

Minutes of the Meeting of the Faculty held on 2 October 2002

The meeting was called to order by President Botstein at 4:30 p.m.

MINUTES. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 22 May and 4 September 2002 were approved as submitted.

COMMUNICATIONS

With the approval of the Executive Committee, Adam Conover, a representative of the Student Educational Policies Committee, and members of the Bard Learning Disabled Students Group gave a presentation regarding students with disabilities. It was agreed that this statement be appended to and made a part of these minutes. During the discussion that ensued, it was also agreed that students with such difficulties should mention that fact to their professors. The students were also requested to work with Acting Dean of Students and Director of Academic Services David Shein to prepare material for a pamphlet on learning disabilities for distribution to all members of the faculty and staff.

Professor Richard Gordon had prepared a statement regarding Frederic D. Grab, Professor of English, who died on June 12th. Upon motion duly made and seconded, the following statement was adopted and read into the record of this meeting.

This faculty mourns the passing of Fred Grab, our colleague and friend of 32 years. We express our profound appreciation of Fred's major contributions to the life of this college over the years, his exemplary stature as an intellectual, and his friendship and loyalty as a colleague. We will greatly miss Fred Grab's passions for great writing, for opera, and sports, as well as his sardonic and inimitable sense of humor, which included an ironic view of himself. For the many colleagues and students who knew and were influenced by Fred and cherished his presence, we say farewell but not good bye. We will always remember you.

REPORTS

Report of the President. President Botstein reported that Professor Geoffrey Sanborn's article "Keeping Her Distance: Cisneros, Dickinson, and the Politics of Private Enjoyment" (*PMLA*, October 2001) had won the MLA's annual William Riley Parker Prize for the outstanding article in *PMLA*.

Claudio Magris, Distinguished Writer in Residence, would present a talk titled "Between the Danube and the Sea" that evening as part of the Faculty Seminar Series.

In light of the difficulty encountered in obtaining a visa for Claudio Magris, President Botstein reminded faculty that plans for inviting visitors from abroad must be worked out well in advance with the dean of the college or with the president's office.

President Botstein requested all members of the faculty to participate in Parents and Family Weekend, which would be held on November 1st and 2nd.

REPORTS OF COMMITTEES

Executive Committee. Professor Deady noted that the 20 November meeting would be faculty led. He requested that suggested topics for open discussion be shared with him or the chair of the Senate.

Faculty Senate. Professor Davis reported that the Senate, meeting as the Committee on Vacancies, was fielding many proposals in a conservative fiscal environment. He reminded faculty that the deadline for proposals is 15 October.

There were no reports from the **Faculty Evaluation Review, College Evaluation, Grievance, AIDS, or HEOP** committees.

Committee on Housing and Use of College Lands. Professor Deady noted that while he had stated at the May meeting that discussions regarding the housing document would continue during the summer, they had not. Discussions will now resume; Professor Deady will keep the faculty informed.

There were no reports from the **Library and Bookstore**, **Multidisciplinary Studies**, or **Research and Travel, Computer**, or **AAUP** committees.

OLD or New BUSINESS

Dean Dominy asked that she be informed of the names of the chairs of the various faculty committees for which one is not indicated on the agenda.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 4:55 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 20 November 2002

President Botstein called the meeting to order at 4:30 p.m., noting that after reports from administrators, he would turn the chair over to Professor Deady, chair of the Executive Committee, for the faculty-run portion of the meeting.

MINUTES. Upon motion duly made and seconded, the minutes of the 2 October 2002 meeting were approved.

There were no general **COMMUNICATIONS**.

REPORTS

Report of the President. President Botstein reported that since the faculty last met, there had been three deaths within the Bard community. Todd Anthony Jackson, visiting assistant professor of theater, who had taught here since the fall of 2000, died unexpectedly on October 2nd.

William Wilson, alumnus of the Class of 1948, husband of Annys Wilson '48, who died on March 19th, and Professor of English at Bard since 1967, died on October 6th. Noting that it would not be appropriate to limit remarks about Professor Wilson to the spontaneous, President Botstein stated that he was the last living member of the presidential search committee that brought him to Bard, and that he was a remarkable individual and a long-time member of this community. He requested a member of the Division of Languages and Literature to prepare a statement for inclusion in the record of the next meeting of the faculty.

Karen Wilcox, dean of admission, died on October 17th. A long-time colleague of President Botstein, she had worked for Bard since 1977.

President Botstein noted the birth, to Lauren Rose and David Levine, of a son, Daniel Melvin Rose-Levine, on October 8th.

Many recent accomplishments on the part of the faculty included the publication of John Ashbery's new volume of poems, *Chinese Whispers*. Susan Bernofsky's translation from the German of Yoko Tawada's *Where Europe Begins* was recently released, and *The New Race Question. How the Census Counts Multiracial Individuals*, Joel Perlmann, co-editor, was published by the Russell Sage Foundation and The Levy Economics Institute of Bard College. *We are Going Home*, a film by Jennifer Reeves '93, was recently aired on the Sundance Channel. And Stephen Shore's *Uncommon Places. 50 Unpublished Photographs 1973-1978* has just been published.

President Botstein reported that the performing arts center has been named the Richard B. Fisher Center for the Performing Arts, in honor of trustee and treasurer of the board Richard B. Fisher. The college had recently been notified that State of New York will provide support for the facility in the amount of \$5 million; this support represents a vote of confidence from the state's economic development authority.

The administration and members of the Division of Natural Sciences and Mathematics continue to interview architectural firms for the new science facility. Once an architect is chosen, plans will move forward, and it is hoped that the building will be "in the ground" in spring 2004. Work is also progressing, with input from students, on the design for a "new old gym." Architect Peter Reynolds is working on that project and on plans for the renovation of the Avery Center for the Arts for film and electronic arts, which will be undertaken during the next academic year.

A discussion is currently underway between the faculty and administration regarding rent increases for faculty housing units.

At the October meeting of the Board of Trustees faculty and student representatives had raised the issue of the denial of tenure to Professor Jonathan Brockopp. Matters of procedure were discussed, and there had been a good and constructive exchange on the part of the trustees and the faculty and student representatives. In executive session, the board had declined to look at the specific case, with one trustee abstaining from the vote; or at procedural matters, with one opposed.

The college may be approached to build or joint venture an inn or small hotel on or contiguous to the campus, the only location in the immediate region where such a facility could be built. Bard's sewage treatment facility is capable of handling twice its current capacity; the municipalities of Tivoli, Red Hook, Rhinebeck, and Rhinecliff have no such capacity. The increase in tourism that the Richard B. Fisher Center for the Performing Arts will bring to the area may necessitate such a venture, and the alumni/ae have long been interested in such a proposition. Though a coffee shop will be established at Ward Manor, the structure itself will not be converted to an inn, as rumor would have it.

In light of the many recent illnesses and deaths among the Bard community, President Botstein urged restraint on the part of faculty and other members of the community regarding what is said about others, particularly when an illness is involved. Many at Bard have been the subject of rumors regarding illness, marital difficulties, and even death.

President Botstein turned the chair over to Professor Deady at 4:50 p.m.

Report of Faculty Representatives to the Board of Trustees. Professor Deady reported that President Botstein had reported on the increasing success of the Bard High School Early College, some graduates of which may decide to attend Bard and underscored that those students will require financial aid. He had also mentioned the proposed master of arts in teaching program. Professor Halsey is working on this program, which will focus on four academic areas. It is hoped that, with the approval of the New York State Education Department, the program will be in place by the fall of 2003. A new trustee, Mark Schwartz, had been elected; a Poughkeepsie native, he is the son of an alumnus of the class of 1946.

Professor Deady noted that a student petition regarding the denial of tenure to Professor Jonathan Brockopp had been circulated among the trustees. Dumaine Williams, student representative to the board, spoke to the petition, stating that the students did not believe that the reasons given for denial of tenure made a compelling case, leading them to ask for any reasons that might not have been given. If there were none, they requested that the decision be reconsidered. President Botstein had talked in general terms about the tenure process, detailing the various evaluation structures that have been employed in recent years by the faculty. He drew special attention to the open nature of the tenure files, suggesting the difficulties open files can present. Faculty in a close community are often less candid in an open letter and are reticent to say negative things about someone with whom they have worked for a number of years. In President Botstein's years at Bard, 93 candidates have come up for tenure; 83 of these received positive recommendations from their divisions, and 60 of those were granted tenure. As Bard has become increasingly competitive for students, the level of expectation of faculty who are granted tenure also has risen, particularly in the category of excellence in teaching. That is as it should be, since by granting tenure, the college is making a long-term commitment to the faculty member, who may remain at the college for over 30 years. Making long-range projections about a faculty member's potential for continual growth is difficult; that is why a currently well-regarded teacher might still be denied tenure based on a judgment about future potential. President Botstein had noted in response to student statement that responsible restraint must be exercised in any letter denying tenure and that all decisions must be vetted through the college's attorneys.

Faculty representative Professor Richard Davis had spoken to the negative effect the sometimes perplexing decisions have on faculty morale. Younger faculty are uncertain on what grounds they will be judged; senior

faculty become disaffected, feeling that the time and effort they put in on evaluations is not useful, as they see carefully considered recommendations overturned. He asked the trustees to think about the academic environment at Bard and pointed out that tenure decisions can have an effect on that.

Professor Deady himself had pointed out that disagreements on tenure decisions are bound to happen. But he also spoke of a climate of unhealthy uncertainty, with faculty not sure that the tenure system is being carried out fairly. While there will always be disagreements about individual cases, the faculty is approaching a breakdown of the trust in the process that is essential for it to work. He expressed confidence that faculty are capable of making tough decisions and saying what needs to be said in evaluations, and that the administration is capable of hearing those judgments as they were meant. He also had underscored Professor Davis's remarks regarding the need for a strong academic environment at Bard.

Concluding his report, Professor Deady stated that he and Professor Davis had been thanked for their input, as was student representative Dumaine Williams, and were asked some questions about procedures. Before the meeting adjourned to executive session, President Botstein had stated that while he respected what Professors Davis and Deady had to say he did not believe there was a morale problem within the faculty over tenure decisions.

REPORTS OF COMMITTEES

Executive Committee. Professor Deady, in the absence of Dean Dominy, reminded faculty that all letters and transcripts of oral testimony regarding tenure cases under evaluation must be in the respective files by December 1st.

Faculty Senate. Professor Deady moved the agenda through reports of other committees, after which the Senate's proposal regarding the First-Year Seminar would be undertaken.

There was no report from the **Faculty Evaluation Review Committee**.

College Evaluation Committee. Professor Maple reported that the committee had completed summaries of the files, and the material has been sent on to program and divisional chairs.

There were no reports from the **Grievance, AIDS, HEOP, or Housing and Use of College Lands** committees.

Library and Bookstore Committee. Professor Heldt reminded faculty that textbook requests for the spring semester are due December 1st. The bookstore web site is being expanded, and manager Steve VanDenburgh has requested that faculty who have published books submit a descriptive paragraph for inclusion on the site.

There were no reports from the **Multidisciplinary Studies** or **Research and Travel** committees.

Computer Committee. Professor Scalzo reported that the Information Resource Council is in the process of developing a policy for dealing the USA Patriot Act. An open forum, with legal counsel, will be held in February.

AAUP Committee. Professor Sattar reported on two grievances. The first concerned rental charges for faculty housing units, some of which, she stated, had been raised beyond the agreed-upon rate; this matter has almost been resolved. The second had to do with the case of denial of tenure. Professor Sattar stated that the process of forming a three-member hearing committee—comprised of one member chosen by the president, one by the AAUP Executive Committee, and a third agreed upon jointly—had stalled at the selection of the third, mutually agreed-upon member. Once the committee is in place, it will have 30 days to arrive at a decision.

Faculty Senate. Professor Davis expressed thanks to Professor Deady for the fair summary of the presentations to the Board of Trustees.

He then brought the Senate's proposed amendment to the Faculty Handbook regarding First-Year Seminar. As set forth in the agenda for this meeting, the Senate proposed an amendment to Section II.3.16, removing three sentences that unnecessarily specify particular contents of the First-Year Seminar. The Senate proposed deleting the last three sentences of paragraph A: "Generally, the first semester locates significant historical topics, e.g., *War and Peace*, in a set of core texts to which individual faculty add supplemental material. The point in the second semester is to concentrate on a single major text, or a single theme. Seminars offer a wide choice of approaches and topics." The Senate's rationale for this deletion was to allow the First-Year Seminar directors, in consultation with members of the faculty, to devise a first-year sequence that may not follow the existing model.

During the open discussion that ensued, Professor Davis pointed out that the proposed amendment came at the request of next year's First-Year Seminar directors, Professors Pruitt and d'Albertis, who would like to develop a theme for the seminars. The Senate felt that current and future directors should be able to formulate the seminars along the more general guidelines as set forth in the handbook. It was agreed that the First-Year Seminar needs more coherence. It was also noted that there should be room within the definition of the seminar for its directors to respond to changes "organically," enabling it to change with the times; that the details of the course should be under the purview of the directors and those who teach it.

After further discussion, the Senate's seconded motion to delete the last three sentences of paragraph A of Section II.3.16 of the Faculty Handbook was carried. Upon motion duly made and seconded, the current and in-coming First-Year Seminar directors were requested to reconstruct the remainder of paragraph A in light of this discussion, to bring the same to the Faculty Senate, which, in turn will bring a proposal to the faculty at its December meeting.

OLD BUSINESS

Professor Gordon revisited the matter of students with learning disabilities, which had been raised with the faculty at the October meeting by student Adam Conover. He stated that the faculty does need to know more about learning disabilities, how they can be recognized and dealt with. He noted that Attention Deficit Disorder (ADD), for instance, is a psychiatric disorder, not a learning disability, as it was described in the student's presentation. While faculty are ethically bound to learn about learning disabilities and other disorders, they also are legally bound to do so by the Americans with Disabilities Act.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:34 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 18 December 2002

The meeting was called to order at 4:30 p.m. by President Botstein.

MINUTES. Upon motion duly made and seconded, the minutes of the 20 November 2002 meeting were approved.

COMMUNICATIONS. President Botstein recognized Professor Mark Lambert, who read the following statement into the record on behalf of the faculty.

We mourn the recent death of our colleague William Wilson.

Bill Wilson's association with this college extended over more than half a century. He first came to Bard as an undergraduate, class of 1948, a member of the oldest of the various "old Bards" still in memory, the generation of students and teachers who, both because of who they were and because of the way the war years disrupted and shaped their lives, didn't do the usual thing or have the usual careers. Bill and his wife, Annys, whom he met at Bard and who was herself to become, as registrar, teacher and college historian, a beloved member of this community, were taught by that group of dramatically, defiantly unacademic professors represented for many of us by Irma Brandeis, and when, in 1967, Bill returned here as a member of the Languages and Literature faculty, he brought to his teaching and scholarship the classic strengths and virtues of that earlier generation of faculty: broadness of interests; independence of judgment; a deep belief in the moral value of a study of literature both textually precise and ethically probing; an even deeper sense of the authenticity and value for both teacher and student of the individual course of life and learning, even the eccentric course of life and learning. But in Bill Wilson these classic Old Bard virtues themselves became something individual and new in the way they combined with Bill's personality: his modesty and self-effacement; the quietness with which he carried his learning and with which he roamed unselfconsciously from one academic field to another; the inner balance, that concern

with what each undergraduate needed and could do, which seemed to draw to him both the strongest students and the most timid students.

For years Bill Wilson was a mainstay of Bard's programs in American Literature and American Studies; he taught prose style; he taught Shakespeare; he taught the 18th century and the novels of high modernism, and in his scholarship pondered the 18th century and high modernism together as he looked at Joyce and Vico. It is altogether characteristic of Bill that, in his last years of teaching, he was experimenting with new kinds of courses: the course on a particular Italian city, a course on Shakespeare and Mozart. He worked significantly to make the new Bard, the college we have now. He was on the Presidential Search Committee which selected Leon Botstein; he was crucial in bringing regular instruction in Chinese to Bard, and crucial also, and tireless, in establishing Italian Studies here and supporting it—most recently with the Viva Verdi initiative. For 19 years William Wilson co-edited *The Hudson Valley Regional Review* with Professor Richard Wiles. Though he would likely have laughed at the word "mentor," a mentor Bill was to many, many members of this faculty. For a great number of us he was the model of what one could be here, the ideal. We remember Bill with love and miss him very much.

REPORTS

Report of the President. President Botstein reported that spring enrollment is high, with approximately 1230 students (excluding those participating in the Bard Globalization and International Affairs Program in New York) expected to be on campus. The college is experiencing an approximate 25 percent increase in applications, a bit more than in years past. Because there is no intention of increasing the size of the college, the number of students admitted will be reduced, and an effort made to secure a balance in the interests of students in the academic program. In relation to the latter, President Botstein asked those on faculty search committees that as they define needs in a given field they keep in mind that it is the breadth of faculty that is crucial to teaching at Bard, both at the Senior Project and entering levels. The faculty/student ratio, now a luxurious 8:1 is not practical and is justified only if the faculty "reaches" the students. That, too, must be kept in mind as curricula is developed, and the logic of how all aspects of the curriculum fit together needs to be examined. The Division of Natural Sciences and Mathematics is doing this, as is Social Studies. The Divisions of Languages and Literature and the Arts need to follow suit. The talents of the faculty must cover a wide range of interests and be used well. Given the richness of faculty resources and the willingness of the trustees to support such a low faculty/student ratio, and given the current size of the college, the pressure on faculty search committees increases. There needs to be some coordination in developing a consensus on what undergraduates should be exposed to and on the structure of general education courses. In sum, as new faculty are recruited, their teaching capacity must transcend a given field, and they must participate in programs beyond the narrow range of a single discipline. The college is now more selective in terms of its students, and as a result its students are more versatile, both academically and in the extra-curricular realm.

Regarding the latter, President Botstein recognized David Shein for his service as acting dean of students during the fall semester. In the spring he will return to his position as director of academic services, helping to bridge academics and extracurricular activities.

Dean Jonathan Becker's book, *Soviet and Russian Press Coverage of the United States. Press, Politics and Identity in Transition* has just been released in paperback in the St. Anthony's series. Professor Frederick Hammond's *Girolamo Frescobaldi* has just been released in paperback by L'EPOS. And Professor Patricia Karetzky's *Chinese Buddhist Art* has just been published by Oxford University Press in its Images of Asia series.

The Center for Environmental Policy has entered into an agreement with Pace University Law School in which a student may complete the requirements for the Bard master's degree and the Pace environmental law degree in four years, rather than five. (Pace has only one other similar program, with the Yale School of Forestry.) The center also has won a contract from the New York State Energy Research and Development Authority. The top among 16 applicants for this contract, the center will work with the authority on linking scientific results to New York State environmental policies and also plan the biennial international conference on linking science and policy, which will be held in late fall 2003.

The Bard High School Early College does well and will graduate its first class in May. Some of those graduates will transfer to Bard and some to Simon's Rock.

The Richard B. Fisher Center for the Performing Arts will open in the spring, on the weekends of April 25th and May 1st, with some programming during the week. Ticket information will be provided to the faculty, students,

and staff. The first weekend will include a performance of Mahler's Symphony No. 3, contemporary music from Bard featuring works by Joan Tower and others, and a retrospective of thirteen years of the Bard Music Festival. The second weekend will include a mini-event titled Interscape, with the Kronos Quartet and the Merce Cunningham Dance Company and featuring music by John Cage, sets and costumes by Robert Rauschenberg, and choreography by Merce Cunningham; Ballet Hispanico; and the Charles Mingus Orchestra with special guests. Jean Racine's *Phèdre*, adapted by Paul Schmidt and JoAnne Akalaitis, who also will direct, will be presented in T2 both weekends. In addition to the events of the opening, SummerScape, a trial summer season with theater, film, and dance to be held in conjunction with the Bard Music Festival, will feature the presentation of the hall as an opera house with the American stage premiere of Janáček's opera *Osud* (Destiny). JoAnne Akalaitis will direct; sets are being designed by Frank Gehry.

The Theater and Dance programs will move to the center during the summer, and classes will be held there in the fall. Once that move has been completed, the renovation of the Avery Center for the Arts for use by the Film and Electronic Arts and Music programs will proceed. The college now has a second nine-foot concert grant in the auditorium in the F. W. Olin Humanities Building, allowing for two-piano works to be presented there. There will be more versatility with both halls available for performances and other events.

President Botstein reported that he had met recently with the Division of Natural Sciences and Mathematics about the new science facility. It is hoped that construction will begin a year from this spring.

Plans are proceeding for the creation of a coffee shop at Ward Manor, and the college is investigating the need for an inn on or near the campus. While local municipalities do not have adequate water and sewage capacity for such a project, Bard does. It would be an upscale facility, but the question remains whether an appropriate parcel of land and a partner who would undertake the project at its own risk can be found.

REPORTS OF COMMITTEES

Executive Committee. Professor Matthew Deady reported that grades and critique sheets are due on January 2nd. The Executive Committee will meet on January 13th to review the academic status of students; he underscored the correlation between students on academic probation and those missing grades, stating that critique sheets are valuable in determining student status in difficult cases.

The spring semester will open at the end of January, with a faculty meeting on Wednesday, January 29th. On the following two Wednesdays, February 5th and 12th, the divisions will meet to discuss tenure cases. In January the evaluation committees will prepare reports to divisions; outside letters are complete now, and the files will be available to faculty who are on campus in January. Reports are due to the Faculty Evaluation Review Committee on March 31st.

Professor Kempf asked whether the college's 2003–04 academic calendar would be the same as that of this year. Professor Deady replied that it would be, including the four-day fall break; the calendar had to be set in October, before this new arrangement could be tested. Professor Kempf questioned the wisdom of the current calendar, stating that both faculty and students felt exhausted and rushed from the beginning of the semester; there didn't seem to be enough time for proper advising. Stating his concern that the setting of the calendar be based on pedagogical considerations, he asked that the Senate to look into this on academic principles. President Botstein stated that while New York State requires 15 weeks of teaching in a given semester, and the college must comply, the lack of a parallel in the fall to the spring break bears looking into.

Professor Stroup raised the matter of the January field period, stating that it once was distinctive and innovative and enabled students to undertake internships; she asked that this be looked into as well. President Botstein noted that the January intersession had been a compromise in the 1960s and once was long enough for students to pursue internships; however, many students must now work. There is student pressure to shorten the break and lengthen the summer so they can better compete for summer jobs. Should the faculty decide to reinvigorate the January field period, the spring semester would have to begin later.

Professor Deady stated his appreciation of this discussion, stating that the Executive Committee would look very closely at these issues on pedagogical grounds.

Turning to the report of the Faculty Senate, Professor Deady apologized for the fact that two versions of the agenda had been circulated, both with an incorrect version of the Senate's proposed amendment to the Faculty Handbook. A corrected version was provided.

Faculty Senate. Professor Richard Davis announced that a memorandum outlining guidelines for requests for faculty positions would be circulated at the beginning of the spring semester; the timing has been changed, and requests will be due in April, rather than in the fall, to allow for better consideration. The Senate also has comprised a committee to consider the core curriculum. The committee has begun its work. Professor Nancy Leonard, who represents the Senate, elaborated, stating that nine-member, Senate-appointed committee has representatives from across the curriculum and is interested in curricular thinking into what education for first- and second-year students, as well as the curriculum as a whole, should be like. The committee will meet intensively throughout the spring semester, and a proposal will be brought to the faculty.

Discussion ensued regarding the timing for submission of requests for faculty positions. It was agreed that there might better be two dates, with proposals to fill non-renewals and denials of tenure in the fall and special circumstances taken into consideration on a case-by-case basis. Dean Dominy added that the Senate's decision had not been driven by convenience but rather by what is done by the college's competitors, who make decisions in the spring in time for conventions held in the summer. The fall is often too late for Bard to be competitive.

Professor Davis turned to the Senate's main item of business, an amendment to the Faculty Handbook regarding the First-Year Seminar, as requested at the November meeting. The Senate proposed the following amendment to the description of First-Year Seminar within Section II.3.16 of the Faculty Handbook:

Existing:

I. First-Year Seminar.

A. All First-Year students will be required to take two seminars during their initial year at Bard. (Second semester First-Year transfer students are required to participate in the program for one semester.) The Seminars are courses in which the student is introduced to the literary, philosophical, and artistic legacies of important eras in history. Classroom time is primarily devoted to the intensive study of major works written during those eras, and works are chosen to represent a wide range of intellectual discourse, from history, drama, and fiction to poetry, philosophy, and polemic. The subject matter of the Seminars may change from one year to the next, but every course given in the program will be devoted to those works and the theories and questions associated with them that deserve to be known by all educated persons.

Proposed (with changes in bold face):

- I. A. All First-Year students **are** required to take two semesters during their initial year at Bard. (Second semester First-Year transfer students are required to participate in the program for one semester.) The **Seminar is a writing-intensive course** in which the student is introduced to the literary, philosophical, artistic, and **scientific** legacies of important eras in history. Classroom time is primarily devoted to the **close** study of major works written during those eras, and the works are chosen to represent a wide range of intellectual discourse. The focus of the Seminar may change from one year to the next **and is to be defined** by the directors in consultation with the Faculty Senate and Executive Committee.

Extensive discussion ensued, during which it was pointed out, among other things, that the revised description precludes contemporary material. It was the sense of the discussion that the concerns raised were friendly. It was moved that the sense of the amendment proposed by the Senate be accepted and that the First-Year Seminar description be fine-tuned to reflect the broad understanding of history as the passage of time. After further discussion the question was called and the call carried. The motion to amend the Faculty Handbook as described above was carried unanimously; the Senate will circulate the revised paragraph.

Professor Davis reported the need for a replacement for Professor Romm on the College Evaluation Committee. The Senate brought two candidates, Professors Leah Gilliam and Peter Hutton. It was noted that this vote had not been included on the agenda and therefore could not take place. The vote will be taken at the first regular meeting of the faculty in the spring. In the meantime, Professor Romm would be available to serve if need be.

There were no reports from the **Faculty Evaluation Review Committee, College Evaluation Committee, Grievance, AIDS, HEOP, or Housing and Use of College Lands** committees.

Library and Bookstore Committee. Professor Rebecca Thomas reported that book order were due by December 1st. She requested members of the faculty who had not yet placed their orders to do so. Any need for desk copies of texts should be communicated to the faculty secretaries.

There were no reports from the **Multidisciplinary Studies, Research and Travel, or Computer** committees.

AAUP Committee. Professor Sattar reported that the grievance regarding increases in rents for certain faculty housing units on campus had been settled. A committee has been formed to take up the grievance regarding a tenure case, and a report is due on February 11th.

OLD BUSINESS

Professor Jean French requested those who use Olin 102 to please leave the room as it was found. She also asked that the lectern with an attached light be returned.

Professor Tabettha Ewing expressed appreciation to those members of the faculty who had contributed to the cash gift for Franca and Francis, staff of the Faculty Dining Room.

NEW BUSINESS

President Botstein reported that a delegation of students had come to see him about the Homeland Security Act and the possibility that the college could be asked to submit data on students. He had told the students that the legal detail must be looked into and that the college will, as a matter of policy, resist and challenge this if asked to comply. The college may have to regress to a system of on-electronic record keeping. If such an attack on personal and academic freedom is made, Bard will not be alone in its protest and will not voluntarily comply with such a regulation. Concern was raised about the extent to which this may affect foreign students, and this will be investigated.

Dean Dominy reported that a panel on the American Patriot Act and its implications for colleges will be held on Tuesday, February 25th.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:55 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 29 January 2003

The meeting was called to order at 4:30 p.m. by President Botstein, who welcomed the faculty to the opening informational meeting of the spring semester.

Dean of the College Michèle Dominy had circulated news about the winter intersession, particularly about student projects, as well as information about the opening of school, plans for the spring semester, and the faculty transition list. Dean Jonathan Becker had communicated to faculty the fact that Jamie Miller, deputy director of the Bard Globalization and International Affairs Program, is leaving Bard to prepare for the foreign service; Richard Harrill, formerly executive director of Youth Service International, will take over this position.

Lilo Bertelsmann, widow of Professor Emeritus Heinz Bertelsmann, died on December 31st, after a long illness. President Botstein asked that the record reflect this remembrance of her and her long association with the college.

The family of William and Annys Wilson has requested that a memorial service similar to that held for Professor Frederick Grab be organized. President Botstein asked members to assist with this service, which will be held in the spring.

Emily Barton has been named the winner of the 2003 Bard Fiction Prize. Ms. Barton, who will be in residence on campus during the spring semester, will give a public reading on February 10th in the Bertelsmann Campus Center.

The Italian Studies Program's Viva Verdi series will host a program dedicated to William and Annys Wilson on Wednesday, February 12th. The program, hosted by Professor Fred Hammond, will feature Puccini and Verdi

quartets performed by the Avalon Quartet and remarks by Professors Mark Lambert and Benjamin La Farge and Vice President Robert Martin.

Building plans include the renovation of the Avery Center for the Arts for use by the Film and Electronic Arts and Music programs; work will begin as soon as the Dance and Theater programs have moved to the Richard B. Fisher Center for the Performing Arts. Interviews continue in the selection process for an architect for the new science facility. In the spring, two new storage buildings will be constructed for physical plant, and the entrance from Annandale Road will be rerouted around the physical plant complex to the main parking lot.

Total enrollment for the spring semester will top 1300, with approximately 1225 students on campus. The rate of growth in applications continues to accelerate, creating more pressure on the admission process. This, however, should help in the process to diversify the student body. A smaller pool of students will be admitted for the fall in the expectation that the yield will be higher. It is hoped that the college will be successful in maintaining the size of the college and a balance in enrollment.

The Fisher Center for the Performing Arts is nearing completion. The tuning process in the large theater (known as "T1") began this week with small ensembles. The general consensus is that the quality of the acoustics far exceed expectations. The center will formally open at the end of April, then will be closed again for acoustical and other work to be completed. The move of the Theater and Dance programs will begin at the end of the semester, during which some minor inconvenience may be experienced. At the request of architect Frank O. Gehry, the design of the seat fabric in T1 is based on the random repetition of the last names of the Class of 2003.

The recent debate regarding affirmative action in admission policy at the University of Michigan is now being tested in the courts.

Students have raised the issue of what Bard's response will be if this country declares war on Iraq. President Botstein asked faculty to initiate open and effective discussion and debate on the issues that is open, free, and diverse. He also asked faculty to support the position of students on any war and to support their decision regarding participation in the debate.

There has been no improvement in the general economic situation. While its major benefactors remain unaffected, the college is not shielded from the impact on such issues as financial aid and must remain fiscally conservative.

During the discussion that ensued, a question was raised regarding whether there has been any indication that the number of applications from foreign students, particularly those from Muslim countries, has declined. There has been no such indication to date, but more stringent INS regulations may necessitate earlier decisions regarding those applicants. It was pointed out that this may affect applicants in the sciences; however, there also will be students with an interest in the sciences transferring to the college from the Bard High School Early College, many of whom are the children of immigrants.

There being no further discussion, the meeting adjourned at 4:55 p.m. to a welcoming reception.

Respectively submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 19 February 2003

President Botstein called the meeting to order at 5:05 p.m.

MINUTES. Upon motion duly made and seconded, the minutes of the 18 December 2002 and 29 January 2003 meetings were approved.

COMMUNICATIONS

Professor Mark Halsey, associate dean for academic affairs, noted that in the fall of 2002 the college received a two-year grant from the Andrew W. Mellon Foundation to support programs designed to increase faculty

involvement in residential campus life. A committee comprised of faculty, students, and staff has been formed to consider proposals for programs to be implemented under this grant. President Botstein added that the grant was designed to sustain the traditional virtues and traditions of a residential liberal arts college, to find new ways to make campus life between the classroom and the social aspects of residential life continuous and fluid in the most civilized way possible.

The mission statement and criteria (see below) as well as instructions and an application form can be found through the faculty link (click on "Mellon Grant Program Funding Request") on the Dean of the College web site. Questions may be directed to Professor Halsey or Dean of Students Erin Cannan.

Mellon Grant Mission Statement: Our goal is to bring together the academic and social aspects of student life in such a way that we create a lively community learning space beyond the classroom and particularly in the residence halls.

To do this we propose to support and encourage increased faculty-student-staff interaction centered in social spaces, such as residence halls and faculty homes; promote a comprehensive program of readings, discussions, screenings, and workshops that build on classroom content and explore life skills and which are planned and implemented by teams of faculty and students; and overhaul event planning and management on campus to decrease scheduling conflicts and actively promote existing programs.

All events must meet the following requirements: on-campus venue; residence-focused (takes place in or is organized by residential units); collaboratively organized by representatives of two (one of each) groups of faculty, staff, and/or students; maximum \$1,000 grant request; educational or academic benefit.

President Botstein reported several faculty notes. Myra Young Armstead's edited volume, *Mighty Change, Tall Within. Black Identity in the Hudson Valley*, has just been published by the State University of New York Press. Kyle Gann's "No escape from heaven: John Cage as father figure" appears in the *Cambridge Companion to John Cage*; and Omar Encarnación's "Lula's Big Win" appears in the Winter 2002/03 issue of *World Policy Journal*. Melvin Chen will give a recital on Sunday, February 23rd, at 3:00 in Olin Hall.

REPORTS

Report of the President. President Botstein spoke first to what he called the extreme irrationality of the period this country currently is in, not only in terms of foreign policy and the political dimension regarding a possible war with Iraq, but also in terms of the economy, which is showing no sign of improvement. Institutions such as colleges and universities become vulnerable in such economic times, and that vulnerability does not eliminate the irrational. For instance, Bard is dependent upon philanthropy, but that philanthropy is dependent upon the needs and wants of the donor. The college attempts to raise money for a particular need, but that need and the need of a donor may not coincide. This is compounded by the fact that most of Bard's donors are not alumni/ae. The performing arts center is a case in point. It is an extravagant luxury, even in the "dot-com" days of the late 1990s. Many of the gifts received for this project were given because of the glamour for the region of a performing arts center designed by a well-known architect. In the process, the college attracted donors who would otherwise not give money for the scholarships, books, classrooms, etc., the college needs. While he does his best to interest potential donors in what the college does need, in the end giving is often irrational and uncontrollable. Gifts have been turned down, for example, when there has been an ideology attached. As the college goes through this lean time, irrationalities and inequities in what is given will continue. Alumni/ae donors, for the most part, give unrestricted money, but Bard's funding is not driven by alumni/ae. While, in April, the Richard B. Fisher Center for the Performing Arts will open, and very nicely, the college is in the midst of a budget process in which there is little flexibility.

During the discussion that ensued, a question was raised regarding any commitment on the part of the college to fund public programs at the performing arts center. President Botstein responded that the hall is too small to have commercial viability, and the college has no intention of assuming or absorbing any such costs. The expense of the opening will be covered by the donors, and the fixed costs of the hall are covered. The facility will be used for teaching, and these costs will be absorbed through the regular budget process. Any large events will have to have donor backing; philanthropy will not be diverted from the academic program to the performing arts. (Cases in point are the Bard Graduate Center, the Center for Curatorial Studies, and the Bard Music Festival, all of which have specific restricted donors.

President Botstein announced the publication of the Bard College Diversity Report, copies of which were available at the meeting and will be circulated. The process and resultant report were funded by a grant from the William and Flora Hewlett Foundation, which had held a competitive process with its own guidelines. A Diversity and Inclusion Board, comprised of faculty, students, and members of the administration, was established, and a three-year process of interviewing all campus constituencies began. Jennifer Jimenez, current director of multicultural affairs, saw this process to its conclusion. President Botstein expressed the hope that the publication of the report will mark the beginning of a productive exchange of views on this question. The report comes at a good time, with the first class soon to graduate from the Bard High School Early College, the students of which are largely nonwhite; some of these students will come to Bard. President Botstein expressed thanks to Ms. Jimenez for completing this project.

Report of the Faculty Representatives to the Board of Trustees. Professor Deady stated that at the 22 January 2003 meeting of the Board of Trustees the president had reported two recent deaths: former trustee Sally Avery died in early January at age 100; Lilo Bertelsmann died in late December. He also had reported a strong admissions pool, despite the difficulty in knowing what kind of image is being presented to potential students. It is taking a long time to change the image of Bard, to make known its emphasis on high academic standards and on scholarship. The admission staff is working on this with high school guidance counselors. He had mentioned the likelihood of graduates of the Bard High School Early College coming to Bard and the resultant anticipated need in financial aid. He also had reported on the need for expanded athletic facilities and plans to open a coffee shop on north campus for use both by students and by patrons of the Fisher Center for the Performing Arts. President Botstein's op ed piece on affirmative action and the University of Michigan case, which appeared in the January 14th issue of *The New York Times*, had formed the basis of a board discussion on affirmative action in education, its impact on Bard and on education as a whole. The discussion had been a good one and provided an opportunity for the trustees to express their views.

REPORTS OF COMMITTEES

There was no report from the **Executive Committee**. Professor Bick requested clarification of the college's policy and guidelines regarding the purchase of books, including desk copies, as well as supplies. President Botstein requested Vice President for Administration James Brudvig to work with the Executive Committee on this. The committee will circulate a statement of clarification.

Faculty Senate. Professor Richard Davis announced that as a result of the most recent Middle States Association report and Executive Committee/Senate retreats, the Senate had established a subcommittee on the curriculum. The charge to the committee is to address the question of general education in the first two years. The Senate-appointed subcommittee is comprised of Professors Nancy Leonard (chair), Richard Davis, Susan Aberth, Ethan Bloch, Brad Clough, Deirdre d'Albertis, Garry Hagberg, Catherine Liu, John Pruitt, and Geoffrey Sanborn. The committee currently is meeting weekly, and reports will be issued. Faculty who would like additional information may contact any member of the committee.

Faculty Evaluation Review Committee. Professor Ferguson reminded faculty that reports from Faculty Evaluators are due on March 15th for tenure cases. Faculty Evaluator reports for non-tenure cases are to be submitted by March 30th to the evaluatee, divisional chair, primary programmatic affiliation, and EPC; and to the FERC by April 10th. The FERC then has three to four weeks to review the reports and bring recommendations to the president. Professor Ferguson asked that any evaluations already completed that have been seen by the division and the candidate be passed on to the FERC so that the committee's work may begin.

There were no reports from the **College Evaluation Committee, Grievance, AIDS, or HEOP** committees.

There was no report from the **Committee on Housing and Use of College Lands**. President Botstein noted that changes in campus signage has begun under the direction of the trustee buildings and grounds subcommittee. Improvement in the directions to main campus from the entrances is under consideration. During the brief discussion that ensued, the issue of parking was raised; this will be reviewed when construction has been completed, although the trustees are not in favor of paving more of the campus. Parking rules already in effect need to be enforced.

Library and Bookstore Committee. Professor Rebecca Thomas reported that the Bookstore would return unsold texts to publishers on March 3rd; any necessary exceptions should be communicated to her. The committee is continuing its discussion regarding procedures for obtaining desk copies. Professor Bick raised a question regarding gifts of books and de-accessions, suggesting that appropriate members of the faculty be

involved in the process before books are given away or sold. President Botstein requested Director of Libraries Jeffrey Katz to work with the Library and Bookstore Committee to devise a policy regarding gifts and de-accession.

There was no report from the **Multidisciplinary Studies Committee**.

Research and Travel Committee. Professor Cutler stated that the deadline for research and travel proposals is April 21st. The Dean of the College web site contains Category I and II forms.

Computer Committee. Mr. Katz, reporting for Professor Scalzo, stated that dial-up Internet service for off-campus use is no longer viable because of equipment failure and other problems. At the request of the Executive Vice President, the elimination of this service and possible alternatives are being investigated. The Executive Committee had been consulted, and at the request of the committee the matter has been referred to the Information Resources Council.

Dean Dominy reported that on February 25th at 7:00 p.m. in the Bertelsmann Campus Center the Bard College Information Resources Council, the Human Rights Program, and the Dean of the College will host a panel discussion on the USA Patriot Act and its implications for colleges and universities. Participants will include a legal expert from Cornell and members of the faculty.

AAUP Committee. Professor Sattar reported that the Bard Chapter of the AAUP has given \$1,000 to Lemoyne-Owen College in Tennessee. In September, 45 of the college's 50 faculty had voted to establish collective bargaining and in the process incurred legal costs of over \$45,000. Faculty members there raised \$25,000 toward these costs; the Bard chapter decided to offer its support with a contribution toward the remaining legal fees. Professor Sattar expressed thanks to the Bard faculty for paying their dues, thereby enabling this contribution to be made.

Professor Sattar reported that the current faculty contract expires at the end of June. A chapter meeting will be held on February 25th at 5:00 p.m. (at a location to be announced) to discuss the forthcoming contract negotiations. She urged all faculty to attend; the contract covers all faculty, including visiting and non-tenure-track, with teaching factions of 6/13ths or greater.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 6:10 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 12 March 2003

President Botstein called the meeting to order at 4:30 p.m.

MINUTES. Upon motion duly made and seconded, the minutes of the 19 February 2003 meeting were approved.

COMMUNICATIONS

President Botstein noted the death, on March 10th, of Jean de Castella, a trustee of the college and a member of the Bard Center board in the 1980s. A long-time resident of Tivoli, he was a friend of the college as well as of many members of this faculty.

There have been many recent faculty publications. Professor James Romm's edited volume, *Herodotus. On the War for Greek Freedom*, has been released by Hackett. Professor Elizabeth Frank's "Pied Virtue: Tzvetan Todorov on the Rescue of the Bulgarian Jews," a review of Todorov's *The Fragility of Goodness: Why Bulgaria's Jews Survived the Holocaust*, appears in the Winter/Spring 2003 issue of *Salmagundi*. Professor Joan Retallack's *How To Do Things with Words* has been reissued in paperback by Sun & Moon Classics. Professor Brad Morrow's edited volume (with Sam Hamill) of *The Complete Poems of Kenneth Rexroth* has been published by Cooper Canyon Press. Professor Felicia Keesing's study, "Forest Fragmentation May Increase Lyme Disease Risk," appears

in the February issue of *Conservation Biology*; the story has been picked up by wire services across the country. *The Missing Jesus. Rabbinic Judaism and the New Testament*, by Professors Bruce Chilton and Jacob Neusner, with Craig A. Evans, has been issued in paperback by Brill Academic Publishers.

Professor Ferguson announced that the Distinguished Scientist lecture scheduled for Saturday, March 15, has been canceled. Donald Henderson, father of two Bard students and national advisor for bio-terrorism has been "grounded" by the government.

REPORTS

Report of the President. President Botstein expressed his thanks to members of the faculty who have served or are serving on committees for faculty searches, many of which have come to a conclusion.

The Division of Natural Sciences and Mathematics has completed interviews of architectural firms for the new science facility. A recommendation is forthcoming.

April is a crucial month in the admission process. The college has a very large admission pool, and conversion is important. There will be many visits by accepted students and their families throughout the month, and faculty participation in these visits, whenever possible, is expected. The annual open house has been restructured; Vice President Mary Backlund will circulate details of current plans.

Registrar Peter Gadsby has prepared a summary of student enrollment in all Bard programs, including BA degree students in residence at Bard, BA degree students studying away from Annandale, non-matriculating students, Bard High School Early College, Simon's Rock College of Bard, Smolny College in St. Petersburg, and all graduate programs. Total undergraduate enrollment is approximately 2400, and approximately 1300 are currently on campus. Next year's enrollment will remain much the same. President Botstein requested the registrar to circulate the enrollment summary to all faculty.

The college, as the rest of the country, is facing a grim economic situation, with rising unemployment and the continuing economic downturn. Bard is not immune to the rising costs of such items as oil and insurance, which will affect the budget, including financial aid. The cooperation of the entire college community, therefore, is needed in the careful preparation of budgets and monitoring of expenses.

Turning to course planning and faculty presence on campus, President Botstein stated that although the college has expanded, with such programs as the Bard High School Early College, Smolny College in St. Petersburg, the Bard Globalization and International Affairs program, in which many members of the faculty are involved, the undergraduate curriculum remains its primary business. There must be a faculty presence throughout the five days of the week; for full-time faculty, the contractual agreement is the better part of four days. He has requested the dean of the college to be forceful on this requirement, which must be taken into consideration when planning courses for the fall, as does the distribution of first-year course offerings, to fit the needs and interests of students. He requested the faculty's cooperation in carrying out the primary business of the college.

Discussion ensued. In response to a question regarding the size of the sign for the Richard B. Fisher Center for the Performing Arts. Vice President Brudvig explained that the size of the Frank Gehry-designed sign (10 by 17 feet) is dictated by its content, in this case, the size of the letters (10 inches) required. A zoning variance must be obtained before the sign is erected.

Professor Sattar expressed thanks to Janet Kettler, international student adviser, for taking foreign students to be fingerprinted when necessary. President Botstein added that foreign student applications have not diminished and the college is working earlier with them in order to negotiate the new and more stringent immigration laws.

Report of the Dean of the College. Dean Dominy introduced the new director of career development, April Kinser, who discussed the programs and plans of her office, which, she stated, is taking the economic downturn seriously in terms of the services provided to students. These include one-on-one meetings, on a four-day per week walk-in basis. A new nine-page career development guide has been prepared. The Career Development Office will also provide more referrals and direct placement, as well as opportunities for internships. A new web site has been developed that lists all jobs and internships, and a mentoring network with alumni/ae, parents, and friends of the college has been created, which will be critical in terms of student placement over the next few years. Ms. Kinser welcomed faculty participation in these efforts.

Dean Dominy announced the new Center for Faculty and Curricular Development, headed by Associate Dean of the College Julia Rosenbaum. The CFCD was inspired by conversations among faculty, and a committee consisting of the Dean of Information Services, Director of Stevenson Library, Director of Qualitative Studies, Director of College Writing, and Coordinator of Informational Technology began meeting in the summer of 2002 in order to work with faculty on issues related to teaching. The CFCD will provide a venue for conversations, programs, and events that address pedagogical issues, from using technology in the classroom to responding to student writing.

REPORTS OF COMMITTEES

Executive Committee. Professor Matthew Deady, noting that the Executive Committee is discussing the course structure for next year, reminded faculty that too many seek to teach courses at the same time (late morning to early afternoon, avoiding Monday and Friday), which results in conflicts. Classes need to be spread throughout the day and throughout the week. In light of the classes that will be held at the Richard B. Fisher Center for the Performing Arts, the registrar has been asked to look at time allotment between classes, to allow students to move between main and north campus. The committee is also talking about structural issues and spreading pedagogical resources throughout the week, and how it might assist in this process (e.g., the possibility of changing the time of faculty meetings). Members of the faculty should bring any thoughts they have about these matters to their respective divisional chairs.

During the discussion that ensued, a question was raised regarding policy toward evening classes. Professor Deady replied that there is no discouragement of or ban on evening classes. The Executive Committee has talked about evening classes; however many student activities are held in the evening, and there are logistical problems as well. President Botstein added that there are also a large number of students involved in evening rehearsals in theater and dance, and students in the arts who require studio time apart from classes. Thus, it makes sense not to have too many evening classes.

Dean Dominy noted that, for classes that meet twice a week, a Monday/Thursday, Tuesday/Friday configuration would be helpful in eliminating problems with classroom use and give students more time between the first and second classes of the week.

Faculty Senate. Professor Richard Davis reported that the Senate has been busy with program reviews, particularly in music. The Senate also has been charged with making necessary, minor revisions to the Faculty Evaluation Document in order to keep the process working in anticipation of a more formal review next year. Concerns should be communicated to the Senate.

Professor Bick raised a question regarding the elimination of the second evaluation from the Faculty Evaluation Document; he asked the Senate to explore the issue of "tenurability." It was pointed out that the term does not appear in the document and is not applicable. The Senate and the Faculty Evaluation Review Committee will discuss the shift in the evaluation process and the relationship between the first evaluation and the tenure evaluation.

Faculty Evaluation Review Committee. Professor Ferguson expressed thanks to the Faculty Evaluators for submitting reports on time.

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Discussion ensued, during which it was noted that this process is being carried out in response to the controversy last fall when rents were raised. Concern was expressed regarding the limited time the appraiser had spent in some of the faculty units. President Botstein requested Mr. Brudvig and the committee to ensure that the appraiser has the confidence of both the administration and the faculty.

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AAUP Committee. Professor Simeen Sattar reported that the AAUP Executive Committee has appointed a sub-committee to discuss the matter of maternity leave with the administration. Anyone interested should

contact Professor Amy Ansell, sub-committee chair. The executive committee would meet the following week with Vice President for Administration James Brudvig, preliminary to contract negotiations, regarding health care costs.

During the discussion that ensued regarding maternity leave, issues of paternity leave and leave for adoption were raised. Professor Sattar agreed that the sub-committee would take up "anything that has to do with acquiring a child."

A question was also raised regarding the appropriate forum for discussing domestic partnerships. Professor Sattar noting that this had been raised quite some time ago; however, circumstances have changed, and the AAUP Executive Committee would be happy to undertake such a discussion.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:50 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 12 March 2003

President Botstein called the meeting to order at 4:30 p.m.

MINUTES. Upon motion duly made and seconded, the minutes of the 19 February 2003 meeting were approved.

COMMUNICATIONS

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There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:50 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 30 April 2003

The meeting was called to order by President Botstein at 4:30 p.m.

I. MINUTES. The minutes were amended by inserting the phrase “as required by new federal regulations” at the end of the first sentence of the fourth full paragraph on page two. Upon motion duly made and seconded, the minutes of the 12 March 2003 meeting were approved as amended.

II. COMMUNICATIONS

Professor Deady announced that on May 14th, from 7:00 to 9:00 p.m. in the multipurpose room of the Bertelsmann Campus Center, seniors in the Division of Natural Sciences and Mathematics will present posters on and discuss their Senior Projects. Refreshments will be served. The poster exhibition will remain on view all week.

President Botstein noted the memorandum circulated by Professor Simeen Sattar regarding the fact that Bard’s data was missing from the annual salary survey published in the March/April issue of *Academe*. The data, which had been received by the AAUP one month after the deadline, will appear in the July/August issue.

President Botstein reported that Idahlia Stokas, director of Bard’s Higher Education Opportunity Program, died on April 6th after a long illness. She is survived by her husband, Alexander Stokas, her daughter, Arianna ’00, and her son, Alexander. He asked that a member of the faculty express the condolences of the faculty to Ms. Stokas’s family.

Theodore Weiss, a member of the faculty from 1948 to 1969, died on April 15th. President Botstein stated that Professor Weiss had played an important part in the college’s history; during his years at Bard the college attained a distinction in the field of letters, in large measure owing to his advocacy, recruitment of faculty, and editorship of *The Quarterly Review*. In the late 1960s he moved to Princeton, where Renée Karol Weiss ’51, his wife and partner of nearly 60 years, survives.

Peter Stone ’51 died on April 26th the age of 73. Mr. Stone served a five-year term as Alumni/ae Trustee, from 1981 to 1986, and was elected a Trustee Associate in 2000. One of the college’s most famous alumni, he was the author of *1776* and a distinguished writer for television and the musical theater. He was a man of humor, who wanted Bard to produce musicals. He was also a very famous “fixer” of failing musicals (e.g., *Titanic*) and wrote the books for many others.

A memorial service for Annys and William Wilson will be held on Sunday, May 4th, at 3:00 p.m. in the Chapel of the Holy Innocents. A reception will follow at the President’s House.

A daughter, Casey Laurel Shein, was born to David and Amy Shein on March 18th.

III. REPORTS

A. Report of the President. President Botstein, noting that May 1 is the deadline for accepted students to make their decision known, reported that the process has gone very well. The college will not be underenrolled. He extended his thanks to Mary Backlund, director of admission, and her colleagues.

Professor Robert Culp has received a year-long An Wang Postdoctoral Fellowship at Harvard’s Fairbank Center for East Asian Research. Professor Susan Bernofsky’s translation of Peter Szondi’s *Celan Studies* has been published by Stanford University Press. Professor Stephen Shore’s *Essex County*, a collection of photographs, has been published by Nazraeli Press. The last Faculty Seminar of the spring semester will be given in Bard Hall on Wednesday, May 7th, by Professor Franz Kempf on “The Paradox of Prejudice: Kant and 18th-Century German ‘Orientalism.’”

Undergraduates Emily McNair (anthropology) and Vincent Valdmanis (political studies) have been awarded Thomas J. Watson Fellowships. Three of Bard's six Fulbright nominees were recommended by the U.S. Fulbright commission; of those three, Miya Buxton has been awarded a Fulbright to Indonesia, Sean Callanan has been named an alternate to Japan, and Emily McNair was named an alternate to Nepal, but has withdrawn to accept the Watson Fellowship. President Botstein expressed thanks to Associate Dean Julia Rosenbaum for her work in monitoring this process.

A workshop on "The ADA and Disability Services at Bard: Working With and Teaching Disabled Students," organized by Dean David Shein, will be held on May 14th.

The first class of students will graduate from Smolny College in St. Petersburg in June. All faculty are invited to attend (at their own expense) this landmark occasion. President Botstein expressed thanks to Professor Gennady Shkliarevsky, Susan Gillespie, director of the Institute for International Liberal Education, and Dean Jonathan Becker for their work in making this program a reality.

The first class of candidates for the Associate in Arts degree will graduate from the Bard High School Early College on June 23rd. Professor of Psychology and former Dean of the College Stuart Levine has been named dean of the BHSEC. William Alba, who taught at Bard for a time, has been named associate dean. He expressed thanks to Patricia Sharpe, who has served as dean, and U Ba Win, both of whom will return to their work at Simon's Rock. President Botstein also extended thanks to Vice President for Academic Affairs Robert Martin for overseeing the BHSEC. Faculty are encouraged to attend the commencement and participate in the academic procession. Some of the graduates will transfer to Bard, some to Simon's Rock; other college placements are excellent.

President Botstein expressed thanks to Vice President Debra Pemstein; Professors JoAnne Akalaitis, Harold Farberman, Kyle Gann, Richard Teitelbaum, and Joan Tower; and staff members James Brudvig, Richard Griffiths, Ken Cooper, John Gall, Nancy Cook, Raissa St. Pierre, Mark Loftin, Mark Primoff, and others for handling the activities of the opening of the Richard B. Fisher Center for the Performing Arts. He also thanked Professor Jean Churchill for her work in organizing the second weekend of performances, which include the Merce Cunningham Dance Company with the Kronos Quartet and Ballet Hispanico, and all other members of the faculty who have been involved in the two opening weekends of the Fisher Center.

Leon Levy, a trustee of the college since the early 1980s, died on April 6th. One of the college's largest donors, Mr. Levy gave \$140 million to charity, of which Bard received \$105 million. President Botstein stated that Mr. Levy did not believe in endowment, but rather in doing things during his lifetime. While he had no "natural" affiliation with Bard, he believed in its potential, picked up the tab for a variety of activities, and played a transformational role in the life of the college, which owes him a debt of gratitude. With the exception of his support of the Levy Economics Institute, all of the money he gave to Bard was unrestricted.

President Botstein reiterated, particularly in light of Mr. Levy's death, that this college is unlike any other in its finances and history. It is not a college supported by alumni/ae or parents, past or present. Bard is not only the beneficiary but also suffers from the irrationality of its donors. The Fisher Center for the Performing Arts was not funded by alumni/ae, parents, or other "natural" benefactors, nor was any money diverted from that given for the basic operations of the college. Three donors gave close to \$50 million of the \$62 million cost of the building. These donors did not attend Bard, nor did they have any other prior relationship with the college; they were interested in the building as a public venue. Since Reamer Kline's tenure as president, one goal of the college has been to replace the college's theater, which burned down; neither Reamer Kline nor President Botstein were able to raise the funds to replace the theater or to complete the Avery Center for the Arts because there has been no "home" constituency. That goal has now been realized in the Fisher Center. President Botstein stated that he could think of no time in the college's history when the name Bard has been associated with anything of such beauty. The Gehry-designed building does the entire college proud, beyond all expectations. The attention given this accomplishment by the press, including an editorial in the *New York Times*, has also recognized Bard for its program, mission, and teaching, including the teaching that will take place in the building itself, which is, by beauty and function, without peer. It is a fantastic achievement for the college that bodes well for its future and represents a moment of pride in all that Bard does.

The college will proceed to complete the capital campaign now underway. With the move of the drama and dance programs to the Fisher Center, the Avery Center will be renovated for film and electronic arts and music. Architectural drawings for the new science facility will be presented to the trustees at their annual meeting in May. While, given the economic realities faced by the college, the opening of the Fisher Center may appear

incongruous, the building, its operations and maintenance have been paid for by the donor. The Fisher family has given Bard and Simon's Rock a total of \$130 million, which has enhanced the well being of both institutions.

In closing, President Botstein stated that he has tried to do his best for the college in what may appear to be a complex and very circuitous route through unconventional philanthropy. The college has done very well and will continue to do well. What Bard has gained in the Fisher Center is a very powerful component to the benefit of everything the college does and is a great tribute to the faculty and all who work here.

B. Committee Reports

Executive Committee. Professor Deady stated that there would be a memorial tree planting in front of the Henderson Technology Laboratory on Monday, May 5th, to commemorate Glenn Knoch '99, who worked in the computer center. Mr. Knoch died in 2002.

Professor Deady reminded faculty that this year baccalaureate will take place on Thursday, May 22nd, at 5:30 p.m., followed, at 8:00 p.m., by the senior dinner. Dean Dominy added that because the college has outgrown the recent traditional site on main campus lawn, commencement has been relocated to the Seth Goldfine Memorial Field, to the north of Kline Commons, and will be held in a much larger tent. The procession will move from the chapel up the hill to Stone Row, then north to the library stairs.

Faculty Senate. Professor Davis reported that the Senate, meeting as the Committee on Vacancies, has been working hard on a number of replacements, changes of fractions, and the like. The Faculty Evaluation Subcommittee, comprised of Professors Bloch, Churchill, and Davis, has devised a series of proposals for small changes to the document that were presented to the Senate, which, in turn, were returned to the subcommittee for further consideration. Proposed changes to the document will be circulated in advance of the May meeting of the faculty. The Curriculum Committee, which was established at the end of the fall semester to consider various aspects of general education at Bard, has worked hard and successfully during the spring semester and will continue to do so in the fall.

The Senate/Executive Committee Faculty Support Committee, formed early in the spring semester and chaired by Professor McGrail, has and will continue to meet. Faculty input on the work of the committee should be conveyed to Professor McGrail.

Professor Nancy Leonard added that the Senate's on-going work on program review is continuing in a very serious and thoughtful manner. Professor Deady inquired as to whether the document calls for a formal process on this matter in academic year 2003-04. Professor Davis replied that it does, and the Senate will communicate its thoughts to the faculty. Professor Deady noted that a long memorandum regarding anonymity in student testimony had been received from the student Educational Policy Committee, which should be taken into consideration.

Professor Bick raised a question regarding what he characterized as uncertainty in how program chairs are appointed; he requested the Senate and Executive Committee to examine and clarify this matter. Professor Sattar, chair of the AAUP Executive Committee, supported this request as a matter of faculty governance. Dean Dominy asked that the Senate and Executive Committee also address length of terms of program chairs.

Faculty Evaluation Review Committee. Professor Ferguson reported that the committee has completed its work and sent its recommendations to the president, with whom the committee would meet the following day.

College Evaluation Committee. Professor Maple reported that the committee had completed its evaluation of 15 nontenure-track faculty. The committee's report has been (or will soon be) sent to the evaluatees, program chairs, and the administration. Dean Dominy expressed thanks to the CEC for taking on so many evaluations this year; there had been 15 in the fall, as well.

There were no reports from the **Grievance, AIDS, or HEOP** committees.

Committee on Housing and Use of College Lands. Professor Deady noted that faculty currently living in on-campus faculty housing have not yet received the appraiser's report. Vice President for Administration James Brudvig stated that the reports were expected the following day. Professor Deady stated that the committee will work with the administration to work out rents in the light of the appraisals and will report back to the faculty. Professor Deady had nothing to report regarding the faculty housing document.

Three faculty housing units will become available at the end of this academic year. The deadline for applications was the following day; 20-plus applications have already been received from current faculty. The committee would meet early in the following week to assign those units.

Professor Pruitt asked when the faculty housing document would be brought to the faculty. Professor Deady responded that while the committee has encountered no major resistance from the administration, he did not yet know what the changes would be. He stated that this item has not been as much on the “front burner” as it perhaps should have been. Vice President Brudvig has been very helpful; one item remains, that of the possibility of some mortgage assistance being made available to the faculty. He offered his apologies, acknowledging that this project is long overdue. President Botstein stated that Professor Deady has done very well in these negotiations; it is a very difficult subject in which many parties are involved. Professor Pruitt reiterated his question. Professor Deady responded that the document should be ready to bring to the faculty in the fall and that, realistically, the terms of the transition guidelines will be very difficult. In the future, it may be desirable to make more housing available to incoming faculty. During the discussion that ensued, concern was raised regarding possible issues of inequality. The system is now based on seniority; however, of the applications currently under consideration, only one is from a tenured member of faculty; the remainder are from junior faculty. Priority is given to those who are on campus five days a week.

President Botstein stated that in principle the college is in favor of building more faculty housing units or allowing faculty to build on college land, as a few already have done. With construction of the new science facility, it is likely that there no longer will be units available in Albee, which may need to be replaced. The college also is discussing the possibility of building an inn on the campus; such a facility would be convertible to student or faculty housing. Note was made of the fact that the new buildings on campus road had been constructed with the idea that they would convert to faculty housing; thus far, the need for student housing has precluded this. Professor Sourian stated that “mid-range” faculty with families should be taken into consideration while these discussions move forward, given the fact that the price of homes in the area has increased considerably.

Professor Brody asked President Botstein for a clear statement regarding the college’s position regarding maintaining, increasing, or decreasing its role regarding on-campus faculty housing. President Botstein responded that in principle the administration would like more faculty life on or near campus; the question is how that might happen. The administration would prefer a lease/own relationship, reserving rentals for junior faculty. “Mid-range” faculty would then have a lease/own option. Two systems would be ideal. The administration also has looked at properties near the campus, e.g., in Tivoli, investigating the possibility of purchasing properties that then could be rented to faculty. All things being equal, the administration would prefer that faculty live on or near the campus and is committed to the notion of a residential college.

There were no reports from the **Library and Bookstore**, **Multidisciplinary Studies**, **Research and Travel**, or **Computer** committees.

AAUP Committee. Professor Sattar reported that the AAUP Executive Committee has had two contract negotiation sessions with members of the administration. Items the executive committee has brought to the table are salaries, including tenure- and nontenure track faculty and setting minimum salaries for visiting faculty; health insurance for families; access to health insurance for domestic partners; the course load during the academic year in which a sabbatical occurs; maternity leave; and the college tuition benefit. Among items brought by the administration are team teaching and outside employment. One item has been settled thus far.

Professor Bick requested the AAUP Executive Committee to inform the faculty of what has happened with research and travel money.

There was no **OLD BUSINESS**.

NEW BUSINESS. Professor Joel Perlmann wondered if, given Mr. Levy’s unrestricted generosity to this college, there might be some way to express the condolences and gratitude of the faculty to his family. The Executive Committee will draft a letter.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:35 p.m.

Respectfully submitted,

Minutes of the Meeting of the Faculty held on 21 May 2003

The meeting was called to order by President Botstein at 5:40 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the 30 April 2003 meeting were approved.

II. COMMUNICATIONS. At the April meeting the Executive Committee had offered to draft a letter expressing the condolences and gratitude of the faculty to the family of Mr. Leon Levy. The letter, signed by the members of the Executive Committee, Professors Berthold, Churchill, Deady, and Lambert, had been sent that day to Mr. Levy's widow, Shelby White. Professor Deady read the letter into the record:

On behalf of the faculty, we would like to express our deep sadness at the death of your husband. Leon Levy was a tremendous supporter of Bard. Every student, faculty member, and academic program at the college has profoundly benefited from his generosity. The presence of the Levy Economics Institute, his unstinting support of scholarships and student aid, and the numerous initiatives he made possible have made Bard what it is today.

His most lasting legacy at Bard will be the spirit of determined risk taking he fostered. We have all reached farther than we might have had we not been spurred on by his vision of what Bard could be. His emphasis on excellence in all things and the seizing of opportunities will shape our college for years to come. He will be greatly missed by us all.

President Botstein extended his appreciation to Professor Deady and the members of the Executive Committee.

Professor Norton Batkin announced that David Levi Strauss, visiting critic at the Center for Curatorial Studies, has received a Guggenheim Fellowship.

III. REPORTS

A. Report of the President. President Botstein reported that a full enrollment is anticipated in the fall, with approximately 1330 students on campus and 40 studying off-campus. With 1440 deposits currently in hand, the college will not admit students from the wait list; of those 1440 applicants who have deposited, some will decline or defer, so enrollment should remain stable.

Recent faculty notes include the following. A new biography, *Chinua Achebe: Teacher of Light*, by Tijan M. Sallah and Ngozi Okonjo-Iweala has just been published by Africa World Press. Peter Hutton's film *Two Rivers* opens this month at 199 Main Street in Beacon as part of Minetta Brook's Watershed: The Hudson Valley Art Project. Tom Wolf is a co-curator of the Byrdcliffe Art Colony's Centennial Exhibition, which will be on view in three separate venues in Woodstock from June to September. Christopher Lindner, archaeologist in residence, has received a grant of \$20,500 from the Dyson Foundation for the summer Bard Archaeology Field School at the Guinea Community site in Hyde Park; he also has been named a research associate of the New York State Museum in recognition of the research potential of the Lighthouse Cove prehistoric site in Saugerties, where Bard students excavated last fall.

Commencement-Alumni/ae Weekend will begin, as usual, with the President's Dinner on Friday evening, in the new commencement location on the Seth Goldfine Memorial Field. Awards will be presented to Robert Levenson '67 (John and Samuel Bard Award in Medicine and Science); Jennifer H. Madans '73 (John Dewey Award for Distinguished Public Service); David Gates '69 (Charles Flint Kellogg Award in Arts and Letters); Nadine Gordimer (Mary McCarthy Award); and William Weaver (Bardian Award). The Bard Medal will be presented to Richard Griffiths, for his over 40 years of service to the college. The dinner will be followed by the commencement concert, which this year will be presented in Sosnoff Theater of the Richard B. Fisher Center for the Performing Arts. Saturday's activities will begin with the early walking tour of Bard lands with Professor William Maple, followed by breakfast in the President's Garden for graduating seniors and their families, trustees, and faculty. There also will be the Senior Project panel, and a panel discussion titled "How and Why Do

We Study Philosophy: The Legacy of Heinrich Bluecher," organized by Jeffrey Katz. At commencement, honorary degrees will be presented to Leon Levy, posthumously, and to George A. Akerlof, Kay Redfield Jamison, Simon Schama, and the commencement speaker, Lani Guinier. The degree that was to have been presented to Jessye Norman has been postponed, due to illness, to the fall, when she has offered to present a free recital at the Fisher Center.

There will be many activities on campus during the summer, including SummerScape and the Bard Music Festival; the Hudson Valley Chamber Music Circle and Aston Magna summer concert series; and the Conductors Institute. Academic programs include the Milton Avery Graduate School of the Arts, Higher Education Opportunity Program, and the Workshop in Language and Thinking.

Faculty transition, spring to fall, includes several new tenure-track appointments, in Russian, literature, studio art, economics, Jewish history, film and electronic arts, art history, history and religion, Africa and Africa Diaspora studies, and anthropology; President Botstein expressed thanks to the members of the faculty who served on the respective search committees. Professors Susan Aberth, Laura Kunreuther, An-My Lê, and Amy Sillman have been moved to tenure-track lines. There are also 14 new visiting appointments, four of which are full time. President Botstein expressed thanks to those who are leaving after varying lengths of service, citing particularly Brad Clough, who has been appointed to the Abdullah Taher Chair in Comparative Religion at the American University in Cairo; Carlos Riobó, who has taken a position at Barnard; Michael Raine, who will teach at the University of Chicago; and David Tavárez, who has joined the Vassar faculty.

Turning to the substance of his report, President Botstein first expressed his thanks to the faculty for their service during the past academic year, which has been a good one. Student retention is excellent; in the 1970s and early 1980s, retention was under 50 percent and grew to over 50 percent during the 1980s. The measure of how well the college does is by the relationship of the faculty member to the student in the classroom and whether the expectations of the students have been fulfilled; it is the job of the faculty to handle the variety and expectations and ambitions of the students. Retention has now reached 80 percent and is moving into the 90th percentile. His expression of thanks for a job extremely well done was, therefore, measured objectively by students choosing to remain at Bard. And the entering class has chosen the college over many other institutions. Standards of admission have risen, and Bard is now more the college of first choice of its students.

With the death of Leon Levy, Bard will, over the new few years, face some financial difficulties. The college has lacked a sense of institutional pride. Mr. Levy gave the college over \$120 million, although he had no prior relationship with the institution or expectation that the constituency would step into the breach. He had faith in recruitment and in the institution's stability and its future. Although Bard must now rebuild its donor base, it is now in a much better position to weather these difficulties. The Performing Arts Center will bring a new constituency, many of whom also will have had no prior connection to Bard; there are now alumni/ae and parents who are in a position to be of assistance. The college will look to that new constituency as it builds for the future.

Construction on campus continues. Renovation of the Avery Center for the Arts has begun for music and film and electronic arts. At its meeting on Friday, the Board of Trustees will select an architect for the new science facility. The board also will look at the first phase of improvement of the college's athletic facilities, a process in which students have been involved. A gift of \$7.5 million has been received to expand the gallery space at the Center for Curatorial Studies. Discussion continues of the notion of building an inn on campus.

Concluding his report, President Botstein turned to curricular issues. He noted that he has met with the directors of the First-Year Seminar, Professors d'Albortis and Pruitt. President Botstein stated that sometimes new faculty are "advised" that teaching First-Year Seminar will be held against them. This is not true; President Botstein views general education as an obligation. He also would like to see broader teaching of the sciences—to both majors and non-majors—so that Bard graduates are scientifically literate. The general education curriculum as it now exists at Bard is very important, and President Botstein expressed his thanks to those who are participating in it. Work has been undertaken, by Dean Dominy and Professors Retallack, d'Albortis, and Pruitt, to build the relationship between the Workshop in Language and Thinking and First-Year Seminar. The Workshop in Language and Thinking is now in its 23rd year at Bard. This program has become an excellent tradition and now creates continuity between classes; it has deepened in substance and function and plays a very important role in the retention of students. As the college reviews its general education curriculum, how the bridge between the Workshop in Language and Thinking and First-Year Seminar is viewed is crucial. President Botstein expressed his thanks once again to those in participate both in the workshop and in First-Year Seminar.

B. Report of the Dean of the College. Dean Dominy announced that President Botstein had just been named the 2003 recipient of the American Academy of Arts and Letters' Award for Distinguished Service to the Arts.

Voting on degrees. Presenting the list of candidates for degrees, Dean Dominy reported first that there are 93 candidates for master's degrees, which were voted by the appropriate graduate committees and recommended to the Board of Trustees for action.

The Bard High School Early College will hold its first commencement in June, when 94 students are expected to graduate. Smolny College in St. Petersburg will also graduate its first class in June; 41 bachelor's degree candidates have been recommended to the Board of Trustees for approval.

Dean Dominy then presented the list of 289 candidates for the degree of Bachelor of Arts, including 105 candidates in the Division of the Arts, 64 in Languages and Literature, 22 in Natural Sciences and Mathematics, 87 in Social Studies, and two in Multidisciplinary Studies. Fifteen of these candidates will graduate through the Continuing Studies Program. There were nine double majors. Upon motion duly made and seconded, the granting of the degree of Bachelor of Arts to the 289 candidates, whose names are included on the list appended to and made a part of these minutes, was approved and recommended to the Board of Trustees for action.

President Botstein took the opportunity of voting of degrees to thank Registrar Peter Gadsby for his "tireless and literate service." He also noted that grades are due on June 2nd.

B. Committee Reports

Executive Committee. Professor Deady reported that the committee had met the week after Senior Projects were due; all projects expected were turned in. The committee had met with Controller Kevin Parker and Director of Budgets Karl Lampson regarding budget procedures. The committee has requested Mr. Parker and Mr. Lampson to draft material about budget preparation for the fall, which will be circulated to the faculty.

Professor Deady brought the Executive Committee's roster of nominees for faculty committees for the 2003-04 academic year, turning first to divisional committees.

Executive Committee: Professors Churchill and Lambert continue; Professors Daniel Berthold and Bloch have been elected chair of their respective divisions.

Faculty Senate: Professors Rose and Davis continue (Davis for fall only); Professors Bagwell and Ying have been elected by their respective divisions. (The Social Studies Division will choose a replacement for Professor Davis for the spring term.)

Faculty Evaluation Review Committee: Professors Kempf, Nicholson (at-large), and LaFarge (alternate) continue; Professors Gann and Tibbetts have been elected by their respective divisions.

HEOP Committee: Professors Brody (spring only) and DeSoto continue; Professors Hutton and Chilton were nominated. (A fall sabbatical replacement for Professor Brody will be chosen.)

Library and Bookstore: Continuing are Professors French and Heldt; nominees were Professors R. Thomas and Moynahan.

Multidisciplinary Studies: Professors Buhler (Arts, spring only) and Bernofsky continue; Professors Ess (fall only), Skiff, and Ewing were nominated.

Research and Travel: Professors Brosh and Armstead (spring only) continue; Professors Miyagawa, Cutler, and Coleman (fall only) were nominated.

Computer: Professors Tivey and O. Chilton continue; Professors Anderson and De Silva were nominated.

Non-divisional committee nominations, by committee, also were made.

College Evaluation Committee: Professors Romm and Maple continue; nominees for two vacancies (second highest vote becomes alternate) were Professors Bick, Kostalevsky, and Caponegro.

Grievance: Professors Shkliarevsky and Sourian continue; nominees were Professors Sillman and Bernovsky.

Housing and Use of College Lands: Professor Ying continues; nominees were Professors Deady, Keesing, DeSoto, and Kempf (it was noted that the latter two live in on-campus faculty housing). Upon motion duly made and seconded, it was voted that the two with the highest tally would serve two-year terms; the third will fill a one-year term. Votes should be cast for three nominees.

Professor Brody was appointed teller. The results of the vote for the College Review and Housing and Use of College Lands committees will be circulated by e-mail once tabulated.

Professor Deady called upon Professor Sattar, who brought an action from the AAUP Committee. Professor Sattar stated that the AAUP committee would like a vote from the faculty regarding a change to the health plan that will affect all members of the faculty. Under the terms of the current contract, the college contributes 100 percent of an individual's premium. Next year, the premium for family coverage will be \$600 per month for the PPO plan and somewhat less for the EPO plan. The change that is under negotiation would reduce the college's contribution for an individual contract to 95 percent; the 5 percent remaining, which would be paid by the individual, would be redistributed to the family plan. This change has received the strong support of those who have attended AAUP meetings. A lengthy discussion ensued regarding the pros and cons of such a change, with many members of the faculty voicing their opinion. A ballot vote was called for and taken, the results of which were reported by the Senate at the conclusion of the meeting, but stated here for clarity. The faculty voted their support of the proposed change by a vote of 62 in favor, 23 opposed, with one abstention.

A question was asked regarding the matter of access to health insurance for domestic partners. Professor Sattar reported that the administration has agreed in principle to inclusion of same-sex partners, but not for opposite-sex partners.

Faculty Senate. Professor Davis brought the Senate's proposed revisions to the Faculty Handbook, which were set forth in detail on the agenda for this meeting. A subcommittee had been appointed by the Senate that was charged with making minor revisions, particularly regarding timing in the evaluation process. Some additional revisions were brought as a result of the tenure grievance of Professor Brockopp; others came from various members of the faculty. All suggested revisions were reviewed by the subcommittee and subsequently by the Senate, which now brings its recommendations regarding technical and procedural revisions to the faculty for a vote. The Senate will bring its more substantive recommendations for revision in the next academic year.

An outline of proposed modifications, keyed to the document, was included with the agenda, together with the text of the document with changes indicated in context. President Botstein inquired whether the proposed revisions might be voted on in their entirety; there was no objection to this proposal.

During the discussion that ensued, it was noted that the most substantive proposed revision was on page 10, marked by "A," setting forth a mechanism for replacing a member of the Faculty Evaluation Review Committee who resigns. The only mechanism in the current document provides for the replacement by alternate of a member who is recused by the committee.

An amendment, deemed friendly, was made by Professor Kempf to page 4, item 7 to bring a program perspective to classroom visits. In addition to the changes shown, the penultimate sentence in the first paragraph of Item 7 of Part I: Community Input in Evaluation of Faculty was amended to read as follows (friendly amendment underlined). "In each case of a tenure-line faculty member who is less than full time, or who takes a leave of absence in the semester prior to evaluation, the division chair, in consultation with the Dean and the program chair, may schedule some or all class visits one semester earlier than mandated above."

The question to consider the Senate's proposed revisions as a whole document, inclusive of the friendly amendment set forth above, was called, and the call carried. The proposed revisions were carried, with one dissenting vote.

There were no reports from the **Faculty Evaluation Review Committee, College Evaluation Committee, Grievance, AIDS, or HEOP** committees.

Committee on Housing and Use of College Lands. Professor Deady reported that all available on-campus faculty housing units had been allocated and accepted. The outside appraisals of all units have been received, and

the committee will meet with the administration to set rents. There will be a period of phase-in once rents have been agreed upon by the committee, acting for the faculty, and the administration.

Library and Bookstore Committee. Professor Rebecca Thomas reminded faculty that book orders were due at the bookstore on May 1st.

There were no reports from the **Multidisciplinary Studies, Research and Travel**, or **Computer**, or **AAUP** committees. (See AAUP business, above)

There was no **OLD BUSINESS**.

NEW BUSINESS. Professor Gordon reported that the prior weekend a member of the faculty doing business in Preston had been bitten by a dog belonging to a student. The bite necessitated a trip to the emergency room and raised a concern about rabies. While the faculty member is fine, this incident raises the larger issue of dogs and other pets on campus that is alarming in terms of its implications. If it is the policy of the college that pets not be allowed in campus buildings, this policy should be enforced. President Botstein responded that the college's policy is clear. Students are not to have pets, and by and large they do not. However, there is some looseness in enforcing the policy because of the number of faculty and staff who bring pets to campus. He stated that he would welcome faculty support for the strict exclusion of animals from offices, and, in the case of those members of the faculty and staff who live on campus, in enforcing a leash law. He asked that a way be found to enforce this, stating that the cooperation of the faculty would be needed. The same rules should apply to students, faculty, and staff.

It was noted that Baccalaureate would be held the next day, Thursday, May 22nd, at 5:30 p.m., followed by the Senior Dinner at 8:00 p.m. All members of the faculty were encouraged to attend. Details would be re-circulated to the faculty by the Dean of the College.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 7:10 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 3 September 2003

The meeting was called to order at 4:35 p.m. by President Botstein, who welcomed the faculty to the new academic year. The opening meeting of the faculty is traditionally for general information purposes; the first regular meeting will be held on Wednesday, September 24th.

Enrollment is strong, with 1388 students on campus; the undergraduate total is 1485, of which approximately 55 are not matriculating. Of those degree students studying away from Annandale, there are approximately 12 studying in New York in the Bard Globalization and International Affairs program, which has been very successful, thanks to the work of Professor James Chace and Jonathan Becker. On campus, there is good distribution over all the divisions, including good enrollment in the sciences, foreign languages, and across the college. Registration went very smoothly, with adequate spaces for all students.

There are more women than men in the entering class, as is the case in comparable institutions. An effort continues to get this ratio as close to 50/50 as possible. The entering class is very strong. SAT scores, the reporting of which is not required, average 670 verbal and 630 math, which is about the same as last year. The geographic distribution is interesting, with approximately 7 percent from abroad and an increase in the number of students from the West Coast, which has reached approximately 16 percent. Next year there will be more of a "crush" to get in. This year, approximately 200 fewer were accepted than in the past; next year, approximately two-thirds of applicants will be rejected. Increased selectivity allows the college to select for versatility as well as for quality, so that students can move across the divisions once they enroll.

There is a large number of new faculty. Mark Danner, will hold the Henry R. Luce Professorship in Human Rights and Journalism in the fall, in rotation with Ian Buruma in the spring. There are two Distinguished Visiting Writers-in-Residence this fall; Edna O'Brien and Cynthia Ozick will teach in Norman Manea's Contemporary Masters course.

New tenure-track faculty, all appointed at the rank of assistant professor, include Jennifer Day in Russian; Mat Johnson in literature; Tamar Khitarishvili in economics; Cecile Kuznitz, Jewish history; Jean Ma, film and electronic arts; Susan Merriam, art history; Paul Ramírez Jonas, studio art; Nerina Rustomji, history and religion; Jesse Shipley, Africa and Africa Diaspora studies and anthropology; and Yuka Suzuki, anthropology. Carolyn Dewald has been appointed visiting professor of history, with the possibility of a long-term appointment.

Several appointments have been moved to tenure-track: Susan Aberth in art history; Laura Kunreuther in anthropology; An-My Lê in photography; and Amy Sillman in studio art.

New visiting faculty include Noga Arihka, first-year seminar; Kristin Bayer, history; Janet Benshoof, human rights; Noah Chasin, art history; Daniella Dooling and Nicole Eisenman, studio art; Stephanie Fleischmann, theater; Michael Ives, first-year seminar; James Ketterer, political studies; Joe Kirtland, mathematics; Barbara Luka and Barton Meyers, psychology; Daniel Noemi Voionmaa, Spanish; Karin Rudfeldt, theater; Sanaa Sadek, Arabic; Kristin Schieble, religion; and George Tsontakis, music.

President Botstein welcomed faculty returning from sabbatical or leaves of absence. He also welcomed Rabbi Goldie Milgram, newly appointed to the chaplaincy; and Geneva Foster, who has been appointed assistant dean of students and director of multicultural studies. Tarah Greenidge, who has served in the admission office as assistant director, director of multicultural recruitment, and assistant director of multicultural affairs, has been appointed director of the Higher Education Opportunities Program.

The college lost two members of its community over the summer. Patricia Singleton died on July 16th. She was a friend to many here, and served as office manager in admissions for 30 years. Student Libby McCord, class of 2006, died in a hiking accident.

As a result of the faculty evaluation process, the following have been tenured in their respective fields: Laurie Dahlberg, who was also promoted to the rank of associate professor of art history and photography; Christopher Gibbs, as James H. Ottaway Jr. Professor of Music; Felicia Keesing, who was also promoted to the rank of associate professor of biology; Frank Scalzo, in psychology; and Rebecca Thomas, in computer science.

Alan Cote has been named professor emeritus of studio arts.

Recent faculty activities include the publication by Farrar Straus & Giroux of Norman Manea's *The Hooligan's Return: A Memoir*. An event to mark the publication of this memoir will be held on Tuesday, September 16, at 7:30 p.m. at the Fisher Center for the Performing Arts. Omar Encarnación's *The Myth of Civil Society: Social Capital and Democratic Consolidation in Spain and Brazil* has just been published by Palgrave/Macmillan. Judy Pfaff curated the Kingston Sculpture Biennial, on view through October.

The Bard High School Early College, which is fully enrolled, began classes today. Former Dean of the College Stuart Levine has been appointed dean of the upper college; Ray Peterson serves as principal. Smolny College in St. Petersburg does well. Both the BHSEC and Smolny College granted their first degrees in June. Eleven BHSEC graduates are now studying at Bard; two have enrolled at Simon's Rock, which also does well. Two new facilities are under construction there, a performing arts center and student union.

The programs of the Bard Graduate Center are doing very well, as is the case with the Center for Curatorial Studies. Construction at the CCS is underway; space will be added at the front of the building to accommodate visiting exhibitions and the permanent collection.

A bequest has been received from the daughter of Alfred Spitzer of a good selection of late 19th- and early 20th-century small paintings. The bequest includes three early works by Schiele, which will be hung at Blithewood.

The summer was busy. The Milton Avery Graduate School of the Arts is doing very well; President Botstein expressed his thanks to Arthur Gibbons, director of the MFA program. Preliminary discussion has been undertaken regarding the potential of expanding the summer program in the arts to areas of the performing arts, including opera and theater.

In addition to the CCS expansion, two other construction projects have begun. Renovation and expansion of the Avery Center for the Arts for music and film/electronic arts is underway under architect Peter Reynolds; and the Board of Trustees has hired architect Rafael Viñoly to design the new science facility. The college also is considering the completion of the Cruger Village dormitories. The original buildings there were constructed in the 1960s; they have outlived their utility, and more dormitory space is needed. A new, larger dormitory and a quadrangle will be constructed at the site. A second campus dining facility, in the Ward Manor public rooms, should be completed and open for service in early October.

Parent's Weekend will be held October 24 to 26. President Botstein stressed the importance of this event, particularly for first-year parents and parents of seniors.

A dinner for seniors, organized by the Dean of the College, had been held the previous evening. This was the first in a series of events at which the senior project and transition from college to "out of college" will be discussed. Dean Dominy deflected credit for this event to Dean of Students Erin Cannan and Associate Dean of the College Julia Rosenbaum, who have initiated a series of such discussions for seniors that will take place on Monday afternoons.

Turning to more substantive matters, President Botstein stated that this is a difficult financial and political moment in this country. Institutions of higher education, including Bard, are not immune to the current atmosphere and economic pressure. Bard has a low endowment, so has lost comparatively little in its portfolio, which does not contain high-risk investments. Bard's difficulty lies, however, in the fact that philanthropy has become much tougher. President Botstein is skeptical about any economic recovery in the near future; this is a period of leanness, which means pressure on the budget, including financial aid. As the college pursues its strategy in the face of the war and the upcoming presidential election, the entire community must remain aware of the economic situation.

The Executive Committee and Dean of the College have looked at the question of grading, which President Botstein termed an odd business because of the issue of grade performance vs. ability and standards. In the spring 2003 semester, the college-wide grade point average was 3.41. Bard's students must be held to very high standards. The college's undergraduates get high marks for candor, ingenuity, and the like, but not necessarily for discipline and hard work. Motivation and consistency of effort are the best ways for students to reach their goals, and the faculty needs to raise the sights of their ambition in the face of their resistance to and skepticism of notions of competition and ambition.

Bard made a strong statement in the 1930s, when Bernard Iddings Bell created the basic curricular outline that was carried on by Tewksbury. (President Botstein noted that at that time, fewer than 25 percent of students finished high school.) Bell's premise (an "inverted pyramid") was that students begin with a particular interest and moderation was a point of broadening that interest; in the senior year, students voluntarily took courses that would now be associated with the first year. In the years that followed, departmentalism and professionalism intervened, and it was found that students began at a point and ended there; the senior project was introduced, and moderation became a point of narrowing. Heinrich Bluecher and James Case brought the idea of a core curriculum: general education. Case conceded that the inverted pyramid did not work and introduced specialization over the course of the four years. President Botstein urged faculty to add suggestive areas to students at the point of moderation, across divisions and fields. As students are guided through their course of study, parallel and complementary study should be kept in mind.

