Dean Carolyn Dever called the meeting to order at 4:15 p.m. in Wilson Hall 103. Approximately 75 faculty members were in attendance.

1. **Health Plus reminder.**

Marilyn Holmes, the Manager of Vanderbilt’s Health Plus, presented a brief overview of the *Go for the Gold* program and reminded faculty members that the deadline for completing this year’s program is October 31 if they wish to receive benefits in 2012. The Health Plus facilities are located on top of Kensington Garage, which is at the corner of 25th Avenue South and Kensington Avenue.

Ms. Holmes explained that there are three steps or levels of achievement in the *Go for the Gold* program and that employees receive wellness credit in accordance with the level they achieve: Bronze – $120, Silver – $180, and Gold – $240. The three steps can be completed online at and more information about the program is available from [www.vanderbilt.edu/goforthegold](http://www.vanderbilt.edu/goforthegold). Unlike previous years in which the wellness credit was applied directly to employee paychecks, next year the credit will be applied to Vanderbilt employee health plan accounts. In this way, the wellness credit is not taxed and can be used to pay healthcare expenses for spouses or dependents covered by the employee’s health plan. In effect, she continued, the wellness credit offsets the amount of the deductible of the health insurance plan or can be used to meet co-insurance requirements. If an employee does not use the entire wellness credit in a particular year, the remaining credit will roll over to the next year, up to $1000 or four years. Employees do not need to take any action themselves, for the health insurance companies will administer the credit and provide information about the balance of an employee’s current wellness credit. This wellness credit is distinct from a Flexible Spending Account (FSA) and from a Health Reimbursement Account (HRA). Ms. Holmes emphasized that all of the personal information collected from employees for the program is kept strictly confidential—the personal information is not even shared with other Vanderbilt departments. She encouraged faculty members to participate in the program, learn about their health status, and take action to improve their health. Faculty members then applauded Ms. Holmes for her presentation.

2. **New Book-ordering Procedure for spring 2012 courses.**

Cory St. John, the general manager of the new Barnes and Noble bookstore at Vanderbilt University, which will be located at 2525 West End Avenue, introduced himself and Holly Scott, the new textbook manager, to faculty members. He stated that the bookstore will open to the Vanderbilt community on Monday, October 31, at 8:00 a.m., with free
continental breakfast treats, and then to the general public at 10:00 a.m. The bookstore, he explained, has 27,000 square feet of space on two levels, and it will sell textbooks, Barnes and Noble trade titles, clothing, and gifts. It will also have a technology store, one of the few Barnes and Noble bookstores in the country to have one, and a café, which will serve Starbucks coffee and will have a patio. Mr. St. John stated that he is excited to be part of the Vanderbilt community and looks forward to meeting faculty members, perhaps at one of the bookstore’s faculty/staff appreciation events.

Mr. St. John noted that mid-November is the deadline for ordering books for spring, 2012, courses. The new bookstore does not have copies or records of course book orders from last spring’s courses, so faculty members need to submit book orders to them as soon as possible. Book orders can be submitted to them through their website (www.vubookstore.com), which is the preferred method, by e-mail, or in person. The website has a helpful ordering guide and a database of 500,000 textbook titles. Foreign books will be available for ordering as well. Detailed instructions for ordering course books will be sent by e-mail to all faculty members soon. The bookstore will also be able to provide customized course materials, such as etextbooks and Nook study tips. Course book orders from fall, 2011, are being uploaded to their website, so they should be available when it is time to order books for fall, 2012, courses. While the website will keep course book orders on record for only two years, the bookstore itself will keep the records for a longer period. The A&S faculty welcomed Mr. St. John to Vanderbilt and applauded him for presenting much useful information.

3. Approval of the Minutes of the Faculty Meeting of September 20, 2011.

There were no comments or questions, and the Minutes were approved.


There were no comments or questions.

5. State of the College Address.

Dean Dever delivered the annual State of the College Address. A copy of her visual presentation is attached to these Minutes. Highlights of her Address are summarized below.

Dean Dever explained that the mission statement of the College of Arts and Science reflects our strengths and aspirations: To attract and teach a diverse, high-quality student body; to appoint faculty members who are dedicated to undergraduate and graduate teaching; and to engage in cutting edge research, scholarship, and creative expression in the liberal arts and sciences.

Undergraduate education. Dean Dever stated that of the 4,238 undergraduate A&S students enrolled this year, 27% identified themselves as a member of an ethnic minority group, 62% as white, and 5% declined to identify their ethnicity. Many undergraduates
come from the South (43%), while the rest come from a broad range of American regions and from foreign countries. New York surpassed Texas this year as the state from which the most undergraduates come, and approximately 11% come from Tennessee. A&S received more than 18,700 applications for this year’s incoming class, which is more than double the number from just five years ago, outpacing national averages. The average SAT score of the incoming class increased more than fifteen points from last year, which is an incredible gain considering that every point increase in this variable indicates remarkable progress.

