

Year in Review &

Arts & Sciences
2023-2024

Looking Forward

From the Dean

Dear A&S Faculty and Staff,

We made it to the end of another action-packed year, full of hard work, laughter, confusion, and celebration. Thank you to everyone in the Arts & Sciences community for your amazing energy, stamina, patience and good humor. In this newsletter, you will find highlights of the 2023-24 academic year, and some previews of 2024-25. I look forward to the future for Arts & Sciences and am grateful to be continuing this work with all of you.




William & Mary
Arts & Sciences

Suzanne Raitt
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Arrivals

This year, the Arts & Sciences Dean's office welcomed new team members to our midst: some in new roles, some filling vacancies, but all incredibly talented, needed and welcomed. Nick Saunders, A&S Web & Communications Specialist, joined us in August 2023. In January 2024, four new colleagues joined us: Rich Lowry as Vice Dean for Arts, Humanities & Interdisciplinary Studies, Eric Despard as Executive & Artistic Director of the Arts, Trey Mayo Ed.D. '22 as Assistant Dean for Graduate Studies, and joining the Advancement team, Carey Clow, Director of Development, who works with Gerald Bullock and Susan Adams. In February 2024, Tarikul Islam joined us as Senior Associate Dean for Finance & Administration. Several colleagues departed the Dean team this year, Jennifer Dahnke, Janice Zeman and Sherri Powers, and we extend our deepest thanks for their service.

Administrative Team

Since joining the team as our new Senior Associate Dean of Finance & Administration, Tarikul Islam has conducted a listening tour, meeting with department and program leaders and administrators to hear about what is working well, understand challenges and begin to identify ways to meet the administrative and operational needs of A&S more effectively and efficiently. Initial opportunities and initiatives include:

- **Exploring a shared services model for administration.** Understanding that administrators are required to learn and use an exhaustive list of programs and tools, Tarikul has established a small working group to explore possible ways to implement a model that will not disrupt current department and program staffing structures, but will instead allow administrators to specialize in certain programs, designating task leads and easing the burden on administrators.
- **Collaborating with University HR leadership.** We are thrilled to collaborate with Tawanda Johnson as the university's new Chief Human Resources Officer. We look forward to exploring how A&S and UHR can partner to improve service delivery for A&S administrators and leaders.

Advancement

It was another banner year for A&S advancement! One Tribe One Day, the university's annual giving day, in March was a huge success. With 2,365 donors and more than \$353,000 raised in support of our students and faculty across our departments and programs, we had the most donors of any school or unit, with a 24% increase in participation compared to the previous year. We are grateful for your dedication in making the day a success by every measure. Leading the way on OTOD was our Council of A&S's hugely successful challenge to inspire the entire A&S community to join them. The Council, now entering its fourth year, continues to offer valuable guidance, support and resources to our work together across A&S.

Specifically for this year, as we celebrate the Year of the Arts, the Sumner G. Rand, Jr. Foundation made its annual grant to continue its support for our Theatre and Performance and Music Departments, as well as to provide special support for new arts programming and planning in the year ahead. We are grateful for the philanthropy of Sumner Rand '47, who had the vision to establish this foundation to give back to his alma mater in such an impactful way. Since its inception, the Foundation has now made over \$1 million in grants, which has made an extraordinary difference. Mr. Rand's philanthropic story mirrors countless others who supported A&S this year with many new endowments, realized estate provisions, departmental and programming gifts, and critical unrestricted A&S Annual Fund and Dean's Innovation Fund dollars which provide for so many opportunities.

Advising

This year the OUAA expanded its functional areas in fellowship and academic advising to provide even more support for students. In the fall, Michael Clay was promoted to Assistant Director for Fellowships, managing W&M's National Fellowship Program. Thanks to his tireless efforts, W&M was once again recognized as a top producing institution for Fulbright students.

The past academic year has been profoundly impactful to my growth as a scholar, a research scientist, and as a person. I am pleased to have the opportunity to take upper-level courses across several disciplines, satisfying my intellectual curiosity and providing a more thorough understanding of the world. I am delighted to pursue a research project in Dr. Allison's lab in the Department of Biology, allowing me to partake in the scholarly conversation by attending a national conference. I am grateful for the experience of serving as a teaching assistant alongside Dr. Habersham for the Introduction to Molecules, Cells, and Development course, enabling me to share my passion in molecular biology with my peers. These experiences were made possible by the dedicated efforts of the faculty members whom I have had the pleasure of knowing.

