

Year in Review & Looking Forward

Arts & Sciences 2022-2023

Dear A&S Faculty and Staff,

Welcome to the first and only edition of the W&M Arts & Sciences (A&S) Year in Review, 2022-23. This newsletter has various headings, and I implore you not to read anything into the order in which they are presented. Only one item can go first, and it's not necessarily the most important. However, there is a secret logic to the sequence here, which I challenge you to discover.

Arrivals

It's been an eventful year with multiple additions to the Dean's office staff. The beginning of the academic year brought **Wanjiru Mbure** as our inaugural Assistant Dean of Diversity, Equity & Inclusion (DEI). **Chloe Allen '21** joined us as an Administrative Assistant in August 2022; and **Keanen McKinley** arrived in October 2022, filling the position of Assistant Director of Assessment and Reporting and rebuilding our data capability in the wake of Carol McVaugh's move to IT. **Abbie Schaefer MBA '23** started as Director of Communications and Special Projects in January 2023, filling a vacancy that had opened up a year earlier; and in April, we welcomed **Riley Winkles** and **Morgan Craig** as Administrative Fiscal Coordinators. Among other responsibilities, Riley and Morgan will fill in for A&S administrators while they are on leave, or when there is a temporary vacancy.

After a year of having no capacity in data analysis and communications, we were finally able to start developing **structures to support data-driven decision-making**; and to begin working on an **A&S communications plan**; and after an eternity of having no dedicated position in DEI, we finally have a trusted member of our team developing practices and policies to make our activities and our community truly **inclusive and diverse**.

We are delighted to welcome all our new colleagues, many of whom you have already met and worked with. They have brought new energy and expertise to our already excellent team, and we are grateful for all the support they are giving to the A&S community in general. You may also recall that there was another staff transition in our office at the end of 2022, but I'm saving details about that one for the end in the interests of building up suspense.



Suzanne Raitt
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of Arts & Sciences

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Academics

A&S faculty and staff spent the year supporting, teaching, cajoling, mentoring, inspiring and exhorting a student body that in spring 2022 numbered **6,406 undergraduates** (the largest ever) and **352 graduates**.

We all worked together to prepare around 1,500 undergraduates and 127 graduates to walk at Commencement a couple of weeks ago.

Faculty continued doing high-quality research, winning external grants, and building new collaborations across the globe and within W&M. We allocated around **\$250k** internally this year to support faculty research and events via the Faculty Grants Fund. In addition, **202 faculty-generated proposals that requested \$72M** in support were submitted to external funding agencies. During the same period, new awards and yearly increments to existing awards totaled **\$32M**; of this amount, \$522K came in the form of 10 external student and faculty fellowships.

Academic Status

This spring the Dean's office started working with the Dean of Students Office to look at the work of the Committee on Academic Status (CAS), which handles student petitions for withdrawals, late adds/drops etc., and makes decisions on continuance (academic probation, for example). This summer we will host a retreat for CAS members to look at **creating a streamlined new system and structure** that is less cumbersome for faculty, staff, and students. One goal is to disentangle – as far as possible – academic decisions from decisions involving student health and wellbeing.

Administrative Staff

In 2021-22, to understand how we were doing post-COVID, we asked chairs, directors, and administrators to assess administrative support services and share related **opportunities and challenges**. We've been able to address many of the challenges they identified this year, including:

- Establishing a senior administrative and fiscal coordinator position to train, onboard, and support new administrators and to begin building community among administrators.
- Establishing fiscal and administrative coordinator trainee positions to provide backup and coverage for administrative position vacancies and extended absences.
- Addressing salary compression, inversion, and market-driven inequities through merit and a recent University Human Resources (UHR) internal (A&S) compensation review.
- Collaborating with UHR to pilot I-9 processing days in August 2023 for newly hired faculty and graduate students.

We're excited that we've made significant progress in the past year, and we look forward to finding more creative solutions to address the concerns identified by our valued department and program administrators.