Changes in the selection of majors shows an interesting pattern, Dean Dever continued, in response to information requested at the October Faculty Council meeting by Professor Malcolm Getz. Over the past ten years, the selection of majors has remained largely steady, with Economics, Political Science, Psychology, English, and Mathematics having the most majors, in that order, although Medicine, Health, and Society has risen from not having a major five years ago to having as many majors as Political Science in 2011. She noted that A&S offers 48 undergraduate majors and 48 minors from 22 departments, 13 interdisciplinary programs, and 13 research centers.

Vanderbilt offers 93 study abroad programs in 24 different countries, and several more programs are under consideration. More than 650 Vanderbilt students participated in Vanderbilt-sponsored study abroad programs in 2010-11, of which 68% were A&S students and 24% attended A&S international Maymester programs. The most popular study abroad program is Vanderbilt-in-France, with 51 students last year, and it celebrated its 50th anniversary in 2011.

Dean Dever explained that many interesting statistics can be found from the Graduating Student Surveys (GSS). For example, 65% of A&S students completed at least one internship during their undergraduate careers and 58% completed two or more internships. Moreover, approximately 39% of graduating seniors taking the survey stated that they planned to pursue full-time employment after graduation while an equal number planned to pursue graduate or professional school. Remarkably, these numbers have remained steady over the past three years. She pointed out to department chairs in particular that GSS survey data are available by department on the VIRG website. These surveys disclose useful information about a department’s majors and their experiences within the department.

**Graduate education.** Dean Dever stated that the quality of graduate students enrolled in A&S graduate programs has made impressive strides over the last few years. This fall, A&S has 876 graduate students enrolled in 26 graduate programs. The number of enrolled graduate students has increased 14% in five years. Other important variables have improved as well, such as completed applications (up 52% over five years) and offers (from 15% of completed applications five years ago to 11%). The ratio of offers to acceptances has remained relatively stable at 47-48%. Of all the students who accepted offers this year, 54% were women, 5% were African-American, 4% were Hispanic, and 25% were non-U.S. citizens. These figures have all remained steady for the past five years, as have average GRE scores. Financial aid to graduate students from Vanderbilt
sources totals more than $37 million, of which $27 million comes from unrestricted operations, while the rest comes from restricted operations. These monies, she continued, represent only part of Vanderbilt’s significant and increasing investment in graduate education.

**Faculty.** Dean Dever reported that nineteen new A&S tenured and tenure-track faculty members have begun their appointments this year, of which three are named chairs, five are full professors, one is an associate professor, and thirteen are assistant professors. Moreover, of the nineteen, seven are women and five are members of underrepresented minority groups. She urged faculty members to welcome these new faculty members to the Vanderbilt community.

A&S is striving to improve the gender diversity and ethnic and racial diversity of the faculty, but Dean Dever commented that the statistics are sobering. Women constitute approximately 19% of full professors, 39% of associate professors, and 40% of assistant professors. Ethnic minorities constitute approximately 13% of full professors, 19% of associate professors, and 23% of assistant professors. This last figure is one of which she is proud, Dean Dever said, although A&S still has a long way to go.

Last year, the College of Arts and Science had 392 tenured and tenure-track faculty members, one of whom retired at the end of the year (Professor Emeritus Charles Scott). This figure is an all-time high. Five A&S faculty members were promoted to full professor, eleven were promoted to associate professor with tenure, and thirty-one faculty members were reappointed.

External funding for faculty research projects declined slightly this year to $43 million, from $45 million last year, yet this amount is a significant increase from the $32 million granted in 2005.

**Finance and Administration.** Dean Dever reported that A&S has 422 total staff members, of which 228 are supported by restricted funds such as grants, contracts, or faculty members’ research funds and 115 are research associates or senior research associates.

Several renovation projects of A&S buildings and facilities were completed last year, she continued, including the transfer of the Political Science department from Calhoun Hall to The Commons Center, along with its affiliated research centers (Latin American Public Opinion Project, the Center for the Study of Democratic Institutions, and Research on Individuals, Politics and Society). For the first time, the Political Science department and all of its centers are located in the same building. Renovations were also completed in various parts of Stevenson Center, including the computer lab, some classrooms and lecture halls, and adjacent areas.

Dean Dever explained that it is a great challenge to physically accommodate the academic ambitions of A&S departments and programs. A&S has no room to expand whatsoever and some facilities are in desperate need of renovation, such as Stevenson
Center Building Six. Plans and updates for A&S space, moreover, have to fit within the resources and priorities of Vanderbilt as a whole.

A&S finished in the black last year, Dean Dever happily reported, thanks to the hard work and vigilance of department offices and the Dean’s Office. Many A&S expenses are fixed and are therefore difficult to change from year to year. The two largest operating expenses are salaries and benefits and financial aid to students (41% and 20% respectively in fiscal year 2011). She said that it is difficult to balance these fixed, operating expenses with emerging needs while at the same time keeping within the constraints of Vanderbilt’s overall financial condition, yet Vanderbilt handles these financial management challenges very well.

