Interim Dean John Sloop called the meeting to order at 4:15 p.m. in Wilson Hall 126. Approximately 100 faculty members were in attendance.

Dean Sloop announced that a meeting for department chairs and program directors has been scheduled for Thursday, December 18, to discuss the changes to the Vanderbilt retirement plan. If faculty members have questions or concerns about the changes, he requested that everyone send them to their respective department chair or program director so that he or she can bring them up at the meeting.

1. Presentation of the undergraduate advising and teaching awards.

Associate Dean Roger Moore presented Daniel Morgan, senior lecturer in earth and environmental sciences, with the Ernest A. Jones Faculty Adviser Award. Senior Associate Dean for Undergraduate Education Karen Campbell presented Robert Isherwood, adjunct professor of managerial studies, with the Harriet S. Gilliam Award for Excellence in Teaching by a Senior Lecturer or Lecturer. She then presented Alan Wiseman, associate professor of political science, with the Jeffrey Nordhaus Award for Excellence in Undergraduate Teaching in the Social Sciences; Seth Bordenstein, associate professor of biological sciences, with the Jeffrey Nordhaus Award for Excellence in Undergraduate Teaching in the Natural Sciences; and Leonard Folgarait, professor of history of art, with the Jeffrey Nordhaus Award for Excellence in Undergraduate Teaching in the Humanities. The faculty applauded each of these recipients.

2. Presentation of the graduate teaching and mentoring awards.

Senior Associate Dean for Graduate Education Vicki Greene presented Andrew Hines, in absentia, from the English department, with the Outstanding Graduate Student Teaching award; Clara Mengolini, from the Spanish and Portuguese department, with the Outstanding Graduate Student Teaching Assistant award; David Furbish, professor of earth and environmental sciences, with the Excellence in Graduate Teaching award; and David Zald, professor of psychology, with the Excellence in Graduate Mentoring award. The faculty applauded each of these recipients.

3. Approval of the Minutes of the Faculty Meeting of October 21, 2014.

There were no comments or questions, and the Minutes were approved.
4. Review of the Minutes of the Faculty Council meeting of December 2, 2014.

Professor Beth Conklin, Chair of Faculty Council, explained that the draft Minutes of the December Council meeting provide an update on three issues: a.) A voting rights policy, for faculty members in interdisciplinary programs, is being developed by an ad hoc committee. The ad hoc committee is composed of Professors Eva Harth, Tiffany Patterson, and Ruth Rogaski, the latter chairing the committee; b.) Council plans to continue the discussion regarding the Concur travel expense and reimbursement system. She thanked faculty members for sharing their experiences with Concur—Council collated 18 pages of single-spaced comments and passed them on to Professor Paul Lim, Chair of the Faculty Senate. Professor Conklin stated that Professor Lim met with Vanderbilt administrators this morning to discuss Concur, and she understands that some changes to Concur are being implemented; and c.) Clarifying and publicizing Vanderbilt’s policy regarding sexual misconduct, especially as it applies to graduate students working off campus. Professor Tiffiny Tung is leading this effort. There were no questions or comments about the Minutes or about the new course description.

5. Executive Motion Calendar.

From the Committee on Educational Programs (CEP):

A. Proposed revision of the Communication Studies major and minor. Professor Conklin explained that the Communication Studies major and minor have not been revised in a long time and the department faculty can, with the proposed changes, offer all of the courses that students need to complete the major. There were no other comments or questions, and the faculty approved the revision of the Communication Studies major and minor.

B. Proposed revision of the Mathematics major. Professor Conklin explained that the Mathematics department proposes to clarify in the Catalog which calculus sequence students should take. There were no other comments or questions, and the faculty approved the revision of the Mathematics major.


Dean Sloop delivered the annual State of the College Address. Highlights of his Address are summarized below.

Dean Sloop thanked his colleagues in the A&S Dean’s Office and Nancy Wise for their help in putting together the Address.