Notable faculty research accolades and awards include:

- A number of prestigious NSF CAREER awards to faculty in Computer Science and Chemistry.
- Invitation of a Physics faculty member to serve on the prestigious Particle Physics Project Prioritization Panel, which sets national funding priorities in that field.
- A Guggenheim Fellowship.
- An American Research Institute in Turkey/National Endowment of the Humanities Fellowship.
- A British Academy Visiting Fellowship at the University of York, UK.
- A fellowship at the Princeton Institute of Advanced Study.

Advancement

One Tribe One Day in April broke many records for A&S. Our entire community came together to make it a successful day, with almost **1,900** donors and **\$383,000** raised in support of our students and faculty across the departments and programs. We are also grateful for the volunteer leadership from our Council of A&S, Graduate Studies Advisory Board and Public Policy Board of Advisors who have once again provided wise counsel, encouragement and resources. We have received tremendous support this year through increased annual gifts, new endowments across all parts of the division, and numerous realized estate gifts, including some which are unrestricted, which will benefit A&S in many ways. These added generous gifts will provide for expanded opportunities and enhanced experiences for all of us – and we are most grateful.

Advising

We have made progress on two advising fronts this year:

- **Pre-major advising:** This summer the Office of Undergraduate Academic Affairs is piloting a new matching process for pre-major advisors that allows more flexibility for the algorithm, more equitable advising assignments, and secures spring advising needs in advance. Thank you to all of you for embracing the new model.
- **Pre-med advising:** Bev Sher has carried a heavy load as the single official pre-med advisor for decades now. In early spring 2023, the Dean's office hired two new pre-med advisors, Doug Young and Shantá Hinton, and established a working group. The three pre-med advisors will support students for three semesters while the working group develops a sustainable and high-quality advising model for adoption in Fall 2024.

Applied Learning & Internships

The Charles Center has been working to **identify and remove barriers to student access** to internships and other applied learning opportunities. In collaboration with A&S faculty and numerous offices across campus, including Financial Aid, the Bursar's Office, University Operations, and the Office of Career Development & Professional Engagement, they created **two pilot internship courses for summer 2023**. These courses offer students a path to receive both academic credit and funding for internships and enable tracking of student internship participation.

Arts Quarter

This year saw frenzied activity just off Jamestown Road as construction continued....and continued....on the new **Phi Beta Kappa Memorial Hall (Theatre & Dance) and Music Building**. Occupancy was originally scheduled for January 2023, but you will be amazed to learn that the date was pushed back to sometime in the summer. The delay meant that plans for an action-packed inaugural year had to be scaled back to give us time to learn the new buildings and their little ways, but we eagerly anticipate a **soft launch in September** with a production of *Nine*, a mixed-media dance collaboration between the *Leah Glenn Dance Theatre* and W&M undergraduates. Mark your calendars for September 9 at 7:30 to share in the celebration of our beautiful new venue and our talented and creative faculty, alumni and students. There will also be a gala opening and ribbon-cutting over Homecoming Weekend.

I am grateful to the members of the Arts Quarter Inaugural Planning Group and its successor, the **Arts Quarter Working Group**, for the energy and excitement with which they have approached the occasionally daunting task of planning for staffing, operations and performance schedules.



Awards & Professorships

I am delighted to remind you of this year's recipients of internal awards and professorships. The following people received Term Distinguished Associate Professorships:

- Class of 1953: **Adwait Nadkarni** (CSCI)
- Smoot-Spears: **David Dominique** (MUSC)
- John and Audrey Leslie: **Michael Iyanaga** (MUSC)
- Wilson and Martha Claiborne: **Justin Stevens** (PHYS)
- Vera Barkley: **Michael Hill** (CHIN)
- Broderick Family/Goldman Sachs: **Josh Puzey** (BIOL)

Caroline Hanley (SOCL) was appointed to the Mansfield Professorship; **Jennifer Putzi** (ENGL/GSWS) received the Cloud Professorship; and **John Parman** (ECON) was selected to be the Class of 2026 Professor.

