

Minutes of the CAS Faculty Senate Meeting of February 20, 2023

February 20, 2023, 4:00 PM ET - 5:33 PM ET

Attending: Olivia Amzallag; James Angelini; Wendy Bellion; William Chain; Kelly Cobb; Jon Cox; Theodore Davis, Jr.; Darryl Flaherty; Deni Galileo; John Gizis; Mark Greene; Christine Grogan; Katie Gwaltney; Alenka Hlousek-Radojcic; John Jungck; Jenny Lobasz; Dilia López-Gydosh; Bernard McKenna; John Morgan; Christopher Nichols; Nina Owczarek Herrera; Scott Partridge; John Pelesko; Rakesh; Thomas Rocek; Jenn Trivedi; Shawna Vican; Robert West; Neal Zondlo

The meeting began with a discussion of if it was allowed or not in the rules that Bernard McKenna could serve as a representative for both the English and Art History departments.

CAS Faculty Senate President John Gizis shared the agenda.

It was determined by poll that there were 23 senators and 2 non senators present.

It was then clarified that there was no need to have a motion to approve the agenda because it comes from a committee. Senator John Morgan was unable to vote in polls due to his being a co-host, so President Gizis asked him to share his votes in the chat and Katie Gwaltney said she would record them.

The minutes from the December 12, 2022 meeting of the CAS Faculty Senate were approved without correction or remarks by a vote of 23-0. President Gizis added the reminder that minutes can be corrected in the future for factual errors.

President Gizis had no remarks as President for the meeting.

CAS Dean John Pelesko welcomed everyone to the Spring semester and noted that he had a few things to share and discuss. [His presentation slides are available at this link.](#)

Dean Pelesko issued a reminder that nominations are due to CAS for the Francis Alison Faculty Award by March 1, 2023.

This year marks the 100th anniversary of the University of Delaware's (UD) study abroad program. As part of the related celebration, the College and University are asking for faculty members to submit story ideas to the Office of Communications and Marketing (OCM). Story ideas can be submitted to the communications team directly or to department chairs. Dean Pelesko added a reminder that CAS drives the majority of study abroad trips at the University.

Dean Pelesko then shared the news that there has been an update from the University secretary with plans for convocation this year. Beth Brand put together teams of department chairs to work with her to develop a new plan, which will be sent out to the chairs today (February 20, 2023). Instead of 1 large college-wide convocation, there will be 3 smaller

portfolio convocations, including 1 for the Arts & Humanities, 1 for the Natural Sciences, and 1 for the Social Sciences. These will be smaller and more intimate than the 1 college-wide convocation held in 2022.

Departments will be allowed to host optional meet-and-greets with students, parents, faculty members, etc., but they must notify the College by March 1 of their plans to do so.

Planning is already ongoing for the run of the show for all 3 convocations. All students will have their name read and the opportunity to walk across the stage, but the rest is still in planning. These plans will be fully in place by March 15.

In the future, things will continue to change around this. The Provost's and President's offices have decided that they would like to move commencement as a whole to a weekday to avoid it conflicting with Memorial Day weekend. This will be the final year that there are related events on a Saturday. The plan for 2024 and subsequent years is for these events to take place on Fridays, preserving the 3-day weekend for everyone.

Dean Pelesko has also discussed issues related to the Winter session with CAS departments. Winter session enrollments were down a lot in Winter 2022, which had a significant impact on the financial situation of the college. Departments were then incentivized to "basically attempt to offer more courses and increase winter session enrollments." He added that "some money is being passed back directly to departments as part of attempting to increase basically our teaching in winter session." He pointed to the numbers reflected on the [slides](#) where CAS's revenue for Winter 2022 was \$4,077,645 compared to \$4,376,695 in Winter 2023 (for the University as a whole those numbers were \$16,243,843 versus \$16,606,566).

There was a significant increase in Winter 2023 compared to Winter 2022 "in student credit hours which does help our bottom line." CAS accounts for about half of student credit hours in any Winter session and drove about 63% of the increase from Winter 2022 to Winter 2023, although numbers remain below pre-pandemic numbers in Winter 2020. This is a good step, but more progress is needed and planning is underway for Winter 2024.