**Fundraising.** Dean Dever reported that both Vanderbilt’s Shape the Future fundraising campaign and the Opportunity Vanderbilt campaign have ended and both have exceeded their goals at the overall Vanderbilt level and at the A&S level. The Shape the Future campaign raised almost $2 billion overall, exceeding the goal of $1.75 billion, and its A&S portion raised $166 million, exceeding the $160 million goal. The Opportunity Vanderbilt campaign, which helps fund Vanderbilt’s remarkable student financial aid program, raised $108 million overall, exceeding the $100 million goal, and the A&S portion raised $31.5 million, exceeding the $30.5 million goal.

**Other topics.** Dean Dever then discussed several other topics that were not part of the formal Address: She emphasized that the A&S faculty needs to refocus its attention on teaching, especially undergraduate teaching. A&S must keep the importance of undergraduate teaching in central focus as part of a university that derives much of its revenue from undergraduate tuition fees. Many senior faculty members, she continued, have drifted away from teaching first- and second-year students; this trend must be corrected. All A&S faculty members should pledge to teach their courses in more interesting ways over the next few years and to incorporate their research interests, projects, and findings into their teaching. There is no tension, she said, between undergraduate teaching and research. To aid in this endeavor of improving undergraduate teaching, Roberta Bell of VIRG has created a tool that can be used to analyze teaching in every A&S department and program. This tool can be used by department chairs and program directors to inform their teaching, curriculum, and planning.

**New Bookstore.** Dean Dever stated that it is important to her personally to live in a city with a good bookstore in which to browse. Such an urban amenity is as indispensable as having an excellent library. The new Barnes and Noble/Vanderbilt bookstore will be better than the old Vanderbilt bookstore, and she encouraged faculty members and the entire Vanderbilt community to use and take advantage of this new resource.

**Kissam Quad and Alumni Hall.** Dean Dever reminded faculty members that the residential dormitories of Kissam Quad, which consist of old-fashioned single rooms, will be demolished immediately after commencement next spring. After a two-year construction project, College Halls will take its place on the same footprint. College
Halls will house a significant portion of second-, third-, and fourth-year students and will be modeled, like The Commons, to encourage and facilitate active involvement and interaction between students, graduate students, and faculty members. During construction, however, approximately 580 upperclass students will live off campus and the adjacent parking lot will be closed. The Dean of Students’ Office will help students find alternative housing arrangements, but it will be a singular experience to have so many Vanderbilt undergraduate students live off-campus. Persons who normally park in the adjacent lot will be able to use Terrace Place Garage until the new parking structure underneath College Halls is completed. Next summer, also, Alumni Hall will be renovated to become a student activity center.

In response to questions from faculty members, Dean Dever stated that there is no timeline for the renovation of Stevenson Center Building Six, although it is at the top of the priority list of spaces that need significant renovation. The space in Rand Hall that has been occupied by the Vanderbilt bookstore is a dedicated student space and discussion of the future use of that space is ongoing. Perhaps it could be used for graduate students, she said. The powerpoint slide that represented the changing selection of majors by undergraduate students over the past ten years counted all majors equally, including the second major of those students who double-majored. Overrepresentation of women in the undergraduate student body is not an issue for Vanderbilt, as it is for some other universities. Women form 51% of the undergraduates at Vanderbilt. The $108 million raised in the Opportunity Vanderbilt fundraising campaign constitutes the endowment for funding Vanderbilt’s undergraduate student financial aid policy. The A&S portions of the Shape the Future and the Opportunity Vanderbilt fundraising campaigns do not represent the funds raised from A&S alumni, nor do they represent the funds that will be distributed to A&S or its students. Giving patterns are diverse; some Peabody alumni, for example, donate to the A&S portion of the campaign, and vice-versa. Part of the difficulty of increasing the proportion of the A&S faculty who consider themselves members of an underrepresented minority is that underrepresented minorities still form a small proportion of undergraduate and graduate students in the entire country. These minorities still have less access to education. Vanderbilt has many projects that attempt to ease or increase access, including the Fisk-Vanderbilt Masters-to-Ph.D. Bridge Program and the Vanderbilt-Meharry Alliance.

Dean Dever explained that her State of the College Address was the result of efforts by many persons in the Dean’s Office. She thanked Melissa Wocher for gathering all of the information; Rob Fuller for putting the information into a presentable form; Senior Associate Deans Karen Campbell, Vicki Greene, and John Sloop; Associate Deans Fräncliffe Bergquist, Sharon Buchanan, Yollette Jones, Russell McIntire, Martin Rapisarda, and George Sweeney; Registrar Molly Thompson; and Program Coordinator Jonathan Bremer. She said that it was a pleasure to work with such an experienced, caring, and dedicated group of people. Dean Dever also thanked department chairs and program directors for their leadership and work.
6. **Original Motion Calendar.**

No issues were raised.

7. **Good of the College.**

No issues were raised.

8. **Adjournment.**

The meeting adjourned at 5:27 p.m.

Respectfully submitted,

Julian M. Wuerth,
Secretary of the Faculty