President Botstein expressed his thanks to Professors d'Albertis and Pruitt for their leadership in the revision of the First-Year Seminar to a two-semester event. Student exploration through general education courses that fulfill their ambitions is a good thing. He requested faculty to rethink how elements of a single course are put together, stating that general education and the first year are among the most important things the college does. He also asked faculty to focus on the role of science in the curriculum, for both majors and non-majors. This is an important moment to consider what a liberal arts education is and how Bard can best provide it. It is a good opportunity to pursue curriculum not only through the distinguished quality of faculty but by quality of design.

During the discussion that ensued, several additional items were mentioned.

The Master of Arts in Teaching program is currently under review by the New York State Education Department. President Botstein expressed thanks to Professor Halsey and Vice President Martin for their work on this program. It is hoped that this fifth-year MAT program will begin in the fall of 2004, in cooperation with local

schools or in New York City with the Bard High School Early College. (He added that the New York City schools chancellor and the mayor are eager for Bard to assist in expanding the early college notion there.)

With the assistance of Professors Shore and Batkin, Bard is now academic partners with the International Center of Photography in New York. The new Master of Fine Arts in Advanced Photographic Studies has just begun.

Congratulations was extended to President Botstein by a member of the faculty on the opening of the Richard B. Fisher Center for the Performing Arts. Professor Churchill added her thanks for “four extraordinary dance studios.” President Botstein, in turn, thanked Professor Churchill for her assistance during the design phase of the building. He noted that a few construction defects remain to be corrected at the center, and rain and snow guards need to be installed, a design issue that will be worked out this fall. Otherwise, the building has received an excellent response from all over the world. Sosnoff Theater’s acoustics and flexibility exceed expectation. Janáček’s opera *Osud*, brilliantly directed by JoAnne Akalaitis, was performed with a closed pit; next year, Shostakovich’s opera *The Nose* will be mounted using an open pit. T2 also works very well, as do the theater and dance studios. The college will be very conservative about programming at the Fisher Center, and external possibilities are being explored. In the meantime, student productions will proceed, and the former American Symphony Chamber Orchestra’s Bard-Vassar subscription series will take place there, with three sets of two Friday/Saturday performances by the full orchestra.

Professor Berthold raised a point regarding the faculty evaluation process. With the shift to the new document, there are very early deadlines. The fall deadline for class visits and letters for those under evaluation is September 24. He requested all members of the faculty to look carefully at all deadlines in the newly revised document.

Professor Pruitt announced that a First-Year Seminar concert will be held on Monday, September 15, at 4:30 p.m. in Sosnoff Theater at the Fisher Center. The American Symphony Orchestra will perform Haydn’s Symphony No. 103, “Drum Roll.” Leon Botstein will conduct. The entire community is invited.

In closing, President Botstein noted for new members of the faculty that Bard is a delightful, interesting, and tricky place. Teaching and collegueship here are on a higher level of engagement than is usually found. He expressed his hope for a fine and good year.

The meeting concluded at 5:30 and adjourned to a reception at the President’s House.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 24 September 2003

The meeting was called to order at 4:40 p.m. by President Botstein, who welcomed the faculty to the first regular meeting of the semester.

I. MINUTES. Upon motion duly made and seconded, the minutes of the 21 May and 3 September 2003 meetings were approved.

II. There were no general **COMMUNICATIONS**.

III. REPORTS

A. Report of the President. President Botstein made several announcements, first acknowledging several members of the faculty who have recently and successfully completed the requirements for the Ph.D. in their respective fields. Susan Aberth has completed her degree at the City University of New York; Tamar Khitarishvili at the University of Minnesota; Jean Ma, University of Chicago; Nerina Rustomji, Columbia University; Jesse Shipley, University of Chicago; Daniel Noemi Voionmaa, Yale; and Fiona Wilson, New York University.

The first Faculty Seminar of the fall would be given that evening by Jacqueline Goss (film and electronic arts); her presentation is titled “Three Fixes: Short Videos by Jacqueline Goss.” Edna O’Brien, one of two—Cynthia Ozick

will also be at Bard—distinguished writers in residence this fall, will give a public talk on Thursday, September 25th. Judy Pfaff has a new installation, which has received critical praise, at Ameringer & Yohe Fine Art in New York through October 11th. Amy Ansell has been awarded a visiting research fellowship at the Wits Institute of Social and Economic Research of the University of the Witwatersrand in South Africa.

President Botstein expressed thanks to Professors Pruitt and Romm, who have helped to organize and will teach IDP sessions this fall. The Immediate Decision Plan was initiated many years ago as an admission tool, designed to help students develop a more informed opinion of the college and to accelerate the admission process during a daylong session that includes a seminar conducted by a Bard faculty member. Given the increase in volume and quality of applications, IDP no longer serves the function for which it was originally designed; however, it has been adapted to suit the current needs of the college. Five sessions will be held at Bard in November and December.

In closing, President Botstein reminded faculty of Family Weekend, which will take place from October 24th to the 26th.

B. Committee Reports

Executive Committee. Professor Berthold reported that the Executive Committee has begun discussion of two matters, the academic calendar and a policy for team teaching of courses, that will be brought first to the divisions then to the faculty for a vote.

Faculty Senate. Professor Davis reported that the Senate has begun its review of programs, beginning with chemistry, in light of the science initiative. Theater will be next on the agenda. The deadline for proposals to the Senate, as the Committee on Vacancies, is October 13th.

Faculty Evaluation Review Committee. In the absence of Professor Kempf, chair, Professor Shkliarevsky reported that the committee has met and set its schedule for the fall.

College Evaluation Committee. In the absence of Professor Maple, chair, Professor Romm noted that the fall deadline for class visits and letters for those under evaluation is today; the committee may, however, entertain a one-day extension.

President Botstein stated that the administration construes technical noncompliance not to be germane to the substance of any given evaluation.

Professor Bick suggested that the Senate review the faculty evaluation document with an eye toward revising the early fall deadline for class visits and written evaluations to enable the Dean of the College to circulate the evaluation list and deadlines before the end of the spring semester.

There were no reports from the **Grievance, AIDS, or HEOP** committees.

There was no report from the **Committee on Housing and Use of College Lands**. Professor Hammond expressed his compliments to the college's gardener for the overall appearance of the campus.

There were no reports from the **Library and Bookstore, Multidisciplinary Studies, Research and Travel, or Computer, or AAUP** committees.

IV. There was no OLD BUSINESS.

V. NEW BUSINESS. Professor Bick requested President Botstein to speak to a rumor he had heard regarding the possibility of cutbacks in the faculty resulting from the current economic climate. President Botstein responded that while the college will be extremely conservative about growth, to his knowledge there had been no discussion of any cutbacks in the faculty. He had expressed caution in a recent joint meeting with the Executive Committee and Faculty Senate, during which the current faculty/student ratio of 8.5/1, which is extremely generous, also had been discussed. This ratio is not evenly distributed throughout the college as a result of the general enrollment interests of the students; however, the institution cannot be run on the basis of student interest, and fields of study must remain open despite student interest or lack thereof. But the college must be very conservative about new investments. Bard is in a very strong fiscal position but a cautious financial mood. He stated his suspicion that the rumor cited was simply a deconstruction of what had been a perfectly normal discussion about caution.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:05 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 22 October 2003

The meeting was called to order at 4:35 p.m. by President Botstein.

I. MINUTES. Upon motion duly made and seconded, the minutes of the 24 September 2003 meeting were approved.

II. COMMUNICATIONS

Julia Rosenbaum, associate dean of the college, announced that on Thursday, October 30th, the Center for Faculty and Curricular Development (CFCD) would host a cocktail reception in the faculty lounge area of the faculty dining room. The CFCD was initiated in the fall of 2002 to facilitate curriculum support and development and to offer a forum for faculty-initiated conversations about the art of teaching.

The faculty of the Division of Natural Sciences and Mathematics extended greetings to Professor Deady on his 50th birthday.

III. REPORTS

A. Report of the President. President Botstein reported that at their October meeting the Board of Trustees had approved the Master of Arts in Teaching program; final approval is awaited from the New York State Education Department. This fifth-year program in physics, mathematics, history, and English will offer a 12-month course of study in which graduates of select liberal arts colleges continue studies in their discipline, take education courses, and gain classroom experience, leading to the Master of Arts degree and teaching certification. Opportunities for classroom teaching will be provided in the public schools in Arlington, Kingston, Chatham, and Red Hook, as well as at the Bard High School Early College and in the public school system in New York City. Assuming state approval, the program will begin in the fall of 2004. Ric Campbell, associate director of the Institute for Writing and Thinking, has been named director; Professor Mark Halsey has led the initiative to obtain state approval. The program will be relatively small and will carry itself financially; if successful, it may be expanded to other disciplines.

Family Weekend will be held October 24 to 26; a variety of events have been planned. President Botstein expressed his thanks to the members of the faculty who will participate in this event, which is particularly important for the families of first-year students and seniors.

Recent faculty notes include several art openings. Works by Nayland Blake '82, newly appointed chair of the International Center of Photography-Bard MFA program in advanced photographic studies, are on view at the Tang Teaching Museum and Art Gallery at Skidmore College. Lothar Osterberg's "At the Edge of the Reel" is on view at Achine Moeller Fine Art in New York. A selection of Stephen Shore's photographs are on view at 303 Gallery, also in New York.

Professor Barbara Ess would present a Faculty Seminar that evening titled "Wild Life and Other Photos," a slide presentation and a selection from her 2000 video "Acid Karaoke." Michael Lobel's article "Sign Language: James Rosenquist in Retrospect" appears in the October issue of *ArtForum*. Brad Morrow has been awarded a 2003 O. Henry Prize for his short story "Lush," published in the Fall/Winter 2002-03 issue of *Ontario Review*.

The 2003 Bard Fiction Prize, an honor initiated by William Weaver, has been awarded to Monique Truong. Ms. Truong's most recent work, *The Book of Salt*, was published in 2003 by Houghton Mifflin in the United States and by Chatto & Windus in the United Kingdom, where it has been nominated for the Guardian First Book Award. The third recipient of the prize, Ms. Truong will be in residence at Bard during the spring 2004 semester.

Current work on campus includes the renovation of the Avery Center for the Arts for film/electronic arts and music. The relocation of film/electronic arts will free up space in Preston for offices and classrooms. The college is planning an additional dormitory, the siting of which has not yet been determined, which will provide approximately 100 new student beds.

A town meeting would be held that evening to address issues arising from the “drag race” that had taken place the previous Saturday night. As a result of excessive drinking, virtually every ambulance and emergency hospital room in the area had been occupied by Bard students; had anyone in the outside community required emergency care, there might have been tragic consequences. The college has had a long tradition of such parties, beginning with “formals” that were held decades ago. In recent memory, there have been theme parties; the International Student Organization’s fall show continues the best of this tradition. There also have been two others, the “ménage” in the spring and the drag race in the fall. The ménage was relatively short-lived and was abolished. Over the years, the drag race has been managed quite well, but on Saturday, the amount of drinking that went on was over the top; fortunately, no one was seriously hurt. While Bard is not alone in this problem, it raises the question of the appropriate adult supervisory presence on a campus that houses 1100 to 1200 students as well as the legal liability of the college, since it is the tendency of the courts to place blame on the institution when something goes very wrong. Bard has to accept responsibility for student life and must look at the configuration of the residence life staff in order to provide an appropriate adult presence on campus, which may include foreign language exchange tutors and graduate students. Saturday’s drag race was a forewarning of changes in patterns of behavior of undergraduates; the presumption of adulthood does not always carry the ability to behave in an adult way. The subject of the town meeting is, then, to inform students of what happened, quell rumors of the number of students involved, and to let students know what actions were taken by the college. The meeting was called by the students who organized the party, who were quite taken aback by what happened. President Botstein expressed his thanks to the staff of the Dean of Students office and the Bard Emergency Medical Service for their handling of the events of the evening. Extensive discussion ensued. Dean Cannan, who is calling together a group of administrators to review educational and other initiatives already in place, invited faculty to join in this process. President Botstein stated that this needs to be sorted out so that the college can provide services that help the student body; faculty assistance in this process would be appreciated.

B. Report of Faculty Representatives to the Board of Trustees. Professor James Bagwell, who attended the October meeting of the Board of Trustees for Professor Richard Davis, chair of the Faculty Senate, reiterated the board’s approval of the Master of Arts in Teaching program. Professor Bagwell stated that Bard is leading the way in this initiative to improve the level of secondary school teaching. The board had also received a report on the science initiative.

C. Committee Reports

Executive Committee. Professor Berthold reported that crite sheets are due on Friday, October 24th. The rate of return of crite sheets at mid term is not great; this information is particularly important in the case of students who are having difficulty.

Faculty Senate. Professor Davis expressed thanks to the faculty for submitting position proposals on a timely basis. The Senate, meeting as the Committee on Vacancies, is now working on those proposals.

Faculty Evaluation Review Committee. Professor Kempf reported that the FERC is about to begin deliberation on a number of cases. He expressed thanks to those who have contributed to the evaluation process.

There were no reports from the **College Evaluation** or **Grievance Committees**.

AIDS Committee. Professor de Soto reported that the committee had met that week to discuss HIV and AIDS studies, with the demise of the two-credit course, in an effort to restructure the college’s curricular offerings around HIV and AIDS.

There were no reports from the **HEOP Committee** or the **Committee on Housing and Use of College Lands**.

Library and Bookstore Committee. Professor Rebecca Thomas reminded faculty that book orders for the spring semester are due at the end of the month.

There was no report from the **Multidisciplinary Studies Committee**.

Research and Travel Committee. Professor Robert Cutler reported that the deadline for Category II submissions is November 17th. He reminded faculty that receipts for Category I funding may be submitted at any time.

Computer Committee. Professor Sven Anderson reported that the committee currently is advising the Institutional Review Board as well as looking at the issue of intellectual property rights and the impact of the Patriot Act on the use of electronic resources.

AAUP. Professor Hilton Weis reported that a new AAUP Executive Committee, of which he has been named chair, had been elected at the last chapter meeting. He read the following statement into the record of this meeting.

The Executive Committee of the Bard Chapter of the AAUP would like to congratulate the administration and the Buildings and Grounds staff on their recent contract agreement. We would also like to express our support for the Bard clerical workers who would like to explore the possibility of joining a union. We believe that the college should facilitate their efforts to investigate this possibility.

IV. OLD BUSINESS

President Botstein reported that the Dean and Vice President of Simon's Rock College of Bard, Bernard F. Rodgers, will retire at the end of this academic year. Dean Rodgers, whose Ph.D. is in 20th-century American literature, will assume a faculty position at Simon's Rock. A search for a new vice president and dean will soon begin. Dean Rodgers, who came to Simon's Rock as dean of academic affairs in 1985 and was appointed vice president and dean in 1987, has done an exemplary job of leading the Simon's Rock during a difficult time, through the campus shootings in 1995 and the subsequent recovery of the institution, and has overseen the growth of the college and many new facilities. Simon's Rock has done very well under his leadership, and the college owes him a debt of gratitude.

Professor Gordon added that his two children had attended Simon's Rock and that it has been Dean Rodgers' tradition to hold a convocation for students at the end of their final year, after reading all senior projects.

V. NEW BUSINESS

Professor Lauren Rose announced that there would be a Distinguished Scientist Lecture on Saturday, October 25th, given by Devra Lee Davis, leading epidemiologist and expert advisor to the World Health Organization. Dr. Davis will discuss her National Book Award-nominated *When Smoke Ran Like Water: Tales of Environmental Deception and the Battle Against Pollution*.

Dean Michele Dominy called the faculty's attention to three particular events during Family Weekend. A welcoming reception, sponsored by the Parents' Leadership Council, will be held on Friday at 4:00 p.m. to provide an opportunity for families of students to meet First-Year Seminar faculty. On Saturday, at 4:15 p.m., John Cacioppo, Tiffany and Margaret Blake Distinguished Service Professor in Psychology at the University of Chicago, will give the Andrew J. Bernstein '68 Memorial Lecture; the topic is "The Anatomy of Loneliness." On Sunday morning at 10:30, Deans Dominy and Cannan will host a reception for the Class of 2004 and their families.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:25 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 19 November 2003

The meeting was called to order at 4:35 p.m. by President Botstein, who, after giving his report, would turn the chair to Professor Richard Davis, chair of the Faculty Senate, for the faculty-run portion of the meeting.

I. MINUTES. Upon motion duly made and seconded, the minutes of the 22 October 2003 meeting were approved.

II. There were no general **COMMUNICATIONS**

III. **REPORTS**

A. Report of the President. President Botstein reported that the Master of Arts in Teaching Program has been approved by the New York State Board of Regents. It is anticipated that the program will be in place in June 2004.

The Manor Cafe should be completed by the end of the first week in December. It will open for general use at the beginning of the spring semester.

Storage units for Physical Plant are under construction south of the Buildings & Grounds complex. Once these are completed, a decision will be made regarding the current storage barn, which is located behind the Nursery School and is rather dilapidated.

Reporting briefly on upcoming faculty events, President Botstein noted that Professor Gregory Moynahan would give a Faculty Seminar that evening titled "A Journey Through Invisible Worlds': Theoretical Biology, the Origins of Systems Theory, and the Politics of Social Complexity in 20th-Century Germany." On Friday, November 21st, Professor Luc Sante will read from his recent work at Oblong Books & Music in Rhinebeck. And Cynthia Ozick, distinguished visiting writer-in-residence, will read from her new novel, *Lights and Watchtowers*, on Monday, November 24th. It was added that, on November 10th, Professor John Ashbery had been presented with the insignia of Officer of the Legion of Honor by the Ambassador of France to the United States.

President Botstein then turned the meeting over to Professor Richard Davis.

Professor Davis called for committee reports before turning to the two main items of the business before the faculty: the Executive Committee's proposal regarding the academic calendar and the Committee on Housing and Use of College Lands' proposed revisions to the section of the Faculty Handbook on faculty housing.

B. Committee Reports

Executive Committee. Professor Berthold reported that the committee is currently discussing guidelines and policies for team-taught courses. Dean Robert Martin and Professor Mark Halsey would join the committee at its next meeting to discuss the Master of Arts in Teaching Program.

Faculty Senate. Professor Lauren Rose reported that the Senate, meeting as the Committee on Vacancies, has almost completed its business. She also reported that the Senate has nearly completed its work in reviewing the chemistry program and has begun to focus on reviews of theater and religion. The Senate is currently discussing two items: 1) spousal hiring and 2) the issue of photocopying evaluation files.

Professor Mario Bick, speaking to the Faculty Evaluation Document, noted that evaluation letters were due the following week. One faculty member is under tenure review in the first year of appointment, not yet having completed a full semester of teaching. He inquired as to whether the deadline for written testimony in this case might be deferred until after the end of this first semester of teaching. President Botstein inquired as to whether the Faculty Evaluation Review Committee's evaluation of this case would take place in the spring; it would. He then stated that the college would not construe letters written after the end of the semester not useable, suggesting that if the FERC is in agreement, the file, in this rare instance, be kept open until a date close to that when the committee would begin to meet.

Professor Bick moved, and the motion was seconded, that the Faculty Evaluation Document be amended to extend the due date for written testimony in this unusual case of tenure evaluation in the first year of teaching. Discussion ensued. Dean Dominy noted that the current document authorizes the FERC to change the due date for written testimony; therefore, this decision could be left to the FERC. She suggested that January 14 would be appropriate. While Dean Dominy's proposal was seconded, President Botstein counseled more flexibility, since January 14 falls in the middle of the winter intersession. Dean Dominy noted that a later date would create pressure on the evaluation, since the Faculty Evaluators meet with the evaluatee by February 11. Professor Lytle, speaking as a Faculty Evaluator, stated that he would rather have a full file to consider than be rigid about the due date, suggesting that a date early February would be suitable.

Professor Davis requested a consensus of the faculty as a statement of guidance for the FERC. (It was noted that Professor Bick's motion had not been acted upon; it was agreed that the FERC should make the final determination in this case.) Upon motion duly made, seconded, and carried, it was the sense of the faculty that

the Faculty Evaluation Review Committee be encouraged to adjust the due date to the end of the first week of February for the submission of written testimony in this unusual circumstance of a faculty member standing for tenure in the first year of appointment.

Professor Simeen Sattar requested Professor Rose to explain the issue of photocopying evaluation files. Professor Rose stated that this matter was brought to the Faculty Senate by the AAUP Committee. She explained that no one is allowed to copy any documents from their own evaluation file, and most members of the faculty were not aware of this. The Senate has asked for clarification from the college's lawyers and is waiting for a response. Once that legal opinion has been received, the Senate has been encouraged by the AAUP to develop a policy whereby a faculty member could receive a copy of everything in her or his evaluation file. Professor Davis added that this will be relevant to the Senate's work on proposed revisions to the Faculty Evaluation Document. President Botstein noted that this is an issue both of privacy and compliance with state and federal law, as well as one of confidentiality. Professor Bick stated that the issue is, in part, one of what is stated in the Faculty Handbook; should the faculty agree to a change to the handbook, the AAUP should be involved in any negotiation. President Botstein stated that negotiations would need to be undertaken only if there is any disagreement on this matter.

There was no report from the **Faculty Evaluation Review Committee**.

College Evaluation Committee. Professor Maple reported that the committee has completed eight non-tenure-track faculty reviews. The documents have been sent to the faculty member under review, the divisional and program chairs, and the student Educational Policies Committee (EPC), all of whom have one week to reply.

There were no reports from the **Grievance, AIDS, HEOP, Library and Bookstore, Multidisciplinary Studies, or Research and Travel** committees.

Computer Committee. Professor Sven Anderson reported that the committee has been discussing the use of computer upgrades in classrooms and the idea of a shared database. Any questions should be referred to the respective divisional representatives on the committee.

There was no report from the **AAUP** committee.

Professor Davis then turned to the main items of business before the faculty, calling on Professor Daniel Berthold to present the Executive Committee's proposal regarding the academic calendar.

Executive Committee: Proposal regarding the academic calendar.

Professor Berthold stated that the committee's proposal, brought as a seconded motion, had been set forth on the agenda for this meeting, as follows:

The Executive Committee recommends that the academic calendar remain the same as the current version (2003–04), except that in the Spring semester, classes will begin and end on Tuesdays rather than the traditional Wednesdays.

Specifically:

- The Fall semester will consist of fifteen academic weeks of classes; advising and registration will be on a Monday, with classes beginning on Tuesday; Fall break will be Monday and Tuesday of Columbus Day week; Thanksgiving break will be Thursday and Friday of Thanksgiving week; and classes will end on the Friday of the sixteenth week.
- The Spring semester will also consist of fifteen academic weeks of classes; as in the Fall, advising and registration will be on a Monday, with classes beginning on Tuesday; Spring recess will be Monday through Friday roughly in the middle of the semester; classes will end on the Tuesday of the seventeenth week; and the final faculty meeting of the semester will be on Wednesday.

Professor Berthold, noting that the committee hoped for a vote on the proposal at this meeting, stated that while the committee did consider Reading Week no consensus had been reached among the divisions. The committee also had discussed a very thoughtful and well-documented proposal from the EPC regarding the creation of an "exam week"; given the differing needs of the divisions, no decision had been reached on this proposal. The

calendar proposal, then, remains much as it is currently, with the exception of changing the beginning day of classes in each semester from Wednesday to Tuesday; in the spring this change will give students who are not graduating a full day to move out of their dormitories.

During the discussion that ensued, several points were raised and questions asked.

- At the end of the spring semester, why can't students move out on Thursday? The Physical Plant staff must begin to ready dormitories for commencement. Hasn't Physical Plant been able to deal with this in the past? The Dean of Students responded that students who are not graduating must leave campus on Thursday, and the number of alumni/ae who are housed on campus for commencement is large and increases each year. The Physical Plant staff must clean student rooms before the alumni/ae begin to arrive on Friday. Professor Berthold added that the proposed calendar gives students more time to move out; students feel very strongly about this, and the committee's proposal is in response to a very strong plea from the EPC. Professor Bloch added that at other institutions, the last week of the semester is exam week, and students move out gradually; with this proposal, all student work would be due on Tuesday, giving students an extra day to pack and move.

- The mid-term date in the fall semester this year was a week too early. An additional week was requested, or, if that was not possible, that the deadline for critique sheets be extended to two weeks after the mid-term date. Professor Berthold stated that the committee had not discussed this matter, but would take it up with the dean and the registrar.

- A concern was raised that classes that begin on Wednesday and meet on Monday/Wednesday would have one less class meeting. Professor Berthold responded that this was not true with the move of registration to Monday. The shift of registration takes care of class equity.

- Another concern was raised about holding the last faculty meeting of the academic year on Wednesday; won't this become a day on which Senior Project boards would still be held? What will the status be of that day? Professor Berthold responded that the Executive Committee had discussed this matter; however, if the last faculty meeting of the spring semester were moved to Tuesday, classes held late Tuesday afternoon would be lost to the faculty meeting.

- Dean Dominy also spoke to ending classes on Tuesday of the last week of the spring semester, citing pressure on both students and the housekeeping staff. The contract with nongraduating students requires them to leave on Thursday; with the current calendar, they do not have enough time to pack and leave on the same day.

The question was called; the call was carried with one opposing vote. The Executive Committee's motion, brought seconded and set forth above, was reread at the request of a faculty member.

Despite the question having been called, the fact that the Executive Committee had reached no consensus concerning Reading Week was raised, with the faculty member stating that that issue must be dealt with first. Professor Berthold stated that, procedurally, there was a motion before the faculty, and the question had been called. He reiterated that the Executive Committee had reached no agreement regarding Reading Week. He also stated that a faculty vote on the academic calendar is a recommendation to the Board of Trustees and that the president of the college is against Reading Week.

Professor Griffith stated that the faculty has lived with Reading Week for a long time and that last year the Executive Committee had recommended a two-year trial without it; procedurally, if faculty consensus is that Reading Week should be unpacked and discussed, the seconded motion regarding the calendar should be tabled. Professor Pruitt stated that the faculty has discussed Reading Week for many years, both in the divisions and in faculty meetings. He suggested that the calendar and Reading Week be voted on separately; this suggestion was agreeable to the Executive Committee. Professor Bloch expressed his dismay at the disrespect shown by Professor Griffith to the Executive Committee, which had been mandated to come up with a proposal for the academic calendar. The committee has fulfilled its mandate; it makes no sense to vote on the calendar then undermine that vote. Professor Bloch urged a faculty vote on the academic calendar.

The Executive Committee's proposal, brought as a seconded motion, regarding the academic calendar, set forth above, was carried by a vote (by show of hands) of 37 or 38 in favor; 28 opposed.

A question was raised as to whether the committee had discussed the Wednesday afternoon before the Thanksgiving holiday. Professor Berthold responded that while the committee had discussed this problem—some faculty cancel class while others require attendance—but had found no structural solution.

Committee on Housing and Use of College Lands: Proposed legislation to replace sections of the Faculty Handbook, Ref. I.7: “Faculty Housing at Bard College”

Professor Davis asked Professor Matthew Deady to give an opening statement regarding the committee’s proposal, which had been set forth in full on the agenda for this meeting. Professor Deady noted that at a May 1999 meeting of the AAUP the issue of faculty housing had been brought up with animosity regarding current policy; he had stood for election to the committee in an effort to try to resolve the issue. He had heard that the current policy is a matter of particular concern to new members of the faculty. An open meeting on this issue was held in May 2001. The sense of that meeting was that faculty would support a policy that would favor untenured rather than tenured faculty. There had been extensive discussion regarding those who already live in faculty housing and how that would be handled.

The committee’s negotiations with the administration—Executive Vice President Papadimitriou, Vice President Brudvig, and Dean Dominy—focused on a number of issues, including the number of houses covered by the policy. There are now 27 units available to faculty and particular administrators, with 19 of those currently occupied by faculty, three by administrators. Two apartments have been converted to offices; with the proposed expansion of the science building, the three apartments remaining in Albee needed to be considered. The intent was to retain 19 units available to faculty only; the list in the proposed legislation is the result of these negotiations.

Extensive and lengthy discussion ensued.

- A question was raised regarding the Wilson and Shafer houses in Annandale. Professor Deady responded that those houses are not in the current faculty pool. Bostwick House currently stands as a “swap” for Brown Albee East, which is occupied by President Botstein’s mother. The Jordan and Richman houses were purchased recently added to the faculty pool.

- Professor Weiss stated that historically, there were a number of houses owned by the college, and all were assigned by the Faculty Housing Committee. The administration has usurped many of these, and the less desirable are given to the Faculty Housing Committee, which has been co-opted. Professor Weiss offered an amendment to the proposed legislation: that the Committee on Housing and Use of College Lands be disbanded, allowing the administration to give away what it wants, leaving the remainder to the faculty. He stated that the process has slipped a long way from what used to be.

Professor Deady took exception to two of Professor Weiss’s points. While he agreed that there has been erosion in the housing pool over the years, in the last four years no assignments have been made outside of the committee. He also agreed that the administration would like the policy that has been set forth, but it has been brought by the committee because the committee believes the faculty also want this policy.

- Professor Bloch stated that it is not useful to discuss who occupies what house but rather that the pool of faculty housing is kept. He supports the committee’s proposal because the current system of allocation is unfair given the small number of faculty who have benefited from this system over the years.

- Professor Pruitt stated that he was pleased with the document and expressed his hope that with a more reasonable and fair policy, future negotiations between the committee and the administration should be easier.

- Professor Griffith asked about the current occupancy is of the house originally built as a “replacement” for the house occupied by President Botstein’s mother. A swap (with Bostwick House) was made and the so-called replacement house was never assigned by the committee.

- Professor Griffith stated that the faculty dealt with this issue approximately 25 years ago; he was willing then to support a prejudice to younger faculty; but he also felt the same should be true for senior members of the administration. Over the years, a pattern has developed of putting administrators in on-campus housing; that and the fact that the Wilson and Shafer houses are not to be available to faculty dampens his enthusiasm.

- Professor Kempf noted that ordinarily when this kind of change is proposed to the Faculty Handbook, the existing version is printed for all to see; the absence of the existing document doesn't let faculty know the "sea change" they are to discuss and then vote on. And if this is just a discussion, why have a number of faculty been served with eviction notices; the faculty as a whole should be aware of this as well. The existing document cannot be abolished without a vote. There is not enough housing for faculty on campus and not enough lots for lease; the discussion should be focused on that. Professor Deady agreed with Professor Kempf's latter point; the administration has said it will discuss that issue, but that the current policy needed to be dealt with first. The notices spoken of were sent as a matter of courtesy.

- Professor Sattar objected to or questioned specific items of the proposed legislation:

Item 1) "Rents are set by the administration at the low end of local market rates, in consultation with the Faculty Housing Committee."

Item 2) "Temporary assignment of units on this list to non-faculty can only be done for one year at a time, and only in with the agreement of the committee." Only "in" agreement or "with the" agreement? What is meant?

Item 3) Regarding who is ex-officio on the Faculty Housing committee. Professor Sattar sees no reason for the Dean of the College to serve on the committee.

Item 6) What does item 6 mean? It is meaningless. Professor Deady responded that the committee had in mind mortgage assistance, which is made available at a number of other schools. In discussion, Executive Vice President Papadimitriou had suggested moving expenses.

Item 7) "Faculty Housing Units." The list of on-campus units for faculty housing represents the committee's stamp of approval on something that exists without the approval of the faculty.

Item 8) Professor Sattar feels that certain members of the faculty within a given number of years of retirement should be granted the right to remain in their respective houses until they choose to retire; this should be written into the document.

Item 8) Professor Sattar also objected to the language regarding negotiations between a tenured member of the faculty and the administration to stay on in their respective houses; she noted that this also was stated in the notice that was sent to those occupying faculty house. She also stated that specifically who the faculty member would negotiate with should be specified, and that negotiations should be with the committee not the administration.

Professor Deady thanked Professor Sattar for her comments.

- Valerie Thomson '85, director of the Immediate Science Research Opportunity Program, added her opinion, as an alumna, that those members of the faculty who have hosted students in their homes should not be asked to leave, that anyone currently in faculty housing should be grandfathered in the document. There is good reason to have long-standing members of the faculty, with a commitment to the college, remain on campus. She added that all 27 units should be on the list and all assigned by the committee to faculty.

- It was noted that this is not a utopian document or situation; the committee is trying to make a difficult situation more equitable. There is a limited pool of resources, and the document speaks to the idea that younger faculty should share in these resources.

- Professor Rose spoke to current market costs to rent and buy; she encouraged the committee to look for a more concrete way to increase the pool of on-campus faculty housing.

- Professor Dewsnap noted that years ago there were more units and fewer faculty; there should be no disruption of current occupancy through eviction, especially because current residents had invested labor in their homes. Speaking to Professor Sattar's objection to items 6 and 8 of the proposal, he stated that the language of these items should be more definitive.

- Professor Ess emphasized that there are 19 faculty housing units and over 100 full-time members of the faculty. This discussion is really about money, including maintenance and taxes. In reply to Professor Dewsnap she made

the point that as a homeowner, unlike a campus resident, she can be ousted from her house if she defaults on her mortgage.

- Professor Pruitt, who lived in faculty housing for eight years, stated that it is a great deal. He agreed with Professor Ess that the issue of money is central to this discussion. Professor Griffith's point about more administrators being given on-campus housing is an ethical issue; the faculty should do the right thing for the faculty and return the ball to the court of the administration. The notion of there being more housing on campus that faculty live in permanently doesn't make sense.

- Professor Churchill stated that the mood of the faculty and on campus is shifting. Those who live here are very lucky, but they also have no equity. This issue is pitting the faculty against one another. There have been times when senior members of the faculty living on campus have been essential; if that mood is changing and the document is basically an eviction notice, she cannot support it.

- Professor Griffith agreed with Professor Pruitt's point that increased subsidized housing for administration is an ethical issue that the committee should take to the administration. Given the current pattern of administrative assignments housing assignments of such houses as those in Annandale as well as Shafer, and Wilson, the administration itself should move to such places and return Faculty Circle to the faculty.

- Professor Lytle stated that the faculty is fighting over bones and that this is a discussion about money. What is missing is a larger vision: a statement of purpose regarding faculty housing (e.g., to recruit and retain faculty; expectation to entertain, etc.). He added that mortgage loans are provided by many institutions so that faculty can buy houses in the immediate area.

- Professor Bick questioned the policy that faculty housing be relinquished one year after tenure is attained and asked that the committee look at how much a faculty member is paid one year after retirement and the costs of housing. Professor Rose also spoke to this as a matter of equity for those who don't have faculty housing.

- Professor Cannizzaro spoke to what she termed a rumor that Bard wants administrators to live on campus, stating that there should be term limits for on-campus housing that apply to everyone. She asked that if the pool is limited and is shared with administrators, how many administrators are in that category.

- Professor Sattar proposed a change to the composition of the committee, that Richard Griffiths be included. Professor Deady stated that Richard Griffiths is a member of the current committee; Vice President Brudvig would replace Miss Barich, the business manager.

- Professor Weiss stated that a document such as this one had been written six or seven years ago, with priority given to younger faculty; the administration favors this kind of policy. He also spoke to a grandfathering guarantee. He said that it bothers him that the faculty is arguing over the small pool when it should be arguing for more units. There are many more units now than in the past, but they have been assigned to the administration. It is up to the administration to improve the situation, to look at which units are going to the administration and which to the faculty, and to look at "Faculty Circle" and who lives there. He suggested changing the name of "Faculty Circle" to "Circle" in recognition of what it is. The faculty should see what's happening and respond in a rational way.

Given the hour, the discussion, which will be continued at the December meeting of the faculty, came to a close, and upon motion duly made and seconded, the meeting adjourned at 6:25 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 17 December 2003

The meeting was called to order at 4:35 p.m. by President Botstein.

MINUTES. Because of an e-mail glitch, approval of the minutes of the 19 November 2003 meeting was postponed to the first regular meeting of the spring semester.

There were no general **COMMUNICATIONS**.

REPORTS

Report of the President. President Botstein announced that a son, Jonah James Romm, was born to Tanya Marcuse and Professor James Romm on November 29th.

While the presentation of honorary degrees is ordinarily reserved for commencement, owing to the initiative of Professor Chiori Miyagawa and Professor Thomas Keenan, director of the Human Rights Project, there will be a special event on April 14th in honor of playwright Tony Kushner, during which he will be presented with the honorary degree of Doctor of Fine Arts.

A holiday party at the President's House would immediately follow the meeting.

Turning to his report, President Botstein first expressed thanks to those members of the faculty who have served on faculty committees during the fall semester. He noted that this is often difficult task, particularly on appointments.

On-going physical plant work includes the construction of new storage facilities just south of Central Services and plans for a new road, the gift of alumni/ae, which will bypass the Buildings and Grounds complex. Work continues apace on renovation and construction at the Avery Center for the Arts for music and film/electronic arts; it is hoped that this will be completed in time for summer use by the Milton Avery Graduate School of the Arts.

The college is considering the construction of new dormitories to satisfy student demand for on-campus housing. Even at current enrollment there is a shortage of beds on campus, and in the fall of 2004, temporary trailers will be required. It is hoped that this problem will be alleviated by the fall of 2005. The new dining facility at Ward Manor is nearly complete. The space is well appointed and will open for the spring semester as an alternate dining space for students, helping to relieve some congestion in Kline Commons.

Extending his apologies for having had to leave the November faculty meeting early to attend a meeting at Simon's Rock, President Botstein spoke to several points raised at that meeting.

For many years, as many of the senior members of the faculty are aware, there has been an on-going disagreement regarding the housing policy in the Faculty Handbook. (The handbook itself predates President Botstein's tenure.) The trustees of the college believe that dealing with the real property of the college is the unalienable right of the Board of Trustees. And there needs to be a long-term solution regarding what ought to be done regarding faculty housing. Despite the growth of the college in resources and size, it remains short of capital. But the notion of mortgage support and additional faculty housing units should be kept on the agenda, although it is not yet clear what can be done and if it can be done in a fair and equitable manner. The college has and will continue to purchase land adjacent to the campus and intends to purchase all of the houses on Annandale Road as they come on the market. It is the long-term policy of the college to acquire all property on Annandale Road and thus to control not only those properties but the road itself. These properties are not, however, within the purview of the housing policy contained in the Faculty Handbook.

President Botstein had read in the minutes of the November meeting that there had been a suggestion that Faculty Circle be renamed "Circle." The name Faculty Circle carries a recognition factor, despite lack of definition, to generations of alumni/ae. The college now has 1100 students living on campus. The expectation of students and their parents regarding adult presence on campus and what the college will provide has changed dramatically from that of the easy morals of the 1960s and early 1970s. It is now expected that there will be some kind of adult supervision or presence in student life. Yale and Harvard, for example, have a "house" system, with adults on premises, because there is an expectation that 18- to 22-year-olds require some kind of adult supervision or presence. Bard has an on-call list that covers evenings and weekends. The Dean of Students, Vice President for Academic Affairs, and Vice President for Student Affairs live on campus, and their homes are open and used frequently as public spaces. There is a reason for this, and there should be even more administrators living on campus to provide the kind of extracurricular life, particularly on weekends, that does not leave students "abandoned." If additional housing is provided to faculty or administrators, it will be with the expectation of and obligation to a contribution to student life. As far as compensation is concerned, it is President Botstein's impression that there was a time when faculty wages did not provide a "living salary." But faculty housing is no longer a matter of compensation; it is a matter of quality of life for undergraduates living on

campus. If faculty housing is increased, it will be with the intent to improve campus life for students (e.g., with funds from the Mellon grant), providing a sense of openness and availability. The administration believes that this is right. Were it possible to create a gated community like Vassar, it would be a benefit. President Botstein expressed the hope that discussion regarding faculty housing will continue in a civil manner.

Turning to curricular issues, President Botstein stated that over the semester there seems to have been a problem in the coordination of courses in and between programs, and a concern with the availability and significance of general education and balancing the needs of the discipline and those of specialization for undergraduates—coordinating foreign language with the history of its country, for example, or the coordination of courses in theater and languages or literature and film. There seems to have been some Balkanization of courses. He stated that the more coordination the better in the development of courses, their interrelationship, and sequence. The college should coordinate all that it does; faculty should not simply teach just what they want, but what undergraduates need to know. The college needs to be ambitious for its undergraduates. The effort this year to support the Senior Project has gone very well and should be continued. But some structure for such programs will need to be found in order to continue them, because the college's so-called soft money is coming to an end.

The missing link seems to be a sense of discipline and consistency of work that is not at odds with creativity. This sometimes is due to a low level of student ambition, but their ability to dream is compatible with ambition, motivation, and discipline. As Bard becomes more selective, the ethos will become one of ambition and hard work; we need to keep pace with that in what we do.

Discussion ensued. Professor Bick spoke to the matter of compensation and housing, stating that there does seem to be a parallel to the years prior to President Botstein's tenure. The cost of housing has risen, and this seems to be a pressing need if more faculty are to be available nearby for students. It is a pressing need and compensation is an issue. President Botstein responded that the best approach is to look at the facts in a way that is not anecdotal. The administration had anticipated that the housing market in the area would dry up in the time since the events of September 11th and it has not. There also needs to be some analysis in this context regarding younger faculty and new appointments. If what Professor Bick says is true, the college should look at beginning faculty salaries. It may be that the college might participate in bringing down the cost of housing, perhaps by considering the question of mortgage assistance. However, the priority for the last decade has been to raise faculty salaries.

Professor Bick suggested the need to coordinate the availability of off-campus housing for new faculty. President Botstein said that this would be very complicated given individual needs. While he didn't disagree, for instance in recruiting new faculty the college should do its best to try to help in solving the housing issue, whether this might be uniformly addressed he did not know. Professor Gordon stated that the Internet can be very helpful in this, and that notices of available housing can be forwarded to new faculty. President Botstein mentioned that the current building boom in Red Hook and Rhinebeck may overreach itself, which may work to the college's benefit. He said that everyone is on the same page—the more faculty and staff on campus, the more the gain for student life; the more informal exchange that occurs, the better for undergraduates. The pressure, legal and otherwise, for the supervision of campus life changes the context of existing policy; this is not a solved problem.

REPORTS OF COMMITTEES

Executive Committee. Professor Berthold reported that divisional meetings will be held on February 25 for tenure review discussions and vote; on March 3 for pre-tenure review and discussion; and on March 10 for new course approval. Additional dates have not yet been set.

Grades and crite sheets are due on January 2. The Executive Committee will meet shortly thereafter to review the academic status of students; therefore, it is important that grades and crite sheets be submitted as soon as possible, particularly in cases where academic probation or dismissal is a consideration.

Faculty Senate. Professor Richard Davis reported that as it completes its work for the semester, the Senate has heard from its subcommittees. The Subcommittee on Curriculum, chaired by Professor Geoffrey Sanborn, is coming to the completion of its work and will bring a proposal to the Senate that in turn will bring it to the faculty in the spring semester. The Evaluation Document Review Subcommittee, chaired by Professor Matthew Deady, had met with the Senate that morning; the committee has undertaken a philosophical discussion and intends to bring certain specific recommendations to the Senate and to the faculty in the spring. The

Subcommittee on Faculty Support is surveying the faculty regarding needs; any suggestions should be made to members of the committee.

Professor Lytle spoke to faculty review procedures, stating that he was deeply disturbed this semester regarding the quality of the outcome of the process. The lack of difference in the tone of the letters sent by the Faculty Evaluation Review Committee (FERC) has resulted, in some cases, in members of the faculty turning to the job market. The upshot is that the third-year review has become very guarded and viewed as the terminal evaluation. What is lost is the mentoring evaluation that used to take place in the second year; there was at one point a constructive mentoring process for junior faculty. [Point of clarification: The FERC transmittal letter is sent to President Botstein, with copies to the person under evaluation and the chair of the division.] The problem seems to be that of attitude—when hiring, the college is also recruiting for the future of the institution; there should be a constructive pre-tenure evaluation, and mentoring needs to be built into the procedures. The faculty put this system into place and must fix it. President Botstein added that there is litigious “smoke” around these procedures that has produced a risk-averse, noncommittal language; his letters do not do this: they are explicit and neutral on tenure. Professor Lytle emphasized that if energy were put into mentoring, the result would be a better candidate for tenure.

Professor Elizabeth Frank agreed, stating that this applies to the divisional faculty evaluators as well. She said had she received such a transmittal letter she would have been on the job market immediately; the language is demoralizing.

President Botstein noted that the Faculty Handbook requires that the FERC prepare the transmittal letter. The Senate’s subcommittee should consider this and the risk-aversion language that is used.

Professor Bick stated that the issue is not the letter but the shift from two evaluations to one before the tenure evaluation. The result is that mentoring becomes nearly impossible.

President Botstein suggested a return to the old system. Professor Bick stated that this may be what Professor Lytle is suggesting.

Professor Lauren Rose reminded the faculty that an attempt had been made to put a mentoring program into place. This had been discussed with the president, and there were some legal problems. It had been brought to the faculty, which voted it down. It seems time that it now be reconsidered. President Botstein stated that if a “fire wall” is included in the process, he had no objection to a voluntary mentoring program.

Dean Dominy stated that the document is ambiguous on the length of the FERC transmission. There does seem to be an obligation on the part of the FERC to pass recommendation on any specific point if differences exist, but the document is not clear on what is expected of the FERC.

Professor Ethan Bloch pointed out that the minority report is covered in the document and is very clearly stated. President Botstein expressed his appreciation for Professor Lytle’s having come forward on this issue. He stated that there also seems to be some misunderstanding regarding the denial of tenure or reappointment. He expressed his willingness to brief the FERC to contextualize constructiveness even if the outcome is negative to the possibility of success in the institution. Negativity is not necessary; clarification is necessary.

Faculty Evaluation Review Committee. Professor Franz Kempf stated that this is the first semester in which the FERC has had to deal with the new procedure. The document requires looking ahead to the tenure evaluation, including any negatives, and making the process more transparent. He did not recall any such letter as quoted by Professor Lytle, stating that the committee looks very carefully at the wording of these transmittals. He reported that the committee has completed its work for the semester and has met with the president. The deadline for submission of written testimony in the tenure evaluation for Professor Dewald, who is standing for tenure in the first year of her appointment, has been extended to January 30th.

Continuing the discussion that had earlier begun, Professor Karen Sullivan stated that she had had the same response as that of Professor Lytle to the FERC’s transmittal letters. She asked if this was a question of structure or of tone, since Professors Lytle and Frank emphasized tone, which is beyond the charge of the committee. Professor Lytle replied that the question is one of structure.

President Botstein stated that the FERC is not required to comment on tenurability; however, because there is now only one evaluation moment prior to the tenure evaluation, there is a heavy burden on that evaluation,

which was not the case in the old system. The tone of the letter can be changed to one of clarity through the ability of the FERC to be encouraging, or the FERC might be asked to meet with the candidate face to face. This is a question of both tone and structure.

The Evaluation Document Review Subcommittee comprises Professors Matthew Deady (chair), Karen Sullivan, Laurie Dahlberg, Omar Encarnación, and John Pruitt. Professor Pruitt stated that the committee is rethinking the evaluation process. Professor Davis had stated that the committee is being philosophical. The faculty has been amending and criticizing the evaluation document for a long time. The committee is taking the long view, to think as fundamentally as possible so that the document is one that can be lived with for a while without continual review. The committee is also interested in whether there are institutions of comparable size that have working systems of mentoring, in an effort to help find practical solutions, because the committee is having a difficult time coming up with alternatives.

President Botstein spoke to what constitutes mentoring or repression of a particular point of view. This is a complicated issue, and academic freedom must be maintained. Professor Lytle added that there used to be a spirit to improve collegiality and quality of teaching; the process needs to be constructive in that way.

College Evaluation Committee. The committee has completed its business. President Botstein has received and reviewed the committee's report.

There were no reports from the **Grievance, AIDS, or HEOP** committees.

Housing and Use of College Lands. Professor Deady stated that the committee would like to thank the faculty for the discussion at the November meeting. Work continues to expand the list of available units and options for those already living on campus. Discussion will continue in committee and with the administration regarding different remedies. The committee hopes to bring a document for consideration by the faculty in the spring.

There were no reports from the **Library and Bookstore, Multidisciplinary Studies, or Research and Travel** committees.

Computer. Professor Hap Tivey reported that the committee has been considering five capital funding projects and trying to determine how to prioritize within a limited funding capacity. There will be more to report in the spring semester.

There was no report from the **AAUP Committee**.

OLD BUSINESS

Professor Deady requested President Botstein to comment on Joel Tomson, director of athletics and recreation from 1979 to 1995, who died on December 12.

President Botstein stated that Joel Tomson had succeeded Charlie Patrick, who was the director of athletics in the "Old Bard." When Charlie Patrick retired, the college hired Joel Tomson, who oversaw the expansion of athletics, including the inclusion of women's sports, to the more modern program now overseen by Kristen Hall. This was a difficult task because of Bard's anti-athletic ethos; however, Joel was a well-liked and lovely man who worked with grace. He established the collegiate associations Bard now has. He made a terrific contribution to student life and established a bridge to the community. He shared, however, an anomaly with Charlie Patrick: he smoked. He died from lung cancer, at the age of 54.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:45 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

The meeting was called to order at 4:40 p.m. by President Botstein, who welcomed the faculty to the opening informational meeting of the spring semester.

He welcomed a variety of visitors, including Abdellah Taia, Capstone Fellow in French literature, and Monique Truong, Bard Fiction Prize-winner and writer-in-residence. New visiting faculty include Jim Calder, theater; Caleb Carr, history; Tim Davis '91, photography; Elizabeth Jelin, human rights; Verlyn Klinkenborg, literature; Julie Murray, film and electronic arts; and David Strayer, biology. He also welcomed those members of the faculty returning from leaves of absence and sabbaticals.

Linda Forstrom, an employee of Chartwell's, died in a tragic fire at her home on the night of January 25th. Also lost were her 13-year-old daughter, Mara, and 11-year-old granddaughter, Carianne, the daughter of Korreena Salerno, who also works for Chartwell's. President Botstein noted that it is the tradition of the college to assist in any way possible in such a devastating circumstance. Dean of Students Erin Cannan has circulated information regarding donations. Funeral services would be held the following evening at the Reformed Church in Germantown.

Clark Rodewald, class of 1959, who taught in the Division of Languages and Literature from 1968 until his retirement in 2000, died on January 18th. Professor Rodewald lived on campus and was a loyal and devoted member of this community—its alumni and faculty. Professor Robert Kelly proposed that the following statement be adopted by the faculty, which it was.

I move that the faculty of Bard College express and inscribe its grief at the death last week of Clark Rodewald, alumnus, long-time teacher, and Professor Emeritus of Literature. Clark's gift was to take with utter seriousness the act of reading, and with equal commitment the person of the reader. In practice, that meant his students (some of whom are perhaps in this room), whom he adored, reviled, cosseted, deplored and challenged. He asked them—and us, his colleagues—to match his alertness, hard work and devotion. He once said to me, "Where I feel most alive, is in the classroom." May some of his vitality live on in our own teaching.

Professor Rodewald's family has requested that a memorial be held during commencement-alumni/ae weekend; it will take place on Friday, May 21, at 5:00 p.m. in the Chapel. Members of the Division of Languages and Literature are working with the family to organize this event.

There is a large enrollment for the spring semester that includes approximately 20 transfer students from a variety of institutions, including the University of Chicago. An attempt has been made to keep the number of students entering in January at a minimum. These students seem to require more of an adjustment period than those who enter in the fall, and President Botstein requested faculty to assist in this process. The Office of Admission is now working on the selection process for the fall entering class. This task has been made more difficult by a continuing increase in application volume. The college is also working to stabilize the enrollment and to allow growth that does not overburden already overburdened areas. Work will continue on the distribution of interests of entering students.

A gift of \$1 million has been pledged and will be received in the spring for the Richard B. Fisher Center for the Performing Arts. The dance studio will be named in honor of the donor.

Construction continues on new storage facilities to the south of Central Services. Snow guards have been installed on the roof of T2 at the Fisher Center. Work continues on the renovation and expansion of facilities at the Avery Center for the Arts for music and film/electronic arts. These facilities should be completed in June for the summer program of the Milton Avery Graduate School of the Arts. The theater at Avery will be used this year by the Bard Music Festival, which will focus on Shostakovich and will include a large number of Soviet films, many by Shostakovich himself. SummerScape will once again build on the theme of the festival and will include a production of Gogol's *Inspector General*. While the formal ribbon-cutting ceremony for the new cafe at Ward Manor has been delayed, work has essentially been completed and the facility has opened for the entire community. Tables will be available on the terrace for use in good weather. The college is going forward with plans for the new science facility. It is hoped that the final architectural scheme will be ready for presentation to the Board of Trustees in May.

Approximately 1100 students are currently housed on campus, and there is already a need to integrate more support into dormitory life; this is even more important in view of the fact that the college now anticipates new dormitory construction to add an additional 200 beds. Approximately 90 percent of students are housed on most

college campuses; Bard currently houses considerably fewer and would like to increase that usage. Village Dormitory architect Peter Reynolds is working on this project, which includes new space between Manor and Robbins as well as three additional Village Dorms. (Apart from the new science facility and this new dormitory construction, no further building on campus is planned.)

In the next five years the college will grow to approximately 1500 undergraduate students, given demographic pressure in this time period, and there is no effective way to limit this growth. But managing that growth is being taken into consideration as the college studies the feasibility of creating a new five-year, double degree conservatory program for between 100 to 130 undergraduates that will require students, who will be fully integrated into the college's academic program and community, to take degrees both in music and another field. Vice President for Academic Affairs Robert Martin is investigating this possibility, which will address the desire of an increasing number of students who wish to study music in a conservatory atmosphere but also want to study science in a serious manner. Unlike the program at Oberlin, for instance, there would be no separation of these students from the general campus population. While there is an enormous demand for such a program, no feasible alternative now exists in this country. Its implementation would help to more fully utilize the college's facilities and will increase the number of Bard students in the sciences.

President Botstein acknowledged the recent publication by the University of California Press of Professor Joan Retallack's new book of poetry, *The Poetical Wager*. The work of Professor Jennifer Reeves '93 will be represented at the Berlin Film Festival.

The Bard High School Early College, Simon's Rock, and all units of the college are doing well.

Discussion ensued, and several questions were raised, including the following.

- Someone identifying himself as an architect had been seen recently in Aspinwall. Vice President for Administration James Brudvig explained that this person is assessing existing conditions in Aspinwall and Preston in anticipation of the move of film and electronic arts to the Avery Center for the Arts. President Botstein added that while Aspinwall is an historic building that the college does not wish to change and defies requirements for handicapped accessibility, it is badly in need of refurbishing.

- With the anticipated increase in enrollment and no plans for new construction (other than the science facility and new dormitories), how will the college's support facilities handle this growth? President Botstein replied that the new dormitory plans include a new infirmary, and there is a new dining facility on north campus in the Manor Cafe, which it is hoped will relieve overcrowding at Kline Commons. Recent upgrades to the college's water and sewage treatment facilities were accomplished with growth in mind.

- What are the plans for faculty offices for the new faculty in the Master of Arts in Teaching program? There will be additional faculty offices in Preston, once film and electronic arts has moved, and in the new science building.

At the request of Dean Michele Dominy, President Botstein introduced Associate Controller Al Costello, who had requested permission to speak briefly to the faculty about budgets. Mr. Costello stated that budgets for the 2004-05 academic year are due on February 20 in preparation for the March meeting of the Board of Trustees. Mr. Costello is available for consultation in this process, and the faculty should contact him should they require assistance.

President Botstein spoke to the political process leading up to the 2004 presidential election. He encouraged campus-wide debate on the issues and asked faculty to urge students to register and vote either locally or in their home locations. He expressed thanks to those members of the faculty who are already actively engaged in this process.

Professor Deirdre d'Abertis commended to faculty the first lecture, on February 2nd, in the spring First-Year Seminar series on Revolution and the Limits of Freedom. The talk, titled "Philosophy in a Time of Terror," will be given by Giovanna Borradori of Vassar.

In closing, President Botstein reported that the college has received an unusual in-kind gift through the auspices of Professor Mark Lytle: a platform tennis facility is now located in front of the Stevenson Gymnasium.

There being no further discussion, the meeting adjourned at 5:10 p.m. to a welcoming reception at the President's House.

Respectively submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 18 February 2004

President Botstein called the meeting to order at 4:35 p.m.

MINUTES. Approval of the minutes of the November 19, December 17, 2003, and January 28, 2004, meetings was postponed to the March meeting.

There were no general **COMMUNICATIONS**

REPORTS

Report of the President. President Botstein reported that the admission season for the fall 2004 is now closed. There is a large number of applicants, and the college hopes to stabilize the size of the enrollment and increase diversification of the academic interests of the entering class. The Master of Arts in Teaching program is moving forward; faculty and students are now being recruited.

The Russian Studies Program has announced the creation of the Lindsay F. Watton III memorial fund for the development of Russian/Eurasian Studies, commemorating Professor Watton's life achievements and contributions to the development of that program. The fund's resources will be used for grants to support student research, prizes in essay competitions, and a biannual Lindsay F. Watton memorial lecture series.

A film by Professor Jennifer Reeves '93, titled "The Time We Killed," has been awarded the top prize for films in the International Forum of New Cinema by the international federation of film critics (FIPRESCI) at the Berlin International Film Festival. *Judy Pfaff* by Irving Sandler (a full-color monograph exploring Professor Pfaff's career) was recently published by Hudson Hills Press in association with the Elvehjem Museum of Art at the University of Wisconsin-Madison. "Larry Fink: The Forbidden Pictures—A Political Tableau," which has been deemed controversial in some quarters, is on view through April 12 at the DeBois Gallery at Lehigh University. JoAnne Akalaitis will direct Pinter's *The Birthday Party* at the American Repertory Theater in Cambridge from March 6 through 27. Peter Hutton's silent film "Skagafjörður" will be shown on March 20, April 14, and May 29 at the Whitney Museum of American Art as part of the 2004 Biennial Exhibition.

Professor Jennifer Phillips would give a Faculty Seminar, titled "Improving Climate Forecast Communication for Farm Management in Uganda," that evening. The next seminar, on March 10th, will be given by Julia Rosenbaum, associate dean of the college and visiting assistant professor of art history, on "Sacred Spaces: The Invention of a 'Native' Landscape." Jazz at Bard will present Professor Thurman Barker and his percussion quintet in concert on February 28th.

There would be a mock presidential debate that evening in the Bertelsmann Campus Center, with students taking the roles of the remaining presidential candidates. And, on Thursday, there will be a forum titled "North Korea, the Neighbors, and the U.S.," moderated by Jonathan Becker and hosted by Bard in China.

Professor Marina van Zuylen added that also on Thursday, at 4:30 p.m. in the library, there will be a memorial reading marking the first anniversary of the death of the French writer Maurice Blanchot. The reading, during which members of the faculty and staff will read passages from and about Blanchot, was arranged by Professor Robert Kelly's wife, Charlotte Mandell '90, translator of Blanchot. Professor Joan Fuerstman announced that there also will be a concerto competition on Thursday evening in the music department, with approximately ten students competing on several different instruments. Professor Lauren Rose announced that a new lecture series, "Frontiers in Science," will begin on March 4th.

REPORTS OF COMMITTEES

Executive Committee. Professor Daniel Berthold reported that divisional meetings will be held on February 25 for tenure review discussion and vote; on March 3 for pretenure review and discussion; and on March 10 for new course approval. Evaluation files are now open and available in the office of the Dean of the College.

At the invitation of the Executive Committee, the director of the Trustee Leader Scholar Program, Paul Marienthal, then took the floor for a presentation on the program. The TLS's mission is to provide opportunities for motivated students to develop their organizational and leadership skills through the design and implementation of service projects that promote energetic involvement in campus life and cultivate relationships between the college and its surrounding communities, both local international. Several of the student-driven TLS projects were described.

Faculty Senate. Professor Rose noted that faculty should have received the Committee on Vacancies' call for proposals, both via e-mail and campus mail. The deadline for the spring semester is April 7, although, time permitting, the CoV may consider requests after that date.

There were no reports from the **Faculty Evaluation Review, College Evaluation, Grievance, AIDS, or HEOP** committees.

Committee on Housing and Use of College Lands. Professor Matthew Deady reported that the committee continues its work on the housing document. Recommendations will be brought to the faculty for discussion at the March meeting, in anticipation of a vote in April. Faculty will be notified of available housing units in April.

There were no reports from the **Library and Bookstore, Multidisciplinary Studies, or Research and Travel** committees.

Computer Committee. Professor Hap Tivey reported that the committee has been discussing technological upgrades of classrooms. Faculty with an interest in using technology in classrooms should talk with their divisional representative on the committee. They also should communicate with the committee if they have an interest in teaching in any of the new computer labs.

President Botstein asked the committee to meet with Vice President for Administration James Brudvig, in anticipation of the move of film/electronic arts to the Avery Center for the Arts, to ensure that any renovation of Preston for classroom use is appropriate.

AAUP Committee. Professor Hilton Weiss reported that there will be an AAUP Chapter meeting on Tuesday, February 24th, at 4:30 in Room 115 of the Olin Language Center. The issue is contract negotiations and what the membership would like the committee to do, particularly in regard to salaries. The committee had constructed a graph illustrating faculty salaries adjusted by number of years in a given rank relative to the average of those salaries, and illustrating both a -6 percent and -10 percent deviation from the average. Part-time salaries were annualized. Professor Weiss stated that the administration's policy has been to keep all faculty salaries at least six percentage points below the average. Approximately six years ago, the administration said it would keep faculty salaries in the upper fifth percentile by rank. There was a one-star rating for professors at all ranks, but many full professors were below the -6 percent line, with many approaching -10 and some -12 points below the average. The question is whether the membership wants to remain in the one-star range or change the policy; the committee is concerned with maintaining salaries at the full professor level. The AAUP committee would like the guidance of the membership.

President Botstein inquired whether the current agreement had been negotiated. Professor Weiss replied that it was. President Botstein reminded Professor Weiss that those negotiations were carried out in good faith, not in bad faith, on either side.

OLD BUSINESS

Professor Mario Bick inquired about the status of the proposal for team-taught courses. Professor Berthold responded that a proposal will be brought by the Executive Committee to the faculty for a vote later in the semester. Professor Bick asked whether these are treated as normal courses; Professor Berthold responded they are, and that new procedures will be recommended.

Professor Burt Brody reminded the faculty that written testimony for pretenure evaluations was due that day, the fourth Wednesday of the semester. Professor Rose noted that the Senate will recommend a change to the

faculty evaluation document to require that copies of all faculty letters be sent to the evaluatee; the Senate encouraged the faculty to begin this practice now.

President Botstein extended appreciation to Professor Paul Murray, Catholic Chaplain, for leading the memorial service for Linda Forstrom, her daughter, and granddaughter, who died in a tragic fire at their home on January 25th. He also thanked Professor Frederick Hammond for playing the organ at the service and all who had attended.

Professor John Ferguson stated that the Biology Department is running out of money due to budget cuts made in January. The department had counted on that money to get through the spring semester; when the department asked if this money could be reinstated, the response was “no.” President Botstein requested Vice President Brudvig to step in and to reinstate this budget. Dean Dominy noted that she had no knowledge of budget cuts and should be informed of budgetary needs so that she can intervene if necessary.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:20 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 17 March 2004

President Botstein called the meeting to order at 4:40 p.m.

I. MINUTES. The minutes of the 19 November and 17 December 2003 and 28 January and 18 February 2004 were submitted for approval. The minutes of the 18 February 2004 meeting were amended by Professor Brody by replacing three sentences in the report of the AAUP committee as highlighted below:

AAUP Committee. Professor Hilton Weiss reported that there will be an AAUP Chapter meeting on Tuesday, February 24th, at 4:30 in Room 115 of the Olin Language Center. The issue is contract negotiations and what the membership would like the committee to do, particularly in regard to salaries. The committee had constructed a graph illustrating faculty salaries adjusted by number of years in a given rank relative to the average of those salaries, and illustrating both a -6 percent and -10 percent deviation from the average. Part-time salaries were annualized. **Professor Weiss stated that the administration's policy had been to keep all salaries no more than six percentage points below the average. Approximately six years ago the policy was changed: the administration would keep faculty salaries in the top 5 percent rank of comparable colleges as compiled by the AAUP—a “one-star” rating. Bard is now at a one-star rating for professors at all ranks, but many full professors are now below the old 6 percent line, with many approaching 10 and some 12 points below the average.** The question is whether the membership wants to remain in the one-star range or change the policy; the committee is concerned with maintaining salaries at the full professor level. The AAUP committee would like the guidance of the membership.

Upon motion duly made and seconded, the minutes of the 19 November and 17 December 2003, and 28 January 2004 were approved. The 18 February 2004 were approved as amended.

II. COMMUNICATIONS

Professor Karen Ricciardi read the following communication:

On behalf of the mathematics program, I am happy and proud to announce the outstanding achievement of those undergraduate students who participated in the William Lowell Putnam Mathematics Competition in the fall of 2003.

The Putnam exam began as a friendly academic competition between students at Harvard University and West Point in 1933. The contest continues as the most prestigious contest for mathematics undergraduates in this country. The brightest undergraduate math students from across the country

train for years in preparation for this exam. This year over 3600 students from 476 institutions in Canada and the United States participated, including four students of mathematics and computer science from Bard. Their results are as follows:

Mariana Raykova, a sophomore, scored in the top 5 percent of all participants.

Elena Grigorescu, a senior, scored in the top 10 percent, beating her score of two years ago, when she ranked in the top 15 percent.

Andrei Furtuna, a sophomore, scored in the top 15 percent.

Alina Marinova, a sophomore, was not ranked; however, she is to be commended for the time and effort she spent in preparation for the exam.

The Bard College Putnam Team ranked 34 out of 401 teams participating. This is an impressive achievement and we are very proud of our students.

A reminder from the Institutional Review Board (IRB): Students who will collect research data over the summer should be advised to consult with a member of the IRB before embarking on their projects.

REPORTS

Report of the President. Melissa Kennedy, the senior who had not been seen since February 20th, when she was thought to have boarded a train at the Poughkeepsie station bound for New York City, was found on the weekend of March 6th and is alive and well. President Botstein commended the staff of the office of the Dean of Students and the security staff for their good work and cooperation with the police who investigated the disappearance. Ms. Kennedy is now with her parents; she may arrange to complete her academic work at Bard at some time in the future.

Frank Riessman, who taught psychology at Bard from 1955 to 1964, died on March 1st at the age of 79. President Botstein had requested Emeritus Dean of the College Stuart Stritzler-Levine to express the condolences of the faculty to Professor Riessman's family.

Fran Kurdziel, a 32-year employee of the college's food service who worked in the faculty dining room for many years until her retirement in 2001, died at the end of February.

Suzanne Vromen, professor emerita of sociology, has received a Fulbright Senior Specialists grant in sociology at the Institute of Judaic Studies of the Free University of Brussels.

In addition to Professor Peter Hutton's silent film "Skagafjörður," the work of Professors Amy Sillman and Taylor Davis (also MFA '98) is represented in the Whitney Biennial, as is the work of graduate alumna Julianne Swartz '02 and current MFA student Wynne Greenwood.

Two Bard students have been named Thomas J. Watson Fellows for 2004 independent study projects. Yishay Garbasz '04 will travel to Germany, Holland, Czech Republic, Poland, France, and Greece for his project titled "In My Mother's Footsteps: A Journey Through the Landscape of One Holocaust." Nguyen Nguyen '04 will travel to Vietnam, Australia, France, Germany, and Russia to explore "Innovation and Tradition: Today's Young Vietnamese Musicians and Artists." President Botstein expressed his thanks to Associate Dean of the College Julia Rosenbaum for her work with the Watson Fellowship applicants.

A concert marking the centennial celebration of the birth of Greek composer Nikos Skalkottas would be held that evening in Olin Hall. Musicians on the all-Skalkottas program include the composer's granddaughter, violinist Eva Lindal; cellist Robert Martin; and pianist Idith Mehsulam.

It appears that a lead gift has been identified for the new science facility. It is anticipated that the facility will be a free-standing building; proposals for the siting of this project are being developed. Plans for the building will go forward on schedule. This naming gift will be announced in May when the details of the gift have been confirmed.

A celebration marking the dedication of the Felicitas S. Thorne Dance Studio will be held on Saturday, April 10th. The event, which will feature Bard choreographers and dancers, including Arthur Aviles '87, will be held at 7:30

in Sosnoff Theater of The Richard B. Fisher Center for the Performing Arts. The performance is free and open to all.

On April 14th, the college will celebrate the life and work of Pulitzer Prize-winning playwright Tony Kushner, who will be awarded the honorary degree of Doctor of Fine Arts. The event, which will begin at 7:00 in Sosnoff Theater, will also feature a reading of Kushner's play "Only We Who Guard the Mystery Shall Be Unhappy." President Botstein expressed his thanks to Professor Chiori Miyagawa for her work in organizing this event, which is presented by the Theater Program and Human Rights Program.

Plans for Commencement-Alumni/ae Weekend include the dedication, on Saturday, May 22nd, of the Blithewood Gatehouse as The Jim and Mary Ottaway Gatehouse for International Study, in honor of the Ottaways' support of international programs at Bard. At the President's Dinner on Friday evening, the Bard Medal will be presented to trustee and treasurer of the college Richard B. Fisher; the John and Samuel Bard Award in Medicine and Science to Sanford M. Simon, of The Rockefeller University, who assisted in the design of the undergraduate curriculum at the Bard High School Early College; the Kellogg Award to Rita McBride '82; the Dewey Award to William T. Dickens '76; and the Mary McCarthy Award to Shirley Hazzard. The Bardian Awards will be announced shortly. Honorary degree recipients include K. Anthony Appiah, Elizabeth H. Blackburn, John T. Cacioppo, Richard J. Goldstone, James J. Heckman, Chairman of the Board David E. Schwab II '52, and commencement speaker Robert Redford.

Turning to the substance of his report, President Botstein commended the work of the Senate Subcommittee on General Education, chaired by Professor Geoffrey Sanborn, which has completed its review of the system of general education at Bard. He urged faculty to give careful consideration to the subcommittee's recommendations, which have been circulated.

At Professor Matthew Deady's request, President Botstein spoke to the proposed legislation brought for discussion by the Committee on Housing and Use of College Lands. The committee's proposals seem a reasonable compromise; the administration would be happy to see it adopted.

At the end of the February meeting, Professor Ferguson had commented that the Biology Department was running out of money due to budget cuts made in January. President Botstein stated that this seems to have been a misunderstanding, since there had been no cuts in the academic budget. The priorities of the institution are unambiguous, and the first is the support of academic programs. A very reasonable process of review is in place; however, if the need arises, he is happy to assist.

Particularly in view of the upcoming presidential campaign and election, President Botstein urged all faculty to assist students in the maintenance of free speech and civility in the debate on domestic issues, the war in Iraq, and the like. The college must permit and support real diversity with the fairness, even-handedness, and openness that is a part of the academic tradition. He praised students for the recent mock presidential candidate debate, which included a representation of President Bush.

President Botstein extended congratulations to the admission office for the very large "crop" of applicants for the fall semester.

Noting that he had heard via the grapevine that there are students at Bard who cannot write, President Botstein stated that this is an age-old complaint at colleges and universities. The faculty is here to help students learn. The Workshop in Language and Thinking is part of the process to address what the students did not learn in high school, for which they should not be denigrated.

In presenting the report of the AAUP Committee at the February meeting, Professor Weiss had shown a graph illustrating faculty salaries. While the administration has had no complaint about any past AAUP negotiation, which were resolved by mutual agreement, because of the impression left by Professor Weiss's presentation the administration had prepared several charts of its own, representing what it believes to be factual on the subject of faculty compensation. The first three charts represented endowment versus compensation data for full professors, associate professors, and assistant professors, with Bard shown in comparison with other select institutions, sorted by endowment market value. He noted that Bard's faculty salaries are higher than those of many institutions with substantially greater per faculty resources. The fourth exhibit, a graph, showed the college's average salaries versus the 1993 base, adjusted by the CPI. From 1994 to the present faculty salaries have grown more substantially than the rate of inflation. In closing, President Botstein stated that the administration is happy to negotiate in good faith on all future AAUP contracts.

Professor Weiss expressed thanks to the administration for pointing out what the AAUP has done for faculty salaries over the years. Professor Sattar noted that the salaries shown are “average.” President Botstein reiterated that AAUP contract negotiations have been settled by mutual agreement, not by unilateral action. The administration will enter contract negotiations this year in good faith, and both sides will comprise. Professor Griffith asked if the AAUP committee might use the list of comparables prepared by the administration; President Botstein responded that the information had been drawn from a list put together for development on the endowment, and the AAUP was free to use that list or any comparables of its own. In closing he stated that the credit for making faculty salaries a priority and negotiation in good faith goes both to the AAUP and the administration.

President Botstein closed his report with some personal remarks.

REPORTS OF COMMITTEES

Executive Committee. While there was no report from the Executive Committee, Professor Daniel Berthold noted that mid-term grades are due March 26th, prior to spring break.

Faculty Senate. Professor Rose noted that to receive full consideration this semester requests to the Committee on Vacancies should be submitted by April 7th, after spring break. She then asked Professor Pruitt to speak to the work of the Senate Subcommittee on General Education.

Professor Pruitt stated that the faculty should have received the subcommittee’s recommendations and proposals, which are now open to faculty discussion. Discussions will be held in the divisions, as well as in “focus” discussions on the three proposals—Senior Seminar, Justice and Difference, and distribution requirements. Professor Pruitt urged the faculty to carefully consider the subcommittee’s recommendations and proposals and to attend the focus sessions.

There were no reports from the **Faculty Evaluation Review, College Evaluation, Grievance, AIDS, or HEOP** committees.

Committee on Housing and Use of College Lands. Professor Matthew Deady reported that the committee’s proposal for changes to the Faculty Housing Document had been circulated with the agenda for this meeting. The proposed legislation was brought to this meeting for discussion only; a vote would be requested at the April meeting, and the proposed legislation, if adopted, would go into effect the following year. He noted that he had copies of the legislation as it currently exists for faculty reference. He then spoke to the overview of proposed changes, included below:

Eligibility and Time of Lease. Starting with assignments in 2004, only full-time, tenure-track, untenured faculty will be eligible to apply for faculty housing. Once a faculty member has been assigned a unit, that lease could be maintained up through the June 30 one year after a negative tenure or rehiring decision, or the June 30 two years after a positive tenure decision. Faculty under special appointments and administrators would not be eligible for faculty housing.

Priority for Selection. All eligible untenured faculty will be regarded as having equal standing in applying for housing, regardless of the number of years at the college. Applicants will be matched to the size of available units, with larger units being reserved for families. A random selection process will be employed by the Faculty Housing Committee.

Current Tenants. Faculty currently residing in faculty housing will be able to continue to renew their leases each year, in keeping with the terms in effect when their first lease was granted. When a current resident moves out, that unit would then be put into the general faculty housing pool.

Faculty Housing Pool. There are 29 housing units listed in the current faculty handbook. Their current occupancy breaks down as: faculty residents, 18; administration residents, 4; special appointments, 3; residence life staff (in dorms), 2; converted to offices, 2. In the new document, there would be 23 units in the faculty housing pool, including three units that are not currently in the pool. In addition, if the north campus dormitory is built as planned the four apartments in that building would be added to the faculty pool.

Rents. Rents for faculty housing units would be established by agreement between the administration and the Faculty Housing Committee. These will be targeted to be at the low end of local market rates, and the annual increase in rent will be agreed upon by the administration and the committee.

In discussing the overview above, Professor Deady stated that it was the hope of the committee that reserving faculty housing for full-time, tenure-track, untenured faculty for a period of up to two years after a positive tenure decision would help integrate new faculty into the community. In response to the discussion held at the November meeting, in negotiations with the administration the committee tried to increase the number of units in the pool, and in the future, this will be simply a faculty pool. A matter of contention at the November meeting had been the question of faculty currently living in faculty housing; while there are still opinions on both sides of this issue, negotiations resulted in allowing those members of the faculty to leave of their own accord. Rents, which would be targeted at the low end of local market rates, would be established in discussion between the administration and the committee. If a house is purchased by the college, there will be discussion regarding whether that property could be added to the faculty housing pool.

President Botstein spoke to the latter point, noting that some existing college properties, such as the Shafer house, were purchased through the college's endowment and cannot be used as subsidized housing. Such purchases are strategic to the college's intention to purchase all properties adjacent to or in the midst of the campus.

During the discussion that ensued, Professor Dewsnap inquired about the three units in Albee in the context of the new science facility and possible renovations. President Botstein replied that this matter has not been resolved. Professor Sattar asked whether the four apartments in the proposed new north campus dormitory would be in addition to the Albee units; Professor Deady replied that they would. When asked if the Albee units would be replaced if taken out of the faculty pool, Professor Deady replied that he did not know. Professor Sattar asked that language be added to the document to the effect that the administration would make every effort to replace any units taken over by the administration. When President Botstein took issue with the words "taken over by the administration," saying that this space would be used for academic purposes rather than taken over in an irrational manner, Professor Sattar asked that there be written protection in such matters. She also requested clarification of item 4.A. in the proposed legislation, regarding continuity and limitations on the right to renew a lease, which Professor Deady spoke to.

Professor Brody asked about the status of the new buildings on Campus Road, one of which had been built as faculty housing. President Botstein responded that these buildings had been built as student housing convertible to faculty housing. They were intended to accommodate growth of the student body, with the thought that if enrollment drops, they would be converted to faculty housing.

Professor Griffith, complimenting the committee on a sensible job on a sensitive subject, inquired about the selection process: would all faculty be in the same pool regardless of how long an individual had been waiting for faculty housing? During the discussion that ensued it was agreed that the committee should consider some way of prioritizing those members of the faculty who have been waiting for housing.

Professor Lytle suggested that the committee add a provision for flexibility for senior faculty under circumstances of difficulty, to provide for short-term accommodation in such circumstances. Professor Deady thanked Professor Lytle for this suggestion.

In response to a question from Professor Rose, President Botstein stated that that the college has a moral and legal obligation to house on campus those with the responsibility of overseeing student life. It is the intent that those who live on campus will participate in campus life. Professor Rose stated that there appears to be a battle over scarce resources and asked if additional units would be added to the faculty pool. President Botstein responded that in the long run there would be and that there also may be a sufficient endowment pool to assist senior members of the faculty to build on campus land, in a co-investment arrangement.

Professor Sullivan, commending the committee on its work and on the shift in philosophy regarding faculty housing, inquired about possible provision for visiting faculty. President Botstein responded that this is now accomplished on an ad hoc basis depending on need. Professor Deady added that this is sometimes done through sublets.

Professor Sattar, speaking to the proposed legislation regarding the establishment of rental rates, asked if this hadn't already been settled. Professor Deady responded that the process had begun last year but was not yet settled.

Professor Deady stated that the committee will attempt to incorporate the suggestions made by the faculty and will bring the proposed legislation for a vote at the April meeting.

Professor Brody inquired about the possibility of a hotel or inn being built on campus. Vice President for Administration Jim Brudvig noted that the college is discussion this with the Town of Red Hook, but that there is no news to report.

Library and Bookstore Committee. Professor Rebecca Thomas stated that book orders for the fall semester would soon be due and asked the faculty to be prompt.

There was no report from the **Multidisciplinary Studies Committee.**

Research and Travel Committee. Professor Robert Cutler stated that applications for Category II funding were due April 20th.

Computer Committee. Professor Hap Tivey reported that work on the computer labs has been completed. Faculty wishing to use these labs for the fall semester should contact the registrar.

AAUP Committee. Professor Hilton Weiss reported that there would be a chapter meeting the following week to design negotiations on salary and other issues, including what goes on the agenda and how items should be prioritized. While he urged attendance at the meeting, he asked that those members of the faculty unable to be present send their ideas to the committee through their representative. Contract negotiations would begin after spring break.

OLD AND/OR NEW BUSINESS

Dean Dominy distributed a memorandum prepared by Professor Joan Retallack, director of the Workshop in Language and Thinking, on the relation of Language & Thinking to First-Year Seminar. Professor Retallack, Dean Dominy, and the directors of the First-Year Seminar, Professors d'Albertis and Pruitt, are working to enhance the connection between L&T and the subsequent experience of students in First-Year Seminar, as well as with the rest of the Bard education.

Professor Bernofsky and others expressed concern about the parking situation on main campus. A member of the faculty recently had been towed and given a \$100 fine. She asked that towing cease until a solution is found. President Botstein responded that parking is a problem on most campuses; he asked Vice President Brudvig to look into the situation, which is particularly difficult in mid week.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 6:05 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 14 April 2004

The meeting was called to order by President Botstein at 4:30 p.m.

I. MINUTES. Action on the minutes of the 17 March 2004 meeting was postponed until the May meeting.

II. COMMUNICATIONS. Book orders for the fall semester should be submitted to the bookstore as soon as possible.

III. REPORTS

A. Report of the President. President Botstein reported that the recent incidents on campus of racial slurs and graffiti are under investigation through the existing process involving a third party for fact-finding. The college is working to craft a response to the matter in the hope of putting forward an honor code that covers matters of civility and conduct. He underscored the importance of this issue and the hope that a resolution of student-to-student conduct might soon be arrived at.

The admission season is coming to a close. President Botstein expressed thanks to the members of the faculty who would participate in the admission open house weekend, which is an important event for conversion. A good entering class is anticipated, with an excellent group of international students.

At their meeting in March the trustees approved the site for the new science facility. Three sites were presented by the architects: 1) a building that would surround the existing Rose laboratories; 2) a radical solution, across from Stone Row and extending to Kline Commons; and 3) a site on the hill behind Ludlow, looking out over the hill down to Annandale Road. The trustees chose the third option. Utilization of the new and existing facilities is still under consideration.

President Botstein expressed thanks and congratulations to Professors Churchill and Reigenborn and all involved in "Dances at a Celebration," which marked the dedication of the Felicitas S. Thorne Dance Studio at the Richard B. Fisher Center for the Performing Arts.

Professor Susan Rogers has been selected by the Antarctic Artists & Writers Program of the National Science Foundation to participate in the U.S. Antarctic Program during the 2004–2005 austral summer. Her tenth edited anthology, *Going Home*, will be published in May by Seal Press.

The Faculty Seminar originally scheduled for that evening was been postponed. Barbara Luka will speak on "The Association of Ideas" at a later date.

A celebration honoring the life and work of Tony Kushner would be held that evening in Sosnoff Theater of the Fisher Center. The event includes the presentation of the honorary degree of Doctor of Fine Arts and a reading of Kushner's play "Only We Who Guard the Mystery Shall Be Unhappy." The three-character play features Kushner reading the part of Laura Bush and Naomi Hard '04 as the Angel, with Jacob Burstein-Stern '04 reading the stage directions. President Botstein expressed thanks to the members of the Theater and Human Rights Programs for making this event possible.

President Botstein turned to Professor Berthold, chair of the Executive Committee, who would lead the faculty-run portion of the meeting.

Professor Berthold stated that the remainder of the meeting would focus on five matters, brought by the Executive Committee, Senate, and Committee on Housing and Use of College Lands. The Executive Committee would bring the election of at-large and alternate representatives to the Faculty Evaluation Committee and two members of the College Evaluation Committee. The committee also would bring discussion of proposed guidelines for team-taught courses, the proposal for which was appended to the agenda for this meeting, and a proposal from the Division of Natural Sciences and Mathematics to change the name of that division to the Division of Science, Mathematics, and Computing. The main discussion item would be brought by the Faculty Senate, from the Senate Subcommittee on General Education. There also would be a review and vote on proposed faculty housing legislation, brought by the Committee on Housing and Use of College Lands.

B. Committee Reports

Executive Committee. Professor Berthold turned first to the election of at-large and alternate representatives for the Faculty Evaluation Review Committee (FERC), as well as two members for the College Evaluation Committee, stating that the Faculty Handbook mandates that these elections take place at the penultimate faculty meeting of the spring semester. The Divisions of Languages and Literature and Social studies have replaced Professors Kempf and Shkliarevsky, respectively, who have completed their terms, with Professors Sullivan and DeWald. Nominations were called for to fill the at-large and alternate seats. The nominee with the largest number of votes would become the at-large member of the committee, the second highest, the alternate, to serve two-year terms beginning in the fall of 2004 and concluding in the spring of 2006. It was noted that anyone serving as Faculty Evaluator is not eligible to serve on the FERC, unless they withdraw during consideration of any case they are evaluating. Professors Christopher Gibbs, Peggy Ahwesh, and Rebecca Thomas

were nominated and the nominations seconded. Faculty were requested to vote for one candidate. Professor Brody was appointed teller. Professor Peggy Ahwesh was elected FERC member at-large; Professor Rebecca Thomas was elected alternate.

The College Evaluation Committee comprises three regular members and an alternate. Professor Mario Bick's term has not yet expired; Professors Maple and Romm are completing their terms. Dean Dominy noted that Professor Kostalevsky's term as alternate was incorrectly shown to end in 2006; it ends in 2005, so three CEC members must be elected. Professors Matthew Deady, Christopher Gibbs, and Marina Kostalevsky were nominated, and the nominations seconded. Faculty were requested to vote for two of the three candidates. Professors Deady and Gibbs were elected as regular members of the CEC; Professor Kostalevsky will continue to serve as alternate.

Stating that the Faculty Senate had approved the change, Professor Berthold brought the proposal of the Division of Natural Sciences and Mathematics to change its name to the Division of Science, Mathematics, and Computing. Professor Lauren Rose, chair of the division, requested Professor Ethan Bloch, whose memorandum to the Senate setting forth the division's rationale for the change was appended to the agenda of the meeting, to speak to the proposal. Professor Bloch noted that the division had voted in favor of the name change. The process for such action, after vote by the division, moves to the Senate, then to the faculty, then to the Board of Trustees for approval. With the college in the midst of the science initiative and a new science facility in the works, the division felt the change in name appropriate to the changes within the division, particularly computing, which has expanded throughout the division, with each science program engaged in some kind of computing. President Botstein inquired as to why the word "natural" had been dropped. Professor Bloch replied that there was little sentiment for it and the division thought it unnecessary. The point was made that there are sciences in other divisions; Professor Bloch stated that the division felt that shortening the name was a good idea, while recognizing that the division holds no claim on the sciences. Professor Rose called for a vote, and the change of the name of the Division of Natural Sciences and Mathematics to the Division of Science, Mathematics, and Computing was carried, with two opposed and seven abstentions. The proposal was recommended to the Board of Trustees for approval.