It is an honor to be a part of this community and receive the mentorship of our distinguished faculty who instill in their students the fundamental qualities of a scholar through their radiating passion and brilliance in their respective fields. Their commitment to fostering meaningful connections with each student, and promoting a diverse and inclusive academic environment is the pillar upon which Arts & Sciences rests.

- Yigit Simsek '25, Biology and Mathematics

Applied Learning & Internships

As the A&S hub for applied learning, the Charles Center continues to expand access to undergraduate research beyond the classroom through increased support for mentored research, internships, and faculty-led experiences in the field. Director Elizabeth Harbron was selected to spearhead the university's multiyear Quality Enhancement Plan focused on cross-campus collaboration, data collection, and innovation to facilitate "applied learning for all."

In addition to awarding **summer 2024 research grants to more than 270 students**, the Charles Center is supporting **63 internships**, including experiences for:

- 30 Monroe Scholars, 8 Sharpe Community Scholars
- 11 City Research Scholars (3 interns with the City of Williamsburg and 8 interns with area nonprofits)
- 10 Woody interns in Museum Studies
- 4 Journalism & Democracy fellows

Arts

With the completion of the most recent phase of construction and renovations of the Arts Quarter and Eric Despard joining the team as Executive & Artistic Director of the Arts, we are steadily moving toward a cohesive and collaborative vision for the Arts at W&M. Eric collaborates with faculty in music, dance, theatre, film and media studies, creative writing, and art and art history, as well as partners across campus to steward the Arts Quarter. He is also working to establish an office in support of the Arts at W&M dedicated to fostering a vibrant and inclusive arts community. Through innovative programming, dynamic collaborations, and a commitment to excellence, the office for the Arts at W&M aims to celebrate the transformative power of the arts and cultivate a deep appreciation for diverse artistic expressions.

To kick off the inaugural season in the fall, Eric and his team and collaborators will present a lineup of acclaimed performances including Grammy winning musicians, renowned dance companies, theatre, lectures, and film. Many of these artists will offer open masterclasses, workshops, and artist residencies to provide students and the greater community with unique opportunities to learn from and engage with world-class performers and creators. Follow the [Arts at W&M calendar](#) for future updates and tickets.



Awards & Professorships

We congratulate our outstanding faculty on their achievements this year:

- A&S Faculty Award for Teaching Excellence
 - **Evie Burnet**, Teaching Professor of Kinesiology
 - **Irina Novikova**, Professor of Physics
 - **Giulia Pacini**, Professor of French & Francophone Studies
- A&S Award for Faculty Governance
 - **Marc Sher**, Professor of Physics
- Jennifer & Devin Murphy Faculty Award
 - **Seth Aubin**, Associate Professor of Physics
- A&S Faculty Award for Graduate Student Mentoring
 - **Denys Poshyvanyk**, Chancellor Professor of Computer Science

In addition to these A&S awards, many faculty members earned prestigious awards and fellowships and were named to leadership positions in their fields.

- [W&M news on faculty excellence](#)
- [Books published by faculty in 2023](#)

Professorships

- **Annie Blazer**, David L. Holmes Associate Professor of Reformation Studies and American Religious History
- **Christopher Del Negro**, Chancellor Professor of Applied Science
- **Jozef J. Dudek**, Margaret Hamilton Associate Professor of Physics
- **Leah Glenn**, William R. Kenan, Jr. Professor of Dance
- **Omiyemi Green**, 2024 University Professor for Teaching Excellence
- **Matthias Leu**, John M. and Helene W. Pitman Professor of Biology
- **Peter McHenry**, Paul R. Verkuil Professor of Economics
- **Jennifer Mellor**, Tang Professor of Economics
- **Saskia Mordijck**, Class of 1955 Associate Professor of Physics
- **Deborah Morse**, National Endowment for the Humanities Professor of English
- **Ashleigh Everhardt Queen**, 2024 University Teaching Professor for Teaching Excellence
- **Emily Wilcox**, Margaret Hamilton Professor of Modern Languages & Literatures
- **Andrea Wright**, Class of 1952 Associate Professor of Anthropology and Asian and Middle Eastern Studies
- **Kristin L. Wustholz**, Margaret Hamilton Professor of Chemistry
- **Douglas Young**, McLeod Tyler Professor of Chemistry
- **Gang Zhou**, Class of 2027 Professor of Computer Science
- **Kelebogile Zvobgo**, Gale & Steven Kohlhagen Associate Professor of Government

Arts & Sciences has been my home for the last several years and I know that because of my time in it, I am not only a much better student, but also a better person. I've been taught not to take the world at face value and instead to critically examine its mechanisms in order to improve it for future generations. The passion evident in every faculty member has left a lasting impression on me and I know that even in 20 years, I'll still remember the stories and lessons they've imparted to me.

