2018**

#### 1. Further discussion of Baldwin Honors-Specialized Honors connection:

DC discussed the current connection between Baldwin Honors program and specialized honors, whether that connection was working/was supported by the faculty, and the pros and cons of other models of honors. Suggestion that this question go to Honors Committee to begin this conversation to then bring it to the larger faculty.

#### 2. Online courses

A faculty member in one department was proposing an on-line course for Summer 2018. DC discussed issues around existing technology and support to be able to offer on-line courses, as well as whether this is something we want to pursue, either for summer courses or in general. CAPC might need to be involved in this process if it moves forward. Maria Masucci will follow up with faculty member about the proposed course.

#### 3. Dean's Council management of Committee Membership Elections

By next week, DC will have the results of the survey for those who completed it by Monday as requested. Maria Masucci will bring a list of options and some ideas of who might be needing to engage/reengage in service.

#### 4. Committee Section of the Faculty Regulations

DC continued work on editing/modifying the faculty regulations document in preparation to bring to the faculty for discussion. Work on the Committee section of the regs generated discussion about bringing the regulations in line with current practice v changing current practice that has moved away from the regulations back in line with the regulations.

### **Dean's Council Minutes January 31, 2018**

#### 1. Dean's Updates

Trial of online course in Summer Term with CSCI--approved one course for the summer. Any larger or longer-term change would have to be brought to the faculty, but currently there are no plans for online courses beyond the summer semester.

Request for DC Minutes (Maria can report)- Will seek out and publish previous minutes, and work to put new minutes on U-Know more promptly.

#### 2. Division Meeting Reports and Summary of discussions from last week's January 24 Dean's Council Meeting.

Discussion of the theological components of the M.Ed. Is the "religion" track misnamed?



M.Ed Master's Thesis staffing issues. Three full-time faculty already working in program who can, in the short term at least, advise many theses.

Relationship between MAT and M.Ed. Very few students would take both degrees.

3. Discussion of workload, and balance of teaching, service, and research.

Discussion of course scheduling and improvements to the registrar's office. Discussion of prioritization of workload issues. Staffing of the DSEMs, with larger incoming class size. With voluntary retirement program there are now fewer under-enrolled courses.

Discussion of on-going process of developing performance review and promotion policy for non-tenure-track faculty.

Discussion of lab work in the sciences.

4. Excused Absence Policy - CAPC Comments and suggestions (Ryan)

Statement of Student Professional Responsibility - Ryan (copy in the Jan. 31 Dean's Council folder)

5. Dean's Council management of Committee Membership Elections

Results of survey (of those who have completed it by Monday). Maria will come with a list of openings and some ideas about who might be needing to do some service.

5. Committee Section of the Faculty Regulations

Conversation about changing regs. Conversation about whether we are in compliance with current regs or not, and how that happened if we are not, and what that would mean. Need further conversation.

## **Dean's Council Minutes February 7, 2018**

1. Dean's Updates

*Minutes: Deb's work/research on instructional technology is going forward and money for it will free up later in the year with the [Marist].*

*Further discussion on the increased course load re: feedback from Divisions included questions re:*

*How in future will course release and incentivization be attributed? (will be in process) How much money will this save? Discussion ensues that it is not so clear cut as*

*additional classes = adjunct savings. It is about need for additional classes as well.*

*Uneven workload (incentives are meant to address this, but needs time); Faculty would like to know how these things will fairly be designated and reviewed*

*Do the small seminars really work? What will curricular reform result in as far as number of classes*

*Some distress from some Chairs re: process being rushed as far as setting up courses*

*Will our "best faculty" be pulled away from the majors and toward classes filling institutional needs?*

*Deb raised questions of faculty accountability. The process is sometimes sidestepped or ignored.*

2. Committee Election and Assignment Slates discussion - number of people who have not yet filled out survey?

*Minutes: Discussion of ballot, starting with key committees*

3. Statement of Student Professional Responsibility - Ryan (copy in the Feb. 7 Dean's Council folder). Request from Judy Redling to please discuss this. The intent is to have it added to the catalog. There are current situations which make this statement urgent.