Committee on Housing and Use of College Lands. The committee brought review of and voting on proposed Faculty Housing legislation, to replace Ref. I.7.1 and I.7.2 of the Faculty Handbook, the text of which was appended to the agenda of the meeting. Professor Deady, chair, stated that the only substantive change made in the proposal since it was discussed at the 17 March meeting was in item 4.A. (Continuity): "If an occupied unit is to be removed from the faculty housing list, the committee and the administration will make every effort to accommodate the current resident in other on-campus housing."

Professor Sattar stated that the overview of proposed faculty housing changes discussed at the March meeting contained a statement regarding the possible availability of units in the proposed new dormitory: "In addition, if the north campus dormitory is built as planned, the 4 apartments in that building would be added to the faculty pool." She noted for the record that no mention of that provision exists in the current document.

A vote was called on the Committee on Housing and Use of College Lands' proposed legislation to replace Ref. I.7.1 and I.7.2 in the Faculty Handbook, and the proposed legislation was carried, with two votes in opposition and four abstentions.

Professor Deady reported that five units are available for next year and that he has contacted newly appointed members of the faculty. Ms. Barich, business manager, should be contacted immediately by anyone interested in applying for one of these units.

Before turning to discussion of the recommendations of the Senate Subcommittee on General Education, Professor Berthold asked for reports from other committees.

Faculty Evaluation Review Committee. Professor Kempf reported that the committee had completed its discussion of pre-tenure cases and sent on its recommendations.

There were no reports from the **College Evaluation Committee**, **Grievance**, **AIDS**, or **HEOP** committees. There was no further report from the **Committee on Housing and Use of College Lands**; and there were no reports from the **Library and Bookstore** or **Multidisciplinary Studies** committees.

Research and Travel Committee. Professor Culp reported that the deadline for Category II funding is April 22nd.

There was no report from the **Computer Committee**.

AAUP Committee. Contract negotiations would begin on Friday, April 16th.

Professor Berthold stated that the **Executive Committee** would defer discussion of the proposed guidelines for team-taught courses to the May meeting.

Faculty Senate. Discussion of the recommendations of the Senate Subcommittee on General Education.

Professor Lauren Rose, chair, requested Professor Geoff Sanborn, co-chair of the subcommittee, to lead the discussion.

Professor Sanborn stated that the subcommittee has been at work for a year and a half; a draft of the subcommittee's proposals had been circulated in March. Over the past month, the subcommittee has discussed its recommendations in four focus group meetings and six divisional meetings. As a result of these discussions as well as consultations with the registrar, admission office, and the student EPC, the proposals have been revised. (The revised recommendations had been distributed earlier in the meeting.) The subcommittee's recommendations are now to revise the distribution requirements, introduce a Rethinking Difference requirement, and mandate the formation of a Faculty Senate committee to study the implementation of a pilot version of the Senior Seminar. Key changes included the following:

- The title of the proposed "Justice and Difference" requirement has been changed to "Rethinking Difference," and the text of the proposal has been rewritten.

- Distribution requirements: elimination of the rule that only 100- or 200-level courses may be used to satisfy distribution requirements; change of "Foreign Language and Foreign Culture" to "Foreign Language, Literature, and Culture;" and change of "Literature" to "Literature in English," the descriptions of which were changed accordingly.

Concluding his introductory remarks, Professor Sanborn stated that the subcommittee has brought the revised recommendations for discussion at this meeting prior to bringing the proposals for a vote in May. Open discussion ensued; the following is a rough transcription of the discussion and some of the issues that were addressed.

Professor Kempf commended the committee on its revision of distribution requirements and requested that there be a separate vote on these.

Professor Benjamin La Farge stated that he, too, was in favor of the revised distribution requirements, but not the proposal for Rethinking Difference. While he admired the clarity of the subcommittee's defense, he did not find the proposal convincing in its inherent teaching of the college's "moral lesson." Professor Sanborn responded that it was not the committee's intention to change morals but to address issues that are central to the life of the college, not peripheral to it. Professor La Farge responded that it still seems a moral issue; students should be taught to think critically, enabling them to arrive at their own moral judgments. Professor Ethan Bloch stated that critical thinking cannot be separated from what one thinks about; Bard wants its students to think critically about these issues, not what to think, and the faculty should be trusted not to preach morals. This debate continued.

Professor Karen Sullivan suggested separating the discussion of distribution requirements and that of Rethinking Difference. Professor Sanborn agreed, and discussion continued on the proposal for a Rethinking Difference requirement.

Professor Sattar inquired as to how the list of "Relevant Spring 2004 Courses" had been arrived at. Professor Sanborn replied that the committee had gone through the course list to show that there already is a broadly based engagement on this issue. Professor Sattar expressed surprise at omissions, citing, for example, the course on Islam that was offered this semester; she also cited courses in Christianity, economics, and others that would be pertinent. If there are so many course offerings that will fulfill this requirement, what would be the point of the requirement? Would there be so many courses having value as to render the matter moot? President Botstein inquired as to whether, if the proposal were adopted, there would be a different set of courses. Professor Sanborn replied that there would be an oversight committee that would select a limited number of courses. Professor Deirdre d'Albortis added that the list was meant to be illustrative, not definitive; it is not within the

purview of the Senate subcommittee to define what is taught. Professor Sattar noted that when the Q requirement was instituted, the courses for nonmajors drew students who used these courses to fill requirements.

While expressing the same concern as that of Professor La Farge, Professor Mat Johnson did agree that Rethinking Difference would help students think in a different way. It would help more than hurt, and even if it is merely symbolic, it might be what is needed now.

Professor Tabettha Ewing expressed the opinion that the requirement would not be merely symbolic. It must be carefully overseen and done seriously.

Professor Richard Gordon stated concern about there being a requirement of this nature. The proposed distribution requirements are specific; this is a philosophical requirement. Should a student have to fulfill such a requirement?

President Botstein stated his support of Professor Johnson's opinion. The symbolic value of the requirement might actually address issues not now covered, from the sciences to the social sciences. It might help the college to address the journalistic language used by many entering students. And it involves all divisions. The college needs to do something in its curriculum to meet the perceived needs of students, and this may be very effective. He also agreed, however, with Professor Sattar's analogy to the Q requirement.

A question was raised regarding the oversight committee and how it would be formed. Professor Sanborn replied that this had not yet been discussed in detail. Dean Michele Dominy suggested that the Executive Committee fill this role, since it already approves courses.

Professor Karen Sullivan spoke in favor of the proposed distribution requirements, which provide more disciplinary focus, but expressed concern regarding the change of two requirements in Languages and Literature, noting especially the word "culture" and no clear recognition of the discipline. She was concerned, too, with the distinction between "Foreign Language, Literature, and Culture" and "Literature in English," and the invidious distinction implied between "us," and "them." She did, however, voice support of the committee's work.

Professor Mark Lambert spoke to Professor Sullivan's points, stating his concern with this change, which was made just prior to distribution of the subcommittee's recommendations, particularly that of "Literature in English." This would discriminate against a number of extremely valuable courses (e.g., the European novel in translation, medieval literature, and comparative literature). The separation implied in the two requirements would change the way that literature is taught at Bard since the 1950s: literature is taught as one thing; there is no differentiation. He inquired as to the basis of now requiring "English" of every student when that has not even been a requirement of the Division of Languages and Literature. These requirements would unnecessarily restrict students and sell an ideology that is not a Bard ideology.

Professor Bloch responded that the subcommittee has struggled with these issues and has discussed them with the faculty in the Division of Languages and Literature. It would be reasonable to incorporate this point of view prior to bringing the proposals for a vote.

Professor Marina van Zuylen stated that the subcommittee's work has been heroic in its attempts to address the concerns of those who teach literature. But there is an inherent problem with the rigor of the document; Languages and Literature is a hybrid place at Bard, and it is difficult for the division to be what the committee seems to want it to be.

President Botstein spoke to the points of Professors Lambert, Sullivan, and Bloch, stating that a compromise needs to be found. The teaching of foreign language is not just the teaching of the language. The college has made a long-term commitment to the teaching of foreign language that far transcends the study of literature. The quandry of separating the study of language, literature, and culture must be resolved; the question is how it should be resolved. Professor Lambert's points are well taken, and there could be a language, literature, and culture requirement.

Professor Sanborn stated that the subcommittee will work on this between now and the May meeting, when the recommendations will be brought for a vote. Given the time constraints on these discussions, any questions not addressed should be brought to the subcommittee.

Professor Berthold noted that time remained for a few more questions and comments.

Professor Brody stated that the proposed revision of the distribution requirements is far too prescriptive. Registrar Gadsby replied that the proposal is far less prescriptive than what currently exists.

Professor Sattar stated that the issues addressed in these proposals are too important to bring to a vote at the last meeting of the semester without further open discussion by the faculty.

President Botstein noted that nothing would prevent the Executive Committee from calling a special open meeting of the faculty between now and the final faculty meeting on the semester.

Professor Berthold took two additional comments.

Professor Mullen urged the faculty to vote positively on the recommendations, citing the extensive work done by the subcommittee. He further stated that the study of literature in English can lead to the study of literature in the language in which it was originally written.

Returning to the proposal for "Rethinking Difference," Professor Joel Perlman reiterated a point made above, that any social studies course could meet the requirement; he commented further that it is faddish and raises the question of students looking to faculty on matters of moral consequence. Professor Mary Coleman, subcommittee member, noted that most of the courses she and Professor Sanjaya DeSilva, also a committee member, teach in philosophy and economics, respectively, do not meet this requirement.

Professor Berthold called for adjournment, and upon motion duly made and seconded, the meeting adjourned at 6:10 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Special Meeting of the Faculty held on 5 May 2004

The meeting was called to order at 4:30 p.m. by Executive Committee member Professor Jean Churchill, who moderated the continued discussion of the recommendations of the Senate Subcommittee on General Education. The meeting had been called as a general and open faculty forum.

Professor Churchill began by reading a prepared statement from President Botstein, who was unable to attend the meeting:

I regret that I cannot be present at this special faculty meeting. We are in the midst of organizing the opening of the new performing arts center on the Simon's Rock campus that has been long in the planning, and this prior commitment has made it impossible for me to attend. I do, however, want to express an opinion about the matter under discussion.

I believe adjustments to curricular arrangements on a periodic basis are healthy and necessary. Reinvention, reassessment, and innovation in finding ways to meet the needs of undergraduates deserve support. The specific strategies we use to achieve the ends of education necessarily change over time. The argument often becomes ideological or focused on the symbolic content of what we believe ought to be taught. Important as that stance may be, my view is always to consider what actually achieves the end result with our students. Many classic texts and disciplines have remained essential to general education because their adaptability does not diminish with changing circumstances. In the end, all curricular arrangements of the sort that distribution requirements necessarily are will be periodic in their utility.

I believe that the faculty committee that worked on the proposal did an excellent job. Their task was to adapt to different points of view. At the same time, the proposed distribution requirements seem to be a timely improvement. I hope they will help create an environment in which the fulfillment of curricular goals can be accomplished more effectively than we are doing now. The proposed changes seem to be a fine step. I think they will encourage us to make greater headway in key areas, especially the teaching of

science to nonscientists, which has belatedly become an objective now widely embraced by American colleges and universities.

Where there is some difference of opinion on the proposal, it seems to me that there is no harm in trying something for a period of time and then reevaluating it. That gives us a chance to see the consequences of undertaking something new. In the end, the proposal under discussion strikes me as sound and relatively free of visible negative consequences. It is also the result of extensive preparation, work, and discussion among a diverse group of our colleagues who represent several generations of faculty here at Bard.

Professor Churchill stated that the meeting would begin with a discussion of the “Rethinking Difference” proposal, with an opening statement by a member of the committee and a student, then move to the a discussion of the proposed Distribution Requirements, with discussion following an opening statement from the committee. Each open discussion would be limited to 45 minutes.

Professor Geoffrey Sanborn, subcommittee co-chair, called attention to a handout that set forth a change of language in the proposal for “Rethinking Difference” (the committee’s change in the language is underlined):

All students must fulfill a “Rethinking Difference” requirement. The requirement may be satisfied by any course that is primarily focused on the study of difference in the context of larger social dynamics. The course may address but is not limited to addressing differences of race, religion, ethnicity, class, gender, and/or sexuality. It may consider, but is not limited to considering the contexts of globalization, nationalism, and social justice. A single course may simultaneously fulfill both the “Rethinking Difference” requirement and another distribution requirement.

The handout also included a clarification regarding distribution requirements, regarding History (“A course focused on historical analysis”) and Analysis of Arts (“A course in the analysis of non-verbal art”) and on courses in literature, with two proposals set forth for the latter:

- **Foreign Language, Literature, and Culture** (A course focused on language acquisition and/or the analysis of literature or culture by way of an engagement with a non-English language)
- **Literature in English** (A course focused on the literary analysis and explication of texts in English)

OR

- **Foreign Language and Culture** (A course focused on language acquisition and/or the analysis of culture via an engagement with a non-English language)
- **Literature** (A course focused on the literary analysis and explication of texts)

Professor Susan Aberth, then spoke to the rationale for the committee’s proposal for “Rethinking Difference.” Her statement read as follows:

Although we fully realize that our proposal for the “Rethinking Difference” requirement is by no means a solution to wider pedagogical issues that many feel challenge Bard, we do believe that it is a step in the right direction and that it has the potential to impact the campus in a variety of ways. Ideally it will provide students with a more sophisticated and expressive language with which to discuss issues of difference in a more productive manner outside of the classroom.

Some view this as a symbolic gesture more than anything else, to which we reply, yes . . . and no. From the standpoint of how we appear to the public at large, to potential students seeking admission, and to our institutional peers, such a requirement would communicate that we are a campus where issues surrounding difference are an important component of a general education and learning how to dialogue about them is a part of our intellectual repertoire.

Professor Aberth then introduced student Elizabeth Anderson, stating that Ms. Anderson has been a part of the Diversity and Inclusion Board for four years and a member of the Diversity Awareness Peers. She has been the president of Bard’s Queer Alliance and the chair of the Planning Committee, the branch of the student government that allocates funding to many culturally-based campus groups. She also has been an advocate for the restructuring of the gender studies program and the inclusion of Asian American studies within the Asian Studies Program.

Ms. Anderson also spoke to "Rethinking Difference" and read from a prepared statement:

I am here today because I believe it may be difficult from a faculty standpoint to understand how badly we need this change to our curriculum. All of you know that Bard students are generally intelligent and sophisticated in their approaches to intellectual pursuits. We are, on the whole, curious, compassionate, and diligent students. You need only notice the fliers covering the doors of Olin to see the wide range of interests and passions students pursue both socially and intellectually. As professors, you might cite these same qualities of passion and sophistication as proof that a curricular requirement addressing issues of diversity is unnecessary. Unfortunately, you would not be seeing the complete picture.

Along with a handful of other students, I have tried to build cross-cultural communication outside the classroom for many years. In the 2002-2003 school year alone, the Office of Multicultural Affairs and the Diversity Awareness Peers sponsored at least 25 events that were open to the Bard community. The events were well publicized; we sent fliers, we tabled in the campus center and Kline, we sent e-mails, we posted signs, and, in the end, my work and the work of other student organizers was rewarded by spending evenings in empty rooms with tables full of cookies, soda, and handouts for students who never bothered to show up.

In part, I believe that students are unwilling to attend events on diversity because they are afraid that these events will be boring and didactic and that they are too smart for such education. Yet, again and again, my experiences with ignorance and discrimination at Bard have proven that no student is above such education. White students can give you a concise history of hip-hop's evolution, straight men will wear dresses to the drag race, and almost all students will espouse the values of a multicultural society. Often, however, they will not respond when another student makes a blatantly racist or homophobic remark in class or in the cafeteria. They will not stop to question a friend who makes fun of how international students talk or dress. They will not have any qualms about a white boy who calls another white boy a nigger or a girl who calls a boy a faggot. They may think they are revolting against the liberal directive to be politically correct, but they do not have a basic understanding of how certain words remain powerfully oppressive no matter how postmodern and clever we may attempt to be in our uses of them.

You may think that I am resorting to hyperbole to prove my point, but the recent town hall meeting that we held in response to the numerous acts of hate speech that have occurred this semester proved without a doubt that Bard needs a diversity requirement. When I entered the cafeteria to present the facts of the events to the community that evening, the first thing I saw were posters everywhere with quotes from the ACLU and liberal academics like Noam Chomsky defending the importance of free speech under any circumstances. Some students even hung copies of the first amendment in the bathroom stalls. I thought initially that the posters represented the opinions of a misinformed few who must not have understood the severity of the incidents and could not understand the fear and anger that students of color and gay students were feeling in the wake of these attacks. Unfortunately, after several students recounted the aggressively racist, homophobic, and anti-Semitic insults they have endured at the hands of other Bard students, the audience erupted into an orgy of self-defense. Not a handful, but by far the majority of students who spoke at the meeting that night were concerned not with the effects of these events on their fellow students but with their right to defy what they perceived as the P.C. police. The audience intoned again and again that free speech is our most sacred right and any limitation to that freedom is blasphemous and, in one student's words, "fascistic."

I have never been more disappointed to be a member of this community than I was that night, when my fellow students looked into the vulnerable faces of victims of these crimes and responded with a resounding cry for free speech. Bard students are sophisticated, we all know that, but we must also acknowledge that we are terrified of talking about issues that cut to the heart of what it means to be a student or someone engaged in the process of learning in this country.

Obviously, issues of race, class, gender, and sexuality are not easy to discuss anywhere in the U.S. These issues are doubly difficult to discuss when they are cloaked in the rhetoric of intellectual liberalism. Our four years at Bard may be the only time when students have the opportunity to engage with difference. After our college years many of us will return to our homogenous communities and remain in our comfort zones, unchallenged and undisturbed. As faculty, you have the unique opportunity and the difficult charge of providing students with one of the only contexts in which talking about identity is encouraged as part of a student's intellectual growth. Unfortunately, not all students are ready to willingly take on the

often-painful task of examining the crosscurrents of culture in this country while they are at Bard. The college's responsibility, then, is to place students in situations where they must, at least for 160 minutes a week during one semester of their four years of higher education, discuss issues that otherwise they might not have the opportunity or incentive to discuss.

I hope that you will work to include the "Rethinking Difference" distribution requirement in our curriculum. Together with many other students, I believe that it is the first step to fulfilling Bard's promise to be "a place to think."

There followed a lengthy and open discussion of "Rethinking Difference." The following is a rough transcription of the discussion that does not purport to be comprehensive, but might be helpful in setting forth some of the issues that were addressed.

- Wouldn't the First-Year Seminar be an appropriate forum in which to address this issue?
- The Workshop in Language and Thinking (L&T) was proposed as a place for this to be addressed, by all students prior to beginning their first semester.
- The courses shown may have nothing to do with Ms. Anderson's concern and such a requirement for every student will produce a staffing problem and not address students' concerns.

From the committee: This is already a well thought-out component of L&T. First-Year Seminar is also a place in which to begin to raise these questions, but that course is not designed primarily to address this concern. The committee asked the faculty of many programs involved about addressing this question and also raised the possibility of creating a sophomore seminar; however, this raised concerns regarding staffing and focus.

The First-Year Seminar is a common syllabus course. It seemed that the answer to this problem is a "menu" of courses, and that it may also be viewed as an extension of the First-Year Seminar, the momentum of which would be lost by cutting it in half, which would be the result of incorporating "Rethinking Difference" as one term of the First-Year Seminar. Not all concerns will be met through this requirement, and there is no narrow way to define these requirements to fit each individual case.

- The First-Year Seminar has become a very good course; it should not be truncated prior to a review. Regarding the student's comments, if there is ignorance among the student body, it should be addressed through courses; however, this seems to be a psychological problem for some students. Why do courses that address these issues not change some students' minds? It was suggested that intolerance in some students arises from insecurity, and courses such as Professor Mullen's course in public speaking, which instills self-confidence, may be an answer. Psychological problems should be addressed in a psychological manner, not with moral solutions.

- Who decides which courses qualify?

The professors themselves decide, but the committee feels there should be an oversight committee, partly to ensure that enough courses are offered each semester (e.g., 12 to 15 a semester).

- Who will pass on this?

The Executive Committee now reviews all new courses, and addresses any questions that might arise regarding a course being appropriate to fit a requirement, so that might be the appropriate body. An example is the Q Requirement; the Executive Committee deals with what courses qualify as Q courses.

- The proposal for "Rethinking Difference" is not about teaching values or morality. Addressing ignorance is a very different thing, teaching students not what to think but how to think.
- This should not be viewed as a "separate" class but as part of the college at large. It gives students a choice in how to approach this issue themselves and is not meant to be a one-course "solution."
- Students are more sophisticated and will be more invested in a course they choose. This proposal gives students the tools and context in which to think about these issues. It will allow a space for a "language" to be applied so that students know how to talk about these issues outside of the classroom.

- The experience of practice changes ethical behavior. But is “Rethinking Difference” a proper title? Could it be “Practicing Culture”?

Committee members spoke to the notion of backlash regarding the title of the requirement. There have been studies on this, and it does not appear to be true that either the title or the taking of such a course causes any backlash. But it does need to be called something. However, these are procedural concerns, and the committee would like to know if the faculty thinks that the requirement itself is a good idea. The committee is interested in this because it is a first step, the absence of which is so harsh and lacking in the face of the current international context and not true to the culture of Bard. As mentioned by a member of the faculty during the discussion, this emphasizes the process of analysis rather than a topical focus.

- This is a good first step, but the second sentence of the proposal seems too vague; could it be more specific?
- There are critical tools for discussing these issues; there is not enough familiarity, even among the faculty, with the critical tools to engage in a dialogue. The proposal is a good and essential first step in that direction.
- How will the success of this requirement be evaluated in four years?

The Senate should evaluate the requirement.

- What criteria would be used?
- The Senate already engages in program reviews, but with no criteria. What is proposed is not possible to evaluate.
- A film/discussion series could be developed that would include open discussion of issues raised in the films. There are many good films, like “Philadelphia Story,” that deal with “Rethinking Difference.” This would save the faculty from the “isolation” of thinking of these things in the classroom. An open forum for discussion of these issues would then become a “natural” conversation.
- The proposal is not an impossible dream. If the outcomes are measurable, that would be the means of evaluation. A process of critical thinking around these issues is a good way to begin.
- There is a tone of minimal expectation to this discussion. The committee might keep the number of these courses to a minimum. Most courses in the social sciences do deal with diversity. But it seems that this proposal is a response to recent incidents on campus.

The committee began work on this proposal two years ago.

- It seems the requirement will be mainly symbolic. The student’s comment regarding free speech is discomforting.

Members of the committee responded. Many distribution requirements **are** symbolic. Ms. Anderson was invited to speak at this meeting as a student, not for the committee. The comments regarding free speech and the issues raised by the student are something that a course might be built around, incorporating the right to free speech.

Professor Churchill turned to a discussion of the Distribution Requirements.

Professor Pruitt spoke to the proposed Distribution Requirements, stating that the committee had considered the student point of view as well as the general education point of view, and is not trying to “essentialize” what any program does. The existing requirements were a clear improvement over the former system, which was put into place with sound, practical reasons at the time; they conceptually fit the trend toward interdisciplinary thinking. There are, however, flaws, particularly matters of ambiguity, resulting in students potentially fulfilling almost all requirements in a single program, and certainly within a given division. Registrar Gadsby cited examples of such actual programs. Given the growth of the college, students now “hunker down” in their programs, and even in their divisions. There once were many more nonmajors, for instance, in film courses. There is flexibility in tutorials, interdisciplinary majors, a student designing his or her own major, but there must be a balance in what is still a high degree of specialization and flexibility in the Bard curriculum. Faculty are not

being asked to change their course offerings, and there are still electives. This remains an imperfect system. Requirements only increase the chance for something to happen; they don't necessarily make it happen.

- The proposals are a healthy corrective.
- It was suggested that a change be made to the proposal, that "No more than **two** requirements may be fulfilled within a single disciplinary program." (Rather than "one".) There are many good programs offering a variety of courses.

The registrar was requested to respond. He agreed with the proposed change. He also described several examples of how students have moved to a greater focus within a given program. The committee's proposal gives much better guidance to both advisers and students, and the proposed change would make it better.

- If the trend is toward increasing concentration in a given subject, will this help overcome it, or is something else needed?

This will help. Yet the answer may be yes to both points.

- The proposal is too prescriptive. It is a reasonable set of courses for the committee and for a student, but not necessarily **every** student. The requirement for 40 credits to be taken outside of the major division is good and even increasing that number is supportable. There is no advantage to "splitting" the sciences into science/mathematics and computing. The fewer the categories and more information provided to faculty for advising would help.

Requirements make the process of advising more clear and effective for both students and advisers; requirements and intellectual restraint are useful. Some structure that is not controlling is needed. There are still electives. Often what is seen as "freedom" is really habit of mind. The proposals are intended to help students move out of that, while not challenging individuality.

- A point was raised about the last two requirements presented, "foreign language and culture" and "literature" and the exclusion set forth in one but not the other.

The registrar commented about foreign students having to take a non-English language, when they've just learned English. This was a point well taken.

- A concern also was raised regarding unintended consequences of regulation, especially in terms of the specificity, which is not seen at other institutions. What did the committee find elsewhere? What are the downsides of this approach?

The committee looked at comparables. This is complicated and hard to measure. The Senior Project is not general education, but First-Year Seminar is. This proposal provides a very broad range and room for electives. There should be a way to "schedule" requirements, which would be addressed early on.

- A recent article in the New York Times reported that Harvard is limiting the number of requirements in majors, and increasing the number of requirements in general education, especially science.
- Constraints should be limited. Dividing the sciences is debatable, as is making history a separate requirement.

Professor Churchill called the meeting to a close at 6:10 p.m.

Minutes of the Meeting of the Bard College Faculty held on 22 September 2004

The meeting was called to order by President Botstein at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the 19 May and 1 September 2004 meetings were approved.

II. COMMUNICATIONS. There were no general communications.

III. REPORTS

A. Report of the President. President Botstein introduced and welcomed Fulbright Scholar in Residence Xiangrong Wang.

The fall semester is the last of the Mellon Foundation grant. Funds are available through December to sponsor educational events that take place in dormitories and involve faculty, students, and staff. Funding request forms can be found on line at the web sites of the Dean of the College and the Dean of Students. [The mission statement for the Mellon grant reads, in part: "Our goal is to bring together the academic and social aspects of student life in such a way that we create a lively community learning space beyond the classroom, particularly in the residence halls." The full statement can be found on the funding request form.]

The renovation of the Music Program space at the Milton and Sally Avery Arts Center is scheduled for completion prior to Family Weekend, which will be held October 22, 23, and 24. The weekend will include a celebration of the newly renovated center, which also houses the Film and Electronic Arts Program.

Recent or planned faculty accomplishments or activities are many, including the publication, by Anchor Books, of Chinua Achebe's *Collected Poems* (with a preface by the author). *Cheat and Charmer*, Elizabeth Frank's first novel (25 years in the making) is due out in October from Random House. "Control Screening" by Tim Davis, with a selection of his photographs, appears in the fall 2004 issue of *Aperture*. Laura Battle's "made-up science" (paintings, drawings, glass: 2003–2004) will be on view at the Fisher Art Center from September 28 to October 11. Jean French would give the first in the fall Faculty Seminar Series that evening at 7:00; her talk is titled "Charity and Ideology at Saint-Denis: The Parable of Lazarus and Dives." There will be a book-signing event for Bruce Chilton's *Rabbi Paul: An Intellectual Biography* at Merritt II in Red Hook on Sunday, September 26, at 1:00 p.m.; there will be a talk and book signing by Professor Chilton at Bard on October 7 at 5:30 in Weis Cinema at the Bertelsmann Campus Center. Visiting Writer in Residence Orhan Pamuk will give a talk titled "Melancholy Tristesse: Landscape of Istanbul" on October 5 at 7:00 in the multipurpose room of the Bertelsmann Campus Center.

The American Symphony Orchestra will give a free concert on October 8, at 8:00 p.m. in Sosnoff Theater of The Richard B. Fisher Center for the Performing Arts. The performance and a recording that will be made the following day have been made possible by a grant from the Goelet Foundation. The program will feature works by the American composers Bernard Rands, Roger Sessions, Aaron Copland, and George Perle (whose granddaughter is a current student at Bard).

On September 1st, at the opening meeting of the academic year, President Botstein had reported that with the change in its leadership the college is looking at a long-range institutional plan, with an eye to launching another capital campaign. The endowment needs to be increased, and there are a number of projects that need to be completed, such as the science building and new dormitory space to increase on-campus housing for undergraduates. As a long-range plan is developed, the college must take into consideration the rapidly widening gap between those institutions with wealth and those without. Wealthy institutions (e.g., Harvard, Swarthmore, Amherst) have seen growth not only in endowment but in the acceleration of accumulation of wealth. Competition for good students will become very difficult for those institutions without resources. Over the next ten years, this puts an extra burden on Bard, which is vulnerable in three areas: 1) financing of students; 2) faculty salaries; and 3) amenities (e.g., athletic facilities, dormitories). While the college is in a good position, competition will be much more difficult should the wealthy institutions choose to compete by changing current patterns, by, for example, rendering themselves tuition-free.

Professor Brody noted the sculpture that had been installed near the Bertelsmann Campus Center. President Botstein confirmed that the sculpture was a gift to the college from the sculptor, Roger Phillips '53, whose wife, Lorelle, also graduated from Bard, as did their two children. Lorelle's sister, Bonnie Marcus, senior associate director of admission, graduated in 1971. President Botstein added that the bequest from Dr. Edith Spitzer Neumann of 92 Austrian Expressionist drawings and paintings is being hung at the Levy Economics Institute and will be on view during Family Weekend.

B. Committee Reports

Executive Committee. Professor Berthold reminded faculty that divisional discussion and approval of courses for the spring semester should take place the following Wednesday.

Replacements were required for one member each of two faculty committees. Current members of the College Evaluation Committee are Professors Bick, Deady, and Kostalevsky (alternate). One additional nondivisional member of this committee must be elected for a one-year term; nominees must be tenured, at half-time or above. Nominations duly seconded for this position were Professors Passloff and Hutton. Current members of the Faculty Housing Committee are Professors DeSoto, Deady, and Aberth. This, too, is a nondivisional committee, but there is no restriction on rank. The nominee will serve for two years, through 2006. Nominees duly seconded were Professors Trudel and Cannizzaro. Professor Brody was appointed teller for the ballot vote. Professor Aileen Passloff was elected to a one-year term on the College Evaluation Committee; Professor Eric Trudel was elected to a two-year term on the Faculty Housing Committee.

Professor Berthold brought the Executive Committee's proposal, moved and seconded and set forth on the agenda for this meeting, for team-taught courses. He stated that in some semesters, such as the current one, there are few team-taught courses and thus no potential difficulty. In other semesters, however, there are quite a number of these courses, and not infrequently this has had a serious impact, particularly for programs where, for example, faculty are on leave, sabbatical, or teaching in another Bard-affiliated institution. No guidelines exist for the approval of team-taught courses. While the Executive Committee has no intention of not approving most of these courses, it is within the purview of the committee to make certain that any problems that might arise, particularly for program staffing, are caught early in the process. The Executive Committee's proposal follows.

All proposed team-taught courses (where more than one FTE is involved) must go through the following review process.

Two weeks prior to Divisional approval of new courses, the faculty proposing a team-taught course should first go to the appropriate program and division chairs who must indicate to the Executive Committee that the programs are sufficiently staffed and can afford the course during the semester in which the two (or more) faculty members propose to teach it.

All proposals for team-taught courses must then go to the Executive Committee, which will review the proposals in the context of its larger examination of the entire curriculum and which will make recommendations to the Dean, who will make the final decision.

Proposals should include a statement of rationale for the course being team-taught. Factors the Executive Committee will take into account include anticipated enrollments (or enrollment history if the course has been taught before); role of the course within the affected programs; impact on staffing (including review of other released courses in the programs for leaves of absence, sabbaticals, and faculty teaching in such Bard-affiliated institutions as BGIA, CCS, BGC, and Smolny); and contribution to curricular development.

Faculty who wish to repeat a team-taught course must submit a new request each time they wish to offer the course. An exception to this requirement will be made for a course that is designed to be a regularly offered team-taught course, in which case a three-year plan may be submitted.

Extensive discussion ensued. Concerns were raised, including the notion that the proposal adds yet another set of procedures to other faculty responsibilities. The committee also was asked why it would give up responsibility for the final decision to the Dean of the College. A member of the committee replied that while the dean guides the process, she does not approve courses. He further stated that the proposal regularizes what should be happening in the first place. It was also suggested that it be made clear that the dean's decision, as set forth in the proposal, is not about the substance of the course. It was noted here that the dean has, in fact, been eager to have less involvement. Another concern was raised that the proposal does not adequately set forth the benefits of team-taught courses; the committee was open to a friendly amendment in this instance. A former member of the committee, speaking in favor of the proposal, stated that she had been surprised at how the current system played out and that guidelines are needed. Professor Berthold would take the discussion and several suggestions for rewording back to the committee, which would bring a revised proposal for approval.

Faculty Senate. Professor Lauren Rose reminded faculty that requests to the Committee on Vacancies must be made by mid October.

There was no report from the **Faculty Evaluation Review Committee**.

College Evaluation Committee. Professor Deady reported that the committee had met and will move forward with its work. Letters for pretenure, nontenure-track, and senior evaluations were due that day. In response to concerns raised by Professor Bick regarding the due date for letters being so early in the semester, President Botstein noted that the college interprets the submission of letters as a requirement that can be fulfilled within a reasonable period of time near the deadline. Both Professor Berthold and Professor Weiss noted, however, that letters are sometimes submitted weeks after the due date. Professor Weiss, chair of the AAUP Executive Committee, noted particularly that there have been some questions regarding the deadline for letters in tenure cases. While delays may be acceptable in cases of senior faculty evaluations, this is not the case for tenure evaluations. In some tenure cases, letters have arrived after the file has been closed and grievances have been filed. He noted that the AAUP would look at this more seriously in the future. Faculty should note that when a tenure file is closed, it is closed; tenure evaluation files will be closed on November 24 this semester.

There were no reports from the **Grievance; AIDS; HEOP; Faculty Housing; Library, Bookstore, and Computer; Multidisciplinary Studies; or Research and Travel** committees.

AAUP Committee. Professor Weiss spoke first to the matter of evaluation letters, urging faculty to take the deadlines seriously and to submit letters by the due date.

He reported that the AAUP Executive Committee had met that day with representatives of the administration; an agreement will soon be reached that will be brought to the faculty for a vote. The committee will bring two proposals for faculty salaries: one for full professors, the other, an AAUP 1* rating, for associate and assistant professors. There will be a separate vote by the faculty in each category prior to a vote on the full contract. Some issues are still under consideration; Professor Weiss encouraged faculty participation in these discussions at AAUP meetings.

Professor Sattar announced that faculty who do not now belong to the AAUP who would like to become members should contact her by October 10; the first AAUP payroll deductions will be from the October 15 payroll. It was noted that only members of the local AAUP chapter are eligible to vote on the contract.

IV. There was no OLD BUSINESS.

V. NEW BUSINESS. Professor Bick reminded faculty that Professor Jean French would give the first Faculty Seminar of the semester that evening and that proposals for both the fall and spring semesters are still being solicited. He encouraged faculty to attend the seminars and to treat them as a way to constitute an academic community.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:40 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Bard College Faculty held on 20 October 2004

The meeting was called to order at 4:35 p.m. by Professor Daniel Berthold, chair of the Executive Committee, in the absence of President Botstein, who was out of the country. This was the regularly scheduled faculty-run meeting of the fall semester.

I. MINUTES. Upon motion duly made and seconded, the minutes of the 22 September 2004 meeting were approved.

II. COMMUNICATIONS. Professor Berthold reported the death, on October 8th, of James Chace, Paul W. Williams Professor of Government and Public Law and Administration, and director of the Bard Globalization and International Affairs Program in New York. President Botstein had circulated a memorandum to the community on October 11th. Professor Berthold stated that Professor Chace was a truly remarkable man and consummate

colleague, and asked that a statement be prepared by a member of the faculty and entered into the record of this meeting. Professor Benjamin La Farge noted that he and Professor Jonathan Becker had been asked by President Botstein to organize a memorial at Bard for Professor Chace, whose family will hold a memorial event in New York City on November 14th. Professor La Farge subsequently prepared the following statement for inclusion in the minutes of this meeting.

The death of James Chace has evoked an outpouring of grief among his friends, his colleagues, and his many admiring students. There have always been and will always be other teachers as popular, but few have inspired the same degree of awe and love.

Professor Chace began his career on various magazines, eventually becoming the managing editor of *Foreign Affairs*, followed by a brief stint on *The New York Times Book Review*. He was a member of the Council on Foreign Relations, and before coming to Bard he published eight books, including a memoir and a novel, and taught briefly at Yale and Columbia. Not long after, while still teaching here, he became editor-in-chief of *World Policy Journal* and wrote the biography of Dean Acheson, a book that solidified his reputation as an authority on America's foreign affairs. Four years ago, he became director of the Bard Globalization and International Affairs Program in New York, which has given many students an opportunity to begin careers in global affairs. Last May he published his ninth book, *1912: Wilson, Roosevelt, Taft & Debs—The Election That Changed The Century*.

In certain respects, James Chace was an odd man out among his academic colleagues. He wrote an unadorned prose, notable for its clarity and precision, and he stoutly maintained his faith in the value of narrative history at a time when it was fashionable to doubt that narrative history could any longer serve a useful purpose. He was fond of calling himself a political liberal and a cultural conservative, by which he meant, as he explained, that he was a liberal on domestic matters, a centrist on foreign affairs, and a traditionalist in his view of what an undergraduate at a liberal arts college ought to learn. He had no patience with revisionists who wanted them to read *Gilgamesh* and skip *The Iliad*.

Over his fourteen years at Bard, he became an almost legendary teacher. There were undoubtedly several reasons for this, but perhaps foremost among them was his infectious optimism, his genuine interest in other people, and his strong partisan opinions, both in political and literary matters. One may suspect that for his students this was a welcome contrast to the ambiguity and doubt characteristic of so much academic thought.

One of his most loveable qualities was an absolute loyalty to old friends, several of whom had been friends since high school and college. He was also fiercely devoted to his family, whose fortunes had suffered a fatal blow in the Great Depression. More than once in recent years he was heard to say that he regarded his entire adult career as an act of "revenge" for his father's failure. It must also be said that ambition was another one of his most admirable traits. He was always at work, always engaged. Wherever one saw him, whether at a dinner party in New York or having lunch in the Bard faculty dining room, he was always busy networking—making connections with interesting people.

There is no better tribute than the October 20th issue of *The Bard Observer*, featuring a double-page photograph of him on the front and back cover and an editorial which said, in part, "Professor Chace's commitment . . . to his students prompted several to remark over the years that were it not for his encouragement, they [might] never have graduated. When we were disillusioned, Professor Chace provided inspiration. When we were frustrated, he was there to remind us that no task was insurmountable . . . Coming from James, the knowledge that others no better than [ourselves] had successfully traversed the intimidating path in front of us gave us the strength to succeed. For countless aspiring political studies majors, James provided a personal connection that made the process bearable. James was widely loved and universally admired; it is truly difficult to imagine Bard College without him."

Continuing with communications, Professor Berthold reported that Professor Judy Pfaff, Richard B. Fisher Professor in the Arts and codirector of the Studio Arts Program, has been named a 2004 MacArthur Fellow.

Professor Gennady Shkliarevsky would give a Faculty Seminar that evening titled "The Paradox of Observing, Autopoiesis, and the Future of Social Sciences."

Professor Li-Hua Ying, director of the Asian Studies Program, announced that on October 29 and 30, Bard will host the New York Conference on Asian Studies: "Asian Border Crossings." The conference will include panel

discussions, art exhibits, film screenings, and gamelan. Donald Richie, scholar of Japanese film, will give the keynote address on Saturday, October 30.

Professor John Pruitt stated that noted film scholar and writer Donald Richie is currently at Bard in a two-week residency, during which he will meet with students and give several talks. The first event of the residency, a screening of selected short films by him, would be held that evening in the theater of the Avery Arts Center. He also will introduce a screening of a film by Yasujiro Ozu on October 22; participate in a Religion Colloquium, "Yasujiro Ozu and Zen Buddhism," on October 25; screen a rare archival print of Teinosuke Kinugasa's *A Page of Madness* on October 26; and receive the honorary degree of Doctor of Fine Arts at an event in his honor on October 30. Professor Pruitt urged faculty to attend these events, stating that Mr. Richie is eager to engage both students and faculty during his time here.

Vice President for Administration James Brudvig introduced newly appointed Director of Human Resources Patricia Walker. Ms. Walker comes to Bard with more than 20 years of experience in the field; she has a degree in business administration from the University of New Hampshire.

Professor Becker reported on the success of the Bard Debate Team. Two novice teams and one varsity team recently participated in a tournament at the University of Rochester. Bard students were named top and ninth speakers in the novice division; the varsity team, with a senior and a freshman, came in third in their first debate as a team. On October 25 at Bard, the Bard team will debate members of the Marist team on the question, "Resolved: George W. Bush deserves four more years as the President of the United States."

III. REPORTS

A. Report of the Dean of the College. Dean Michèle Dominy reported on several items.

Family Weekend will be held October 22–24; the schedule is posted on the college's web site. Many events are planned, with full faculty engagement, including performances of *Orestes*, directed by JoAnne Akalaitis; panel discussions; concerts; a spelling bee; and academic classes, including "science across the curriculum" and "learning language." A welcoming reception will be held on Friday afternoon in the Bertelsmann Campus Center; Dean Dominy urged faculty to stop by, particularly to meet the families of first-year students.

Members of the faculty will soon receive a survey in the mail with a return address from the UCLA Higher Education Research Institute. Bard is participating in the faculty survey, which facilitates self study and accreditation activities. Dean Dominy stated that it is a straight-forward form, which tracks such items as faculty salaries, benefits, teaching load, and the like. She urged faculty participation, particularly as the college prepares for the next Middle States accreditation review, which is a year away.

With the assistance of Juliet Meyers, web services coordinator, a site is being developed to post faculty accomplishments, publications, and notes. Such notes now appear in *The Bardian* and in faculty meeting minutes; however, the site will be accessible by all, including prospective students. Dean Dominy asked that faculty send submissions for the site directly to her.

Concluding her report, Dean Dominy announced the appointment of Peggy Hurley, new assistant to the Dean of the College.

B. Report of the Faculty Representative to the NCAA. Professor Berthold, said faculty representative, reported that Bard has become a charter member of the newly formed North Eastern Athletic Conference, comprising twelve NCAA Division III colleges from New York, Pennsylvania, and Maryland. This is a great tribute to the success of Bard's athletic program and its staff. As an NCAA Division III school, Bard cannot offer athletic scholarships; however, the college sponsors eleven intercollegiate programs for men and women, with approximately 150 student athletes participating. Last year, six of the college's eleven teams placed in the top two in the Hudson Valley Athletic Conference. The average grade point average of Bard's student athletes was 3.17 last year; women's soccer had the highest team grade point average, at 3.42. In addition to intercollegiate athletics, the department sponsors club sports, instructional classes, intramurals, wellness programs, recreation programs, and community service programs. The Department of Athletics now has a fully recognized Student Athlete Advisory Committee, which meets monthly to address current topics in athletics; the committee also will receive training in student leadership and campus life issues. If faculty members have any concerns or thoughts about student athletes, they should contact Kris Hall, director of athletics.

C. Committee Reports

Executive Committee. Professor Berthold presented the Executive Committee's proposed guidelines for team-taught courses, which was outlined on the agenda for the meeting. The proposal incorporated changes resulting from the discussion at the September meeting of the faculty, including acknowledgement of the value of team-taught courses; minimization of the perceived cumbersome nature of the guidelines; and revised language to the effect that the final decision regarding a proposed team-taught course rests with the Executive Committee. The proposal was brought as a seconded motion from the Executive Committee, as follows:

Executive Committee Proposal Guidelines for Team-taught Courses

Team teaching offers valuable opportunities for the collaborative development of courses by faculty with different areas of expertise. The following guidelines are intended to assure that the Executive Committee has necessary information to conduct a thorough review of the impact of such courses on the larger curriculum as part of its course approval process.

Course descriptions for team-taught courses where more than one FTE is involved must be accompanied by a proposal that includes a statement of rationale. Factors the Executive Committee will take into account include anticipated enrollments (or enrollment history if the course has been taught before); the role of the course within the affected programs; and the impact on staffing, including review of other released courses in the programs for leaves of absence, sabbaticals, and faculty teaching in Bard-affiliated institutions. Faculty submitting proposals should confirm this information with relevant program and division chairs.

Faculty who wish to repeat a team-taught course must submit a new request each time they wish to offer the course. An exception to this requirement will be made for a course that is designed to be a regularly offered team-taught course, in which case a three-year plan may be submitted.

During the discussion that ensued, Professor Mario Bick, noting his reservations about the proposal, asked why enrollment history is a requirement for approval. He requested that this either be deleted or elaborated. He also asked why a new request must be submitted each time such a course is offered; he suggested that a statement regarding impact on current staffing be required, but not a new rationale each time.

Professor Berthold replied that the guidelines state clearly that one factor the Executive Committee will consider is anticipated enrollment. While the committee has no specific number in mind, it is important that this factor be considered, particularly in cases where there is both low enrollment and an impact on faculty staffing. It is one factor of several that the committee will take into consideration. If the same course is to be repeated, there may be a change in the scenario in a given semester.

Dean Dominy noted that the definition of team-teaching does not include language courses. She also gave an example of a semester in which the number of courses offered might be at issue; for example, a semester in which a sabbatical occurs that is not replaced in a program in which two members of the faculty are teaching a relatively small number of students.

It also was suggested that the term "FTE" be clarified.

Professor Berthold stated that a proper phrase for "FTE" will be found; the suggestion for clarification was deemed a friendly amendment; and that the statement of rationale need not be resubmitted by faculty who wish to repeat a team-taught course. The proposal was brought to a vote, which was carried. The guidelines, as adopted, appear below for the record.

Guidelines for Team-taught Courses

Team teaching offers valuable opportunities for the collaborative development of courses by faculty with different areas of expertise. The following guidelines are intended to assure that the Executive Committee has necessary information to conduct a thorough review of the impact of such courses on the larger curriculum as part of its course approval process.

Course descriptions for team-taught courses where the teaching credit given for the course exceeds the number of teaching credits normally allocated for the course (in particular where both faculty members receive full teaching credit) must be accompanied by a proposal that includes a statement of rationale. Factors the Executive Committee will take into account include anticipated enrollments (or enrollment history if the course has been taught before); the role of the course within the affected programs; and the impact on staffing, including review of other released courses in the programs for leaves of absence, sabbaticals, and faculty teaching in Bard-affiliated institutions. Faculty submitting proposals should confirm this information with relevant program and division chairs.

Faculty who wish to repeat a team-taught course must submit a new proposal each time they wish to offer the course. In these cases, the statement of rationale need not be resubmitted, but simply the information about the impact on staffing. An exception to this requirement will be made for a course that is designed to be a regularly offered team-taught course, in which case a three-year plan may be submitted.

Professor Berthold reported that the Executive Committee had approved a stylistic change in the wording of the "Rethinking Difference" requirement. The old wording, "Courses with this designation focus on the study of difference in the context of larger social dynamics; they may consider the contexts of globalization, nationalism, and social justice, as well as differences of race, religion, ethnicity, class, gender, and/or sexuality." has been changed to "Courses with this designation focus on the study of difference in the context of larger social dynamics. They may consider categories of difference such as race, religion, ethnicity, class, gender, and sexuality; they may consider contexts such as globalization, nationalism, and social justice." The Executive Committee also had approved clarifying language in the wording of the distribution requirement for science, stating at the start that the requirement is in laboratory science: "Laboratory Science (A laboratory course in the physical or life sciences)."

Book orders for the spring semester are soon due. Faculty were urged to submit orders as soon as possible.

Concluding his report, Professor Berthold reminded faculty that mid-term criteria sheets and grades are due on Friday, October 22. Professor Richard Gordon stated that the deadline is not realistic; it seems to have been moved up a week. Professor Berthold responded that while the calendar is the same this fall as last, when there was a change, this issue will be taken up by the Executive Committee. Dean Dominy noted that the mid-term date is seven and a half weeks into the semester, which is the halfway point. Mid-term criteria sheets for first-year students are circulated to their advisers after being processed; this is important, particularly if there is a need to intercede before final exams.

Professor Bick asked the Executive Committee to look into the 48-hour wait that has been instituted if a holder of a mailbox at the Post Office has lost the combination to the box. He also said that the necessity of presenting an ID card or driver's license when cashing a check at the bookstore was a little "over the top." Professor Berthold replied that he would raise the latter issue with the bookstore manager the following day.

Faculty Senate. Professor James Bagwell reported that the Senate, meeting as the Committee on Vacancies, is reviewing requests from the divisions for positions for next year.

There were no reports from the **Faculty Evaluation Review; College Evaluation; Grievance; HEOP; Faculty Housing; Library, Bookstore, and Computer; Multidisciplinary Studies; or Research and Travel** committees.

AAUP Committee. Professor Weiss reported that the AAUP Executive Committee would bring a contract offer from the administration to the AAUP membership at a meeting that would immediately follow this faculty meeting. He reiterated that there were two separate salary policies— one for full professors, the other for associate and assistant professors—which would be voted separately by the respective faculty prior to a vote on the full contract. He stressed the importance of good faculty participation in the discussion and vote on the salary proposals and the full contract, and stated his hope that there would be time for both at the AAUP meeting.

Professor Pruitt stated that 24-hour notice of a vote on the faculty contract was not helpful in terms of having appropriate faculty representation. At least a week's notice should be required. He expressed his hope that no final vote on the contract would be taken at this AAUP meeting.

Professor Weiss agreed that the notice had not been adequate, but said that the AAUP Executive Committee and the administration had come to an agreement only the day before. While the committee would like a vote on the contract to be taken at this AAUP meeting, there likely would not be enough time to discuss all that needs to be discussed prior to a vote. The committee would attempt to find another date and time for the vote.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:20 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Bard College Faculty held on 10 November 2004

The meeting was called to order at 4:40 p.m. by President Botstein.

I. MINUTES. Upon motion duly made and seconded, the minutes of the 20 October 2004 meeting were approved.

II. COMMUNICATIONS. President Botstein reported the deaths of several members of the Bard community.

Desmond Paul Dewsnap, son of Professor Terry Dewsnap and his wife, Kay, died on November 5.

Margery Beach, long-time assistant in the buildings and grounds department, died on October 25. Marge worked at Bard for 44 years, beginning in 1942, until her retirement in 1986.

A very eloquent statement on the death of Professor James Chace had been prepared by Professor Benjamin La Farge for the minutes of the October faculty meeting. The family of Professor Chace, who died suddenly on October 8, will hold a memorial on Sunday, November 14, at 2:00 p.m. at the Century Club in New York City. The college will commemorate Professor Chace on Monday, November 22, at noon in the Chapel of the Holy Innocents.

The poet Anthony Hecht, one of the college's most distinguished alumni, died on October 20, at the age of 81. Mr. Hecht, Class of 1944, also taught at Bard, from 1952 to 1955 and again from 1962 until 1967.

III. REPORTS

A. Report of the President. President Botstein expressed thanks to those who participated in Family Weekend and to those members of the faculty, particularly in Film and Electronic Arts and Asian Studies, involved in the two-week residency of Japanese film scholar and cultural observer Donald Richie, who was presented with an honorary degree during his visit.

The writer Paul La Farge has been named the winner of the 2005 Bard Fiction Prize.

Turning to the substance of his report, President Botstein stated that students had staged a peaceful demonstration in Red Hook on November 3, in the wake of the presidential election. He expressed his thanks to Vice President James Brudvig and Dean of Students Erin Cannan for their assistance in dealing with what occurred that afternoon. The demonstration itself went well, but there was a "breakdown," which was captured on videotape by a student, as the students marched back to campus. As a result of what transpired, the college has filed a request for a formal investigation with the New York State Police Internal Affairs Bureau. It is the contention of the college that there was an overreaction on the part of the police and that excessive force was used against the students. Arrangements have been made for the students to have attorneys; while the college should not set a precedent for taking on such costs, President Botstein will do so himself so that the students will not be without representation. It is expected that this will end well; there is reason to believe that both the police and other authorities involved showed bad judgment. Neither the New York State Police, the Dutchess County Sheriff's Department, nor the local police are equipped to deal with this kind of thing; it is out of their range, which is informed by lore and media attention to events of 40 years ago. Key administrators of the college will talk with officials of Red Hook and the local police to determine what should be done when something like this happens. The leadership of Red Hook has said that they are not responsible. But if traffic can be diverted for a

parade, students should have the right to assemble. President Botstein stated that he is not concerned that a solution and appropriate modus of operation will be found that does not compromise the rights of students; the local, county, and state police have in general been very cooperative with the college over the years.

What is of concern, however, is what the next four years will bring under the second term of George W. Bush. President Botstein, as an individual, was instrumental in galvanizing, with George Soros, the campaign to defeat President Bush. That group is now thinking about what needs to be done in the face of the possibility of there being a parallel experience with the early 1950s—the McCarthy Era—with substantial scrutiny and restriction of freedom. What will or will not happen is uncertain, but Bard must maintain itself as an even-handed place for those who disagree, whether in religion or politics. This is a nonsectarian institution, and it is crucial that the right of the free conduct of inquiry be maintained.

Professor Kovel stated that over the years he has worked with many dissenting students. The college's support of these students is admirable; they feel safe, for which the college is to be congratulated. President Botstein stated that students will look increasingly to the college for guidance; the right to dissent is very important, as is maintaining the sense of encouragement that enabled Max Kenner, for example, to begin the Bard Prison Initiative, one of the best things the college has done, while he was a student.

Professor Odile Chilton expressed thanks to Professor Jonathan Becker, who had assisted at the polling place in Barrytown on election day. She stated that she had been truly impressed with his patience and knowledge of election law. President Botstein agreed, stating that he had witnessed Professor Becker's work while waiting in line to vote. He also noted that the Barrytown officials responded extremely positively to the large number of student voters.

On another matter, Professor Elizabeth Frank, noting that she is teaching a course at the Bard High School Early College and enjoying it, reported that Stuart Stritzler-Levine had asked her to say that the BHSEC would love to have more Bard faculty teach there. President Botstein added that the Gates Foundation has given the BHSEC a second grant of \$1 million, which will be matched by the Soros Foundation.

Concluding his report, President Botstein reported that at their October meeting, the Board of Trustees elected two new trustees, Roland J. Augustine and Peter H. Maguire '88. The granting of the Associate in Arts degree through the Bard Prison Initiative was approved; the first graduation will be held in January for those candidates who have successfully completed the requirements for the degree. The trustees approved in principal a proposal from the Institute of Advanced Theology to create a program leading to the degree of Doctor of Sacred Theology, contingent upon sufficient funds being raised. The trustees approved the creation, in cooperation with the Metropolitan Museum of Art, of a Center for the Study of the Ancient World, which will offer a Ph.D. program. The center will be located on East 84th Street in New York City and is a fully funded initiative, through the generosity of the Leon Levy Foundation. The trustees also gave tentative approval to plans for a new, 160-bed dormitory, to be located between Manor and Robbins. The architect for the project is Peter Reynolds, who designed the Village Dormitories and the renovation of Avery Center for the Arts.

B. Report of the Faculty Representative to the NCAA. Professor Berthold reported good news in sports for the fall. Both the women's and men's cross-country teams, men's soccer, and women's tennis teams were Hudson Valley Athletic Conference champions. Volleyball also had a good season. Fred Pavlich, coach for women's and men's cross country, was named HVAC coach of the year for both teams. Scott Swere, men's soccer coach, was also named an HVAC coach of the year.

C. Committee Reports

There were no reports from the **Executive Committee** or the **Faculty Senate**.

Faculty Evaluation Review Committee. Professor Karen Sullivan reported that the committee expects to complete its work on Wednesday, November 17.

There were no reports from the **College Evaluation; Grievance; HEOP; Faculty Housing; Library, Bookstore, and Computer;** or **Multidisciplinary Studies** committees.

Research and Travel Committee. Professor Myra Armstead reported that the college's web site explaining Category II funds mentions a reimbursement rate of 75 to 80 percent. In recent years, actual reimbursement has been between 65 to 80 percent and last spring dipped to 55 percent. This year the reimbursement rate could fall

to 50 percent or lower. The committee is taking steps to deal with the situation this year and will advocate for a higher reimbursement rate. President Botstein expressed his willingness to meet with the committee on this matter.

AAUP Committee. Professor Sattar reported that a chapter meeting would be held on Tuesday, November 16 at 5:00 p.m. in OLC 115. The agenda for the meeting is a vote on the contract; the text of the outside employment clause and other items in the contract will be circulated.

Letters for tenure evaluations are due on November 24. The AAUP Committee urged faculty to adhere to the requirement that letters be submitted by the due date.

Speaking to the matter of the faculty evaluation files and deadlines, President Botstein stated that each division should also take into account how it would like to provide for registering its discussion and vote. The procedures should allow for faculty views to be modulated or changed through discussion with colleagues; the expression of faculty opinion should be broadened and not be stuck on a technicality.

IV. OLD AND/OR NEW BUSINESS

Professor Mario Bick reminded faculty of the faculty seminar that would be held that evening at 7:00 p.m. in Olin 102. Professor Carolyn Dewald would give a presentation titled "Historical as 'human science': the case of the early Greek historians." Professor Bick expressed his dismay at the campus-wide scheduling of other events that evening, when the faculty seminar had been scheduled two months ago, stating that if the conflicts that evening could not be resolved, he hoped at least that similar conflicts would not arise in the future.

One event that would be held that evening was a panel discussion titled "After the Election: Reactions and Responses," in which President Botstein would participate, together with other members of the faculty and a student. This panel discussion was scheduled at the request of the Student Life Staff as a result of student disappointment in the wake of the election; the undergraduate open house that was originally scheduled that evening at the President's House would not have conflicted with the faculty seminar. Professor Bick stated that had he been consulted, the faculty seminar could have been rescheduled.

Professor John Pruitt, noting that he had planned to raise the issue of the multiple events scheduled on Wednesday evenings generally, stated that this kind of scheduling is self-defeating. A concert by the Da Capo Chamber Players also would take place that evening. [Editor's note: the Da Capo concert was scheduled in mid-August.] While there is no easy solution to this problem, those scheduling events should think of the entire week and weekends; on weekends the campus is far emptier than a residential campus ought to be. President Botstein concurred with the difficulty as well as the suggestion that events be spread across the week and on weekends, emphasizing that faculty and members of the administration should also be present and available for students on a broader basis, including weekends.

Professor La Farge, noting that a profile on Anthony Hecht will appear *The Bardian*, stated that Tony Hecht was perhaps the only graduate of this college whose work as a poet is likely to endure, which is remarkable because Hecht was a master of formal verse, which, he said, is *persona non grata* in this college. A reading of Hecht's poems, in which ten members of the faculty and one student had participated, had been held the week before. The group had read for an hour and a half, but attendance had been poor; it would seem that Hecht was a great poet who is not now known at Bard. President Botstein stated that Anthony Hecht also had been a member of the faculty, and he had been loyal and gracious to the college. He agreed with Professor La Farge's assessment of Hecht as a writer, but stated that an "aesthetic divide" seems to have developed here over the years. The only consolation in this case is how few turn out for any event on campus; there seems to be a general passivity, particularly in regard to events held in recognition of someone who has died. He expressed the hope that this would not be the case with the memorial for James Chace that would be held on November 22.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:35 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Bard College Faculty held on 15 December 2004

The meeting was called to order at 4:40 p.m. by President Botstein.

I. MINUTES. Upon motion duly made and seconded, the minutes of the 10 November 2004 meeting were approved.

II. There were no general **COMMUNICATIONS**.

III. REPORTS

A. Report of the President. President Botstein reported the death, on November 29th, of Professor Emeritus of Drama Neil McKenzie, at the age of 88. Professor McKenzie taught at Bard for 24 years, from 1962 until his retirement in 1986. A close associate of Robert Rockman, Professor Emeritus of Literature and Theater, and the late Professor of Theater William Driver, he was known for his kindness to students, his grace, his culture, and his love of teaching.

Professor Frank Scalzo and his wife, Darri, are the new parents of a daughter, Natalie Marie, born on December 5th.

The soprano Dawn Upshaw has been appointed Charles Franklin Kellogg and Grace E. Ramsey Kellogg Professor of the Arts and Humanities. Her initial involvement with the college will focus on designing a course of study for the Bard College Conservatory of Music's vocal and vocal-dramatic program; her teaching role will increase gradually over the years.

Visiting Professor of Music George Tsontakis has received the 2005 Grawemeyer Award for Music Composition for his Violin Concerto No. 2. The Grawemeyer Award, the highest in music composition, was given to Professor Joan Tower in 1990 for her piece *Silver Ladders*.

Professor Lothar Osterburg's recent work is on view through January 8 at Achim Moeller Fine Art in New York City.

Bard faculty and students attended the Consortium for Computing Sciences in Colleges' Eastern Conference, at which both faculty and students earned awards. Professors Robert McGrail and Burt Brody were given the best paper award for "Deconstructing the Math/Science Quest for Solutions Website Using Logic Programming," which will appear in the January issue of the consortium's *Journal of Computing Sciences in Colleges*.

The annual holiday party would be held that evening at the President's House. The Bard College Orchestra would give a concert at 8:00 p.m. in the Sosnoff Theater at the Richard B. Fisher Center for the Performing Arts, with Professor James Bagwell conducting Mendelssohn's *Hebrides* Overture and Schubert's Symphony No. 5.

The Bill & Melinda Gates Foundation has made a second grant of \$1 million, payable over a three-year period, in support of the Bard High School Early College (\$700,000) and the creation of a summer seminar program for teachers that will assist them in gaining experience with and developing new methodologies for teaching in early college settings.

A grant of \$1.5 million grant has been received for the renovation of the Bobrinsky Palace in St. Petersburg, Russia, which will become the permanent home of Smolny College. Discussions continue, with the assistance of Professor Li-Hua Ying, regarding the creation of an honors college in China based on the Smolny College model.

President Botstein had met with the Faculty Evaluation Review Committee. All members of the faculty standing for renewal have been renewed. He expressed his thanks to the members of the committee for a productive discussion.

The current review of the Faculty Evaluation document presented an opportunity for President Botstein to reflect on the faculty evaluation process and criteria and the relationship between junior and senior members of the faculty. He said, in essence, that Bard's expectation of faculty places teaching and availability to students as a major priority—making the college the center of their professional lives. It is practical and reasonable for the college to integrate this priority with high expectations for continuing scholarly and professional activity. There

is, in the opinion of the president, no inherent tension between scholarly activity and commitment to students and teaching. The college is grateful for the efforts of members of the Bard faculty to be active in and contribute to campus life so that the extracurricular character of the college mirrors the high ideals of its curriculum.

B. Report of the Dean of the College. Dean Michèle Dominy reminded faculty that the first meeting of the spring semester will be held on Wednesday, February 2nd, the second Wednesday of the spring semester. In the absence of Registrar Peter Gadsby, she reminded faculty that grades and criteria sheets are due on Monday, January 3rd.

C. Committee Reports

There were no reports from the **Executive Committee** or the **Faculty Senate**. It was noted that Professors Daniel Berthold and Lauren Rose, respective committee chairs, would be on sabbatical in the spring semester.

Faculty Evaluation Review Committee. Professor Karen Sullivan reported that the committee had completed its work and met with President Botstein.

College Evaluation Committee. Professor Matthew Deady reported that the committee had completed its work for the semester.

While there was no report from the **Grievance Committee**, Professor John Ferguson mentioned that he also would be on sabbatical in the spring.

President Botstein noted that a hearing had been scheduled in late January for the eleven students who were arraigned in the aftermath of the incident with the police following the student demonstration on November 3rd. The report on the investigation of the incident by the New York State Police Internal Affairs Bureau is awaited.

There was no report from the **HEOP Committee**.

Faculty Housing Committee. Professor Deady reported that at least three on-campus apartments will be available on July 1st. A lottery will be held in April; anyone who wants to be in the pool should contact him or another member of the committee.

There were no reports from the **Library, Bookstore, and Computer** or **Multidisciplinary Studies** committees; however, Professor Peter Skiff, chair of the latter, noted that he would be on sabbatical in the spring.

Research and Travel Committee. Professor Myra Armstead reported that the committee had met with Executive Vice President Dimitri Papadimitriou and Dean Dominy regarding the reimbursement rate of Category II funds, the reduction of which she had reported at the November meeting of the faculty. The college will hold the rate of reimbursement at 55 percent this semester. The funds are being closely monitored, and the committee is seeking to clarify the guidelines.

AAUP Committee. Professor Hilton Weiss reported that the committee's work for last year has been completed with the signing of the faculty contract. Retroactive increases should be included in the salary checks for the period ended December 31. The chapter will hold a meeting at the beginning of the spring semester to begin discussion of next year's contract negotiations.

IV. OLD AND/OR NEW BUSINESS

President Botstein expressed admiration to the students, faculty, and administrative staff involved in the creation of the Beit Shalom-Salaam House of Peace, the new prayer space that has been created in the basement of Village Dorm A. He stated that the space, which had been dedicated the week before, is a wonderful tribute to all involved, including the Jewish Student Organization, Muslim Student Organization, and the Chaplaincy.

Professor John Pruitt asked whether the small reimbursement that used to be available to faculty who entertain students in their homes might be reinstated, especially for younger faculty. President Botstein requested the Dean of Students to look into creating a structural source for reimbursement for "legitimate conviviality" and asked Professor Pruitt to assist so that the process established might be useful and even-handed. He noted that informal contact with the faculty is very important for students.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:30 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Bard College Faculty held on 2 February 2005

President Botstein called the meeting to order at 4:35 p.m., noting that this was the opening informational meeting of the spring semester. There was, however, some business from the Executive Committee requiring action at this meeting.

Executive Committee. Professor Ethan Bloch brought four items for information and action.

1) Because several members of the faculty are on sabbatical this semester, replacements are needed on various committees.

College Evaluation Committee. A replacement is needed for Professor Marina Kostalevsky, alternate. Professor Matthew Deady noted that there are three regular members of this committee and one alternate; the committee must consider 14 cases in the spring semester. Professor Bloch requested nominations or a volunteer from any division; current committee members are Professors Deady, Mario Bick, and Aileen Passloff. Professor Marina Van Zuylen volunteered to serve as alternate during the spring semester.

Grievance Committee. Professor Burt Brody has agreed to replace Professor John Ferguson.

Multidisciplinary Studies Committee. Two replacements are needed to serve in the stead of Professors Tabettha Ewing and Peter Skiff. Professor Garry Hagberg volunteered to represent the Social Studies Division; Professor Jean Churchill volunteered to represent the Arts Division.

The above committee replacements were voted by acclamation.

2) Professor Bloch reported that Professor William Griffith will serve as the Faculty Representative to the National Collegiate Athletic Association while Professor Daniel Berthold is on sabbatical.

3) Registration for the fall semester will be held on Tuesday, May 10, rather than on Wednesday of that week.

4) Five faculty meetings, including today's, have been scheduled for the spring semester; on Wednesdays, March 16, April 13 (faculty led), May 4 (faculty led), and May 18. The March 16 meeting will include a report from the Faculty Evaluation Document Review Committee and a vote on the committee's recommendations; an open meeting of the faculty will be scheduled prior to the March meeting for discussion of the committee's proposals. Faculty Governance proposals will be on the agenda of the April meeting, and faculty committee elections will take place at the May 4 meeting.

President Botstein called on Jeffrey Katz, dean of information services, for a brief announcement. Mr. Katz reported that the college has joined ConnectNY, a new resource-sharing consortium. The service is very fast, with three-day delivery to Bard. There are four million items available on 21-day loan (with a renewal period). Twenty-five items may be ordered at any one time and may be picked up and dropped off at the inter-library loan office.

Turning to his report, President Botstein stated that 1,350 undergraduates have registered for the spring semester. The college expects a stable but slightly growing enrollment, and there is a higher retention rate. Because of demographics, enrollment will level off in the next five to ten years. While the college is receiving applications from a broader geographic area, the yield from other areas is not as great as from the Northeast. As recruitment is expanded both nationally and internationally, selectivity will continue to increase. While the college is in a very secure position, it continues to face competition in financial aid from institutions with larger endowments.

At its January meeting, the Board of Trustees approved the new dormitory project. Peter Reynolds, architect of the Village Dormitories and the renovation and expansion of the Avery Center for the Arts, is designing the energy-friendly complex, which will provide approximately 170 new beds. The completion of this dormitory and the renovation of Robbins will slow the college's capital projects, although another Village Dormitory may be added to increase the number of students living on campus.

While the old gym will not be torn down, it is not possible to renovate the building as a recreational space for students. The space may be renovated for classrooms and offices.

The new science building came in over budget and was simplified without sacrifice to program requirements. It is hoped that ground-breaking for the new facility will take place this summer.

A \$1 million challenge grant has been received from friends of Professor James Chace to create a chair in his name. It is hoped that the \$2 million endowed chair can be announced at commencement. The college is grateful to those who have made this possible.

Turning to faculty transition, President Botstein reviewed several new appointments for the spring semester, including Distinguished Professor of History Vincent Giroud; writer in residence and Bard Fiction Prize-winner Paul La Farge; and Capstone Scholar Maria Rybakova. New visiting appointments include Ronald Briggs in Spanish; Alexandra De Sousa, biology; Eva Lee '87, studio art; Steven V. Mazie, First-Year Seminar; and Leslie Satin, dance.

President Botstein introduced Nikolay Koposov, Dean of Smolny College, who is visiting Bard for a short time.

A variety of complaints have been received regarding the fact that grades are not being submitted on a timely basis. Grades and criteria sheets for the fall semester were due on January 3rd. Grades from 21 members of the faculty, or 13 percent, had not been submitted by the time of the Executive Committee's meeting on academic standing, which took place ten days after the due date. Timely submission of grades, particularly at mid-year, is crucial; President Botstein requested faculty to comply with the deadlines.

There have been several faculty publications, awards, and the like since the last meeting, including the following.

Susan Aberth's *Leonora Carrington: Surrealism, Alchemy and Art*, a Lund Humphries Book, was published in October 2004 by Ashgate Press.

Sanjib Baruah's *Durable Disorder: Understanding the Politics of Northeast India* has just been published by Oxford University Press.

Laurie Dahlberg's *Victor Regnault and the Advance of Photography: The Art of Avoiding Errors* has been published by Princeton University Press.

Jennifer Day is the co-author (with Anna Lisa Crone) of *My Petersburg/Myself: Mental Architecture and Imaginative Space in Modern Russian Letters*, published by Slavica Publishers, Indiana University (2004).

A partial view of Judy Pfaff's installation *3-D* appears on the cover of the January 2005 issue of *ARTnews*, which focuses on "Great Underrated Artists."

Richard Gordon has been elected to Honorary Fellowship in the American Psychiatric Association.

Jeff Katz, Dean of Information Services, is the author of *Small Rain*, a book of poems, published by The Ten Pin Press (2004).

The graduation of the first candidates to complete the requirements for the Associate in Arts degree through the Bard Prison Initiative was held on January 29 at the maximum-security Eastern New York Correctional Facility in Napanoch, New York. Twelve degrees were awarded; four of the graduates spoke at the ceremony. Extending thanks to Max Kenner '01, founder and director, Professor Daniel Karpowitz, and all faculty who have taught in the program, President Botstein stated that he has rarely been as proud of Bard and what it does as on this occasion. He wished that any of the college's undergraduates could be as articulate as those who spoke at the graduation about their experience of education. It is hoped that this program, developed at the initiative of Bard undergraduates, will be expanded to offer the Bachelor of Arts degree and that the program also will be offered

in a women's prison in New York City. Bard is the only institution that currently grants degrees in New York State prisons.

The college has joined the Internet II Consortium. This indispensable tool, which is very useful in the sciences and the arts, will become connected during the week of spring break. President Botstein expressed his thanks to David Maswick and Jeffrey Katz, associate dean and dean, respectively, of information services, for making this happen. It is a tremendous opportunity that is usually available only at large universities.

The college has received a two-year grant of \$200,000 from the Mellon Foundation in support of faculty development. Dean Michèle Dominy is administering the program.

Richard B. Fisher, chair emeritus of Morgan Stanley and chair of the Board of Trustees since May 2004, died on December 16th, at the age of 68. A memorial service was held on January 12th at Riverside Church in New York City. Mr. Fisher was a remarkable man, whose death came much earlier than expected. He contracted polio at the age of eight, and went to the Penn Charter School, then to Princeton. A genuine philanthropist, he gave a total of \$100 million to Bard. Emily Fisher, his former wife, who is chair of the Board of Overseers of Simon's Rock and a vice chair of Bard's Board of Trustees, has given close to \$50 million to Simon's Rock. Together, they are the largest donors in the history of the college. At their January meeting, the trustees elected a new chair, Charles P. Stevenson Jr., a businessman who graduated from Yale, whose generosity to Bard is reflected in the gymnasium and library that bear his name. Mr. Stevenson has stepped into the chairmanship with great energy and commitment. The Executive Committee has been reorganized and is now chaired by David E. Schwab II '51, chair emeritus of the board. What all of this means for the college, which was the single largest recipient of Mr. Fisher's philanthropy, is not clear, but his attachment to the college continues to have resonance. Bard must now develop its leadership and expand its fund-raising capability, given the lack of an alumni/ae donor base. The college is in a good position to move forward, although a capital campaign that was to have been announced in May will now be delayed. But it is important that Mr. Fisher's family, which includes a daughter who graduated from Simon's Rock and a son who studied with Mary Caponegro at Hobart and received the M.F.A. degree from the Milton Avery Graduate School of the Arts, know that the faculty fully understands his commitment and legacy to this institution.

Questions and discussion ensued, during which Professor Arthur Burrows noted that his wife, who teaches in Mercy College's program at Sing Sing, also says that she finds the students there to be dedicated and articulate in a way that her college's on-campus students are not.

Professor Brody asked about three items: an article published in *Newsweek* magazine regarding retention of minority students compared Bard unfavorably with Pomona; use of the new Physical Plant barns as recreational space for students; and the governor's proposal to withhold one-half of TAP funds from students until they graduate. President Botstein had no comment on the latter. He stated that the use of the new storage barns for recreational space is not feasible because they have no running water; the dean of students has come up with alternative possibilities. The solution would be easier if someone would step forward with a gift for such a facility. Regarding the article in *Newsweek*, while President Botstein said he does not read the magazine, Pomona does not participate in HEOP, the traditional source of students of color, many of whom are poor and do not do well in school. Bard has maintained this program and thus admits higher-risk students, whose success rate is lower. He stated that the implication that Pomona does a better job with students of color is one he is not willing to accept.

There being no further discussion, the meeting adjourned to a reception at the President's House at 5:30 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Bard College Faculty held on 16 March 2005

The meeting was called to order at 4:40 p.m. by President Botstein, who noted that the bulk of this meeting would be devoted to a continuation of the open discussion begun the prior week on the Faculty Evaluation Document Review Committee's proposals. He turned first, however, to several items of business before turning the floor to Professor Ethan Bloch, chair of the Executive Committee, for the discussion.

I. MINUTES. Upon motion duly made and seconded, the minutes of the 15 December 2004 and 2 February 2005 meetings were approved.

II. COMMUNICATIONS

Professor Mario Bick reminded faculty that Professor Jesse Shipley would give a Faculty Seminar that evening on his work in Ghana.

President Botstein reported the death, on March 5, of Barbara Finberg, a long-time supporter of Bard and vice chair of the Bard Music Festival board. Her late husband, Alan, served a long tenure as a trustee of the college. Their generosity to the college includes the campus guesthouse that bears their name.

III. REPORTS

A. Report of the President. President Botstein reported that in 2006–2007 the college will undergo a ten-year accreditation review by the Middle States Commission on Higher Education. The review will be based on an extensive self-study report that must be prepared in advance. Owing to new Middle States regulations, this elaborate and paper-intensive procedure must begin early (taking up to a year and a half) and will be under the direction of Dean Michèle Dominy. According to the college's Middle States liaison, the commission is now in the business of "assessment outcomes," so the process will be more onerous than usual. President Botstein expressed thanks to the faculty in advance for their participation and assistance in this process.

There have been two recent administrative appointments. Noted curator and arts organizer Tom Eccles has been named executive director of the Center for Curatorial Studies. He will begin work on July 1 and will take responsibility for the center's exhibitions program, strategic planning, and overall operations. Norton Batkin will continue to oversee the academic side of the program, including the graduate and research programs. With the opening of the Bard College Conservatory of Music in the fall, Norton Batkin will take on the role of dean of graduate studies, which has been filled by Robert Martin, who is also director of the conservatory. Dean Martin will continue as vice president for academic affairs. President Botstein noted that Mr. Eccles is an adept fund-raiser (currently director and curator of The Public Art Fund in New York) and will be a great boon to the future of the CCS exhibition program.

Tambra Dillon has been named director of the Richard B. Fisher Center for the Performing Arts. Ms. Dillon has worked in promotion, marketing, and development at the Brooklyn Academy of Music, among other arts organizations. She has already begun work.

The admission staff is in the process of reviewing applications for the fall of 2005. It is hoped that a smaller class will be admitted and, therefore, that there will be no aggregate increase in enrollment. Attention is being paid to increasing enrollment in the sciences; President Botstein expressed thanks to those members of the faculty who have participated in this process.

It is anticipated that construction will begin this summer on the new dormitory project and the science facility. Consideration is being given to renovation of the old gym for classroom and office space and possibly a writing center.

Recent faculty notes include Robert Kelly's new book of poems, *Lapis*, a Black Sparrow Book that is just out from David R. Godine. *The External Combustion Engine*, a book of poems by Michael Ives, has been published by Futurepoem books. Nancy Darling has been appointed North American editor of the *Journal of Adolescence*.

B. Report of the Dean of the College. Dean Michèle Dominy made four announcements, noting first that the college has joined the Academic Career Network (ACN), a consortium of colleges that provides access to available positions and to the curriculum vitae for members of their academic communities who are searching for positions (often partners and spouses). Members of the Bard community may post their credentials on the site. This resource will be of particular interest to programs that are seeking to fill visiting appointments, but it is possible in some cases that tenure-track positions might find an appropriate match through the site. Both administrative and academic listings are included.

Through the initiative of the grants office, Bard has a three-month trial subscription to the Illinois Researcher Information Service (IRIS). The IRIS database contains over 8,600 active federal and private funding

opportunities in the sciences, social sciences, arts, and humanities. In addition to funding opportunities for faculty, the database also contains fellowships and scholarships for both graduate and undergraduate students. Faculty are encouraged to experiment with this system and to be in touch with Judy Samoff, dean of programs, regarding their opinion of this resource.

Admission's open house for accepted students will be held on April 8 and 9. The dean has asked that each program appoint a representative to be available in their offices during the afternoon of Friday, April 8, to meet with these students and their parents. Program chairs should provide Tara Sullivan in Admission Office with this information.

Tenure-track faculty searches have been completed in German, with the appointment of Florian Becker, and in cognitive psychology, with the appointment of Barbara Luka. The theater search in directing is nearing completion; searches continue in studio art, art history, ethnomusicology, and applied mathematics. The sociology search has been closed and will continue next year.

C. Committee Reports (The report of the Executive Committee followed those of other committees.)

Faculty Senate. Professor Rebecca Thomas reminded faculty that proposals for new tenure-track faculty lines are due on April 6.

There were no reports from the **Faculty Evaluation Review, College Evaluation, Grievance, or HEOP Committees.**

Faculty Housing Committee. Professor Matthew Deady requested faculty not intending to continue living in on-campus faculty housing in the fall to let the committee know. If a faculty member plans to sublet his or her on-campus faculty housing, Professor Deady, James Brudvig, or Susan Barich should be informed. The new dormitory project will contain two apartments that will become part of the faculty housing pool; it is anticipated that this project will be completed by the fall of 2006.

There were no reports from the **Library, Bookstore, and Computer, Multidisciplinary Studies or Research and Travel Committees.**

AAUP Committee. Professor Terence Dewsnap reported that the AAUP Executive Committee had met the day before, formulated issues to be negotiated, and sent these on to the administration. A memorandum summarizing these issues will be circulated to the faculty.

IV. OLD AND/OR NEW BUSINESS

The Division of Languages and Literature's writing program in fiction and poetry solicited nominations of students for the Wilton Moore Lockwood Prize for Critical Writing. The nondivisional prize is awarded annually to a student for particularly distinguished critical writing in course work. The deadline for nominations is April 27.

President Botstein said that a group of students had recently come to see him; they suggested that someone on the faculty had said that the college is in financial difficulty. Bard has operated in the black for 30 years; by its own comparative history, it is better off than it ever has been. Although budgetary restraint remains in force, the college is not in financial difficulty.

President Botstein then called upon Professor Bloch, chair of the Executive Committee.

Executive Committee. Professor Bloch reminded faculty that mid-term grades are due on March 25, the Friday before spring break.

Introducing the open discussion of the proposals of the Faculty Evaluation Document Review Committee, Professor Bloch stated that the proposals were brought to this meeting for open discussion only; no vote would be taken at this time. He further noted that amendments to the proposals would be possible. A vote on the proposal was anticipated at the next meeting of the faculty, which also would include discussion of the Faculty Governance Proposal. He then requested Professor Karen Sullivan, chair of the Faculty Evaluation Document Review Committee, to lead the discussion.

Professor Sullivan reviewed the background of the committee's work and suggested that the discussion at this meeting focus on two areas: 1) who should attend and vote at divisional meetings on evaluation cases; and 2) any other issues in the proposed changes the faculty would like to address. She stressed that the committee had not made any revisions to its proposals thus far; rather, it was agreed that open discussion should first be undertaken. She noted that since last fall, the committee (comprising Professors Deady, Encarnación, Pruitt, and herself) has been reconsidering the document. The committee's purpose has been not so much to change the process of evaluation in the college as to clear up certain current contradictions, whether between what the document says and what is actually done in evaluating or between one part of the document and another. The committee proposed that three votes be held at the April 13 meeting of the faculty: 1) open or closed files; 2) who is present and may vote at divisional discussions of evaluation cases; and 3) the remainder of the document.

She requested Professor Deady to summarize the open discussion that had been held on March 8 regarding closed or open files.

Professor Sullivan then opened the floor to discussion of whether divisional discussions and votes in evaluation cases should be limited to tenured faculty members. Professor Deady kept a record of faculty opinions for consideration by the committee. Open discussion ensued.

Professor Bick offered a procedural amendment: that the document be broken down into discrete items, with a separate vote on each proposed change. The amendment was seconded, and discussion ensued. The question was called and the call seconded and carried. The amendment was carried; when presented for action, the document will be voted upon item by item.

An amendment, deemed friendly, was made to page 4 of the document, regarding outside evaluators: that the dean will contact at least one outside evaluator from the list prepared by the evaluatee and at least one from the list prepared by the chair of the principal program in which the evaluatee is located to ensure balance in the outside evaluations.

The committee will consider the points made during the discussion, and the document will be circulated for consideration one week prior to the vote.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 6:15 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Bard College Faculty held on 13 April 2005

The meeting was called to order at 4:35 p.m. by President Botstein, who noted that there would be a shift in the agenda to a primary focus on the Faculty Governance and Committees Proposal from the Executive Committee. The meeting will proceed through the agenda, then return to Professor Bloch, chair of the Executive Committee, for the presentation and vote on the governance proposal. He also noted that a special faculty-run meeting had been called for May 4, for discussion and vote on the proposed changes to the Faculty Evaluation Document.

I. MINUTES. Upon motion duly made and seconded, the minutes of the 16 March 2005 meeting were approved.

II. There were no general **COMMUNICATIONS**

III. REPORTS

A. Report of the President. President Botstein expressed thanks to the members of the faculty who assisted with the open house for accepted students. Accepted students and their families will continue to visit the campus as they make their final decisions regarding accepting Bard's offer of admission. He expressed his appreciation to Vice President Mary Backlund and her colleagues in admission for doing a fine job in this process. Applications increased this year by 10 percent, and the applicant pool was very strong. The college is in a more competitive position than in the past.

Construction has begun, between Robbins and Manor, for the new dormitory, designed by architect Peter Reynolds. The building will be ready for occupancy in the fall of 2006. Some additional housing will be constructed over the summer to accommodate students in the fall of 2005. By the end of the 2005–2006 academic year, dormitory facilities should be completed.

There will be some construction during the summer on the new science building. It is hoped that the facility will be completed in the summer of 2007.

President Botstein asked that the death, on April 5, of Saul Bellow be entered into the record. Saul Bellow was 89. He taught here in 1953–1954 and was a long-time friend of the college. He was presented with an honorary degree in 1963. His last visit to Bard was about a decade ago.

The college has received a grant of \$100,000 from the Ford Foundation for the Chinua Achebe Fellowship in Global African Studies. Professor Jesse Shipley was instrumental in obtaining this grant, which is a great tribute to Chinua Achebe. A grant of \$50,000 has been received from the Carnegie Corporation for an evaluation of the Master of Arts in Teaching Program; \$30,000 has been received from the Homeland Foundation for the Catholic Chaplaincy; and \$113,900, over three years, has been received from the Lannan Foundation in support of Words Without Borders.

Taun Toay, a senior in economics, has been awarded a Fulbright grant to conduct independent research in Greece during 2005–2005.

The Bard Debate Team was named Program of the Year by the Society Advocating More and Better Argumentation (SAMBA).

Turning to notes about faculty, President Botstein reported that David Kettler has just returned home from the hospital and is recuperating from difficult but successful by-pass surgery.

An article titled “Scholar of Judaism, Professional Provocateur,” about Professor Jacob Neusner, had appeared in that day’s *New York Times*. *Monomania: The Flight from Everyday Life in Literature and Art*, by Marina van Zuylen, has just been published by Cornell University Press. Two books by Ann Lauterbach, *Hum* (a collection of poems) and *The Night Sky: Writings on the Poetics of Experience*, have been published by Penguin. Jamie Romm will read from and discuss his edited volume *Alexander the Great: Selections from Arrian, Diodorous, Plutarch, and Quintus Curtius* on Saturday, April 16, at 2:00 p.m. at Merritt Bookstore in Red Hook. “Big Bang,” an exhibition of sculpture and drawings by Laura Battle will be on view from April 30 to May 22 at Arsenal 17 in Benicia, California; and “The Other One,” an exhibition of works by Amy Sillman is on view until May 7 at Susanne Vielmetter’s Los Angeles Projects in Culver City, California. The Dean of the College will host a reception to celebrate the publication of Robert Kelly’s *Lapis*, a new collection of poems, on Monday, April 18, at 6:00 p.m. in the Manor House Parlor. Professor Tabettha Ewing has successfully defended her dissertation at Princeton University.