- Becca Stamm '25, Government and Philosophy

Center for the Liberal Arts & COLL Curriculum

Charged as the faculty-driven creative force behind the COLL Curriculum, the CLA continued its work to support faculty in their implementation of COLL courses. The CLA funded 54 visitors for COLL 300 classes and supported 11 COLL 350 classes with visitors, supplies or trips. In addition, the CLA hosted workshops on course design for COLL 100 & COLL 150, strategy sessions for COLL 200 courses, and various orientations for new faculty. CLA Fellows also began the work of assessing the effectiveness of COLL 200 student learning outcomes, which will continue into the next academic year.

Committees

A&S faculty led the way in self-governance and service, and during the 2023-2024 academic year, our committees worked on numerous initiatives and projects in service to A&S and the university. Below are the standing A&S committees. We are grateful to all committee members and leaders for their dedicated service.

- Academic Status
- Awards, Prizes and Fellowships
- Degrees
- Diversity, Equity and Inclusion
- Educational Policy
- Faculty Affairs
- Graduate Studies
- Interdisciplinary Studies
- International Studies Advisory Committee
- Nominations & Elections
- Retention, Promotion & Tenure
- Teaching Faculty

Communications

In 2023-2024, the communications team focused its work on A&S identity/brand, content development, internal communications support, and advancement support. During the year, they met individually with A&S departments, programs and offices, conducting a broad needs assessment. They onboarded new A&S Communications & Web Specialist, Nick Saunders (doubling the size of the team!) and with the addition of his web expertise, began an in-depth audit of the A&S website and launched a web support request form to provide direct support to the more than 200 web users across A&S. The team also launched the A&S Communications Hub, gathering existing resources and helpful links in one place in the A&S Faculty Resources section of the website.

In 2023, A&S Communications produced the first-ever Arts & Sciences Annual Report sent to 40,000+ A&S alumni and donors and distributed an internal year-in-review report. In December 2023, they launched the newly redesigned A&S web landing page and began working with departments and programs to modernize and refresh their websites. They continue to partner with University Communications and University Marketing on joint initiatives and projects to enhance the visibility of A&S. During the spring 2024 semester, graduate student writer, Annie Powell, joined the communications team on a short-term basis to write news stories and other content to highlight the many achievements of faculty, students and staff in A&S.

Enrollment

In spring 2024, our A&S student body numbered **6,701 undergraduates** and **360 graduate students**.

At Commencement, we celebrated the graduation of **1,420 undergraduate students**, **17 Bachelor of Arts in International Honours students**, and **68 graduate students**.



Future of Arts & Sciences Initiatives

In support of strategic visioning for A&S, the Future of Arts & Sciences committee, composed of faculty, staff and student representatives, is tasked with collecting from throughout A&S reflections “on our future direction and where we want to be in five and in ten years.” During the spring 2024 semester, they began by gathering information about the structure, workings, and mission of Arts & Sciences at 30 other universities. They collected feedback from the W&M community, meeting with the Graduate and Undergraduate Student Assemblies, Council of Chairs & Program Directors, the Staff Assembly, and the Council of Arts & Sciences, and hosted two listening sessions for faculty and staff. The committee also received anonymous feedback through an online form. Additional sessions and outreach will take place in the fall. The information collected about other universities and the feedback received from students, faculty, staff, and alumni thus far will be summarized in a preliminary report, which the committee intends to complete by early June 2024. From this research, the committee plans to articulate several possible visions for A&S’s future and to seek feedback on these possibilities through a survey that will be circulated to faculty, staff, and students in fall 2024. Committee members will also continue to meet with various groups on campus to discuss what they have learned and to receive further feedback. A final report will be submitted and shared with all of A&S during the spring 2025 semester. Making recommendations and reaching conclusions will be a subsequent task to be taken on within A&S broadly, informed by what the committee learns.

William & Mary professors and staff care deeply about the graduate students they work with. I'd like to thank those (too numerous to list) whose support makes a difference every day, both for my own work and to the larger graduate community! I want to give a particular shout out to Sarah Glosson's amazing work in championing and organizing the new Graduate Center in Ewell Hall, which has already become embedded in grad student life!