Undergraduate education. Dean Sloop stated that the College of Arts and Science received more than 20,000 applications for this year’s incoming class, and the four Vanderbilt undergraduate schools received approximately 30,000 applications in total. Over 90% of this year’s incoming class ranked in the top ten percent of their high school graduating class, and nearly 300 of them are national merit scholars. The average SAT score of the incoming class is 1470. He explained that the student body is becoming
more diverse; 36% of this year’s Arts and Science incoming class characterize themselves as belonging to a minority ethnic group, which is a significant increase from 2004, when only 22% characterized themselves as belonging to a minority ethnic group. By comparison, 55% of the incoming class characterize themselves as white, which is a significant decrease from 2004 when 71% characterized themselves as white. Arts and Science students are becoming more regionally diverse as well, drawing students from the Northeast, Midwest, and West; the top five states from which A&S undergraduate students come are Tennessee, Illinois, New York, Florida, and California. Vanderbilt is making progress better reflecting the cultural and geographical diversity of the world, he said. Critical to this end is building a community at Vanderbilt. Dean Sloop played a brief video in which Douglas Christiansen, vice provost for university enrollment affairs, explained that Vanderbilt seeks students who are vested in their communities, people who are passionate and excited about a particular cause or community activity. Vanderbilt prefers students who make a significant difference and add value to a community, rather than students who belong to numerous groups or clubs without true, reflective commitments for positive change.

At Commencement 2014, Economics had the most A&S majors, as it has for the recent past, followed by Medicine, Health, and Society, Psychology, and English. Communication Studies and contract (INOT) majors were also in the top ten most popular majors, although Dean Sloop noted that A&S would prefer fewer INOT majors. It is important, he added, that A&S students are offered and experience the full range of the liberal arts.

Vanderbilt offers 90 study abroad programs in 36 different countries, and in each academic year approximately 11% of the student body participates in a study abroad program. Dean Sloop stated that he would like to see this number increase and that donors are very interested to help make study abroad programs more affordable and accessible to all students.

Last year’s Graduating Student Survey (GSS) reveals that over 51% of Arts and Science students participated in a research project or creative expression project with a faculty member outside of the classroom, almost 27% completed an independent study or research project, and almost 13% published or presented a paper off-campus. The survey also reveals that over 55% of graduates seeking full-time employment secured a position before graduation, which is much higher than the national average, he continued. Many other graduates, approximately one-third of the total, continued their academic studies at graduate or professional schools. Of those students who gained full-time employment, almost 12% work in financial services, 11% in healthcare, 10% in education, and 9% in business. Top employers of Vanderbilt graduates are Teach for America, Deloitte Consulting, the Peace Corps, and the French Ministry of Education (as English instructors). Dean Sloop emphasized that over 98% of 2012 graduates reported that they were employed or pursuing further education as their primary activity 12 months after graduation.
Graduate education. Dean Sloop stated that the number of completed applications to Arts and Science graduate programs this year was about the same as last year. Of 478 offers made to 15% of those who completed applications, 193 students accepted. Moreover, of the students who accepted offers this year, 50% were women, 5% were African-American, 7% were Hispanic, and 27% were non-U.S. citizens. Based on these numbers, Dean Sloop remarked that Vanderbilt has to work on increasing diversity in its graduate student body; graduate students are future faculty members. This year, Arts and Science has 845 graduate students enrolled in 24 graduate programs. Financial aid to graduate students this year from Vanderbilt sources, including wages, stipends, and scholarships, totals $32.1 million.

Faculty. There are 96 endowed chairs in the College of Arts and Science, 21 of which have been created since January 2012. Dean Sloop stated that increasing the number of endowed chairs has been a major initiative of Vanderbilt and A&S. Endowed chairs provide a flexible funding source; they last forever and can rollover and be subdivided. Vanderbilt is seeking more donors to fund endowed chairs, especially in the social sciences and for female faculty members, both being underrepresented at present.

Fifteen new tenured and tenure-track faculty members were appointed this year, of whom six were women and eight identified themselves as belonging to a minority ethnic group. Seven of the fifteen were appointed to a department or program in the social sciences, and five were appointed to a department or program in the natural sciences.

Diversifying the Arts and Science faculty is an ongoing process, Dean Sloop explained. The diversity of the faculty by ethnicity and by gender decreases as rank increases, but the figures are improving, especially by gender. In 2013-14, women held 33 of the 70 assistant professorships and 42 of the 103 associate professorships, but only 43 of the 203 full professorships. On the other hand, minorities held 17 of the 70 assistant professorships, 16 of the 103 associate professorships, and 28 of the 203 full professorships.

External funding this year for faculty research projects was $41.2 million, which Dean Sloop stated was a remarkable achievement given the decrease in federal funding to research agencies. He thanked all the faculty and staff members who worked on funding proposals.