The trustees of the college have voted an increase in tuition and fees for next year, in the face of an uncertain economic climate, with rising interest rates, inflation and commodity prices, all of which affect the institution. Some cuts to the budget also will be made.

In response to a question from Professor Burt Brody, President Botstein reported that honorary degree recipients at commencement will include William J. Baumol, Paul Nurse, David Remnick, Ruth J. Simmons, and Helen Vendler. The commencement speaker is not yet known.

Concluding his report, President Botstein stated that the next regular meeting of the faculty will be held on Wednesday, May 18, just prior to commencement. The most important item of business at that meeting will be the approval of candidates for the bachelor of arts degrees.

B. Report of the Faculty Representative to the NCAA. Professor William Griffith reported for Professor Berthold, who is on sabbatical. Professor Griffith reported that the college will build a new second soccer field, equipped with lights to accommodate night games; construction is scheduled to begin early this summer. The college is now participating in a new athletic conference. Students representing all intercollegiate sports will attend divisional meetings this semester to discuss what sort of arrangements can and should be made between faculty and student athletes concerning conflicts between class schedules and athletic competitions. And, a week

ago, the men's basketball team captured the first-ever championship in the history of the college by winning the Hudson Valley Men's Athletic Conference Tournament.

President Botstein added that he would meet with members of the athletic department and student athletes immediately following this meeting, because of the concern regarding academics and athletics.

C. Report of the Dean of the College. Dean Michèle Dominy requested faculty to please return the form regarding academic attire for commencement to Elizabeth Shea at Central Services as quickly as possible.

D. Report of the Faculty Representatives to the Board of Trustees. Professor Karen Sullivan reported that the trustees had discussed and approved a 6 percent increase in overall tuition and fees. They also had heard reports on the college's affiliates, including Simon's Rock, the Levy Economics Institute, Bard High School Early College, and the graduate program of the Center for Environmental Policy.

Professor Dewsnap asked how much tuition would be in the next academic year. Professor Sullivan responded that tuition alone will be approximately \$31,700.

Professor Brody inquired about conversion of students to Bard from the Bard High School Early College. President Botstein responded that there were 13 in the first year and eight or so in the second year. However, this is not strongly encouraged, because these students are genuine financial aid candidates, and the college's capacity to finance such students is limited, as it is at Simon's Rock. However, the early college students at BHSEC and at Simon's Rock are offered admission to many of the best institutions across the country, including Bard.

C. Committee Reports (The report of the Executive Committee followed those of other committees.)

Faculty Senate. Professor Rebecca Thomas requested that requests for faculty positions be submitted as soon as possible.

Faculty Evaluation Review Committee. Professor Sullivan reported that the committee has been meeting and expects to conclude its work within the week.

College Evaluation Committee. Professor Deady reported that this committee also has been meeting and expects to conclude its work within the week.

There were no reports from the **Grievance** or **HEOP Committees**.

Faculty Housing Committee. Professor Deady reported that formal notice would be circulated regarding the availability of one apartment, suitable for a single person or couple. Eligible faculty are tenure track but not tenured. Faculty interested in and eligible for this apartment should contact him; there will be a lottery for the unit.

Library, Bookstore, and Computer Committee. Professor Eric Trudel reported that orders for books for the fall semester are due. Professor Brody added that submitting book orders as early can save students money.

There was no report from the **Multidisciplinary Studies Committee**.

Research and Travel Committee. Professor Robert Cutler reported that \$38,000 is available this year in Category II funding, with requests totaling over \$50,000. With the assistance of the Dean of the College, Category II funding for next year will be increased to \$40,000. Approximately 40 members of the faculty are making use of Category I funding this year.

AAUP Committee. Professor Griffith reported that the AAUP has transmitted its "desires/demands" to the administration.

Executive Committee. Professor Bloch brought discussion and vote on the Executive Committee's Faculty Governance and Committees Proposal, stating that the current faculty governance structure, consisting of a four-person Faculty Senate and a four-person Executive Committee, goes back to a time when the college was half the size it is now. Among other duties, the Executive Committee reviews the course list and reviews petitions, both of which have grown in number. The Senate, acting also as the Committee on Vacancies, reviews all requests for faculty positions and has also reviewed programs since the program structure was put into place.

There are now more than 50 programs. As a result, the Executive Committee and Senate are now appointing subcommittees to assist with this work.

The Faculty Governance and Committees Proposal, the text of which is appended to and made a part of these minutes, seeks to address this difficulty by redistributing the current work of the Executive Committee and Faculty Senate among three committees, each of which would have four members, one from each division: Executive Committee, Curriculum Committee, and Planning and Appointments Committee. The Executive Committee would continue to function as at present, with the exception of reviewing courses. The Curriculum Committee would review all new courses and all divisional course lists, oversee general education, review programs and the program structure, and oversee multidisciplinary studies. The Planning and Appointments Committee would review all proposals for new faculty positions, leaves of absence and released time; engage in long-range faculty planning; and oversee programmatic and divisional budgets.

These three committees would meet jointly as the Faculty Senate twice each semester, in public meetings, to discuss proposed faculty legislation and other issues requiring a more representative body than a four-person committee. (These joint meetings represent a regularization of the current system, in which the Faculty Senate and Executive Committee meet jointly at least one a year.)

Turning to the rationale for the proposal regarding other faculty committees, Professor Bloch, following the summary in the proposal, noted that the current “collection” of faculty committees has evolved haphazardly over the years, resulting in too many committees (especially when the committees not listed on faculty meeting agendas are counted), the existence of some committees that have overlapping or closely related tasks, and others that rarely meet. It is proposed that the various faculty committees be consolidated and reconceptualized, allowing for more efficiency, for current needs to be met, and for fewer faculty members to serve on committees.

It is proposed that all current faculty committees be consolidated into nine regular committees (proposed number of members in parentheses), in addition to the three faculty governance committees outlined above: AAUP Executive Committee (five); Grievance Committee (four) Faculty Evaluation Review Committee (five); College Evaluation Committee (three); Facilities Committee (four); Library, Bookstore and Computer Committee (four); Faculty Support Committee (four); Student Affairs Committee (four); and Diversity Committee (an expanded HEOP Committee, four).

To ensure proper divisional representation on committees and to streamline the election process, divisional representatives to these committees would be elected directly by the divisions, rather than by the full faculty; in the proposed system, fewer faculty members would serve on committees than is currently the case. Professor Bloch presented a chart of current members of the faculty: 71 tenured and 43 tenure track, or a total of 114 “bodies” to serve on committees. (The FTE is approximately 160, many of which are fractional appointments.) He then opened the floor to discussion prior to the vote on the proposal, brought seconded from the Executive Committee.

Professor Burt Brody, speaking to the number of faculty members available to serve on committees, posed a question: if the amount of committee work has increased, should not more people be involved rather than fewer? Professor Bloch agreed in principle. He went on to say that there is an oddity in the way representatives to committees are now elected—by the faculty as a whole. Under this proposal, representatives to all committees comprising one representative from each division would be elected by the division; only representatives to college-wide committees would be elected by the faculty as a whole.

Dean Dominy, speaking to the proposed Grievance Committee, suggested that it be comprised of three, rather than four, members. President Botstein added that the committee meets only *in extremis*; the committee, fortunately, has not met in years. Professor Deady noted that to keep faculty membership on this committee in the majority (the committee also includes representatives from the student body and administration) and the total number of members an odd number, the proposed faculty membership of four should remain in place. It was agreed that this should be the case.

Professor Deady inquired whether the responsibilities of the current Multidisciplinary Studies Committee would fall under the Curriculum Committee. That would be the case, but a chair of Multidisciplinary Studies would remain in place.

A vote on the Faculty Governance and Committees Proposal was taken by ballot; Professor Brody was appointed teller. The proposal was carried by a vote of 58 in favor, four opposed.

President Botstein requested that the Faculty Governance and Committees Proposal be submitted for review by legal counsel prior to insertion in the Faculty Handbook.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:40 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 4 May 2005

This faculty-led meeting was called to order by Professor Ethan Bloch, chair of the Executive Committee, at 4:40 p.m.

Professor Bloch stated that two items of business would be brought to the faculty at this special meeting: vote on college-wide representatives to the College Evaluation and Grievance Committees; and discussion and vote on the changes to the Faculty Evaluation Document proposed by the Senate-appointed Faculty Evaluation Document Review Subcommittee.

Before turning to the business of the meeting, Professor Bloch called upon Betsy Cawley, information technology librarian, and Sharon Kopyc, coordinator of curriculum support and instructional technology at the Henderson Computer Resources Center, who gave a presentation on the Illinois Researcher Information Service (IRIS) and the Center for Faculty and Career Development (CFCD). The three-month trial subscription to IRIS (described in the minutes of the March meeting of the faculty) will end on June 30; faculty had been and were again urged to experiment with this database for funding opportunities and to be in touch with Judy Samoff, dean of programs, regarding their opinion of this resource. The website for the CFCD (created in the fall of 2002 to facilitate curriculum support and development) has a link to the IRIS site. A reception will be held on Tuesday, May 10, at the Henderson Computer Resources Center, during which there will be demonstrations of the IRIS system and of the resources available through the Center for Educational Technology at Middlebury.

Professor William Griffith, chair of the AAUP Executive Committee, announced that there would be an AAUP meeting the following Tuesday, May 10, at 5:00 p.m., to discuss the faculty contract.

Professor Bloch reported that Dean Michele Dominy would give a faculty seminar that evening, at 7:00 p.m., titled "Anthropology and the Faculty/Decanal Transition."

Committee elections. Professor Bloch noted that all committees with divisional representation are now elected by the divisions. Members of college-wide committees are elected by the faculty as a whole.

College Evaluation Committee. All faculty who are tenured or tenure track, but not members of the Faculty Evaluation Review Committee, are eligible. The committee comprises three members, with three-year staggered terms, and one alternate. Professor Matthew Deady will continue his term. It was noted that this is a legally binding evaluation procedure; the positions must be filled. Nominees were requested for a one-year replacement for Professor Mario Bick, who will be on full-year sabbatical/leave; one three-year member; and one alternate. Nominees, duly seconded, were Professors Christopher Gibbs, Terence Dewsnap, and Amy Ansell. Faculty were instructed to cast their vote in order of preference; the nominee with the most votes will serve a three-year term; with the second-most votes, as the one-year replacement for Professor Bick; and the least votes, as alternate.

Grievance Committee. Nominees were requested for two regular members and a one-semester replacement for Professor Mary Coleman, who will be on junior sabbatical in the fall. Nominees, duly seconded, were Professors Paul Ramírez Jonas, Barbara Ess, and Arthur Gibbons. Faculty were instructed to vote for three, in order of preference; the nominee with the least votes will serve as the one-semester replacement for Professor Coleman.

Discussion and vote on proposed changes to the Faculty Evaluation Document brought by the Senate-appointed Faculty Evaluation Document Review Subcommittee.

Professor Bloch called upon Professor James Bagwell, chair of the Faculty Senate, to introduce the discussion and vote. Professor Bagwell spoke to the history of the review process and the appointment of the subcommittee, comprising Professors Matthew Deady, John Pruitt, Karen Sullivan, and Omar Encarnación. Before turning to Senator Rebecca Thomas, who led the discussion, Professor Bagwell expressed the thanks of the Faculty Senate to the members of the subcommittee.

Professor Thomas stated that the ideas contained in the subcommittee's proposals were generated by the faculty, and had been discussed two times, at regular and special meetings of the faculty. She encouraged members of the faculty who had not yet voiced their opinion to do so during this discussion. [The changes to the Faculty Evaluation Document proposed by the Faculty Evaluation Document Review Subcommittee are attached to and made a part of these minutes.]

Open and extensive discussion, some of which is included here, was undertaken on an item by item basis, beginning with those items that were the least controversial and focusing first on VI. Rhetorical Changes and Clarifications, which, the subcommittee explained, consisted of making the language explicit, to put into the document what is already done and to make, in the case of accelerated and decelerated evaluation clocks systematic, not ad hoc as it is currently.

V. Faculty Evaluation Review Committee. Professor Sullivan noted that the proposed change would provide for a vote that actually represents the complexity of the FERC's views. There will still be clarity as to whether the vote is positive or negative.

II. Outside Evaluators (for Tenure and Promotion Cases). This would provide for three outside evaluators chosen by a modified procedure. Professor Sullivan noted that Bard has fewer outside evaluators than other comparable institutions; three is still a modest number, and two may cancel each other out. Asked to explain the selection process, Dean Dominy stated that it is analogous to the peer review selection process used by funding agencies and publishers.

III. Divisional Evaluators. The proposed changes include a redefinition of the role of the evaluators, for clarity, and to make the Divisional Evaluators' report as transparent as possible. During the discussion, it was noted that there was more to the proposed change than would appear on the ballot: the change includes a provision adding, in addition to the existing qualification that all DEs must be tenured, $\frac{1}{2}$ time or above, "or must be appointed, non-tenure track faculty members who are also currently serving as chairs of the principal program in which the candidate is located." Professors Churchill and Pruitt pointed out that this is an important change, particularly for the Division of the Arts, which has several department chairs who are long-time members of the faculty but are not tenured or tenure-track; this change would allow essential senior faculty to participate in the tenure decision process.

There was a very brief discussion of V. Faculty Evaluation Review Committee.

IV. Divisional Discussion and Votes. There was extensive discussion regarding the participation of junior faculty in the process and why or whether they should be excluded from the vote. There was some expression of concern on the part of senior members of the faculty that junior faculty felt "terrorized" or compelled to take one side or another for fear of retaliation. Professor Bloch stated that the question is what is the most effective decision-making process. The faculty process is not now working as well as it should, which is not fair to anyone. The nature of the decision-making and discussion would be better as proposed. Professor Coleman, a junior member of the faculty, suggested that thinking that junior faculty are scared and should be protected is not a basis for a decision; rather, the faculty should decide whether junior faculty should participate in the process. It also was noted that as programs evolve junior faculty are often in a better position to address the needs of those programs. Dean Dominy stated that an argument can be made that tenure is earned and a privilege. Knowledge of the college and the criteria are crucial to the future of the institution.

Item I. File Confidentiality Issues. A question was raised regarding #4, Post-Discussion Submission. Professor Sullivan replied that the proposal was, essentially, a response to the AAUP, providing for discussion, then vote, with a window to absorb the discussion and perhaps modify one's views. Professor Bick suggested that the proposal does not represent a progressive move. Professor Van Zuylen stated that this is one of the most important changes in the document. Professor d'Albortis spoke to the notion of "progressive" vs. "nonprogressive" and to the history of the process, when, early on, students could vote. She also requested the faculty to consider moving to a closed system and the benefits of such a system to all involved, urging skepticism of the argument "from tradition." The process should be as professional as it can be. Professor Pruitt, responding

to Professor Bick, stated that ultimately the goal is for this to be as good a decision-making process as possible; a confidential process may mean that junior faculty would be more open in expressing their opinions. Professor Battle stated that the current system does not lead to an accurate evaluation. She read a statement in favor of closed files, with a system of checks and balances that ultimately would better reflect faculty opinion.

Professor Thomas thanked the faculty for their participation in the discussion and turned to the vote on the proposed changes, the ballot for which, providing for a vote on an item by item basis, had already been circulated.

The meeting adjourned, with voting in process, at 6:10 p.m.

The following is a summary of the vote, which was tallied following the meeting; it is included here for the record.

I. File Confidentiality Issues.

Item 1, "Closed Files vs. Open Files": Evaluation files will now be closed, rendering moot items 2 and 3, student letter confidentiality and a reading period.

Item 4, "Post-Discussion Submission": Faculty will now be able to submit letters after the divisional discussion.

II. Outside Evaluators (for Tenure and Promotion Cases): The modified system, using three outside evaluators, was adopted.

III. Divisional Evaluators: Divisional evaluators will now clearly represent the divisional view.

IV. Divisional Discussion and Votes: The current system of all tenure-track faculty participating in the discussions and voting after the first year of service was maintained.

V. Faculty Evaluation Review Committee: The current system of yes/no votes of the FERC was maintained.

VI. Rhetorical Changes and Clarifications: The proposed rhetorical changes and clarifications were adopted.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Bard College Faculty held on 18 May 2005

The meeting was called to order at 4:38 p.m. by President Botstein.

I. MINUTES. Upon motion duly made and seconded, the minutes of the 13 April and 4 May meetings were approved.

II. COMMUNICATIONS

Professor William Griffith reported that a meeting of the AAUP would immediately follow this meeting. The purpose of the meeting is to vote on the faculty contract.

III. REPORTS

A. Report of the President. Commencement festivities would begin the following day with Baccalaureate and the Senior Dinner, which will include the presentation of awards to graduating seniors. The undergraduate awards dinner had been held the prior Sunday. On Friday evening, at the President's Dinner, The Bardian Award would be presented to Professor Hilton Weiss. President Botstein thanked Professor Weiss for his more than forty years of service to the college, a tribute to which, penned by Professor Simeen Sattar, would appear in the programs for the dinner and for commencement.

President Botstein remarked on Professor Weiss's long service to the college as well as their own relationship. The following paraphrases those remarks. He stated that very few people have devoted as much time and effort

to this college as Hilton Weiss, with his intelligence, forthrightness, humor, and candor. He entered the college at a time when there had been a number of retirements in the division and subsequently revived the science curriculum. He also participated in the governance of the college in a very constructive manner, particularly on behalf of the compensation and benefits of faculty. He has held the highest standards for the faculty. President Botstein stated that he knows Professor Weiss better than anyone in the room and has never had a boring moment with him. The late Professor William Wilson once took chemistry with Professor Weiss just to have the experience. He has brought a wide interest in the sciences and the use of the sciences in the tradition of service to the college to the quality of his teaching. He has always been a skeptic but has maintained a touch of grace and humor. Without his enormous energy and candor, much of what Bard has been able to accomplish might not have been possible. He has never made a distinction between the teaching and doing of science. When classes were not in session, his work in his lab continued. He was a terrible undergraduate. The most difficult teaching is of those students who are the least talented and unengaged, and Professor Weiss's empathy for students comes, perhaps, from his own knowledge of what it was like not to be engaged. And he has never forgotten the importance of doing something and doing it well. President Botstein thanked Professor Weiss for his past service and welcomed him to his new role at the college as professor emeritus and David and Rosalie Rose Research Professor.

President Botstein reported that he had met with the Faculty Evaluation Committee but that he had not yet made a decision on all tenure cases and contract renewals. He had accepted the recommendation that Richard Davis be promoted to the rank of full professor, in recognition of his work as teacher and scholar. James Romm has been promoted to the position of James H. Ottaway Jr. Professor of Classics. Professor Romm's relationship with the college has been unusual; he was denied tenure over ten years ago and went on to teach at Fordham, where he continued his work. He was recruited back to Bard, where he has put the teaching of classics back on track. He has grappled with the difficulty of teaching and can now teach a wide range of students with consummate grace and very high standards.

Recognizing Vice President for Student Affairs and Director of Admission Mary I. Backlund, President Botstein reported that it has been a banner year in admission, with over 4,000 applications for the entering class. The class is more highly selective, but the conversion rate is higher, and over 550 deposits have been received for a class of 450. Ordinarily, 80 to 100 depositing students are lost (they decide not to go to college or are taken off the wait list at another institution), and in the past the college has gone to the wait list as the numbers have fallen below the targeted number. It is unlikely that this will happen this year, while such institutions as Yale and Vassar are turning to their own wait lists. President Botstein expressed his thanks to Ms. Backlund and her staff for a job well done.

Mark Loftin, who has served as special assistant to the president for many years, was the founding director of the Bard Music Festival, and worked to establish the Performing Arts Center and assisted with the transition of its new director; Tandra Dillon, will take over admission recruitment for the south and southwest from his new home base in Austin, Texas. He also will work with Robert Martin on recruitment for the Bard College Conservatory of Music.

New dormitories are under construction, including two additional Village Dormitories, which will be ready for occupancy in the fall. Renovation of Robbins and construction of another, larger dormitory will begin in the summer; it is anticipated that this work will be completed by the fall of 2006.

It is expected that at their meeting on Friday the Board of Trustees will approve the fast-track construction of the new science facility, construction of which would begin in the summer. There will be a panel discussion on the morning of commencement. Titled "The Role of Science in Undergraduate Liberal Education," this event will celebrate the Gabrielle H. Reem and Herbert J. Kayden Center for Science and Computation. Participants include Paul Nurse (president of The Rockefeller University, who also will receive an honorary degree at commencement), George Rose '63 (Krieger-Eisenhower Professor of Biophysics and director of the Institute for Biophysical Research at The Johns Hopkins University), David Botstein (director of the Lewis-Sigler Institute for Integrative Genomics at Princeton University), and Professor Felicia Keesing. Total cost of the building is now approximately \$28 million, significantly more than originally anticipated. Approximately \$20 million has already been raised; the college will raise the remaining funds as the building is constructed, over the next 18 to 24 months. The facility will be sited along Annandale Road, to the south of Ludlow. The architect is Rafael Viñoly, who has built university and teaching laboratories on first-rate campuses and is very familiar with the process.

The Bard High School Early College is doing very well. The BHSEC commencement will be held at the end of June. There will be an entering class of approximately 135 ninth graders, selected from over 4,000 applicants. Some of

the graduates will enter Bard in the fall; others have been accepted at Cal Tech and many other fine institutions. The BHSEC is a terrific success and a source of great pride for the college.

Eli Pariser, Simon's Rock alumnus and MoveOn.org Political Action's executive director, gave the commencement address at Simon's Rock on May 14. Professor Franz Kempf's daughter was among the graduates. Simon's Rock also doing very well, and new Provost Mary Marcy is doing an excellent job. A new Dean of Academic Affairs has been hired. A closer relationship between Bard and Simon's Rock will be encouraged and will be aided by the establishment of video conferencing between the two schools.

The Smolny College commencement will be held at the end of June. President Botstein commended the work of Gennady Shkliarevsky, Susan Gillespie, and Jonathan Becker, who have worked very hard creating the new campus and maintaining the relationship between Bard and Saint Petersburg State University. Ms. Gillespie has done a terrific job raising money for the renovation of the Bobrinsky Palace, which will house the college. Bard hopes to stabilize the academic and financial relationship with Saint Petersburg State University and to provide more opportunities for English-speaking students to take courses there.

The college will look closely at its international programs, including a relationship with China, and also hopes to expand its relationship with the Central European University, for which Bard recruits its own and other students for a joint year abroad program.

There will be an active and full summer, with the Milton Avery Graduate School of the Arts, SummerScape, the Bard Music Festival, and the Workshop in Language and Thinking, among many other programs.

President Botstein then turned to faculty notes. Marina van Zuylen's book *Monomania* had just been nominated for the Phi Beta Kappa Ralph Waldo Emerson Award, which is offered annually for scholarly studies that contribute significantly to interpretations of the intellectual and cultural condition of humanity. Caleb Carr's *The Italian Secretary* was published by Carroll & Graf; the book is a Sherlock Holmes mystery commissioned by the estate of Sir Arthur Conan Doyle. Peter Hutton's film "Skagafjörður," a landscape study of northern Iceland was shown in various locations of the Tribeca Film Festival in Manhattan. Yuka Suzuki has successfully defended her Ph.D. at Yale. *The Bard College Journal of the Moving Image* (Number 1, Spring 2005) had just been published; John Pruitt is advisor to the student editors of this journal of the Film and Electronic Arts Program. There also is an excellent new TLS Spanish-language journal, "La Voz" (The Voice), the only such journal in the Hudson Valley.

The Bard Prison Initiative, which granted its first Associate in Arts degrees in January, hopes to expand the program to a women's prison in Connecticut. Max Kenner, who runs the initiative with Daniel Karpowitz, intends to approach Martha Stewart for assistance in this.

Bard, in collaboration with Simon's Rock, has been invited to join the Lumina Foundation-supported Collegiate Learning Assessment Longitudinal Study, a new approach to assessing an institution's contribution to student learning with a focus on how the institution as a whole contributes to student development. The college has received a grant of \$50,000 from the Center for Cultural Judaism for the expansion of the Jewish Studies Program; President Botstein expressed thanks to Professor Cecile Kuznitz for her assistance in obtaining this grant. The college also has received a two-year grant of \$300,000 from the Open Society Institute for the Bard Prison Initiative, and a three-year grant of \$150,000 from the Horace Goldsmith Foundation for the Bard High School Early College.

President Botstein expressed thanks to the members of the faculty for their service during the past year, which has been difficult in many ways, particularly with the deaths of Richard B. Fisher, chair of the Board of Trustees, and Professor James Chace. An announcement of an endowed professorship in honor of Professor Chace would be made at commencement.

He also expressed thanks to Deirdre d'Albertis and John Pruitt for the leadership of the First-Year Seminar, which he characterized as the most important and indispensable form of undergraduate teaching at Bard. At a time when the future of democracy hangs in the balance, the separation of church and state has enabled debate to flourish freely. Student engagement in the interpretation of and writing on great texts—the core of the program—is crucial. The program also needs to be expanded to include a scientific component. The new science facility and more undergraduates in the sciences will do much to bridge the gap for students between the sciences and the liberal arts.

The festivities of commencement-alumni/ae weekend will begin with the President's Dinner on Friday evening. In addition to the presentation of the Bardian Award to Hilton Weiss, mentioned above, awards include The Bard Medal, which will be presented to Felicitas Thorne; the John and Samuel Bard Award in Medicine and Science, Amalia Kelly '75; the Charles Flint Kellogg Award in Arts and Letters, Jane Evelyn Atwood '70; the John Dewey Award for Distinguished Public Service, Richard Frank '74; and the Mary McCarthy Award, Annie Proulx. The dinner will be followed, at 9:30 p.m., by a performance at the Fisher Center by Bard student soloists and composers in concert with the American Symphony Orchestra.

Events of commencement day will begin at 6:30 a.m. with the traditional walking tour of Bard lands with William Maple. The Senior Project panel will take place at 9:30 a.m. in Olin, followed at 10:30 by the science panel discussion, mentioned above, at the site of the new science facility.

Honorary degree recipients at commencement, which begins at 2:30 p.m., include William J. Baumol, Paul Nurse, David Remnick, Ruth Simmons, and Helen Vendler, who will give the commencement address. In order to facilitate the seating of faculty, Laura Battle and Nancy Leonard have agreed to assist Burt Brody as faculty marshals; Peter Gadsby also will assist at the platform. The ceremonies will be followed by the traditional barbecue, fireworks and dance at Blithewood, and a jazz marathon, organized by Richard Gordon, at the Avery Center for the Arts.

The alumni/ae memorial service will take place, as usual, on Sunday morning, followed by the alumni/ae-faculty brunch.

B. Report of the Dean of the College. Dean Michèle Dominy reported that there had been four applications to the Bard Research Council, three of which received awards totaling \$32,230.

Before turning to the vote on candidates for the degree of Bachelor of Arts, Dean Dominy acknowledged the work of two faculty committees. She commended the work of Ethan Bloch, who guided the work on faculty governance, and Karen Sullivan and the Faculty Evaluation Document Review Committee for improving the faculty evaluation process.

Dean Dominy and Registrar Gadsby then presented the list of 330 candidates for the degree of Bachelor of Arts, including 13 candidates from the Continuing Studies Program. There were 123 candidates in the Division of the Arts, 61 in Languages and Literature, 17 in Science, Mathematics & Computing, 107 in Social Studies, and 12 in Multidisciplinary Studies. Eight students completed Senior Projects in two divisions; two students completed two projects in one division. Upon motion duly made and seconded, the granting of the degree of Bachelor of Arts to the 330 candidates, whose names are included on the list appended to and made a part of these minutes, were recommended to the Board of Trustees for approval.

President Botstein called attention to the list of graduate degree candidates, which had been recommended by the faculties of the respective graduate programs for approval by the Board of Trustees. He noted that the list of Master of Fine Arts degree candidates includes the first candidates to graduate from the International Center of Photography. There also were candidates from the Milton Avery Graduate School of the Arts; the Conductors Institute; the Bard Graduate Center for Studies in the Decorative Arts, Design, and Culture; the Center for Curatorial Studies; the Bard Center for Environmental Policy; and the Graduate School of Environmental Studies. The college also will grant degrees at the Bard High School Early College and Smolny College in Saint Petersburg.

C. Committee Reports

Executive Committee. Professor Bloch, chair, reminded faculty that crite sheets are due on Tuesday, May 31. The committee would meet on Tuesday, June 7, to review all students with weak academic performance; he stressed the importance of grades and crites being submitted by the due date so that the committee might make a fair assessment of students' status.

Professor Bloch also reminded the faculty that Baccalaureate would be held the following day, on Thursday, May 19. He stated that in the last several years there has been little participation on the part of faculty in Baccalaureate, which marks the original graduation and is a long-standing tradition at Bard. He urged all faculty to attend. The academic process would form at 5:00 p.m. in front of Stone Row.

There was no report from the **Faculty Senate**.

Faculty Evaluation Review Committee. Professor Sullivan reported that the committee's work for the semester has been completed.

College Evaluation Committee. Professor Deady reported that the work of this committee also has been completed.

There was no report from the **Grievance Committee.**

HEOP Committee. Professor Hutton commented that he has been on the committee for two years, and during that time no meetings have been called. It was noted that the committee structure has now been revised; if the new committee does not meet, this issue should be raised again. The college is dedicated to this program.

Faculty Housing Committee. Professor Deady reported that two faculty apartments became available this year and have been assigned. Five units of faculty housing will become available next year.

There was no report from the **Library, Bookstore, and Computer Committee.**

Multidisciplinary Studies Committee. While there was no report, Professor Deady noted that with the revised committee structure, this committee will become part of the Curriculum Committee. Multidisciplinary Studies is a New York State-approved degree category.

Research and Travel Committee. Professor Robert Cutler reported that 39 requests for Category II funding had been approved at the rate of 85 percent reimbursement. After June 10, the yearly budget will be calculated and funds budgeted for the next academic year. The dean noted that Category II funding for the fall semester has been adjusted to 84 percent on the committee's recommendation.

AAUP Committee. Professor Griffith reported that the AAUP would meet immediately following this meeting to vote on the contract.

IV. OLD BUSINESS

Faculty committee election results, from the May 4 meeting, were reported. College Evaluation Committee: Professor Deady continues; Professor Christopher Gibbs was elected to a three-year term; Professor Amy Answell was elected one-year replacement for Professor Mario Bick; and Professor Terry Dewsnap was elected one-year alternate. Grievance Committee: Professor Arthur Gibbons was elected one-semester replacement for Professor Mary Coleman; Professors Barbara Ess and Paul Ramírez Jonas were elected to two-year terms.

Professor Brody, faculty marshal for commencement, urged faculty who plan to march in the academic procession to contact Betty Shea immediately if they had not done so already. The number of faculty participating in commencement affects both the line of march and seating on the platform.

V. NEW BUSINESS

President Botstein announced that Professor Geoffrey Sanborn and his wife, Sarah Tower, are the new parents of a son, Eli Augustus Sanborn, born April 27.

Professor Norton Batkin, director of the graduate program of the Center for Curatorial Studies, invited all faculty to the ground breaking for the new galleries at the center, which would take place at 11:00 a.m. that Friday.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned to a reception at the President's House at 5:50 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

The meeting was called to order at 4:35 p.m. by President Botstein, who welcomed the faculty to the opening informational meeting of the fall semester.

President Botstein recognized Professor Ethan Bloch, chair of the Executive Committee, who brought one item of business. Professor Bloch reported that there had been a resignation from the College Evaluation Committee (CEC), which conducts evaluations of faculty members who are non-tenure-line. The CEC comprises three tenured, ½-time or more, members of the faculty, who serve three-year, staggered terms. The nomination of Professor Barbara Ess was brought seconded from the Executive Committee; there being no further nominations, Professor Ess was elected by acclamation to serve a three-year term on the CEC.

The college has a larger fall enrollment than anticipated, with over 1500 undergraduates. There are 517 students in the entering class (compared with 398 in 2004), including 20 students in the new Bard College Conservatory of Music. There also are approximately 260 graduate students. Despite the rejection of approximately two-thirds of the over 4,000 applications received for the entering class, there was a higher rate of conversion—80 to 90 students—than usual. Bard's conversion rate is ordinarily in the 30 percent range, with three students admitted for every place in the entering class (compared with Harvard, Princeton, and Yale, which admit two students for every place.) The admission process is more selective than in the past, however, and the class is a good one, clean-cut and serious. The Workshop in Language and Thinking was among the best the college has had. Thirty-four new classes have been added at the 100 level; the average class size remains the same. Next year the college will be more conservative in admission to ensure that the undergraduate enrollment does not grow. President Botstein expressed thanks to the faculty and staff for accommodating the increase in the number of students.

Two new Village Dormitories were completed during the summer and are housing 40 students. The renovation of Robbins and construction of a large new dormitory between Robbins and Manor is underway; the new dormitory will be ready for occupancy in the fall of 2006. Construction of the new science building also began in the summer. The possibility of a library expansion will soon be considered. Renovation, reconfiguration, and gallery construction is underway at the Center for Curatorial Studies.

Turning to faculty transition, President Botstein reported that two candidates have received tenure: Professor Craig Anderson, in chemistry, and Professor Robert McGrail, in computer science and mathematics. Chairs and distinguished faculty include the appointment of Helon Habila Ngalabak as Chinua Achebe Fellow in Global Africana Studies for the 2005–2006 academic year; this position was established with the assistance of a grant from the Ford Foundation. Austin Sarat will serve as FIPSE Distinguished Visiting Professor of Politics, Punishment & Society for fall 2005. New tenure-line faculty include Florian Becker, assistant professor of German; Mercedes Dujunco, associate professor of music (ethnomusicology); Catherine O'Reilly, assistant professor of biology; Jonathan Rosenberg, associate professor of theater; and Sigrid Sandström, assistant professor of studio arts. Several members of the faculty have been moved to tenure-line appointments: Noah Chasin in art history; Barbara Luka in psychology; and Maria Simpson in dance.

Minutes of the meeting of the Faculty of Bard College held on 21 September 2005

The faculty-led meeting was called to order by Professor Daniel Berthold, chair of the Faculty Senate, at 4:35 p.m. Professor Berthold stated that there were three discussion items on the agenda for this meeting: 1) a proposal from the Executive Committee for amendments to the Faculty Evaluation document; 2) a presentation by Registrar Peter Gadsby regarding an optional electronic registration system; and 3) the beginning of a discussion of SOTC (Student Opinion of Teaching and Course) forms. These discussions would be undertaken after communications from the dean and committee reports.

Dean Michèle Dominy reminded faculty of the guidelines regarding the photocopying of books: no more than 10 percent of a book may be photocopied. She requested faculty not to ask the faculty secretaries to violate this rule.

The college has a two-year trial subscription, with Simon's Rock, with the Academic Career Network, which assists spouses and partners of faculty to find teaching, research, or administrative positions at nearby institutions. Dean Dominy reported that the network is proving to be a valuable recruiting tool. The first of two "publishing day" events to be held west of the Hudson River and co-sponsored by the Academic Career Network will be held next spring at Hamilton College. The event will feature a panel presentation by editors and agents. Attendees will be drawn primarily from the faculties of Skidmore, Union, and Bard.

Faculty Senate. Professor Ethan Bloch noted that under the new faculty governance and committee structure, adopted at the April 13 meeting of the faculty, the Faculty Senate now comprises the Executive Committee, Curriculum Committee, and Planning & Appointments Committee, the reports of which are set forth below. Minutes of the Senate's first meeting had been distributed; the full Senate chose Professor Berthold as chair.

Executive Committee. Professor Berthold stated that the report of the Executive Committee—proposed amendments to the Faculty Evaluation Document—would be presented after the reports of the other committees.

Curriculum Committee. Professor Nancy Leonard, chair, reminded faculty that in its new form the committee will continue course review and evaluation of programs as well as review of the general education curriculum. The new team-teaching guidelines will be posted on the website of the Dean of the College; faculty interested in team-taught courses should review the guidelines and submit the form, together with the course description, to the Curriculum Committee for review. She urged faculty to keep to the deadlines for course submissions.

Planning & Appointments Committee. There was no report from the committee, which is chaired by Professor Mark Lytle.

Faculty Evaluation Review Committee. Professor Peggy Ahwesh, chair, reported that the committee's schedule has been set but it has not yet met.

College Evaluation Committee. Professor Matthew Deady, chair, reported that the committee would undertake five evaluations this fall. Today is the deadline for submission of faculty evaluation letters.

There were no reports from the **Grievance, Diversity, or Campus Facilities** committees.

Faculty Research Support Committee. The committee had not yet met; Dean Dominy offered to convene the first meeting.

There was no report from the **Library, Bookstore & Computer Committee.**

AAUP Committee. Professor William Griffith reported that the AAUP Executive Committee had met that day. Any future agenda items should be submitted by e-mail to him. The committee hopes to begin the process of negotiation with the administration much earlier than in the past. Professor Terence Dewsnap noted that he would circulate to all faculty a description of the AAUP's work and guidelines for applying for membership.

There were no reports from standing committees.

Executive Committee. Professor Bloch, chair, brought the committee's proposed amendments to the Faculty Evaluation Document. He stated that the proposed changes address a few items that had not been foreseen when the document was adopted and make the document more workable; the committee believes the proposed changes are not controversial. (The committee's proposals were circulated as part of the agenda for this meeting.)

The first item, set forth below (with proposed changes in **bold**), further clarified the policy regarding sabbaticals and leaves in the selection of Divisional Evaluators.

Item 2.c.1.b

All DEs must be tenured, ½ time or above, or must be appointed, non-tenure track faculty members who are also currently serving as chairs of the principal program in which the candidate is located. For each case one DE must be from the candidate's principal program, in the principal division, whenever possible; the other DE may be chosen from the same program or from another program in the same division. Under exceptional circumstances, the second evaluator may come from a division other than that in which the evaluatee is principally located. **Neither DE can be scheduled for sabbatical or leave during the semester of evaluation for one-semester evaluations, or the second semester of a year-long evaluation. At least one of the DEs must not be scheduled for sabbatical or leave during the first semester of a year-long evaluation; if there is precisely one DE in the candidate's principle program, then that DE must not be scheduled for sabbatical or leave during the first semester.** A DE

must not be scheduled for evaluation **by the FERC** during the time when she serves as evaluator, must not be a member of the FERC, **and must not be a division chair**.

Addressing the proposed changes in reverse order, Professor Bloch noted that the addition of the phrase “and must not be a division chair” reflects the committee’s opinion that it is not proper for a divisional chair to be a divisional evaluator.

The phrase “by the FERC” makes it clear that a divisional evaluator must not be scheduled for an evaluation herself.

The first amendment clarifies the policy regarding divisional evaluators and sabbaticals and leaves of absence.

During the discussion that ensued several items were raised that were not within the purview of the discussion at hand but were rather more substantive regarding the document as a whole, discussion of which, Professor Berthold pointed out, was not a part of the agenda.

After further discussion, the amendment “and must not be a division chair” was withdrawn.

Professor Bloch turned to the amendments regarding open and closed material, again, shown in bold, below:

Item 2.a.6

Primary materials, which document the evaluatee’s accomplishments (SOTC forms, the tabulation of SOTC forms, the tabulation of course enrollments, the curriculum vitae, the statement of teaching and research or artistic goals, samples of research or artistic achievements, and other work submitted directly by the evaluatee), **including such material from previous evaluations**, will be open to the entire faculty (including the faculty members being evaluated) during the period of evaluation. Secondary materials, which comment upon these primary materials (the letters of faculty members, **the letters of students, class visit reports, the EPC report, DE and FERC reports from previous evaluations**, and, in tenure and promotion cases, the reports of outside evaluators), will be retained in a separate file in the Office of the Dean, where they will be accessible to the DEs, the FERC, the Dean, and the President. In their report, the DEs will summarize the secondary materials, quoting from them as they see fit, but they will not reveal the names of their authors.

Professor Bloch noted that these proposed amendments clarify which materials are deemed primary and which are deemed secondary. The amendments also add certain documents considered as secondary: class visit reports, the EPC report, DE and FERC reports from previous evaluations. Primary materials also includes specific material from previous evaluations.

An amendment, deemed friendly, was made to the last sentence set forth above: “. . . but they will not reveal the **identities** (not ‘names’) of their authors.”

Professor Bloch then presented the amendment to Item 2.c.2.c. regarding the DE report (again, set forth in bold).

Item 2.c.2.c.

In the initial draft of the DE report, which is submitted to the division, the DEs should strive to provide an objective summary and an interpretation of the evaluatee’s file, no longer than five pages in length, which considers both positive and negative evidence about the evaluatee; separate sections of the report should address the evaluatee’s teaching, professional work and work within the community. **The report should summarize any relevant issues that were raised in DE reports in prior evaluations.** This initial draft should not make a recommendation as to reappointment, tenure, or promotion. Every pre-tenure evaluation must include a discussion of areas for possible improvement (or a statement that no such areas exist), and must look forward to the tenure decision. Every pre-tenure or tenure evaluation must include reference to any suggestions for improvement made in previous evaluations at the college.

This amendment provides for the inclusion of any relevant issues raised in prior evaluations.

Professor Berthold called for three separate votes on the proposed amendments, which were brought seconded from the Executive Committee.

The changes proposed in Item 2.c.1.b. regarding selection of DEs were adopted, with the deletion of the originally proposed phrase “and must not be a division chair” at the end of the section.

The change proposed in Item 2.c.2.c. regarding the DE report were adopted.

The changes proposed in Item 2.a.6., as amended by replacing the word “names” with the word identities” in the last sentence, were adopted.

Expressing thanks to Professor Bloch and the Executive Committee for their work, Professor Berthold turned to the presentation by the Registrar.

Presentation by Registrar Peter Gadsby on an optional on-line registration process. Mr. Gadsby demonstrated the new on-line pre-registration system, which will work in conjunction with the “traditional” system of registration at the college. While the system may not be ideal for every course, it is hoped that the plan will reduce the stress of registration day by allowing many students to pre-register in at least some of their courses before registration day without diminishing the importance of advising and faculty consultation in choosing and registering for classes.

Extensive discussion ensued. Professor Berthold asked faculty to bring any thoughts or concerns about this process either directly to Registrar Gadsby or to the Executive Committee.

Preliminary discussion of SOTC forms. Professor Jean Churchill noted that the Division of the Arts had discussed the wording and structure of these forms on two occasions, and found there to be much faculty discomfort. The division is unhappy with the questions asked and the current mix of numerical and written response. Three years ago the division drafted a new document. Given the late hour, Professor Churchill indicated that she would make this revised document available to any interested members of the faculty.

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned at 5:50 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the meeting of the Faculty of Bard College held on 26 October 2005

The meeting was called to order at 4:40 p.m. by President Botstein.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 18 May, 31 August, and 21 September 2005 were approved.

II. COMMUNICATIONS. Professor Franz Kempf announced that there would be a Faculty Seminar that evening. Professor Gustav Heldt’s talk, titled “Sound and Vision in Japanese Verse,” would begin at 7:00 p.m. in Olin 102, preceded by a reception in the atrium at 6:30 p.m.

III. REPORTS

A. Report of the President. President Botstein extended congratulations to Professors Elaine Thomas and Pierre Ostiguy on the birth of their son, Nicolas Adrien, on October 15. He also extended congratulations to Professors Chiori Miyagawa and Hap Tivey, who were married on October 15.

Student Jesse D. Cain ’06 has won a 2005 Princess Grace Award for excellence in film for his project on the Trans-Siberian Railway.

The Bard Fiction Prize has been awarded to Edie Meidav for her second novel, *Crawl Space*. Ms. Meidav will be writer in residence at Bard in the spring 2006 semester.

Recent faculty accomplishments include the following. John Ashbery is a nominee for the National Book Award for his collection *Where Shall I Wander*. Roger Berkowitz's *The Gift of Science. Leibniz and the Modern Legal Tradition* has been published by Harvard University Press. Photographs by Tim Davis accompany an article titled "The House-Building Industrial Complex," by Jon Gertner, in the October 16 issue of *The New York Times Magazine*. *Tim Davis Permanent Collection* has been published by Nazraeli Press; selected photographs from the book are on view at the Greenberg Van Doren Gallery. Gouache paintings by Bernard Greenwald are on view through November 17 at the Jewish Community Center of Greater New Haven. *Small Wars*, photographs by An-My Lê, has been published by the Aperture Foundation. Mark Lytle's *America's Uncivil Wars: The Sixties Era From Elvis to the Fall of Richard Nixon* has been published by Oxford University Press. Joel Perlmann's *Italians Then, Mexicans Now: Immigrant Origins and Second Generation Progress, 1890 to 2000* has been co-published by the Russell Sage Foundation and the Levy Economics Institute. "American Surfaces," a solo exhibition of works by Stephen Shore, opened on October 23 at P.S.1 Contemporary Art Center in Long Island City; Phaidon has published an expanded version of *American Surfaces*, first published in 1999; and a piece about all of this, titled "Up Close and Impersonal," appears in the October 2005 issue of *Art + Auction*. Joan Tower's "Made in America," the first in a new commissioning program of the American Symphony Orchestra League and Meet the Composer, was premiered earlier this month and will be performed by 65 (at last count) community orchestras in 50 states this season and next. William Weaver has been named a Cavaliere of the Ordine della Stella al Merito della Solidarietà Italiana by the Republic of Italy; a tribute to him marked the beginning of a week-long series of celebrations of Italian language and culture hosted by Italian Cultural Institutes around the world. A small award ceremony in Professor Weaver's honor will be held in Annandale, with a delegation from the Italian Cultural Institute and the Consul General in attendance.

Construction on campus continues, on the science building, the CCS expansion, and the new dormitory between Robbins and Ward Manor. The college is looking at a possible off-site storage facility for the library as well as an addition to the current library, which would follow a design sketched by architect Robert Venturi, on the north side of the existing building.

Helen Hecht, widow of the poet Anthony Hecht '44, will endow an annual lecture series at Bard in memory of her late husband. The lecture series will be modeled on the Norton Lectures at Harvard and will be published by Yale University Press.

The first international conference in Russia to address issues of HIV/AIDS and human rights had been held the prior week at Smolny College in cooperation with the Gagarin Human Rights Center. Support for this important event was provided, in part, by the Ford Foundation.

The Master of Arts in Teaching program is working with the Hudson community to create a charter school. The college also has been asked to consult on a similar venture in California's Central Valley in an effort to improve public school education there.

President Botstein had recently met with a group of students who are interested in creating a social space for students on campus. The college is supportive of this idea, but the approximately \$3 million such a project would cost would have to be covered by an outside donor.

A new dean of administration has been appointed at the Bard High School Early College. Martha Olson, an attorney, has been involved in lobbying efforts for state funding of the early college movement and will lead a group to develop early college models in science and technology around the state.

B. Committee Reports.

Executive Committee. Professor Ethan Bloch, chair, reminded faculty that crite sheets were due in the office of the registrar the prior Friday; he stressed the importance of the timely submission of mid-term grades and crite sheets, particularly in view of this year's large entering class.

A new and optional on-line registration system will be available for registration for spring classes. Faculty who wish to participate in this system should contact the registrar by November 19; the default is no on-line listing. Questions should be directed to Registrar Peter Gadsby.

Professor Bloch noted that attendance at divisional and faculty meetings is down. He stressed that attendance at these meetings is both a contractual and important community obligation.

Curriculum Committee. Professor Nancy Leonard, chair, reported that this week the committee is reviewing new course and team-teaching applications. The committee also continues its work on the review of programs, for which it has initiated a self-study process.

Planning & Appointments Committee. Professor Mark Lytle, chair, reported that the committee is active with the fall work of the Committee on Vacancies, including emergency short-term appointments, changes in lines, and the like. (Consideration of new lines will be undertaken in the spring.) The committee is developing guidelines for its work based on “best practice” experience, including information on patterns of enrollment, distribution of Senior Projects, and impact on other programs, as well as long-term implications for the college as a whole, within and without a given program or division. He noted that the Planning & Appointments Committee is responsible for new positions or alteration of current positions as well as for planning. Proposed curricular changes in a program itself would be considered by the Curriculum Committee.

Faculty Evaluation Review Committee. In the absence of Professor Peggy Ahwesh, chair, Professor John Pruitt reported that the committee would hold its first meeting the following day.

There were no reports from the **College Evaluation** or **Grievance** committees.

Diversity Committee. Professor John Ferguson, Professor Robert McGrail’s replacement on the committee, reported that the committee had met and will again.

There were no reports from the **Campus Facilities, Faculty Research Support, Library, Bookstore & Computer, Student Academic Affairs, Fellowships & Awards, or AAUP** committees.

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned at 5:10 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the meeting of the Faculty of Bard College held on 16 November 2005

The meeting was called to order at 4:35 p.m. by President Botstein.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 26 October 2005 were approved.

II. COMMUNICATIONS. Professor Franz Kempf announced that there would be a Faculty Seminar that evening. Professor Alan Sussman’s talk, titled “Liberty vs. Property: Free Speech, Shopping Malls and the Presumed Authority of Property,” would begin at 7:00 p.m. in Olin 102, preceded by a reception in the atrium at 6:30 p.m.

III. REPORTS

A. Report of the President. President Botstein reported the death, on October 28, of Justine Salton, visiting assistant professor of biology. Professor Salton, who was in her early thirties, suffered heart failure while exercising at the Stevenson Gymnasium. Her husband, Raphael Allison, is a member of the faculty of the Master of Arts in Teaching Program. President Botstein extended appreciation to those members of the faculty who have taken on the teaching of her students and thanks to the staff of the gym and the many others involved for the way this unfortunate event was handled.

Registrar Peter Gadsby has sent a memorandum to all faculty regarding the new on-line registration procedures. Questions regarding these procedures should be directed to Mr. Gadsby.

Two members of the faculty have recently received quite a lot of publicity. In the latest round, a profile of John Ashbery, “Present Waking Life. Becoming John Ashbery,” appeared in the November 7th issue of *The New Yorker*. A summary of Stephen Shore’s recent activity (an expanded version of *American Surfaces* and a solo exhibition at P.S. 1 Contemporary Art Center) can be found in the October issue of *Art + Auction*.

As has been reported in the press, there was recently an incident at Kingston High School that attracted the attention of a “white supremacist” group from out of state that has announced plans to stage a rally in front of the school on Saturday, November 19. A counter-rally has also been planned, and many Bard students have expressed an intention to participate in this silent protest. Kingston city officials and local civil rights groups have urged people to stay away, to give the out-of-state group as little free publicity as possible. Dean of Students Erin Cannan is working with the Bard students to ensure that this event passes without incident.

President Botstein noted that Professor Joel Perlmann had done some research on the data for math and verbal SAT scores at Bard and other schools. Five years ago, in 2001, he had prepared a report on the SAT scores of that year based on *US News and World Report's* list of 50 top universities and 50 top colleges; he recently updated his research. [President Botstein noted that over two-thirds of Bard students take the SAT and report their scores, although they are not required to do so.] Five years ago, the number of schools that exceeded Bard’s median SAT verbal score by more than 10 points was 32; the number is now 14. Only five of the 14 are liberal arts colleges—only five other liberal arts colleges have higher verbal SAT scores than Bard. The number of schools that exceeded Bard’s median verbal score by more than 50 points five years ago was 9; it is now 0. In math, five years ago 77 schools exceeded Bard’s median math SAT scores by more than 10 points (omitting four technical institutes); that number is now 63. Progress has been made. Bard has an historic habit of complaining about its students; the college has nothing to complain about. This is a tribute to the admission office and to the reputation of the college. Bard has an excellent student body, and we can take pride in the students who come here. A culture of institutional pride is good for the college’s long-term health. Bard is now more competitive and the quality of its student body is very high; it is these students who will become the core of a leadership group that will benefit the college in the future.

The *New York Times* had recently run a piece on compensation of college presidents. While President Botstein had not been mentioned in the article, he had, at the October meeting of the Board of Trustees, requested an executive session during which a full disclosure of his compensation package had been made. In view of the recent firing of a college president because of issues regarding an expense account, President Botstein wanted the faculty to know that there is no distortion regarding his compensation and there is full disclosure to the Board of Trustees.

In local politics, President Botstein noted that while Dean of Students Erin Cannan lost her bid for a seat on the Red Hook Town Council, Richard Griffiths had retained his seat as Red Hook Town Justice.

Construction of the science building continues. The college has received a letter from the New York State Office of Parks, Recreation and Historic Preservation stating that the science and computing facility “will not have a substantial negative impact upon existing historic resources” in the Hudson River Historic District.

B. Committee Reports.

Executive Committee. Professor Ethan Bloch, chair, reported that Registrar Gadsby would send detailed, step-by-step instructions for the on-line registration process. As President Botstein mentioned, questions regarding this process should be directed to Mr. Gadsby.

He reminded faculty that written testimony for 2005–2006 tenure evaluations is due in the Office of the Dean of the College no later than Wednesday, November 23.

Professor Bloch reported that only 55 percent of mid-term crite sheets had been submitted by the due date, which is now three weeks past. He stressed the importance of submitting crites on time, particularly at mid-term, because they provide students with feedback in time to correct or change their work. They also give advisers crucial information that helps to avoid problems before the end of the semester, when end-of-semester crites only report difficulties that might have been avoided well before the Executive Committee meets in January to make decisions regarding students with problems—decisions regarding academic probation and the like.

Curriculum Committee. Professor Frank Scalzo reported that the committee had completed its review of spring courses and moved on to a review of programs.

There was no report from the **Planning & Appointments Committee.**

Faculty Evaluation Review Committee. Professor Peggy Ahwesh, chair, reported that the committee had completed its work and made its recommendations. The committee will meet with the president to discuss its recommendations.

College Evaluation Committee. Professor Matthew Deady, chair, reported that the committee had completed its work for the semester. The committee's reports have been sent to the Dean of the College and to the evaluatees.

There were no reports from the **Grievance, Diversity, or Campus Facilities** committees.

Faculty Research Support Committee. Professor Marina van Zuylen reported that the deadline for Category II funding is Thursday, November 17. Receipts should be submitted to the respective divisional representatives.

Library, Bookstore & Computer Committee. Professor Sven Anderson reported that the committee is looking at the current use of classrooms with computers and, together with the members of the Institutional Review Board, is also reviewing policies regarding intellectual property.

There was no report from the **Student Academic Affairs, Fellowships & Awards Committee.**

AAUP Committee. Professor William Griffith, chair, stated that an AAUP meeting would immediately follow this meeting of the faculty. The agenda includes the election of an executive committee, which will work on negotiations with the administration this semester, as well as solicitation from the membership of items to be considered in the negotiations.

IV. OLD AND OR NEW BUSINESS

President Botstein urged that communication among members of the faculty be carried out in person or by telephone rather than by e-mail. This is particularly important in rapid-fire e-mails, which create an indelible document and may not be well thought out.

Vice President for Administrative James Brudvig reminded faculty of the retirement celebration that would be held on Thursday, November 17, for Susan Barich, who recently retired after more than 60 years of service to Bard.

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned at 5:15 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the meeting of the Faculty of Bard College held on 14 December 2005

The meeting was called to order at 4:40 p.m. by President Botstein.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 16 November 2005 were approved.

II. There were no general **COMMUNICATIONS**.

III. REPORTS

A. Report of the President. President Botstein reported that 30 students will complete requirements for the bachelor of arts degree at the end of the fall semester. There will be approximately 1470 students on campus in the spring, approximately 290 of whom will graduate in May. There has been a 10 percent increase in the growth of applications; the college expects to keep enrollment stable by bringing in a smaller class for the fall, when approximately 1,100 students will continue.

President Botstein expressed his thanks for their service to those members of the faculty who are leaving the college. To those members of the faculty going on sabbatical, he wished a productive time.

He reported the death, on November 19 at the age of 97, of Artine Artinian, a long-time member of this faculty, noting that a remarkable obituary had appeared in the December 11 issue of the *New York Times*. Artinian was an expert on Guy de Maupassant; he also was an avid collector of bric-a-brac and a remarkable character. He taught at Bard from 1935 until he retired and assumed the title of Professor Emeritus of French in 1964.

Recent faculty news includes Professor Geoffrey Sanborn being named the winner of the 2005 Foerster Prize for the best essay (titled "Whence Come You, Queequeg") published in *American Literature* this year. Professor Michael Donnelly's co-edited volume (with Murray A. Straus), *Corporal Punishment of Children in Theoretical Perspective*, has been published by Yale University. Professor Norman Manea has written the forward to the English translation (from the Romanian) of Marta Petreu's book *An Infamous Past: E. M. Cioran and the Rise of Fascism in Romania*, published by Ivan R. Dee, Inc. Manea, who is on leave of absence during this academic year, is a fall 2005 Holtzbrinck Fellow at the Hans Arnold Center of the American Academy in Berlin, where he is writing the companion, to be titled *The Fifth Impossibility* (in homage to Kafka), to his first autobiographical volume, *The Hooligan's Return*. He will return to Bard in the fall 2006, when Mario Vargas Llosa will participate in his course on living writers.

President Botstein had circulated an email to all members of the faculty seconding Stuart Stritzler-Levine's memorandum regarding the appropriateness of Bard faculty teaching at the Bard High School Early College. He encouraged faculty to consider doing so and to talk to Dean Stritzler-Levine about it. The college would like to see as much collaboration as possible with the Bard High School Early College.

He had met the prior day with members of the faculty and administration regarding the matching grant from the Mellon Foundation for curricular development. This program continues an investment in the sciences for majors as well as a curriculum for nonmajors, to develop scientific literacy for those students who are not in the sciences.

As a result of recent incidents on campus involving drug sale and use, four students have been asked to leave the college; several others have been referred to the Student Judiciary Board for disciplinary action. These developments are the result of two unrelated incidents, one involving LSD and the other marijuana and opium. President Botstein stated that Dean of Students Erin Cannan and Vice President for Student Affairs Mary Backlund had handled these incidents very well. The student leadership had called a meeting earlier that week to discuss the issue; the meeting was very poorly attended, with only the student leadership and a few concerned students present. While Bard once had a reputation as a "liberal" place, that reputation has long been disproven and rejected. However, the notion of the college's being "liberal" creates a problem in its policy of condemnation of drug and alcohol use; some students say Bard does not have officers to enforce the policy and therefore does not stand behind it. President Botstein stated that he has made it clear for many years in his opening address to entering classes that the college has no tolerance for nor does it condone such things, which are contrary to its purpose. This definition of "liberal" is childish and out of date. While the college is not in the business of policing, it must act, and does, when such incidents come to its attention. There seemed to be some relief on the part of students that when the college learned of these incidents action was taken. He said that the college's policy on drugs and alcohol—one of no tolerance—is somewhere between harsh, with policing and the like, and lenient; he does not believe that policing by off-campus authorities is a good idea. The faculty should know that these incidents took place, that action has been taken, and that the college's policy has not changed. Many students have expressed that they find such behavior disruptive.

B. Committee Reports.

Executive Committee. Professor Ethan Bloch, chair, stated that crite sheets are due by January 2, but can be submitted earlier than that. Faculty who are unable to meet the deadline should at least turn in grades, since the Executive Committee meets shortly thereafter to review student status, and the registrar needs time between the deadline and the meeting to compile the information. He urged faculty to comply with the deadline, and to be sparing with the use of incompletes, which, when used, should include a written explanation. Students must complete 12 credits during a semester for purposes of financial aid, which can be jeopardized by a grade of incomplete. Dean of Studies Celia Bland will post sample crites and Moderation reports for the guidance of new faculty members. The Dean of the College's faculty website also contains brief guidelines regarding Senior Projects, Moderation, advising, and the like.

Professor Bloch expressed thanks to Registrar Peter Gadsby for creating the on-line pre-registration process, which seems to have decreased the number of students not registered after registration day. Suggestions regarding this process should be communicated to Mr. Gadsby prior to registration in May.

Professor Bloch reminded the faculty that the policies regarding Senior Project deadlines are real: only the Executive Committee can extend the Senior Project deadline, and there is an established procedure for petitioning the Executive Committee. It was noted that the Continuing Studies Program is included under this procedure.

The committee has been discussing the issue of junior faculty chairing programs. It will continue to work on this matter.

Several questions were asked of Professor Bloch.

- Is Multidisciplinary Studies now under the jurisdiction of the Executive Committee? Yes. While it was first assigned to the Curriculum Committee, that committee determined that it more appropriately fit under the Executive Committee.
- Some matters regarding the Continuing Studies Program seem to have been exacerbated by the on-line registration system. CSP students don't have an email account or mailbox, so they were left out of the process; these students should be regularized. Registrar Gadsby responded that those CSP students who were financially cleared did use the system; they do have email accounts, but must activate them to use them. They also have a shared mailbox. President Botstein asked that these matters be addressed appropriately by the Dean and Registrar.
- If a student has been expelled, should a crite sheet still be submitted for that student? President Botstein responded that crite sheets should be marked "withdrew" and a report on the state of the student's work submitted. The record should be complete.

Curriculum Committee. Professor Nancy Leonard, chair, reported that the committee has completed most of its work for the semester, including course review, the continuing evaluation of programs, and definitions of "What is a program?" and "What is a track?" Some inefficiencies still need to be addressed, and will be investigated with members of programs in February in an effort to streamline and clarify a set of curricular options for students.

Planning & Appointments Committee. Professor Mark Lytle, chair, reminded faculty that applications for new positions for the 2007-08 academic year are due by April. The committee has begun a review of program staffing.

There were no reports from the **Faculty Evaluation Review Committee, College Evaluation Committee, Grievance, Diversity, or Campus Facilities** committees.

Faculty Research Support Committee. The committee has met regarding Category II funding. There is now a 71.5 percent rate of reimbursement, up from 55 percent last fall. It was noted that the rate was adjusted to 85 percent in the 2005 spring semester. The process of reimbursement would begin that week, and adjustments may be made in the spring if the rate is adjusted again this year.

There were no reports from the **Library, Bookstore & Computer, Student Academic Affairs, Fellowships & Awards, or AAUP Committees.**

IV. OLD AND OR NEW BUSINESS. Professor Richard Gordon called attention to the matter of signs on campus regarding the Barnes & Noble bookstore that seem to be intimidating and harassing. President Botstein agreed, stating that this is something that needs to be addressed with the student body in a positive manner.

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned at 5:20 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 25 January 2006

The meeting was called to order at 4:40 p.m. by President Botstein, who welcomed the faculty to the opening informational meeting of the spring semester.

President Botstein stated that there are approximately 1460 undergraduates on campus. The college has experienced a 30 percent increase in applications for the fall, an increase that is not attributable to demography, which likely will remain stable through the end of the decade. (Over the past few years, applications have increased by approximately 10 to 12 percent per year.) This increase necessitates even more careful monitoring of candidates for the entering class, and approximately 75 percent of applications will be rejected. However, striking a balance in high selectivity poses a problem. Many applicants may view their application to Bard as a "safety net" for such institutions as Brown, Amherst, and the like, so the admission staff must discern those students who actually *want* to be at Bard—a very difficult task. As reported at the November meeting, a member of the faculty had researched the data for math and verbal SAT scores at Bard and other schools; there are only a handful of institutions whose students have aggregate scores higher than those who come to Bard. The good news is that the college will have no shortage of good students in the fall; however, enrollment must be managed. The college is "healthy" at 1500 undergraduate students; the college's resources (physical plant, etc.) would not permit more growth. The number of students in the entering class must be moderated, and it is hoped that enrollment will stabilize at the current level.

Construction of the new science facility and the new dormitory between Robbins and Ward Manor is on schedule. The college continues to consider the future of the Old Gym, which may be turned into some kind of academic space.

President Botstein acknowledged the approximately 120 students who traveled to New Orleans to work during intersession. Most of them worked in the Ninth Ward, heavily damaged by Hurricane Katrina, while others worked at a counseling center. The trip was organized by three TLS students.

As a result of the incidents involving student drug use in the fall, a total of seven first-year students were asked to leave the college for drug-related infractions. President Botstein stated that the Dean of Students office and the peer counselors handled this matter very well. The college's policy regarding drug use is one of no tolerance.

There will be a Senior Salon reception on Thursday, January 26, at 4:30 p.m. in the campus center for seniors and their advisers. President Botstein noted that the spring semester of the senior year is a very difficult time for students, and Senior Project advisers have a very important role to play, working in a supportive manner with their students and the counseling staff when necessary.

Max Kenner and Daniel Karpowitz, director and director of policy and academics, respectively, of the Bard Prison Initiative petitioned the Board of Trustees at its January meeting to expand the program of the Bard Prison Initiative to offer the bachelor of arts degree. The proposal was approved; the first class of B.A. candidates will enter the program in the fall. Turning to faculty news, President Botstein reported that Professor Felicia Keesing and her husband, Richard Ostfeld, are the new parents of Benjamin Keesing Ostfeld, born December 30. Professor Kyle Gann's new book, *Music Downtown: Writings from the Village Voice®*, has just been published by the University of California Press. Mark Lytle recently appeared on C-SPAN's *Booknotes* to talk about his book *America's Uncivil Wars*. "Under My Skin," Medrie McPhee's first solo show, opened on January 5 at Michael Steinberg Fine Art in New York. Chiori Miyagawa has been awarded a Rockefeller Foundation Bellagio residency; she will work there this summer on a new play titled "Forgetting Blue." *Judy Pfaff: Recent Works on Paper* was on view at the Lemberg Gallery in Detroit from December 10 through January 21.

On Friday, January 27, "Pros and Cons of United States Pressure on China," a panel discussion with Ian Buruma and Walter Russell Mead, will mark the opening of the Bard College Policy Debate Tournament. The tournament, the first hosted by the Bard Debate Team, will continue through the weekend and will involve teams from several colleges, ranging from Cornell, Dartmouth, Columbia, and NYU to the United States Military Academy at West Point, the University of Wyoming, and Kansas State University.

Edie Meidav, 2006 Bard Fiction Prize Winner, will read from her recent work on Monday, January 30, in Weis Cinema.

Concluding his remarks, President Botstein welcomed all new faculty as well as those returning from sabbaticals and leaves of absence. He extended a special greeting to Professor Sanjib Baruah, who has returned from extended leave.

President Botstein called on Professor Deady, chair of the College Evaluation Committee, who brought an item of business: the election of a nondivisional, tenured alternate to serve in place of Professor Terry Dewsnap, who is on sabbatical. Professor Peter Sourian volunteered and was duly elected to this position by acclamation.

There being no further discussion, the meeting adjourned at 5:05 p.m. to a welcoming reception at the President's House.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 15 March 2006

The meeting was called to order at 4:35 p.m. by President Botstein.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 14 December were corrected to reflect the retroactive increase in the fall 2004 Category II reimbursement rate in the third sentence of the report of the Faculty Research Support Committee (page 3), to wit: "It was noted that in the spring 2005 semester, the rate was adjusted retroactively to 85 percent for the fall 2004 semester." Upon motion duly made and seconded, these minutes were approved as amended, and the minutes of the meeting held on 25 January 2006 were approved as submitted.

II. COMMUNICATIONS. Professor Franz Kempf reminded the faculty that a Faculty Seminar would take place that evening. Professor James Romm's talk, titled "The Europe-Asia Antithesis in Antiquity and the Early Middle Ages," would begin at 7:00 p.m. in Olin 102.

III. REPORTS

A. Report of the President. President Botstein turned first to recent faculty news. Professor Bruce Chilton will star in *J. B.* (described as "the Book of Job set in the circus of modern life by Archibald MacLeish") at the Center for the Performing Arts at Rhinebeck, April 20 through 23. Dean Michèle Dominy coedited (with Laurence M. Carucci) a special issue of *Anthropological Forum* (November 2005) on "Critical Ethnography in the Pacific: Transformations in Pacific Moral Orders"; they also wrote the issue's introductory article, "Anthropology in the 'Savage Slot': Reflections on the Epistemology of Knowledge." Professor Chiori Miyagawa's new play, *Thousand Years Waiting*, produced by Crossing Jamaica Avenue, has just concluded a successful run at P. S. 122 in New York. Professor Andrew Needham has been awarded the Bill and Rita Clements Research Fellowship for the Study of Southwestern America at the Clements Center for Southwest Studies at Southern Methodist University. *Poetry & Pedagogy: The Challenge of the Contemporary*, edited by Professor Joan Retallack and Juliana Spahr '88, has just been published by Palgrave MacMillan. "Artist's Books by Stephen Shore" is on view through April 7 at the Century Association. Two special events, sponsored by the Theater, Africana Studies, Anthropology, and Film and Electronic Arts Programs as well as the Office of the Dean of the College, would take place over two days. That evening, Ntare Mwine, Ugandan-American actor, writer filmmaker, and photographer, would screen his award-winning documentary *Beware of Time*, an exposé on the lives of HIV-positive Ugandans and the crimes of war. The following evening, Mwine would present *Biro*, a solo multi-media performance, in Sosnoff Theater of The Richard B. Fisher Center for the Performing Arts.

Thomas J. Watson Fellowships have been awarded to Christophe Chung '06 and Jonathan Helfgott '06. President Botstein congratulated the students and their advisers for their success in this very competitive process.

The current major construction projects—renovation/addition to the Center for Curatorial Studies, new Robbins dormitory, and science building—are on time and on budget. The college is currently considering expansion of the library, using plans already drawn by Robert Venturi, to provide more study and stack space. In addition to a

host of smaller adjustments to existing facilities, the college is planning for the renovation of Rose and Hegeman as well as determining what is to be done with the old gym to make it suitable for use as academic space.

The admission season is coming to a close. The college is in the process of admitting a smaller number of students than last year, even though there is a larger applicant pool. The question of selectivity remains an issue: what should be the criteria? Selectivity must not focus solely on distribution by field, but also on a variety of considerations. In the students' own self-selection, there is a lingering and dangerous notion of Bard as a not overly demanding institution. The college's on-going tradition of what it asks of its students is not so much explicit, but implicit. Generally speaking, except in science and the teaching of language, there is no sequential aspect to what is expected of students. There is an informality in the way expectations are conveyed that incorporates the notion that the motivation to learn should be fueled by the students themselves. The reality is that the majority of students do not extend themselves beyond the immediate minimum requirements. The college can no longer afford not to push for more achievement. We, as faculty, need to help students discover that they must do more than what is required in class. And students must be recruited less for grades than for the drive to excel. Students must be encouraged very early on to take advantage of the benefits of undergraduate life, to take the opportunity to explore the many courses of study available and to gain the rewards of working hard. Both faculty and students must be involved in this process. It is the job of admission to recruit students whose ambitions are higher—to admit more ambitious and energetic students; and the faculty needs to encourage and guide these students in using that motivation. The 20 new Conservatory students, for example, have an enormous capacity for hard work that includes both their studies and many hours of practice each day; that motivation needs to be spread throughout the curriculum. As the college plans for the future, and as our students get better, faculty must raise the bar of expectation.

President Botstein turned to the question of the growing conservative grassroots effort to politicize the university and restrict academic freedom based on the notion of the academy as a bastion of liberal thought—"diversity" is necessary. There is also an increasing movement to regulate the American academy's self-regulation regarding outcomes for students by exit testing, part of an overall effort to use federal support as a means to standardize the American undergraduate experience. As the highly publicized difficulties surrounding the president of Harvard have played out, the blame for the demise of his tenure has been focused on the "unruly faculty of the left." Bard is not a likely target for such public criticism, given its private status and small student body. However, the college must self-regulate, through faculty appointments and the like, and be vigilant about that self-regulation, especially in teaching. We must ensure that students actually learn something; if they do not learn, we must be honest about not allowing them to continue. We must protect the college's autonomy of judgment. This threat to autonomy is not trivial, and it is one that President Botstein has engaged with the current administration. Bard must admit its students and teach them responsibly to ensure that the degree it grants is legitimate. The country is entering what many people believe to be a very troublesome environment; the faculty must not simply replicate its own ideologies as a mode of self-congratulation. We must watch ourselves.

B. Committee Reports

Executive Committee. Professor Ethan Bloch, chair, reminded faculty that mid-term crite sheets are due on Friday, March 24. (Sample crite sheets are available to members of the faculty new to Bard in the registrar's office or on the Center for Faculty and Curriculum Development's website.) Registrar Peter Gadsby has devised a new on-line system: crite sheets can be downloaded, filled out, then uploaded and sent to the registrar. The forms will then be electronically collated and sent to students and all first-year advisers. Professor Bloch encouraged faculty to use this system. President Botstein requested the Executive Committee and the Dean to investigate issues of privacy and to seek legal review before this system is put into place.

The Executive Committee will circulate a number of proposals for amendments to the Faculty Handbook for discussion at the April 5 divisional meetings. Further discussion will take place at the two faculty meetings immediately thereafter (April 26 and May 10).

Professor Bloch expressed thanks to the staff of the Dean of the College and the Dean of Students for their assistance and involvement in the committee's review of the status of students, which takes place immediately following the end of each semester (the "up or out" meeting). The committee also wanted to be certain that the faculty is aware of the extent of administrative involvement in this process.

Curriculum Committee. Professor Nancy Leonard, chair, reported that the committee is working on a review of programs; one has been completed and another is in the planning stage. The committee is also looking at new

introductory level courses that represent responsiveness on the part of the faculty to the change in character and size of the entering class in the last two years.

Turning to the course review process, Professor Leonard expressed the committee's confidence in the process of faculty submission of courses to the division and program for discussion prior to submission to the committee, thereby enabling the committee to do a more thorough review of broader patterns.

There was no report from the **Planning & Appointments Committee**.

Faculty Evaluation Review Committee. Professor Karen Sullivan reported that the committee would meet that week.

College Evaluation Committee. Professor Matthew Deady reported that first drafts of reports to evaluatees have been prepared and will be edited over the next few weeks.

There were no reports from the **Grievance** or **Diversity** committees.

Campus Facilities Committee. Professor Craig Anderson stated that anyone interested in faculty housing should apply as soon as possible after the list is distributed (the current deadline was that day).

There was no report from the **Faculty Research Support Committee**.

Library, Bookstore & Computer Committee. Professor Sven Anderson reported that the college is in the process of acquiring a Digital Asset Management (DAM) system for storing images. Before requesting use of this system, faculty should think seriously about its research potential (or lack thereof), since it is quite labor-intensive to put into place.

The committee has received funding for five "smart" classrooms, which will be installed in the Olin Language Center and in the Avery Center for the Arts.

Student Academic Affairs, Fellowships & Awards Committee. Professor Julia Rosenbaum expressed thanks to the committee responsible for the selection of the Bard candidates for the Watson Fellowship, reported above by President Botstein.

AAUP Committee. Professor John Ferguson reported that the AAUP Executive Committee solicited and has received suggestions of issues for negotiations. The committee will formulate these items and bring them to the administration before spring break.

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned at 5:35 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 26 April 2006

The meeting was called to order at 4:35 p.m. by President Botstein.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 15 March were approved as submitted.

II. COMMUNICATIONS. Professor Franz Kempf reminded the faculty that a Faculty Seminar would take place that evening. Professor Frank Scalzo's presentation, titled "Identification and Localization of Stress-Peptides in Larval Zebrafish (*Danio rerio*): Implications for Human Health and Disease," would begin at 7:00 p.m. in Olin 102. The final seminar in this year's series, a performance of modern dance choreographed by members of the Dance Program faculty, will take place on Tuesday, May 16, in Theater Two of The Richard B. Fisher Center for the Performing Arts. Professor Jean Churchill will introduce the performance.

III. REPORTS

A. Report of the President. President Botstein reported that two very senior colleagues will be honored during commencement-alumni/ae weekend. Betty Shea, who came to Bard in 1951 and has been running Central Services since the early 1960s, retired on April 1 but is staying on to assist with commencement. She will be given the Bardian Award at the President's Dinner, with the gratitude of the faculty and the entire community for her long and wonderful service.

Richard Griffiths, who has been at Bard since 1962, is struggling with acute leukemia. President Botstein stated that Mr. Griffiths has engaged his own death with the same candor with which he built the campus. He has created a scholarship fund in his family's name. The college will name the main campus walk in his honor: The Richard D. Griffiths Main Campus Walk will be dedicated at 10:30 on the morning of commencement. Professor Judy Pfaff has agreed to create an installation that will serve as a marker of the occasion.

President Botstein expressed thanks to the faculty for their participation in the two recent open houses for accepted students. There were approximately 5,000 applications this year for the entering class, and the college is doing its best to minimize the chances of growth. Competition is very stiff, particularly for financial aid, and there is a very long wait list. It should be a good and full class, thanks to the work of the admission staff.

In addition to Bard's main-campus commencement, there will be three others in June: Bard High School Early College, Smolny College in St. Petersburg, and the second Bard Prison Initiative graduation. The Bard Prison Initiative graduation will be held this year on June 3 at the medium-security Woodbourne Correctional Facility, in Woodbourne, New York. President Botstein commended the BPI graduation to the faculty, stating that it is a very worthwhile event.

Faculty news: Professor Andrew Pearlman and his wife, Lisa, are the new parents of Levi Gordon Pearlman, born on April 5. *The Time We Killed*, a film by Jennifer Reeves '93, is part of the 2006 Whitney Biennial. The college has received a commitment for an endowment gift of \$2 million for the creation of a chair in honor of Professor Jacob Neusner, a great honor for Professor Neusner that also will ensure the continuation of teaching here in the Judaic tradition.

A presentation on the capital needs of the college will be given to the Board of Trustees at their annual meeting in May, in preparation for a capital campaign. The college is assessing infrastructure needs ranging from athletic facilities to the expansion of the library and additional classroom space and the possibility of generating its own power. A variety of items will be included in the presentation.

Concluding his report, President Botstein mentioned the intensive information gathering now taking place in preparation for the accreditation review that will occur next year. The cooperation of the faculty in this process is deeply appreciated. The chair of the Middle States team that will review the college is Shirley Tilghman, president of Princeton.

B. Committee Reports

Given the nature of the business of the Executive Committee—a preliminary discussion of proposals for updating the Faculty Handbook—the agenda was moved to accommodate the reports of other committees.

Curriculum Committee. Professor Nancy Leonard, chair, reported that the committee completed its review of the fall course list, which is now on line; the committee will work to simplify the process and provide for more coordination between divisional and program chairs and the committee. A template is being constructed that will provide for all specifics of each course to be included on the same form. President Botstein urged caution in the gathering of information on courses, particularly given increasing regulatory pressure and the upcoming reaccreditation process.

Planning & Appointments Committee. Professor Mark Lytle reported that this committee also will increase the use of standardized forms for its work. There has been a substantial increase in the number of requests for leaves for the next academic year, several of which were submitted quite late in the semester; this creates pressure on students, particularly those beginning their Senior Projects. The committee is developing a procedure for requests for leaves to be submitted by an individual to the division or program, rather than directly to the committee. The division or program should be informed in the fall by those members of the faculty who are exploring leaves for the following academic year; the program or division would then discuss and devise

a plan to replace courses, Senior Project advising, and the like, prior to submission of a request to the committee. Given the volume of requests, the planning function is now more imperative than ever before. President Botstein seconded Professor Lytle's comments more strongly, given the fact that requests for leaves must receive his approval. He had recently sent a memorandum on this matter to the faculty. He stated that faculty at Bard are teacher-scholars, in that order. Bard requires teaching as a vocation; it is the wrong place for someone who does not agree. It is hard work to do both, and those who do are appreciated.

Faculty Evaluation Review Committee. Professor Peggy Ahwesh reported that the committee has completed its work—six tenure cases, two rehiring reviews, and one promotion review—and looks forward to meeting with the president. President Botstein expressed his thanks to the committee for its work.

There were no reports from the **College Evaluation** or **Grievance** committees.

Diversity Committee. Professor Mat Johnson reported that the committee is focusing on ways to improve student diversity, including the recruitment of better students and providing more for them when they arrive on campus. The committee hopes to institute some practical changes next year. President Botstein expressed thanks to the committee for its work in this matter.

Campus Facilities Committee. Professor Craig Anderson reported that the committee had acknowledged faculty requests for on-campus housing and will assign available units on May 1. There were six eligible applicants for five available units.

Faculty Research Support Committee. Professor Robert McGrail reported that the Bard Research Council had had its final meeting and awarded grants for the following research projects:

Professor Craig Anderson: "Design, Characterization, and Reactivity of Cyclometallated Platinum Complexes with C[^]C[^]N Tridentate Ligands."

Professor Nara Dillon: "Paradox of the Welfare State: The Politics of Privilege in Revolutionary Shanghai."

Professor Barbara Luka: "Structural Facilitation and Implicit Memory."

Professors Andrew Pearlman and Tsu-Yu Tsao: "Fighting Discrimination in the Labor Market: Quantifying the Effect of Employer-Based Discrimination on Earnings."

Professor Frank Scalzo: "Expansion of Behavioral Observation Capabilities in Zebrafish: Motion Tracking, Startle Responding, and Stress Responsiveness in Larval Zebrafish."

It was noted that no arts or literature grants were awarded this year. Professor McGrail stated that in the past three years there have been no science grants at all. President Botstein requested that a summary of all grants made to date be posted on Web site of the Dean of the College. Dean Dominy noted that tabulations of grants made to date are available and the process is monitored to ensure that there is no discrimination.

Concluding his report, Professor McGrail stated that the cut-off date for submission of Category I and II spring expense reimbursement is June 10.

There were no reports from the **Library, Bookstore & Computer; Student Academic Affairs, Fellowships & Awards;** or **AAUP** committees.

Executive Committee. Professor Ethan Bloch, chair, stated first that pre-registration for the fall semester will be held on May 9. All faculty are expected to be on campus; advising will take place in the morning. He reminded the faculty that this registration does not include the entering class; space must be reserved—approximately one-half in 100-level courses and approximately one-third in 200-level courses—for first-year students.

Professor Bloch brought the committee's proposals for updating the Faculty Handbook, noting that the proposal package, circulated by divisional chairs and with the agenda for this meeting, addresses the following topics: amendments to the Faculty Handbook, graduation requirements, multidisciplinary studies, membership in a division, selection of program chairs, and incompletes. The proposals were presented to this meeting for preliminary discussion; the committee would consider suggestions offered at this meeting as well as any forwarded to the committee and bring its proposals back to the faculty for discussion and vote at the May 10

meeting. President Botstein stated that any changes to the Faculty Handbook must be closely reviewed by counsel prior to adoption; the Faculty Handbook is part of the faculty contract and therefore part of the collective bargaining process.

1) Amendments to the Faculty Handbook. There is currently no provision for amending the Faculty Handbook.

It was suggested that a provision be added in "B" ("Proposed changes to the Faculty handbook may be brought to a vote at a faculty meeting either by one of the regular faculty committees, or by a petition of at least 25 faculty members who are eligible to vote at Faculty meetings.") setting forth under what circumstances this might apply and specifying the number of eligible faculty votes that would be necessary to amend the handbook (for example, a quorum and what exactly constitutes a quorum). It also was suggested that item "D" be struck.

2) Graduation Requirements. The proposed language is intended to formulate a common language regarding graduation requirements, including distribution requirements, that would be consistent in the Faculty Handbook, the college catalog, on the Bard Website, and in the student handbook.

3) Multidisciplinary Studies. The Faculty Governance Proposal approved by the faculty in spring 2006 transferred the role formerly assigned to the Multidisciplinary Studies Committee to the newly formed Curriculum Committee; however, the Curriculum Committee considered this to fall under the aegis of the Executive Committee, which accepted the responsibility. The guidelines for what is submitted are insufficient; the proposal is an attempt to formalize the role of the Executive Committee in the approval of MDS proposals and to clarify the application process for students who wish to concentrate in the MDS Program.

4) Membership in a Division. The Faculty Handbook refers to the membership of a division when it says "for the pre-tenure rehiring evaluation of a tenure-line faculty member, for a tenure evaluation, and for a promotion decision for a tenure-line faculty member, the members of the primary divisional affiliation will have a meeting at which they discuss each faculty member under consideration." But the handbook does not state the qualifications for membership in a division. The proposal differentiates between attending faculty meetings, voting in faculty meetings, and participating in the faculty evaluation process; it addresses who may attend and who may speak, and who may vote.

It was proposed that the phrase "required to attend Faculty meetings" be changed to "expected to attend Faculty meetings" in item 1. ("Every faculty member who teaches at least one course in the college may attend and speak at Faculty meetings during that academic year, except when otherwise stated in the Faculty Handbook. Faculty members holding teaching contracts for 6/13 or larger fraction are ~~required~~ **expected** to attend Faculty meetings, and are eligible to vote in Faculty meetings, except when otherwise stated in the Faculty handbook.") It was noted that the faculty contract must be consulted prior to making this change; "required" may be the required language.

5) Selection of Program Directors. There is no procedure described at present in the Faculty Handbook for the selection of program directors, resulting in a great deal of variability across the college. The proposal aims to regularize the selection of program directors, and to introduce a review of such selection by the Executive Committee, in order to prevent any situations of unfairness in general, and pressure upon junior faculty members in particular. The proposal contains a number of recommendations, guidelines, and a review process.

A friendly amendment was proposed in item 1.c), that "Program directors ~~will~~ **should** be faculty members who are tenure-track, tenured or senior chairs." The committee also will consider the timeframe of implementation of its proposal.

6) Incompletes. The process of assigning incompletes needs to be formalized and the assignment of incompletes minimized. Incompletes are not grades; they are missing grades. The proposed process would not take the grading prerogative from the faculty.

Extensive discussion of the proposal regarding the assignment of incompletes ensued. Opinions expressed included the following. The assignment of an Incomplete is strictly between the faculty member and the student; the current system, with a deadline for work to be submitted before a default grade is applied, is perfect. It was suggested that item "D" be dropped; involving a dean rather than a faculty member is bureaucratic. A suggestion was made that a request for an incomplete be made two weeks before the end of a semester, rather than on the date of the last class of the semester. There is something useful in having a norm.

Professor Bloch noted that overall, only 4 percent of students are assigned an incomplete; however, in the Executive Committee's "up or out" meeting, 16 percent of the students considered have incompletes.

President Botstein suggested that the proposal represents a huge apparatus to solve a simple, statistically insignificant item. There must be a simpler way to do this.

Discussion continued. Another problem that needs to be addressed is the instance when no explanation is given for an incomplete; three or four sentences of explanation by the faculty member would be useful. It was noted that in the proposed process, a student could circumvent the faculty member altogether. An Incomplete should be given by a professor only for personal or medical reasons. President Botstein added that while the Executive Committee should address this issue, the legislation proposed may not be the way to solve the problem. He expressed thanks to Professor Bloch and the committee for their work.