- Thalia Chrysanthis
4th year PhD Candidate, History
President of GSA in 2023-4

Graduate Programs

The past academic year has been a time of change in Graduate A&S as well as a time of great anticipation. In January 2024, the A&S Office of Graduate Studies (OGS) welcomed a new Assistant Dean, Trey Mayo, who came to us by way of Virginia Tech and has been an outstanding addition to the OGS team. In February 2024, A&S launched the new Graduate Center in what was formerly the Music Library in Ewell Hall. This dedicated space provides a central location for a range of professional development activities benefiting our graduate students, as well as a place for these students to meet, study and relax.

On the near horizon is the creation of a proposed new School of Computing, Data Sciences and Physics (SCDSP), a research-intensive unit that will welcome roughly 47% of all the graduate students who are currently part of Arts & Sciences. In anticipation of the launch of this school, the A&S Graduate Studies Advisory Board (a board of accomplished and dedicated alumni and donors) voted unanimously to begin the process of expanding their scope so that they may benefit graduate students in both A&S and SCDSP.

Hiring

This year A&S authorized recruitment for 43 full-time tenure-eligible and teaching faculty positions: 25 tenure-eligible/tenured, and 18 teaching faculty. Of TE searches, unfortunately 9 were unsuccessful. However, we are delighted to have 15 signed offers and one offer pending, with a few of those positions starting in January or August 2025. Of the 18 authorizations for teaching faculty positions, 12 are contracted to-date.

An additional 26 searches were authorized for limited-term visiting teaching faculty or teaching post-docs, with 9 contracted to-date. Some visiting positions were authorized to replace the unsuccessful TE searches, retirements and unanticipated vacancies. There are quite a few searches still in progress and we look forward to their successful completion.

Progress Toward Inclusive Excellence

In 2023-2024, Arts & Sciences committed to three goals under the Access and Success pillar of the Inclusive Excellence Plan which seek “to increase the diversity of W&M's undergraduate, graduate/professional student body, faculty and staff to deepen our skills and talents.”

Arts & Sciences' commitment to attract, recruit and retain a diverse faculty and staff community is evident in our hiring and retention practices. The demographic profile of new staff colleagues hired between January 1, 2024-May 24, 2024, includes 56% female, 44% male, 11% Black or African American, 22% Asian, and 67% White.

Some searches are still ongoing so data in this paragraph represents searches concluded as of May 21, 2024. The demographic profile of the incoming fall 2024 full-time faculty cohort (n=27) comprises 44% faculty of color and 56% White colleagues, 52% female and 48% male. Of the tenure-eligible faculty within this group (n=15), 40% identify as Asian, 7% as Black or African American, and 53% as White. Among teaching faculty (n=12), 18% identify as Asian, 18% as Black or African American and 64% as White. Of the fall 2024 tenure-eligible and teaching faculty cohorts, faculty of color comprise 46% and 29%, respectively. Female faculty comprise 60% of the tenure-eligible and 40% of the teaching faculty cohort.

The Arts & Sciences Committee for Diversity, Equity, and Inclusion (CDEI), oversaw a comprehensive review of SMART diversity, equity, and inclusion goals submitted by units in spring 2024 and, in support of the university's goals to attract and retain a diverse undergraduate student body, met with and submitted recommendations to Jeremy Martin, Vice President for Strategy & Innovation.

To strengthen the recruitment and retention of diverse graduate students, the Arts & Sciences Office of Diversity, Equity and Inclusion partnered with the Office of Graduate Studies, Office of Student Veteran Engagement, International Students, Scholars & Programs, Graduate Council and Graduate Student Assembly to convene the second annual virtual graduate welcome.

Four strategic initiatives support Arts & Sciences' affirmation of diversity and inclusion as vital components in academic excellence.

The **Insights from Within** annual community conversation explored mentoring experiences in Arts & Sciences in breakout sessions and a panel featuring leaders and participants of mentoring programs in Chemistry, Physics, and Biology.

The **Arts & Sciences Inclusive Inquiry Speaker Series** in spring 2024 featured a two-day film festival with screenings of two films and a keynote speech by Omar Kamara '15 (Economics), and short films from Richmond-based Cadence Theatre Company's Sitelines BLM ACTION initiative, led by Omiyemi Green.

AFFURM Faculty Network was launched in fall 2023 as a mentoring, community-building, and faculty success initiative and is comprised of two dozen faculty who joined A&S from 2020-present. In its first year the program featured four faculty-led workshops and two in-person gatherings.