Regarding undergraduate recruiting, Dean Pelesko noted that Decision Days are coming up on February 25, March 11, and April 15. Registration numbers so far are strong. The first Decision Day in 2022 had 295 students, the first for 2023 has 389 with the College having to add a wait list since with parents also coming, they are expecting almost 1,100 guests. These are students who have applied and been accepted to the University and College, but likely have been accepted to other programs as well and are making their final decisions.

Deposits are strong, already ahead of last year's numbers, but it is still very early. Yield is about the same as it was last year.

Dean Pelesko also took a moment to recap Blue and Golden Saturdays. He compared the numbers for students who attended a CAS Blue and Golden event and applied to a CAS

program. In 2019, under the old format, just 38.83% of students who attended a CAS Blue and Golden Saturday applied to a CAS program. In 2021 with the new format, 64.30% of students who attended a newly formatted Blue and Golden Saturday applied to a CAS program. This higher rate has held firm in 2022 with 65.88% of students who attended a Blue and Golden Saturday applying to a CAS program. These numbers are reflected in the highlighted data on his [slides](#). Students who attend a Blue and Golden Saturday and apply also yield at a much higher rate.

Dean Pelesko then spoke about the College's strategic hiring plan, which was finalized in January and was submitted to the Provost on February 1. They were asked to provide 3-year hiring plans "with the idea that 3-year hiring plans will be approved with potential modifications by the Provost's office. So what we're looking forward to is having a plan that spans 3 years, that's approved, that we can work within over that 3 year period." CAS's position planning meeting with the Provost will happen in late February on a date to be determined and Dean Pelesko will report on that to the CAS Faculty Senate in March. Drivers for this plan include a range of factors.

The College considered alignment with University, College, and departmental-level strategy, including if departments were being intentional in thinking about the hires they proposed. The College looked at the state of the unit, such as if they were in the middle of a chair transition or an academic program review. They considered faculty Full Time Equivalent (FTE) and retirements, as well as the size of the unit. They considered questions of both enrollment and space, something Dean Pelesko said that they will always be looking at. He noted that they are hearing a lot more about enrollment from both the President's and the Provost's offices, making sure it is in line with student demand, making sure the lab space matches (especially a concern for the Natural Sciences), etc. And he said they considered the financial picture and what the College can afford moving forward.

The College looked at Winter session enrollment, which they are always planning ahead for by 3 years. CAS had planned for 50% recovery in the Winter session 2023 and 100% recovery by Winter session 2024. We achieved 41% in the Winter session 2023. While the recovery is good, it is not yet completely there.

The College considered Facilities and Administrative costs (F&A), which are up significantly, which offset some of the challenges from Winter session enrollment. Specifically F&A is up 31% in the last 5 years. We have seen significant sponsored research growth across the College, especially in the Social Sciences where it has been low in the past.

Graduate student stipends were just increased; there is a 3% increase for next year, which he thinks is great. That is a significant cost given the number of graduate students the college funds, somewhere around 800 students each year. He is also concerned that it could end up higher than 3% depending on the negotiations around the Collective Bargaining Agreement (CBA) if raises for faculty are higher than 3% which has an effect on if the same is done for graduate students.

The CBA is being renegotiated and we do not know at all yet how that will turn out, which is a big uncertainty.

There are some capital and facilities projects which he will return to, but there are significant financial commitments there with things like the Drake Addition and Building X.

Enrollment overall is much better than it was, but we are still below where we were in 2019, but we are on track to get back there. He thanks everyone for their efforts towards increasing enrollment. The overall smaller enrollment is largely tied to the small Fall 2020 class.

One of the major challenges is that net tuition revenue remains flat as “we’ve had to increase our discount rate as a university. There was an [article in The Chronical](#) the other day that this is sort of endemic across the United States, so even though tuition has gone up and our enrollment is getting better the net tuition, the money that ultimately flows through the colleges is pretty much flat over the last four or five years.” This poses a significant challenge.

Dean Pelesko discussed the 3-year plan that was sent to the Provost. The Dean’s office received 162 requests for new faculty hires from departments in their November planning meetings, which was reduced down to 142. 87 were included in the final plan sent to the Provost. These 87 include 27 in Fiscal Year (FY) 24, 30 in FY25, and 30 in FY26. The decision behind these numbers was driven by the financial picture and overall faculty capacity as a college, both where we are and where we want to end up.