*Minutes: Began a conversation to review.*

4. "Excused" Absence Policy - Comments and suggestions (see comparison document in Dean's Council folder).

5. Committee Section of the Faculty Regulations

### **Dean's Council February 14, 2018**

Judy available 1:15-1:30

1. *Judy Redling - guest*

Statement of Student Professional Responsibility - Ryan (copy in the Feb. 7 Dean's Council folder). Request from Judy Redling to please discuss this. The intent is to have it added to the catalog. There are current situations which make this statement urgent.

Question about status of "non-Drew community partners." Instead just have "off-campus programs." Remove reference to academic standards, because these are covered by other regulations.

2. Dean's Updates

Discussion of the conversion of the non-tenure-track line in Economics to a tenure-track line, due to continued need for faculty in the Economics and Business department, due to failed finance search, and the opening up of a non-tenure-track line. Discussion about normal process for conversion of non-tenure-track lines.

CAPC putting together broader analysis of the development of disciplines. Need to produce multiple areas of growth, not just business and economics, but also in other fields—e.g. art, allied health fields—which pick up our existing academic strengths.

Development of INTO. Slower growth than initially assumed, but much higher rate of matriculation (75ish% vs. projected 50ish%). Two new pathways in developments: media and communication, bio-medical sciences.

3. "Excused" Absence Policy - Comments and suggestions (see comparison document in Dean's Council folder). *Ryan Hinrichs*

Question about "severe" illness. Concern about "post-season"—added as part of "unplanned absences." Don't want laundry list of reasons for absences. Understanding that faculty will permit

reasonable absences (grad school interviews, job interviews etc.). Importance of the appeals process.

## Dean's Council Minutes February 21, 2018

### 1. Dean's Updates

#### Searches?

Searches and negotiations are ongoing; no updates.

The question was raised as to how the loss of Copper Beech is affecting the competitiveness of a housing package. A discussion needs to ensue about how to replace faculty housing resources/benefits, especially considering cost of living in and around Madison. It needs to go on the agenda of Comp. Monitoring.

#### Plan for Minutes and weekly posting

Will clean up the previous minutes. Approve them next week and post.

#### Committee preferences/ballot

Discussion of final slots on ballot that need to be filled, especially in DIV II

### 2. CAPC Program Documents (see folder)

Council reviewed proposals approved by CAPC:

- History and Culture PhD/MA
- Environmental Studies (current major @ 48 credits)
- Environmental Sciences (new major proposed @ 56 credits)

### 3. Assessment Committee Description, Charge and Set up of Committee

Council reviewed and amended the charge of the Assessment Committee, to be renamed Committee for Academic Effectiveness and Assessment (AEAC). The proposal will be brought to divisions before being presented for a vote at the general Faculty meeting.

See draft from the Assessment Committee in Dean's Council Folder

Reviewed charts and graphs assembled by Ryan delineating and enumerating trends in a wide range of degrees conferred (majors) nationally and at Drew. There are many conclusions to be drawn, but having the data presents a great deal of clarity for purposes of discussion and planning. It may be especially useful to analyze where trends in related fields touch one another and could be combined to enhance a particular major or course of study.

Questions: Are the high growth areas still growing or peaking?

Questions: Where/how can Drew lead trends rather than follow? Where can we be ahead of the curve?

Deb: This is only one picture to be placed beside the CRUE efforts. An effort is being made to identify the CIP codes that Drew might prioritize in coming years.

Issues raised by faculty in division/to dean's council members around assessment committee:

- Timing/will there be something up for vote at the March faculty meeting?
- Need for "at large" member?
- Will charge of Assessment committee be impacted by the outcome of CRUE? How will tasks of committee potentially change?
- suggested name change to Committee for Academic Effectiveness and Planning
- suggestion of including staff (e.g., CAE, Career Services), in at least some meetings; need for better inclusion/integration to acknowledge full curricular experience

Questions raised by Chair of Assessment Committee:

1- What's the time line here? Should this be ready to go for a vote for the March meeting?