Open Inquiry Awards support faculty efforts to promote open inquiry of diverse experiences and perspectives in existing or new non-COLL courses. Faculty from Modern Language and Literatures, Anthropology, Computer Science, English, Asian Pacific Islander American Studies, Philosophy, American Studies, Theatre & Dance, and Gender, Sexuality, and Women's Studies were among the award's inaugural recipients.

Registration

In spring 2024, we collaborated with the Registrar's Office to launch a new registration system, PATH, and wait-list function for managing course registration. The primary goal of introducing the new system was to alleviate the strain placed on Banner and avoid mid-registration system failure. The new system succeeded in this, remaining stable throughout cart building.

Additional goals were to reduce student stress by shifting registration to an untimed environment (PATH allowed a full week for cart building), and to gather comprehensive data to help us understand student priorities and course needs. While course enrollment continues to be a challenge, our office is committed to addressing these challenges and ensuring a timely graduation for all students.

Research & Grants

Faculty continued doing the high-quality research for which W&M is known, winning external grants, and building new collaborations globally, locally, and within the university. We allocated approximately \$245,000 internally this year to support faculty research and events via the Faculty Grants Fund.

In addition to internal funding awarded, faculty secured significant external funding. Below are the external funding totals for A&S FY24 to date (7/1/2023-5/24/24). **Please note, these totals are incomplete and unaudited; final totals will be available after the close of the fiscal year.**

- 231 external proposals totaling \$60,033,443
- External grant funding: \$13,684,065,174 awards
- Of the above award totals, \$627,362 represents 40 external student and faculty fellowships

Scholarly Perspectives Series

Over the course of several weeks this spring, scholars from William & Mary and across the globe engaged the campus community as part of a faculty-initiated series devoted to the Middle East. "Scholarly Perspectives: Spring 2024 Series on the Middle East," was initiated by a faculty consortium of members from anthropology, Asian and Middle Eastern Studies, Global Studies, Government, History, Judaic Studies and International Relations, with support from the Reves Center for International Studies and A&S. True to the values of our community, students and faculty turned out in high numbers to these sessions, listening, asking thoughtful questions, and engaging with respect and curiosity. I'm grateful to our faculty and the Reves Center for helping set in motion the first of hopefully many opportunities to learn and engage in dialogue about this important topic.

The Faculty at William & Mary have truly created such an amazing learning experience for me and countless other students. Coming from an academic family, I understand the hard work that comes with teaching and caring for students. The time and energy that our faculty puts into their interaction with students is incredibly palpable, and I know that I feel immensely lucky to get the opportunity to work with such amazing scholars every day at William & Mary! I have appreciated any and every opportunity to learn from our faculty, whether that be academically, professionally, or personally. The faculty truly make the William & Mary experience what it is, and every student that I know appreciates and cherishes the ability to learn from such a wonderful group!

- Terra M. Sloane '25,
Government and Gender,
Sexuality, & Women's Studies

The faculty and staff in Arts & Sciences have given me so many opportunities to explore my academic passions and find new interests. My self-designed major allowed me to spend time learning in a number of different disciplines, yet my professors always encouraged me to take a step back and see how everything connects. I am so grateful to have professors who are committed to teaching and push us to think in new ways. My time in Arts & Science has reinforced my love of learning!

- Sydney Thayer '24, Sustainable Development & Environmental Policy



School of Computing, Data Sciences and Physics

We continue to work closely with our partners in the proposed new School of Computing, Data Sciences and Physics (SCSDP) to ensure a smooth transition and the continuance of our shared values to provide a seamless experience for students. We eagerly anticipate the arrival of a new Dean and look forward to partnering closely with them as we move through the administrative transition of four A&S units into SCSDP.

Student Success

The Committee on Academic Status hears individual student requests for exceptions to academic rules and regulations, reviews the progress of students in academic difficulty at the end of each semester and makes a determination of status (e.g., academic warning, probation, required withdrawal). During Summer 2023, the Committee on Academic Status hosted a retreat along with campus colleagues to identify efficiencies and map out a path forward in moving the administrative work of the committee from the Dean of Students' Office to A&S. In January, the Office of Undergraduate Academic Affairs (OUAA) hired Chris Wlosinski in a newly defined position, Assistant Director for Academic Exceptions. She will be the main advising point of contact for students and support them in navigating these processes.

Tenure & Promotion

The Committee on Retention, Promotion and Tenure supported another robust group of candidates this year. 8 Assistant Professors were awarded tenure and promoted to Associate Professor, and one new hire was reviewed for tenure as well as promotion to the rank of Full Professor. In the spring, 9 Associate Professors were promoted to Full Professor. Many congratulations to all these colleagues. We look forward to celebrating their achievements at a dinner in the fall.