In the graph in Dean Pelesko’s [slides](#) that tracks permanent faculty numbers in CAS, faculty numbers peaked in 2018 with 555 faculty members but there were significant dips with COVID-19 and retirements in 2021. Some of this capacity was regained as of last fall. There has been very aggressive hiring this year, most of which are looking successful, and will bring CAS back to 544 permanent faculty members, approximately at our all-time high. There is still a year of retirements to play out, which will result in another dip, but this plan lets us build back up over the next 3 years. Thinking about these hirings, he is thinking about student credit hours and who is delivering them. The goal is over 60%. We also want to make sure we have faculty where our majors are.

The plan still needs to be approved by the Provost’s office.

There was a space retreat with chairs on February 9. There are some very real challenges in CAS with space. This is in part shaped by the 2018 fire in McKinley, the replacement for which will not be open until 2024, and the fire at the Annex yesterday (February 19) which did significant damage to the third floor and damage to the first and second floors, leaving the building condemned. Dean Pelesko has encouraged chairs to discuss the space issue with faculty members.

In Q&A, discussion was raised about several issues.

In response to questions, Dean Pelesko clarified that the cause of the fire in the Annex appears to be an electrical fire, although the investigation is still ongoing.

Senator John Morgan said that, per his calculations, a 3% raise for 800 graduate students with a salary range of \$21,000 to \$22,000 was approximately \$600,000. He argued that it would be wise to do this regardless of the CBA negotiations so that the University could stay competitive with aspirational institutions and to stay in line with inflation. Dean Pelesko confirmed his math and clarified that the minimum stipend is set by the University, not the College, led by the Graduate College now. He added that when compared to other neighboring schools, we are not the best, but also not terrible. He also advocated for the importance of local departments being able to make decisions related to supplementing this amount.

Senator Morgan also raised some of the issues with the Convocation plan. First, there was bad weather last year which needs to be planned for. Second, per the Trustee's bylaws, "in Section 3.2.5 there's a list of about ten responsibilities of the faculty, not privileges, responsibilities of the faculty. And on that list, number eight is 'make recommendations for the conduct of formal academic exercises and public functions held under the auspices of the university'." Senator Morgan argued it was therefore improper for administrators only to make the decisions without involving the Faculty Senate and he plans to raise these issues in the March University Faculty Senate meeting.

Dean Pelesko responded by clarifying that the advantage of there being 3 separate Convocations is that they will be indoors due to the smaller size.

Senator Deni Galileo asked if the FTE numbers included administrator hires, which Dean Pelesko confirmed it did not, but that it did include department chairs.

Senator Galileo said that the shared services plan was instituted for COVID-19, but that it remains in place. With it in place, many duties have been left up to faculty members to complete that they have not previously been responsible for, like navigating Concur. He has surveyed his department and found these issues to be "an unnecessary burden on our time." Dean Pelesko noted that the shared services plan was put into place in part due to COVID-19 and related hiring freezes, but also in part due to larger issues in the College and University. Each department in the College had a different staff set up due to unique historical legacies, leading to tremendous inequities. To attempt to get every department to equitable support having enough finances in place to hire enough staff for each department would result in the College not being able to hire the 53 new faculty members this year. Central units have also not been able to re-hire enough new staff members, leaving the burden passed on to departments. Dean Pelesko believes this is getting better slowly, as demonstrated by the growing capacity of the Events Team.

Senator Rakesh asked if 66% of student credit hours are being taught by permanent faculty, who is doing the rest, and noted that the split is important. Dean Pelesko clarified that adjuncts,

temporary faculty members, and graduate students are teaching the other hours and clarified that looking at the national norms the University has done very well. He said he did not have the exact numbers to hand but would be happy to talk about it more next month. He added that the College's temporary faculty use has been too high, clarifying this did not include adjuncts and that s-contracts were also a bit different. The state law in Maryland is that just 50% of student credit hours have to be taught by permanent full time faculty members, so at 60% the University is doing better than the national normal and other nearby examples. In 2018 it was over 60%. Senator Rakesh noted that the math department could teach all of the classes with the same number of faculty just by increasing section sizes.

Senator Rakesh also asked about the distinction between revenue from Winter session versus profits. Dean Pelesko noted that the numbers he shared were the "revenue that flows to the college." Senator Rakesh asked about the expenses being charged to the college. Dean Pelesko said that it was \$2 million, not significantly more than the previous year.