We also gave out a number of awards:

- A&S Faculty Governance: **Sue Peterson** (GOVT)
- Graduate Mentoring: **Alexandra Joose** (PUBP)
- Murphy Award: **Deenesh Sohoni** (SOCL/APIA)
- A&S Faculty Award for Excellence in Teaching:
 - **Drew LaMar** (BIOL)
 - **Iyabo Osiapem** (LING/AFST)
 - **Kristin Wustholz** (CHEM)
- Coco Award:
 - **S.P. Harish** (GOVT)
 - **Nathan Kidwell** (CHEM)
- Community Studies Fellow: **Jerry Watkins** (HIST)

And an additional shout-out to **Carla Buck** (HISP), who won the university-wide Graves Award for Sustained Excellence in Teaching. Many congratulations to our distinguished colleagues on these well-deserved honors.

ChatGPT

Open AI software such as ChatGPT posed a challenge (and an opportunity) in fall 2022, and I am grateful to the **AI working group** and to **STLI** for co-operating on a faculty survey and report that offers **suggestions for syllabus language related to ChatGPT** and its use in assignments. We will be discussing the report in the fall as we continue to explore the software's implications for learning and assessment.

Computing, Data, & Applied Sciences Initiative (+ Physics!)

2022-23 saw further progress on the computing, data and applied sciences initiative. In October of 2022 the design team assembled by the Provost was dissolved, and in December, the three leaders of computer science, data science and applied science presented a draft proposal for a new school for discussion and feedback. Our colleagues in physics have since expressed interest in joining a potential new unit. In January 2023, Provost Agouris named a formal steering committee, co-chaired by the Acting Dean of A&S and the new Vice-Provost for Academic Affairs David Yalof, to **explore possible models for a new academic entity** and present her with an analysis of the advantages and disadvantages of each. That analysis is forthcoming shortly, and it will be shared with the A&S community for comment and feedback. The Provost will visit the first A&S faculty meeting in the fall to share preliminary thoughts, and will work with Faculty Assembly throughout the fall to develop a concrete plan of action.

Diversity, Equity & Inclusion

Our incoming Assistant Dean for DEI hit the ground running, organizing innovative programming and providing invaluable advice and support in all areas of our operation.

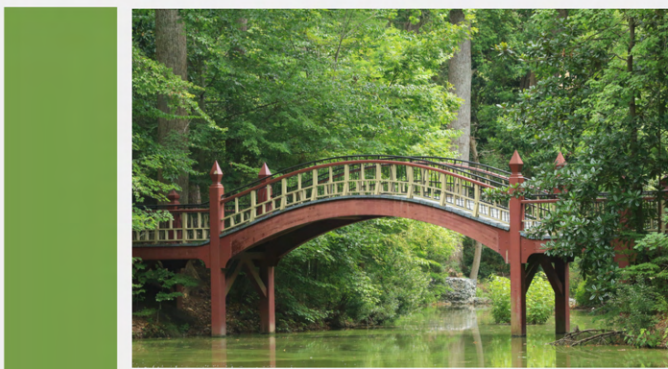
During the 2022-23 year, A&S launched two programs:

- Fall 2022: **Insights from Within (IfW)**, an internally-focused initiative that fosters conversations led by members of our community and/or A&S alumni to further DEI goals.
- Spring 2023: **A&S DEI Spring Speaker Series**, which brings transformational organizations and/or speakers to our community with the goal of exploring shared values around DEI.