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned at 6:00 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 10 May 2006

The meeting was called to order at 4:35 p.m. by President Botstein.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 26 April 2006 were approved as submitted.

II. COMMUNICATIONS. Professor Franz Kempf reminded the faculty that the final Faculty Seminar of the semester will take place on Tuesday, May 16. "Modern Dance," introduced by Professor Jean Churchill, will begin at 7:00 p.m. in Theater Two of The Richard B. Fisher Center for the Performing Arts. The evening will feature recent choreography by Dance Program faculty performed by Bard students and guests. A 6:30 reception at the concession stand will precede the program.

III. REPORTS

A. Report of the President. President Botstein waived his report until the May 17 meeting so that there would be ample time for discussion and vote on the Executive Committee's proposed amendments to the Faculty Handbook.

Professor Berthold, chair of the Faculty Senate, took the chair for the faculty-led portion of the meeting. The agenda was moved to reports of committees other than the Executive Committee, which would be given at the end of the agenda.

B. Committee Reports

There was no report from the **Curriculum Committee**.

Planning & Appointments Committee. Professor Mark Lytle reported that the committee has been trying to encourage conversations, where there is some commonality, between and among divisions and programs as requests for leaves and new appointments are created. There have been indications that these conversations are beginning to take place.

The committee proposed that a clause in the Faculty Handbook not addressed in the Executive Committee's proposals—Section A.3.b)(5): Advising of New Teachers—be deleted for the time being, since it is not adhered to, while more appropriate language is developed. Professor Lytle noted that at the April 26 meeting he had mentioned the committee's intention to bring this proposal. Professor Bloch pointed out a procedural concern: while he recalled that this had been mentioned at the April meeting, it did not appear in the minutes or in the call for this meeting. He suggested that it be included on the agenda for the May 17 meeting, saying that it is

untenable to have a policy that is not followed. Discussion ensued, and a motion to table was duly made, seconded, and carried, with one vote in opposition.

There was no report from the **Faculty Evaluation Review Committee**.

College Evaluation Committee. Professor Matthew Deady, chair, reported that the committee's work for this academic year has been completed.

There were no reports from the **Grievance** or **Diversity** committees.

Campus Facilities Committee. Professor Craig Anderson reported that a lottery for the five available faculty housing units had been held on May 5. The committee is in the process of making assignments and scheduling visits and hopes to finalize assignments next week.

Professor Karen Sullivan inquired about the "no pets" sign that has been posted at Blithewood, stating that she has been walking her dog there for 13 years. President Botstein agreed to look into the matter.

There were no reports from the **Faculty Research Support; Library, Bookstore & Computer;** or **Student Academic Affairs, Fellowships & Awards** committees.

AAUP Committee. Professor John Ferguson, chair, reported that the AAUP Executive Committee had come up with brilliant items for negotiation with the administration that would be sent to the appropriate people that evening.

Executive Committee. Professor Berthold brought the Executive Committee's agenda item for election of members to the College Evaluation Committee and Grievance Committee, as set forth on the agenda for the meeting. He noted that one at-large member and one alternate were also needed to serve on the Faculty Evaluation Review Committee. Only tenured members of the faculty holding 6/13 or larger fractional appointments may serve on the FERC and CEC. Nominations were duly made and seconded, and the following members of the faculty were elected to the respective committees by acclamation:

Faculty Evaluation Committee: Professor Marina Kostalevsky was elected at-large member for a two-year term (2006–08); Professor Jean Churchill was elected alternate for the same term.

College Evaluation Committee: Professor Amy Ansell was elected to a three-year term (2006–09), Professor Burt Brody was elected one-year replacement for 2006–07; Professor Omar Encarnación was elected alternate for fall 2006; and Professor Thurman Barker was elected alternate for spring 2007.

Grievance Committee: Professors William Griffith and An-My Lê were elected to two-year terms (2006–08); Professor Noah Chasin was elected to a one-year term (2006–07); and Professor John Pruitt was elected one-semester replacement for fall 2006.

Professor Berthold turned to discussion and vote on the Executive Committee's proposals for changes to the Faculty Handbook, a preliminary discussion of which had been held at the April 26 meeting. The proposals had been revised to reflect that discussion. Professor Ethan Bloch, chair of the Executive Committee, spoke to the revisions to the original proposals. Each section was voted on separately.

1. Amendments to the Faculty Handbook. The college's attorneys had difficulty with the proposed amendments. A motion to table discussion and vote on this proposal was duly made, seconded, and carried.

2. Graduation Requirements. Item 6 had been amended to bring it into harmony with item 5. Upon motion duly made and seconded, the proposed amendments to the language in the Faculty Handbook regarding Graduation Requirements were adopted as presented.

3. Multidisciplinary Studies. A missing word had been discovered and the proposal amended accordingly. Upon motion duly made and seconded, the proposed amendments to the language in the Faculty Handbook regarding Multidisciplinary Studies were adopted as presented.

4. Membership in a Division. Two changes from the original proposals were proposed. During the discussion at the April 26 meeting, it was agreed, pending review of the language used in the faculty contract, to change the

language in section 1) regarding attendance at faculty meetings from “required” to “expected.” Professor Bloch reported that a provision for attending faculty meetings is indeed contractual; the Faculty Contract indicates that faculty members “will” attend faculty meetings. The proposal had been changed accordingly. Professor Bloch suggested that the faculty discuss whether to use the word “will” or suggest a change that would then require negotiation by the AAUP Executive Committee.

Professor William Griffiths stated his preference for the word “expected.” A motion to strike the word “will” and provide that “Faculty members . . . are **expected** to attend Faculty Meetings” was duly made and seconded. During the discussion that followed, it was again noted that the word “expected” varies from the language of the contract and would require negotiation. The motion was carried.

In conjunction with discussion of this item, there also was discussion regarding the proposed quorum for voting at faculty meetings, that “A quorum for voting at Faculty Meetings will be one-half of the members of the faculty who are eligible to vote and who are teaching that semester, except when otherwise stated in the Faculty Handbook.” An amendment, deemed friendly, provided that a quorum be “one-quarter” of the eligible members of the faculty.

A motion to eliminate any specification of a quorum was not seconded.

Discussion continued regarding the proposed language for attendance at division meetings, which also included the phrase “will attend” and specifying that a quorum for voting would constitute one-half of the members of the division. During discussion, it was agreed that the quorum for voting at division meetings should be one-half, as proposed. Upon motion duly made and seconded, the proposed amendments to the language in the Faculty Handbook regarding Membership in a Division were adopted as amended, with one vote in opposition.

5. Selection of Program Directors. Professor Bloch noted that in section 1. c) the word “will” had been changed to “should”: “Program directors should be faculty members who are tenure-track, tenured, or senior chairs.” An addition had been made regarding the date on which the provisions of this proposal would take effect: “commencing from the date of adoption of this document.” Upon motion duly made and seconded, the proposed amendments to the language in the Faculty Handbook regarding Selection of Program Directors were adopted as presented.

6. Incompletes. Professor Bloch reported that the Executive Committee had made many changes to this section to reflect the discussion at the April 26 meeting, including the striking of the requirement that the Dean of Studies certify that the circumstances are appropriate for an Incomplete. The proposals also provide, among other things, that an Incomplete be assigned only in extenuating circumstances, and the language of II.11.D) was changed to provide that an explanation of the extenuating circumstances be submitted. This language also addresses a situation in which there is no explanation in the criteria sheet or one that does not meet the criteria for Incompletes.

II.11.D) When a faculty member submits an Incomplete on a criteria sheet, the faculty member must also submit a brief statement (either in the criteria sheet or separately) to the Registrar’s Office explaining the extenuating circumstances that led to the Incomplete. A faculty member may ask the Dean of Studies to write the statement in her stead. If a criteria sheet with an Incomplete is submitted in the absence of such an explanatory statement, or in the presence of an explanatory statement that does not meet the criteria for Incompletes in Part (A) above, the Registrar, in consultation with the Chair of the Executive Committee, will list the default grade for the Incomplete as the grade for the course, and will notify the faculty member of this change.

Professor Bloch pointed out that it is not proper to list an Incomplete when there is no reason to do so. He also noted that the faculty member, who determines the default grade, can change the default grade at will, as stated elsewhere in the document. If no default grade is indicated, the default would be an “F,” but faculty have the right to change the grade at any time.

Lengthy discussion ensued, during which an amendment, deemed friendly, was offered: “If a criteria sheet with an Incomplete is submitted in the absence of such an explanatory statement, or in the presence of an explanatory statement that does not meet the criteria for Incompletes in Part (A) above, **and if the registrar has not been able to contact the faculty member in a timely fashion**, the Registrar, in consultation . . .”

Upon motion duly made and seconded, the proposed amendments to the language in the Faculty Handbook regarding Incomplete Coursework were adopted as amended, with one vote in opposition.

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned at 5:50 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 17 May 2006

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 10 May 2006 were approved as submitted.

II. COMMUNICATIONS. There were no general communications.

III. REPORTS

A. Report of the President. President Botstein outlined the events of commencement and alumni/ae weekend. Baccalaureate and Senior Dinner will be held on Thursday, May 18. The President's Dinner, on Friday, will include the annual awards ceremony; this year's awardees include Stanley A. Reichel '65, The Bard Medal; Albert R. Matlin '77, John and Samuel Bard Award in Medicine and Science; Roy L. Herrmann '76, John Dewey Award for Distinguished Public Service; Christopher Guest '70, Charles Flint Kellogg Award in Arts and Letters; Joan Didion, Mary McCarthy Award; and Elizabeth "Betty" Shea, the Bardian Award. The traditional Commencement Concert, held at the Fisher Center and featuring Bard student soloists and composers, will include pianist Manon Hutton-DeWys '06, daughter of Professor Peter Hutton.

Saturday, the day of commencement, begins with the traditional walking tour of Bard lands, with Professor William Maple, followed by breakfast at the President's House for seniors and their families, faculty, and trustees; the Senior Project Panel; the dedication of The Richard D. Griffiths Main Campus Walk; a conversation and performance introducing The Bard College Conservatory of Music; and commencement itself. Honorary degree recipients include Bryan A. Stevenson, commencement speaker; Frances D. Fergusson; Nancy Folbre; Lukas Foss; David Gelernter; and Mark Morris. The festivities of the day conclude with various alumni/ae reunions and the commencement barbecue, dance, and fireworks on the lawn at Blithewood. The annual Alumni/ae Memorial Service will be held on Sunday at 9:00 a.m. at the Chapel of the Holy Innocents.

President Botstein then turned to recent faculty news. Carolyn Dewald has received two fellowships for 2007, one from the ACLS and one from the Loeb Foundation of Harvard University. Leah Gilliam has been awarded a fellowship for study in the Interactive Telecommunications Programs at the Tisch School of the Arts. Garry Hagberg will hold the research-based chair in the School of Philosophy of the University of East Anglia in the U.K. during a two-year leave of absence from Bard. Cecile Kuznitz has accepted a spring 2007 fellowship from the U.S. Holocaust Museum in Washington, D.C. Gregory Moynahan has received the Alexander von Humboldt Society Fellowship. Jesse Shipley has been awarded a 2006-07 fellowship from the Center for Cultural Analysis at Rutgers University. Joan Tower will give the commencement address and receive an honorary degree from the New England Conservatory; a new recording of her orchestral music on NAXOS will be produced in June with the Nashville Symphony (Leonard Slatkin conducting). Eric Trudel's book, *La terreur a l'oeuvre*, will be published in spring 2007 by Presses universitaires de Vincennes.

Professor Deirdre d'Albortis has been appointed Associate Dean of the College, effective July 1. She will work with Dean Dominy on matters concerning extended faculty orientation, faculty career and teaching enhancement, junior faculty guidance, and work/life policy issues. She also will oversee the First-Year Seminar and Workshop in Language and Thinking, student fellowships and awards, and CFCD as well as co-directing the Middle States Steering Committee for the ten-year accreditation process.

New chairs and distinguished faculty appointments for the fall include the appointment of Jacob Neusner as Distinguished Service Professor of the History and Theology of Judaism, a new title and endowed chair. Mario Vargas Llosa will serve as writer in residence in Norman Manea's Contemporary Masters series. Daniel Mendelsohn will serve as Charles Ranlett Flint Professor of Humanities (2006–11); and John Ryle has been appointed Legrand Ramsey Professor of Anthropology (2007–12). There also are a variety of other new appointments and new visiting faculty, including Kristina Ford, visiting professor of human rights.

Fall enrollment at Bard will be robust. The same is true of Simon's Rock, which had held its commencement on May 13. The Bard High School Early College graduation will be held in June, as will that of Smolny College in St. Petersburg. The second Bard Prison Initiative graduation and the awarding of associate in arts degrees will be held at the medium-security prison at Woodbourne on June 3.

The Board of Trustees is considering a new capital campaign, which will focus on capital improvements, endowment, and annual operating funds. Capital improvements of approximately \$100 million on the Bard campus include plans for an addition to the library; renovation of Rose and Hegeman once the new science facility has been completed; expansion of the Stevenson gymnasium; deferred maintenance; two Village dormitories to complete that complex; and renovation of South Hall and the old gym into connected, academic space. The college also hopes to accomplish the renovation of the Drill Hall, which was part of the original Zabriskie Estate. Bard also needs to increase its endowment to \$300 million, which is what the college requires in order to operate on a coherent and rational basis. It is anticipated that the goal of the new campaign will be determined by the Board of Trustees at its October meeting. The college also is working to reconstitute the leadership of the board in the wake of the deaths of Leon Levy and Richard B. Fisher.

In closing, President Botstein expressed his thanks to the faculty for their service and work during the past academic year, stating that the college has reason to be proud of itself, its students, and curriculum. Bard *is* different from other campuses, particularly in the climate of what it values. The student body is terrific, and the work exhibited by the graduating class is very impressive, both in terms of achievement and genuine idealism about learning. The credit for that belongs to the faculty.

B. Report of the Dean of the College. Dean of the College Michèle Dominy presented the list of 324 candidates for the degree of Bachelor of Arts, including 10 candidates from the Continuing Studies Program. There were 107 candidates in the Division of the Arts; 52 in the Division of Languages and Literature; 26 in the Division of Science, Mathematics & Computing; 99 in the Division of Social Studies; 5 in Multidisciplinary Studies; and 35 double majors—students completing two senior projects in the same or two different divisions. Dean Dominy noted that the number of double majors was unprecedented. Upon motion duly made and seconded, the granting of the degree of Bachelor of Arts to the 324 candidates, whose names are included on the list appended to and made a part of these minutes, was recommended to the Board of Trustees for action.

President Botstein called attention to the list of graduate degree candidates, which had been recommended by the faculties of the respective graduate programs for action by the Board of Trustees. The list included the first candidates for the Ph.D. from the Bard Graduate Center for Studies in the Decorative Arts, Design, and Culture. He noted that the candidates from the Master of Arts in Teaching Program and the Master of Fine Arts degree program in conducting had completed the requirements for their respective degrees in the summer of 2005.

President Botstein expressed his thanks to Dean Dominy for her work during the past year on behalf of the faculty and students. He also expressed appreciation to Registrar Peter Gadsby.

C. Committee Reports

Executive Committee. Professor Ethan Bloch, chair, reminded faculty that crite sheets are due on Tuesday, May 30. The committee would meet on Thursday, June 8, to review all students with weak academic performance; he stressed the importance of grades and crites being submitted by the due date so that they can be processed and reviewed by the registrar prior to the committee's meeting.

He also reminded the faculty that Baccalaureate would be held the following day, Thursday, May 18. Caps and gowns are required of all faculty and graduating seniors; the academic procession will form at 5:00 p.m. in front of Stone Row.

The 2005–06 academic year marked the 30-year anniversary of President Botstein's appointment as president of Bard College. Professor Bloch read the following statement, prepared by the Executive Committee, into the minutes of this meeting.

Statement in Honor of 30 Years of President Botstein's Leadership of Bard College

The Executive Committee of the Faculty of Bard College, on behalf of the entire faculty, wishes to honor President Botstein on the occasion of 30 years of his leadership of the college. By virtue of his imaginative leadership, his skill at attracting supporters and raising funds, and his recognition in the broader intellectual and artistic worlds, President Botstein has presided over an unprecedented increase in the size and caliber of our student body, the quality and vibrancy of our faculty, the strength of our finances, the physical resources of the campus, and the prestige of the college. Under President Botstein's leadership, Bard has become not just a widely admired college of the first rank, but the hub of a network of affiliated innovative institutions, including Simon's Rock, Bard High School Early College, and Smolny College.

There are many college presidents who profess a belief in the ideals of a liberal arts education, but Bard has a president who not only speaks of such ideals, but whose very life and work as an educator, a musician, and a public intellectual directly exemplify these ideals. There are many college presidents who are accomplished both as scholars and as fundraisers, but Bard has a president whose many talents and successes do not obstruct his primary motivation as a college president—his affection for young people and a concern for their education and welfare.

As a token of our appreciation for all President Botstein has done for the college, and in lieu of a present, the Executive Committee announces today the establishment of a new student prize, The President Leon Botstein Prize, which has been endowed by individual donations generously contributed by many members of the faculty. The description of the prize reads:

"A prize endowed by the Bard faculty on the occasion of 30 years of President Botstein's leadership of the college, given annually to a graduating senior with a strong academic record across the disciplines who has been judged by the faculty to have demonstrated intellectual ambition, creativity, and integrity."

The faculty of Bard College salutes President Botstein's many contributions to Bard during the past 30 years, and looks forward to our continued work with him.

President Botstein expressed his thanks to Professor Bloch and the faculty, stating that it has been a tremendous privilege to serve in this capacity. The only reason for a long tenure for a college president is if it works well, it can bind a fragmented history of a college. President Botstein had no idea when he came to Bard that he would remain so long. Professors William Wilson and Fritz Shafer (also chaplain of the college), both served on the search committee and were the only people who knew what was in store for the new president. A college presidency is not something one prepares for. Bard is a remarkable and successful place that gets under your skin. The college has provided opportunities for President Botstein that he would not have found elsewhere, and it has been his home and that of his family for 30 years. He has served with the tolerance of the faculty, which is responsible for the accomplishments and influence of Bard. The college could not run as a "trust fund institution"; Bard survives with unaffiliated philanthropy through the carrying out of ideas and programs. That is the measure of success for those who work here, both faculty and administration. President Botstein stated that he is proud to have brought so many fine people to the college.

Curriculum Committee. Professor Nancy Leonard, chair, reported that the committee had met the previous day and approved the revised biology program curriculum. Dialogues between the committee and programs that wish to embark on a reassessment process are being encouraged. The committee has learned a great deal from Dean Dominy and Registrar Gadsby about the operations of the college and about raising the aspirations of its students.

There was no report from the **Planning & Appointments Committee**.

Faculty Evaluation Review Committee. President Botstein reported that he had met with the committee regarding cases of tenure and promotion. The review process will be completed by the end of June.

There were no reports from the **College Evaluation, Grievance, or Diversity** committees.

Campus Facilities Committee. Professor Craig Anderson reported that the committee is still in the process of making assignments of the five currently available units. This work will be completed within the next few days.

The matter of the “no pets” sign posted at Blithewood, initially raised by Professor Karen Sullivan at the May 10 meeting of the faculty, was mentioned again by Professor Marina van Zuylen. Professor Anderson reported that he had visited Blithewood himself and had discussed this issue with a representative of Buildings and Grounds; signs had been installed requesting that owners clean up after their pets, but these signs were stolen. New signs were then installed. He stated that many people with dogs have not been responsible, and there have been problems with unleashed dogs, which may not be as well behaved as their owners might think. He indicated that representatives of Buildings and Grounds would be happy to talk with members of the faculty about this matter. Professor Sullivan reiterated her complaint. President Botstein added that he would be happy to arrange for Professors Sullivan and van Zuylen to meet with trustee Elizabeth Ely, chair of the Committee on Buildings & Grounds of the Board of Trustees, stating that any decision in this matter lies with the trustees.

There were no reports from the **Faculty Research Support or Library, Bookstore & Computer** committees.

Student Academic Affairs, Fellowships & Awards Committee. Professor Julia Rosenbaum reported that Bard students continue to do very well in the competitive process for awards and fellowships. President Botstein expressed thanks to Professor Rosenbaum for her work on behalf of students in this area.

AAUP Committee. Professor John Ferguson, chair, reported that the Executive Committee of the AAUP had reached a tentative agreement with the administration. Discussion and vote would take place at the AAUP meeting immediately following this meeting.

Old and/or New Business. President Botstein stated that the question of dogs on campus has a long history. He had banned dogs from the campus when he first came to Bard, citing maintenance issues and the perceived privilege for a very few, and had been faced with a demonstration by faculty. While this is a difficult issue, a solution can be found.

In closing, President Botstein again expressed thanks to Professor Bloch, the Executive Committee, and the faculty for their formal statement of appreciation of his 30 years of service and establishment of a student prize in his name. He also expressed thanks to Amie McEvoy for 25 years of service to the college.

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned to a reception at the President’s House at 5:25 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 6 September 2006

The meeting was called to order at 4:35 p.m. by President Botstein, who welcomed the faculty to the opening informational meeting of the fall semester.

There is a healthy enrollment for the fall, with 1652 undergraduates in residence. The entering class is somewhat smaller than that of last year, with 498 first-year students and 19 transfers. Approximately 250 acceptance letters were withheld, in an effort to reduce the size of the entering class. The student population is at its limit, and admission will have to be further restricted. Class size will approximate that of last year. While some progress has been made toward creating more balance in enrollment among the divisions, more work in this area remains to be done.

The new science building will be ready for occupancy in the spring; this multiple-use facility will relieve some of the classroom crowding elsewhere on campus. The “New Robbins” dormitory is now open, providing an additional 160 on-campus beds. The college hopes to build two additional Village Dorms, which will complete that complex.

New chairs and distinguished faculty appointments include Neil Brenner, FIPSE Visiting Associate Professor of Sociology (fall 2006); May-bo Ching, Visiting Fellow in Chinese; Kristina Ford, Visiting Professor of Human Rights (fall 2006); Daniel Mendelsohn, Charles Ranlett Flint Professor of Humanities; and Wanjiku Ng'ang'a, Fulbright Fellow in Linguistics. Mario Vargas Llosa and Antonio Muñoz Molina will serve as writers in residence in the fall in Professor Norman Manea's Contemporary Masters series. Mark Danner has been named James Clarke Chace Professor and Henry R. Luce Professor of Human Rights & Journalism. Jacob Neusner has been named Distinguished Service Professor of the History and Theology of Judaism (an endowed chair). John Ryle has been named Legrand Ramsey Professor of Anthropology. And George Tsontakis has been named Distinguished Composer in Residence.

New tenure-line faculty include Sarah Lopez-Duran, Assistant Professor of Psychology (beginning spring 2007); Samuel Hsiao, Assistant Professor of Mathematics; and Youssef Yacoubi, Assistant Professor of Arabic and Comparative Literature. Benjamin Stevens has been moved to a tenure-line position as Assistant Professor of Classics.

New visiting faculty include Ismail Acar in religion; Kerry Bystrom, First-Year Seminar; Rebecca Chace, First-Year Seminar; Christian Crouch, history; John Cullinan, mathematics; Gerard Dapena, film and electronic arts; Liz Deschenes, photography; José Luis Fernández Castillo, Spanish; Stephen Graham, First-Year Seminar (fall 2006); James Haynsworth, history (fall 2006); Les LeVeque, film and electronic arts; Nicola Lopez, studio arts (fall 2006); Edie Meidav, writing; Rufus Müller, music; Lia Paradis, history; Peg Peoples, First-Year Seminar; Kelly Reichardt, film and electronic arts (fall 2006); Marina Rosenfeld, music; Julianne Swartz, studio arts (fall 2006); Pavlina Tcherneva, economics; and Caroline Wamsler, art history (fall 2006).

Dean of the College Michèle Dominy has been named a vice president. (President Botstein noted that Robert Martin retains his title as Vice President for Academic Affairs.) David Shein, Assistant Dean of the College, will serve as Acting Dean of Students during the fall semester, while Dean of Students Erin Cannan is on maternity leave. Professor Deirdre d'Albertis has been named an associate dean of the college.

Tenure has been granted to Sanjaya DeSilva; Jacqueline Goss, who also has been promoted to Associate Professor of Film and Electronic Arts; and Geoffrey Sanborn. President Botstein stated that each has made major contributions both to the college and to their respective disciplines.

Other faculty changes include the promotion of Tabettha Ewing to Associate Professor of History (2006–10). Blair McMillen's appointment in the Music Program has been increased to two-thirds time. Marina van Zuylen has been promoted to Professor of French and Comparative Literature.

President Botstein announced that Kristen Scheible, Visiting Assistant Professor of Religion, has successfully defended her Ph.D. dissertation at Harvard University.

Joanne Fox Przeworski resigned from her position as director of the Bard Center for Environmental Policy in July. Mara Ranville, an environmental geochemist who teaches in the program, has been named interim director; a search for a new director has been initiated.

This year the college will undergo the ten-year accreditation review by the Middle States Commission on Higher Education. The chair of Bard's accreditation team, which includes the president of Amherst, is Shirley Tilghman, president of Princeton. Shirley Tilghman will come to Bard for a preliminary site visit in October; the team visit will take place in the spring. President Botstein expressed thanks to the steering committee and those members of the faculty and administration who have been involved in the year-long self-study process.

Thanks to the work of Professor Roger Berkowitz and Jeffrey Katz, director of libraries, Bard will host a conference marking the 100th anniversary of Hannah Arendt's birth. The conference, "Thinking in Dark Times: The Legacy of Hannah Arendt," will take place October 27–29, which is also Family Weekend.

In early February, the college will mark the 50th anniversary of the Hungarian Revolution, when more than three hundred Hungarian refugees came to Bard to learn English and study. The event, which will be held February 14–16, will include a reunion of those students and an international conference on "The Hungarian Revolution of 1956: After-Impact and Contributions." President Botstein expressed thanks to Susan Gillespie for her work on this.

The new galleries and the renovated and expanded Center for Curatorial Studies will open this fall, with a gala celebration and exhibition on the weekend of November 10–12. The Hessel Museum of Art will house changing exhibitions from the permanent collection of 20-century and contemporary art. President Botstein expressed thanks to Norton Batkin, director of the CCS graduate program and dean of graduate studies, and Tom Eccles, CCS executive director, for their work on this project.

The Bard High School Early College is doing very well and is fully enrolled. Ba Win is currently working on future early college endeavors, including the possibility of establishing a high school early college in the South Bronx.

The Master of Arts in Teaching Program has grown under the leadership of Ric Campbell. Many of the current students in the mathematics component are funded by Math in America, the goal of which is to improve the quality of math teaching in the public schools.

Work continues, under the leadership of Jonathan Becker and Professor William Mullen, on increasing cooperation between Bard and West Point.

Simon's Rock College of Bard is considering the possibility of inverting its name to Bard Early College at Simon's Rock, which would more accurately reflect its mission. Part of this change, if approved by the Overseers and Board of Trustees, would be the establishment of a post office and zip code, both designated "Simon's Rock."

Under the leadership of Tandra Dillon, director of the Richard B. Fisher Center for the Performing Arts, the number of events that take place at that venue during the academic year will be increased. The first such event, the Beckett Centenary at Bard, will take place October 6–15 and will feature film screenings and theater productions with actors and directors from Ireland. During the weekend of December 15, the Mark Morris Dance Group will celebrate its 25th anniversary with a performance of *The Hard Nut*, Morris's take on the *Nutcracker*.

Next year, SummerScape will focus on Victorian England, while the Bard Music Festival concentrates on the world of composer Edward Elgar. In 2008, the subject of the festival will be Serge Prokofiev; the program will feature the premiere of Mark Morris's *Romeo and Juliet*.

President Botstein noted that all of these events also serve to enhance the name recognition of Bard and attract new donors. The college remains undercapitalized. While the relatively small alumni/ae body is giving increasingly, Bard is dependent on unaffiliated donors who are interested in its programs. The joint program with The Rockefeller University, early college ventures, current work to improve public education in the Central Valley of California, and programs in the arts are all the result of name recognition; all are long-term investments in the financial wellbeing of the college.

In addition to the completion of the New Robbins dormitory, construction of the new science building, and the CCS expansion and new galleries, the renovation of Bostwick House, which will accommodate the Bard Community Children's Center, is nearing completion. As has been reported, Richard Griffiths has made a gift to Bard of a house and acreage on the east side of Route 9G, and the college is looking at ways to consolidate its holdings for contiguity. President Botstein expressed thanks to Vice President for Administration James Brudvig for his work in this endeavor.

At its annual meeting in May, the Board of Trustees had a preliminary discussion regarding a new capital campaign, which will soon be undertaken. The goal of the campaign will be between \$200 and \$300 million, focused in three areas: operating funds, physical needs, and endowment. Physical needs include a new library wing (following the original design by Robert Venturi); renovation of Rose and Hegeman; an arboretum (an alumni/ae effort); deferred maintenance; expansion and renovation of athletic facilities; and a solution to the long-term problem of the old gym and South Hall.

Returning to the opening of school, President Botstein noted that the entering class includes 15 new conservatory undergraduates this year; eight students have entered the new graduate program in voice. The Workshop in Language and Thinking went well, thanks to the work of director Joan Retallack, her staff, and colleagues. Thanks to the work of Registrar Peter Gadsby and Dean Dominy, registration went very smoothly.

In closing, President Botstein noted his pride in the voluntary work of Bard students, 30 of whom worked in New Orleans during the summer. They tutored in high schools, researched and prepared maps for neighborhood redevelopment associations, ran summer camps, and taught workshops in the arts. Their work is a tribute both to the college at large and to Paul Marienthal and the Trustee Leader Scholar program.

Professor d'Albertis requested faculty to urge their senior advisees to attend the September 7th fellowships information session for students interested in Watson and/or Fulbright Fellowships.

There being no further discussion, the meeting adjourned at approximately 5:30 p.m. to a welcoming reception at the President's House.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 27 September 2006

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Professor Laurie Dahlberg suggested a friendly amendment to the minutes of the 6 September 2006 meeting, to include, under "other faculty changes," the change in status of two members of the faculty of the Division of the Arts: Ken Buhler has been named artist in residence, and Chiori Miyagawa has been named playwright in residence. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 17 May and 6 September, as amended, were approved.

II. COMMUNICATIONS. Professor Franz Kempf announced that the first Faculty Seminar of the fall semester would be presented that evening. Professor Cole Heinowitz will give a talk titled "'Thy World, Columbus, shall be free': British Romantic Deviance and Spanish American Revolution." A reception at 6:30 in the Olin Atrium will precede the 7:00 p.m. talk in Olin 102.

III. REPORTS

A. Report of the President. President Botstein noted for the record the death of Richard Griffiths, on September 25, after a long struggle with acute leukemia. He is survived by his wife of 47 years, Nancy Morgan Griffiths; their daughter, Brenda, and her husband Richard Hindle; their son, David, and his wife, Arlene; and grandson, Dylan Griffiths. Dick Griffiths' contributions and loyalty to the college were exceptional. He served for nearly half a century, and was responsible for most of the newer buildings on campus. His politics were conservative, but he was not a conservative man, and his sentimentalism was deep and abiding; he was remarkable. The Gehry-designed Richard B. Fisher Center for the Performing Arts was his pride, and he played an unbelievable role at the college in the 1980s, when Bard failed several times with the Olin Foundation and its conservative board of directors. Dick succeeded in persuading the foundation to build the first Olin building (the F. W. Olin Humanities Building) and also persuaded the foundation that it required an expensive, slate roof in order to fit into its surroundings (Albee and Stone Row). He also served in the public sector, working for many years for the Dutchess County Sheriff's Department, as a zoning official, and as a Red Hook Town Councilman. He was elected Town Justice in Red Hook in 1978, a position he held until his death. No one was more honest, direct, loyal, and unpredictable than Dick, and he had a great affection for this faculty. His last project was oversight of the construction of the new science building, which is nearing completion. Calling hours will be held on Thursday, September 28, from 2:00 to 4:00 and 7:00 to 9:00 p.m., at the Burnett & White Funeral Home in Red Hook. The funeral, at his request and design, will be held in Sosnoff Theater at the Fisher Center on Friday, September 29, at 11:00 a.m. A reception at the President's House will follow the burial in the Bard College Cemetery.

President Botstein reminded faculty of Family Weekend, October 27–29. Many varied events have been planned, including a number of sample classes. Two special programs also will be held during the weekend. A conference, organized by Professor Roger Berkowitz and Director of Libraries Jeffrey Katz and titled "Thinking in Dark Times: The Legacy of Hannah Arendt," will mark the 100th anniversary of Hannah Arendt's birth. And "The Divergent Paths of Romanticism," weekend three of the Bard Music Festival's Franz Liszt and His World, will take place on Friday, October 27, and Saturday, October 28. President Botstein expressed thanks to those who will participate in the weekend events.

Ted Dewsnap has been appointed national director of the Bard College Clemente Course in the Humanities. Martin Kempner, previous director, is developing a new initiative, the Bard College Access and Preparedness Program, which will bring many of the Clemente Course strategies to at-risk secondary school students.

Recent faculty activities include the publication, by Penguin, of Ian Buruma's *Murder in Amsterdam: The Death of Theo Van Gogh and the Limits of Tolerance*. Larry Fink's book of jazz photography, *Somewhere There's Music*, is just out from Damiani (Bologna). "Trap Rock," an exhibition of 25 color photographs by An-My Lê, is on view at Dia:Beacon. "Overgrowth," an exhibition of new installation work and drawings by Nicola López, is on view, through October 14, at Caren Golden Fine Art in New York. Daniel Mendelsohn's *The Lost: A Search for Six of Six Million* has been published by HarperCollins. Chiori Miyagawa has been selected as one of eight seven-year resident playwrights at New Dramatists in New York; her play "America Dreaming" will be published by Seagull Books at the end of this month in an anthology titled *Global Foreigners*. Judy Pfaff's exhibition "Buckets of Rain" is on view, through October 7, at Ameringer Yohe Fine Art in New York. Tom Wolf is the co-curator of "The Maverick: Hervey White's Colony of the Arts, 1905–1944," on view at the Towbin Museum of the Woodstock Artists Association through November 5; he also is a contributing essayist to the exhibition's catalogue.

B. Committee Reports

Executive Committee. Professor Ethan Bloch, chair, reminded faculty of the revised procedures, adopted at the end of the last academic year, for Multidisciplinary Studies. He suggested that faculty refer students who are considering this program to Dean of Studies Celia Bland, who will help formulate proposals in accordance with the new guidelines.

Curriculum Committee. Professor Rebecca Thomas, chair, reported that the committee continues its work on program review as well as examining the process. In preparation for the committee's review of spring course proposals, Professor Thomas urged faculty to submit course descriptions to program chairs in accordance with the deadline, so they may be reviewed by divisional chairs and submitted to the committee for review in a timely fashion.

Planning & Appointments Committee. Professor Mark Lytle, chair, reported that the committee is considering several position requests from programs. Long-range plans include a meeting with the student Educational Policies Committee (EPC), to obtain student input about course offerings. The committee also is looking at the relationship between divisions and programs and any stresses that may result from the shift in enrollment and possible uneven burdens. In conclusion, he urged faculty to inform the committee of anticipated position requests for the next academic year so that the committee can plan appropriately.

There were no reports from the **Faculty Evaluation Review, College Evaluation, Grievance, Diversity, or Campus Facilities** committees.

Faculty Resources Committee. Professor Robert McGrail, chair, noted that the deadline already has passed for the appointment of a representative to the committee from the Division of the Arts, which must be represented at the October meeting of the committee. Proposals for Category II funding for the fall semester is November 17; the committee will attempt to obtain an increase in individual funding limits.

Library, Bookstore & Computer Committee. Professor Sven Anderson, chair, noted that there will be four additional wired classrooms for the spring semester: three in the Olin Language Center, and one in the Computer Center.

There was no report from the **Student Academic Affairs, Fellowships & Awards Committee**.

AAUP Committee. Professor John Ferguson, chair, reported that the committee is soliciting new members. The new membership list will be circulated in early October.

Old and/or New Business. President Botstein noted that several members of the faculty had commented on the recent *New York Times* article regarding Harvard's decision to abolish its nonbinding early action policy in admission, arguing that it is, in the end, discriminatory in the competition for admission to selective institutions. An offer of admission through Bard's early action and IDP admission programs is not binding until May 1. The college currently has no plans to change its admission procedures.

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned at 5:05 p.m.

Respectfully submitted,

Minutes of the Meeting of the Faculty of Bard College held on 25 October 2006

President Botstein called the meeting to order at 4:40 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 27 September 2006 were approved.

II. COMMUNICATIONS. Professor Franz Kempf announced that Professor Daniel Karpowitz would give a Faculty Seminar that evening titled "Figures of Speech: Thoughts on Public Speaking in an Age of Mass Incarceration." A reception at 6:30 in the Olin Atrium will precede the 7:00 p.m. talk in Olin 102.

III. REPORTS

A. Report of the Dean. Dean Michèle Dominy spoke to the Middle States Commission on Higher Education's ten-year accreditation review, which will take place early in the spring term. In preparation for the review, fourteen working groups have been meeting for a year and a half to plan and organize the self-study that is required by Middle States. The preliminary self-study report, which (including appendices) is approximately 140 pages in length, must be made available to the community for comment. This working draft will be available on the website of the Dean of the College through November 22. Feedback from the community will be taken into consideration by the steering committee, which comprises members of the administration, faculty, and students. The final report will be issued in January, prior to the Middle States team visit in March.

Associate Dean of the College Mark Halsey reported two items. "Flash training," a new curriculum computing support service for faculty that offers brief, individualized instruction/training on specific software applications, is now available, either in the faculty member's office or in the faculty lab; appointments may be made online, on the curricular computing section of the website of the Dean of the College. Bard is a member college of the National Institute for Technology and Liberal Education (NITLE), which hosts conferences and workshops and provides other services at no or very little charge. Monthly NITLE updates are now posted in the curricular computing section of the dean's website.

B. Report of the President. President Botstein talked about the accreditation process, its history, and how it has changed over the years. The chair of Bard's Middle States accreditation team, Shirley Tilghman, president of Princeton, was on campus on October 13 for a preliminary site visit, which went very well. The full team visit will take place early in the spring semester; among the team members is Anthony Marx, president of Amherst.

At its October meeting, the Board of Trustees took several actions. The college has entered the "silent" phase of a capital campaign, with a goal of between \$300 million and \$400 million. Approximately 40 percent of the goal must be raised during the silent phase, prior to a public announcement. It is hoped that the campaign goal will be reached by 2010, the 150th anniversary of the college, which is an appropriate moment in the college's history to complete several capital projects and add to the college's endowment.

- The Bertelsmann house in Barrytown will be sold to enable the college to purchase a property adjacent to the campus.

- The trustees approved a private, month-long negotiation with the Kaatsbaan International Dance Center, whose property in Tivoli is proximate to the campus, to determine what the prospects might be for the college to acquire the property for use for arts and education purposes. The property would otherwise be sold at public auction.

- The John Cage Trust and archive will be moved to Bard (at no cost to the college) and housed in the property on Whalesback Road given to the college by Richard Griffiths prior to his death. Bard was approached by Merce Cunningham, a leading trustee of the trust, to take this on. The trust's executive director, Laura Kuhn, holds a Ph.D. in ethnomusicology. It is expected that the trust and archive will become part of the permanent resources of the college, which is a great tribute to Bard.

- Bard was approached by the board of the Music Festival of the Hamptons to take over the festival, which for eleven years has been directed by Lukas Foss. The college will be paid a fee, and the festival name will be changed to the Bard Music Festival of the Hamptons.

- Simon's Rock has done very well, most recently under the leadership of Emily Fisher, chair of the Board of Overseers, and Mary Marcy, provost. However, the college has a chronic recruitment issue in admission, and there has been some concern about possible confusion caused by its name. At the request of the Simon's Rock Board of Overseers, the Board of Trustees approved changing the name from Simon's Rock College at Bard to Bard College at Simon's Rock: The Early College. This change will clarify that the degrees granted at Simon's Rock are Bard College degrees; geographical identity will be provided through the establishment, through the postal service, of a Simon's Rock zip code.

Concluding his report, President Botstein noted that Dean Dominy recently hosted a meeting of the Northeast Deans group, which comprises the deans of highly selective liberal arts colleges from New England and the mid-Atlantic states. Twenty-five deans attended the meeting, and their impressions of the campus and Bard's many and varied programs were very positive. (They were surprised, though, at the absence of visual signs of involvement in athletics on campus.)

C. Committee Reports

Executive Committee. Professor Ethan Bloch, chair, reported that the Executive Committee is working on two proposals for modification of the Faculty Handbook; the proposals will be sent to the divisions next week, then brought for a vote at the next meeting of the faculty. Professor Bloch reminded faculty that mid-term crite sheets are due on Friday, October 27. He stressed the importance of timely submission of mid-term crites, to allow time for any issues to be addressed. New members of the faculty who are unsure of the process should talk with other members of their respective divisions or the staff of the Dean of the College.

Curriculum Committee. Professor Rebecca Thomas, chair, reported that the committee is reviewing the spring course list. She expressed thanks to the faculty for submitting course descriptions in a timely manner.

Planning & Appointments Committee. Professor Mark Lytle, chair, reported that the committee is revisiting the Faculty Handbook to make the wording consistent with current practice. On another matter, the committee would appreciate being informed of any anticipated new program position requests, conversions, leaves, and the like so that planning might proceed appropriately.

Faculty Evaluation Review Committee. Professor Lauren Rose, chair, reported that the committee is scheduling meetings for the evaluations to be undertaken this semester.

There were no reports from the **College Evaluation; Grievance; Diversity; Campus Facilities; Faculty Resources; or Library, Bookstore & Computer** committees.

Student Academic Affairs, Fellowships & Awards Committee. Professor Deirdre d'Albertis reported that four candidates have been nominated this year for Watson Fellowships, and one candidate each for Marshall and Rhodes Scholarships.

There was no report from the **AAUP Committee**.

Old and/or New Business

President Botstein reported that *Literature from the "Axis of Evil": Writing from Iran, Iraq, North Korea, and Other Enemy Nations*, the first Words Without Borders anthology, has just been published by The New Press and is doing extremely well. The *New Statesman* in the United Kingdom has agreed to do a monthly feature of Words Without Borders material.

Family Weekend will take place on October 27, 28, and 29. Many events have been planned, including "Thinking in Dark Times: the Legacy of Hannah Arendt," a conference marking the 100th anniversary of Arendt's birth. President Botstein again expressed thanks to Jeffrey Katz and Professors Roger Berkowitz and Tom Keenan for their work on the conference, and to all members of the faculty and administration who planned and will participate in the weekend.

Professor Burt Brody inquired as to when mid-term crite sheets are to be sent to students by the registrar's office. President Botstein requested the dean to be certain that an appropriate procedure is in place by which students receive their crite sheets.

Professor Lytle mentioned that *Stopping the Plant. The St. Lawrence Cement Controversy and the Battle for Quality of Life in the Hudson Valley*, by Miriam D. Silverman '04, has been published by the State University of New York Press. The book is, essentially, Ms. Silverman's Senior Project, and is a great tribute to that tradition. (Her Senior Project in anthropology, advised by Professor Diana Brown, was titled "The St. Lawrence Cement Controversy: Land Use, Community, and Quality of Life in the Hudson Valley.") Professor Lytle wrote the book's foreword.

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned at 5:25 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 20 December 2006

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 25 October 2006 were approved.

II. COMMUNICATIONS. Professor Matthew Deady expressed thanks on behalf of the faculty to Professors Deirdre d'Albertis and John Pruitt for their excellent work co-directing the First-Year Seminar for three and a half years. Professor Deady and Professor Marina van Zuylen look forward to taking on this responsibility, beginning in the spring 2007 semester.

III. REPORTS

A. Report of the President. President Botstein reported that the 2007 Bard Fiction Prize has been awarded to Peter Orner, for his first novel, *The Second Coming of Mavala Shikongo* (Little, Brown and Company, 2006). Orner will serve as writer in residence during the spring semester. President Botstein expressed thanks to the members of the selection committee for their work.

The John Cage Trust has accepted the college's invitation and will move to campus in February. This fine tribute to Bard will also bring additional expertise to the college in the performing arts, in the person of Laura Kuhn, executive director of the trust.

President Botstein recognized the long-time service of Livia Dober, who died on September 30, in Durham, North Carolina. Mrs. Dober worked as one of the college's switchboard operators for more than 20 years, until her retirement in January 2006.

A new member of the Bard community, Nico Werner Chasin, was born to Professor Noah Chasin and his wife, Michelle, on September 19.

Recent faculty publications, awards, and other activities include Nina Cannizzaro's book, *Paolo Sarpi, della potestà de'prencipi*, which was published in November, in Italian (Marsilio, Venice). Medrie MacPhee's series of oils, "Black Stories," was on view through November 13 at Artcore/Fabrice Marcolini in Toronto. Ann Lauterbach was featured in the "Readings in Contemporary Literature" series at DIA:Beacon in November. Norman Manea has been named winner of the 2006 Prix Médicis Étranger, France's most important prize for foreign literature, for his book *The Hooligan's Return*, published in French translation from the Romanian in August by Editions du Seuil. Karen Sullivan has been awarded the Modern Language Association of America's 14th annual Aldo and Jeanne Scaglione Prize for French and Francophile Studies for her book *Truth and the Heretic: Crises of Knowledge in Medieval French Literature* (Chicago University Press). Tom Wolf's essay "A Tale of Two Colonies: Charles Rosen's Woodstock Years" accompanies *Form Radiating Life: The Paintings of Charles Rosen*, published by

the University of Pennsylvania Press. George Tsontakis has been awarded the Charles Ives Living by the American Academy of Arts and Letters.

Conjunctions, which is now published by Bard, is celebrating its 25th anniversary. President Botstein expressed his congratulations to all members of the faculty who have contributed to the magazine since its inception.

A gala celebration marked the opening of the CCS Bard Hessel Museum of Art and the inaugural exhibition, "Wrestle," on November 12. President Botstein expressed thanks to Norton Batkin and Tom Eccles for their work.

The Bard Music Festival has won an ASCAP Deems Taylor Award for the festival's companion volumes, published by Princeton University Press. President Botstein expressed thanks to his colleagues on the faculty and to Ginger Shore, director of publications, for this success. He also expressed thanks to Bard Music Festival co-directors Robert Martin and Christopher Gibbs for their work, in collaboration with the Music Festival of the Hamptons (which has held a two-week festival each summer in July), in creating the Bard Music Festival of the Hamptons, which will follow the same time format, beginning with inaugural performances in July 2007.

When the design of the new science building was initially approved, it was assumed that the renovation of existing facilities to accommodate necessary upgrades for the teaching of chemistry would be a fraction of the cost that they have turned out to be. After a careful review of the estimated costs and configuration of the departments of the division, it has been determined that it will be far more cost effective to incorporate chemistry into the new building. The leadership of the Board of Trustees has authorized expansion of the new building by approximately 17,000 square feet. The addition to the building will also be designed by architect Rafael Viñoly and will include three laboratories and additional teaching space. This will enable the college to proceed with more minimal renovation of Rose and Hegeman, which will house physics, math, and psychology; it also will make additional space available both for teaching and offices.

Negotiations, approved by the Board of Trustees and reported to the faculty in October, with the Kaatsbaan International Dance Center to determine what the prospects might be for the college to acquire the property for use for arts and education purposes, continue. The college is cautiously optimistic that the facilities will be brought under its umbrella.

The college is under some pressure to settle contract negotiations with the Buildings and Grounds union. An offer has been made, which will be voted on by the union later in the month.

60 Minutes, the long-running CBS news magazine, is producing a segment on the Bard Prison Initiative. Taped interviews have been conducted at Bard and at the prison; the next BPI graduation, at Eastern New York Correctional Facility on February 3, 2007, will also be taped. It is expected that the program will air in the spring. This is a great tribute to the work of Max Kenner '01, founder and director of BPI, and Daniel Karpowitz, director of BPI policy and academics, and the faculty who have taught in the program.

Members of the administration and of key committees of the faculty are working with an ad hoc focus group supported by a Mellon Foundation grant to the dean's office to look at ways to continue Bard's distinctive academic curriculum, particularly moderation and the senior project, and to find a solution that is good for the faculty and students to strengthen the delivery of this program—to more appropriately distribute responsibility for carrying out this curriculum and how it is administered. President Botstein expressed thanks to the Dean of the College and members of the faculty for their work on this. Discussions will continue during the spring semester.

In conclusion, President Botstein reported that the college will be fully enrolled in the spring and in the 2007–08 academic year, a tribute to the success of the academic program. The 2007–08 entering class will be slightly smaller than that of this year. While it had originally been thought that enrollment would reach a maximum of approximately 1500 students, it now seems that enrollment will stabilize at 1700.

B. Committee Reports

Executive Committee. Professor Ethan Bloch, chair, brought three items of business. The first was the election of a replacement for Professor Amy Ansell on the College Evaluation Committee. Professor Bruce Chilton volunteered, and his election was immediately confirmed with thanks.

Professor Bloch reminded faculty that grades and critiques are due on January 2. He once again stressed the importance of meeting this deadline; the Executive Committee and the registrar will meet on January 8 to review students' academic status.

He also reminded faculty of the new policy on incompletes that was adopted in the spring of 2006 but is only now going into effect. The criteria was read into the record of this meeting and also is available on the website of the dean of the college.

Faculty Handbook: Section II J. Incomplete Coursework

1. Criteria for Incompletes

All work for a course must be submitted no later than the date of the last class of the semester, except in extenuating circumstances due to medical or personal circumstances beyond a student's control. In such situations, and only in such situations, a designation of "Incomplete" may be given to allow a student extra time to complete the work of the course. An Incomplete is not a grade, and is not to be used as a substitute for a low or failing grade.

2. Default Grade and Date for Completion.

When an Incomplete is submitted on a criteria sheet, a default grade and a date for the completion of the work must be specified. It is recommended that the status of Incomplete not be maintained for more than one semester, though a faculty member may specify any date for the completion of the work. If no default grade is specified in the criteria sheet, the default grade will automatically be recorded as "F"; if no date for the completion of the work is specified, the end of the following semester will be automatically recorded as the date for completion of the work.

3. Submission of Incompletes

The instructor may submit a grade to replace the Incomplete at any time prior to the date for the completion of the work. If the instructor has not submitted a grade for the course by the date for the completion of the work, the Incomplete will be changed to the default grade. After the date for the completion of the work, the instructor may change the grade as for any other course.

4. Replacing Incompletes

When a faculty member submits an Incomplete on a criteria sheet, the faculty member must also submit a brief statement (either in the criteria sheet or separately) to the Registrar's Office explaining the extenuating circumstances that led to the Incomplete. A faculty member may ask the Dean of Studies to write the statement in her stead. If a criteria sheet with an Incomplete is submitted in the absence of such an explanatory statement, or in the presence of an explanatory statement that does not meet the criteria for Incompletes in Part 1., above, and if the Registrar has not been able to contact the faculty member in a timely fashion, then the Registrar, in consultation with the Chair of the Executive Committee, will list the default grade for the Incomplete as the grade for the course, and will notify the faculty member of this change.

There was no report from the **Curriculum Committee**.

Planning & Appointments Committee. Professor Mark Lytle, chair, reminded faculty that requests for positions for the 2008-09 academic year are due on March 30. Referring to President Botstein's comment regarding the growth in enrollment, Professor Lytle noted that there will be 100 additional moderations next year, and 100 more senior projects the year after. The committee would like to hear from divisions that have workable ways of handling this growth.

President Botstein stated that the administration will distribute to the committee the statistics showing distribution of senior projects, noting that selection of moderations and senior projects in a given field is student driven. While this process is reasonable when dealing with smaller numbers of students, it can be unwieldy with a larger enrollment. The college also needs to look at senior project advising, which is not necessarily a matter of field. The distribution process may necessitate more faculty involvement and guidance to achieve better distribution. Dean Michèle Dominy noted that the data prepared both for the Executive Committee and the Middle States reaccreditation self-study indicates that faculty FTEs regarding numbers of moderations have not significantly changed.

Faculty Evaluation Review Committee. Professor Lauren Rose, chair, reported that the committee had made its recommendations and met with President Botstein, who thanked the committee for its work.

College Evaluation Committee. Professor Matthew Deady reported that the committee has completed its work for the semester.

There was no report from the **Grievance Committee.**

While there was no report from the **Diversity Committee**, President Botstein reported that Tarah Greenidge '98, director of the Higher Education Opportunity Program, who has worked at Bard since her graduation, has taken a new position, a promotion, at another institution. He expressed his thanks for her service to the college.

There was no report from the **Campus Facilities Committee.**

Faculty Resources Committee. Professor Robert McGrail reported that Bard Research Fund proposals that passed the committee's review are now out for peer review. The Faculty Research and Travel, Category I reimbursement deadline coincides with the end of the college's fiscal year, or June 30. Category II reimbursement this year will be 75 per cent. A representative from the Social Studies Division is needed on the committee; the Executive Committee will work on this.

There was no report from the **Library, Bookstore & Computer Committee.**

Student Academic Affairs, Fellowships & Awards Committee. While there was no committee report, President Botstein expressed thanks to the members of the faculty who assisted with the recent visit from the new director of the Thomas J. Watson Fellowship.

There was no report from the **AAUP Committee.**

Old and/or New Business. President Botstein noted that in February the college will host a three-day conference celebrating the 50th anniversary of the 1956 Hungarian Revolution and a reunion of the Hungarian refugee students who came to Bard during the 1956–57 intersession to participate in the Hungarian Student Orientation Program. Several alumni who served as student assistants to the program, including Malcolm Bilson '57, will also attend. The conference program, organized by Susan Gillespie, director of the Institute for International Liberal Education, will include the unveiling, in the lobby of Ludlow, of a scroll of appreciation that was given to Bard by the more than 300 students in honor of President James H. Case Jr., Program Director William Frauenfelder, Athletic Director William M. Asip, Professor Robert J. Koblitz, and all the "Bard teachers and instructors who thought they could teach us the English language." The scroll was found among Bill Asip's papers and given to the college.

In closing, President Botstein wished the faculty a pleasant holiday and intersession and reminded them of the annual holiday party that would immediately follow the meeting.

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:25 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 31 January 2007

The opening faculty meeting of the spring 2007 semester was called to order at 4:30 p.m. by President Botstein.

Faculty transitions, fall 2006 to spring 2007, include the appointments of Sawako Nakayasu, Capstone Scholar in Japanese; Peter Orner, Bard Fiction Prize Writer in Residence; John Ryle, Legrand Ramsey Professor of Anthropology; and Angela Zito, FIPSE Visiting Associate Professor of Anthropology. Sarah Lopez-Duran has been appointed to a tenure-line position in psychology; and Kristin Scheible, Assistant Professor of Religion, has been

moved to a tenure-line position. There also are a number of new visiting faculty as well as faculty returning from and going on sabbaticals and leaves of absence, as detailed on the web site of the dean of the college.

Enrollment for the spring semester is strong, with more than 1600 undergraduates; 1575 are studying on the Annandale campus. All told, enrollment totals 3463, including students in the Bard Prison Initiative, Bard High School Early College, Simon's Rock, Smolny College, and graduate and other programs.

The self-study report for the Middle States Association's ten-year reaccreditation evaluation has been completed, under the aegis of Dean of the College Michèle Dominy and steering committee co-chairs Vice President for Administration James Brudvig and Associate Dean of the College Deirdre d'Albertis. The team visit, led by Shirley Tilghman, president of Princeton, will take place during the first week of March. President Botstein expressed thanks to the members of the administration and faculty who participated in the preparation of the report.

President Botstein acknowledged Executive Vice President Dimitri Papadimitriou for his 30 years of service to the college, stating that he has the least attractive job in the institution, overseeing its finances and often having to say "no"—a difficult position to maintain.

The Bard Prison Initiative will hold its third graduation, at Eastern New York Correctional Facility, on Saturday, February 3. Sixteen candidates will receive the degree of Associate in Arts. The BPI is receiving a good deal of publicity, most recently from *60 Minutes*, which is preparing a segment on the program—including footage of the graduation—that will air in the spring. President Botstein expressed thanks to Max Kenner '01, BPI director, and Daniel Karpowitz, BPI director of policy and academics, for their work.

Fifty Bard students worked in New Orleans during intersession. Among other projects, they gutted buildings, worked on community-building outreach, and taught art in a local school. Their work was highly praised by the Broadmoor Improvement Association.

A second high school early college is being developed, which likely will be located either in Queens or the South Bronx. With the assistance of Ric Campbell, director of the Master of Arts in Teaching Program, work also continues on the creation, in cooperation with local school systems, of a high school and a teacher-training program in the Central Valley of California.

The college will receive a \$5 million, 2:1 matching grant from the Open Society Institute for Smolny College. President Botstein expressed thanks to Jonathan Becker, dean of international studies, and Susan Gillespie, vice president for global studies and director of the Institute for International Liberal Education, for their work with Smolny and in obtaining this major support. Also with the assistance of Ms. Gillespie, Bard has received a two-year, \$300,000 grant from the Ford Foundation to establish the Chinua Achebe Institute for Cultural Preservation and launch the Igbo Dictionary Project. This grant is a great tribute to Professor Achebe, who is overseeing this project to preserve the Igbo language.

On February 15 through 17, Bard will mark the 50th anniversary of the 1956 Hungarian Revolution with a conference and reunion of the Hungarian student refugees who came to Bard to learn English during the winter intersession of 1956–57. More than 30 of the students who participated in that program will return to Bard for the reunion and international conference, titled "The Hungarian Revolution of 1956 and After: Impact and Contributions." Ms. Gillespie is organizing this event, with the assistance of Laszlo Z. Bito '60, the one student who remained at Bard to complete his bachelor's degree.

The footprint of the new science building will be enlarged to include space for chemistry, because of the high cost of retrofitting the existing facilities. The new building will be expanded by approximately 17,000 square feet, most of which will be devoted to mechanicals. Renovation of the space that will be vacated when the new building opens may enable the college to move the program offices that are currently housed in Sottery.

Concluding his remarks, President Botstein noted that there is nothing new to report regarding negotiations with Kaatsbaan, which continue.

Professor Ethan Bloch brought an item of business from the Executive Committee: the election of two, one-semester replacements on the Grievance Committee. Professors Benjamin Stevens and Peter Hutton agreed to serve, and upon motion duly made and seconded, Professors Stevens and Hutton were elected to serve on the Grievance Committee for the spring semester.

Professor Matthew Deady, co-director, with Professor Marina van Zuylen, of the First-Year Seminar, encouraged faculty to attend the seminars, which are held weekly, on Mondays at 4:30, in Olin Hall. One seminar, with the American Symphony Orchestra, will be held in Sosnoff Theater at the Fisher Center.

Professor Elizabeth Frank announced the in-house publication of *A World Perceived: The Bard Anthology of Science Writing*. The anthology is a compilation of writings by students in her new course, Writing About Science (Fall 2006), the first creative nonfiction workshop in science writing.

Upon motion duly made and seconded, the meeting adjourned at 4:50 p.m. to a reception at the President's House.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 21 March 2007

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 20 December 2006 and 31 January 2007 were approved.

II. COMMUNICATIONS. Professor Ethan Bloch announced that a presentation in the Distinguished Scientist Lecture Series would be given that evening. "Soap Bubbles and Mathematics," a talk by Frank Morgan, Webster Atwell '21 Professor of Mathematics at Williams College, would begin at 8:00 p.m. at the Bertelsmann Campus Center.

III. REPORTS

A. Report of the President. President Botstein reported that this week three distinguished musicians would participate in events of the Bard College Conservatory of Music. The pianist Claude Frank, who also will give a recital, will give a master class, as will his daughter, the violinist Pamela Frank, and James Conlon, music director of the Los Angeles Opera.

President Botstein introduced Laura Kuhn, executive director of The John Cage Trust, which has moved to Bard. Laura Kuhn, an ethnomusicologist, has been named the first John Cage Professor of Performance Arts at Bard.

The college has been invited to resubmit its Center for Excellence proposal for a grant of \$3 million over five years to enhance the teaching of science and mathematics. Bard also has been invited to submit a proposal to the Howard Hughes Medical Institute's undergraduate science education program; successful proposals are expected to receive grants ranging from \$800,000 to \$1.6 million over four years.

Recent faculty publications, awards, and other activities include the following. Tim Davis has been named a recipient of the Rome Prize from the American Academy in Rome, which provides a one-year residency. Davis's essay, "An Exquisite End of Empire," is one of two that appear in the catalogue for the exhibition New Paintings by Michael Wetzel, which was on view at John Connolly Presidents earlier in March. Jacqueline Goss has received a film/video Alpert Award in the Arts, which carries a tidy cash prize. Mark Lytle's new book, *The Gentle Subversive: Rachel Carson, Silent Spring, and the Rise of the Environmental Movement*, was published by Oxford University Press in February. The second, revised and expanded edition of Stephen Shore's *The Nature of Photographs*, first published by The Johns Hopkins University Press, has been published by Phaidon Press Limited; the Spring 2007 issue of *aperture* includes a dialogue between Stephen Shore and Luc Sante on *The Nature of Photographs*. Marina van Zuylen has been offered a Visiting Professorship for Distinguished Teaching at Princeton for the 2007-08 academic year.

Recent publicly acknowledged student accomplishments include the awarding of Thomas J. Watson Fellowships for two Bard seniors, Gabriel Harrell '07 and Kathryn Newman '07. Yulia Van Doren, a graduate student in the conservatory's vocal arts program, has been named a 2007 recipient of The Paul & Daisy Soros Fellowship for

New Americans. Joel Wright '06 has been named a finalist in the Council of Independent College's American Graduate Fellowship competition for 2006–07; Wright's Senior Project adviser was William Griffith.

At its meeting on February 7, the Board of Trustees elected a new trustee, Fiona Angelini, who, with her husband, Jamie Welch, owns Calendar House in Tivoli, abutting New York State land, the Kaatsbaan property, and the Bard campus. Charles S. Johnson III '70, who served one five-year term as an alumni/ae trustee from 1979 to 1981, has agreed to join the board and will be elected at the next meeting, in April. The trustees also approved plans to construct a second phase of the new science building, which will accommodate the Chemistry Program.

The college will increase comprehensive tuition and fees by 5 percent for the 2007–08 academic year. This increase is somewhat less than that of several of Bard's more wealthy competitors. While the college is in a very competitive position, it is prudent to moderate increases in tuition and fees.

President Botstein expressed thanks to those who were involved in the inaugural Anthony Hecht Lectures in the Humanities, given by Christopher Ricks earlier in the month. The lectures will be published by Yale University Press.

The Middle States reaccreditation team visit took place during the first week in March. President Botstein expressed thanks to all of those involved in this process, including members of the faculty and administration as well as students. Bard's self-study report was completed under the aegis of Dean of the College Michèle Dominy and steering committee co-chairs Vice President for Administration James Brudvig and Associate Dean of the College Deirdre d'Albortis. Bard's team was headed by Shirley Tilghman, president of Princeton, and included the president of Amherst. The team's impression of the college was excellent; the report will be glowing, with some very positive recommendations. The team noted, particularly, the exceptional quality of teaching, faculty, and students; the way Bard is run; and the long tenure of many of those who work here. Also noted was the range of the college's programs, from the Bard Prison Initiative to the Bard High School Early College.

At the request of the New York City Board of Education, the college is working on plans for a second high school early college in New York, with a projected opening date of September 2008. The new school will be developed in cooperation with the New York Academy of Sciences and the Museum of Natural History and will be based on the Bard High School Early College model.

President Botstein will circulate a memorandum to the faculty for the establishment of a faculty commission on the teaching of science, particularly to better the college's efforts in developing science literacy for nonmajors. The commission, comprising the leadership of the faculty, will work with the president and the office of the dean, particularly Dean Dominy and Associate Dean Mark Halsey to determine how the college can innovate in this area on Bard's campus and in the new school in New York.

Michael R. Bloomberg, mayor of New York City, will receive an honorary degree and give the 2007 commencement address. The nomination of mayor Bloomberg pays tribute to his administration's interest in education and support of the arts.

A group of students representing the Black Student Organization and the Latin American student Organization has met, and would again that evening, with President Botstein to discuss their concerns regarding their experience as students at Bard. They voiced four concerns. The first had to do with what they described as thoughtless or offensive comments made by other students in the classroom. The group also was concerned that too few courses in the curriculum respond to the interests of students of color; their relationship to administrators on campus; and the quality of campus life, particularly their interaction with other students outside the classroom. They also voiced concerns about the diversity of the student body and the faculty. President Botstein had requested the students to submit a list of desired courses across the curriculum, which would be shared with the dean and the faculty for response. He also told them that training would be provided for the faculty regarding how to handle remarks deemed racist in the classroom, which often are not intentional; such incidents can be used as an opportunity to teach. He emphasized the fact that there was no ill will on the part of the students, but rather genuine concern; they have gratitude and affection for the college and respect for the faculty. He asked members of the faculty to consider these issues, particularly in regard to the curriculum and how the classroom is handled, to move toward a constructive solution. Incidents in the classroom seem to occur, for the most part, in the students' first year.

The college is in the midst of planning the silent phase of a new capital campaign for approximately \$350 million. The campaign will be presented to the Board of Trustees at its meeting in May.

President Botstein called on Professor Deirdre d'Albertis for a presentation, with Laurie Husted, the college's environmental resources auditor, on Bard's involvement with "Focus the Nation," a program on global warming that encourages ecological literacy and promoting the campus as a learning environment. A series of "primers" for faculty will be held during the spring.

B. Committee Reports

Executive Committee. Professor Ethan Bloch, chair, reminded faculty that mid-term student critiques are due on Friday, March 30. Turning to the Moderation process, he noted that there are approximately 450 Moderations this year, versus 350 last year, and emphasized the need for Moderation reports to be submitted on time. One change in this process is that the Registrar will send Moderation packets via campus mail to advisers, who can also submit reports via the web, in typed form, or by hand.

Professor Bloch reported that there is one vacancy on the Grievance Committee, for a term that concludes at the end of the spring 2008 term. Professor Simeen Sattar had volunteered to fill this position, and her nomination was brought seconded by the committee and approved by acclamation.

Speaking to Moderations, President Botstein noted that the growth in the student body has created some tension in what has been an informal process. This may require rethinking of the composition of Moderation and Senior Project boards, which is now student driven, so as to better distribute the workload among the faculty. This process should take place over the next six months, in preparation for the following academic year.

Curriculum Committee. Professor Rebecca Thomas, chair, reported that the committee continues its review of the fall course list and thanked the faculty for their timely submission of course descriptions. The committee is also working with the Faculty Senate on the matter of the basic philosophy of the program curriculum, in order to gain a more coherent understanding of what programs are and what they are expected to be. Any ideas regarding these discussions should be shared with the Senate or the Curriculum Committee.

Planning & Appointments Committee. Professor Mark Lytle, chair, reminded the faculty that the deadline for submission of requests for new positions for the 2007–08 academic year is March 30. If a request is anticipated but not yet complete, the committee should be informed. Professor Lytle summarized what is to be included in the requested, and noted that full instructions can be found on the web site of the Dean of the College. In conclusion, he reported that since the work of the committee falls within the purview of the Faculty senate, the committee is also thinking about the matter of programs, particularly their affect on college resources.

Faculty Evaluation Review Committee. Professor Lauren Rose reported that deliberations on tenure evaluations have begun.

College Evaluation Committee. Professor Matthew Deady reported that the committee has completed its reports and will meet to review them in early April.

There were no reports from the **Grievance** or **Diversity Committees**.

Campus Facilities Committee. Professor Craig Anderson reported that requests for on-campus faculty housing are due by April 15 and may be submitted to the divisional representatives on the committee. Eligibility criteria and other guidelines may be found on pages 65–69 of the Faculty Handbook. The Dean of the College is informing new tenure-track faculty of the guidelines. Members of the faculty who plan to vacate faculty housing should inform the committee and the Vice President for Administration by March 30 (extended from the handbook deadline of March 15). Faculty housing is assigned on a random basis.

Faculty Resources Committee. Professor Robert McGrail reported that the deadline for Category II receipts is April 20. Research Fund announcements will be made on April 15.

Library, Bookstore & Computer Committee. Professor Sven Anderson, chair, reported that the committee had met with the registrar and determined that there are sufficient computer classrooms available for the fall. The committee is considering how to end the waste by students of computer printing paper at the computer center, perhaps by charging a per-page fee for excessive copies.

Student Academic Affairs, Fellowships & Awards Committee. The report of the committee had been given by President Botstein, above, who acknowledged here the work of Professor Deirdre d'Albertis, the college's liaison with the Thomas J. Watson Fellowship program.

There was no report from the **AAUP Committee**.

Old and/or New Business. President Botstein reported that Ellen Lagemann, Charles Warren Professor of History at Harvard, former dean of the Harvard Graduate School of Education, and former president of the Spencer Foundation, has been named Bard Center Distinguished Visiting Fellow in residence at Simon's Rock. Her term will begin on July 1, 2007, and she will have a role both at Simon's Rock and Bard.

Dean Dominy reported that there will be a special reception for faculty at the Center for Curatorial Studies on April 26, from 5:00 to 7:00 p.m. Tom Eccles will give a tour of the new galleries and the inaugural exhibition, "Wrestle."

There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:25 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 23 May 2007

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 21 March 2007 were approved.

II. COMMUNICATIONS. There were no general communications.

III. REPORTS

A. Report of the President. President Botstein reported that 334 undergraduates and 132 graduate students, including one Ph.D. from the Bard Graduate Center, will receive degrees at the 2007 commencement.

The faculty transition list, spring to fall 2007, is posted on the website of the dean of the college. President Botstein wished well to those going on sabbaticals and leaves of absence. Among the items on the transition list are new tenure-line appointments in biology, mathematics, psychology, and Japanese literature. Other new appointments include Laura Kuhn, John Cage Professor of Performing Arts; Antonio Tabucchi and Orhan Pamuk, writers in residence in Norman Manea's "Contemporary Masters" class; and Chongke Zhu, visiting scholar in Chinese.

The fall 2008 entering class was filled without resort to the "wait list." The class is approximately the same size as that of last year.

The college has recently received a number of notable grants. The Homeland Foundation has awarded a grant of \$40,000 in support of the Catholic Chaplaincy. The Bard High School Early College has received a \$50,000 grant from the Clark Foundation for operating funds. The Bard College Conservatory of Music has received a grant of \$100,000 from the Dorothy Richard Starling Foundation for scholarships for violin students.

As reported in March, President Botstein met with a group of students representing the Black Student Organization and the Latin American Student Organization to discuss their concerns regarding their experience as students at Bard. A dialogue now has been established that will continue in coming semesters.

Negotiations with the Kaatsbaan International Dance Center continue and are moving forward in a positive manner.

President Botstein congratulated members of the faculty on recent accomplishments. Verlyn Klinkenborg, Bard Morrow, and Stephen Westfall (MFA faculty) have been awarded 2007 Guggenheim Fellowships. Marina Kostalevsky's new book of poetry, *Arrow in flight* (a volume of her own poetry in Russian and her translations into Russian of poems by four American poets) has been released by the Moscow publishing house Vremya. Laura Kunreuther has received a Fulbright for 2007–08. Brad Morrow, editor of *Conjunctions*, has won the 2007 PEN/Nora Magid Award for excellence in editing a literary journal. "Judy Pfaff: New Paintings and Drawings" and "Judy Pfaff Selects" from the SDMA collection are on view at the Samuel Dorsky Museum of Art at SUNY New Paltz. A solo exhibition of paintings by Ken Buhler is on view through June 9 at the Lesley Heller Gallery in New York; Buhler also has been awarded a one-month, summer artist residency at the Ballinglen Arts Foundation in Ballycastle, Ireland. An essay by Francine Prose accompanies a series of photographs by Mary Ellen Mark titled "Prom Night" in the summer 2007 issue of *aperture*. The world premiere of Mark Morris's most recent work, *Looky*, set to music by Kyle Gann, premiered at Boston's Institute for Contemporary Art on May 15. George Tsontakis's song cycle, *Midnight Rain*, commissioned by the Walter W. Naumburg Foundation, was premiered earlier this spring at Alice Tully Hall.

The Levy Economics Institute has published its 500th working paper, appropriately enough by Dimitri Papadimitriou. The 501st paper was written by Joel Perlmann.

Commencement. The festivities of the 2007 commencement begin on Thursday, May 24, with Baccalaureate. The procession will form at 5:15 in front of Stone Row; the service begins at 5:30, followed by a reception at the President's House and Senior Dinner, in the commencement tent. Nancy Leonard will give the faculty Baccalaureate address; Luc Sante will speak to the graduating class at Senior Dinner.

The President's Dinner will take place in the commencement tent on Friday, May 25, during which the Bard Medal, the alumni/ae association's highest award, will be presented to Ruth Schwartz Schwab '52. Other awardees are Dr. Gabrielle H. Reem and Dr. Herbert J. Kayden, the John and Samuel Bard Award in Medicine and Science; Chris Claremont '72, the Charles Flint Kellogg Award in Arts and Letters; Elizabeth Royte '81, the John Dewey Award for Distinguished Public Service; and Cynthia Ozick, the Mary McCarthy Award. The dinner will be followed, at 9:30 in Sosnoff Theater of the Fisher Center, by the commencement concert. The program will feature five student soloists, including a violinist who will perform a movement of George Tsontakis's Violin Concerto No. 2; a student jazz quartet performing a piece by Erica Lindsay for jazz quartet and strings; and works by two graduating seniors. The Commencement Jazzfest, in memory of Larry McLeod '76 and Frank Carter '79, will take place both on Friday and Saturday evenings; Richard Gordon has graciously assisted in organizing this event, which has become an annual feature of commencement-alumni/ae weekend.

Saturday's events begin at 7:30 a.m., with William Maple's walking tour of Bard lands, followed by the Senior Project Panel at 10:00 a.m. The academic procession will form at 2:00 p.m. on the Chapel Walk, and steps off at 2:30 p.m. This year's commencement speaker is Mayor Michael R. Bloomberg, who will receive the honorary degree of Doctor of Humane Letters. Other honorary degree recipients are László Z. Bitó '60 (alumni/ae honorary degree), Gerhard Casper, Barbara J. Fields, William E. Milliken, and Azar Nafisi.

The Alumni/ae Memorial Service will take place on Sunday at 9:30 in the Chapel. The Alumni/ae-Faculty Champaign Buffet Brunch will follow, in the main dining room of Kline Commons. Many alumni/ae reunions and other events will take place during the course of the weekend.

The summer will be full and active, with the Milton Avery Graduate School of the Arts, the Master of Arts in Teaching program, the Conductors Institute, concerts, SummerScape, and the Bard Music Festival, among many other programs.

Capital Campaign. At their meeting on Friday, the college's trustees will undertake discussion and a decision regarding a new capital campaign, the goals of which will enable the college to better compete by attracting students of merit through scholarship aid and maintaining the quality of faculty and scholarship through increased faculty compensation. In order for Bard to sustain the quality and character it has achieved, it must have sustainable resources. The college has a tremendous amount to offer, through its traditional undergraduate liberal arts and general education curriculum and graduate programs as well as such programs and initiatives as the Bard Prison Initiative, Bard High School Early College (a second one to open in the fall of 2008), work in the Central Valley of California, and summer arts programs, including SummerScape and the Bard Music Festival. Access to wealth is difficult—philanthropy is younger and more difficult to reach. But the college's parent base and capacity is stronger, as is that of the trustees.

There are currently approximately six colleges within Bard's competition with endowments of nearly \$1.5 billion: Pomona, Grinnell, Swarthmore, Amherst, Williams, and Wellesley; Pomona and Grinnell have endowments per student of approximately \$1 million. Smith and Hamilton are in the next tier, with endowments of \$1 billion and \$600 million, respectively, and per student endowments in the \$350,000 range. Bard's endowment per undergraduate student is approximately \$63,000. It is crucial that the college increase its endowment at a rate that meets the institution's needs. One goal of the capital campaign is to increase the endowment by \$350 million: \$220 million in unrestricted funds, and \$130 million in restricted funds. Unrestricted endowment includes scholarships, faculty chairs and fellowships, library and technology fund, and graduate programs. Restricted funds include the Bard High School Early College, Bard Music Festival, Bard College Conservatory of Music, Fisher Center, Institute for International Liberal Education, Levy Economics Institute, and Smolny College.

Capital Projects of \$138.5 million include new construction and renovation of several existing structures: Reem/Kayden Science Center and chemistry addition, library addition, Stevenson Gymnasium, Old Gym/Conservatory, Art Department expansion, Drill Hall graduate facility, Albee/Rose/Hegeman renovation, North Village dormitory expansion, Robbins dormitory, Blum renovation, Kline Commons expansion, Avery Arts Center (completed but unfunded), student activities building, and writing center; and infrastructure upgrades, including an emergency power generator, roadways and parking, landscaping, lighting, arboretum and signage, and deferred maintenance.

The college also must continue to operate. The campaign includes \$68 million for the Annual Fund, or \$17 million per year, with an average of \$13 million per year for operations and \$4 million per year in debt service.

The goal, then, of the campaign is a little more than \$550 million, to be fulfilled by both current gifts and irrevocable planned giving. It is hoped that the campaign will be completed by 2010–11, the 150th anniversary of the college.

President Botstein expressed thanks to Vice President Debra Pemstein and her colleagues in the development office who have been working on the details of the campaign, which reflects what is needed and what is feasible. While the college has no capacity in its tradition to raise such a sum, much of the goal will be reached, with the exception of lead gifts anticipated from the "family," will be given by those without a traditional history with Bard. Given the campaign objectives, it is not a lot of money, and will result in a \$12.5 million increase in income from endowment, enabling the college to increase scholarships and faculty compensation and to compete effectively. In conclusion, President Botstein stated that Charles Stevenson, chair of the Board of Trustees, is very enthusiastic about this undertaking and is prepared to participate.

B. Report of the Dean of the College. Dean Michèle Dominy acknowledged Deirdre d'Albertis, who will return to her position within the faculty, for her work as associate dean of the college, and particularly her role on behalf of new faculty. She also acknowledged Dorothy Crane and Celia Bland for their work on the Senior Salon series.

Dean Dominy then presented the list of 334 candidates for the degree of Bachelor of Arts, including 7 candidates in the Continuing Studies Program. There were 83 candidates in the Arts; 62 in Languages and Literature; 23 in Science, Mathematics & Computing; 139 in Social Studies; and 8 in Multidisciplinary Studies. Nineteen candidates completed two Senior Projects, in the same or two different divisions. Upon motion duly made, seconded, and unanimously carried, the granting of the degree of Bachelor of Arts to the 334 candidates, whose names are included on the list appended to and made a part of these minutes, was recommended to the Board of Trustees for action.

She also presented, for the information of the faculty, the list of graduate degree candidates that had been recommended by the faculties of the respective graduate programs for action by the Board of Trustees.

President Botstein noted that the list of graduate degree candidates included the last of the candidates for the degree of Master of Science in Environmental Studies; henceforth, all candidates for the master of science degree will have completed the graduate program of the Bard Center for Environmental Policy. He also expressed thanks to Dean Dominy for her work.

C. Committee Reports

Executive Committee. Professor Ethan Bloch, chair, reminded the faculty that critique sheets and grades are due by June 5. He stressed the importance of timely submission so that the data may be reviewed by the registrar prior to the committee's meeting on the academic status of students.

Professor Bloch also reiterated that Baccalaureate would be held the following day, Thursday, May 24, at 5:30 p.m. The academic procession will form at 5:15 p.m., in front of Stone Row and Warden's Hall. He urged faculty participation in this tradition, which stems from the college's days as a pre-seminary. The academic procession for commencement, on Saturday, May 26, will form at 2:00 p.m. on the Chapel Walk and steps off at 2:30 p.m. Academic apparel is required for both events.

Professor Bloch then brought elections to three faculty committees. There were two seconded nominations for two-year terms on the Grievance Committee, Professors Mercedes Dujunco and Florian Becker, who were elected by acclamation. The College Evaluation Committee, a three-member committee, is in need of one regular member and one alternate; the terms of Professors Burt Brody and Bruce Chilton will continue. Professor Mark Lambert was nominated and agreed to serve; Professor Li-Hua Ying was nominated and agreed to serve as alternate. Professor Nancy Leonard agreed to serve a one-year term as an alternate on the Faculty Evaluation Review Committee.

Curriculum Committee. While there was no report from the committee, President Botstein noted that as he had requested, a Science in General Education Commission has been formed. Professor Felicia Keesing chairs the commission, whose members are Jonathan Becker, Deirdre d'Albortis, Matthew Deady, Gregory Moynahan, Geoffrey Sanborn, and Stephen Shore. President Botstein expressed his hope that the group will come up with interesting proposals for both majors and nonmajors.

Planning & Appointments Committee. Professor Li-Hua Ying reported that the committee has completed its business and will make its recommendations.

Faculty Evaluation Review Committee. Professor Lauren Rose reported that the committee has completed its work. Written recommendations were submitted to the president, with whom the committee has met.

College Evaluation Committee. Professor Matthew Deady reported that the committee has completed its work and submitted its reports to the evaluatees and the administration.

There were no reports from the **Grievance** or **Diversity Committees**.

Campus Facilities Committee. Professor Craig Anderson reported that two units are available; the committee is in the process of making assignments.

Faculty Resources Committee. Professor Lauren Rose reported that the committee is working on Category II reimbursement and will soon circulate its report to the faculty.

There were no reports from the **Library, Bookstore & Computer** or **Student Academic Affairs, Fellowships & Awards Committees**.

AAUP Committee. Professor Michael Tibbetts reported that the committee had met the prior week and filled three of four available seats. The committee now comprises Professor Tibbetts, ex-officio, and Professors William Maple, Matthew Deady, and Robert Culp and Michael Donnelly, who share responsibilities for the fall/spring semesters. The Divisions of the Arts and Languages and Literature are not currently represented; Professor Tibbetts expressed the hope that someone from one of these divisions will express interest in taking the remaining seat.

IV. Old and/or New Business. President Botstein reported that the college is exploring the possibility of expanding its programs abroad to China, particularly given the number of conservatory students from there.

Professor Brody inquired about the status of the Continuing Studies Program. President Botstein stated that the program has not been discontinued but has morphed into a program called "Returning to College" that is administered through the regular admission process. This change has been announced in the media and on the college's website.

Professor Arthur Gibbons reported that Karyn Olivier, a member of the faculty of the Milton Avery Graduate School of the Arts, also has been awarded a Guggenheim Fellowship.

Professor Ann Lauterbach announced that a celebration of John Ashbery's 80th birthday will be held on September 14, 15, and 16, with three days of readings, panel discussions, and a concert. President Botstein expressed his thanks to those involved in planning the celebration.

President Botstein noted that a celebration, in 2008, of the 50th anniversary of the publication of Chinua Achebe's *Things Fall Apart* is being planned.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned, at 5:40 p.m., to a reception at the President's House.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 5 September 2007

The meeting was called to order at 4:35 p.m. by President Botstein, who welcomed the faculty to the opening informational meeting of the fall semester.

The faculty transition list, spring to fall 2007, is posted on the website of the dean of the college. President Botstein urged faculty to visit the site to learn of the many new visiting appointments, faculty returning from and going on sabbaticals and leaves of absence, faculty leaving the college, and other changes. There have been four new tenure-line appointments: Philip Johns, Assistant Professor of Biology; Gregory Landweber, Assistant Professor of Mathematics; Kristin Lane, Assistant Professor of Psychology; and Hoyt Long, Assistant Professor of Japanese Literature. The appointments of Roger Berkowitz, Assistant Professor of Political Studies and Human Rights, and Christian Crouch, Assistant Professor of History, have been converted to tenure-line. The long list of new visiting faculty includes Antonio Tabucchi and Orhan Pamuk, writers in residence in Norman Manea's Contemporary Masters course, and Chongke Zhu, Visiting Scholar in Chinese. Sven Anderson has been granted tenure and promoted to the rank of associate professor in Computer Science; Robert Culp has been granted tenure and promoted to the rank of associate professor in History and Asian Studies; Yuval Emelech has been granted tenure and promoted to the rank of associate professor in Sociology.

There also have been changes in the administrative structure in the office of the Dean of the College. Celia Bland resigned her position this summer as dean of studies and director of the Academic Resources Center; she will continue to teach First-Year Seminar and courses in poetry. John Pruitt has agreed to serve a one-year term as dean of studies while the search for a new dean is undertaken. Jan Rizzuti, formerly associate director, has been named director of the Academic Resources Center. Deirdre d'Albertis will continue as director of the Center for Faculty and Curricular Development. David Shein has been named director of fellowships and scholarships. Mark Halsey is working with Dean Dominy on part-time visiting faculty appointments and has taken on oversight of the Returning to College Program (formerly the Continuing Studies Program). Akima Briggs has been named director of HEOP, now the Arthur O. Eve Higher Education Opportunity Program. Susan Rogers and Matthew Deady are serving three-year terms as co-directors of the First-Year Seminar Program. Stephen Tremaine '07 has joined the staff of academic affairs as director of the New Orleans Initiative.

There were two new arrivals within the Bard community during the summer. Dalia Elodie Rafaela Strohmeidav was born in June to Edie Meidav and Stan Stroah; Tristram Kean Day Schott was born in June to Jennifer Day and Rob Schott.

Mark Danner recently was in a serious automobile accident and is on the mend. The formal announcement and celebration of the establishment of the James Chace Chair will of necessity be postponed until later in the semester.

Robert C. "Bob" Daugherty died in June, at the age of 84. Mr. Daugherty worked for many years as a Bard security officer, until his retirement in 2000.

There have been several recent notable faculty accomplishments. Chinua Achebe was named winner of the 2007 Man Booker International Prize, awarded every two years to a living author for his or her body of work. Recent works by Laura Battle are on view through October 13 at Lohin Geduld Gallery in New York. Tim Davis was awarded the 2007–08 Joseph H. Hazen Rome Prize for visual arts. Barbara Ess and Peggy Ahwesh have received a grant from the New York State Council on the Arts for a collaborative sound project. Peter Hutton has been awarded a fellowship in film from the New York Foundation of the Arts.

Leah Gilliam has resigned her position as a tenured member of the faculty in Film and Electronic Arts.

Three curricular commissions have been established. As a result of discussions with students during the last academic year, a college-wide Diversity Commission has been created. Members from the administration and staff include Michèle Dominy, for faculty and curriculum; Erin Cannan, for student affairs; Mary Backlund, for admission; Geneva Foster, for multicultural affairs; and Akima Briggs, for HEOP. Commission members from the faculty include Geoffrey Sanborn, for the Curriculum Committee; Kenji Fujita, for the Diversity Committee; Catherine O'Reilly, in science; Kristin Lane, empirical social sciences; Deirdre d'Albertis, faculty development and pedagogy; and Susan Aberth, advising. Student appointments to the commission will be announced.