Senator Darryl Flaherty said that the Events staff is great with Blue and Golden Saturdays. He then said that there is an issue with the central services model which is that people are now customers versus colleagues and that it raises the question of equity with how the new model works. He asked to see data that supported Dean Pelesko's claim that there would be no faculty hires if there was no central services model.

Dean Pelesko noted that he was talking about the College and its budget, which is different from administrative hiring beyond the college. Senator Flaherty asked if the central service model was just in our college. Dean Pelesko said it was more complicated than that. Some colleges had it pre-pandemic, although some were small enough that it was the same either way. The University would love it if it was all University support versus College support, but this is something the College has tried to resist. We can maintain College level teams with justification. Pre-pandemic there were complaints from central services about how every unit in CAS was different, leading to a huge amount of work for the University to process things. With this model things work as one College system to the University. Dean Pelesko adds that he ran the numbers in summer 2020 or so but to be able to hire the staff lost due to the pandemic and retirement was a \$5 million per year recurring expense, more than the spending needed for 53 new faculty members, and all from the College budget.

Senator Jenny Lobasz noted that given the space issues, as well as the issues with buildings that lacked HDMI, computers without adapters, current maintenance issues, etc., the plans to move the football team up to another level with accompanying stadium renovations might not be good for the University. She asked if the College had any input on this issue. Dean Pelesko said that we have no input on if the University moves up to another college division. He added that classroom issues came up in the space retreat, with several chairs raising problems with HDMI set ups and technology issues more broadly. As he shared with the chairs, the College does not control most classrooms, but does have leverage due to its size and can get some progress made at the University level. Having conversations at the University level, some of the points that have come up are if people are using the space they have effectively. Doing so will help

increase CAS's leverage on space issues, helping make it clear that we are working on what we can control about our space and how we can make it better.

Senator Morgan asked Dean Pelesko to double check his numbers on the faculty slide and who is counted as a full time faculty member. Dean Pelesko said these numbers were as of 10/1. Senator Morgan said his numbers were from Human Resources (HR) via the American Association of University Professors (AAUP) earlier this month which said we were at 542 full time faculty in the College in the bargaining unit, excluding chairs, but including full time temporary faculty. Dean Pelesko clarified that his numbers do not include full time temporary faculty. Senator Morgan said that per the Board of Trustees bylaws and the University Faculty Senate Constitution full time temporary faculty were voting members of the faculty and should be included. Dean Pelesko countered that it depends on what you are trying to illustrate. Senator Morgan said they should be for representation in the Faculty Senate and they sometimes have not been.

We then moved on to the Educational Affairs agenda.

There were no objections to and no discussion raised about the consent agenda, which included the following items:

English Education (BA)

- Game Studies and eSports Minor
- History Education (BA)
- Italian Education (BA)
- Languages, Literatures, Cultures, and Pedagogy – Chinese Studies Concentration (MA)
- Languages, Literatures, Cultures, and Pedagogy – French Studies Concentration (MA)
- Languages, Literatures, Cultures, and Pedagogy – Spanish Studies Concentration (MA)
- Liberal Arts – Medical Scholars Program (BA)
- Music Education – General/Choral – Piano Concentration (BM)
- Music Education – Instrumental Major Requirements (Shared Core)
- Philosophy (BA)
- Philosophy – Philosophy and Law Concentration (BA)

It was approved by a vote of 25-0.

President Gizis clarified that new programs require their own votes. No objections or discussion were raised regarding the Chinese Education (BA). It passed by a vote of 23-0. No objections or discussion were raised regarding the Data Science and Behavior Certificate, which President Gizis clarified is a new graduate level certificate in Psychological and Brain Sciences, effective this September. It passed by a vote of 23-0.

Senator Morgan then began the COCAN report. There are 3 vacancies on the Educational Affairs committee and 1 on the Advisement and Retention Committee. There are 2-3 on the Grade Grievance Committee, but there is 1 volunteer to fill 1 of those vacancies. The Awards Committee has at least 1, maybe 2 vacancies. The Diversity Committee has 2 vacancies, but 4

expressions of interest to fill it. Senator Morgan is confident he can get all of the vacancies filled except maybe for Educational Affairs.