Since the inauguration of the Vanderbilt Visions program in 2006, over 100 A&S faculty members have participated as faculty VUceptors and approximately half of all faculty VUceptors have been A&S faculty members. Between 2011 and 2014, more than half of all A&S VUceptors were senior lecturers or lecturers, 17% were associate professors, and 15% were full professors.

The Dean’s Office completed 27 faculty actions last year, Dean Sloop stated, which will be about the same as this year. Five Arts and Science faculty members were promoted to full professor, seven were promoted to associate professor with tenure, and thirteen were reappointed.
**Arts and Science staff.** There are 257 staff members in the College of Arts and Science, 95 of whom are supported by restricted funding sources such as grants, contracts, or faculty members’ research funds, while the rest are supported primarily from the Arts and Science operating budget. Dean Sloop stated that staff members work hard to support the numerous and various functions of the college, including the academic departments, the interdisciplinary programs and centers, some student support services, and the faculty. Staff persons make things happen, he said. Yet, the staff is a disheartened group of people, he continued, mainly because of the large number of significant changes that have been made by the Vanderbilt administration over the past several years—without sufficient feedback from the people who would be directly affected by them. Moreover, many staff members are experiencing the psychological effects of the layoffs that were made in the Medical Center. Dean Sloop explained that he cannot change most of these decisions, because they were made by higher-up administrators, such as those in Human Resources, but he can convey staff concerns to the Vanderbilt administration. He urged faculty members to show staff members that they are valued members of the Vanderbilt community.

**Finance and Administration.** Several building projects were finished last year or over the summer. Dean Sloop explained that Mathematics’ offices and classrooms in Stevenson were renovated; the roof of Garland Hall was replaced; the stage floor in Neely was replaced; the HVAC system in Cohen was modified; and security cameras were installed in A&S buildings. Vanderbilt has a beautiful campus, he continued, and it is important to maintain the buildings properly and keep the facilities up to date; delaying maintenance projects is very costly in the long run.

Many Arts and Science expenses are fixed, including salaries and benefits, student financial aid, and IDS taxes. Salaries and benefits constitute more than 45% of the budget, IDS taxes constitute more than 24%, and student aid constitutes more than 16%. These fixed expenses are a very large portion of the overall budget and make it difficult to significantly alter the budget from year to year.

**Opportunity Vanderbilt Fundraising.** Dean Sloop emphasized that Opportunity Vanderbilt has changed the composition and quality of Vanderbilt’s student body in remarkable ways, and it will continue to do so. Donors are very interested and excited to help fund this program—since fall 2008, more than $58 million has been raised for A&S student scholarships. Moreover, Dean Sloop reported that donors were also excited to help fund other A&S programs. New gifts and pledges to the College of Arts and Science totaled $25 million last year, a significant increase from the $15.8 million raised in 2013. This is a gigantic figure, he said, and he thanked Jonathan Petty, associate dean for development, for his hard work. In fiscal year 2014, unrestricted giving to Arts and Science totaled more than $2.8 million, from more than 10,000 individual donors. The average gift was $2,232, which is a high figure. Dean Sloop stated that he has received some feedback from departments that Development and Alumni Relations (DAR) is not being responsive to their concerns, but he assured faculty members that Dean Petty is strongly dedicated to
listening to the faculty. He encouraged departments to communicate with their specific contact person in DAR, and, if that does not help, then they should discuss the issue directly with him.

**Other Items of Interest.**

a. **The Vanderbilt Academic Strategic Plan.** At present, Vanderbilt is planning the best way to implement the Strategic Plan. Dean Sloop stated that he liked the Academic Strategic Plan; it is an ambitious undertaking, the four foundational principles of which are: 1. Offering students a rich and diverse intellectual community that educates the whole person and cultivates lifelong learning; 2. Investing in multidisciplinary programs that address important problems facing society; 3. Developing programs that offer solutions to pressing healthcare problems; and 4. Transforming education through technology and research. For the second goal, 109 TIPs (trans-institutional programs) proposals from across Vanderbilt were submitted by the deadline, which is a larger number than expected. Dean Sloop stated that many of these proposals have very creative ideas. While not all of these proposals will be funded, he said that this program has already succeeded in the sense that it encouraged faculty members from various departments and schools within Vanderbilt to have conversations with each other. For the first goal, each Vanderbilt undergraduate school is expected to develop an immersion experience for students, to encourage every undergraduate student to engage in a creative and independent project. Leading the A&S efforts in this regard is Associate Dean Russell McIntire, to whom ideas for an A&S immersion experience should be directed.