A Religion Commission, to address how the college deals with the issue of religion without prejudice, has been established. Co-chairs are Bruce Chilton and Karen Sullivan; members include Roger Berkowitz, Matthew Deady, Susan Merriam, and Kristen Scheible.

A Science in General Education Commission also has been created, and is chaired by Felicia Keesing. Members include Jonathan Becker, Deirdre d'Albertis, Matthew Deady, Gregory Moynahan, Geoffrey Sanborn, and Stephen Shore. The commission will look at the integration of the sciences into the curriculum as a whole.

The formal dedication and opening celebration of The Gabrielle H. Reem and Herbert J. Kayden Center for Science and Computation will take place on Sunday, September 23rd. The first phase of the building is nearly completed; faculty have moved in and classes are being held. The new chemistry wing, or second phase, is now under construction, and is expected to be completed in the fall of 2008. Physics, mathematics, and psychology remain in Rose and Hegeman.

On September 14–16, Bard will host “‘This Feeling of Exaltation’: Celebrating John Ashbery on His 80th Birthday.” There will be three days of poetry readings and panel discussions as well as a celebratory concert by the American Symphony Orchestra.

The first Faculty Seminar of the fall semester was to have been held on Wednesday, September 12th. Because Rosh Hashanah begins at sundown that evening, the seminar has been moved to Wednesday, October 3rd. Omar Encarnación will give a presentation titled “Pinochet’s Revenge: Memory and Politics in Spain.”

On September 27 and 28, Bard will celebrate the establishment of the John Cage Trust at Bard with two performances. A John Cage Tribute Concert will be held on Thursday, the 27th, and will feature performances of several John Cage/Merce Cunningham collaborations. *Lecture on the Weather* will be performed on Friday, the 28th. Both events will be held in Sosnoff Theater.

The college is fully enrolled for the fall semester, with approximately 1700 undergraduates. The entering class is highly selective, for which President Botstein expressed thanks to Mary Backlund, Bonnie Marcus, and their staff in admission. Bard has seen a change in its visibility and status, for which he praised the faculty.

Other units of the college also do well, including the Bard High School Early College. A second high school is being planned, which, it is hoped, will open in the fall of 2008 in Long Island City. This, too, will be a public school. Plans are being developed by Patricia Sharpe, from Simon’s Rock, and Valerie Thomson, from Bard.

The summer was very busy and full, with concerts and other events as well as the summer-intensive Milton Avery Graduate School of the Arts, which does very well under the direction of Arthur Gibbons. The success of the graduate programs is also a tribute to Norton Batkin, now dean of graduate studies.

At their annual meeting in May, the Board of Trustees approved the beginning of a new capital campaign, with an anticipated completion within a year of the 150th anniversary of the college, in 2010–11. The goal of approximately \$550 million will be reached through a mix of current and irrevocable testamentary gifts, to be used for capital projects, endowment, and the annual fund. The campaign is now in the “silence phase,” and

approximately \$80 million has been raised to date. The reasons for the campaign are obvious; while the college does extremely well, thanks to the faculty, in status and curriculum, it remains severely undercapitalized in terms of its ambition. Investment in the infrastructure has been significant, and goals also need to be met in student financial aid and faculty recruitment and compensation.

Negotiations with Kaatsbaan continue. It remains in the best interest of the college to bring Kaatsbaan and its program into Bard.

The college also is exploring the possibility of an affiliation with the Central European University. While discussions are underway, the outcome cannot yet be determined.

Professor Brody expressed thanks to President Botstein for announcing the first in the Faculty Seminar series. He added that with the exception of the first seminar, the other fall dates remain as announced.

A question was raised regarding faculty mailboxes, which President Botstein referred to Mark Halsey, associate dean. Dean Halsey reported that some of the faculty boxes at the Post Office had been removed to make room for additional student boxes. An additional location for faculty boxes is being investigated; in the meantime, faculty can retrieve mail from the Post Office window. President Botstein urged a rapid solution within the Campus Center.

In closing, President Botstein stated that he looks forward to an energetic and constructive year.

There being no further discussion, the meeting adjourned at 5:15 p.m. to a welcoming reception at the President's House.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 3 October 2007

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 23 May and 5 September 2007 were approved.

II. COMMUNICATIONS. In the absence of Professor Burt Brody, Professor Franz Kempf reported that the first Faculty Seminar of the fall semester would be given that evening by Professor Omar Encarnación, whose presentation was titled "Pinochet's Revenge: Memory and Politics in Spain." The next seminar will be given on Wednesday, October 10, by Peter Laki, who will speak on "An Aborted Requiem for JFK: Two Hungarians in Washington." Faculty Seminars begin at 7:00 p.m. in Olin 102; they are preceded, at 6:30 p.m., by a reception in the Olin atrium. Professor Kempf urged faculty, particularly those new to the college, to attend, stating that the presentations are always first-rate and the discussions spirited, critical, and congenial.

President Botstein expressed thanks to Professors Kempf, Matthew Deady, and Peter Skiff, and other colleagues for their willingness to step in to assist Professor Brody in his absence.

III. REPORTS

A. Report of the President. President Botstein offered congratulations to Professor Peter Hutton on his recent marriage to alumna Carolina Gonzalez. He also congratulated Professors Elaine Thomas and Pierre Ostiguy on the birth of their daughter, Sophia Nadine Ostiguy.

Professor Chinua Achebe will be honored by the National Arts Club at a dinner on November 16 in New York. Soprano Dawn Upshaw, director of the Bard College Conservatory of Music's Graduate Program in Vocal Arts, has been named a 2007 MacArthur Fellow.

"*Lisette Model: Students of a Distressor*," co-curated by Larry Fink (with Diana Edkins) is on view through November 1 at Aperture in New York. *Exile, Science, and Bildung: The Contested Legacies of German Emigre Intellectuals*, co-edited by David Kettler (with Gerhard Lauer) has been published by Palgrave Macmillan. "Before I Go": Saul Bellow in conversation with Norman Manea, appears in the summer/fall 2007 issue of *Salmagundi*. Photographs by Lothar Osterburg are on view through October 20 at the Nicole Fiacco Gallery in Hudson and through January 21 at the Fitchburg Art Museum in Massachusetts. Films by Peggy Ahwesh, Jacqueline Goss, and Peter Hutton will be included in the New York Film Festival's "Views from the Avant Garde" on Saturday and Sunday, October 6 and 7.

"'This Feeling of Exaltation': Celebrating John Ashbery on His 80th Birthday," three days of panel discussions and readings, was held on September 14–16. President Botstein expressed thanks to Professor Ann Lauterbach for her seminal role in organizing this event.

On September 27 and 28, the college celebrated the establishment of the John Cage Trust at Bard with two performances in Sosnoff Theater of the Fisher Center for the Performing Arts: a John Cage Tribute Concert, featuring performances of several John Cage/Merce Cunningham collaborations; and Cage's *Lecture on the Weather*. President Botstein expressed thanks to all who participated.

He also thanked the participants in the celebratory opening, on September 23, of the Gabrielle H. Reem and Herbert J. Kayden Center for Science and Computation.

The Mellon Foundation has approved a three-year grant of \$633,000 in support of efforts to engage students more directly in the intellectual challenges and rewards of science, and specifically to include science and mathematics courses in the First-Year Seminar Program. President Botstein thanked those who helped to craft the proposal. In June, Bard received a "Campus Heritage" grant in the amount of \$160,000 from the Getty Foundation, for the creation of a master plan to increase the level of preservation of Bard's historic buildings and landscapes. A commitment has been received from the Luma Foundation for a grant of \$1,125,000 to cover fees and other costs for the installation of "The Parliament of Reality," by the artist Olafur Eliasson. If approved by the Board of Trustees, the piece would be sited near the Fisher Center.

Dave Maswick, chief technology officer and associate dean of information services, has, unexpectedly, announced his plans to retire at the end of December. Jeffrey Katz, dean of information services, will send a formal announcement to the community. President Botstein expressed his thanks to Mr. Maswick for his service to the college.

Family Weekend will be held October 26–28. President Botstein thanked faculty, in advance, for their participation in the many events planned for the weekend.

Turning to the substance of his report, President Botstein stated that he had requested the Dean of the College to review the faculty/student ratio, class size, and distribution across the faculty. The current faculty/student ratio is 1:9, and the average class size is 17 in the Lower College and 10 in the Upper College. Class distribution among the faculty seems irrational: two faculty members are teaching over 90 students; four are teaching over 80 students; nine, over 70 students; 22, over 60 students; and 24, under 30 students. Distribution has to do with field and interest of students, and is unpredictable and very difficult to manage; this does, however, bear scrutiny. Distribution of Senior Projects is somewhat more even, with only 11 faculty members carrying more than four projects. Issues of how decisions are made regarding the formation of Moderation and Senior Project boards and how Senior Projects and Moderations are distributed need to be discussed.

The college is going forward with the new capital campaign. As mentioned at the September meeting, approximately \$80 million has been raised thus far in the "silent phase" of the campaign, which is focused on the Board of Trustees. As the campaign progresses, former trustees will be approached, then close friends of the college and alumni/ae, after which a wider effort will be mounted. It is hoped that the campaign will be completed by the 150th anniversary of the college, in 2010–2011, despite uncertainty in the current economic environment.

The Bard Prison Initiative received a page and a half notice in President Bill Clinton's new book, *Giving: How Each of Us Can Change the World*. Max Kenner, director of the Bard Prison Initiative, has approached the college's administration with a proposal to obtain an FCC license and create an institutional FM radio station. The proposal is under discussion.

B. Committee Reports

Executive Committee. Professor Laurie Dahlberg, chair, reported that the dates of the next Senate and AAUP meetings have been switched: the Senate will meet on October 24; the AAUP will meet on October 31.

She then brought the election of an alternate to serve on the College Evaluation Committee, as set forth on the agenda for this meeting. She noted that Professor Barbara Ess had volunteered to serve in this position; Professor Ess was duly elected by acclamation.

Curriculum Committee. Professor Rebecca Thomas, chair, reported that the committee is reviewing the spring course list.

Planning & Appointments Committee. Professor Deirdre d'Albertis reported that there is a new on-line submission tool for requests for new positions.

There were no reports from the **Faculty Evaluation Review, College Evaluation, or Grievance Committees.**

Diversity Committee. Professor Kenji Fujita reported that the committee has met and is making progress. A written report will be provided to the divisions and to the Dean of the College.

There were no reports from the **Campus Facilities, Faculty Resources, Library, Bookstore & Computer, or Student Academic Affairs, Fellowships & Awards Committees.**

AAUP Committee. Professor Matthew Deady reported that the AAUP meeting scheduled for Halloween will be an open meeting, for all faculty, to discuss issues to be negotiated with the administration.

IV. Old and/or New Business. President Botstein noted that since the September meeting, when he mentioned that the college is exploring the possibility of an affiliation with the Central European University, he had been asked to serve as chair of the CEU board, which will permit a closer look at possibilities.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting was adjourned at 5:05 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 14 November 2007

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 3 October 2007 were approved.

II. There were no general **COMMUNICATIONS.**

III. REPORTS

A. Report of the President. President Botstein introduced Kirill Postoutenko, a visitor from Smolny College, where he chairs the Program in Sociology & Anthropology.

Turning first to actions taken by the Board of Trustees at its October meeting, President Botstein reported that after much discussion, the Luma Foundation gift of \$1.125 million for the outdoor installation of "The Parliament of Reality" by the Icelandic artist Olafur Eliasson had been accepted. Both the work and grant came to Bard through the auspices of the Center for Curatorial Studies. The trustees also had heard and approved Max Kenner's proposal to apply for an FCC license for a non-commercial FM radio station at Bard. The opportunity for applying for an FCC license is sporadic and infrequent, and, if the application is successful, while the signal itself would be weak and localized, it will create the opportunity for Internet streaming of lectures, concerts,

discussions, and the like. The trustees also received a report that the college has been invited to submit a proposal to a consortium of foundations, including the Open Society Institute and Atlantic Philanthropies, for a grant of approximately \$25 million to replicate the Bard Prison Initiative in selected locations across the country.

President Botstein thanked the members of the faculty who participated in the October 23 visit to Bard by Alexei Kudrin, Minister of Finance and Deputy Prime Minister of the Russian Federation, who is also a member of the Smolny Board of Overseers. He also thanked the faculty who participated in Family Weekend, which was held on October 26, 27, and 28.

An-My Lê's "Trap Rock" is on view at Dia:Beacon through September 2008. Edie Meidav has received a Lannan Literary Fellowship. Daniel Mendelsohn has received the *Priz Médicis* for *The Lost: A Search for Six of Six Million*. (Norman Manea received this award last year for *The Hooligan's Return*. Catherine O'Reilly is among the many scientists whose work for the Intergovernmental Panel on Climate Change was recognized, together with Al Gore, with the 2007 Nobel Peace Prize. Judy Pfaff is among the 17 artists featured this fall on PBS's "Arts: 21—Art in the Twenty-First Century." Jesse Shipley's documentary *Living the Hiplife* is featured this week on ABC Webcast News. Peter Sourian is among the writers featured in *Forgotten Bread. First-Generation Armenian American Writers*, just out from Heyday Books.

Bard hosted the first Mid-Hudson Mathematics Conference for Undergraduates, co-sponsored by Marist and Vassar, in the new science building on October 20. Lauren Rose and Robert McGrail served on the conference's steering committee. President Botstein expressed thanks to them both.

Negotiations with the Kaatsbaan International Dance Company continue, as do discussions regarding the possibility of the acquisition of the unfinished Buddhist temple across Route 9G from the campus; however, it has been determined that the building has a limited water supply and a septic system too small to accommodate use as a dormitory. The college is in the process of obtaining bids for the three additional dormitories that will complete the Village Dormitory complex. The Buildings and Grounds garage has been demolished to make way for geothermal wells for the chemistry wing of the new science building, construction of which continues apace. The B & G garage has been relocated to a new building behind the two storage facilities on the south end of campus; it is open and in use. Work continues on the passage, which will include a handicapped ramp, between Stone Row and Aspinwall, connecting the Griffiths Main Campus Walk and the quadrangle in front of the Henderson Computer Center; the delay in construction has been caused by problems with drainage and the necessity of replacing a retaining wall.

A second Bard High School Early College will enroll its first two classes in the fall of 2008 in a temporary location. The school will move to its permanent location, the top two floors of the Queens Complex in Long Island City, in the fall of 2009. Currently occupied by the Frank Sinatra School for the Performing Arts, which is relocating, the space was created four years ago for 600 students and is accessible by subway from most of New York City.

Work on the 150th Anniversary Campaign for Bard College continues, with the assistance of CCS Fundraising (Community Counseling Service Co., LLC), a consulting firm. The college's need is pressing. Wesleyan, for instance, is replacing student loans with grants; it is able to do so because of the size of its endowment. More than \$88 million has been raised to date, during the "silent" phase of the campaign, toward the goal of \$556.5 million.

Discussions have been entered into with the Posse Foundation regarding the possibility of establishing a base in Atlanta, home of Charles S. Johnson III '70, an attorney and a trustee of the college, because of its geographic location and diversity. Such an effort would enhance Bard's own commitment to diversity.

President Botstein had circulated a memorandum to the community regarding a drug incident that took place on campus in early October. As a result of the incident, three students have been expelled; one is facing Class A felony charges for possession and distribution of illicit drugs.

Professor Mario Bick inquired, in view of the new science building when compared with existing facilities for the Divisions of Social Studies and Languages and Literature, as to whether any planning is taking place to moderate the dramatic contrast between the old and the new. He noted particularly the dearth of available faculty office and seminar space as well as rooms for group meetings with students (e.g., Moderation and Senior Project boards). President Botstein responded that yes, indeed, long-term planning is taking place, including, in the next five years, the renovation or replacement of the Old Gym as an academic facility; and the addition to the library,

which will provide additional office space and space for student use. Albee recently was renovated, as will be Hegeman and the space vacated by programs that have moved to the new science center. When these renovations are complete and the Psychology Program has moved, Preston will be renovated. Aspinwall poses a problem, because of its age and the fact that too much space would be lost in bringing the building in compliance with current building codes. In President Botstein's view, at some time in the future all of Stone Row would cease to be dormitory space and converted to classrooms and offices. The Stone Row renovation is now 30 years old, and the building is along the so-called spine of the campus; however, such a renovation would be complicated, as would be the case with Warden's Hall. Both of these structures illustrate the difficulty in using old buildings in a new manner without losing space. He stated that such renovation must be sequential and opportunistic. The science center is the result of the need for modern equipment for the teaching of science; non-science classes also take place in the new structure. In the next decade, there will be improvements in the number, size, and quality of facilities. But such renovations are a matter of money. What Professor Bick suggests is ordinarily the result of alumni/ae donations. The science building and other facilities were supported by those who essentially had no prior relationship with the college; Bard has no donor base from which to solicit large, unrestricted gifts. With the anticipated success of the capital campaign, however, the college should be able to leverage the new endowment.

Professor Tabettha Ewing also mentioned the difficulty in holding Moderation and Senior Project boards in the limited space now available. President Botstein suggested that faculty be in touch with the Dean of the College and the Registrar regarding scheduling of meeting space for these purposes.

Professor Benjamin La Farge inquired about plans for Kline Commons. President Botstein replied that the college is in the process of planning for the expansion of this building to the edge of the Main Campus Walk. The resulting two-story building would provide for a new bookstore and cafe as well as expanded cafeteria facilities. It also would free up the space currently housing the bookstore in the Bertelsmann Campus Center.

Professor Matthew Deady inquired as to the grade of C recently bestowed upon the Bard High School Early College by the New York City Board of Education. President Botstein replied that New York City invested millions of dollars in the metrical measurement of the improvement of public school students, by Regents and other standards. Some schools were assigned a "C" because their students were already too good to improve, such as Brooklyn Tech and Stuyvesant. BHSEC gives regents exams only through the 10th grade; its teachers do not teach to the test, and students have only to pass the exams. The NYC Board of Education also failed to weigh the fact that, upon graduation, BHSEC students receive not only a high school diploma but also a college degree. Bard decided to contest the grade because the Board of Education failed to weigh the purpose of the curriculum. A meeting with the Board of Education will take place on Friday. It is anticipated that the board will either weight or abandon the review because BHSEC is not a typical New York City public school; it falls under the jurisdiction of Simon's Rock and therefore is evaluated by the New England Association of Colleges and Schools. President Botstein expects that the situation will turn out well; the city is interested in taking action against low-performing schools, not those that are doing well.

President Botstein then turned to Professor Laurie Dahlberg, chair of the Executive Committee, for the faculty-run portion of the meeting, including reports from other administrators and faculty committees. Professor Dahlberg noted that the Executive Committee report, which comprises proposed changes to the Faculty Evaluation Document, would be presented after reports of other faculty committees.

B. Report of the Dean of the College. Dean Michèle Dominy requested Denise Ackerman, director of financial aid, to present a brief overview of the college's financial aid process. Ms. Ackerman mentioned first that the financial aid office is located on the first floor of the physical plant building. Scholarships are merit- and need-based. Merit awards include the Excellence and Equal Cost (EEC) Program, Distinguished Scientist Scholars, and Levy Economics Institute Scholarships. Most of the work of the financial aid office focuses on review and packaging of need-based awards. The college meets approximately 85 percent of student need with a combination of Bard, federal, and state loans; grants; and work-study funds. Fifty-three percent of this year's freshman class receives Bard aid, and 64 percent receive some type of assistance. Of all current students, 55 percent are on Bard aid, and 65 percent are on some type of assistance. The financial aid budget for undergraduates is over \$19 million, including Conservatory students. The average scholarship award is \$22,178. Of the 500 deposits for the entering class this year, there were 24 EEC students, 18 Distinguished Scientist Scholars, and three Levy Institute Scholarships. Returning students are eligible to apply for Distinguished Scientist and Levy Scholarships. Applications for Distinguished Scientist Scholarships, which are not full-tuition, are reviewed by the Division of Science, Mathematics and Computing. A committee meets four times a year to review requests for additional assistance, when a student's financial situation changes. There also is a committee

that reviews the status of merit-based award students who are in difficulty. The committee meets twice during the summer for assistance for the fall semester, and in December and January for the spring semester. Bard aid does not “travel,” unless a study abroad program is an established Bard exchange program, for which the college does the billing and charges full Bard tuition; federal and state aid may apply in these situations. Students who take an academic leave may reapply for assistance when they return to Bard. Scholarship students in language-intensive programs, for instance those held during the winter intersession, are eligible for financial aid consideration. Ms. Ackerman referred faculty to the financial aid Web page, which contains detailed information and the college’s programs and process.

President Botstein stated that financial aid is the college’s largest single expense outside of salaries. He added that managing financial aid is also managing human nature—deceit and manipulation on the part of parents are often factors in the process, and students are often the victims. Managing information and exercising judgment regarding situations are highly differentiated and difficult tasks that Ms. Ackerman, who also is an attorney, does very well.

C. Committee Reports

Faculty Senate. Professor Deirdre d’Albertis reported that the Senate has been meeting throughout the semester regarding the programs and is gathering information in preparation for bringing a proposal to the faculty.

Curriculum Committee. Professor Geoffrey Sanborn reported that the committee met with representatives of the student Educational Policies Committee (EPC) to discuss their concerns about the clarity of program requirements. The student representatives also will talk with the program directors.

There was no report from the **Planning & Appointments Committee**.

Faculty Evaluation Review Committee. Professor James Romm reported that the committee is reviewing seven rehiring cases and would complete its work the following week. Deadlines for submission letters for the six tenure cases under review this year are in two weeks.

College Evaluation Committee. Professor Li-Hua Ying reported that the committee would meet later in the week to complete its work.

There were no reports from the **Grievance, Diversity, or Campus Facilities Committees**.

Faculty Resources Committee. Professor John Ferguson reported that the process for Category I reimbursements is going smoothly; faculty should submit receipts to the appropriate faculty secretary. The fall deadline for Category II research and travel proposals is November 16.

There were no reports from the **Library, Bookstore & Computer** or **Student Academic Affairs, Fellowships & Awards Committees**.

AAUP Committee. Professor Matthew Deady reported that a chapter meeting had been held the prior week. While there are no salary negotiations this year, other issues have been identified, which the committee will investigate. It will then work with the Office of the Dean and appropriate faculty committees.

Executive Committee. Professor Laurie Dahlberg, chair, brought the proposed changes to the Faculty Evaluation Document, which were circulated with the notice of this meeting. Professor Dahlberg reported that the committee has proposed a number of changes in the calendar for evaluations to address the difficulty inherent in the current structure. Currently, evaluation files are due on the third Wednesday of the semester; written testimony from members of the Bard community is due on the fourth Wednesday for non-tenure evaluations, and the 13th Wednesday for tenure evaluations. Professor Dahlberg spoke to the problem in this system.

1) The file is “complete” by the third Wednesday, and community letters are due on the fourth Wednesday, leaving only one week for someone who wishes to review a candidate’s file prior to submitting a letter.

2) The EPC’s report is due on the fifth Wednesday. The committee has only two weeks to submit its reports, which is not enough time for a serious job of reading the file and drafting the reports.

3) Reports of Divisional Evaluators in non-tenure evaluations are due to the respective divisions by the sixth or seventh Wednesday. Once evaluation materials are compiled, including letters and the EPC report, evaluators have one to three weeks to draft their reports.

4) The administrative staff has approximately three weeks to compile the files; materials arrive in various states of consistency and are sometimes incomplete, further compressing the time for the evaluators and EPC to study the full file.

There is a further consideration in tenure-evaluation files. Most other institutions begin the tenure evaluation process in May; Bard's begins in mid-September. Because of this, many outside evaluators turn down the college's request for an evaluation because of lack of time. However, it is to the candidate's advantage to have access to a greater pool of evaluators.

Professor Dahlberg stated that the proposed changes would move up several dates in the evaluation calendar. For tenure candidates, submission of the file would be moved up by seven weeks, to July 15. For pre-tenure and senior evaluations, the date would be moved up by approximately four weeks, to August 15 or January 15, depending on the semester in which the evaluation takes place. She noted that evaluatees would be welcome to add material to the file after it is submitted. The motion also included a provision to move the dates for submission of written campus testimony up by one week to give more time for the files to be read by the EPC and the divisional evaluators, giving them an additional week before their respective reports are due. Finally, the dates for submission of files by senior and non-tenure-line faculty, for evaluation by the College Evaluation Committee, would also be moved up by one week.

Professor Melanie Nicholson added that there is no "wiggle room" to move these dates forward in the calendar.

Professor Dahlberg requested discussion of the motion, which was brought seconded, which ensued at some length. Several members of the faculty expressed their views, both pro and con, on the matter at hand. The question was called, and the call carried. The motion was carried, and the following changes to the Faculty Evaluation Document of the Faculty Handbook were made:

I. C. 2. a) (2), page 35:

(2) Faculty Files and Submissions

All faculty members being evaluated will submit updated curricula vitae (including a list of courses, conferences and tutorials taught, and senior projects directed) to the Office of the Dean of the College, for inclusion in his or her file, by July 15 for faculty members being evaluated for tenure, August 15 for faculty receiving pretenure or senior evaluations in the fall, and January 15 for faculty receiving pretenure or senior evaluation in the spring. [The faculty member may insert an updated curriculum vitae or submit new materials to her or his file after the file deadline.]

I. C. 2. a) (4), page 36:

(4) Written Testimony

All members of the college community, and especially tenure-line faculty members in the immediate disciplines of a faculty member being evaluated, are invited and encouraged to submit signed written testimony concerning faculty members being evaluated. All written testimony must be submitted no later than the 13th Wednesday of the fall semester for faculty members being evaluated for tenure, and by the 3rd Wednesday of each semester for all other faculty members.

I. C. 2. e) (2) (b), page 42:

(b) The report on each faculty member will be based on the faculty member's file. The file will include input from the person being evaluated and from other college community members, as well as Student Opinion of Teaching and Course forms. This information gathering will take place by the 3rd Wednesday of each semester.

I. C. 2. f) (2), page 43:

(2) The report on each faculty member will be based on the respective file. The file will include input from the evaluatee and from other college community members, as well as Student Opinion of Teaching and Course forms. All such information must be placed in the file by the 3rd Wednesday of each semester.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting was adjourned at 6:00 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 19 December 2007

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 14 November 2007 were approved.

II. There were no general **COMMUNICATIONS**.

III. REPORTS

A. Report of the President. President Botstein expressed the sympathy of the community to Professor Joseph Luzzi, who lost his wife, Katherine Mester, in an automobile accident on November 29. He also expressed thanks to all those who have helped Professor Luzzi and his new daughter, Isabel Katherine, and those who assisted with the very moving memorial service, which was conducted by Professor Bruce Chilton. There will be a baby shower for Professor Luzzi and Isabel on Sunday, December 22, at 2:00 p.m. at Finberg House.

Peter Gadsby has been named Associate Vice President for Enrollment; he will also continue his work as registrar. Mr. Gadsby's new policy-making responsibilities in institutional analysis and assessment will include a focus on the quality of the student academic experience, broadly conceived. He will work with faculty committees and the offices of Admission, Dean of Students, and Dean of the College to address topics such as the quality of the first- and second-year experience; effectiveness of academic advising and Moderation and Senior Project experience; and cohort survival analysis. President Botstein thanked Mr. Gadsby for his many years of service to the college, particularly for the assistance he has provided to faculty and students.

Faculty notes: *Beckett Shorts*, directed by JoAnne Akalaitis, with Mikhail Baryshnikov and music by Philip Glass, opened on December 5 and will run through January 20 at the New York Theater Workshop. Bruce Chilton is a contributor to the second edition of *The Cambridge Companion to The Bible*, which has just been published by Cambridge University Press. Omar Encarnación's essay "Democracy and Dirty Wars in Spain" appears in the November 2007 issue of *Human Rights Quarterly*. Two recent articles by Peter Laki have appeared in Europe. A large-scale work by Marina Rosenfeld will be included in the Whitney Biennial in March. Recent paintings by Sigrid Sandström are on view through January 12 at the Edward Thorp Gallery in New York. Joan Tower has received three Grammy nominations: *Tower: Made in America*, best classical album; and "Made in America," on the album of the same name, best classical contemporary composition and best orchestral performance (by the Nashville Symphony Orchestra under Leonard Slatkin).

President Botstein expressed thanks to Professor Mario Bick for raising a question at the November meeting regarding the inequity of modernity of teaching space and faculty offices for those not in the sciences, resulting from the opening of the new science building. Planning has begun to develop a comprehensive plan for the renovation and updating of main campus, including Warden's Hall, the Old Gym, South Hall, Stone Row, Aspinwall, and Preston (when the Psychology Program moves). There may be some difficulty in updating Warden's Hall and Aspinwall, particularly with current building codes for accessibility. Vice President for Administration James Brudvig will work with the Campus Facilities Committee to determine what the needs are and what can be done to address them. Determination of long-term requirements for student housing will be included in this process.

The growth in enrollment will stabilize, and, in the next five or six years, there may be some downward shift as a result of demographics across the country. It is not clear at this moment just where enrollment numbers will settle. As mentioned above, the master plan must be revisited to determine how many more student beds are required and where. Completion of the Village Dormitory complex will provide 60 additional beds. The Old Cruger dormitories need attention. The college must determine what dormitories to build based on stable enrollment figures.

The student activities space once afforded by the Old Gym needs to be replicated, and additional facilities provided for student use. The northern-most of the new storage barns on the south end of campus, which has water and heat, could be retrofitted for student activities. (With the anticipated closing on the Kaatsbaan property, the materials current stored in this barn could be moved there.) Students will be involved in the planning process.

The silent phase of the 150th Anniversary Campaign for Bard College is moving along quite well. President Botstein expressed thanks to Vice President for Development and Alumni/ae Affairs Debra Pemstein. More than \$100 million has been raised to date toward the capital campaign goal of \$556.5 million. A gift of \$2 million has been received from a current parent that will enable Bard to establish a relationship with the Posse Foundation, enabling the college to enhance recruitment of students of diversity and ability.

Bard's application for an FCC license to establish an FM radio station, initiated by Max Kenner '01, director of the Bard Prison Initiative, is very competitive; a decision is expected in the spring. If the application is successful, the creation of the station will enable the college to stream live programs via the Internet. It is also anticipated that the Bard Prison Initiative will be replicated nationally, with the support of a consortium of foundations and the cooperation of other colleges (e.g., Grinnell) interested in bringing rigorous degree programs into prisons.

President Botstein expressed his thanks to those who are involved in the various faculty searches. The position in organic chemistry has been filled successfully. Searches continue in psychology, sociology, physics, and various other fields. This is a very time-consuming and not always successful process; however, it is better to invest the time at the beginning to ensure as much as possible a good outcome with the right candidate. Temporary appointments better serve the college than bringing in the wrong tenure-line candidate.

A full traffic signal has been installed at the Route 9G/Annandale/Kelly Road intersection. The signal will be in operation before the opening of the spring semester.

In conclusion, President Botstein extended his appreciation to all members of the faculty and administration, whose complementary functions positively influence the quality of life of Bard's students.

Professor William Mullen inquired about the college's long-term vision for the construction zone that currently surrounds the chemistry wing of the new science building and the Buildings and Grounds complex. Short-and long-term planning includes the completion of power lines, generator, geothermal systems, and construction of the new chemistry wing. The Buildings and Grounds garage has been moved to a new location behind the two storage barns on the south end of campus. The long-term plan is also to move B & G to that area. Traffic circulation on campus has not yet been solved. Originally, the entrance to campus was at the triangle in Annandale; however, attempts to find a way to make a viable main entrance have not been successful. The construction zone at the lower entrance to campus is a temporary inconvenience.

B. Report of the Dean of the College. Dean Michèle Dominy reported that the Diversity Commission held two retreats during the fall and will meet again for a two-day facilitated retreat in January. The commission includes faculty, students, staff/administration, a representative of the alumni/ae association, and a member of the Parent's Council. Three task forces have been formed, to focus on recruitment; curriculum/pedagogy and faculty/staff development; and campus climate. In January, the commission will cosponsor a Center for Faculty and Curriculum Development (CFCD) workshop on "Difficult Conversations in the Classroom." Professor Deirdre d'Albertis, CFCD director, noted that two openings in this workshop remain; interested faculty were to contact her by the end of the week.

Dean Dominy introduced Akima Briggs, director, since May, of the Arthur O. Eve Higher Education Opportunity Program (formerly known, simply, as HEOP). Ms. Briggs expressed her thanks to those who have assisted with the program, extending special appreciation to Professor Susan Aberth.

C. Committee Reports

Executive Committee. In the absence of Professor Laurie Dahlberg, chair, Professor Lauren Rose reported that the committee continues to receive petitions for independent study for the current semester. She asked faculty who supervise an independent study to encourage the student to make the proposal at the beginning of the semester.

There were no reports from the **Curriculum** or **Planning & Appointments Committees**.

Faculty Evaluation Review Committee. Professor James Romm, chair, reported that the committee has completed its work on seven pre-tenure contract renewals. Work on six tenure cases will begin shortly.

President Botstein thanked the members of the committee for their work. He had supported all but one of the committee's recommendations. Those who stood for rehire were encouraged to meet with members of the committee, the dean, and with the president, who stated that this step is very important to the process of evaluation and for those who stand for review to know what their colleagues think of their work. He noted that it is very difficult to serve on this committee, given the pressures of matters of controversy, and that the committee delivered a very careful assessment of the candidates in accordance with the criteria.

College Evaluation Committee. Professor Mark Lambert, chair, reported that the committee has completed its work, having reviewed five non-tenure track faculty. President Botstein also expressed thanks to this committee, noting that the information it garners is very helpful in guiding the college in determining the viability of maintaining such positions.

There was no report from the **Grievance Committee.**

Diversity Committee. Professor Kenji Fujita, chair, reported that the committee, whose members are Professors Gabriela Carrion, Michael Tibbetts, and Yuka Suzuki, has spent time defining its role in the college. In the most general terms, this committee will bring a faculty perspective to issues that address diversity when it concerns the faculty, academics, and the classroom. And while this committee is dedicated to addressing diversity as a wide-ranging category, its focus this year is narrower: how to respond to concerns raised by students of color.

The committee has determined that its primary role is to act as an informal liaison between students and faculty when students have particular concerns in the classroom. This is in response to those students of color who feel marginalized and feel that the faculty does not take their concerns seriously. By providing a non-threatening venue for students to communicate with faculty, it is the committee's hope that they will have a greater sense of belonging to this community.

The Diversity Committee is not interested in mediating specific grievances. Rather, the committee wants to provide a way for students to communicate to faculty members in a non-judgmental setting. It may be that a student of color feels uncomfortable in a classroom because of a simple misunderstanding but is afraid to approach the professor because the issue doesn't specifically relate to the course work. In this case a member of the committee might simply have an informal conversation with the faculty member in order to let the faculty member know that this situation exists, a situation that the faculty member may not even be aware of. The kinds of issues referred to would be those that fall short of an official grievance but make the student feel uncomfortable just the same.

A second goal for the committee is to work in conjunction with the Diversity Commission, appointed by the president to address broader issues for the campus. Professor Fujita noted that he is a member of the commission, working on the task force on curriculum/pedagogy and faculty/staff development, and he has proposed that the faculty Diversity Committee be involved in the work that this task force is undertaking.

In conclusion, Professor Fujita reported that a group of students will be invited to have a conversation with the committee at the beginning of the spring semester. The goal is to be an effective committee not just for the faculty but for the students as well.

There was no report from the **Campus Facilities Committee.**

Faculty Resources Committee. Professor John Ferguson, chair, reported that the committee would meet the following day to determine the percentage of reimbursement for Category II funding. Reimbursements will then be processed.

There was no report from the **Library, Bookstore & Computer Committee.** President Botstein expressed gratitude for the service of Dave Maswick, chief technology officer and associate dean of information services, who will retire at the end of December to continue a career in the pop music business. President Botstein stated that Mr. Maswick has been very helpful in setting an agenda for the steps the college should take in the future regarding its technological resources.

There were no reports from the **Student Academic Affairs, Fellowships & Awards** or **AAUP Committees**.

IV. Old and/or New Business. Professor Thurman Barker reported that the Bard College Big Band had just released its first CD. He expressed his thanks to those who helped to make this project a reality.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:20 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 30 January 2008

The meeting was called to order at 4:40 p.m. by President Botstein, who welcomed the faculty to the opening informational meeting of the spring semester.

The faculty transition list, fall 2007 to spring 2008, is posted on the website of the dean of the college and includes faculty returning from and going on sabbaticals and leaves of absence, faculty leaving the college, pre-tenure contract renewals, and other changes. President Botstein introduced new chairs and distinguished faculty, including Leonardo Drew, artist in residence; Maria Lind, director of the graduate program of the Center for Curatorial Studies; Gilles Peress, visiting professor of human rights and photography; and Salvador Plascencia, Bard Fiction Prize winner, in residence for the spring. New visiting faculty include Carol Bailey, theater; Mark Becker, environmental studies; James Clark and Dwayne Moser, studio arts; Nicole Creanza, Wan-chun Liu, and Jason Schwarz, all from The Rockefeller University, biology; Farideh Koohi-Kamali, political studies; Alberto González Valdés, Spanish; and Eric Myers, physics.

President Botstein introduced Ayesha Kajeel, who was visiting from the University of Witwatersrand in Johannesburg, where she directs the International Human Rights Exchange. The following evening, Ayesha Kajeel would present an informational session on the IHRE and a talk titled "Human Rights in South Africa: Miracle, Model, or Monster in the Making?"

Recent faculty awards, publications, exhibitions, and other activities include the following. Thurman Barker has issued a CD, *Bard College Big Band*, featuring Bard student musicians. A piece on Laura Battle's work on view at Lohin Geduld in New York through February 9 appears in the January 2008 issue of *Art in America*, as does an essay on the work of Leonardo Drew. Jonathan Becker's article, "Putin and the Dawn of the New Authoritarians," which appeared in the November 30 issue of *The Globalist* (a daily online magazine that focuses on the economics, politics, and culture of globalization) was chosen by that magazine as one of its top ten articles of 2007. In his role as associate director/editorial director of Yale University Press, Jonathan Brent has been awarded a grant of \$1.3 million from the Andrew Mellon Foundation for his work in the Stalin Archives in Moscow. Ian Buruma has been awarded the 2008 Erasmus Prize by the Praemium Erasmianum Foundation in The Netherlands. [The prize (+150,000 euros) is awarded annually to a person who has made particularly important contributions to culture, society, or social science in Europe.] Bruce Chilton's *Abraham's Curse: The Roots of Violence in Judaism, Christianity, and Islam* has been published by Doubleday. *The Silver Locusts*, an exhibition of works by Daniella Dooling, is on view through February 9 at Michael Steinberg Fine Art in New York. Liz Frank co-translated a Bulgarian novel, *Farewell, Shanghai* (by Angel Wagenstein), which was a finalist for the National Jewish Book Award in fiction for 2007. Kyle Gann has a new CD, *Private Dances*, which was recorded at the Fisher Center. Works by Medrie MacPhee are included in the exhibition *Empire of This*, on view through February 2 at the Claire Oliver Gallery in New York. Luc Sante gave a gallery talk on January 26 on An-My Lê's work at Dia:Beacon.

The first Faculty Seminar of the spring term will be given on Wednesday, February 6, by Jonathan Cristol. The talk, titled "The Problem of 'Legitimacy' in American Diplomatic Recognition," will begin at 7:00 p.m. in Olin 102.

On Friday, February 1, Bard will participate in Focus the Nation: Global Warming Solutions for America, a daylong teach-in that will take place on approximately 1,300 college campuses across the country. Introductory events, including the showing of *A Really Inconvenient Truth*, a film by Cambiz A. Khosravi and Joel Kovel, followed by a Web cast of "The 2% Solution," a discussion of global warming solutions, would take place that

evening. The teach-in on Friday will include panel discussions throughout the day with Bard professors, local activists, state officials, and scientists, followed by an art exhibition opening and evening film screening. President Botstein expressed thanks to all who are participating.

The spring concert season would open that evening with a performance by cellist David Calhoun and pianist Peter Vinograde at 8:00 p.m. in Olin Hall.

Bard has joined the American College & University Presidents Climate Committee. To date, approximately 500 college and university presidents have joined this effort, which aims to reduce the carbon footprint of the respective institutions.

In admissions, a relatively small number of students were admitted for the spring term, including two students who are visiting from the Franz Liszt Academy of Music in Budapest. The fall 2008 class will be the same size as that of 2007, bringing to an end to the growth in enrollment.

Sophomore Warren Hutcheson '10 was killed in an automobile accident in Nevada on January 1. A memorial service will be held in the chapel on the morning of February 14. President Botstein expressed his appreciation to Dean of Students Erin Cannan for her work with Warren's family and friends, and to Mark Loftin, admissions coordinator in the southwest, and Professor Kristin Scheible, who attended Warren's funeral in Dallas, Texas.

At their meeting on January 23rd (attended by faculty representative Mark Lytle), the trustees heard a report on the progress of the silent phase of the new capital campaign. Approximately \$114 million has been raised to date toward the campaign goal of \$556.5 million. James Brudvig, vice president for administration, presented an overview of the buildings along the main campus walk, from Ludlow to the library, the central "spine" of the campus. The presentation to the trustees had been developed as a result of the issue raised by Professor Mario Bick at the November meeting of the faculty regarding the contrast between the old and new teaching facilities and faculty office space on campus. The college is undertaking a comprehensive review to determine what the renovation plans should be, from the library and Warden's Hall to Kline Commons, Rose and Hegeman, as well as the possibility of a new classroom complex where the old gym now stands. One of the new storage barns on the south end of campus will be renovated for use as a student activities space, if negotiations with Kaatsbaan are successfully completed, and the items that are now stored there have been moved to Kaatsbaan, which also might provide some additional housing in some manner that is compatible with the Kaatsbaan program.

The application process for an FCC license for a Bard FM radio station is underway, as are plans for the replication of the Bard Prison Initiative across the country and the establishment of a new Master of Arts in Teaching program and public school in the Central Valley of California. Discussions also have begun with Al Quds University in Jerusalem for a teacher training and exchange program.

The Bard New Orleans Initiative, directed by Stephen Tremaine '07, is doing very well. Fifty-five Bard students worked in the Broadmoor neighborhood during intersession. President Botstein had recently received a note from Walter Isaacson, president and CEO of The Aspen Institute, who said

"I've just seen the wonderful work that Bard students are doing in the Broadmoor section of New Orleans. You should be very proud, and all of us who love the city thank you and Bard."

The second Bard High School Early College will open in the fall in a temporary location in the Corona High School Complex in Elmhurst, Queens. The school will move to its permanent location in Long Island City in September 2009.

The college has received a gift of \$2 million from parents of a current student for the establishment of Posse Foundation scholarships. Bard's collaboration with the Posse Foundation, mentioned at the December meeting, will begin in the 2009-2010 academic year and will be focused on Atlanta.

Plans for the 2008 commencement are moving apace. Honorary degree recipients include choreographer Merce Cunningham; Chief Justice of the Massachusetts Supreme Court Margaret Marshall; economist Eric Maskin; editor Sonny Mehta; critic and essayist Marjorie Perloff; and Congressman Charles B. Rangel, who will give the commencement address.

Turning to the current debate in Congress regarding institutions with large endowments, President Botstein mentioned two issues: 1) the resources being put into financial aid (turning loans into grant and providing

tuition waivers) by such universities as Princeton and Harvard and 2) Bard's long and excellent reputation in the visual and theater arts. Larger institutions are about to invest millions in these areas. How will Bard compete? The college could either obtain additional resources or rest on the quality of its programs. With the change of the administration in 2008, the federal government's role in higher education is likely to improve, but whether there will be a reversal of the policies of the last 25 years remains to be seen.

Dean Michèle Dominy reported on a number of matters. The Diversity Commission met for a three-day retreat during intersession to "map" a campus plan for "making excellence inclusive." The commission's original three task forces have increased to four, which will focus during the spring term on recruitment and retention; pedagogy, curriculum, and scholarship; campus climate; and fundraising and communicating diversity. The commission has grown and now comprises 20 members, including faculty, staff, students, an alumnus, and a Bard parent. The participation of the entire campus will be solicited in this effort.

With the support of the Mellon grant for faculty curriculum enhancement and the Diversity Commission, two diversity workshops will be given on February 15th by the Cornell Interactive Theater Ensemble (CITE), a unique resource for education in diversity. CITE brings together live theater and audience participation to foster dialogue on a wide variety of problematic issues that are challenging for all members of the campus community. The morning session will focus on gender bias in faculty hiring and evaluations; the afternoon session will address dynamics of race and gender in the classroom, and is designed for students, faculty, and staff. The first in this spring semester series of pedagogical workshops was given in January under the aegis of the Center for Faculty and Curricular Development and the Diversity Commission. Emmanuel (Sonny) Ago, dean of multicultural affairs at Barnard College, led a discussion with thirty faculty, administrators, and staff on "Difficult Conversations in the Classroom." A review of this workshop can be found in the February 2008 issue of the dean's "Faculty Newsletter."

Professors Susan Rogers and Matthew Deady, co-directors of the First-Year Seminar Program, will soon be in touch with all program chairs to solicit participation in next year's program.

Dean Dominy reiterated President Botstein's comments regarding Bard's participation in Focus the Nation: Global Warming Solutions for America on Friday, February 1st. More than two dozen members of the faculty and several students will participate in the teach-in. Dean Dominy asked faculty to encourage their students to attend these events as well as the kick-off that would be held that evening.

President Botstein reminded faculty of the American Symphony Orchestra Fisher Center concert series on February 1st and 2nd. The featured soloist on the program will be pianist Wui-Ming Gan, one of the winners of the 2006 Conservatory Concerto Competition.

In conclusion, he noted that the Workshop in Language and Thinking and First-Year Seminar programs are to be praised for their focus on writing and close analysis. This is particularly true in the face of the Secretary of Education's Commission on the Future of Higher Education (Spellings Commission) and its effort to regulate higher education by metric measurement of student performance, and especially the commission's attention to how colleges and universities deal with freshmen.

There being no further discussion, the meeting adjourned at 5:06 p.m. to a welcoming reception at the President's House.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 12 March 2008

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 19 December 2007 and 30 January 2008 were approved.

II. COMMUNICATIONS. Professor Franz Kempf encouraged members of the faculty to attend the Faculty Seminar that would be held that evening. Professor Patricia Karetzky's talk, titled "Art in China After the Cultural Revolution," would begin at 7:00 p.m. in Olin 102.

III. REPORTS

A. Report of the President. President Botstein congratulated Professor Jacqueline Goss and her husband, Michael Gitlin, on the birth of Benjamin Winter Gitlin-Goss on February 25; and Professors Megan Callaghan and Jeffrey Jurgens on the birth of Nora Virginia Callaghan-Jurgens on February 18.

Many events are being held to celebrate the 50th anniversary of the publication of Professor Chinua Achebe's *Things Fall Apart*. On February 26, there was a tribute at Town Hall in New York, which was co-sponsored by PEN, Vintage Books, and Bard. Several panel discussions will be held during the spring: "Images of Africa: Conrad and Achebe," with Myra Armstead and others, will take place on March 27 at SUNY Ulster; "Modernity and Tradition in African Life: Chinua Achebe's *Things Fall Apart*," with Wendy Urban-Mead and Myra Armstead, will be held on March 29 in Poughkeepsie; and, on April 3 at the Kingston Area Library, there will be a reading co-sponsored by the American Association of University Women, Kingston Chapter. On April 11 in Sosnoff Theater, Bard will host "Revisiting Chinua Achebe's *Things Fall Apart*: A Fiftieth-Year Retrospective," a panel discussion moderated by Gretchen Holbrook Gerzina (Dartmouth), with Chinua Achebe, Jesse Shipley, and Binyavanga Wainana. An interview with Chinua Achebe, "Coming Together," by Peter Monaghan, appeared in the February 8 issue of *The Chronicle Review*.

Other faculty notes include the recent interview on WAMC with Bruce Chilton, whose *Abraham's Curse: The Roots of Violence in Judaism, Christianity, and Islam* was recently published by Doubleday; Professor Chilton also will give readings at Merritt Bookstores in Red Hook and Millbrook. "Pulling the Right Thread," an article by Michèle Dominy, is included in *Pulling the Right Threads. The Ethnographic Life and Legacy of Jane C. Goodale*, an edited volume from two special sessions honoring Goodale at the annual meetings of the American Anthropological Association and the Association for Social Anthropology in Oceania. *Infectious Disease Ecology. Effects of Ecosystems on Disease and of Disease on Ecosystems*, co-edited by Felicia Keesing, has been published by Princeton University Press. Eric Trudel's *La Terre à l'oeuvre. Théorie, poétique et éthique chez Jean Paulhan* has been published in the collection *L'Imaginaire du texte* of the University Press of Vincennes (France). Francine Prose has received the 2008 Edith Wharton Achievement Award for Literature, for her extraordinary accomplishments as a novelist, critic, and short story writer. (This award has been given only twice before, to Eudora Welty and Alice Munro.) Joan Tower received three Grammy awards: *Tower: Made in America*, best classical album and best orchestral performance (Nashville Symphony Orchestra under Leonard Slatkin); and "Made in America," on the album of the same name, best classical contemporary composition.

On March 11, National Public Radio's *All Things Considered* featured a story about the Broadmoor Community Development Corporation in New Orleans. The Bard New Orleans Initiative, directed by Stephen Tremaine '07, has involved a large number of Bard undergraduates in cleanup and restoration work in this neighborhood.

The admission open house for accepted students will be held on Saturday, April 26.

An arrangement has been made for housing the Bard Program on Globalization and International Affairs (BGIA) while the Bard Graduate Center is under renovation and using the space at Bard Hall. The program and its students will be housed at the 92nd Street Y.

Application has been made for a major grant from a consortium of foundations for the expansion of the Bard Prison Initiative in selected colleges across the country.

The college has begun work on a master plan for the renovation of the upper campus, as well as a review of dormitories and on-campus student housing needs. It is hoped that by the end of the current capital campaign in 2011 that there will be some basic improvement in these facilities, which also will serve to improve the quality of life for students. The work also will enhance faculty offices and teaching space. Proposals were solicited from several architects, and the firm of SMWM has been hired to proceed with the review of upper campus, including the expansion of Kline Commons. (SMWM is the firm of Cathy Simon, architect of the F. W. Olin Humanities Building, the Olin Language Center, and the Rose laboratories.)

President Botstein then turned to issues of changes in the economy and the current political climate, referring to a recent article in the *New York Times* on demography. Enrollment is a sensitive issue at this time of the year, as

the college works to “convert” accepted students. (He mentioned that Harvard has a conversion rate of 80 percent.) Bard’s percentage of accepted students has grown, but the student body will no longer increase. While the current applicant pool is very strong, the issue is which of the students who are accepted will accept the offer of admission. And the college must continue to look at where they go if they do not attend Bard. Is the growth in the quality of the college’s students because of the recent growth in the student population or the result in a real change in the profile of our students? The student body must want to come to Bard and remain here throughout their undergraduate years. The college excels in the quality of teaching, and there is a high cohort survival rate, in the high 70s, but it is not as high as the cohort survival rate of Bard’s competition. The college is entering a period in which growth will slow down.

Bard currently has three needs: 1) Scholarship aid (including which students receive it and how much they receive, particularly in the face of the recent decisions on the part of many large institutions to provide grants rather than loans to meet the full need of students. The college hopes to be able to meet full need for its poorest students; it is not clear, however, how the college should respond in the case of middle-class students. 2) Faculty salaries. There will be an upward push for faculty salaries for faculty of excellent quality. Faculty salaries must be a priority in order for Bard to compete effectively with its sister institutions. 3) Physical Plant, including renovation of the upper campus, student housing, student activities space, expansion of the library—all must be accomplished in order to maintain the college’s competitive stance. Bard has achieved a competitive level in teaching and learning, but it must continue to do well when the demographic surge comes to an end.

B. Committee Reports

Executive Committee. Professor Laurie Dahlberg, chair, reported that the minutes of committee meetings have been circulated to the faculty. The committee has drafted an addition to the current policy regarding the pass/fail option, in order to clarify procedures for individual requests for P/F grading; the change will be announced at the April meeting of the faculty and will be recorded in the student handbook and college catalogue. At the request of Professor Pruitt, dean of studies, the committee is exploring ways to improve advising. On behalf of the committee, Professor Dahlberg requested all faculty advisors to contact their undergraduate advisees to set up appointments well before on-line registration takes place at the end of April.

Curriculum Committee. Professor Rebecca Thomas, chair, reported that the committee would hold an open forum the following Thursday for discussion of the program proposal, which will be posted on the website of the dean of the college.

Planning & Appointments Committees. Professor Mark Lytle reported that the committee is in the process of vetting proposals for new lines, replacements, and the like, noting that the deadline for program requests for new positions is Monday, March 31. The committee also is in conversation with the registrar regarding the academic calendar, scheduling of classes, and appropriate classroom space.

Faculty Evaluation Review Committee. Professor James Romm, chair, reported that the committee will meet at the end of March to discuss tenure cases.

College Evaluation Committee. Professor Mark Lambert, chair, reported that in two weeks the committee will have received the files, with summary letters, for faculty under review this semester. The committee will then prepare its report and recommendations for the president.

There were no reports from the **Grievance** or **Diversity Committees**.

Campus Facilities Committee. Professor Matthew Deady reported that an e-mail would be sent to all faculty regarding available units for on-campus faculty housing and the application process. For availability for new appointments, faculty should contact Professor Craig Anderson, committee chair.

Professor Mario Bick raised a question regarding flooding in front of Hegeman and Kline Commons, inquiring as to why this problem has not been corrected. President Botstein responded that the current flooding is the result of the severity of the weather of the past week; the review of upper campus that has recently been undertaken will include questions of drainage.

Faculty Resources Committee. Professor John Ferguson, chair, reported that the deadline for spring Category II funding, covering activities undertaken from January 1 to May 24, is April 18. A reminder will be circulated. The committee will meet soon thereafter to determine the reimbursement rate.

There was no report from the **Library, Bookstore & Computer Committee**.

Student Academic Affairs, Fellowships & Awards Committee. The committee is working with students regarding matters of academic and residence life. It is anticipated that this work will be compiled and published in a pamphlet as a guide to student life on campus.

There was no report from the **AAUP Committee**.

IV. Old and/or New Business.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:10 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 23 April 2008

President Botstein called the meeting to order at 4:40 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 12 March 2008 were approved.

II. There were no general **COMMUNICATIONS**.

III. REPORTS

A. Report of the President. President Botstein congratulated Professor Emily Barton Hopkins and her husband, Thomas, on the birth of their son, Tobias Ezekiel, on April 11; and Professor Samuel Hsiao and his wife, Amanda, on the birth of their son, Austin William, on April 14.

In faculty news, John Ashbery received the Robert Creeley Award in March. Michael Brenson, faculty member of the Center for Curatorial Studies and Milton Avery Graduate School of the Arts, and Sigrid Sandström have been named 2008 Guggenheim Fellows. Chiori Miyagawa has received a Radcliffe Fellowship from the Radcliffe Institute of Advanced Study at Harvard for the 2008–2009 academic year; a work-in-progress presentation of her new play, *I Have Been to Hiroshima Mon Amour*, directed by Jean Wagner, was held at The Culture Project in New York on April 15 and 16. A comprehensive retrospective of the films of Peter Hutton will be presented by the Museum of Modern Art from May 5 through 26; opening night, on May 5, will feature Hutton in conversation with Luc Sante. *Events Ashore*, an exhibition of works by An-My Lê, opens at Murray Guy in New York on Saturday, April 26, and continues through May 31. Kenji Fujita will have a solo exhibition at Samson Projects in Boston in February 2009. Philip Pardi's *Meditations on Rising and Falling* has been named the winner of the 2008 Brittingham Prize in Poetry, selected by David St. John. *Religious Tolerance in World Religions*, edited by Jacob Neusner and Bruce Chilton, is just out from the Templeton Foundation Press. *Stephen Shore*, a compendium on his work, with contributions by Christy Lange, Michael Fried, and Joel Sternfeld, has been published by Phaidon.

The college has just learned from the National Science Foundation that a proposal to study the transmission dynamics of the tick-borne disease anaplasmosis will be funded. This is a collaborative program, with Professor Felicia Keesing as principal investigator and Bard as the lead institution. Professor Michael Tibbetts is a collaborator, together with scientists from Texas Tech, the Institute of Ecosystem Studies, Union College, and the Dutchess County Department of Health. The total budget is approximately \$2 million, a little more than half of which will be directly overseen by Bard. President Botstein extended congratulations to all who participated in the development of the proposal.

The Mellon Foundation has invited Bard to apply for a \$2.5 million, 3:1 challenge grant for the endowment of the Bard College Conservatory of Music. Such an invitation is tantamount to funding. President Botstein expressed thanks to all involved, particularly Robert Martin, director of the Conservatory.

Work on the college's capital projects master plan continues, with the architectural firm SMWM moving forward to design a plan for the upgrading of main campus, among other projects. A presentation will be made to the Board of Trustees at their annual meeting in May.

The annual open house for accepted students and their families will be held on Saturday, April 26. A very large entering class has been accepted, but whether those accepted students will attend Bard remains to be seen. The weekend event is important to this process.

A Faculty Seminar would be given that evening, at 7:00 in Olin 102. Professor Philip Johns's talk is titled "The Eyes Have It: The Curious Evolution and Genetics of Stalk-eyed Flies, *Cyrtodiopsis dalmanni*."

Director of Buildings and Grounds John Gall has resigned. All Physical Plant operations are now under the direction of Charles Simmons, who has been at the college for nearly thirty-seven years. President Botstein expressed his appreciation for Mr. Simmons's willingness to take on this role, a position held by Richard Griffiths for more than forty years, stating that there are a variety of things that need to be accomplished, and he is the one to do it. President Botstein extended the thanks of the college to John Gall for his service to Bard, which began with the construction of the Frank Gehry-designed Richard B. Fisher Center for the Performing Arts.

Concluding his report, President Botstein stated that a delegation from Bard would travel to Jerusalem the following week at the invitation of the president of Al-Quds University. Meetings will be held regarding a possible formal collaboration between Al-Quds and Bard, which would be the first of its kind between an American and Palestinian institution and would include a link for the training of teachers for the Israeli school system. The delegation includes Ric Campbell, director of the Master of Arts in Teaching Program; Jonathan Becker, dean of international studies; Norton Batkin, dean of graduate studies; Susan Gillespie, vice president for global initiatives and director of the Institute for International Liberal Education; and Joel Perlmann, senior scholar, Levy Economics Institute. It is hoped that the delegation will return with good news, which would be presented to the trustees of the college at their meeting in May.

Professor Mario Bick expressed concern at having heard that the college's faculty/staff directory would no longer be available in printed form. President Botstein agreed that the directory should remain available in hard copy, and that it should be an institutional guide, including complete listings not only for Bard, but also for Simon's Rock, Bard High School Early College, and other affiliates of the college.

President Botstein then turned to Professor Laurie Dahlberg, chair of the Executive Committee, for the faculty-run portion of the meeting.

Professor Dahlberg noted that elections for three faculty committees, brought by the Executive Committee, would follow the committee reports.

B. Committee Reports

Executive Committee. Professor Dahlberg reported that the work of the committee continues apace. Divisional elections have resulted in a newly comprised Executive Committee for the next academic year, including Professor Amy Ansell (Social Studies); Professor James Romm (Languages and Literature); and Lauren Rose (Science, Mathematics & Computing). The representative of the Division of the Arts will be announced.

Curriculum Committee. Professor Rebecca Thomas, chair, reported that the committee expects to bring its program proposal to the full faculty at the May meeting. The Senate would discuss the proposal the following week, after which it will be circulated to the faculty; comments on the document may be shared with any member of the committee.

Planning & Appointments Committees. Professor Mark Lytle, chair, noted that the deadline for program requests for new positions has now passed. He reiterated that last-minute leave requests are frowned upon; faculty anticipating such a request should notify the committee in the fall semester, together with a plan for a replacement. The committee has continued its discussions with the registrar and in the Senate regarding the academic calendar, scheduling of classes, and appropriate classroom space.

Professor Deirdre d'Albertis added that the revised academic calendar will be presented to the full faculty at the May meeting. She noted that the committee has had productive conversations regarding the calendar with the

president, and also has talked with students. There also have been discussions regarding SOTC forms, a report on which will be presented to the full faculty.

Faculty Evaluation Review Committee. Professor Richard Davis reported that the committee has been working very hard and has reached decisions in four of five tenure cases, for which transmittal letters have been completed. The committee will meet with the president regarding its decisions in early May.

College Evaluation Committee. Professor Mark Lambert, chair, reported that with one exception the committee's reports have been prepared. The remaining report will soon be drafted and circulated.

There were no reports from the **Grievance or Diversity Committees.**

Campus Facilities Committee. Professor Craig Anderson asked that housing requests and notification from faculty currently living in on-campus housing who plan to move be submitted as soon as possible so that a lottery can be held at the end of the month.

Faculty Resources Committee. Professor John Ferguson, chair, reported that the Category II deadline has passed. The committee will soon meet to vet requests and decide what the reimbursement rate will be.

There were no reports from the **Library, Bookstore & Computer or Student Academic Affairs, Fellowships & Awards** committees.

AAUP Committee. Professor Matthew Deady reported that the committee is working with Vice President for Administration James Brudvig on minor matters regarding health care and other items. No difficulties are foreseen in the process.

IV. Old and/or New Business

President Botstein noted that two "strange" disciplinary cases recently have occurred with students. Anything that faculty can do to counsel students in trouble, including referring such students to the counseling service, would be appreciated.

Faculty Committee Elections. Professor Dahlberg brought elections to three faculty committees from the Executive Committee. Two seats need to be filled on the Faculty Evaluation Review Committee: one at-large member for a two-year term, and one alternate for a one-year term. Upon nominations duly made and seconded, Professor Robert Culp was elected at-large member for a two-year term, expiring in 2010; and Professor Stephen Shore was elected alternate for a one-year term, expiring in 2009.

Two nondivisional seats need to be filled on the College Evaluation Committee: one for a three-year term, and one alternate for a one-year term. Upon nominations duly made and seconded, Professor Kyle Gann was elected to a three-year term, expiring in 2011; and Professor Carolyn Dewald was elected alternate for a one-year term, expiring in 2009.

There are three vacancies to be filled on the Grievance Committee, one to replace Professor Florian Becker for one year, until 2009, and two for two-year terms. Upon nominations duly made and seconded, Professor Christian Crouch was elected as a one-year replacement for Professor Florian Becker; and Professors Christopher Gibbs and Laura Battle were elected to two-year terms, to expire in 2010.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:20 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 21 May 2008

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 23 April 2008 were approved.

II. There were no general **COMMUNICATIONS**.

III. REPORTS

A. Report of the President. President Botstein noted for the record that this will be the last faculty meeting for Professor Richard Gordon, who has taught at Bard since 1973 and will retire at the end of this academic year and take on the position of research professor. He lauded Professor Gordon for his teaching and work in psychology, both academically and in his clinical practice in Red Hook as well as the fact that he is a first-rate jazz pianist. Professor Gordon will remain active in the Bard community; he also has many writing projects and will maintain his practice. President Botstein acknowledged Professor Gordon's service to Bard, which will be formally recognized by the Bardian Award at the President's Dinner on May 23rd.

The festivities of commencement weekend, Thursday through Sunday, May 22–25, will begin on Thursday with Baccalaureate. The line will form in front of Stone Row at 5:15 p.m. for the procession to the chapel. The service begins at 5:30 p.m., followed by a reception at the President's House and Senior Dinner in the commencement tent.

The President's Dinner will take place on Friday evening, with cocktails at 5:00 and dinner at 6:00 p.m. The dinner program includes the presentation of awards, which, in addition to the Bardian Award, include: the Bard Medal, Lorelle Marcus Phillips '57; John and Samuel Bard Award in Medicine and Science, Joel H. Fields, M.D., '53; Charles Flint Kellogg Award in Arts and Letters, Elizabeth Prince '83; John Dewey Award for Distinguished Public Service, Hannah "Kit" Kauders Ellenbogen '52; and the Mary McCarthy Award, Joyce Carol Oates. The dinner and awards ceremony will be followed, at 9:30 p.m., by the commencement concert, with the American Symphony Orchestra in performance with six student soloists, five student singers in the traditional Mozart finale, and works by four student composers. Among the student composers is Bernard Gann '08, son of Professor Kyle Gann.

Commencement day begins early, with the traditional walking tour of Bard lands with Professor William Maple. The Senior Project panel will take place at 10:00 a.m. in Weis Cinema, followed by the dedication of the Jim Ottaway Jr. Film Center at the Avery Arts Center at 11:00 a.m. The academic procession steps off from the chapel walk at 2:30 p.m. Honorary degree recipients include Merce Cunningham, Margaret H. Marshall, Eric S. Maskin, Sonny Mehta, Marjorie Perloff, and Charles B. Rangel, who will give the commencement address. There will be a reception after the ceremonies, followed by reunion events around campus and the commencement barbecue, dance, and fireworks on the Blithewood main lawn.

On Sunday, the annual alumni/ae memorial service will begin at 9:30 a.m. in the Chapel of the Holy Innocents.

President Botstein turned to recent faculty news. The celebrations of the 50th anniversary of Chinua Achebe's *Things Fall Apart* continue, most recently with the publication of "After Empire: Chinua Achebe and the Great Africa Novel," an article in the May 26 issue of *The New Yorker*. Zakiyyah Alexander's play *The Etymology of Bird* has just completed a month-long run at the Providence Black Repertory Company, to great acclaim in the *Providence Journal*. Works by Kenji Fujita and Arthur Gibbons, among others, will be on view at the John Davis Gallery in Hudson from May 22 through June 15. Jackie Goss has received a Media Arts Fellowship from the Rockefeller Foundation and Tribeca Film Institute. "Immanent Domain," a piece on the films of Peter Hutton, appears in the May 2008 issue of *Artforum International*. Hoyt Long's dissertation was chosen for the Horace H. Rackham 2007 Distinguished Dissertation Award at the University of Michigan. Paul Murray's book, *Life in Paradox: The Story of a Gay Catholic Priest*, will be published in late July by O Books, an imprint of John Hunt Publishing Ltd. Mona Simpson is a recipient of an Academy Award in Literature from the American Academy of Arts and Letters. Suzanne Vromen's book *Hidden Children: Belgian Nuns and their Daring Rescue of Young Jews from the Nazis* has been published by Oxford University Press.

There will be many programs and activities during the summer, including some construction. The entering class for the fall will be approximately the same size as the current junior class, and enrollment will stabilize.

A delegation from Al-Quds University will visit Bard in August. It is hoped that during the meetings that will take place an agreement, the first between a Palestinian and American university, will be reached regarding the

establishment of an honors college at Al-Quds in East Jerusalem, a master of arts in teaching program, and a school based on the Bard High School Early College model. President Botstein expressed his thanks to those on the faculty and in the administration for their work on this project.

Concluding his report, President Botstein introduced Jack L. Robbins (nephew of Professor Ann Lauterbach) and Michael Haggerty '01, representatives of the architectural firm SMWM, who, together with Vice President for Administration James Brudvig, presented SMWM's initial proposal for capital projects that are included in the capital campaign, including classroom and office space. The preliminary proposal was much the same as the one to be given to the Board of Trustees at their annual meeting on May 23rd. There was a slide presentation of the architects' conceptual plan, which focused primarily on the main campus, followed by discussion.

B. Report of the Dean of the College. Dean Michèle Dominy presented, for the information of the faculty, the list of 137 graduate degrees, voted by the respective program faculties, to be presented at the 2008 commencement. There were 20 candidates for the degree of Master of Arts from the Bard Graduate Center for Studies in the Decorative Arts, Design, and Culture and 13 from the Center for Curatorial Studies; 20 candidates for the Master of Fine Arts from the Milton Avery Graduate School of the Arts, two from the Conductors Institute, and 14 from the Bard-International Center of Photography; 18 for the Master of Science from the Bard Center for Environmental Policy; 42 from the Master of Arts in Teaching Program; and eight candidates, the first, for the Master of Music degree from the Bard College Conservatory of Music.

Dean Dominy then presented the list of candidates for undergraduate degrees, including the first for the Bachelor of Music and 338 for the Bachelor of Arts, including seven from the Continuing Studies Program. There were 117 candidates in the Arts; 63 in Languages and Literature; 27 in Science, Mathematics & Computing; 111 in Social Studies; and three in Multidisciplinary Studies. There were 17 double majors, students who completed two Senior Projects in the same or different divisions. It was noted that one candidate, Indrawattie Sukhu, had not fully completed course work; it was agreed that provisional approval of this degree be granted, pending successful completion of the work by 5:00 p.m. on Thursday. Upon motion duly made and seconded, the candidates for undergraduate degrees, one for the Bachelor of Music and 338 for the Bachelor of Arts, with provisional approval for candidate Indrawattie Sukhu pending successful completion of course work, were recommended to the Board of Trustees for approval.

President Botstein noted that candidates for degrees from Bard College at Simon's Rock, whose graduation had been held the preceding weekend, and Smolny College, Bard High School Early College, and the Bard Prison Initiative, whose graduations would take place in June, would also be acted upon by the trustees at their meeting on Friday.

Dean Dominy reported Bard Research Fund awards, totaling \$50,000, for 2008–2009: Susan Aberth, "Toyen: Shards of a Dream," \$7,500; Barbara Ess, "Overload," a series of short videos and photographs based on experiences of attention deficit disorder, \$7,500; R. Cole Heinowitz, "Rewriting Conquest: Spanish America and the Making of British Romanticism, 1777–1826," \$5,500; Melanie Nicholson, "Breton's Ghost: The Legacy of Surrealism in Latin American Literature," \$3,500; Catherine O'Reilly, Saw Kill Eel Project: installation of a second, upstream ladder, \$18,000; and Sigrid Sandström, "Antarctica/Svalbard," \$8,000.

Concluding her report, Dean Dominy expressed thanks to the chairs of the faculty committees for their work during the past year.

C. Committee Reports

There was no report from the **Executive Committee**.

Curriculum Committee. Professor Rebecca Thomas, chair, brought the Faculty Senate's proposal regarding programs, which had been discussed in the divisions, revised, and circulated to faculty prior to the meeting. Professor Thomas stated that the Senate endorses the present design of Bard's curriculum, but proposes specific clarification of what constitutes a program both for the sake of students and of faculty advisers. The format of the presentation included discussion and questions for clarification, with the full Faculty Senate available for response, followed by a vote on the proposal in three areas: programs and concentrations; requirements; and core faculty. Before discussion began, President Botstein noted that Bard has no registered programs, only the four divisions—the Arts; Languages and Literature; Science, Mathematics & Computing; and Social Studies—and Multidisciplinary Studies; all else is voluntary description.

The proposal was summarized on the ballot, with a vote pro or con requested on each section:

I. Programs and Concentrations:

The curriculum offers undergraduate students the opportunity to major in programs. While all students major, some may also choose to undertake a concentration as well. Roughly speaking, programs “stand alone” and concentrations do not. Programs are differentiated from concentrations not in terms of disciplinary content or methodology, but primarily in terms of size (number of committed faculty) and requirement structure (number of courses required before moderation and graduation). Students fulfill requirements for a concentration in addition to meeting requirements for the program in which they major. A student may not concentrate without first (or preferably simultaneously) majoring in a program.

II. Requirements:

Programs by definition may require no fewer than three courses and no more than five courses before moderation. A (nonperformance-based) program requires majors to take seven to ten (four-credit) courses in total by the time of graduation, in addition to the Senior Project.

Concentrations by definition may require no fewer than two courses and no more than three before moderation, with a total of between five and six (four-credit) courses in addition to a Senior Project at the time of graduation. The Senior Project for a concentrator is defined by the program in which he or she majors; equally important, that project should be substantially informed by work in the concentration.

Exceptions to guidelines for programs and concentrations will be reviewed by the curriculum committee.

III. Core Faculty:

Programs by definition must be staffed consistently by a minimum of the equivalent of three full-time faculty committed to teaching courses required by the program at least once per year.

Concentrations by definition must be staffed consistently by a minimum of two FTEs committed to teaching courses required by the program at least once per year.

During the discussion that ensued, an amendment was proposed regarding the staffing of programs and concentrations by core faculty committed to teaching courses required by the program “at least once per year”; the amendment, deemed unfriendly, proposed “once every two years.” The amendment was seconded but defeated. Another amendment, regarding requirements, proposed that the phrase “A (nonperformance-based) program requires majors to take seven to ten (four-credit) courses in total by the time of graduation” be changed to provide for “seven to thirteen” or “a minimum of seven” also was defeated.

The question was called; the call was seconded and carried. The ballots were distributed, and a vote on the entire proposal was requested. Professors John Ferguson and Matthew Deady were appointed tellers. Part I, Programs and Concentrations, of the Senate’s proposal was carried by a vote of 61 in favor, 34 opposed, with two blank ballots. Part II, Requirements, and Part III, Core Faculty, were carried.

President Botstein expressed thanks to the Curriculum Committee and Senate for their hard work on this matter. He urged members of the faculty to seek out colleagues in all sectors of the college, many of whom would be pleased to sit on Moderation and Senior Project boards; the faculty should make use of the growth of the institution, including the graduate programs.

Planning & Appointments Committee. Professor Mark Lytle, chair, reported that the committee had completed its business, voting to support most of the requests for leaves of absence and forwarding its report to the president. The committee turned down a few late requests for leaves of absence; Professor Lytle reiterated the importance of submitting such requests on a timely basis. Several searches continue, including some for new lines.

Faculty Evaluation Review Committee. Professor James Romm, chair, reported that the committee has met with the president and will do so again.

There were no reports from the **College Evaluation** or **Grievance Committees**.

Diversity Committee. Professor Kenji Fujita reported that the committee had met with students twice during the semester. Students in attendance at the first meeting were Stephanie Davis, Queen Golder, Flora Pereira, Carolyn Lazart, Steven Alday, Noah Obadashian, and Zahra Malkani, representing the Black Student Organization, Asian American Student Organization, Latin American Student Organization, and Anti-Racist Dialogue. Students Basha Smolen and Noquel Matos attended the second meeting.

The conversation at the first meeting, in February, centered on two very general topics of great importance to these students: campus climate and curriculum/pedagogy. Students offered several anecdotes that suggest that when it comes to race, the students of color at Bard have a very different take on campus climate than white students. The tone was mixed, with some saying that students of color have to put up with slights (some intentional, some not) all the time. The students also said that faculty frequently seem disengaged from conversations about race or do not handle it properly. On the whole, there seemed to be quite a bit of distrust among the students, who, rightfully or not, feel that Bard College has a history of not taking its commitment to diversity as seriously as it should. The students seemed to welcome the fact that the committee has been trying to set up ways to listen to students who have complaints about things that go on in the classroom (student to student and student to teacher) and to facilitate conversations between students and teachers whenever possible. It was understood that the incidents in question are not ones that would force a student to file an official grievance but nonetheless undermine the student's ability to comfortably participate in class. It was suggested that teachers undergo some kind of training to learn to navigate difficult situations in the classroom.

On the topic of curriculum/pedagogy, the students felt that Bard was much more invested in creating a common language that served to reinforce the "status quo" rather than creating an alternative language that can be used to contest the "status quo." The students were asked if they felt that the Workshop in Language and Thinking or First-Year Seminar had adequately addressed the need to incorporate diversity issues in the curriculum. The responses were varied, but there was some agreement that both were inadequate, especially First-Year Seminar, with its emphasis on the Enlightenment. Several students felt that First-Year Seminar leaders were "indoctrinating" students to speak the common language of the western intellectual canon. However, it should also be noted that several students felt that when it comes to First-Year Seminar it really depends on the teacher: some are more sensitive to these issues than others. One student felt that the size of First-Year Seminar classes got in the way and that if the classes were smaller the conversations would be more substantial ("the bigger the crowd, the less subtle the points made").

On the subject of the Rethinking Difference requirement, several felt that it was "a joke," although no one seemed to feel that it should be eliminated. Rather, there was agreement that it needed to be improved upon.

At the second meeting, in March, the committee decided to invite an "engaged white student" as well as a student who recently had a difficult encounter with a faculty member over the issue of cheating. With the white student the committee was able to get a sense of the dynamics that inform interactions between students of color and concerned white students, which Professor Fujita said made him take notice of the fact that these dynamics are complex and hard to control. This student also felt that Bard as a community needs to "rethink how we use language (we, us, they, etc.) with all of the assumptions about who 'we' are." There was a discussion about how we communicate, with Professor Carrión talking about the need to have more conversations about how choices in books are made and Professor Fujita's feeling that when it comes to these issues and how they are communicated, they need to be treated more foundationally, something that happens early on in the student's education at Bard. Professor Carrión reminded the committee that teachers communicate the meanings in the texts and that everyone does it differently, which is what makes teaching dynamic.

The committee met recently to discuss its agenda for the coming academic year, which it hopes will include the following issues.

- 1) Continuation of conversations with students about diversity at Bard. The committee found it particularly useful to have meetings with small groups because it believes that the size and nature of the group affects both what people say and how they say it. With that in mind, the committee will encourage the participation of those students who speak with subtlety and insight in small group settings. Records of these conversations will be kept that will be part of an archive documenting the history of diversity at Bard.

- 2) Availability to students. The committee wants to continue to be available to and facilitate the process for individual students who want to speak to a committee member regarding issues that come up in the classroom. The plan is to make the committee's presence known through a Bard website dedicated to the college's diversity initiative. Members of the committee also will strive to become better listeners and look into teacher training and development workshops in this area.

- 3) Faculty support to related administrative offices. The committee would like to continue to provide faculty support to the Multicultural Affairs office and Higher Education Opportunity Program in an effort to be helpful to the new heads of these programs.

4) Engagement of faculty. The committee's focus during the past academic year has been on the students, their ideas, and what they would like to see. Next year, the committee will seek ways to engage the faculty as well in discussions about diversity at Bard.

In conclusion, Professor Fujita stated that while the Diversity Committee and the Diversity Commission share many of the same goals, there are important differences. The Diversity Commission, comprising administration, staff, faculty, and students, is committed to developing a long-term, school-wide plan that could take 10 to 15 years to fully implement. The faculty Diversity Committee focuses on current concerns that directly involve the faculty.

Campus Facilities Committee. Professor Craig Anderson, chair, reported that the committee received many requests for housing. The three available units were assigned by lottery.

Faculty Resources Committee. Professor John Ferguson, chair, reported that the committee has completed its business. There were many requests for Category II reimbursements for the spring; the reimbursement rate was set at 62 percent.

There were no reports from the **Library, Bookstore & Computer** or **Student Academic Affairs, Fellowships & Awards** committees.

AAUP Committee. Professor Matthew Deady, chair, reported that this is the final year of the contractual three-year salary agreement; there were no major issues to be negotiated with the administration. Salary increases for the 2008–2009 academic year by rank are: 4.75 percent for assistant professors; 5.12 percent for associate professors; and 5.89 percent for full professors. As stipulated in the contract, these increases apply only to the salaries of non-visiting undergraduate faculty holding teaching contracts for 6/13 or larger fractions.

IV. Old and/or New Business. Jeffrey Katz, dean of information services, announced that Bill Terry has accepted the college's offer to become the new chief technology officer, replacing Dave Maswick, who retired at the end of December 2007. Mr. Terry has been director of networks and systems at Vassar College since 2004; he has a strong background in enterprise networks, administrative and academic systems, project management, communications systems, software development, and customer support. He is an articulate, thoughtful man who is a skilled and well-respected professional. Mr. Katz expressed his thanks for the support of the faculty during the six-month search process. Mr. Terry will begin work on June 16th.

President Botstein expressed thanks to Mr. Katz on the successful completion of this search and wished the members of the faculty a good and productive summer.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 6:15 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 3 September 2008

The meeting was called to order at 4:35 p.m. by President Botstein, who welcomed the faculty to the opening informational meeting of the fall semester. There was a slight delay, while the group moved to larger quarters in Olin Hall; the meeting resumed at 4:45 p.m.

The college has opened this fall with a very large enrollment, with 1,881 degree-seeking undergraduates. The 2008 entering class of 517 students is roughly the same size as the entering classes of the last three years and completes the enrollment growth of the college. There were approximately 5,500 applications this year; Bard's selectivity has increased, as has the conversion of students, so that yield has been greater. This represents successful management on the part of Director of Admission Mary Backlund and her staff.

President Botstein spoke to the college's reputation, stating that it is as difficult for institutions to lose a reputation as it is to gain one. It has taken a long time to reduce Bard's image, from the 1960s, as a "hippie" college. He expressed congratulations to the faculty for helping to erase this image; and the quality of the entering class represents the college's ability to overcome that reputation. As witness to the change, he also cited the work of Stephen Tremaine '07, with Harvard's Kennedy School of Government, on the Bard New Orleans Initiative and that of Max Kenner '01 as director of the Bard Prison Initiative. In July, the college was honored by the Pipeline Crisis/Winning Strategies Initiative for its stewardship of the Bard Prison Initiative and its work to bring higher education to prisons and reduce recidivism rates.

The college's "satellite" programs are very successful. The Bard High School Early College II opened in Queens on September 2nd, with Valeri J. Thomson '85 as principal; BHSEC I is doing very well and is now in its seventh year of operation. The Bard Graduate Center for Studies in the Decorative Arts, Design, and Culture has a new dean; Peter N. Miller, who will oversee and coordinate all academic and non-academic programs of the BGC, is a distinguished historian. The Bard Center for Environmental Policy is developing a partnership with the Cary Institute of Ecosystems. Work continues on the establishment of a model school and Master of Arts in Teaching Program in the Central Valley of California. Bard College at Simon's Rock is thriving, with more than four hundred students.

President Botstein introduced Valeri Monakhov, director of Smolny College, who was visiting from St. Petersburg. Smolny College, now in its eleventh year, is doing very well. Deputy Prime Minister Alexei Kudrin has said that Smolny College represents the most innovative program in Russia since the fall of communism. Professors Gennady Shkliarevsky and Jonathan Becker and Vice President for Global Initiatives Susan Gillespie are due the college's appreciation for their work on this important initiative.

The Bard Globalization and International Affairs program has moved to new quarters at the 92nd Street Y in New York and is holding classes at the Levine Institute. The James Clarke Chace Memorial Speaker Series will continue, at the Carnegie Council for Ethics in International Affairs. Carter Page has been appointed new BGIA director.

Recruitment in the college's new initiative with the Posse Foundation has begun in Atlanta. The first Posse group of students will enter Bard in the fall of 2009.

The complete faculty transition list, spring to fall 2008, is posted on the website of the dean of the college and includes faculty going on and returning from sabbaticals and leaves of absence as well as other changes. Distinguished faculty appointments include Gidon Eshel, Bard Center Fellow in Environmental Sciences; Stephen Graham, Bard Center Fellow; Philip Kunhardt, Bard Center Fellow; Njabulo S. Ndebele, Senior Scholar in Residence; Francine Prose, Distinguished Writer in Residence; Mariko Takeuchi, Fulbright Scholar in Photography; and Binyavanga Wainaina, Bard Center Fellow and director of the Chinua Achebe Center for African Languages and Literatures. There have been six new tenure-line appointments: Christian Bracher, Assistant Professor of Physics; John Cullinan, Assistant Professor of Mathematics; Beth Gershuny, Associate Professor of Psychology; Elizabeth Holt, Assistant Professor of Arabic; Kristin Lucas, Assistant Professor of Studio Art; and Emily McLaughlin, Assistant Professor of Chemistry. The appointment of Rufus Müller, Assistant Professor of Music, has been converted to tenure track.

Those on the long list of new visiting faculty were welcomed, including Mustafa Abu Sway, Islamic Studies; Elizabeth T. Antrim, literature; Thomas Bartscherer, visiting in the humanities and associate director of the Workshop in Language & Thinking; James Belk, mathematics; Maria Belk, mathematics; Lisa Brawley, human rights; Bernard F. Castillo II, chemistry; Linda Darling, studio arts; Omri Elisha, anthropology; Anna Ferrari, Italian; Mark Franko, humanities and performing arts; Kati Garcia-Renart '89, dance; Matthias Goeritz, German; Clóna Golden, mathematics; David Gruber '00, First-Year Seminar and writing; Rivka Halperin, Hebrew; Kenneth Howard, biology; Ilka LoMonaco, music; David Nelson, Rabbi and religion; Emily Pugh, art history; Carlos Rodriguez, Spanish; Adam Rosen, First-Year Seminar/Director of Debate; Monique Segarra, political studies; Caridad Svich, theater; and Nicholas Veroli, First-Year Seminar. President Botstein also welcomed Julia Rosenbaum, who has returned to her position as Visiting Assistant Professor of Art History.

As a result of the annual promotion and tenure review, Jonathan Becker has been tenured as associate professor; Joseph Luzzi and Eric Trudel have been tenured and promoted to the rank of associate professor; and Gregory Moynahan has been tenured as assistant professor. Maria Simpson has been promoted to the rank of professor of dance; she also will chair a committee that will review the dance program and its future.

The college has raised \$147 million (up from approximately \$122 million last spring), in the 150th Campaign for Bard College, the goal of which is \$556.6 million. Recent donations include \$2 million to endow the Eugene Meyer Chair in Nineteenth-Century British Studies.

The country is in the midst of difficult economic times that will not reverse quickly. There has been an enormous loss of wealth, which is not favorable to fundraising. It will cost between 25 and 30 percent more than a year ago to heat the campus, and health care costs have increased. There is a plan to review and make campus buildings more energy efficient. Very wealthy institutions with which Bard competes have very deep pockets; Harvard, for example, has raised the ceiling for financial aid and has taken loans off the table. Bard's alumni/ae base is not now in a position to make gifts of significance. The college's annual need is between \$14 million and \$15 million, and raising that sum is a challenge. While it is expected that Bard will do well, this is a difficult time, one of a certain amount of austerity.

The capital campaign will address physical needs of the campus as well as endowment. Warden's Hall is currently being upgraded, and the college is looking at a variety of properties.

The anticipated purchase of the Kaatsbaan property has essentially fallen through, at least for the time being. There is some discussion of purchasing the restaurant property on the east side of Route 9G, across from the main entrance to campus. The decline in property values makes the possibility of such a purchase more viable. The college also is looking at the possibility of purchasing Mount St. Alphonsus, on the west bank of the Hudson River, possibly in partnership with Scenic Hudson. The property, once a Redemptorist seminary and most recently a retreat center, is sited on 350 acres overlooking the river. The main building was built in the early 1900s and renovated in the 1990s. There are 150 dormitory rooms, 11 classrooms, a chapel seating 360, a cafeteria seating 250, and approximately 30 offices as well as a library. The order is committed to service, and while they do not need to sell the property, they are committed to maintaining it in useful service. Should they decide to sell, acquiring the property would be a huge opportunity for Bard, if the college can find a way to use it appropriately.