A goal of A&S is to continue to diversify faculty and staff. In support of faculty hiring, the Dean's office collaborated with our UHR partner to provide vice-deans, chairs, directors, and search committee chairs with **diversity-related data and support for all tenured or tenure-eligible searches**. These efforts resulted in a highly diverse group of new faculty hires to start in August 2023. Data are still coming in, but of the first 20 tenure-eligible hires we made this year:

- 60% identified as people of color (Asian, Black or African American or Hispanic)
- 30% identified as White
- 10% identified as multi-racial

Among teaching faculty hires, faculty who identified as White comprised 60%. Faculty of color (Asian or Black or African-American) accounted for 40%. Overall, among all new faculty hires disclosing racial identity (n=35), faculty of color comprise 54.3% as of 5/21/2023. On that same date, female hires comprised 55% of tenure-eligible hires and 64.7% of teaching faculty hires. Overall, women faculty comprise 59.5% of incoming faculty hires. While we still have work to do, this is a significant improvement over previous years. We are proud of what we accomplished this year and thankful for your partnership and support.



Enrollment

As all of you know, it is a continuing challenge to offer enough seats in the right courses so that our undergraduate students can not only complete their majors and minors, but also have some choices in the courses that they take. We are grateful for all the cooperation and support we've received this year from chairs and directors, and from the A&S faculty, as we worked to streamline course scheduling and better align our offerings with student needs. Sustainable curriculum efforts are ongoing, and in spring 2023 we experimented with **analyzing course capacity and adjusting class sizes before the fall schedule went live, rather than after**. In the fall, the registrar's office plans to pilot the use of the wait-list function in Banner, so that for the first time, we will have data on unmet student preferences for particular courses. We look forward to continuing to improve accuracy and efficiency in course assignment and scheduling as the data improves.

Graduate Programs

The past academic year has been a time of change and growth for Graduate A&S. The A&S faculty, with the approval of the Provost and President, allowed each graduate program to determine its own **Graduate Record Exam (GRE) requirements**. All subsequently voted to eliminate it, with a majority allowing the optional submission of scores. This aligns William & Mary with the growing number of institutions that do not require the GRE for admission. Graduate A&S also saw the birth of a **new doctoral program in Data Science**, currently housed within the Applied Science Department. The first cohort of Data Science doctoral students will matriculate in fall 2023.

Merit Guidelines

In fall 2022, Dean Donoghue Velleca asked all A&S departments and programs to revise their **merit processes** according to a series of guidelines developed by the A&S Dean team in consultation with the Council of Chairs and Program Directors and the Faculty Affairs Committee. Thank you to all of you – the vast majority – who submitted revised guidelines to the Dean. Subsequently, **most of those revised guidelines were approved by the Personnel Policies Committee**. The guidelines were intended to ensure consistency, equity and transparency in merit review at the departmental and program level, and we look forward to seeing them implemented in the next round of reviews.

Multi-Modal Communications Center

In response to a proposal from a Fall 2022 Ad Hoc committee that reviewed opportunities and challenges related to the Speech Program's move out of the Theatre, Speech, and Dance Department, we worked to integrate Speech into the Writing Resources Center (WRC), thereby expanding its capacity and reach. Beginning Fall 2023, the WRC will become the **Center for Multi-Modal Communication**. The Center will serve as a **hub for written and oral communication**, addressing the reality that our professional and academic environments increasingly demand a multimodal approach.



Searches

This year, A&S conducted a mind-blowing total of **60 searches for full-time faculty. 30 tenure-eligible/tenured searches were authorized.** Of those, five were unsuccessful, but we are delighted to announce that we have completed the remaining 25 searches, with several offers in progress.

We also **authorized 30 searches for Lecturers** (now Assistant/Associate Teaching Professors) and Visiting Assistant Professors (now Visiting Assistant Teaching Professors). Two Lecturer searches were unsuccessful, but 23 contracts have been signed and five searches are still under negotiation or in progress. Thank you so much for the amazing efforts you made, and time you spent, on recruiting and selecting our new colleagues. I can't wait to meet them in the fall.