He then moved on to the elections of new members of the Promotion and Tenure (P&T) Committee. Senator Morgan clarified that he would abstain from voting unless there was a tie. President Gizis clarified that all senators should vote in each election regardless of their own portfolio. Short CVs were distributed along with the agenda for this meeting.

For the Arts Portfolio there were 2 candidates for 1 vacancy - Stephanie Hansen and Christopher Nichols. There was a vote between them with senators voting for just 1 of the candidates. Stephanie Hansen received 19 votes and Christopher Nichols received 4 votes. Stephanie Hansen was thus elected to the committee.

For the Natural Sciences Portfolio there were 3 candidates for 2 vacancies - Arild Hestvik, Anna Klintsova, and Tatyana Polenova. To facilitate this, senators voted on them in pairs - Arild Hestvik/Anna Klintsova, Arild Hestvik/Tatyana Polenova, or Anna Klintsova/Tatyana Polenova. The least popular of the combinations was Arild Hestvik/Anna Klintsova, but since there was no clear majority, there was a run off between the last 2 combinations, Arild Hestvik/Tatyana Polenova and Anna Klintsova/Tatyana Polenova. In the runoff, Arild Hestvik/Tatyana Polenova received 13 votes, while Anna Klintsova/Tatyana Polenova received 11, thus electing Arild Hestvik and Tatyana Polenova to the committee.

For the Humanities Portfolio there were 2 candidates for 2 vacancies - Daniel Koltanski and Lauren Petersen. For each candidate, senators voted yes or no to indicate if they approved of them. Each candidate received 24 yes votes and 0 no votes. Both were thus elected to the committee.

For the Social Sciences Portfolio there was 1 candidate for 2 vacancies - Ben Fleury-Steiner. Senators voted yes or no to indicate if they approved of them. The candidate received 24 yes votes and 0 no votes. They were thus elected to the committee.

We still need another candidate to fill the second vacancy for the social science portfolio on the P&T Committee. An additional election will be held at a future meeting for that election.

Next, Senator Morgan introduced discussion of past and proposed revisions of undergraduate admissions criteria. He announced that he would be recording his own version, but let people know that they could tell him if they wanted him to stop recording when they made their comments. He shared his screen, but also clarified that this was sent to all senators as an attachment. [The first document, the 2015 Admissions Guidelines Committee: Recommendation to USC for Changes to Undergraduate Admission Guidelines, can be found here.](#) [The second document, the Meeting Minutes of the Regular Meeting of the University Faculty Senate from February 8, 2016, can be found here.](#)

He draws everyone's attention to the rationale for making the SAT optional for Delaware residents when they apply to UD. This was overwhelmingly approved by the University Faculty Senate in February 2016. "The claim was made that there is no added value in [...] requiring students to submit an SAT score because their chances of success meaning graduation in 6 years is pretty much independent of what their SAT scores are and it's enough to just look at their high school grade point average and perhaps also the high school class percentile. So [...] this is the chart that was distributed to all of the University Faculty Senators back in February 2016."

Senator Morgan opened a power point presentation to share some data and highlight some concerns about the issue, including 6 year graduation rates in 2009 and 2010 and related admissions data from 2003 to 2004.

He shared the admissions criteria results for several years, 2002-2006, including the total number of university applicants, the number who were offered admission, the offer rate, the acceptance rate, and the yield rate. For the 2003-2004 period the yield rate was approximately 34%. He then shared the numbers from Fall 2022 to point to how the numbers had changed. "The offer rate has gone from about 45% up to almost 75% and the yield rate has dropped from about 35% to less than 19%. So the dynamics are very different now from what they were 20 years ago."

Senator Morgan then again shared the table that showed the college, predicted graduation ratio based on high school (HS) grade point average (GPA) and SAT score, predicted graduation ratio based on HS GPA and HS class percentile, and predicted graduation ratio based on HS GPA only. He noted there is no variation among these predicted ratios for the College of Agriculture and Natural Resources (AG) (0.778 across) or CAS (AS) (0.781 across). If you estimate the probability that each of these different numbers, each calculated by 2 independent methods, will be the same to 3 significant figures, the odds are 1 in 10,000. The odds that this would happen twice in 2 consecutive rows are 1 in 100,000,000.