Writing and Communication Center

The Writing Resources Center rebranded in Fall 2023 as the Writing and Communication Center. The new name better describes the broad range of support provided to students working on academic essays as well as presentations, personal statements, podcasts, video essays, and other forms of multimodal communication. In AY 2023-24, trained peer consultants provided individual support to 808 students in 1,674 sessions. To better support students preparing medical school applications – as well as those taking summer courses – the WCC opened a summer online writing center starting in 2023 and continuing in 2024. We are grateful to the generous A&S donors who made these summer hours possible.

Vision 2026

As part of the university's strategic plan, Vision 2026, A&S has three strategic actions, which follow, along with updates on our progress toward these goals:

- **Establish an Arts & Sciences Graduate Center to support doctoral, master's, post-baccalaureate and certificate students and coordinate mentoring faculty.**
 - As stated in the Graduate Programs section, we successfully launched the Graduate Center this academic year, on the second floor of Ewell Hall, and students are already using this thoughtfully redesigned space.
- **Create an A&S Humanities and Humanistic Social Sciences hub to encourage impactful humanistic curriculum (in collaboration with the Center for Liberal Arts) and to support faculty scholarship and student research (in collaboration with the Charles Center).**
 - We have pivoted slightly on this initiative because of an opportunity from the National Endowment for the Humanities. In February 2024, a group of faculty and administrators in A&S submitted a grant proposal to NEH (Humanities Research Centers on Artificial Intelligence) to provide seed money for The Informed Citizenry Project, a proposed research center at William & Mary designed to investigate the ethical, social, and cultural implications of artificial intelligence (AI) technology through humanistic theoretical frameworks and methods that are centered around the concept of "AI literacy" as a key component of "informed citizenry." We see this center as an advance on our original idea because it brings together faculty from A&S and the School for Computing, Data Sciences & Physics, while maintaining a focus on the humanities and especially on the Vision 2026 priority of democracy. We are proud of the vision we articulate in the proposal and we look forward to implementing it whether with NEH or other support.
- **Highlight the important role of Arts & Sciences in advancing the liberal arts mission of W&M through transformational scholarship and research and life-changing undergraduate and graduate education.**
 - We have expanded our capacity to promote the important role of Arts & Sciences with our communications team, which is executing a long-term brand/identity discovery process for A&S and developing a content strategy to convey the impact and value of a liberal arts and sciences education.
 - The Future of Arts & Sciences initiative seeks to understand the possibilities for Arts & Sciences moving forward, taking us closer to a defined identity, unified and codified mission, and goals for the next five and ten years. This clarity will help us articulate and promote the liberal arts mission of W&M even more effectively as we serve the next generation of students.



From the Dean | Looking Ahead

As we wrap up this academic year and look to the future, we know the upcoming year will bring many new experiences, some challenges, and most of all, opportunities to engage our highest and best abilities in service to the students we mentor and teach, and to further our scholarship, research, and contributions to the broader academic community.

In the coming year, I look forward to continuing to move forward our strategic visioning discussion, hearing from as many of you as possible on what is most important to you for the future of Arts & Sciences. I'm grateful for the Future of A&S committee's independent work and I urge you to engage with them. They are here to listen, gather and synthesize information.

As we move into the future, resourcing A&S is vital and I anticipate working with the Provost's office and external consultants to analyze our current budget and determine where and how we can improve our current practices. Additionally, we continue to explore the reorganization of administrative support in A&S to ensure a better work balance for our valued administrators and increase efficiency. As we prepare for the next W&M campaign, we will identify and collectively work toward A&S campaign priorities.

Support and visibility for ALL of the liberal arts & sciences - the arts, humanities and social sciences, as well as STEM - will continue to be a vital priority. I look forward to closely partnering with the new dean of the SCDSF to ensure positive outcomes for students, faculty and staff in A&S as well as SCDSF. Ahead lie rich opportunities to highlight the important work happening across Arts & Sciences, in classrooms and common spaces, hallways and halfway (or all the way) around the world.

I'm grateful to work alongside you. Thank you for making it a wonderful year for Arts & Sciences. I wish you a restful summer and look forward to everything ahead in the 2024-2025 academic year.

Best wishes,



Suzanne Raitt
Dean of the Faculty of Arts & Sciences
Chancellor Professor of English