A delegation of ten faculty and administrators from Al-Quds University, led by President Sari Nusseibeh, visited Bard in early August. A Memorandum of Understanding was formulated and signed, the first between a Palestinian and American university. The agreement provides for the establishment of an honors college at Al-Quds (which has an enrollment of 10,000 students) as well as the creation of a Master of Arts in Teaching program, offering a joint degree, and high school early college based on the BHSEC model. The agreement will not be announced until after the presidential election in this country and the Palestinian elections at the end of the year. This important institutional venture, albeit controversial but comparable to Bard's work with the University of St. Petersburg to establish Smolny College, will be brought to the Board of Trustees for action at their meeting in October. Interested faculty may contact those who have been involved in the planning, including Professors Jonathan Becker, Joel Perlman, Gennady Shkliarevsky, James Romm, and Thomas Keenan. As was announced earlier in the meeting, Mustafa Abu Sway, visiting faculty in Islamic Studies for the fall, is here from Al-Quds.

President Botstein expressed his thanks to Dean Dominy, Dean Halsey, and Registrar Peter Gadsby for their work in smoothing the process of registration at the opening of the semester.

Recent faculty news will be announced at the first regular meeting of the faculty, on October 1st.

President Botstein reported the death, in July, of Christopher Markle, who taught in Bard's Theater Program from 1987 to 1994. A memorial service was held in early August in DeKalb, Illinois; at the time of his death, Christopher Markle was a professor of theater at Northern Illinois University.

Recent staff changes include the appointment of Jane Brien '89 as director of alumni/ae affairs. Ms. Brien worked in admission for ten years prior to accepting this position; she began work during the summer. Ariana Stokas '00 has been named director of Higher Education Opportunity Programs. As Jeffrey Katz reported at the May meeting of the faculty, Bill Terry has been named new chief technology officer and associate dean of information services; he began work on June 16. Mary Backlund, director of admission, announced that Cheryl Symister-Masterson has joined the admission staff as director of multi-cultural recruitment and retention.

Professor Lauren Rose announced that the Distinguished Scientist Lecture Series will continue on September 17 with mathematician, author, and lecturer on knot theory Colin Adams, professor of mathematics at Williams College and author of *The Knot Book*. The talk, titled "Blown Away: What 'Knot' to Do When Sailing," will begin at 7:30 pm. in Olin Hall.

President Botstein announced that the Dean of the College will host a book celebration in honor of the publication of Suzanne Vromen's new book, *Hidden Children of the Holocaust: Belgian Nuns and Their Daring Rescue of Young Jews from the Nazis*, on Monday, September 8, at Finberg House.

Celebrations of Joan Tower's 70th birthday will take place on Saturday, September 6, at Merkin Hall. The Da Capo Chamber Players will honor her in a concert at Bard on Sunday, September 14; the Cassatt Quartet will give the first of three tribute concerts at Symphony Space on September 18; and the American Symphony Orchestra concerts on Friday and Saturday, September 19 and 20, at Sosnoff Theater, will feature Tower's *Strike Zones*.

Professor Benjamin La Farge, director of the Faculty Seminar Series this year, announced that Professor Gregory Moynahan will give the first seminar of the fall semester on Wednesday, September 10. The talk, titled "The Fundamental Science of the Coming Age: Cybernetics, State Planning, and Ideology in East Germany, 1956-1969," will begin at 7:00 p.m. in Olin 102. Additional Faculty Seminars have been set for Wednesdays, October 15, November 19, December 3, February 18, March 11, April 8, and April 29; Professor La Farge asked that other events not be scheduled at the same time.

Professor Mercedes Dujunco announced that Bard will host the 13th annual CHIME (European Foundation for Chinese Music Research) conference from October 16 to 19. The four-day conference will explore the complex and diverse intersections between music and ritual in Chinese and other East Asian contexts, and will feature two evening performances. "Traditional Music from Vietnam," on Friday, October 17; and a program of solo and chamber music by contemporary Chinese composers, performed by Bard Conservatory students, on Saturday, October 18.

Rabbi David Nelson invited faculty to be in touch with him regarding Jewish life on campus.

First-Year Seminar. Professor Matthew Deady, co-director, announced that an orientation session for faculty teaching First-Year Seminar would take place that weekend, from Friday evening, September 5, through the day on Saturday, September 6. The sessions will take place at Finberg House.

The First-Year Seminar Monday special event and lecture series will take place this fall at 4:30 in Sosnoff Theater at the Richard B. Fisher Center for the Performing Arts. The series, which is mandatory for all first-year students and open to the community at large, will include four lectures, two film screenings, and, on September 22, a performance by the American Symphony Orchestra of Strauss's *Four Last Songs* and a lecture by President Botstein.

Business from the Executive Committee. Professor Amy Ansell, chair, reported that a vacancy on the Faculty Evaluation Review Committee (FERC) needs to be filled. The nomination of Professor Garry Hagberg as at-large member for spring 2009 through spring 2010 was brought seconded, and Professor Hagberg was unanimously elected. Professor Sven Anderson was nominated and has agreed to fill this position for fall 2008, and upon motion made and seconded, Professor Anderson was duly elected at-large member of the FERC for the fall semester.

There being no further discussion, the meeting adjourned at 5:40 p.m. to a welcoming reception at the President's House.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 1 October 2008

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 21 May and 3 September 2008 were approved.

II. COMMUNICATIONS. Reporting for Dean Michèle Dominy, who was unable to attend the meeting, President Botstein announced that French journalist and writer Marc Weitzmann would give a lecture that evening. The talk, titled "The Flight from Reality and its Crash: How not to be a French Intellectual in a Post-Cold War World, would begin at 7:00 p.m. in Olin 102. The Dean will host a reception at Finberg House on Monday, October 6, in celebration of the publication of Professor Joan Retallack's book *Gertrude Stein: Selections*.

III. REPORTS

A. Report of the President. President Botstein reported recent faculty accomplishments. Roberto Vélez-Vélez has successfully defended his Ph.D. dissertation at the University at Albany. "New Paintings" by Sigrid Sandström were on exhibit at the Inman Gallery, in Houston, Texas, from July 11 to August 16. Justus Rosenberg is featured in the nonfiction book *In Defiance of Hitler: The Secret Mission of Varian Fry*, the story of an American Holocaust rescuer and his team, on which Professor Rosenberg served. *Theological and Philosophical Premises of Judaism*, by Jacob Neusner, has been published by Academic Studies Press. Scenes from Chiori Miyagawa's play *I Have Been to Hiroshima Mon Amour*, directed by Jean Wagner, will be performed on October 23 at the New York Theater Workshop Studio. A conversation about criticism, with Daniel Mendelsohn and James Wood, was held on September 17 at the New York Public Library; Professor Mendelsohn read from his book *How Beautiful It is and How Easily It can Be Broken* at the Upper West Side Barnes & Noble on August 13. Robert Kelly's novel *The Book from the Sky* has been published by North Atlantic/Random House. *Spanish Politics: Democracy After Dictatorship*, Omar Encarnación's second book, has been published by Polity Press; the Cervantes Institute will host an event in New York to mark the occasion. Yuval Elmelech's book, *Transmitting Inequality: Wealth and the American Family*, was published by Rowman and Littlefield in June. Myra Armstead and Gregory Moynahan are contributors to *Bob's Folly: Fulton, Livingston and the Steamboat*, by Travis M. Bowman, co-edited by Nancy Leonard and published by the Friends of Claremont. Jonathan Becker's review article, "The Perfect Storm. George W. Bush and the American Press," appears in Vol. 23, No. 2 of the *European Journal of Communication*.

After four seasons as director of The Richard B. Fisher Center for the Performing Arts, Tammy Dillon will step down at the end of October. She has accepted a position as director of institutional advancement with the Merce Cunningham Dance Foundation. President Botstein expressed his thanks for her work. The Fisher Center will operate under interim management as a search for her successor proceeds.

The college has been awarded a two-year grant of \$100,000 by the Edith C. Blum Foundation in support of the Bard/Rockefeller Program. The Mellon Foundation has approved a grant of \$2.5 million, to be matched 3:1 within four years, to establish an endowment in support of the Conservatory's five-year double degree program. The Open Society Institute has approved a \$6.5 million challenge grant, part of a \$20 million effort for the expansion of the Bard Prison Initiative. It is anticipated that the remaining funds will be raised from other philanthropic sources.

The first Bard Alumni/ae Day will be held on Saturday, October 4. Family Weekend will take place on October 24, 25, and 26.

President Botstein then turned to the substance of his report, the current economic situation, saying that it is difficult to determine what the impact of the financial crisis will be because it is hard to tell what is happening. The situation is, however, very grave. While the effects of the crisis have not yet been felt in the "real" economy, they soon will be. It is clear that some kind of significant downturn will emerge, and its duration will not be brief. The question is how long it will take for the economy to restart and for capital to flow again. For Bard, the good news is that while the endowment will lose value, it is small to begin with. The main concerns are admission, enrollment, and financial aid, and the college's ability to operate with a distribution of the real income from tuition. So-called "discounts" are calculated on a one-time basis on an applicant's capability and ability to pay. Net tuition from admission at the most select colleges is very high because of the demand from the wealthy families of high-performing students. Bard's income has risen with its increased selectivity, but questions of parent and "collateral family" income remain. If the downturn is severe, the liquidity issue will be pronounced and will affect the ability to borrow, both on the part of individuals and institutions. And no one knows what the government will do.

On the philanthropic side, to date approximately \$150 million has been raised in the new capital campaign, the goal of which is \$556.5 million. In the next year or two, fundraising will be very different. Bard has never been dependent upon a large number of people making modest gifts, and there are still a very large number of very rich people. The college has done well with gifts of \$500,000 and over. However, the devastation in the financial

community is genuine, both in real and psychological terms. As a result, Bard is being very conservative. The college is entering a very austere moment and will conserve its resources.

A campus-wide “investment grade” energy audit has been undertaken, by Johnson Controls, which may result in the refitting of buildings to reduce energy costs. Discussions continue regarding the purchase of Mount St. Alphonsus. The college is doing due diligence on the costs of operating that facility, but it is potentially the kind of investment that is essential in terms of providing needed dormitory and other facilities.

The college is also planning a 150th anniversary celebration, which will begin with commencement in 2010 and continue through 2011. Faculty will be kept abreast of the plans.

Professor Mario Bick inquired as to the impact of the conservative mode of the college on departmental budgets and faculty searches. At this moment, the administration has determined that there is no need for a freeze on faculty hiring. Investment in faculty is made for the long term and builds on the positive shift in Bard’s reputation. The college must, however, be prudent, for real reasons as well as perception on the part of its donors. As a result, there will be some trimming of departmental and administrative budgets.

B. Committee Reports

Executive Committee. Professor Amy Ansell, chair, reported that in an effort to clarify the language of the current faculty evaluation document, particularly as it concerns promotions, evaluation of non-tenure-track faculty, and senior evaluations, a sub-committee has been appointed to review the document and propose any necessary modifications; the document will be brought for faculty vote before the current document expires, in the fall of 2009. The Executive Committee is also studying the scheduling of classes, with particular attention to the time between classes and increased demands on space, both classrooms and dining facilities.

There was no report from the **Curriculum Committee**.

Planning & Appointments Committee. Professor Mark Lytle, chair, reported that the committee is planning how best to proceed with creating closer ties between graduate and affiliate programs of the college with the undergraduate program, focusing on the potential for shared resources and expertise, including faculty exchange and fostering more communication. The committee has met with Dean of Graduate Studies Norton Batkin and will meet with Ric Campbell, director of the Master of Arts in Teaching Program. The committee also is continuing its investigation of coordination between external programs and the undergraduate faculty/curriculum, meeting most recently with Max Kenner, executive director of the Bard Prison Initiative, to discuss how best to facilitate the regularization of undergraduate faculty teaching in the program and how participation in BPI can be acknowledged and valued in the regular evaluation process.

The committee will turn next to its charge as the Committee on Vacancies. Professor Lytle again urged faculty anticipating a request for a leave, which must be submitted to and approved by the CoV, to inform the committee on a timely basis. There is a regular procedure that must be followed; late requests will not be entertained.

There was no report from the **Faculty Evaluation Review Committee**.

College Evaluation Committee. Professor Mark Lambert, chair, reported that the committee met and planned its agenda for the year.

There were no reports from the **Grievance; Diversity; Campus Facilities; Faculty Resources; or Library, Bookstore & Computer Committees**.

Student Academic Affairs, Fellowships & Awards Committee. Professor Benjamin Stevens reported that the committee will work this semester on student life and will meet first with Dean of Students Erin Cannan. There currently is a vacancy on the committee; the Division of Science, Mathematics & Computing will appoint a replacement representative.

President Botstein requested Professor Stevens and the members of the committee to meet with the deans to discuss how the faculty might best be engaged with students after the presidential election. Much pre-election work has been done on the process of student registration and negotiating the wait time at the polling place in Barrytown, given the expectation this year of a very strong turnout, particularly on the part of younger voters.

AAUP Committee. Professor Matthew Deady, chair, reported that an AAUP meeting will be held on October 29, at 4:30 in OLC 115 to set an agenda and elect officers.

IV. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:30 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 19 November 2008

In the absence of President Botstein, who was away from the college on business, Professor Amy Ansell, chair of the Executive Committee, called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 1 October 2008 were approved.

II. COMMUNICATIONS. A Faculty Seminar would be given that evening by Professor Sanjib Baruah. The talk, titled "Constructing Insiders and Outsiders: Citizenship Practices in Northeast India," will begin at 7:00 p.m. in Olin 102, preceded at 6:30 p.m. by a reception in the atrium.

III. REPORTS

A. Report of the Dean. Dean Michèle Dominy reported that as a matter of course, the college holds back 10 percent of departmental budgets, which is reinstated if needed. This year, however, that will not be the case. While this 10 percent budget reduction will not affect faculty salaries or financial aid, it will affect all other expenditures. No additional courses for the spring that have not already been scheduled will be approved. While there is not a budget freeze, the college is being very cautious.

B. Report of the Director of Libraries and Information Services. Jeffrey Katz reported that the college plans to move the few remaining courses using the course management tool WebCT to a new course platform called Moodle. The majority of faculty now use Moodle to manage learning materials online. The plan is to stop support for WebCT in January, when all remaining WebCT materials will have been moved, intact, to Moodle. Questions should be addressed to Debra Sarlin, coordinator of curricular computing and instructional technology.

C. Committee Reports

Executive Committee. Professor Amy Ansell, chair, reported that Professor Lauren Rose is leading a study for the development of proposed guidelines for joint majors, a continuation of the program proposal voted by the faculty in the spring. Discussion will be undertaken in each of the divisions; comments or questions should be directed to Professor Rose.

The committee is working with the Faculty Senate to track trends in the numbers of tenure-track and visiting faculty, to gain an understanding of the growth of the faculty and how the college is meeting that growth as well as to develop new guidelines for the hiring and evaluation of visiting faculty.

Professor Ansell turned to the main agenda item for this meeting, discussion of the Course and Faculty Evaluation (CAFÉ) form; a proposed form had been circulated with the agenda of this meeting. Members of the CAFÉ sub-committee led the open discussion, which was framed by Professor Daniel Berthold. Professor Berthold noted that the Executive Committee would bring the proposal for a vote at the last faculty meeting of the semester, in December. The sub-committee's proposed form, presented for discussion only, was developed to address difficulties with the SOTC form currently in use, which is numerical and meaningless, with no calculation of norms. The SOTC form also is tabulated by hand; the volume makes that impractical. The CAFÉ form would be calculated electronically, with norms. The committee looked at forms used by many other small liberal arts colleges, all of which were vastly better than Bard's. The committee undertook a long process of discussion to devise a form that would be applicable and have fairness across the curriculum, including questions of priority and emphasis, additions and deletions, more items of substance, and depth of coverage of different styles of

pedagogy. The committee would meet again in two weeks to address issues raised in open discussion as well as written comments from the faculty; all suggestions would be taken into consideration. Open discussion ensued; written comments were to be sent to David Shein, assistant dean of the college. Professor Ansell expressed thanks to the committee for its work.

Curriculum Committee. Professor Geoffrey Sanborn, chair, expressed thanks to the faculty for submitting descriptions of program requirements. The committee is in the process of reviewing those requirements in relation to the program proposal voted by the faculty in the spring.

Planning & Appointments Committee. Professor Mark Lytle, chair, spoke first to applications for leaves of absence, stating that it is critical that the person generating the request have a provision for being replaced, and programs must make a case for hiring a replacement. Programs need advance notice of such requests in order to plan appropriately. Professor Lytle reiterated that if the request for a leave is not made on a timely basis, it will be denied.

The committee continues its focus on the potential for shared resources and expertise between the graduate and satellite programs and the undergraduate program. The committee also is considering the possibility of student input on programs and would welcome the thoughts and suggestions of the faculty in this regard.

Faculty Evaluation Review Committee. Professor Sven Anderson reported that the committee has met and completed its work. Transmittal letters have been sent, and the committee will meet with the president.

College Evaluation Committee. Professor Mark Lambert, chair, reported that the committee has received reports from program directors on those members of the faculty under review and is in the process of preparing its recommendations.

There were no reports from the **Grievance; Diversity; Campus Facilities; Faculty Resources; or Library, Bookstore & Computer Committees.**

Student Academic Affairs, Fellowships & Awards Committee. Professor Benjamin Stevens, chair, reported that the committee had met with Associate Dean of the College Jonathan Becker and Dean of Students Erin Cannan regarding the preparation of students for the presidential election. Students have been informed of the process, and plans are set for oversight of the polling place in Barrytown. The committee discussed how the faculty might best engage with students following the election.

In other business, the committee would appreciate suggestions of strategies for assisting students through the "mid-year doldrums." The committee also met with the Student Judiciary Board regarding illegal drug use on campus and would meet with the president about this issue.

AAUP Committee. Professor Matthew Deady reported that an AAUP meeting was held on October 29. The following officers were elected: Professor Deady, chair; and Professors Jacqueline Goss, William Maple, Gregory Moynahan, and Eric Trudel.

IV. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:40 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 17 December 2008

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 19 November 2008 were approved.

II. COMMUNICATIONS. Paul Marienthal, director of the Trustee Leader Scholar Program, announced that a new TLS brochure is now available for interested members of the faculty.

III. REPORTS

A. Report of the President. It is anticipated that a public announcement will soon be made of the new partnership, approved in principle by the Board of Trustees in the fall, between Bard College and Al-Quds University for the creation of an honors college at Al-Quds as well as a master of arts in teaching program and model secondary school. This partnership, which will not cost the college any money, has been funded, thus far, by a grant of \$1.5 million from the Open Society Institute.

Public announcement may also be made of the plans to expand the Bard Prison Initiative to other colleges and prisons across the country. This initiative has been funded by a matching grant of \$6.5 million from the Open Society Institute; matching funds are currently being sought.

A new partnership between the Bard Center for Environmental Policy and the Cary Institute of Ecosystem Studies, which also will benefit the undergraduate program, is also being developed. It is anticipated that this new partnership will assist the college in recruiting a distinguished director for the BCEP.

It is anticipated that at their winter meeting in January the Board of Trustees will approve a joint degree program, parallel with the college's arrangement with Smolny College in St. Petersburg, with the American University of Central Asia, located in Bishkek, Kyrgyzstan. This program is being developed at the request of AUCA, which is the preeminent higher educational institution in the region.

The first Bard Posse has been selected, by Mary Backlund, Michèle Dominy, and Ariana Stokas, who traveled to Atlanta the prior week to review the final applicants. Bard Posse I of ten students will enter the college in the fall. Professor Myra Armstead has agreed to serve as faculty mentor to these students through their first two years at Bard.

Spring enrollment is strong, with a small group of new students. The college is ahead in early applications for the fall semester.

Recent faculty accomplishments are many and include the following. Celebrations of the 50th anniversary of Chinua Achebe's *Things Fall Apart* continued with a symposium on November 3 at the Library of Congress. Achebe also was interviewed in October by Melvyn Bragg (Lord Bragg of Wigton) for a television documentary on *Things Fall Apart. Inside the Stalin Archives: Discovering the New Russia*, by Jonathan Brent (who will resume teaching in the spring), has been published by The Pritzker Military Library. Tim Davis's exhibition *Kings of Cyan* was on view at Mitterrandt Sanz/Contemporary in Zurich from September 2 through October 18. Terence Dewsnap's *Island of Daemons: The Lough Derg Pilgrimage and the Poets Patrick Kavanagh, Denis Devlin, and Seamus Heaney* has been published by the University of Delaware Press. *The Journey*, a novel by Holocaust survivor H. G. Adler, has been translated from the German by Peter Filkins and published by Random House. *Karl Mannheim and the Legacy of Max Weber: Retrieving a Research Programme*, co-authored by David Kettler, has been published by Ashgate Publishing. *Looking for Lincoln: The Making of an American Icon*, co-authored by Philip Kunhardt, received a long preview in the October 13 issue of *The New Yorker* and was published in November by Knopf. Medrie MacPhee's *All of the Parts, None of the Pieces* was on view from October 23 through November 16 at the Keith Talent Gallery in London. *The Golden Rule: Analytical Perspectives*, edited by Jacob Neusner and Bruce Chilton, has been published by the University Press of America as part of the series "Studies in Religion and the Social Order." The same press has also published Neusner's *Analytical Templates of the Yerushalmi*. Susan Fox Rodgers' book *Antarctica: Life on the Ice* was awarded the Silver Award for travel books from the Society of American Travel Writers. Mock-ups, an exhibition of works by Sigrid Sandström, has been on view at the Galleri Thomas Wallner (Malmö Art Academy, Lund University, Sweden).

President Botstein reported that he had met with the Faculty Evaluation Review Committee and considered the pre-tenure evaluations of Professors Roger Berkowitz, Samuel Hsiao, and Benjamin Stevens. The positive recommendation of the FERC in each case was accepted.

Turning to the financial crisis, President Botstein noted that the financial structure of Bard is unusual; it is not driven by endowment but by tuition and annual giving, which is invested in a diverse and low-risk manner. While the performance of the college's endowment fund is slightly down, the loss has not been catastrophic, as has been the case in other institutions. Bard must, however, be conservative in order to fulfill and reduce the annual

structural shortfall; while it is believed that the structural deficit can be filled and debt payment accelerated, austerity is necessary. The crisis could last for another two, three, or four years. In the face of this, senior administrators have taken a voluntary cut in salary of up to 10 percent for the next 18 months, and possibly through the crisis, which is symbolic. Administrative jobs will be lost, and the workload redistributed.

On the faculty side, President Botstein stated that he does not believe in reducing faculty pay; the “franchise” must be protected. In difficult times, education is the one thing people are willing to take a risk on. Undergraduate and graduate enrollments are strong; the college’s reputation is good, and Bard can compete in the marketplace. There will be some program reductions (for example, in some summer programs at the performing arts center), and no large renovations will be undertaken. The college is looking at innovative ways in which to deal with operating issues, such as office space. In the face of all this, though, it is a wonderful moment, in which the confusion of wealth with quality will come to an end. But there will be occasions in which the administration will say “no” to faculty, and no offense can be taken.

This is a time in which faculty must talk with each other, across programs and disciplines. There currently are too many specialized courses. The matter of when courses are taught must be examined, and the college’s best talent must teach basic courses; for instance, the more regular faculty who teach First-Year Seminar the better, and regular faculty were encouraged to do so. How students are introduced to the disciplines must also be examined, and, generally, we must rethink what we’re doing (and program evaluations are good for this process). Adding positions is not the way to accomplish what the college must provide for its undergraduates. While faculty pay will not be cut, faculty will be called on to do more. The college will continue to hire faculty, but the process will be more selective. This is an opportunity to “break out of the pack” and not be frightened. There also is no freeze on faculty hiring, but there will be very careful scrutiny regarding any individual’s long-term benefit to the college. The quality of what Bard does is not dependent on its bank account.

In closing, President Botstein stated that this is a great time to think about how we do what we’re doing better, including solid, exciting curricular innovation and teaching courses that are counterintuitive and not fashionable. Bard will protect its core operations, including the faculty, but this will be a bumpy ride. The reputation and achievement of the college cannot be put at risk. This is a great moment to move forward.

B. Committee Reports

Executive Committee. Professor Amy Ansell, chair, referring to President Botstein’s comments, above, stated that communication among faculty is one of the things that the Executive Committee has been talking about. There will be a series of meetings in January with division and program leadership. The committee also is continuing its review of the Faculty Evaluation Document as well as the program proposal.

Professor Ansell reminded faculty that grades and critiques for the fall semester are due by January 2. The Executive Committee will meet shortly thereafter to consider any concerns that might be raised regarding the status of individual students.

She then turned to Professor Deirdre d’Albertis, chair of the Senate, who reported that the Senate, too, has been discussing these issues and has called for all faculty to return to campus after intersession with a full year of course offerings, which must be planned a year in advance. Program meetings will be held early in the spring semester to discuss the president’s request.

Professor Daniel Berthold then brought the Senate’s proposed Course and Faculty Evaluation (CAFÉ) form, which had been presented to and discussed by the faculty at the November 19 meeting. The CAFÉ subcommittee met to discuss the suggestions made by the faculty at that meeting and subsequently, and has made a number of changes to the form. If accepted by the faculty, the new form will be put into use in the fall 2009 semester, after decisions have been made as to how it will be administered and what technology will be used to analyze the data. If the CAFÉ form is voted down, the current SOTC form will continue to be used.

The goal of the subcommittee was to produce a form that asks questions that are applicable to each course taught at the college; as a result, questions are very general. Faculty may want to ask for more specific detail, and that is encouraged through the development of informal, individually generated questions. Professor Berthold reviewed the revised form: substantive changes were made in Part I, Student Information; items in Part II, Evaluation of the Course, were reordered; and some changes were made in Part III: Evaluation of the Instructor. Part IV was eliminated; questions contained therein were integrated into Parts II and III. He stated that the committee agreed to an up or down vote by the faculty, since the subcommittee has exhausted all possibilities.

The action to replace the SOTC form with CAFÉ form circulated with the agenda for this meeting was brought as a seconded motion from the Senate.

The floor was then opened for a fifteen-minute discussion, during which two amendments were proposed and deemed friendly: 1) that items 5 and 6 of Part I not be kept confidential from the faculty; and 2) that numbers be assigned to correspond to the range of response in Parts II and III. After further discussion, a vote was taken by a show of hands. The adoption of the CAFÉ form was carried overwhelmingly, but with some negative votes and abstentions.

There were no reports from the **Curriculum, Planning & Appointments**, or **Faculty Evaluation Review Committees**.

College Evaluation Committee. Professor Mark Lambert, chair, reported that the committee has completed its work.

There were no reports from the **Grievance, Diversity**, or **Campus Facilities Committees**.

Faculty Resources Committee. Professor Roger Berkowitz, chair, reported that the Category II reimbursement rate for the fall will be 70 percent.

There were no reports from the **Library, Bookstore & Computer; Student Academic Affairs, Fellowships & Awards**; or **AAUP Committees**.

President Botstein wished the faculty a pleasant and productive intersession.

IV. Adjournment. There being no further business, President Botstein wished the faculty a pleasant and productive intersession, and upon motion duly made and seconded, the meeting adjourned to a reception at the President's House at 5:55 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 28 January 2009

The meeting was called to order at 4:35 p.m. by President Botstein, who welcomed the faculty to the opening informational meeting of the spring semester.

President Botstein expressed condolences to Professor Ken Buhler, whose wife, Mary Hambleton, died on January 9.

Recent faculty awards, publications, exhibitions, and other activities include the publication by Ediciones la Calavera of *Vertov from Z to A*, a volume of essays honoring the 90th anniversary of the October Revolution, co-edited by Peggy Ahwesh. JoAnne Akalaitis directed *The Play of Daniel* in December at The Cloisters and Grace Church, in New York City. Sanjib Baruah edited and contributed to *Beyond Counterinsurgency: Breaking the Impasse in Northeast India*, which will be published in February by Oxford University Press. Recent articles by Daniel Berthold include "Talking Cures: A Lacanian Reading of Hegel and Kierkegaard on Language and Madness" in *Philosophy, Psychiatry and Psychology*; and "The Golden Rule in Kant and Utilitarianism" in *Analyzing the Gold Rule*, edited by Jacob Neusner. Jonathan Brent's *Inside the Stalin Archives* was reviewed in the *Wall Street Journal* and the *New York Times Book Review*; a documentary based on his book *Stalin's Last Crime* was due for release this month by Roche Productions in France and will likely be broadcast on the BBC. Two essays by Mark Danner, "Sweet Potato Pie in Philly: Watching Obama" and "2008 and the Weight of the Past," were featured in the *New York Review of Books* in October. A translation from the Bulgarian by Elizabeth Frank and Deliana Simeonova of Angel Wagenstein's book *Isaac's Torah* has been published by Other Press. Jacqueline Goss's animated documentary *Stranger Comes to Town* (completed in 2006 with support from a Bard Research Fund Grant) won the Gus Van Sant Award at the Ann Arbor Film Festival and the Best Experimental Work prize at the Onion City Film Festival. Sam Hsiao co-authored "Enumeration in convex geometries and associated polytopal

subdivisions of spheres," which appeared in the twentieth anniversary issue of *Discrete & Computational Geometry*. During 2008, Peter Hutton and his films were featured at (among other places) Cornell University, Ithaca College, Harvard, the School of the Museum of Fine Arts in Boston, Whitney Museum, Anthology Film Archives, and the Guggenheim Museum in Bilbao. Felicia Keesing co-edited a volume of essays titled *Infectious Disease Ecology: Effects of Ecosystems on Disease and of Disease on Ecosystems*, published by Princeton University Press; among the co-editors is Richard Ostfeld, visiting senior scientist at Bard this semester. Ann Lauterbach's essay "The Thing Seen: Reimagining Arts Education for Now," will be published in the spring by MIT Press in *What is Art Education?* Her poems have recently been published in *Conjunctions*, *No Magazine of the Arts*, and *Glitterpony*; her eighth collection of poems, *Or to Begin Again*, is due out this spring from Penguin. An-My Lê's exhibition *On the Subject of War* was on view at the Barbican Art Gallery in London from October 17 through January 25. Mark Lytle co-authored the sixth edition of *Nation of Nations: A Narrative History of the American Public*, a textbook published by McGraw-Hill Higher Education. Joseph Luzzi's book *Romantic Europe and the Ghost of Italy* was published in November by Yale University Press. Norman Manea received two honorary degrees in Romania, from the University of Bucharest and the University of Cluj. He also participated in an event at the Romanian Cultural Institute marking the release of his complete works in 22 volumes; new translations of his work have been published in Israel, the Czech Republic, Spain, and Italy. Susan Osberg's dance piece "Rhinoceros" was performed in October at Cabaret Einstein in Göteborg, Sweden. Lothar Osterburg screened a new video in October at TheTimesCenter in New York. Dimitri Papadimitriou and L. Randall Wray (senior scholar at Levy) wrote the introduction to two books by Hyman P. Minsky: *John Maynard Keynes: Hyman P. Minsky's Influential Reinterpretation of the Keynesian Revolution* and *Stabilizing an Unstable Economy* (first published in 1986). President Botstein noted that there are now more than one million hits a month on the Levy Economics Institute website. Judy Pfaff's *Paper*, an exhibition of recent works in mixed media, is on view through February 21 at Ameringer & Yohe Fine Arts in New York. John Pilson premiered his new video, "A Thousand Miles Away," as part of Prospect 1. New Orleans at the New Orleans Jazz & Heritage Center. Francine Prose's *Goldengrove: A Novel* has been published by Harper. Sigrid Sandström and Julianne Swartz are among the twenty or so recipients of The Joan Mitchell Foundation's 2008 Painters & Sculptors Grant.

The full faculty transition list, fall to spring, is posted on the website of the Dean of the College. New visiting faculty include, among others, Nicole Avena, visiting assistant professor, Bard Rockefeller Semester in Science; Qun Liu, visiting assistant professor of Chinese; and Fiona Maazel, winner of the Bard Fiction Prize. Binyavanga Wainaina begins as Bard Center Fellow and director of the Chinua Achebe Center for African Languages and Literature.

Other transitions include the promotion of David Shein to the position of dean of studies. Kathy Hewett-Smith has been named assistant dean for international studies and assistant director of the Institute for International Liberal Education. And Max Kenner '01 has been named vice president for institutional initiatives; he will continue as executive director of the Bard Prison Initiative.

Eban S. Goodstein has been named director of the Bard Center for Environmental Policy. He is the former director of the national Teach-in on Global Warming Solutions and Focus the Nation, in which Bard participated, and a member of the advisory board of the Presidential Climate Action Plan. In this position, Goodstein also will oversee the new collaboration between BCEP and the Cary Institute of Ecosystem Studies.

At its meeting in January, the Board of Trustees agreed in principal to proceed with the development of a dual degree program with the American University of Central Asia in Kyrgyzstan. AUCA has an English-speaking student body of approximately 1,300. This initiative has been undertaken at the request of the university, at no cost to Bard.

In another cooperative effort with the New York City Board of Education, the college is working on the creation of a new high school, not an early college, focused on "green" careers.

Governor David Paterson has appointed Kirsten Gillibrand, former Representative for the New York State 20th Congressional District, to fill the U.S. Senate seat vacated by Hillary Rodham Clinton, who has been appointed U.S. Secretary of State by President Barack Obama. The appointment of Gillibrand may bode well for Bard, which is located in her former congressional district. Governor Paterson also highlighted the early college as a priority for the state, which may also work to the college's advantage.

The Presidential Commission on the Future of Dance at Bard has submitted its preliminary report. President Botstein expressed thanks to those who participated in the commission and in the preparation of the report. He

noted that he has also asked the Dean of the College to convene a commission to look into the teaching of environmental science and studies.

The new chemistry wing of the Gabrielle H. Reem and Herbert J. Kayden Center for Science and Computation is now open and in full use.

President Botstein then turned to the fiscal crisis and how it affects Bard. There have been two rounds of budget cuts, and the college will continue to look for ways to save on expenses. There will be reductions in some public programs. There were ten administrative layoffs in January, and the workload has been redistributed. Senior administrators have taken a voluntary cut in salary, ranging up to 10 percent.

Bard does not have a large endowment, so the loss in endowment funds, while aggressive, is not extreme—in the 20 to 25 percent range. The college is dependent on current giving, so does not feel a strong shock of loss. The college was defrauded by J. Ezra Merkin, a one-time member of the Board of Governors of the Levy Economics Institute, through his involvement in Bernard Madoff's Ponzi scheme, which has received a good deal of press. A fraction of the college's investment funds were affected; the amount lost was misreported in the press. It is not yet known if Bard will join the resultant lawsuit. (New York University and Tufts, among others, were also affected). There is "devastation out there," with a 30 to 50 percent decline in wealth. President Botstein stated, however, that the college has operated in the black for 34 years and will continue to do so.

The question is how much money can be raised for the operation of the college over the next three years. No increase is expected, however, in the endowment. Approximately \$155 million has been raised to date in the 150th Anniversary Campaign, and it is expected that all pledges will be paid. While this will be a difficult time, Bard will remain vital.

There has been a slight increase in applications for admission for the fall, for both undergraduate and graduate programs. There has not been a big shift in mid-year financial aid requests on the part of students already here; while the number of requests was larger, the college was able to adjust. Whatever stimulus package, which is now being prepared, is passed by the House and Senate and signed by President Obama, approximately \$20 billion will be directed to colleges and universities, both public and private. The freeze in the credit market will eventually thaw, but it is not known when that will happen, including money for education. Enrollment in public institutions will skyrocket, and private institutions without repute will suffer. Bard is on the right side of that equation, but the college must maintain the services it delivers to students. President Botstein expressed his optimism that there will be a "full house" in the fall; however the college will be very conservative in admissions, which is doing a good job. The college's competitors will over admit, and Bard, too, will have to admit more students to remain on an even keel. For now, the spring enrollment is the same as that of the fall.

There is no freeze on faculty hiring, except at the "margins"; President Botstein cited the large number of visiting faculty teaching First-Year Seminar, stating that the college must make better use of the regular members of the faculty, who will be asked to do more. He acknowledged the work of Dean of the College Michèle Dominy and Dean Mark Halsey, who met with the faculty leadership during the intersession, and urged the Senate to do whatever is required to keep the college on course. Everyone will have to do more, and this is a terrific opportunity to review what we do and how to do it better.

The college will continue to make improvements without additions to the budget, except for restricted philanthropy, which likely will continue. And there will be funds from the federal government. Bard will also continue to look into opportunities stemming from the financial crisis, including the possibility of acquiring a dormitory facility in New York City. There also is a possibility of federal support and the cooperation of another arts organization to build on a lot adjacent to BHSEC I, to provide a gymnasium, classrooms, expanded library, cafeteria, and the like. So Bard will continue to seek opportunities, but must be cautious and careful in what it does. The college has worked hard to establish its quality and reputation, and the cooperation of the faculty in this is deeply appreciated.

Questions and discussion ensued.

Vote on Nominations to the College Evaluation Committee. Professor John Pruitt reported that Professor Nancy Leonard has been nominated and has agreed to serve. There were no additional nominations, and upon motion made and seconded, Professor Leonard was duly elected a member of the College Evaluation Committee.

There being no further discussion, the meeting adjourned at 5:33 p.m. to a welcoming reception at the President's House.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 18 February 2009

President Botstein called the meeting to order at 4:40 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 17 December 2008 and 28 January 2009 were approved.

II. There were no general **COMMUNICATIONS**.

III. REPORTS

A. Report of the President. Paul Edward Murray, Class of 1971, Catholic chaplain and visiting assistant professor of religion at Bard, died suddenly and unexpectedly at his home in Tivoli on January 30. He received the Ph.D. from the Catholic University of America, and taught at Bard for many years. Author of the recent memoir *Life in Paradox: The Story of a Gay Catholic Priest*, Paul Murray was a man of considerable courage, who struggled with his vocation and his conscience. He was threatened by the Roman Catholic Church with heresy and a heresy trial, against which Bard stood ready to defend him; he also had the support of Mark S. Sisk, bishop of the Episcopal Diocese of New York, who allowed him to continue to function as a chaplain until the matter was settled; but it was laid to rest. The Chaplaincy is arranging a memorial service that will take place at Bard later in the semester.

Helen A. Bard died on February 5 at the age of 91. She and her husband, Richard E. Bard, who died in 1987, were workers on the Zabriskie Estate, and became workers for the college as part of an agreement with the estate. They lived on campus in Sands House, where they raised a family. Helen was known for her many passions and accomplishments, especially her birthday cakes. Dick Bard was for many years "number two" under Dick Griffiths in Buildings & Grounds.

The Bard Prison Initiative held its fifth commencement on Saturday, February 7, at Eastern New York Correctional Facility in Napanoch, New York. Fourteen associate in arts degrees and two bachelor of arts degrees, the first earned through the program, were conferred. Craig Steven Wilder, professor of history at the Massachusetts Institute of Technology, gave the commencement address.

On February 10, the Kern County Board of Education in Bakersfield, California, voted five to two in support the charter school application of the Paramount Bard Academy. The early college high school, the first such collaboration in California, will open to public school students in the fall of 2009 on a campus shared with the Master of Arts in Teaching program in Delano, California.

As was reported at the December meeting of the faculty, the Board of Trustees approved in principal a partnership between Bard and Al-Quds University in Palestine for the creation of an honors college at Al-Quds as well as a master of arts in teaching program and model secondary school. A public announcement of the partnership was reported in Sunday's (February 15) edition of the *New York Times* and Monday's (February 16) *International Harold Tribune*.

There have been recent changes in the staff of the Academic Resources Center. Philip Pardi has been promoted to the position of director; he will continue in his roles as director of college writing and visiting assistant professor of writing. Maria Belk has joined the staff as director of quantitative literacy; she will continue as visiting assistant professor of mathematics.

Concluding his report, President Botstein noted that Professor Pierre Ostiguy would present a Faculty Seminar that evening. The talk, beginning at 7:00 p.m. in Olin 102, is titled "'High' and 'Low': Populism and Anti-Populism in Argentina."

Professor JoAnne Akalaitis requested clarification of the matter raised by Professor Joel Kovel regarding the nonrenewal of his contract with the college, about which Professor Kovel had issued a public statement. President Botstein replied that he had written personally to Professor Kovel in response to his February 17 email to the faculty and others, which, he said, had come as a surprise. Joel Kovel was recruited to Bard twenty-one years ago. He served three consecutive five-year appointments as Alger Hiss Professor of Social Studies; then, at Professor Kovel's request, he was moved to a five-year, part-time contract, and named Distinguished Professor of Social Studies, with no promises regarding renewal; that contract comes to an end with the end of the current academic year. When the Alger Hiss Chair was created, the donor designated that it should be a revolving position, and Professor Kovel's request to move to a part-time position coincided with a determination that it was time to name someone new to the Alger Hiss Chair. In the view of the college, Professor Kovel's statements regarding differences between himself and the Bard administration on the issue of Zionism as the cause for his "dismissal" simply are not true; they are not factual and have no merit. Further, he was not fired. President Botstein stated that he did not feel it was appropriate to respond to Professor Kovel publicly, but there is no reason not to be transparent. These are hard times; ten employees have lost their jobs, and some part-time members of the faculty will lose their jobs. Professor Kovel has given great service to Bard, which bears him no ill will or animus.

Professor Mark Lytle pointed out that the faculty was consulted on this matter. No politics were involved; the evaluation was conducted in the same manner as the evaluation of any member of the faculty, and on that basis, a decision was made to let Professor Kovel's contract lapse. President Botstein added that Dean of the College Michèle Dominy handled the situation brilliantly, from the consultation with the divisional faculty leadership through to the final decision.

B. Committee Reports

Faculty Senate. Professor Amy Ansell, chair, reported that there was no business from the Faculty Senate, which comprises the Executive Committee, Curriculum Committee, and Planning & Appointments Committee. The Senate is working on 1) a review of the Faculty Evaluation Document; 2) modifications to the teaching schedule that will be brought to the divisions; and 3) strengthening advising regarding fulfillment of distribution requirements. A memorandum regarding the latter recently was circulated to all faculty, given confusion on the part of some students about how to fulfill these requirements in order to graduate.

Curriculum Committee. Professor Daniel Berthold, chair, reported that the committee continues its work on reviewing program/concentration descriptions as they are submitted. The committee is also talking about the mechanics of providing effective oversight of satellite programs, such as the New Orleans Initiative, as well as evaluating the current distribution requirements. Reports from the Science, Diversity, and Religion Commissions and the Writing Working Group are awaited and will be reviewed.

Planning & Appointments Committee. Professor Mark Lytle, chair, reported that this committee, too, is talking about distribution requirements and thinking about friction and the availability of places through which students can fulfill these requirements. The committee also is considering the distribution of the teaching load, in which there are some real discrepancies, particularly in Senior Projects and Moderations. The committee is attempting to understand the inequities and find practical ways to address them.

There were no reports from the **Faculty Evaluation Review Committee; College Evaluation Committee; Grievance Committee; Diversity Committee; Campus Facilities Committee; Faculty Resources Committee; or Library, Bookstore & Computer Committee.**

Student Academic Affairs Committee. Professor John Cullinan reported that the committee is working with the staff of the Dean of Students Office and Residence Life in order to increase faculty participation in campus life. Faculty interested in participating should let the committee know.

AAUP Committee. Professor Matthew Deady, chair, reported that negotiations with the administration would begin over the next few weeks; the committee will keep the faculty posted. There will be an AAUP meeting in April, at which a report on the negotiations will be given. Professor Deady, as chair of the committee, has talked with the president and dean of the college regarding Professor Joel Kovel's accusations in order to determine if there is a manner in which the AAUP can help to resolve the issue.

IV. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:10 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 15 April 2009

President Botstein called the meeting to order at 4:40 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 18 February 2009 were approved.

II. There were no general **COMMUNICATIONS**.

III. REPORTS

A. Report of the President. This is the first meeting of the faculty held since the death, on March 21, of Jennifer Day, assistant professor of Russian. A memorial service was held in the Chapel of the Holy Innocents on Sunday, April 5, and the faculty plans to plant a tree on campus in her memory. President Botstein expressed thanks to those who sought to help her and who are now providing support to her husband and child. He also thanked those who participated in the memorial service. He stated that she was a terrific colleague and asset to the college. It is decidedly unfair that her life was cut short.

A memorial service was held at the chapel on April 20 for Paul Murray '71, Roman Catholic chaplain and visiting assistant professor of religion, who died on January 30. President Botstein thanked those who participated in the service.

There will be a memorial service in New York City on May 10 for Professor Ken Buhler's wife, Mary Hambleton, who died on January 9.

President Botstein noted for the record the death on April 11 of Joseph Wilcox, husband of the late Karen Wilcox, who was Bard's dean of admission. Two of his children are alumae of the college. Joe will be buried in the Bard cemetery, next to Karen and their son, Patrick.

The annual open house for accepted students will be held on Saturday, April 18. President Botstein thanked to all members of the faculty who are participating. The country is in the midst of the most severe economic circumstance since the great depression, and colleges across the country are taking steps to remain viable. Some institutions that are comparable with Bard are panicking, and others are offering huge financial aid packages to students that Bard has not admitted. Very few students have withdrawn from admission to the college, realizing, it seems, that all colleges are "discounting" the cost of tuition and fees. The admission office is monitoring the situation on a day-to-day basis; there are a solid number of deposits from accepted students, and the college will be full in the fall. The only "threat" Bard faces in admission is from lesser institutions that are giving excessive amounts of financial aid and from those institutions deemed more prestigious that are over-admitting students. More than eighty Bard parents have volunteered to talk with prospective parents, and the college seems to be above the curve.

Professor Lauren Rose inquired about students who are leaving the college, asking why this occurs. President Botstein replied that students are rarely candid about why they actually are leaving. He suggested that students who tell faculty that they are leaving because they cannot afford to pay should alert the administration, which will review their financial aid package; while there is no indication that the retention rate will decline, faculty support of student requests for review of financial aid packages would be helpful.

At its meeting in March, the Board of Trustees approved an overall increase in tuition and fees of 4 percent, in the middle range of other, comparable institutions that had publicly announced increases. Vassar's increase is more than 5 percent, Princeton's, more than 3 percent. Bard's increase will enable the college to maintain the structure of the budget. The endowment, which is small by any standard, has, in the 1990s and early this decade,

contributed only 4 percent to the annual budget; this year, that contribution will only be 2 percent. Approximately 20 percent of the gap in the budget between income and expense must come from gifts and grants raised annually. The college concentrates on donors whose capacity to give is very large. While some contraction is anticipated, the budget has been reduced by cutting costs; that, combined with full enrollment and the increase in tuition and fees, will reduce the need from the endowment. An anonymous donor has given Bard an unrestricted gift of \$12 million: \$6 million for the current fiscal year, and \$6 million for next year; President Botstein is confident that the college will at the very least break even this year and next. The gift is the result of what Bard does that other institutions do not. Programs such as the Bard Prison Initiative, the partnerships with Smolny College in St. Petersburg, Russia, and Al-Quds University in Palestine, and SummerScape enable the college to remain competitive for major philanthropy in the current economic environment.

Turning to transitions and faculty accomplishments and publications, President Botstein announced that Calvin Locke Sanborn was born to Professor Geoff Sanborn and Sarah Towers on February 18.

Ric Campbell has been named Dean of Teacher Education. He will retain his position as director of the Master of Arts in Teaching Program.

The Bard Prison Initiative's sixth commencement, the first at Bayview Correctional Facility in Manhattan, will be held on Thursday, May 14. This is the first BPI commencement at which degrees will be conferred on women. Seven students will receive associate in arts degrees. Retired New York State Chief Judge Judith S. Kaye will give the commencement address and receive the honorary degree of Doctor of Laws.

A two-day inaugural celebration of the opening of Olafur Eliasson's site-specific sculpture, *The parliament of reality*, will be held on May 15 and 16.

The Bill T. Jones/Arnie Zane Dance Company will begin the first of a multiyear residency at Bard in the fall. President Botstein expressed thanks to Professor Maria Simpson for her assistance in bringing this company to Bard.

Medrie MacPhee has been awarded a 2009 Guggenheim fellowship in fine arts; and Kelly Reichardt has been awarded a Guggenheim in film.

Mark Danner's "The Red Cross Torture Report: What It Means," a sequel to his article on the political implications of the torture debate, appears in the new issue of the *New York Review of Books*.

Daniel Mendelsohn's article "Who was Susan Sontag?" appears in the April 15 issue of the *New Republic*.

Stephen Shore will be the guest of honor at the Grabhorn Institute's spring benefit dinner on April 22.

A faculty seminar would be given that evening by Barbara Luka, whose presentation is titled "The Tritone Paradox and Metaphors of Fear." The talk will begin at 7:00 p.m. in Olin 102.

President Botstein expressed thanks to Professor Matthew Deady and the AAUP Executive Committee for their response regarding the nonrenewal of Professor Joel Kovel's contract. He noted that he had met with Professor Kovel the day before as part of an effort to attempt to resolve the situation in an amicable and appropriate manner.

In June, President Botstein will meet with the Arne Duncan, Secretary of Education in the Obama administration. He hopes to be able to have some influence on the Obama administration's agenda for education.

The administration of the Bard High School Early College is working with the Office of the Mayor of the City of New York to obtain approval to build on the playground adjacent to BHSEC I. If approved, the new structure would provide needed space for BHSEC, and the college would partner with another not-for-profit institution for shared use of the space, particularly in the evening and on weekends.

Planning for the Al-Quds Bard Partnership is going well. The University of St. Petersburg is enthusiastic about Smolny College; Russian Minister of Finance and Deputy Prime Minister Alexei Kudrin serves on the Smolny Board of Overseers and recently raised \$3 million in matching endowment funds for a grant from the Open Society Institute.

President Botstein turned the chair of Professor Amy Ansell, chair of the Executive Committee, for the faculty-run portion of the meeting.

B. Committee Reports

Faculty Senate. Professor Deirdre d'Albertis, chair, reported on the status of the new CAFÉ form. It is now in the hands of Bill Terry, chief technology officer, who is working to implement the on-line form. The Senate has convened a faculty oversight committee that will consider related policy issues, including analysis of the data, questions of access and protection, and appropriate use of the information. The committee, comprising Professors Terence Dewsnap, Mark Halsey, David Shein, Daniel Berthold, Rebecca Thomas, John Pruitt, and Deirdre d'Albertis, will report early in the fall semester.

Professor Lauren Rose presented the Senate's Joint Major proposal for discussion and vote. She reviewed the proposal, which was contained in the agenda for this meeting.

Joint Major Proposal

The current options for majoring are a single major with one project, a double major with two projects, or a major and a concentration with one project. The Senate proposes the additional option of a joint major with one project.

Rationale

There is a great deal of student interest in achieving depth in two related fields of study, and doing a combined Senior Project rather than two separate projects. If the disciplines overlap, doing two similar projects can split students' time and focus, whereas an in-depth, combined project might provide a better experience for the student. Some students will still choose to do two projects.

Students can pursue joint majors informally, but since they must choose one program as their official major, they rarely have the opportunity to develop a coherent plan of study that will lead to a successful blending of the Senior Project and a solid preparation for graduate school or employment. A formal system for combining majors will provide a framework for students to receive guidance in choosing courses, Senior Project topics, and career options. It would also insure that students' self-identification and transcripts accurately reflect the nature of their studies at Bard.

Students can combine two disciplines through Multidisciplinary Studies, but this means they must create a proposal from scratch, when their interests fit easily into two standard programs. Thus, the Senate proposes the joint major option, which is similar to the combined major option that existed at Bard in the 1970s and 1980s.

Moderation

Students moderate into two programs, ideally in a joint moderation, with members from each program on the Moderation board.

The Moderation form will include the option of declaring a joint major in two programs. A home program will be selected which will determine the home division; ordinarily, the adviser will be from this program. Moderation reports for joint majors will be reviewed by the Executive Committee. This option requires a grade point average of 3.0 or higher.

Senior Project/Graduation

Prior to registering for Senior Project, the student will submit a petition to write a joint project, signed by the adviser and a member of the second program, and sent to the Executive Committee for approval.

The student will complete the course requirements for both programs.

The student will complete a unified, integrated Senior Project involving substantive ideas from both disciplines. Members of both programs will be on the Senior Project board.

The Senior Project board will determine whether the student will graduate with a joint or a single major. If the Senior Project ends up involving only one program, the student will revert to single-major status.

Likewise, if the student only satisfies the course requirements for one program, the student will revert to a single major.

Discussion ensued, including questions from student representatives from the Educational Policies Committee, which supported the proposal.

Professor Mario Bick offered an amendment that was deemed friendly, and the last sentence of the Moderation section of the proposal was amended to read as follows: "This option requires a grade point average of 3.0 or higher, with exemptions by petition to the Executive Committee."

A ballot vote was taken; Professor Emily McLaughlin was appointed teller. The proposal as amended carried by a vote of 77 in favor, 5 opposed, no abstentions.

Professor Karen Sullivan reported on the work of the Religion Commission, which was appointed by the president last fall. Core members of the commission are Professors Roger Berkowitz, Bruce Chilton, John Ferguson, Susan Merriam, Kristin Scheible, and Professor Sullivan. The commission's mission is focused on teaching in three areas. 1) Religious Literacy, or basic familiarity with the basic religions of the world, with a four-credit survey of world religions offered through the Religion Program; and a series of one-credit courses, such as "What is Buddhism?", offered outside of regular class time. 2) Religion in the World Today, a series of interdivisional courses on how religion impacts the world today, including courses to fill the distribution requirement. 3) Religious Discourse on Campus, finding ways to sponsor dialogue among students.

Executive Committee. Professor Amy Ansell reported that advising days will be held on April 27 for sophomores (Moderation) and April 28 for first- and third-year students. A new form has been created for juniors, to address the fact that approximately thirty students this year were in danger of not graduating because of lack of fulfilling distribution requirements. The new online registration opens on May 1 and closes on May 4, and reopens with a list of courses remaining open for one day, on May 7.

Curriculum Committee. Professor Lauren Rose reported for the Q-Advisory Committee, a subcommittee of the Curriculum Committee. The Q test will be replaced with an online diagnostic exam, and two-credit algebra workshops will be introduced. While the later will not satisfy the Q requirement, the workshops will serve to increase the success of students in fulfilling the requirement.

There were no reports from the **Planning & Appointment Committee** or **Faculty Evaluation Review Committee**.

College Evaluation Committee. Professor Bruce Chilton, chair, reported that the committee has received very helpful reports from program directors. The committee will meet with the Dean of the College at the close of the semester to review evaluations.

There were no reports from the **Grievance Committee** or **Diversity Committee**.

Campus Facilities Committee. Professor Craig Anderson, chair, reported that the committee has received several requests for on-campus housing. The requests will be reviewed, and applicants will be informed of the results of the lottery.

Faculty Resources Committee. Professor Roger Berkowitz, chair, reported that 2009–2010 Bard Research Fund grants have been awarded to four members of the faculty: Professor Robert Culp, for a project titled "Publishing Circles and the Production of Culture in Post-Imperial China"; Professor Omar Encarnación, "The Politics of Forgetting: Historical Memory and Democratization in Spain"; Professor Sarah Lopez-Duran, "Child Development Project"; and Professor Kristin Scheible, "Priming the lamp of dhamma: the Buddha's miracles in Pali Mahavamsa."

There were no reports from the **Library, Bookstore & Computer Committee** or **Student Affairs Committee**.

AAUP Committee. Professor Matthew Deady, chair, reported that Professor Joel Kovel has initiated a formal grievance procedure regarding the nonrenewal of his contract. The first step in the process provides that the chair of the AAUP Executive Committee attempt to facilitate a solution to the grievance, and Professor Deady had met the preceding day with Professor Kovel and President Botstein. Both had expressed a desire to resolve the matter amicably; Professor Deady expressed optimism that a solution will be worked out. The full AAUP report

has been posted on the website of the Dean of the College. The Executive Summary is included here for the record.

Report on the nonrenewal of Professor Joel Kovel's contract, presented to the Bard community by the Executive Committee of the Bard Chapter of the American Association of University Professors: Professors Matthew Deady, chapter president; Jacqueline Goss, William T. Maple, Gregory Moynahan, Eric Trudel.

April 7, 2009

Summary Statement

The AAUP Chapter Executive Committee has performed an internal investigation of the nonrenewal of the contract of Joel Kovel. The President, Dean of the College, and involved faculty members were questioned about the facts of the case, and the portions of the College Evaluation Committee file were reviewed. This document represents the results of that investigation.

This investigation found no procedural or contractual improprieties that contributed to the decision to not renew Professor Kovel's contract. This was not the premature termination of a long-term contract, but rather the non-renewal of a special arrangement between Professor Kovel and the College at the end of its term. The decision was that of the College's administrative officers, but proper consultation with representatives of the Division of Social Studies was conducted.

Furthermore, no evidence was found to support a claim that any member of the Bard community acted out of a political disagreement with Professor Kovel, nor was any evidence found that his political positions weighed into his CEC evaluation or the non-renewal decision. While noting Professor Kovel's long and distinguished service to the college, the non-renewal of his contract appears to have been based solely on the necessity of making difficult curricular and staffing choices in a time of reduced resources.

The next step in the process would be to set up a Hearing Committee, made up of one tenured faculty member selected by the president, one tenured faculty member selected by the AAUP, and one tenured faculty member selected jointly by the president and the Executive Committee of the AAUP.

Continuing his report, Professor Deady stated that a working group on visiting faculty appointments has been convened, in an effort to bring some structure to the process of hiring and evaluating visiting faculty.

The AAUP Chapter met a week ago, to discuss on-going negotiations. The B & G union has agreed to delay salary increases. The AAUP is working with the administration regarding faculty salary increases for the next academic year, with the hope of tying increases to the one-star rating, as in the last three years, for the next three years. Health care costs are increasing, and while most of the increase will be absorbed by the college, there will be an increase in copays.

In conclusion, Professor Deady reported that the AAUP Executive Committee will meet to discuss the nonrenewal of contracts of two faculty in the Dance Program.

IV. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 6:05 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 20 May 2009

In President Botstein's absence, Executive Vice President Dimitri B. Papadimitriou called the meeting to order at 4:40 p.m.

Mr. Papadimitriou conveyed President Botstein's regrets at being unable to attend the meeting, noting, however, that he will return to campus for Baccalaureate and the events of Commencement-Alumni/ae Weekend. He read the following note to the faculty:

Ladies and Gentlemen of the Faculty:

I regret that I cannot be present with you at this final faculty meeting of the semester. I would like to thank all of you for a very productive and successful academic year. This has been a difficult period for all colleges and universities, but I truly believe that with the cooperation of our trustees, faculty, administrators, and students, Bard will weather the current crisis well.

I look forward to seeing you at tomorrow's Baccalaureate service as well as all the events of our upcoming commencement weekend.

Wishing you all a pleasant and productive summer,

Leon Botstein

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 15 April 2009 were approved.

II. COMMUNICATIONS. Professor John Pruitt reported with regret the death, on May 19, of British composer Nicholas Maw, who taught for some time in the Milton Avery Graduate School of the Arts.

III. REPORTS

A. Report of the Executive Vice President. Mr. Papadimitriou noted that this is the last meeting of the faculty to be attended by Professor Mark Lambert, who will retire at the end of this academic year. Professor Lambert, an alumnus of the Class of 1962, has taught at the college since 1967. Upon his retirement, he will carry the title of Asher B. Edelman Professor Emeritus of Literature. Mr. Papadimitriou characterized Professor Lambert as a distinguished scholar and teacher, with a sharp wit and love and passion for literature. His long service to the college will be formally recognized with The Bardian Award at the President's Awards Ceremony and Dinner on Friday evening, May 22.

Beginning in the fall 2009 semester, Professor Chinua Achebe will move to emeritus status, as Charles P. Stevenson Jr. Professor Emeritus of Languages and Literature.

The festivities of Commencement-Alumni/ae Weekend would begin the following day, Thursday, May 21, with Baccalaureate; the academic procession will form at 5:15 p.m. in front of Stone Row, and the service will begin at 5:30 p.m. in the Chapel of the Holy Innocents. Baccalaureate will be followed by a reception at the president's house for graduating seniors and faculty and the Senior Dinner, which will take place in the commencement tent.

Friday evening's President's Awards Ceremony and Dinner will be held in a new location and in a new format. The festivities will begin at 5:00 p.m., with a cocktail reception on the terrace of Sosnoff Theater of The Richard B. Fisher Center for the Performing Arts. The awards ceremony will begin at 6:30 p.m. in Sosnoff Theater, followed, at 7:30 p.m., by dinner in Theater Two and the Thorne Dance Studio. The following awards will be presented: The Bard Medal, Robert C. Edmonds '68; John and Samuel Bard Award in Medicine and Science, Stephen A. Wertheimer '59; Charles Flint Kellogg Award in Arts and Letters, Miriam "Mimi" Roskin Berger '56; John Dewey Award for Distinguished Public Service, Mary D. Janney; Mary McCarthy Award, Zadie Smith; and The Bardian Award, Mark Lambert '62. The evening will conclude a performance in Sosnoff Theater by Bard student soloists and composers in concert with the American Symphony Orchestra, Leon Botstein conducting, and a Jazzfest, in memory of Larry McLeod '76 and Frank Carter '79, in Blum Hall.

The events of Saturday begin early, with a 7:30 a.m. walking tour of Bard lands with Professor William Maple. The Senior Project Panel, moderated by Dean of Studies David Shein, will take place at 10:00 a.m. in Weis Cinema. The academic procession will form at 2:00 p.m., on Annandale Road, in front of the chapel, and will step off at 2:30 p.m. Honorary degree recipients include Governor David A. Paterson, who will give the commencement address; Geoffrey Canada; Emerson String Quartet (Eugene Drucker, Philip Setzer, Lawrence Dutton, and David Finckel); Susan Gottesman; Jeffrey D. Sachs; Stef Wertheimer; and Garry Wills. There will be a

reception on the Kline Commons Terrace immediately after the ceremony, followed by alumni/ae reunions around campus and the commencement barbecue, dance, and fireworks on the Blithewood main lawn.

The weekend will conclude on Sunday, May 24, with the alumni/ae memorial service in the Chapel of the Holy Innocents, followed by a champagne buffet brunch and a meeting of the Board of Governors of the Bard-St. Stephen's Alumni/ae Association.

Turning to faculty accomplishments and publications, Mr. Papadimitriou announced that Mercedes DuJunco has been awarded a Fulbright-Hays Faculty Research Abroad Fellowship for a project titled "Ritual Labor, Migrancy and Chaozhou Performers of Chinese Death Rituals and Music in Thailand, Malaysia and Singapore." Kenji Fujita's solo show of sculpture and works on paper, "Systematic Gaiety: 2000–2008," was on view at Samson Projects in Boston throughout February and March and is reviewed in the May issue of *Art in America*. Felicia Keesing, as principal investigator, has received a National Science Foundation grant for a project titled "Investigating a rapidly emerging epidemic of babesiosis in upstate New York" (with coinvestigators Richard Ostfeld, senior scientist at the Cary Institute of Ecosystem Studies, and Professor Michael Tibbetts). Norman Manea has been nominated for Madrid's Prince Asturias Prize in Literature. Emily McLaughlin has received an American Chemical Society Petroleum Research Fund Undergraduate New Investigator grant for a project titled "Development of novel methods toward the synthesis of nonproteinogenic amino acids and other biologically relevant nitrogen-containing scaffolds." Daniel Mendelsohn's translations of poems by C. P. Cavafy have been published in two volumes by Knopf: *C. P. Cavafy: Collected Poems* and *C. P. Cavafy: The Unfinished Poems*. *Conjunctions*, edited by Bradford Morrow, has been awarded four Pushcart Prizes this year for work that appeared in the journal during 2008. Rufus Müller sang in the *St. Matthew Passion* at BAM Harvey Theater in April; a piece on his performance appeared in the "Music in Review" section of the *New York Times* on April 22. Joan Retallack spent a week this spring as Brittingham Visiting Scholar at the University of Wisconsin, Madison. Photographs by Stephen Shore will be on view at 303 Gallery in New York from May 28 through July 18. George Tsontakis is currently serving as "season composer" for the Chamber Music Society of Lincoln Center, which presented two of his works in April; a review appeared in the "Music in Review" section of the *New York Times* on April 22.

The Theater Program has announced a new partnership with LAByrinth Theater Company, a multicultural collective that produces new plays reflecting the many voices of New York City; LAByrinth will launch the Intensive Ensemble at Bard in June. Voice and Vision will return to Bard for its ninth summer program. Jean Wagner is currently directing the Off-Broadway world premiere of Chiori Miyagawa's *I Have Been to Hiroshima Mon Amour*. JoAnne Akalaitis will direct Euripides' *The Bacchae*, with music by Philip Glass, at the Delacorte Theater in Central Park this summer; the production will move to the Shakespeare Theater in Washington, D. C. in the fall. Early in the spring, Lynn Hawley starred as Judith in Brian Friel's *Aristocrats* at the Irish Repertory Theater in New York.

Mr. Papadimitriou noted that additional notes on faculty accomplishments may be found on the website of the Dean of the College.

Turning to admission, Mr. Papadimitriou reported that the number of deposits for the fall is essentially the same as last year. It is anticipated that the entering class will be approximately the same size as last year's, further stabilizing enrollment.

Concluding his report, Mr. Papadimitriou expressed his thanks to the faculty for their cooperation in carefully monitoring budgets. He expressed especially deep gratitude for the faculty's consideration of there being no salary increase for the coming academic year.

B. Report of the Dean of the College. Dean Michèle Dominy presented, for the information of the faculty, the list of 126 graduate degrees, voted by the respective graduate program faculties, to be presented at the 2009 commencement. There was one candidate for the Ph.D., 14 for the Master of Philosophy, and 17 for the Master of Arts from the Bard Graduate Center for Studies in the Decorative Arts, Design, and Culture. There were 14 candidates for the Master of Arts from the Center for Curatorial Studies; 23 for the Master of Fine Arts from the Milton Avery Graduate School of the Arts, two from the Conductors Institute of The Bard College Conservatory of Music, and eight from the Bard-International Center of Photography; nine for the Master of Science from the Bard Center for Environmental Policy; 31 from the Master of Arts in Teaching Program; and six for the Master of Music from the Vocal Arts Program of The Bard College Conservatory of Music.

Dean Dominy then presented the list of candidates for undergraduate degrees, including one for the Bachelor of Music from The Bard College Conservatory of Music and 403 for the Bachelor of Arts. There were 119 candidates in the Arts; 87 in Languages and Literature; 36 in Science, Mathematics & Computing; 143 in Social Studies; and three in Multidisciplinary Studies. There were 15 double majors (students who completed two Senior Projects in the same or different divisions). After consideration by the faculty and upon motion duly made and seconded, the candidates for undergraduate degrees, one for the Bachelor of Music and 403 for the Bachelor of Arts, were recommended to the Board of Trustees for approval. The list of undergraduate candidates is appended to and made a part of these minutes.

C. Committee Reports

Executive Committee. Professor Amy Ansell, chair, reported that grades and criteria sheets are due on June 2 for review by the committee.

She then brought elections for vacancies on faculty committees, all of which were nondivisional.

Faculty Evaluation Review Committee: There were two openings, one at-large, one alternate. Professor Deirdre d'Albertis was duly nominated and elected to serve as at-large member, and Professor Sven Anderson as alternate.

Grievance Committee: There were two openings. Professors Mario Bick and Benjamin La Farge were duly nominated and elected.

College Evaluation Committee: There were two openings, each for three-year terms, one as alternate; Professors Kyle Gann and Nancy Leonard were continuing. Professors William Mullen and Thurman Barker were duly nominated and elected, with Professor Barker serving as alternate.

Curriculum Committee. Professor Eric Trudel reported that all program websites will be converted from the old platform (HTML) to a new, more manageable one (CMS) over the summer. Faculty secretaries will be trained to use the new system during the summer. In the fall, program chairs will receive guidelines from the committee to help them better maintain the information provided on the respective program websites.

Early in the fall, the Curriculum Committee will circulate a questionnaire to faculty who have taught so-called "large courses" (with 25 students or more); responses will assist the committee in its consideration of this matter. The committee will also send a questionnaire to chairs of programs in which enrollment has dramatically increased as a result of the distribution requirement system; again, responses will aid the committee in its review of the system.

Planning and Appointments Committee. Professor Mark Lytle reported that the committee has completed its review of proposals, which were primarily for replacement positions and conversions. In several cases, decisions were either extended or postponed, without negative connotation. The committee found proposals that it supported to be essential to the curriculum.

Faculty Evaluation Review Committee. Professor Marina Kostalevsky reported that the committee has completed its work for the semester. Professor Garry Hagberg reported that the committee's review of cases for promotion has been completed and letters sent.

There were no reports from the **College Evaluation, Grievance, or Diversity Committees.**

Campus Facilities Committee. Professor Craig Anderson, chair, reported that the committee held a lottery and is currently making assignments for four units. Five requests had been received from tenure-line faculty, which have first priority.

Faculty Resources Committee. Professor Roger Berkowitz, chair, reported that the reimbursement rate for Category II funding for this semester is approximately 56 percent. Resultant changes in funding have been sent to the respective members of the faculty.

There was no report from the **Library, Bookstore & Computer Committee.**

Student Affairs Committee. Professor Benjamin Stevens, chair, reported that the committee is working with the staff of the Dean of Students' office and Residence Life to find ways for faculty to be more visible on campus outside of the classroom. This work will continue next year, in an effort to involve more faculty in extra-curricular activities.

AAUP Committee. Professor Matthew Deady, chair, reported that an AAUP meeting would take place at the conclusion of this meeting for discussion of the proposed contract received from the administration by the AAUP Executive Committee. The proposed contract would continue the current contract for one more year, with two changes: that faculty salaries remain at the 2008–2009 contract level, with the exception of starting salaries at the assistant professor level, which would see a 2 percent increase.

IV. New Business. Professor Deady, noting that the conclusion of the semester marks the end of six years of the "Enlightenment" First-Year Seminar, expressed thanks to Professors John Pruitt and Deirdre d'Albertis, who designed the curriculum, and to Professor Susan Rogers, who served as codirector this year.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:16 p.m. to a reception at the president's house.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 2 September 2009

The meeting was called to order at 4:45 p.m. by President Botstein, who welcomed the faculty to the opening informational meeting of the fall semester.

The college is fully enrolled for the fall, with 1871 undergraduates in residence. Both the entering and graduate classes are approximately the same size as those of last year. The entering class of 512 first-year students was selected from among 5510 applications, nearly three-quarters of which were rejected. The class is 46 percent male and 54 percent female; 64 percent attended public schools, 36 percent private schools; less than 1 percent of the class was home schooled. An increased number of applications, which will result in higher selectivity, are anticipated for the coming year, given the growing reputation of the college. President Obama, in his speech to the NAACP centennial convention in July, cited the Bard High School Early College as an innovative model for the future of secondary and higher education.

The college is exploring the possibility of expanding the dining facility at Ward Manor. The expansion would add approximately 200 to 250 seats to that facility, which would be used both during the academic year and in the summer.

Bard will receive a gift from the artist Kiki Smith of a 4,000 square-foot "sanctuary space," to be sited near Ward Manor and the Fisher Center. The sanctuary, designed by architect Deborah Berke, will house permanent installations by ten noted women artists. It is likely that this space will be completed to coincide with the end of Bard's 150th anniversary celebration.

Faculty transition, spring to fall 2009, includes the beginning of the Bill T. Jones/Arnie Zane Dance Company's long-term teaching residency. President Botstein expressed thanks to Professor Maria Simpson for her role in bringing the company to Bard.

Other transition includes the appointment of Ellen Condliffe Lagemann as Levy Institute Research Professor. Mark Lambert has moved to emeritus status as the Asher B. Edelman Professor Emeritus of Literature. Charles P. Stevenson Jr., chair of the Board of Trustees, will serve as Bard Center Fellow; he will teach one course during the fall semester.

New tenure-line faculty include Thomas Bartscherer, associate director of the Language & Thinking program and assistant professor of humanities; Lianne Habinek, assistant professor of English; Swapan Jain, assistant professor of chemistry; Brooke Jude, assistant professor of biology; Keith O'Hara, assistant professor of computer science; and Andrew Schonebaum, assistant professor of Chinese.

New visiting faculty include Victoria Adams Zischke, in theater; Victoria Anderson, dance; Jennifer Schwartz Berky, environmental and urban studies; Anna Cafaro, Italian and Spanish; Leah Cox of the Bill T. Jones/Arnie Zane Dance Company, dance; Celia Gerard, studio arts; Tomie Hahn, music; Mouannnes Hojairi, Middle Eastern studies; Roxana Juliá, economics; Nadia Latif, anthropology; Ken Landauer, studio arts; Noa Marom, Hebrew; Tamara Mikhailova, Russian studies; Keith Sanborn, film and electronic arts; Erica Svec, studio arts; Fred VanTassell, finance; and Tatjana von Prittwitz und Gaffron, First-Year Seminar.

Eban Goodstein, newly appointed director of the Bard Center for Environmental Policy, began work during the summer. Dean Michèle Dominy will reconvene the Environmental Commission, which focuses on teaching at both the undergraduate and graduate levels. And the college has a new relationship with the Cary Institute of Ecosystem Studies.

Stuart Stritzler-Levine will return to campus from his position as dean at Bard High School Early College in Manhattan, a position he has held since 2001. He will continue to serve as professor of psychology at Bard, where he has taught since 1964. BHSEC now comprises two schools, the second of which has opened for the academic year in its permanent location in Long Island City, Queens, in the former Frank Sinatra School. BHSEC II is now fully enrolled. Valeri J. Thomson '85 serves as principal of BHSEC II. Raymond Peterson will continue as principal of BHSEC I; Tabettha Ewing '89 has been appointed Dean of Studies. Professor Ewing also will continue to teach a course on the Bard campus.

Turning to other changes, President Botstein noted particularly the move of Professor Sharon Bjorndal to full time and Gidon Eshel to full-time Bard Center Fellow.

Susan Aberth has been promoted to associate professor of art history with tenure. Peggy Ahwesh has been promoted to professor of film and electronic arts; Craig Anderson to professor of chemistry; James Bagwell to professor of music; Deirdre d'Albertis to professor of English; Omar Encarnación to professor of political studies. An-My Lê has been promoted to associate professor of photography with tenure; and Karen Sullivan has been promoted to professor of literature.

President Botstein expressed his thanks to the Faculty Evaluation Review Committee for their work, which he characterized as particularly difficult in a small community. While the committee makes its recommendations to the president, the final decision rests with him. There were negative recommendations this year, which were accepted. President Botstein urged the faculty to take a constructive view of these negative decisions and create an environment in which disagreement can take place in a civil manner.

The formal opening celebration of the Al-Quds Bard Partnership will be held on September 13. The dual-degree Master of Arts in Teaching program began on August 3, with fifty graduate students, all teachers in Palestinian schools; the dual-degree Honors College will open on September 6, albeit with fewer students than anticipated. President Botstein expressed his thanks to Director of Admission Mary Backlund for her assistance in bringing in the class. Planning for the Model School is underway.

Faculty of the Division of Science, Mathematics & Computing have been asked to consider the establishment of a program parallel to the Institute for Writing and Thinking. The January intersession could be used for an intensive program for science teachers.

President Botstein met with Secretary of Education Arne Duncan on August 28 to consult on the Obama administration's agenda for education. The meeting focused on large-scale collaboration between arts and sciences institutions and high schools to address the need to enhance science and math education.

The Religion Commission, appointed by the president in the fall of 2008, submitted its report, which was outlined to the faculty by Professor Karen Sullivan at the April 15 meeting of the faculty. Dean Michèle Dominy is working to incorporate the recommendations of the commission into the curriculum.

President Botstein expressed thanks to Professors Carolyn Dewald and Joseph Luzzi, new codirectors of the First-Year Seminar. The seminar has a new curriculum, focusing on "Self and Society in the Liberal Arts."

Professor Roger Berkowitz introduced two of the first fellows of the Hannah Arendt Center for Ethical and Political Thinking, who will be in residence during the fall semester. Eveline Cioflec, Fulbright Scholar from Romania, and Silvia Zappulla, doctoral student in classics at the University of Siena, will be joined by Hans

Teerds, an architect, urban designer, and writer based in Amsterdam, The Netherlands. The center will host a conference this fall, and publish its first book. Offices are temporarily located on the third floor of the Stevenson Libraries; the center will move to the McCarthy House, once renovations there have been completed.

Recent faculty news will be announced at the first regular meeting of the faculty, on October 7th.

Preparations have been made and plans put into place should Bard encounter problems with the H1N1 (swine flu) virus. The college's plans follow the standard procedures of Dutchess County and New York State, which are also being followed by Marist and Vassar Colleges.

The Stone Row dormitory has been completely renovated. Work in Preston for new faculty offices has been completed. Work on Woods Studio is nearly finished.

In June, Bard was granted an FCC license to operate a FM radio station. President Botstein expressed thanks to Max Kenner '01 for his work to accomplish this.

The college is currently in advanced discussions with the American University of Central Asia regarding the establishment of a dual-degree program with AUCA in Bishkek.

The Bard Globalization and International Affairs Program has moved to new quarters at 35 West 44th Street in Manhattan. President Botstein commended Associate Dean of the College Jonathan Becker on his work with the BGIA, which was begun by the late Professor James Chace.

The Paramount Bard Academy opened on August 3, in Delano, California, with 183 sixth- and ninth-grade students. A formal opening will be held on October 29.

In response to a question from Professor Mario Bick regarding the college's finances, President Botstein reported that the college broke even at the end of the 2008–2009 fiscal year as a result of two large gifts, one anonymous, the other from George Soros, as well as a salary freeze, job cuts, and reduction in expenses; most capital projects are on hold. The economic situation remains difficult.

Professor Matthew Deady, outgoing president of Bard's AAUP chapter, which represents the faculty in negotiations with the administration on the faculty contract, reported that new faculty and faculty who are not already AAUP members will be invited to join the chapter. A chapter meeting will be held on September 30, to elect Bard's AAUP Executive Committee and discuss the agenda for the 2009–2010 academic year. Nominations for AAUP Executive Committee members were welcomed. Professor Deady expressed his hope that a new agreement will be reached in negotiations with the administration this year.

There being no further discussion, the meeting adjourned at 5:30 p.m. to a welcoming reception at the President's House.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 7 October 2009

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 20 May and 2 September 2009 were approved.

II. COMMUNICATIONS. Professor James Romm announced that Professor Bradford Morrow will present "My Willa Cather," a critical memoir and photographic essay, on Monday, October 19. The talk, which was first delivered as the keynote address at the Willa Cather International Symposium this summer at the Chicago Public Library, will begin at 7:00 p.m. in Weis Cinema.

Professor Mark Halsey reported that the first Distinguished Scientist Lecture of the current academic year was given on Tuesday, October 6. Professor Henri Brunner, of the University of Regensburg in Germany, presented a talk titled "Right or Left: In Daily Life, Nature, Art, and Chemistry." The next lecture in the series will be presented on Tuesday, October 27. Biogeochemist William H. Schlesinger, president of the Cary Institute of Ecosystem Studies, will give a talk titled "Climate Change: Causes, Consequences and What to Do" at 7:30 p.m. in the multipurpose room of the Bertelsmann Campus Center.

Professor Barbara Luka announced that the Fifth Annual Mid-Hudson Brain Injury Rehabilitation Conference, "Beyond Recovery: Life after Traumatic Brain Injury," will take place at Bard on Thursday, October 8. The event will be held in Olin Hall, beginning at 8:00 a.m.

Professor Peter Hutton announced that from October 22 through October 25, the college will celebrate the work of filmmaker Robert Gardner. The weekend-long celebration will include a photography exhibition, book signing, screenings, and a panel discussion, culminating in the presentation of the honorary degree of Doctor of Fine Arts, on Sunday, October 25, at 4:00 p.m. All events will take place in the Jim Ottaway Jr. Film Center.

Professor Benjamin La Farge announced that a Faculty Seminar would be given that evening by Professor Diana Brown. The talk, titled "Aging Bodies, Vigorous Lives: Navigating Health and Beauty in a Southern Brazilian City," will begin at 7:00 p.m. in Olin 102.

Professor Cecile Kuznitz announced that "Writing the Ghosts of Eastern Europe," a panel discussion with Professors Daniel Mendelsohn and Jonathan Brent and Laimonas Briedis, a fellow at the Lithuanian Literature Institute, will take place on Wednesday, October 21, at 4:30 p.m. in OLC 115.

III. REPORTS

A. Report of the President. President Botstein reported that the second annual Alumni/ae Day had been held on October 3. He expressed thanks to the members of the faculty who participated in this successful event.

Family Weekend will be held on October 16 and 17. President Botstein thanked those members of the faculty who will participate.

"The Burden of Our Times: The Origins of the Global Financial Crisis," a conference sponsored by the Hannah Arendt Center for Ethical and Political Thinking, the Levy Economics Institute, and the Human Rights Project, will also be held on October 16 and 17. President Botstein thanked Professor Roger Berkowitz, academic director of the Arendt Center, and Jeffrey Katz, director of libraries, for their work in making this conference a reality.

The Chinua Achebe Center will sponsor "Africa Week" at Bard, from October 20 to 24. The celebrations will include art exhibitions, readings, panel discussions, craft workshops, and a performance by the dance troupe Mo Faya!

"John Cage at Bard College: A Symposium" will be held from October 30 through November 1. The symposium will include concerts, panel discussions, and other events to celebrate the life and work of John Cage. Bard is the home of the John Cage Trust and its archives.

The college now has a baseball team. President Botstein threw the first pitch, and the team won its first game.

Bard has received an \$8.1 million Teacher Quality Partnership grant for the Bard College Rural Teacher Residency Program, a partnership through the Master of Arts in Teaching Program for a model rural teaching residency program in the Central Valley of California.

Governor Paterson has announced that Bard will receive \$1.77 million of the \$2.9 million granted to Dutchess County institutions and organization for clean and safe drinking water projects through the American Recovery & Reinvestment Act. President Botstein thanked Vice President for Administration James Brudvig for his work in bringing this proposal to fruition.

The college is one of 30 to be awarded technical help in preparing its Climate Action Plan through the Campus Climate Neutral Network, a project of the National Association of Environmental Law Societies. Technical

assistance will be provided for a team of four or five Bard students, who will work with a Bard professor to prepare the action plan.

Bard is one of four recipients, and the only liberal arts college, of a 2009 Carnegie Corporation Academic Leadership Award. The award of \$500,000 is to be used at the discretion of the president toward academic priorities.

The college is in the process of purchasing the stone house at the corner of Annandale Road and Kappa Path, across from the Stevenson Gymnasium. This is part of Bard's selective purchase of properties adjacent to the campus.

The Bard Conservatory Orchestra will give a concert inside the maximum-security Eastern New York Correctional Facility, in Napanoch, New York, on October 22. This will be first concert held within the prison's walls. The program will also be performed at Bard, on October 19.

A memorial service will be held on October 26 for Anna Finkelstein '10, who was caught in a riptide while swimming with friends and disappeared off the coast of North Carolina on July 9.

Professor Hoyt Long and his wife, Mea Konopasek are the new parents of Kai Addison Long, born on July 25. And Professor Jonathan Cristol and his wife, Amanda Toronto, are the new parents of Lucy Orly Toronto Cristol, born on September 23.

Turning to a sampling of recent faculty accomplishments, President Botstein announced that Elizabeth Holt has successfully defended her dissertation in Middle East and Asian Languages and Cultures at Columbia University. Chinua Achebe's collection of essays, *The Education of a British-Protected Child*, is just out from Knopf; the volume is dedicated to Charles P. Stevenson Jr., chair of Bard's Board of Trustees. James Bagwell has been named music director of the Collegiate Chorale and principal guest conductor of the American Symphony Orchestra. Laura Battle's work was included in two group exhibitions during the summer at Lohin Geduld Gallery in New York; her work is currently included in an exhibition at the Philadelphia College of Art and Design. Roger Berkowitz's essay "Approaching Infinity: Reflections on Dignity in Arthur Koestler's *Darkness at Noon*" appears in the October 2009 issue of *Philosophy and Literature*. Jonathan Brent has been appointed executive director of the YIVO Institute in New York. Ken Buhler and Lothar Osterburg are among the recipients of awards from the New York Foundation for the Arts. Osterburg is also a recipient of a grant from the AEV Foundation; his works were on view at Lesley Heller Gallery, and he had exhibitions at Ochi Fine Art in Idaho and Moeller Fine Art in New York. Buhler's solo exhibition, *Notes From The Edge Of The World*, opens on October 24 at the Lesley Heller Gallery. Mary Caponegro's *All Fall Down* was published by Coffee House Press in July. Jonathan Cristol's article "Morgenthau vs. Morgenthau? 'The Six Principles of Political Realism' in Context," appears in the new issue (vol. 42, no. 4) of *American Foreign Policy Interests*. Robert Culp was awarded a 2009 American Council of Learned Societies fellowship for a project on "New Perspectives in Chinese Culture and Society." Mark Danner's new book, *Stripping Bare the Body: Politics Violence War*, has been published by Nation Books. Tim Davis's exhibition *Seeing Through History* is on view at the Gallery @ the DuBois Fort in New Paltz through October 20; his exhibition *The New Antiquity* is on view at Greenberg Van Doren Gallery in New York through October 24. Larry Fink's limited-edition book *Night at the Met*, which documents the Metropolitan Museum of Art's Apollo Circle benefit in 2007, is out through Blurb.com. Felicia Keesing and a colleague were awarded a National Science Foundation grant to continue their studies in East Africa on how the loss of native large mammals affects human risk for contracting flea-borne diseases like the plague. Keith O'Hara (and collaborators) has received a National Science Foundation grant for the continuation of a project on "Personal Robots for CS1: Next Steps for an Engaging Pedagogical Framework." "Nonrelatives inherit colony resources in a primitive termite," a paper by Philip Johns and colleagues, including Kenneth Howard, appears in the early edition of the October 2, 2009, *Proceedings of the National Academy of Sciences*. Francine Prose's new book, *Anne Frank: the Book, the Life, the Afterlife*, has been published by HarperCollins. Joan Retallack will give the Judith E. Wilson Poetry Lecture and Reading on October 15 at the University of Cambridge; during her visit, there will be a two-day symposium of talks, readings, and discussions of her work. Susan Rogers's essay "If You Are Lucky" appeared in *Isotope* this summer; "Sitting by the River" will appear in *Alaska Quarterly Review*. Sigrid Sandström's exhibition *Cut-out* has been on view at the Galleri Gunnar Olsson in Stockholm. Alan Sussman has a new book of photographs: *Alan Sussman: Photographs 1969-1999*. Ben Stevens has several publications forthcoming in various journals.