b. **Digital Initiatives.** Dean Sloop stated that although the College of Arts and Science will not be offering online courses to the general public for credit, A&S is following up on some digital initiatives. For example, he said that Professor Jay Clayton is noteworthy for his online course, “Online Games: Literature, New Media, and Narrative,” which has been offered twice to almost 65,000 students. He explained that the Vanderbilt Institute for Digital Learning (VIDL) provides resources and support for digital projects and digital learning, including seed money for teaching and research projects. One such funded project is Professor Ifeoma Nwankwo’s “Wisdom of the Elders” program, which he said is a fascinating look at elder African-Americans in the Middle Tennessee area. Other digital resources are also available on the Vanderbilt campus, including the Digital Humanities Discussion Group at the Robert Penn Warren Center. Many of these digital initiatives, Dean Sloop noted, have interesting connections to the Vanderbilt Academic Strategic Plan.

c. **Safety and security on campus.** Dean Sloop stated that everyone at Vanderbilt is concerned about sexual misconduct on campus and about campus safety in general. Vanderbilt is determined to establish a culture of reporting sexual misconduct and fair processes to hold people accountable for their actions. Vanderbilt has updated its sexual misconduct policy for students to reflect the latest Federal guidelines. Moreover, every new student at Vanderbilt this fall completed an online training module about how to prevent and address power-based personal violence, including sexual assault. Vanderbilt has also created a new home for Project Safe for sexual misconduct prevention and
response. It moved out of the Women’s Center and expanded its staff in order to
generate greater support from and to better serve the Vanderbilt community. Project Safe
is a one-stop shop for information, advocacy, resources, help in a crisis, and self-defense
training. Its goal is to make sure that people feel comfortable reporting acts of violence
and getting help. Project Safe’s services are free and confidential and are available 24
hours a day, seven days a week. Other Vanderbilt safety measures include a highly-
trained police force (VUPD), which distributes email updates about incidents, a card
access system to the residential halls, numerous blue-lighted safety kiosks on campus
with which people can directly communicate with the police, security cameras, and safety
awareness programs for students, faculty, and staff. Dean Sloop encouraged everyone to
lock their doors and valuables and to report any suspicious activity to the Vanderbilt
police department; it is better to be safe than sorry. VUPD escorts are also available to
walk people to their cars.

Faculty members thanked Dean Sloop for his presentation. In response to a question,
Dean Sloop stated that the drop in the number of undergraduate applications to
Vanderbilt from 2013 to 2014 was due to a software problem with the Common
Application. Many universities were affected by this problem, and, if it were not for it,
Vanderbilt probably would have had another record year for the number of undergraduate
applications, he said. Most donors, he responded to several faculty members, want to
give back to their undergraduate experience and want to give to something specific, such
as to Opportunity Vanderbilt, study abroad support, or endowed chairs. In order to raise
more money from donors for graduate education, Dean Sloop proposed that Vanderbilt
consider framing the funding appeals differently in order to highlight the importance of
all stages of post-secondary education—undergraduate, graduate, post-doc, and faculty.
While the charts in the powerpoint presentation indicate that almost $3 million in
unrestricted funds was raised from donors last year, much of this money has already been
committed to particular areas and cannot be redistributed. To show support for the staff,
Dean Sloop suggested that Faculty Council, as the representative body of the faculty,
could make a statement about this issue. Other strategies might be considered as well, he
said. Dean Sloop asked faculty members to contact him if they have any further
questions about the State of the College Address.

7. Results of the referendum on the proposed revision of the A&S Rules and Procedures.

Dean Sloop announced that the A&S faculty has approved the proposed revision of the
A&S Rules and Procedures for Faculty Appointments, Renewals, Promotions, and
Tenure. In an electronic ballot that ended on Friday, December 5, 152 faculty members
voted to approve the proposed changes and 8 voted against.

8. Original Motion Calendar.

No issues were raised.
9. **Good of the College.**

No issues were raised.

10. **Adjournment.**

The meeting adjourned at 5:30 p.m.

Respectfully submitted,

Lesley Gill,
Secretary of the Faculty