Senator Morgan then asked the senators present what the most likely reason was for this duplication? President Gizis suggested that these numbers are not independent, since the numbers in each column are based on exactly the same students and their success depends on a range of outside variables. It is, essentially, the same data set. Senator Morgan countered that if that was true it should be the same in every row. He believes what happened was that the person who compiled the data simply copied and pasted the data across the table. He added that he has "seen horrific mistakes like this made in the past by Institutional Research" and that he believes the numbers are suspicious and must be checked, especially since no derivation of the numbers was ever presented.

He then asked Ms. Gwaltney to run two polls. The first asked senators to "guess the typical high school grade-point-averages of applicants to UD before the pandemic" which yielded a broad range of responses across 18 people. The second asked senators to "guess the typical high

school grade-point-averages of applicants to UD in the Fall 2022 semester,” once again yielding a range of responses.

Senator Morgan then shared the real data, which he noted comes from a presentation made to the University Faculty Senate’s Budget Committee on December 13 by Rodney Morrison, the Vice President for Enrollment Management. This revealed that the “undergraduate new student entering average GPA” for Fall 2022 (to date) was a 3.96 for non-residents and a 3.95 for residents, totaling a 3.96. This compares with 3.77, 3.82, and 3.78 in Fall 2019 or 3.72, 3.68, and 3.71 in Fall 2017. This is data for students who apply, not only for students who are accepted. Senator Morgan believes there is no difference between HS students who have a GPA of 3.92 and 3.94. Therefore the idea that the admissions office is only using GPA as admissions criteria is “extremely questionable” and won’t be better than “some totally random process” or simply the ability to pay tuition.

The original plan of the central administration was to push this through the Faculty Senate in early February to make SAT scores completely optional for everyone, but Senator Morgan had concerns about the data. The University Faculty Senate Executive Committee also had concerns. Among the concerns was the fact that there was supposed to be a report done on what was supposed to be a pilot program in 2016 but that study was never done. The person who was supposed to do it left the University. So how well the pilot is working is unknown.

Senator Morgan then handed the discussion over to Jim Morrison, the President Elect of the University Faculty Senate. Their Executive Committee has discussed this and wants to have consistent factual data. They have been in consultation with the Provost and need to make a decision about this, so they are seriously looking into it. The issue they are facing is consistency and fairness with coming up with a proposal that makes sense. The person who was supposed to write the report and left did not leave information that is needed.

Senator Morgan noted that if he had not raised the issue it would have been on the University Faculty Senate’s agenda and approved. He has suggested an open hearing on the issue and asked Dr. Morrison if that is part of the plan.

Dr. Morrison said that decision has not been made, but there is a proposal to do so, in part because they need factual background data to have an open hearing.

President Gizis asked for questions.

Senator Rakesh said that we need to consider what data is appropriate, if 6-year success is what we are really looking for, and can we predict 4-year rates. He noted that more thought needs to go into what data is needed. He also pointed out that we need to consider if the SAT/ACT itself is a good predictor of GPA. We need good data and to determine what kind of data is relevant here.

Senator Morgan agreed with his point. He said that he does not think that a student who graduates in 6 years with a GPA of 2.1 should be considered a success since if a degree is relevant and a transcript is looked at they may not be hired for something for which their major is needed. This may need to be looked at both more broadly and with more granularity.

Senator Jenn Trivedi noted that more recent numbers also must be looked at within the context of COVID-19 and its impact on education, grades, and student decision making.

President Gizis said that he wants the promised study that was not delivered. He then read Senator Alenka Hlousek-Radojic's comments from the chat that non-UD pre-pandemic studies indicated that SAT scores were better predictors of cognitive abilities while HS GPAs were better predictors of self-regulation.

In new business, Senator Morgan noted that there was one suggestion about bylaws revisions from the chair of the P&T committee that bylaws should be explicit that someone who is applying for promotion should not be a member of the CAS P&T committee to avoid a serious conflict of interest. Senator Morgan has said that in solicitations for new committee members, but it is not clear in the bylaws. President Gizis noted that someone could withdraw if they went up for promotion unexpectedly in their second year. Senator Rakesh asked if the Executive Committee would write this up and share it. Senator Morgan said they would and that anyone could reach out to him, President Gizis, or other Executive Committee members with any additional changes.

Senator James Angelini moved to adjourn the meeting. Senator Morgan seconded.

We adjourned at 5:33 PM ET.