Teaching Faculty Framework

In fall 2022, Dean Donoghue Velleca worked with a number of faculty and with Vice-Dean for Social Sciences and Interdisciplinary Studies, Silvia Tandeciarz, to further refine a **framework for new titles, terms and conditions for colleagues appointed as Lecturers and Senior Lecturers.** After a long and tortuous journey, the new Teaching Faculty Framework was **approved by the Provost and President in April 2023.** We are in the process of sending out new contracts to our current Lecturers and Senior Lecturers, and are about to issue revised contracts to faculty who were hired this past spring as Lecturers in advance of approval of the new framework. The new framework provides increased job security and predictability for teaching faculty, as well as specifying job responsibilities at each rank and processes for renewal and promotion. I am grateful to the members of the newly formed **Teaching Faculty Committee** for working this fall on criteria for renewal, promotion and unsatisfactory performance. This has been a heavy lift, and I am grateful to the many external partners who helped with this – including University Counsel, UHR, the members of the Personnel Policies Committee, the Provost and the President – as well as to the numerous members of the A&S community for all they have done to move this through. It took a village.

Tenure & Promotion

The Committee on Retention, Promotion and Tenure had their hands full this year, as usual. **10 Assistant Professors were awarded tenure and promoted to Associate Professor,** and four new hires were reviewed for tenure at the time of hire or shortly afterwards. One of the new tenured hires was awarded tenure at the rank of Full Professor. In the spring, **10 Associate Professors were promoted to Full Professor.** Many congratulations to all these colleagues. We look forward to celebrating your achievements at a dinner in the fall.

Vision 2026

A&S undertook three specific initiatives as our contribution to Vision 2026: establish an A&S Graduate Center; create an A&S Humanities and Humanistic Social Sciences hub; and **highlight the important role of A&S in advancing the liberal arts mission of W&M.** Of these three, the final one has dominated our work this year, as our new Director of Communications works on **branding, communications, and all the different ways to tell the story of A&S.** The Graduate Center is desperately seeking suitable space; and plans for the Humanities hub are under way.



Year Ahead & Transitions

This has been a year of multiple transitions in A&S. As I noted at the beginning of this report, the A&S team welcomed no fewer than six new members during the course of the year. But there were losses as well, notably the resignation of our Dean, Maria Donoghue Velleca, at the end of 2022. This kind of change is destabilizing to say the least, and I am grateful for your patience and resilience as I moved into the role first of Acting Dean, and then of Genuine Dean, of the Faculty of A&S. I am proud of all we have accomplished together in spite of the disruptive change in leadership, and I look forward to many new opportunities as we continue this journey together.

Major plans for next year include a **strategic planning/visioning process** for A&S. We have never, as far as I am aware, had a strategic plan, and as we have grown and diversified over the two decades of my time here, I have started to feel that such a large, loose and baggy monster (Henry James' term for the novel) needs some kind of plan or direction if it is to live up to its potential. I look forward to working with all of you to determine the best process for this effort: **I want it to be faculty-driven, and Dean-managed and supported.** A&S belongs to its faculty and staff: education and research are your responsibility and your reward, and it is up to you to figure out through extensive research, discussion, consultation, and debate, where we want to go and who we want to be. I am really excited to begin this process with you.

I also look forward to working with an external consultant – funded by the Provost – to do a **zero-sum budget analysis of allocations both to, and within, A&S.** This means that every function will be analyzed for its needs and costs, to make sure they are aligned. I will need your help here too. You are the people who understand what we need to flourish, and I will be depending on you to work with the consultant to identify the questions to ask, and to provide them with all the data they need.

Finally, I would like us to examine our **operational processes in A&S.** Occasionally I feel that we ask people to jump through so many confusing hoops in order to get anything done that they must feel tempted to give up. As part of strategic visioning, let's explore whether or not we can come up with ways to save ourselves time and trouble, and even review our lengthy list of committees, so that our processes are empowering and straightforward.

On that note, let me wish you all a happy, relaxing and productive summer. I look forward to seeing you in the fall, if not before.

Best wishes,

Suzanne Raitt
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Chancellor Professor of English