Would there be time for Juliette and the current committee to weigh in?

2- Should there be an "member at large" or are we steering away from putting 5 faculty members on major committees so we are more efficient with service?

3- Probably most important, I guess I am wondering how this charge is affected by the outcome of CRUE. For example, it makes sense to me that the committee (in distinction with say CAPC) oversee all graduation requirements, which will likely be more than the Gen Ed requirements. In looking at some other schools, I'd actually change the name to the Committee for Academic Effectiveness and Planning. My recommendation would be to include staff-- including the Center for Academic Excellence (at least on a monthly basis). And possibly Career Services. In other words, should we be thinking of this committee in terms of the "new" Drew?

It seems like a missed opportunity to coordinate people and places at Drew where the full student curricular experience will be happening-- something that is often a problem at Drew, as reflected in A&S is the silos.

The charge doesn't change too much, I think, except in scope, depending on if we are applying CRUE results. If it's more holistic to be about the graduation requirements vs. just gen ed, then that language would be included in the charge. And then it's a question of who should be on the committee outside of faculty. We could just say and other ex-officio members for now if you want this to go to vote in March.

4. Faculty responses to extra course request - discussed concerns raised by a faculty member; concerns included the balancing of workload (committee service v additional teaching requirements, disparities in workload between individual faculty members, between departments, etc.)

Dean's Council discussed ways and means to effect a clear, informative discussion with faculty surrounding the new 3/3 course load and equitable treatment of faculty with varying service and research demands.

4. Committee Section of the Faculty Regulations

## **Dean's Council February 28, 2018**

1. Dean's Updates

A. Searches

3 accepted job offers: Creative writing, Economics x 2.  
Failed search in MFin; in addition, Giandomenico has resigned.  
Offers out in teacher education.  
About to make an offer in ESS/Bio.  
Computer science search on-going.

B. Dean's Council acknowledged the need to bring the minutes up to date and make them available. We will collect and assemble minutes based on committee members' notes and annotated agendas since Fall 2017.

C. Divisions are also requesting minutes from other committees too (e.g. CRUE)

D. APBC: Annual Planning and Budgeting committee. Deb discussed the difficulty of organizing the budgeting process (e.g. due to Banner and difficulties with processes). Nevertheless, this year has been good for gathering information about the process and best practices, and the Committee will be assessed this year. In meantime the website is almost online. We will talk about Governance in April faculty meeting.

E. Governance: Deb is working on other parts of university governance that have atrophied. e.g. Space Committee. Compensation Monitoring Committee needs to be revived (with clarification of its role), and brought into the budgeting process much earlier. Need a comprehensive review of benefits. Ed Baring agreed to be DC representative on CompMon.

2. Dean's Council members brought, from each division, information about the divisional conversations about the 3-3. Issues included:

A. Self-governance and how work on committees is going; request for additional information about CRUE in particular.

B. How is information being communicated to/heard in CRUE

C. Requests for more specific data about the course-load decision and how this helps the need for courses and addresses some of the financial problems, and for analysis of other options considered, including changes to course caps and to majors.

D. Need to consider impact on faculty scholarship and mentorship

E. Will/how will changes to gen ed impact the 3-3?

F. Acknowledgment of the financial stressors facing the schools and understanding of the need to provide additional courses across the curriculum

G. Consideration of differential impact of service and how to account for that

H. Need to consider the short term and long term solutions

I. AAUP plans to issue a formal statement requesting more data that supports the suggested short term and long term solutions, voicing concerns about governance.

3. Excused Absence Policy: Discussed feedback on excused absence policy; there is a need for a much shorter standard statement for faculty syllabi that can link to the larger document.