Notable student and alumni/ae accomplishments include the publication of Jessica Sirkin's '10 novella, *Changes*, in the October 2009 issue of *Reflections Edge*. Thomas Bradshaw '02 has received a Guggenheim Fellowship as a playwright for 2009-2010.

Leslie Melvin has been named coordinator of Curricular Computing and Instructional Technology. She began work on September 1.

President Botstein announced that Peter Sourian, one of Bard's most distinguished and beloved colleagues, who has taught at the college since 1965, will retire at the end of this academic year. He is teaching this semester, but will be on sabbatical in the spring. President Botstein characterized Professor Sourian as an unforgettable character in the history of the college and one of his most genuine friends. He paid tribute to Professor Sourian for his service to the college and acknowledged his unique contributions to the character of this institution.

At its October 21 meeting, the Board of Trustees will review the 150th anniversary campaign. More than \$200 million has been raised to date toward the goal of \$556.5 million. Bard is doing well in admission as a result of its excellent reputation.

Noting the absence of Dean Michèle Dominy, President Botstein reported that her stepfather had just died in the United Kingdom.

B. Committee Reports

Executive Committee. Professor James Romm, chair, reported that an alternate is needed to serve a one-year term on the College Evaluation Committee. Membership on the committee is nondivisional, but requires a tenured member of the faculty. Current members are Professors Thurman Barker, Kyle Gann, and William Mullen. Professor Omar Encarnación volunteered to serve and was duly elected by acclamation.

President Botstein noted that last year the committee's reports had a significant impact. The committee's work is crucial and needs to be done well.

In conclusion, Professor Romm reported that at the next meeting of the faculty the Executive Committee would bring action to retain the current version of the Faculty Evaluation Document for an additional year, during which the Faculty Evaluation Document Review committee will continue its review of the document.

Curriculum Committee. Professor Eric Trudel requested the cooperation of the faculty in filling out the questionnaire circulated by the committee regarding so-called "large courses" (with 25 students or more). He asked faculty to please complete the form and return it to the committee, via campus mail or e-mail, by October 15.

Planning and Appointments Committee. Professor Tom Wolf reported that the committee is reviewing requests for new positions and considering phased retirement options.

Faculty Evaluation Review Committee. Professor Robert McGrail reminded the faculty that letters for tenure cases are due by Wednesday, November 25. He noted that these letters are read only by the Faculty Evaluators, the FERC, and the administration.

There were no reports from the **College Evaluation** or **Grievance Committees**.

Diversity Committee. Professor Nicole Caso reported that the committee has met to define its long- and short-term plans. The committee met with representatives of the Posse Foundation when they visited campus in late September and is working with the Diversity Commission regarding its work over the last few years.

While there was no report from the **Campus Facilities Committee**, President Botstein stated that approval will be requested from the Board of Trustees to expand the existing Ward Manor dining facility for use not only during the academic year but during the summer, replacing the Spiegeltent. If approved, architects for the project will be Tod Williams and Billie Tsien, best known for the design of the American Folk Art Museum in New York.

The artist Kiki Smith has approached Bard with an offer of a permanent sculpture project titled "Sanctuary," a structure that would include works by 14 women artists, including Ms. Smith. The approximately 4,000 square foot building would also provide three rooms for teaching and such events as poetry readings. If approved by the board, the structure, which is currently only in the conceptual stage, would be sited to the west and north of Ward Manor.

Faculty Resources Committee. Professor Tom Keenan reported that the committee is preparing to review applications.

There were no reports from the **Library, Bookstore & Computer** or **Student Affairs Committees**.

AAUP Committee. Professor Matthew Deady, chair, reported that the Bard chapter of the AAUP had met a week ago to discuss issues for the coming year and to elect the AAUP Executive Committee, which comprises Professors Deady, Joseph Luzzi, Robert Culp, Jacqueline Goss, and Craig Anderson. He requested members of the faculty to be in touch with him regarding any issues they would like the committee to consider and if they would like to join the chapter.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:05 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 28 October 2009

In President Botstein's absence, Professor James Romm, chair of the Executive Committee, called the faculty-run meeting of the fall semester to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 7 October 2009 were approved.

II. COMMUNICATIONS. In response to an inquiry from Professor Marina Van Zuylen, Professor Daniel Berthold reported that Professor Mario Bick has undergone preventative by-pass surgery. While there will be a long recovery period, he is doing well. Dean Michèle Dominy noted that Professor Bick's classes are being covered by Leni Silverstein, who is teaching Race and Ethnicity in Brazil; and Gretchen Pfeil, who is teaching African Encounters. They are sharing Professor Bick's office in Hobson.

III. REPORTS

A. Report of the Dean of the College. At the request of Dean Dominy, Dean of Students Erin Cannan gave a brief report on the college's response to cases of the H1N1 virus on campus. Dean Cannan has talked with other area colleges and the local county health departments. Eleven single rooms have been reserved in a dormitory for students with the virus, whose former rooms are thoroughly cleaned. Students are under self-isolation until 24 hours after the fever breaks. Students who are ill are asked to go home if they are able; if there is considerable concern about a student, he or she is sent to the hospital for treatment. EMS students who have been vaccinated against the virus have been dubbed "flu buddies" and are assisting ill students. Thus far, there have been two students at most at a time in isolation. The Dean of Students Office is in touch with the Dutchess County Health Department every other day. Approximately 800,000 soap dispensers and sanitizers have been installed around campus. Dean Dominy added that if a member of the faculty contracts the virus, students can be notified through BIP. If course materials are accessible on Moodle, students can continue to work. If necessary, "completion week" at the end of the semester can be used for make-up classes.

There are several standing committees that report directly to the Dean of the College, who requested representatives of some of these committees to report on their work.

Fellowships and Awards Committee. Dean of Studies David Shein reported that the committee has submitted four nominees for Marshall Scholarships and two for Rhodes Scholarships. Marshall winners will be announced next week, Rhodes winners in the next two weeks. Seventeen alumni/ae and graduate students have applied to the Fulbright Scholar Program; first-round cuts will be announced in January. Bard has nominated four students for Thomas J. Watson Fellowships, which are awarded to 40 to 50 students nationwide; the award carries a stipend of \$25,000 for recipients, who must leave the U. S. for a year. Dean Shein described this year's nominees. Applications are due next week, and Watson Fellows will be announced in March. He expressed thanks to the members of the faculty who serve on the committee.

Informational Resources Council. Associate Dean of Information Services William Terry Jr. reported that the establishment of a file-printing quota for students is under review. The current e-mail server is being upgraded and will eventually be replaced. Use of Moodle has increased; faculty not now using this course management tool were encouraged to try it. Dean Terry and his staff are available for consultation with the faculty.

Institutional Review Board. Professor Yuval Elmelech reported that 19 proposals had been received. Three were approved, one was denied, and revisions to 15 proposals were requested. Fifteen proposals were received from students working on Senior Projects.

Bard Prison Initiative Faculty Oversight Committee. Professor Daniel Berthold reported that there are now more than 200 students enrolled in the BPI in five locations throughout New York State. The program is the largest in the U.S. With funding from the Open Society Institute, BPI is being replicated at other colleges and universities across the country; one has been established at Wesleyan, and discussions are underway in Texas, Georgia, and Iowa. Over the last two years, the AA and BA programs have been reviewed and revised, and major steps forward have been taken, particularly in languages, mathematics, and physics. The initiative is applying for a major grant for a thorough external review. On Thursday, October 22, the Bard Conservatory Orchestra will perform at Eastern New York Correctional Facility; Professor Berthold urged faculty to attend this unusual event.

Center for Faculty and Curricular Development (CFCD). A CFCD workshop titled "Defending Collegiality" will be held on Tuesday, November 10, from 4:30 to 6:00 p.m. in the Faculty Dining Room. Dean Dominy and Pat Walker, director of Human Resources, will participate in the conversation.

Assessment Working Group. Associate Dean Mark Halsey reported that the Assessment Working Group is considering the preliminary data from the Wabash National Study of Liberal Arts Education and is working with Registrar Peter Gadsby to link this data with that already available on campus. Bard is part of a consortium of schools working on a four-year assessment project, funded by the Teagle Foundation, focused on the senior thesis.

Writing Committee. Professor Berthold reported that the current academic year is the second in which writing-intensive courses have been offered; faculty from all four divisions have taught these courses, and many have signed up for next year. The administration has graciously agreed to make funds available to increase the number of such courses from five to ten per semester. Philip Pardi, director of college writing and co-director of the Academic Resources Center, is preparing a proposal, in consultation with members of the Writing Committee, for expanding the role of Academic Resources to more extensively provide support for programs wishing to develop writing-rich courses in their disciplines.

Religion Commission. The commission has submitted its report and will continue its work in an advisory capacity.

B. Committee Reports

Executive Committee. Professor James Romm, chair, brought a seconded motion, set forth on the agenda for this meeting, from the committee that the current version of the Faculty Evaluation Document be retained for an additional year. The document comes up for review every five years; the yearlong extension will enable the Faculty Evaluation Document Review Committee to continue its review of the document. After discussion, the following motion was unanimously adopted: "The current version of the Faculty Evaluation Document will be retained for an additional year, so that the current document will apply to all those coming up for evaluation in academic year 2010–2011." Professor Romm reported that the Faculty Evaluation Document Review Committee will bring the new document for discussion and vote in the spring.

Curriculum Committee. Professor Eric Trudel reported that the committee has received responses to its survey and is in the process of reviewing the curricular impact of large classes. The committee is also reviewing course proposals for the next academic year.

Planning and Appointments Committee. Professor Tom Wolf, chair, reported that the committee is in the process of reviewing requests for both new positions and changes in current positions.

Faculty Evaluation Review Committee. Professor Karen Sullivan reported that written testimony for the files of faculty scheduled for tenure review during this academic semester are due by Wednesday, November 25.

College Evaluation Committee. Professor Kyle Gann, chair, reported that the committee met and began its deliberations.

There was no report from the **Grievance Committee.**

Diversity Committee. Professor Nicole Caso, chair, reported that the committee met with the Diversity Commission to discuss the commission's work and will do so again before bringing recommendations to the divisions in the spring.

There were no reports from the **Campus Facilities; Faculty Resources; Library, Bookstore & Computer; Student Affairs; or AAUP Committees.**

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:20 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 18 November 2009

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 28 October 2009 were approved.

II. There were no **COMMUNICATIONS.**

III. REPORTS

A. Report of the President. President Botstein reported that the Board of Trustees met on October 21, at Bard High School Early College II in Long Island City, Queens. The trustees heard several reports and took action on a number of items. Presentations and discussions included a description of the proposed expansion of the dining facility at Ward Manor; a presentation by architect Deborah Burke and Linda Lynch, representative of Kiki Smith, on the potential gift of the installation *Sanctuary*; and the current capital campaign and plans for the college's 150th anniversary celebrations. The trustees approved the purchase of the Keane property on the corner of Kappa Path and Annandale Road as well as the construction of two new dormitories, replications of the larger Village Dormitories, which will accommodate approximately 80 students.

The Bard Fiction Prize for 2010 has been awarded to novelist Samantha Hunt, who will be writer in residence at Bard during the spring 2010 semester.

Dutchess County Surrogate Court Judge for the 9th Judicial District James D. Pagones ruled in favor of a petition filed on behalf of Bard students who sought to have their affidavit ballots counted "without being subject to an objection." The votes of the students, who attempted to vote in Barrytown in the recent election, will be counted and are not subject to the traditional challenges associated with affidavit ballots. The ruling covers the six students on behalf of whom the suit was filed as well as others who faced similar illegitimate challenges. President Botstein expressed thanks to Associate Dean of the College Jonathan Becker for being very aggressive on behalf of Bard students' right to vote.

President Botstein congratulated Professor Roger Berkowitz and his wife, Jenny Lyn Bader, on the birth of their son, Alfred Zachary Berkowitz, on October 8.

The Jennifer Day Memorial Fund has been established at Bard by her family. The Memorial Fund will provide scholarships to offset the cost of the eight-week summer intensive language workshop at Smolny College; recipients of the scholarship must have a history of extraordinary academic achievement as well as financial need.

Sound artist Maryanne Amacher, a member of the faculty of the Milton Avery Graduate School of the Arts since 2000, died on October 22.

Helene Stril-Rever, a student in the Master of Arts in Teaching Program, died as the result of an automobile accident on October 20.

Alumnus Abraham Jellinek, Class of 2006, died suddenly at the end of October.

Recent faculty activities and accomplishments include an exhibition of new etching by Laura Battle, which were on view at the Editions/Artists' Books Fair in the former DIA space in Manhattan on November 5–9. New work by Nicole Eisenman is on view at Leo Koenig Inc. in New York through December 23. Robert Kelly will read from his new long poem, *Fire Exit*, on November 22 in Weis Cinema. Bill T. Jones will give a lecture on "The Strange Dance: Thoughts on Making, Doing and Meaning" on November 30 in Sosnoff Theater. Thomas Keenan and Leah Cox participated in a panel discussion of the role of dance in human rights struggles at the New York Public Library for the Performing Arts at Lincoln Center on October 10. Ann Lauterbach's new collection of poems, *Or to Begin Again*, is one of five finalists for the National Book Award for Poetry. Joseph Luzzi has received the Modern Language Association's Scaglione Prize for Italian Studies for his book *Romantic Europe and the Ghost of Italy*. Marina Rosenfeld's installation *P.A.* will be on view at the Park Avenue Armory on November 21–22. Joseph Santore's recent work is on view at Lohin Geduld Gallery in New York through December 24. Marina van Zuylen was one of three 2009–2010 Mellon Scholars selected to give a day of seminars and a keynote lecture at Brown University; her talk, "Dissociative Disorders: Le Rouge et Le Noir and the Resistance to Empathy," was given on November 16. Kristin Scheible will present a Faculty Seminar this evening on "The Buddha's Miracles in the Pali Mahavamsa: Myth, History, and the Afterlives of Religious Texts."

The Class of 2010 has challenged the faculty and staff to a game of basketball on Friday, November 20, at 8:00 p.m. in the Stevenson Gymnasium.

Concluding his report, President Botstein stated that Bard is remarkably stable. It appears that admission for the fall of 2010 will be very strong. The question currently facing the college is whether the capital campaign will succeed or fail over the next 18 months.

B. Committee Reports

Executive Committee. Professor James Romm, chair, reported that the committee continues its discussion with the Registrar regarding changes to the class schedule and hopes to bring a proposal to the divisions soon.

There was no report from the **Curriculum Committee**.

Planning and Appointments Committee. Professor Tom Wolf, chair, reported that the committee continues its review of proposals for leaves of absence and faculty replacement positions. The application deadline has been extended to November 25.

Faculty Evaluation Review Committee. Professor Robert McGrail, chair, reported that the committee completed its review of faculty members being evaluated for rehiring; forwarded its recommendations to the president, dean, and relevant divisional evaluators, division and program chairs; and will meet with the president in December. Nine members of the faculty are scheduled for tenure review in the spring; written testimony in these cases is due by Wednesday, November 25.

College Evaluation Committee. Professor Kyle Gann, chair, reported that the committee has completed its work. Letters will be sent to the appropriate parties immediately.

There was no report from the **Grievance Committee**. President Botstein reported that with his endorsement the Dean of Students has done some "housecleaning," particularly in cases of several first-year students. He noted that the number of cases is not extraordinary and that no grievances have been filed. He expressed his thanks to Dean of Students Erin Cannan and Dean of Studies David Shein for handling these matters very well with the students and their parents.

Diversity Committee. Professor Nicole Caso, chair, reported that the committee met the prior day with a group of eleven students of diverse ethnicity and gender and discussed many issues. The committee's recommendations will be brought to the divisions in the spring.

There was no report from the **Campus Facilities Committee.**

Faculty Resources Committee. Professor Roger Berkowitz, chair, reported that the committee has received seven proposals, six of which have been sent out for external review. The fall deadline for Category II funding, covering research from May 24 through December 31, 2009, was November 13.

There was no report from the **Library, Bookstore & Computer Committee.**

Student Affairs Committee. Professor John Cullinan, chair, reported that the committee met with the Dean of Students' staff to initiate a series of talks in dormitories to increase faculty presence on campus.

AAUP Committee. In the absence of Professor Matthew Deady, chair of the AAUP Executive Committee, Professor Robert Culp reported that negotiations on the new contract are being scheduled with the administration. The AAUP negotiation team comprises Professors Deady, Joseph Luzzi, and Craig Anderson.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:00 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 16 December 2009

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 18 November 2009 were approved.

II. COMMUNICATIONS. Professor Mario Bick thanked all those who had been in touch with him and his wife, Professor Diana Brown, during his recent infirmity. He said that the support of his colleagues made a big difference in his recovery.

President Botstein reminded everyone of the annual holiday party that would take place at the President's House immediately following this meeting.

III. REPORTS

A. Report of the President. President Botstein acknowledged the death, on November 27, of Professor Emeritus of Psychology Frank Oja. A graduate of Swarthmore and the New School for Social Research, Professor Oja came to Bard in 1957. He transformed the study of psychology here and sought to lend it a rigor and scientific aspect that it did not then have. He led the psychology program for many years, recruiting such faculty as Professors Richard Gordon and Stuart Levine. He was one of the first to introduce computers into the curriculum. He was a man of few words and strong opinions, who led the faculty in very difficult times, particularly the 1970s. He and his family, long an integral part of this community, lived, originally, on Faculty Circle; he later built his house on Annandale Road on the foundation of an early 19th-century gristmill from lumber he reclaimed from several buildings in the abandoned Ward Manor Village. He was a true force on the faculty who will be remembered by his colleagues and generations of alumni/ae. President Botstein acknowledged Professor Oja's many years of service and loyalty to this institution.

President Botstein expressed congratulations Professors Daniel Karpowitz and Laura Kunreuther on the birth of their son, Sasha Kunreuther, on November 20.

A dinner had been held the prior evening in honor of Professor Peter Sourian, who will retire at the end of this academic year, but will be on sabbatical in the spring. He will be sorely missed. Very few can claim to be unique; Peter Sourian is one of them. His spirit and clarity have been a joy, and his role as contrarian will be deeply missed. He will be remembered by generations of students. He is unforgettable and a delight, and a true friend to many of his colleagues and the college. Legends get created about the “Old Bard”; the only legitimate evidence of such a legend will be the absence of Peter Sourian, to whom President Botstein expressed his thanks.

The end of the fall term also marks the last at Bard for Professor Amy Ansell, who has taken a new post in administration, as dean of Emerson College. As Deans Stuart Levine and Michèle Dominy have experienced, such a move can be more transformative than expected. At Emerson, Professor Ansell will be charged with the responsibility of integrating the liberal arts into a curriculum that has been primarily pre-professional. She is making this move with affection for Bard and her colleagues. As a symbol of gratitude, President Botstein has promoted her to full professor, and she leaves Bard with the college’s respect and full acknowledgment of her many years of service.

Owing to the expansion of Bard’s graduate programs and his service to the college, Norton Batkin has been promoted to vice president. He will continue as dean of graduate studies.

President Botstein reported that he had met with the Faculty Evaluation Review Committee. The contracts of all those who stood for renewal have been renewed. President Botstein stated that the process of evaluation is crucial, and the evaluations, many of which contain suggestions, are to be taken in a constructive light. President Botstein thanked those members of the faculty who were renewed for their service and offered his congratulations.

Bard does extremely well. Applications for admission are slightly ahead of last year, and the college does not anticipate a downturn in the admission cycle. *The Daily Beast*, a widely frequented website, has identified Bard as one of the “hottest” colleges of the last decade.

The college is running into some stormy weather with the Russian government regarding Smolny College. President Botstein expressed thanks to Jonathan Becker, Gennady Shkliarevsky, and Susan Gillespie for maneuvering with the Russians. While the situation is disappointing, it is surprising that it did not happen sooner. In the face of the atmosphere of fear, intimidation, and censorship that currently exists in Russia, it is not yet known what will happen, but it is hoped that there will be better news in the spring.

Robert Weston, in his role as director of faculty and curricular development in the Al-Quds Bard program, has done an excellent job in developing the Honors College in Palestine. There are more than 50 students in the Master of Arts in Teaching Program; Ric Campbell, director of the Master of Arts in Teaching Program, has also done a terrific job in developing the MAT program there. The Al-Quds Bard Partnership is beginning to develop model schools in East Jerusalem and on the West Bank. With the support of Bishop Mark S. Sisk and Bishop Herbert A. Donovan Jr., Bishop Suheil Swani, bishop of the Anglican Diocese of Jerusalem, has invited Bard to locate one branch of the Model School on the campus of St. George’s School, an elite school in East Jerusalem. A site on the West Bank is under consideration. A search for a dean for the Al-Quds Partnership will soon be initiated. This is a very important project that is going well.

The college recently received a variety of gifts and grants, among them a \$1.7 million gift in matching funds for the Mellon Foundation grant for the Bard College Conservatory of Music. The Ford Foundation has approved a grant of \$598,000 to the Levy Economics Institute for a program of research on the nature and dynamics of the current global financial crisis and the development of a new global regulatory framework to address it. While there also have been a variety of unrestricted gifts and grants for the undergraduate program, the college has not seen a real financial recovery. There have been some residual benefits from recent grants—refurbishing of the water plant, for example—but the need in financial aid is still taking a toll.

There have been many recent faculty accomplishments. The inauguration of James Bagwell as music director of the Collegiate Chorale was marked by a gala Carnegie Hall concert on December 1. President Botstein stated that Professor Bagwell’s appointment, as Robert Shaw’s successor, is no small achievement; there is no more prestigious post. Other recent news includes the piece in today’s issue of the *New York Times* on Chinua Achebe’s *The Education of a British-Protected Child*. The December issue of *Harper’s* features a conversation about Hannah Arendt with Roger Berkowitz titled “*Thinking in Dark Times—Six Questions for Roger Berkowitz*.” Ian Buruma’s recent editorial “Mountains and minarets” was published in the *Guardian* and elsewhere in early December; his Letter from Amsterdam, “Parade’s End,” on the gay rights parade and Muslims and politics in Holland, appeared

in the December 7 issue of the *New Yorker*. *Writing—Teaching. Essential Practices and Enduring Questions*, co-edited by Teresa Vilardi, director of the Institute for Writing and Thinking, has been published by SUNY Press. Jacob Neusner gave the Bamberger lecture and received the honorary degree of Doctor of Humane Letters from Hebrew Union College—Jewish Institute of Religion.

In closing, President Botstein wished the faculty a pleasant holiday season and a productive January term.

B. Report of the Registrar. Registrar Peter Gadsby reminded faculty that grades and criteria sheets are due by January 4.

C. Committee Reports

Executive Committee. Professor James Romm, chair, requested Professor John Pruitt, chair of the Faculty Senate, to comment. Professor Pruitt reported that the Senate is bringing a proposed change to the Faculty Handbook for clarity only, with no need for a vote (see below).

He noted that the Senate is bogged down in discussions regarding the weekly class schedule; this has been discussed in the divisions, but no solution has yet been found. Work continues on new protocols for visiting faculty.

He then presented the proposed change to the Faculty Handbook on the matter of tutorials.

Current language (page 77): “Tutorials entail weekly meeting with the instructor; they do not require approval by the Executive Committee.”

Proposed change: “Tutorials entail weekly meeting with a faculty member and typically have 1-2 students. Tutorials are initiated by moderated students who have had previous exposure to the topic/field of interest; they should not duplicate classes regularly offered. Tutorials do not satisfy distributional requirements. Anyone who wishes to offer a tutorial in a program in which they are not a regular faculty member must secure approval from the program, the division, and the curriculum committee.”

During the discussion that ensued, President Botstein stated that he found the last sentence of the proposed change unacceptable; if a proposed tutorial is vetoed, there should be an appeal process. The Senate will revisit the proposal.

In conclusion, Professor Romm reported that the Executive Committee and Senate plan to meet with the president during the January intersession.

There was no report from the **Curriculum Committee**.

Planning & Appointments Committee. Professor Tom Wolf, chair, reported that the committee would hold its last meeting of the fall semester the following day. The committee will be prepared to entertain new requests in the spring.

There were no reports from the **Faculty Evaluation Review Committee, College Evaluation Committee, Grievance Committee, Diversity Committee, or Campus Facilities Committee**.

Faculty Resources Committee. Professor Roger Berkowitz, chair, reported that the committee received requests totaling more than \$30,000 for Category II reimbursements. Available funds totaled \$16,000; reimbursements, at the rate of 54 percent, would soon be distributed.

There were no reports from the **Library, Bookstore & Computer, Student Academic Affairs, or AAUP Committees**.

New Business. President Botstein reported that the college recently signed a Memorandum of Understanding with the Cary Institute of Ecosystem Studies. While this collaboration will primarily benefit the graduate program in environmental policy, it is hoped that it also will influence the undergraduate program. Dean Dominy noted that the first collaborative undergraduate course would be offered in the spring.

IV. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:20 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 27 January 2010

President Botstein called the meeting to order at 4:40 p.m. and welcomed faculty to the opening, informational meeting of the spring semester.

President Botstein informed the community that a student committed suicide early on the morning of Monday, January 25.. At the request of the student's parents, there will be a memorial service at Bard within the next week; and at the student's own request, he will be buried in the Bard cemetery. To Professor Cole Heinowitz, the student's adviser, and other members of the faculty who knew him well, President Botstein said that we need to understand that there is nothing anyone could have done. There are students who keep their secrets close; they deflect the attention of those closest to them, and their motivations are hard to fathom. His parents need to know that they likely extended his life; to seek to find blame is not right. This is a very high-risk age group. Counselors are available for anyone who wishes to talk with someone. But there is very little that can be said. The student's parents are remarkable; they have a sense of their son's life and its joy and value that speaks very well for them. The concern now is mainly with the student's friends and classmates, who need assistance working through this. President Botstein thanked Erin Cannan and her colleagues in the Dean of Students office; Randy Clum, assistant director of Buildings & Grounds; David Shein, dean of studies; and Jim Brudvig, vice president for administration, for their work, of which he said he is very proud.

There are a variety of appointments for the spring, including Samantha Hunt, 2010 Bard Fiction Prize winner, who will be in residence. Among new visiting faculty are David Madden in sociology; Jed Tucker in anthropology; Helen Epstein in social studies; and Stuart Findlay, of the Cary Institute of Ecosystem Studies, in biology.

At their meeting in January, the Board of Trustees heard a presentation of the preliminary conceptual design by architects Tod Williams and Billie Tsien for the expansion of the dining facility at Ward Manor. The architects, who designed the Folk Art Museum in New York City, are the parents of two former Bard students. They will address some concerns that were raised and bring schematic drawings to the board at the May meeting. Once approved, the project will move to working drawings, and it is anticipated that the project would be completed in 2012.

Trustees also heard a report on negotiations for the purchase of Cappuccino's, the property on the east side of Route 9G across from the main entrance to Bard. Space reconfiguration hinges on the purchase of this property, which also would allow the college to create a more appropriate entrance to the campus, with better signage and maps. The building would provide space for the reassignment of offices that students do not frequent. There also is a possibility that the lower level of the Ward Manor expansion would provide some office and classroom space.

The board approved the granting of the Bard degree in the dual-degree program with the American University of Central Asia, in Bishkek, Kyrgyzstan, which has met Bard's academic and financial requirements. Further updates on this important venture will be presented as the program goes forward.

The trustees discussed the possibility of the Longy School of Music in Boston becoming part of Bard. The school, which is housed in two buildings adjacent to Harvard, comprises a graduate program and a community school; it has a small endowment. If negotiations are successful, the project would be a net gain for Bard. The school would become the Longy School of Music at Bard College, and also would enable the establishment of a preparatory division at Bard High School Early College II in Queens.

The Right Reverend Mark S. Sisk, bishop of the Episcopal Diocese of New York, will take his honorary place on the Board of Trustees. Bishop Herbert A. Donovan Jr. has held this seat at the request of the Bishop of New York since 1996. Bishop Donovan's resignation was accepted at the January trustee meeting, and Bishop Sisk was duly elected an Honorary Trustee.

Turning to other business, President Botstein reported that a new Roman Catholic chaplain has been appointed, in the wake of the death of Father Paul Murray last January. Joseph Mali, a Nigerian, currently serves as director of pastoral care and mission effectiveness at St. Francis Hospital in Poughkeepsie.

Applications for admission in the fall are up by approximately 5 percent over last year. A full entering class and full, stabilized enrollment are anticipated in the fall.

Recent faculty accomplishments include the publication of Tim Davis's *The New Antiquity*, by Damiani (Bologna, Italy), accompanied by an essay, "A View Master in the Ruins," by Francine Prose. "The Beats," a photo essay by Larry Fink, appeared in issue 7 of *Visura Magazine.com* (January 2010). Jacob Neusner met with Pope Benedict XVI in Rome earlier this month; they discussed their latest books (in Neusner's case, *A Rabbi Talks with Jesus*). Julia Rosenbaum wrote the text for *Fans*, a curatorial project that has just been published as part of the Fitzwilliam Museum of Cambridge University's permanent set of on-line exhibitions.

John Cullinan will give the first Faculty Seminar of the spring term on February 3. His talk, "The Geometry of Prime Numbers," will begin at 7:00 p.m. in Olin 102. Upcoming seminars will be given by Florian Becker, Garry Hagberg, and Joseph Luzzi.

Concluding his report, President Botstein asked the faculty to "mark their calendars" for the annual open house for accepted students, which will take place on April 23 and 24.

Professor Mario Bick noted that the classrooms in the F. W. Olin Humanities Building, which opened in 1987, are now too small for many classes. President Botstein responded that classrooms will be a part of the space reconsideration plan, once the purchase of Cappuccino's has been realized. He reiterated that there also may be additional classroom space on the lower level of the Ward Manor expansion. The administration is also working with Registrar Peter Gadsby in the hope of reducing class size, adding that Professor Bick's point was well taken.

In closing, President Botstein again expressed his welcome to the faculty, regret at the circumstances of the opening of the semester, and pride in the faculty, students, and staff of the college. The meeting adjourned at 5:05 p.m. to a reception at the President's House.

Respectfully submitted,
Amie McEvoy,
Recording Secretary

Meeting of the Faculty of Bard College held on 17 February 2010

In President Botstein's absence, Professor James Romm, chair of the Executive Committee, called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 16 December 2009 and 27 January 2010 were approved.

II. COMMUNICATIONS. Professor John Pruitt requested Arts Division program chairs and other interested members of the division to remain for a meeting immediately following the conclusion of the faculty meeting.

Professor Thomas Bartscherer announced that a performance of "The Argument," written and performed by David Greenspan, would take place on February 22 in Theater Two of the Richard B. Fisher Center for the Performing Arts.

III. REPORTS

A. Report from Faculty Representatives to the Board of Trustees. Professors Pruitt and Romm attended the meeting of the Board of Trustees that was held on January 20, 2010. Professor Pruitt reported that most matters raised at the trustee meeting had been discussed in faculty meetings. He stated that what President Botstein reports to the Board of Trustees is entirely consistent with his comments to the faculty. The trustees received a presentation of the conceptual design plan for the proposed expansion of the dining facility at Ward Manor by the architects, Tod Williams and Billie Tsien. The plan would provide for a theater-in-the-round-type space,

much like the Spiegeltent; teaching spaces might also be included beneath the expanded dining facility. President Botstein had made the point that faculty salaries and student financial aid are at the heart of the financial priorities of the college. The trustees also heard reports on the college's various satellite programs.

B. Committee Reports

Executive Committee. Professor Romm brought the election of a one-semester replacement for Professor Thurman Barker on the College Evaluation Committee. Professor Nancy Leonard volunteered to serve and was duly elected by acclamation.

The Executive Committee continues to discuss the scheduling classes, particularly in view of the distance involved in students' movement around campus. To address this issue, the Executive Committee and the registrar have adopted a plan that will be put into place on a trial basis next year; the plan will provide 20 minutes, rather than the current 10 minutes, between classes, which will begin at 8:30 a.m. rather than 9:00 a.m. Faculty will receive a template from the registrar for planning for the next academic year. Discussion ensued, during which it was requested that such services as those provided by the faculty secretaries, registrar, and childcare also begin earlier. Dean Michèle Dominy noted that while President Botstein supports the proposed class schedule, it is subject to approval by the Executive Vice President. There also was a question about upgrading the shuttle service so that it can run in severe winter weather; the dean of students pointed out that this is a safety issue and is handled on that basis.

There was no report from the **Curriculum Committee**.

Planning & Appointments Committee. Professor Tom Wolf, chair, reported that the committee has begun its review of requests for new positions, the deadline for which is April 1.

There was no report from the **Faculty Evaluation Review Committee**.

College Evaluation Committee. Professor Kyle Gann, chair, reported that the election of Professor Leonard as a one-semester replacement will enable the committee to begin its work.

There were no reports from the **Grievance; Diversity; Campus Facilities; Faculty Resources; Library, Bookstore & Computer; or Student Academic Affairs Committees**.

AAUP Committee. Professor Matthew Deady, chair, reported that the AAUP Executive Committee comprises Professors Craig Anderson, Robert Culp, Jacqueline Goss, and Joseph Luzzi. Professors Deady, Anderson, and Luzzi comprise the negotiating committee, which will give a report on the progress of negotiations at the AAUP chapter meeting on April 7.

Old and/or New Business. Professor Mario Bick reminded faculty of the original purpose of faculty-led meetings, to provide an open forum for faculty discussion. Discussion ensued, during which it was noted that this faculty-led meeting had been inserted into the schedule at the last moment and a meeting of program chairs had been scheduled immediately thereafter. It also was noted that with the growth of the faculty and the new committee structure, much discussion and business is taken care of in faculty committees. Professor Deirdre d'Albertis reminded faculty that Faculty Senate meetings are open to the faculty as a whole.

Professor Bick also noted that there appears to have been a steady increase in the use of parking spaces by staff cars, particularly Buildings & Grounds and Security. He was referred to Vice President for Administration James Brudvig on this matter.

Professor Mark Halsey reported that open forums would soon be announced regarding the new CAFÉ forms, which were instituted in the fall semester.

Professor Romm reported that given the growth of the faculty and the inadequate size of the current meeting room, it might be good to move faculty meetings to a larger space, perhaps the multipurpose room at the Bertelsmann Campus Center. This possibility will be investigated for next year.

IV. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:05 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 17 March 2010

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 17 February 2010 were approved.

II. There were no general **COMMUNICATIONS**.

III. REPORTS

A. Report of the President. President Botstein reported several recent faculty accomplishments. Daniel Berthold's book *The Ethics of Authorship* has been accepted for publication by Fordham University Press. *Practicing Memory in Central American Literature*, by Nicole Caso, has been published by Palgrave Macmillan. *Spanish America and British Romanticism, 1777–1826: Rewriting Conquest*, by Cole Heinowitz, has been published by Edinburgh University Press. James Romm has been awarded a Cullman Center Fellowship by the New York Public Library. Sigrid Sandström has received the Vera and Göran Agnekil Award from the Royal Swedish Academy of Fine Arts. *Folk Photography: The American Real-Photo Postcard 1905–1930*, by Luc Sante, has been published by Yeti Books. Stephen Shore will receive the 2010 Culture Award from the Deutsche Gesellschaft für Photographie in September. An interview with Jacob Neusner titled "A utopian document, a utopian law" appeared in the March 4 edition of the *Jerusalem Post*.

There have been several recent student honors as well. Tally Gilkes-Bower '10 has been named a Watson Fellow. Elysia Petras '10 and Chelsea Whealdon '11 won a Davis Project for Peace prize for a project in Nicaragua. And Balazs Varga '13 and Tamas Palfalvi '14, both Conservatory students, are two of eight finalists in the Chicago Brass Festival 2010 solo competition.

A memorial service was held on March 16 in the Chapel of the Holy Innocents for Susan Brody, who died on February 6. Susan Brody, wife of Professor Burt Brody, was a long-time member of the Bard community. President Botstein expressed thanks to those members of the faculty who participated in the service, including Professors Matthew Deady, Mario Bick, Odile Chilton, Kim Touchette, Hilton Weiss, Patricia Spencer, Robert Martin, and Melvin Chen, and the members of the Colorado Quartet.

The annual open house for accepted students will be held on April 23 and 24. There has been a 10 percent growth in applications, which is very good in the face of a very competitive marketplace. A full class is anticipated, although the issue of cost is troublesome, and Bard's financial circumstances have not improved.

The college is in the process of preparing the budget and tuition and fees for the coming year. This is a time of economic stagnation, and philanthropy is difficult. The public phase of the 150th anniversary capital campaign will be announced at commencement, but the college is more dependent on annual philanthropy, which is hard to come by. The college is not funded in the same manner as most institutions, by alumni/ae, and must constantly invent its means of support. Bard must also remain competitive in the admission market. The college continues to invest in its faculty, which is borne out by the fifteen new tenure-track appointments that have been made for the coming year, with ten searches completed and one still open. And we must be tougher in appointments, reappointments, and tenure decisions, the process of which must also remain cordial. President Botstein stated that he is deeply appreciative of the quality of the recent searches, which were fielded by the faculty. Bard needs talent, and needs to take risks.

The college will go forward with Citizen Science, a three-week intensive immersion on the conduct and nature of science that will take place during the January intersession. The program, which is modeled on the Language and Thinking Program, will be directed by Professor Brooke Jude, who has agreed to take it on, and will be offered for the first time for the Class of 2014, which will enter in the fall. This initiative, which has foundation funding, will not only be an educational benefit in a science-related democracy, but will help in admission and with

philanthropy. The college must continue to do things that will protect the core undergraduate enterprise and maintain Bard's competitive edge.

President Botstein briefly reported several items. As reported at the January meeting of the faculty, the Board of Trustees approved the granting of the Bard degree in the dual-degree program with the American University of Central Asia, in Bishkek, Kyrgyzstan, which has met Bard's academic and financial requirements. Bard will take on responsibility for this program as of July 1.

The Rector of St. Petersburg State University has decided that Smolny College will become the first autonomous liberal arts faculty of the university. It has been a subsidiary of the philological faculty, but will become the 21st faculty of the university, equal to law and medicine. President Botstein expressed thanks to Susan Gillespie, Jonathan Becker, and Gennady Shkliarevsky for this major accomplishment.

Negotiations continue with the Longy School of Music regarding the possibility of that school becoming part of Bard. As reported at the January meeting of the faculty, the school would become the Longy School of Music at Bard College and also would enable the establishment of a preparatory division at Bard High School Early College in Queens.

In conclusion, President Botstein stated that the college is trying to compete in difficult times, and the cooperation of the faculty is appreciated. As the tenure process goes forward this semester, it is important to remain calm and cordial, with no ill will. Given the number of candidates this year, the process likely will not be trouble-free or without surprises. But the success of the college rests on its faculty, students, and programs as well as on word of mouth. What "filters down" is that Bard is a tremendous place to go to school, which is a direct result of what goes on in the classroom.

B. Report of the Dean of the College. Dean Michèle Dominy reported on the 15 new tenure-track faculty appointments for the fall 2010. There were ten searches, which focused on candidates with an interdisciplinary range; there was one conversion, in mathematics, and four faculty hires that were completed last year and delayed one year. Three searches were closed without hire, and one is in process. She outlined the appointments by field and interdisciplinary range, and thanked the members of the faculty search committees for their hard work in this difficult process and the excellent quality of the appointments.

Several Bard community members attended the recent Posse Plus Retreat in the Berkshires, which focused on how to talk about race in the age of Obama, with four trainers, nine Posse scholars and their guests, and supportive multicultural teams selected from inner cities for their leadership potential. Dean Dominy expressed thanks to those who participated, including Professors Charles Walls and Nadia Latif; Ariana Stokas, co-liaison for the Posse Program; four upper college students; and several first-year students. Also participating were Professor Myra Armstead, mentor this year and next of Posse I; and Professor Celia Bland, who will mentor the Posse II cohort, which was chosen in December. Dean Dominy noted that President Barack Obama gave a portion of his Nobel Prize to the Posse foundation.

In conclusion, Dean Dominy reported that Professor Ethan Bloch has accepted an appointment as steering committee chair for the upcoming accreditation review by the Middle States Association of College and Schools. The report on this two-year process is due in June 2012. The steering committee will revisit faculty governance recommendations resulting from the last review, including enhanced collective decision-making within the faculty; and continued development of the college's culture of assessment, implementation of regular program review, and support of junior faculty.

C. Committee Reports

Executive Committee. Professor James Romm, chair, reported that the committee is discussing the faculty search process, particularly concerns that have been expressed by the Division of Languages and Literature. The committee also met with the directors of the First-Year Seminar Program and will work to increase participation by full-time members of the faculty.

Curriculum Committee. Professor Eric Trudel, chair, reported that members of the committee attended the Executive Committee's meeting with the directors of First-Year Seminar. At its own recent meeting, the Curriculum Committee was joined by Robert Martin, director, and Melvin Chen, associate director, of the Bard College Conservatory of Music. Commencement 2010 marks the anticipated graduation of the conservatory's

first entering class, the first students to complete the five-year dual degree program. The committee has begun a discussion of how the academic side of the dual-degree program will be assessed.

Planning & Appointments Committee. Professor Tom Wolf, chair, reported that the committee will accept requests for new positions until the April 1 deadline. Dean Michèle Dominy reminded the faculty that it is very important that any such proposals be vetted by the divisions prior to submission to the committee.

Faculty Evaluation Review Committee. Professor Robert McGrail, chair, reported that the committee will begin its deliberations, under strict confidentiality, immediately after spring break. The reports of the Divisional Evaluators have been received, as have the replies to these reports.

There was no report from the **College Evaluation Committee**.

Grievance Committee. Dean of Studies David Shein reported that the committee had met to review the appeal of a decision made by the Student Judiciary Board (SJB). After careful consideration, the committee upheld the decision of the SJB.

President Botstein noted that this has been a particularly difficult semester in student life, which has taken its toll on Dean of Students Erin Cannan and Dean of Studies David Shein. There have been several incidents, many involving alcohol, which have required adjudication of interpersonal relations. The process is managed by the Dean of Students, but carried out by outside attorneys. President Botstein reviews the reports of such incidents and makes a determination in each case; actionable instances must go before the courts. President Botstein expressed thanks to Deans Cannan and Shein for their work during this difficult period. He asked faculty to keep a close eye on their students, especially seniors, with whom faculty were encouraged to talk about what life will be like after graduation, especially in the face of the highly competitive nature of graduate school admission in the current economic climate. Students need the care and concern of the faculty.

There was no report from the **Diversity Committee**.

Campus Facilities Committee. Professor Tsu-YuTsao, chair, reported that the housing lottery will be held shortly after spring break. Interested and qualified members of the faculty should contact Professor Tsao directly.

There were no reports from the **Faculty Resources; Library, Bookstore & Computer; or Student Academic Affairs Committees**.

AAUP Committee. Professor Matthew Deady, chair, reported that the negotiating committee's first meeting with the administration has been scheduled. A report on the negotiations will be given at the AAUP chapter meeting on April 7 at 4:30 p.m.

Old and/or New Business. President Botstein reported that he has accepted an invitation from the University of California, Berkeley, and will give the Tanner Lectures there in 2010–2011.

IV. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:15 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 28 April 2010

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 17 March 2010 were approved.

II. COMMUNICATIONS. Dean of International Studies Jonathan Becker announced two Global and International Studies events taking place that evening. At 6:00 p.m. in Olin 102, Walter Russell Mead will present a lecture on "The Basis of the U.S.-Israel Relationship." A Bard-West Point debate, "Resolved: The United States should support a one-state solution in Israel/Palestine," will take place at 7:30 p.m., in Olin Language Center 115.

III. REPORTS

A. Report of the President. President Botstein expressed thanks to those who participated in the annual open house for accepted students on April 23 and 24. The event was attended by more than 1,000, including approximately 500 accepted students. The reply date for admission is May 1, and it appears that there will be a full class of entering students.

President Botstein announced that Mark Tiarks, newly appointed director of the Richard B. Fisher Center for the Performing Arts, began work on April 16. The Bill T. Jones/Arnie Zane Dance Company's partnership with Bard will expand in the 2010–2011 academic year, when the company's teaching commitment will increase to ten courses. President Botstein congratulated those involved with the literary journal *Conjunctions*; the journal's website has reached a milestone, with half a million visitors since its inception.

He also expressed thanks to Professor Arthur Gibbons, director of the Milton Avery Graduate School of the Arts, for his many years of service. This year's entering class of 27 was selected from more than 400 applicants, and total enrollment is expected to be 83 students. Four M.F.A. faculty—Luca Buvoli, Franziska Lamprecht, Hajoe Moderegger, and Nancy Shaver—were awarded 2010 Guggenheim Fellowships. A recent graduate of the program has made an endowment gift to establish the Judith L. Cohen and Lawrence R. Klein Scholarship Fund.

At its March 31 meeting, the Board of Trustees approved a 4.5 percent increase in tuition and fees for the 2010–2011 academic year. The increase is within the range of increases at comparable institutions. The trustees also discussed the 150th Anniversary Campaign for Bard College, which will be announced at commencement; the campaign is focused on three areas: capital projects, endowment, and annual fund for operations. The college is in the process of applying for three Investing in Innovation grants, totaling \$110 million, from the U.S. Department of Education, to replicate the Bard High School Early Colleges across the country.

On April 27, the college closed on the purchase of Cappuccino by Coppola, the restaurant and property located across route 9G from the main entrance to campus. It is likely that the building will be used for offices, freeing up space on campus for offices and classrooms.

The faculty, staff, and students of the American University of Central Asia in Bishkek, Kyrgyzstan, seem to be fine in the face of the violence there. The dual-degree program with AUCA was approved by the Board of Trustees at their January 2010 meeting.

Turning to recent faculty transition and activities, President Botstein announced that Professor Kristin Scheible and Patrick Hanley are the new parents of Jasper Hanley, born on April 6.

Kyle Gann's new book, *No Such Thing as Silence: John Cage's 4'33"*, has been published by Yale University Press. Norman Manea received the insignia of Commander of the Ordre des Arts et des Lettres on April 12 at the Cultural Services of the French Embassy in New York. Medrie MacPhee will have her first solo exhibition at Von Lintel Gallery in New York from May 27 through July 2. Jacob Neusner has edited, in consultation with Bruce Chilton and Richard Davis, *Introduction to World Religions: Communities and Cultures*, published by Abingdon Press.

At the request of Debra Pemstein, vice president for development and alumni/ae affairs, President Botstein reminded faculty who have not already done so to make their reservations for commencement.

A memorial service had been held that morning for Professor Emeritus of Psychology Frank Oja, who died on November 27. President Botstein expressed thanks to those who participated.

Negotiations with the Longy School of Music continue, and legal issues are being discussed by the respective attorneys. If discussions are brought to a successful conclusion, a proposal will be brought to the Board of Trustees at the May or October meeting.

In conclusion, President Botstein noted the performances given by the Bard College Conservatory Orchestra at Bard on April 4 and the orchestra's debut at Lincoln Center's Alice Tully Hall on April 10. The students played fabulously well, and were joined on the program by Melvin Chen and Dawn Upshaw. The Conservatory Orchestra will again perform at Eastern New York Correctional Facility in the fall, the second of what is hoped will be an annual tradition.

B. Report of the Dean of the College. Dean Michèle Dominy reported that the Faculty Activities section of the webpage of the Dean of the College has been updated and is now linked to admission and academics. She noted that one recognition has not yet been posted: on April 24, President Botstein was elected to the American Philosophical Society, the oldest learned society in the United States, founded in 1743 by Benjamin Franklin for the purpose of "promoting useful knowledge."

C. Committee Reports

Executive Committee. Professor James Romm, chair, brought six elections for college-wide committees. The elections, all duly moved, seconded, and carried, are summarized below.

Faculty Evaluation Review Committee. Professor Terrence Dewsnap was elected at-large member to complete a one-year term. Professor Mario Bick was elected alternate for a one-year term.

College Evaluation Committee. Professor Nancy Leonard was elected to a full seat on the committee for a three-year term. Professor Richard Davis was elected alternate for a two-year term.

Grievance Committee. Professors Florian Becker and Swapan Jain were elected to two-year terms.

Professor Romm announced that members of the Executive Committee, Faculty Senate, and others would meet with President Botstein immediately following this meeting to discuss Citizen Science. A report on the meeting will be given at the May meeting of the faculty.

There was no report from the **Curriculum Committee**.

Planning & Appointments Committee. Professor Tom Wolf, chair, reported that the committee has received several proposals for new positions and hopes to complete its evaluations within the next two weeks.

Faculty Evaluation Review Committee. Professor Robert McGrail, chair, reported that the committee has completed its business, submitted its recommendations, and will meet with the president next week. President Botstein expressed his thanks to the members of the committee for their work.

College Evaluation Committee. Professor Kyle Gann, chair, reported that the committee has finished its work on all but three cases, which should be completed within the next few days.

There were no reports from the **Grievance** or **Diversity Committees**.

Campus Facilities Committee. Professor Tsu-YuTsao, chair, reported that the on-campus housing lottery was held and available units assigned.

Faculty Resources Committee. Professor Roger Berkowitz reported that the committee met and awarded five grants, to Professors Gidon Eshel, Elizabeth Frank, Jacqueline Goss, Edie Meidav, and Lothar Osterburg. The committee would meet the following week to complete its review of Category II requests.

There was no report from the **Library, Bookstore & Computer Committee**.

Student Academic Affairs Committee. Professor Florian Becker reported that the committee has held two events this semester. Members of the faculty interested in participating in committee-sponsored events should talk with him or the other members of the committee: Professors Florian Becker, John Cullinan, and Barbara Luka.

AAUP Committee. Professor Matthew Deady, chair, reported that the negotiating committee's first meeting with the administration had been held a week ago. The main item of discussion is faculty salaries, with a target of maintaining the one-star rating in the top 5 percent in the baccalaureate school category. The faculty took a

salary freeze last year, as did faculty in many other schools. The committee is also looking at salaries in comparison with national rankings and other data. A report will be made at the next full AAUP meeting. Negotiations with the administration will continue.

IV. Old and/or New Business

Professor Marina Kostakevsky reported that a "My Russia" Conference, sponsored by the Russian and Eurasian Studies Program and the Division of Languages and Literature, had been held on April 8 to honor the memory of Professor Jennifer Day.

Professor Daniel Berthold announced two events that would be held that evening. Chilean poet Raúl Zurita would give a reading as part of the Ashbery Poetry Series, and Professor Thomas Bartscherer would give a Philosophy Colloquium "Helen-izing Tragedy: Metaphysics, Rhetoric, and the Psychology of Desire in Nietzsche's Early Writing."

Professor Jean Churchill noted upcoming dance performances. The Bard College Faculty Dance Concerts on April 29, 10, and May 1 include works by Professors Churchill, Peggy Florin, and Aileen Passloff. A second program, "Celebrating Judson," on May 1 and 2, will include choreography by Professor Aileen Passloff and others. The Bill T. Jones/Arnie Zane Dance Company will culminate the first year of its teaching partnership with Bard with a three-week residency and a public performance, on May 20, of a work-in-progress.

Professor Mario Bick inquired about the process of faculty self-evaluation of grade inflation, noting the sentimentality that sometimes seems to be involved in passing students and the number of courses taken by students at institutions other than Bard with an average grade of B+. Faculty should discuss ways to be more rigorous; there are students who enter their senior year without the skills necessary to complete a Senior Project. He requested that this be put back on the agenda of the faculty. Registrar Peter Gadsby replied that data on grade inflation is available, and it seems to have stabilized. President Botstein asked how many Bard students fill out their requirements with courses taken at other institutions and community colleges. The Executive Committee approves courses taken outside of Bard and where they are taken, but a student's transcript does not indicate that a given course was taken elsewhere. Mr. Gadsby noted that the flow of information could be adjusted so that a student's adviser knows where outside courses are taken. He also reported that Bard is part of a consortium of colleges (including Amherst and Williams) that share grades, and Bard's grades are more rigorous.

President Botstein stated that April and May are often the most difficult months for many students, especially those who are completing their senior year. He requested the faculty to stay in close contact with their students so that any problems can be addressed. He expressed thanks to Mr. Gadsby for streamlining the registration process. In closing, he expressed his appreciation for the close cooperation and care of the faculty in guiding students through this difficult period.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:20 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 19 May 2010

President Botstein called the meeting to order at 4:35 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 28 April 2010 were approved.

II. There were no general **COMMUNICATIONS**.

III. REPORTS

A. Report of the President. President Botstein expressed appreciation on behalf of the college to the faculty for their service during the past academic year. He reported that the college is doing well in admission for the 2010 entering class, which will be approximately the same size as this year. Higher retention for the fall, however, will result in a larger student body.

There have been a variety of new faculty appointments, with 16 new tenure-track appointments, including eight “replacements” to fill positions available due to retirements, resignations, and nonrenewals. Of these, there is one appointment in the Division of the Arts; four in Languages and Literature; two in Science, Mathematics and Computing; and eight in Social Studies. Appointments to endowed chairs include Richard Aldous, Eugene Meyer Professor of Nineteenth-Century History and Literature; and Walter Russell Mead, James Clarke Chace Professor of Foreign Affairs and Humanities. There also are a variety of new visiting faculty, among them Tahar Ben Jelloun and Nuruddin Farah, Contemporary Masters Writers in Residence for the fall 2010.

Bard is involved in many programs away from the Annandale campus, including the two Bard High School Early Colleges in New York. (President Botstein noted Bob Herbert’s Op-Ed column, “A Very Bright Idea,” which appeared in the May 17 edition of the *New York Times*.) Other programs include the Bard Prison Initiative; Al-Quds Bard Partnership; Smolny College; the American University of Central Asia; and Bard College at Simon’s Rock as well as the college’s arts programming on campus and elsewhere. Most colleges do not do such things, and it may be thought that such programs represent a financial drain on Bard’s resources. The college’s philanthropy, however, does not come from the alumni/ae body, which is loyal but poor, and parents have never been the source of major philanthropy. The college’s major benefactors are graduates of other institutions; they are engaged in the arts, international education, and innovation. What Bard is today would not be possible without the philanthropy it has because of what it does as an institution. The financial beneficiaries of this generosity are the faculty, and it has enhanced the optimism of the students, who are influenced by the significance and standing of the college. The 2010 class gift will exceed \$50,000, which will be used to establish the Class of 2010 Scholarship, in memory of James Kirk Bernard ’10, Anna Finkelstein ’10, and Warren Hutcheson ’10. The scholarship will be awarded annually to a rising senior who shows a commitment to the social and academic community and who, without financial support, could not otherwise return to the college. This is an indication of the spirit of the students and younger alumni/ae. Bob Herbert’s Op-Ed column, cited above, has resulted in an immense traffic of e-mails, both to the president’s office and the development office. The result is increased, not decreased resources.

There have been two recent administrative staff changes. Jonathan Cristol, who has served as summer director of the Bard Globalization and International Affairs Program (BGIA) since 2004 and who has taught at Bard since 2003, has been named director of BGIA. Johanna Burton has been named director of the Center for Curatorial Studies graduate program, effective July 1, 2010. An art historian and writer, Burton is currently associate director and senior faculty member of the Whitney Museum of American Art’s Independent Study Program.

Turning to the 2010 commencement, President Botstein noted that Baccalaureate and Senior Dinner will be held on Thursday, May 20. The academic procession will form at 5:15 p.m. in front of Stone Row and proceed to the Chapel of the Holy Innocents at 5:30 p.m. for Baccalaureate. Senior Dinner will follow, at 6:30 p.m., in the commencement tent.

The President’s Awards Ceremony and Dinner will take place on Friday evening, May 21, beginning with a cocktail reception in the Fisher Center Lobby at 5:00 p.m. The Awards Ceremony will begin at 6:30 p.m. in Sosnoff Theater. The Bard Medal will be presented to Emily H. Fisher; the John and Samuel Bard Award in Medicine and Science, A. James Hudspeth; Charles Flint Kellogg Award in Arts and Letters, Billy Steinberg ’72; John Dewey Award for Distinguished Public Service, Ray Peterson; Mary McCarthy Award, Margaret Atwood; and the Bardian Award, Aileen Passloff, in recognition of her more than 40 years of service to the college.

Commencement will be held on Saturday, May 22. The commencement address will be given by the writer Margaret Atwood, who will receive the honorary degree of Doctor of Letters. Other honorary degree recipients include Alan S. Blinder, Norman C. Francis, Brandon H. Grove Jr. ’50 (alumni/ae honorary degree), Henry G. Jarecki, and Lisa Randall.

President Botstein turned to Vice President for Development and Alumni/ae Affairs Debra Pemstein, who gave a detailed power point presentation on the 150th Campaign for Bard College, which would be presented to the Board of Trustees at its May 21 meeting. The proposed goal of the five-year campaign is \$594.350 million, in three categories: endowment, \$350 million; capital projects, \$176.350 million; and annual fund, \$68 million (the total required over five years to break even). The presentation included a review of the state of the college’s

endowment funds since 2004 and endowments of peer institutions. The \$350 million in endowment funds includes \$220 million in undesignated and \$130 million in designated funds. The undesignated category includes scholarships, faculty chairs and fellowships, library and technology fund, and graduate programs. Designated endowment includes the Bard High School Early Colleges, Bard Music Festival, The Bard College Conservatory of Music, The Richard B. Fisher Center for the Performing Arts, Institute for International Liberal Education, Levy Economics Institute, and Smolny College (the \$5 million goal for which has already been met). President Botstein noted that these designated funds will also defray Bard's overhead. Ms. Pemstein reviewed proposed capital projects, including those that are immediate priorities (including expansion of dining facilities and IT infrastructure, among several others) and those planned for the future, and the plan for reaching the campaign goal by gift category and the number of gifts needed in each, including campaign leadership support. To date, \$210,595,611 has been raised toward the campaign goal of \$594.350 million, leaving a total of \$383,754,389 to be raised by the end of the campaign in 2015. President Botstein expressed thanks to Ms. Pemstein for her presentation.

Concluding his report, President Botstein noted that the full faculty transition list, spring to fall 2010, will be posted on the website of the Dean of the College.

B. Report of the Dean of the College. At the request of Dean Michèle Dominy, Eban Goodstein, director of the Bard Center for Environmental Policy, reported on the work of the Sustainability Council, which he and Laurie Husted, environmental resources auditor, chair. The mission of the council is to provide Bard students with a working laboratory for the kind of broader social and institutional change needed to address the overarching challenge of global warming, along with a host of other resource and ecological issues, in an increasingly crowded and affluence-seeking world. Members of the council's steering committee are James Brudvig, Michèle Dominy, Hannah Mitchell, Gretchen Parry, Bill Terry, and Taun Toy. Members of the faculty were encouraged to take an active role in the work of the council through its four subcommittees: Operations (all things sustainable, from good to water, buildings to paper to IT to grounds and transport); Climate and Energy (how are we really going to go carbon-neutral?); Curriculum (help coordinate environmental and sustainability education in the college, and community, and with partner institutions—and how to talk about sustainability across the curriculum); and Planning (are we thinking seven generations out in our planning decisions?). Mr. Goodstein will circulate details of the commission's work to the faculty.

Voting of degrees. Dean Dominy presented, for the information of the faculty, the list of 139 graduate degree candidates, voted by the respective graduate program faculties, for degrees to be presented at the 2010 commencement. There was one candidate for the Ph.D., five for the Master of Philosophy, and 19 for the Master of Arts from the Bard Graduate Center: Decorative Arts, Design History, Material Culture. There were 25 candidates for the Master of Fine Arts degree from the Milton Avery Graduate School of the Arts, six from the Conductors Institute of The Bard College Conservatory of Music, and 12 from the Bard-International Center of Photography; 11 for the Master of Science from the Bard Center for Environmental Policy; 14 for the Master of Arts from the Center for Curatorial Studies; 41 from the Master of Arts in Teaching Program (to be conferred June 5); and five candidates for the Master of Music from the Vocal Arts Program of The Bard College Conservatory of Music.

Dean Dominy then presented the list of candidates for undergraduate degrees, including ten for the Bachelor of Music degree from the five-year double-degree program of The Bard College Conservatory of Music, five for the Bachelor of Science degree from the five-year double degree program in economics and science, and 431 for the Bachelor of Arts degree. There were 123 candidates in the Division of the Arts; 89 in Languages and Literature; 48 in Science, Mathematics & Computing; 158 in Social Studies; and one in Multidisciplinary Studies. There were 12 double majors (students who completed two Senior Projects in the same or different divisions). After consideration by the faculty and upon motion duly made and seconded, the candidates for undergraduate degrees were recommended to the Board of Trustees for approval. The list of undergraduate candidates is appended to and made a part of these minutes.

Referring to a concern raised by Professor Mario Bick at the April meeting of the faculty regarding grades for courses taken by students at institutions other than Bard to fulfill distribution requirements, President Botstein reported that the courses taken and grades assigned to students fulfilling requirements at other institutions have been carefully reviewed. In all, five graduating students fulfilled the requirement for Analysis of Art at other institutions in 2009, and four in 2010; Practicing Arts: two and one, respectively; Literature in English, three and five; Foreign Language, Literature, Culture: 22 and 19; Mathematics/Computing: 24 and 21; Laboratory Science, 25 and 17; History, six and two; Humanities: 3 and ten; Social Science seven and none; and Rethinking Difference,

three and two. He concluded that while this should be monitored, which it is by the Executive Committee, it is not a wide-scale issue.

In response to a question raised regarding oversight of the work of students who are candidates for the Associate in Arts and Bachelor of Arts degree from the Bard Prison Initiative (BPI), President Botstein requested Professor Daniel Karpowitz, BPI director of policy and academics, to ensure that the BPI faculty oversight committee has carefully reviewed the list of candidates before it is presented to the Board of Trustees for approval.

Concluding his report, President Botstein expressed thanks to Dean Dominy for her work in an extremely thankless job, one that she has done well without regard to popularity. He also thanked Registrar Gadsby and Dean of Graduate Studies Norton Batkin for their work.

C. Committee Reports

Executive Committee. Professor James Romm, chair, requested Professor John Pruitt, chair of the Faculty Senate, to speak to the work of the Senate. Professor Pruitt reported that the Senate had met with the president to discuss concerns regarding the new Citizen Science program. He stated that the meeting had been very productive and that an agreement had been reached regarding a faculty advisory role in what had been an autonomous program. The Curriculum Committee will evaluate the program, which will move ahead in January.

The Senate will meet in retreat in August to consider several issues, including protocol for visiting faculty as well as an ambitious change in the faculty evaluation document, which is currently being discussed by the Senate and will be presented for debate in the fall.

The college is approaching the mid-way Middle States review, a two-year process to evaluate how the college is addressing the recommendations of the five-year review committee. The recommendations include issues of faculty governance; review of the health of the academic programs by the Curriculum Committee; definition and rigor joint majors; and follow-up to a survey by the Curriculum Committee regarding class size.

Professor Romm reported that the Executive Committee had approved 30 joint majors this year, with one held pending further information; none were declined. He noted, however, that programs need to oversee this more closely, and there is a need for greater communication with students regarding the process of embarking on a joint major and what it means. The Biology Program maintains a good website on the issue of the joint major. Questions should be addressed to the respective divisional chairs.

Professor Romm brought a seconded motion, set forth in the agenda for this meeting, from the Executive Committee to retain the current Faculty Evaluation Document for another year. While review of the document has already been extended once, the Faculty Evaluation Document Review Committee has not yet completed its work and has requested a second extension. The following motion was carried: "The current version of the Faculty Evaluation Document will be retained for an additional year, so that the current document will apply to all those coming up for evaluation in academic year 2011-2012."

Dean Dominy acknowledged the Faculty Evaluation Document Review Committee, which has already worked for a year and a half on the document. Members of the committee are Professors Peggy Ahwesh, Ethan Bloch, Karen Sullivan, and Garry Hagberg.

There was no additional report (see above) from the **Curriculum Committee**.

Planning & Appointments Committee. Professor William Maple reported that the committee has completed its work for the semester.

There was no report from the **Faculty Evaluation Review Committee**.

College Evaluation Committee. Professor Nancy Leonard reported that the committee has completed its work.

There was no report from the **Grievance Committee**

Diversity Committee. Professor Nicole Caso, chair, reported that during the past academic year the committee has worked to define its role, goals, and issues to be addressed within the Bard community. The committee has viewed its role as gathering and disseminating data and to serve as a catalyst to spark conversations about

priorities and concerns within the community with respect to diversity, defined in the broadest sense of the term, including issues of class, gender, sexuality, ethnicity, and religion of students and faculty. The committee hopes to promote reflection, provide access to information, and help facilitate communication among the faculty, members of the Diversity Committee, programs and divisions, the administration, and student groups. The full report of the committee will be distributed to all members of the faculty.

There was no report from the **Campus Facilities Committee**.

Faculty Resources Committee. Professor Roger Berkowitz, chair, reported on Category II disbursements. A total of \$33,420 was provided through 46 awards. The funding rate for Category II requests was 69.3922 percent. The original rate for fall reimbursement was 54 percent; the spring rate would have been 100 percent, so the committee decided to even out the percentage at the rate indicated above. The committee is considering changes to the Category I and II system and will report back to the faculty.

There were no reports from the **Library, Bookstore & Computer** or **Student Academic Affairs Committees**.

AAUP Committee. Professor Matthew Deady, chair, reported that the AAUP negotiating committee has been meeting with the administration and will again at the conclusion of this meeting. The two sides are quite far apart; the two main points of contention are 1) switching salary benchmarks from the AAUP one-star ranking to a group of peer institutions; and 2) whether increases should be based on salary or overall compensation. These matters are still under negotiation. President Botstein expressed his appreciation to the AAUP Committee for the process of negotiation, noting that it is very difficult to discuss such issues as the question of the way in which faculty are compensated, health care, and retirements. He was confident that an agreement would be reached.

V. Adjournment. There being no further business, President Botstein wished the faculty a pleasant and productive summer, and upon motion duly made and seconded, the meeting adjourned at 5:45 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 1 September 2010

The meeting was called to order at 4:50 p.m. by President Botstein, who welcomed the faculty to the opening informational meeting of the fall semester.

Dates of fall faculty meetings have been circulated by the Dean of the College. Meetings will be held on Wednesdays, September 29, October 27, November 10, and December 8.

Recent faculty accomplishments are many; a full list can be found on the website of the Dean of the College.

Fall enrollment is very strong, with approximately 1900 undergraduates on the Annandale campus. Total enrollment of matriculating undergraduates, including those studying away from Annandale, is 1941. There are also 11 visiting students in the Program in International Education. The entering class is approximately the same size as that of last year; there were close to 6,000 applications, and a very good ratio of applications to acceptances. President Botstein expressed thanks to the admission staff for excellent recruiting. The other college constituencies are also doing very well, including the two Bard High School Early Colleges, Simon's Rock, and the international programs.

New chairs and distinguished faculty include Richard Aldous, Eugene Meyer Professor of British History and Literature (a tenure-line appointment); Tahar Ben Jelloun and Nuruddin Farah, Contemporary Masters Writers in Residence for the fall; and Walter Russell Mead, James Clarke Chace Professor of Foreign Affairs and Humanities (2010–2015).

There are also many new tenure-line faculty appointments. Jonathan Anjaria has been appointed assistant professor of anthropology; Jennifer Derr, assistant professor of history; Olivier Giovannoni, assistant professor of economics; Kenneth Haig, assistant professor of political studies; Christopher LaFratta, assistant professor of chemistry; Allison McKim, assistant professor of sociology; Michelle Murray, assistant professor of political

studies; Matthew Mutter, assistant professor of literature; Sara Pankenier Weld, assistant professor of Russian; Dina Ramadan, assistant professor of Arabic; Richard Suchenski, assistant professor of film and electronic arts; Mairaj Syed, assistant professor of religion; Charles Walls, assistant professor of literature; and Kritika Yegnashankaran, assistant professor of philosophy. James Belk, assistant professor of mathematics, has been moved to a tenure-line position.

President Botstein welcomed Professor Mustafa Abu Sway, who has returned to a full-time position as visiting professor of Islamic Studies for 2010–2011. Professor Sway taught at Bard in the fall of 2009 and teaches in the Al-Quds Graduate Program in Contemporary Islamic Studies.

Andi Bakti is a visiting Fulbright Scholar for the fall. Other visiting fellows for the current academic year include Charles William Dixon and Laura Ephraim, Hannah Arendt Center Postdoctoral Fellows; Michelle Hersh, National Science Foundation Postdoctoral Fellow; and Wyatt Mason, Senior Arendt Center Fellow.

Turning to tenure and promotions, President Botstein announced that Roger Berkowitz has been promoted to associate professor of political studies and human rights with tenure. Nicole Caso has been promoted to associate professor of Spanish with tenure. Rebecca Cole Heinowitz has been promoted to associate professor of literature with tenure. Gregory Landweber has been promoted to associate professor of mathematics with tenure. And Maria Simpson has been tenured as professor of dance.

President Botstein introduced Johanna Burton, who assumed the position of director of the graduate program at the Center for Curatorial Studies on July 1. A widely published and respected critic of contemporary art and a regular contributor to *Artforum*, *Parkett*, and other publications, she has served as associate director of the Whitney Museum Independent Study Program for the past two years and is currently completing her Ph.D. in art history at Princeton. She received her master's degree in performance studies from New York University and in art history, criticism, and theory from SUNY Stony Brook.

Charles Patrick, a legendary figure at Bard who served as director of athletics, and, as such, as a tenured member of the faculty, from 1958 to 1979, died on June 10 at the age of 86. His wife, June; their four children; six grandchildren; a sister and brother; and his close friend, George Hayward, survive him. A memorial service was held at Blithewood on August 6.

The poet Leslie Scalapino, a member of the faculty of the Milton Avery Graduate School of the Arts, died on May 18 in Berkeley, California. President Botstein recognized her 16-year service to the college. The author of 30 books of poetry, fiction, plays, essays, and collaborations, Scalapino also founded O Books, which publishes work by younger emerging poets. A memorial event was held at St. Mark's Poetry Project in New York on June 21.

Two students also died during the summer. Maka Geller, Class of 2011, died at her home in New York on July 6. Abraham Mendoza, a peer counselor and rising sophomore, died in a fall while hiking with a group of other peer counselors at Kaaterskill Falls in the Catskills on August 20. President Botstein had met with Abe's parents earlier in the day, and the college has extended assistance to the family and a scholarship to his younger brother. A memorial event will be held at the college at the discretion of the family.

Professor Gregory Moynahan and his wife, Danielle Riou, are the new parents of Henry Elouan Riou Moynahan, who was born on August 13.

Several administrative changes have taken place since the end of the spring semester. Jonathan Becker has been promoted to vice president for international affairs and civic engagement and retains his title as dean of international studies. He served as co-chair of the Higher Education Committee at the Civil Society Summit that took place during the Obama-Medvedev meetings in Washington, D.C., in June. Jonathan Cristol has been named director of the Bard Global and International Affairs program in Manhattan.

Other changes include the appointment of Jennifer Triplett as director of academic advising. Ariana Stokas, director of opportunity programs, has been named visiting assistant professor of philosophy. Thomas Bartscherer has been named director of the Language and Thinking Program. Julia Rosenbaum has succeeded Deirdre d'Albertis as faculty director of the Center for Faculty and Curricular Development. And Sue Elvin-Cooper has joined the staff of the Grants Office, where she will support faculty and curricular grant applications.

Citizen Science is now fully staffed. Professor Brooke Jude and her colleagues have done a fantastic job in putting the program together. Faculty training workshops were held in July, and the first session of the new three-week

program, parallel to the Workshop in Language and Thinking and required of all freshmen, will be held January 5-21, 2011.

The college has closed on the purchase of the building and property across Route 9G from the main entrance to campus. The space, formerly occupied by the restaurant Cappuccino by Coppola's, will be renovated for administrative offices, freeing up space on the main campus. Two laboratories in Hegeman have been renovated as classrooms and meeting spaces. Kline Commons will be expanded; two hundred seats will be added in an addition parallel to the existing space on the north side of the building (nearest the soccer field). Construction will be completed as quickly as possible and will not disrupt the day-to-day business of the dining service. The college originally had considered plans to expand the dining facility at Ward Manor, but this project proved to be too costly and it was decided that it was more modest, feasible, and practical to attend to Kline Commons, the main campus dining facility. The college is also working with Chartwells to improve the food in campus dining facilities.

The college is going forward with the 150th Anniversary Campaign, one priority of which is construction of three new dormitories.

The Center for Curatorial Studies has completed a new outdoor café, which will soon be open to the campus at large as well as to the public.

The new water plant will be completed by mid September. The college received \$1.7 million in stimulus money for this project.

Discussions continue regarding the proposed merger of the Longy School of Music with Bard. Programming will include both graduate and community programs in Cambridge, Massachusetts, and will assist in recruitment for the main campus.

Intensive work is underway on developing a strategic plan for the next five years, with a focus on financial and institutional development, particularly in view of the current economic and political atmosphere and the competition Bard now faces. The college is looking at the undergraduate curriculum, with an eye to expansion and the possibility of combining undergraduate and graduate education in five years in some areas.

International programs are also part of the strategic plan, including the dual-degree program with the American University of Central Asia (Professor Peg Peoples is currently Bard's representative there); and Al-Quds, where excellent progress has been made and to which Robert Weston has returned as assistant dean of the Honors College. Smolny College is, of course, also part of the plan. (Valery Monakhov, director, was visiting and present at the meeting.) The college may look at the possibility of creating such dual-degree programs in Indonesia and India. Discussions are also underway with the Liszt Academy of Music in Budapest.

Also part of the strategic plan is the relationship of the international programs with the undergraduate program and secondary education, particularly through the two Bard High School Early Colleges. Regarding the latter, President Botstein reported that discussions have begun with Geoffrey Canada of the Harlem Children's Zone.

The Master of Arts in Teaching Program in the Central Valley of California is successful. Bard may be asked to be a charter issuer in California.

The Bard Prison Initiative and Clemente Course are also part of the strategic plan, as are the graduate programs, both on the Annandale campus and at the Bard Graduate Center in New York, and Bard's role in the arts, both in teaching and as a presenter.

These are some of the many long-term issues that are under consideration; nearly all have attracted, or have begun as the result of outside philanthropy, which ultimately benefits the undergraduate college. Bard is not funded by its alumni/ae (the college has fewer than 8,000 living alumni/ae), so it is important to compete successfully for philanthropy.

President Botstein stated that the summer was very positive. The program of the Milton Avery Graduate School of the Arts did well, as did the many other summer programs, including SummerScape, the programs of which were run by staff in the absence of new director Mark Tiarks, who is on medical leave.

Professor Mario Bick raised a question regarding anecdotal evidence of larger enrollment, particularly in 100- and 200-level courses. President Botstein requested Registrar Peter Gadsby to look at the numbers and distribution as well as the student/faculty ratio. Registrar Gadsby noted that the student/faculty ratio is 10:1, but that this ratio is not uniform across the board. Dean Dominy added that the student/faculty ratio has not changed, because of the addition of 12 new faculty lines.

Professor Joel Perlmann inquired about the possibility of a faculty directory with photographs. President Botstein deferred to Registrar Gadsby and Vice President for Administration James Brudvig on this, given issues of privacy and the like.

In conclusion, President Botstein stated that the college has done very well. Retention is up, which speaks directly to the work of the faculty.

Item of Business: Professor Daniel Berthold, chair of the Executive Committee, brought one item of business: election of a one-year replacement on the College Evaluation Committee. Professor Sanjib Baruah volunteered to serve and was duly elected by acclamation.

There being no further discussion, the meeting adjourned at 5:45 p.m. to a welcoming reception at the President's House.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 29 September 2010

President Botstein called the meeting to order at 4:55 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 19 May and 1 September 2010 were approved.

II. There were no general **COMMUNICATIONS**.

III. REPORTS

A. Report of the President. President Botstein reported that in response to a question raised at the September 1 meeting regarding class size, Registrar Peter Gadsby has compiled data for the academic years 2001–2002 through the fall of 2010 as well as available class size data for comparable institutions. This information is in the hands of the Curriculum Committee, which will circulate it to the faculty.

He reported several items in brief, all of which have been mentioned at prior meetings. Renovations will begin on the property formerly known as Cappuccino's by Coppola once the plans have been approved; completion will take approximately five months. Plans for the 200-seat expansion of Kline Commons are in the design phase; the college expects to break ground in the late spring, and anticipates completion before the beginning of the fall semester. Work on the new water plant is nearing completion. The Board of Trustees will discuss the proposed merger of the Longy School of Music with Bard at its October meeting.

Bard has received a three-year grant of \$621,000 from the Mellon Foundation in support of the Environmental and Urban Studies Program.

Garry Wills, professor of history at Northwestern University and an honorary Bard alumnus, has agreed to deliver the third biennial Anthony Hecht Lectures in the Humanities. The lectures are scheduled in Olin Hall on Tuesday, October 5, at 5:00 p.m. ("Caesar, Might Yet"); Wednesday, October 6, at 6:00 p.m. ("Brutus, Rhetoric Verbal and Visual"); and Thursday, October 7, at 5:00 p.m. ("Antony, The Fox Knows Many Things").

The college has been approached by the mayor of Newark, New Jersey, regarding the possible establishment of a Bard High School Early College there. This prospect is under discussion.

President Botstein turned to matters of campus life and the development of a five-year strategic plan to coincide with the 150th Anniversary Campaign for Bard College, noting that there would be more to report on the latter following the October meeting of the Board of Trustees.

Campus Life. Over many years, the college has sought to improve the student body, a goal that has been and is essential to the long-term health of the institution. The quality of the student body, generally speaking, was dismal from the mid 1950s to the mid 1980s. During the 1960s, only 30 to 32 percent of students who entered the college graduated; in the mid 1980s, fewer than 50 percent of students who entered earned degrees. This was a catastrophic situation for the long-term viability of the institution. The college has worked hard to give students reason to remain and earn degrees, leading, ultimately, to the establishment of an alumni/ae body capable of supporting Bard. Institutions such as Wesleyan, Oberlin, Vassar, New York University, and Brown all have such an “infrastructure” in place. Diversification of the student body in the long term is required to create that infrastructure here.

Since 1985, the college has witnessed growth in selectivity and retention of students, and the name and reputation of the institution have drastically changed. With the change in global circumstances and loss of manufacturing, income, and growing unemployment, the sense that “all is possible” no longer exists.

The Division of the Arts was the largest division during the 1980s. The Division of Social Studies now holds that position, and the Division of Science, Mathematics & Computing is growing rapidly. There were nearly 6,000 applications for the fall 2010 entering class, and the distribution of enrollment by interest across the divisions is quite good.

In the face of the current economic climate, the college has lost many upper-middle class, full paying students, many of whom were disaffected and not admitted anywhere else; and over the years Bard has increased its resistance to a culture of drugs and absence of hard work. The college now needs to encourage students to make the best of their lives in difficult circumstances. In an effort to enhance the culture of student life on campus, President Botstein has asked the deans to put into place a Faculty Fellows Program, a new initiative in conjunction with the Office of Residence Life in which faculty members will be asked to “adopt” a cluster of students based on residence hall assignments. The intent of the program is not to discipline or take responsibility for students but rather for faculty to interact with students in a more casual setting, serving as a resource and mentors. Participating members of the faculty will receive a stipend in addition to funds for programming, meals, etc. Faculty interested in participating in the Faculty Fellows Program should contact the Student Affairs Committee, Registrar Peter Gadsby, or Dean of Campus Life Gretchen Perry as soon as possible.

There also has been a shift in advising through the establishment of a First-Year Advising Events Program. Dean of Studies David Shein and Director of Advising Jennifer Triplett will work with all first-year student advisers and make event funds available for adviser/student events (e.g., dinners at faculty homes, local outings and events, etc.) Advisers will be contacted as soon as the registrar’s office has reassigned students from superadvisers to their regular advisers, shortly after fall break. Student retention is currently approximately 90 percent, which can hardly be improved upon, but how Bard uses the openness of new students and how it constructively responds to that openness is crucial. The message and the reality are that Bard is a wonderful place to be a good student.

Five-Year Strategic Plan. President Botstein is in the process of developing a five-year strategic plan, covering all aspects of the college and its many programs and satellites, to be considered in concert with the 150th Anniversary Campaign for Bard College. While the college as an all-encompassing institution will be addressed, the core of the institution is the undergraduate program. President Botstein will ask the faculty to look with him at options for the future, including fifth- or sixth-year graduate programs. There has been a separation of professional programs from the liberal arts, and there are possible combination areas that bear scrutiny for the future, through linking the undergraduate program with graduate programs. In terms of curricular development, the college will also look at the changing demography of the country and the shifting ambitions of the population in order to develop an institution that is hospitable to the most rapidly growing population—those of Hispanic descent—in the country in order to develop the strength and viability of the undergraduate program.

B. Committee Reports

Executive Committee. Professor Daniel Berthold, chair, reported that the course list for the spring will include class enrollment limits to assist both students and advisers. Program chairs will be requested to send a “default”

enrollment limit to the registrar, particularly for 100-, 200-, and 300-level courses. Additional information will be circulated.

Professor Berthold requested Professor John Pruitt, chair of the Faculty Senate, to report on the work of the Senate. Professor Pruitt reported that the Senate is working to develop new guidelines for contracts for non-tenure-track faculty, guidelines that both the faculty and administration can agree upon. A draft of proposed changes to the Faculty Handbook has been produced and will be discussed in the divisions by October 13. On October 20, the Senate will meet to review divisional input, and the proposal will be brought to the October 27 meeting of the faculty for discussion. The Senate will meet again on November 3 to consider faculty response to the proposal, which will be redrafted, if necessary, before it is brought to the faculty for a vote on November 10. The Senate will then take up discussion of the Faculty Evaluation Document. The current document has been extended twice, through academic year 2011–2012. The Senate's proposals will be brought to the faculty for discussion in the spring.

Curriculum Committee. Professor Matthew Deady, chair, noting that the spring course list will be created during the month of October, stated that programs should review and submit course descriptions to the registrar by mid October for review and scheduling. Class times should be distributed throughout the week and throughout the day, from early morning to evening. Divisional representatives on the Curriculum Committee will serve as the “point person” for the respective divisions if there are any questions.

Planning & Appointments Committee. Professor Franz Kempf, chair, noted that the committee also acts as the Committee on Vacancies. As such, the committee reminds faculty that the deadline for proposals is October 29. Proposals should be submitted electronically after review by the program in question. Links for this process can be found on the website of the Dean of the College. The committee met with the Executive Vice President, who made it clear that there will not be a repeat of the “shopping spree” for new faculty that took place last year. Therefore, a strong case must be made for each request, which the committee will then review very carefully.

With respect to potential requests for increased staffing, President Botstein urged the faculty to take not with a grain of salt the difference between an undergraduate and graduate faculty. Bard's strength is in the breadth of knowledge of its faculty; a wide range of subject areas must be covered by very few people.

Faculty Evaluation Review Committee. Professor Robert McGrail, chair, reported that five pre-tenure rehire cases will be reviewed this semester. The committee has set its schedule; it will meet from October 26 to November 16 and will have its letters prepared for the president of the college by the November 17 deadline. Eight tenure cases will be reviewed in the spring, in addition to one pre-tenure rehire case. Professor Omar Encarnación has graciously offered to take over as FERC chair for the spring.

There were no reports from the **College Evaluation** or **Grievance Committees**.

Diversity Committee. Professor Nicole Caso, chair, reported that the committee met and set goals for the current academic year. The committee intends to maintain the momentum of the work it began in the spring.

There was no report from the **Campus Facilities Committee**.

Faculty Resources Committee. Professor Roger Berkowitz, chair, reported that the committee is discussing the restructuring of Category I and II funding and will soon bring its proposals to the faculty for discussion.

There were no reports from the **Library, Bookstore & Computer** or **Student Academic Affairs Committees**.

AAUP Committee. Professor Matthew Deady, chair, noted that members of the faculty who are not members of the AAUP but who wish to join should contact him by Friday, October 1.

Agreement on the new contract was not reached during the summer. The AAUP negotiating committee will meet again with the administration; when negotiations have been completed, a meeting of the membership will be called to vote on the contract.

IV. New Business. Professor Jean Churchill, Faculty Seminar coordinator, announced that the first seminar of the fall semester would be given that evening at 7:00 p.m. in Olin 102 by Professor Gidon Eshel, who will speak on “Small Decisions, Planetary Consequences.”

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:35 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 27 October 2010

President Botstein called the meeting to order at 4:50 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 29 September 2010 were approved.

II. COMMUNICATIONS. President Botstein noted that Tahar Ben Jelloun, distinguished writer in residence in Professor Norman Manea's Contemporary Master Series, is on campus this week and will give a public lecture on October 28.

The 2011 Bard Fiction Prize has been awarded to Karen Russell, author of *St. Lucy's Home for Girls Raised by Wolves*. Ms. Russell will be writer in residence in the spring 2011 semester.

"Human Being in an Inhuman Age," a conference of the Hannah Arendt Center, was held October 22 and 23. President Botstein expressed thanks to Professor Roger Berkowitz, academic director of the center, and the other members of the faculty who participated.

Recent work by Professor Laura Battle will be on view at Lohin Geduld Gallery in New York from November 17 through December 23. *The Landmark Arrian: The Campaigns of Alexander*, edited by Professor James Romm, who is on leave while serving as Cullman Center Fellow at the New York Public Library, will be released in November by Pantheon.

Dean Michèle Dominy will host a book reception on November 1 for Professor Ian Buruma, whose book *Taming the Gods: Religion and Democracy on Three Continents* has been published by Princeton University Press.

Concluding these announcements, President Botstein expressed thanks to those members of the faculty who participated in Alumni/ae Day, on October 15, and Family Weekend, October 23 and 24. More than 700 participants were preregistered for Family Weekend.

III. REPORTS

A. Report of the President. President Botstein reported that Bard's 150th Anniversary Jubilee will be held on Thursday, November 11, at Rose Hall, home of Jazz at Lincoln Center. The Jubilee has already brought in more than \$1 million for the core programs of the college and the 150th Anniversary Campaign for Bard College. A summary review of the 150th Anniversary Campaign was available as a hand out for faculty. Nearly \$222 million has been raised to date toward the campaign goal of \$594 million.

The rector and a vice rector of St. Petersburg State University will visit Bard for the first time this evening and tomorrow, to explore the mathematics and science programs. There was some difficulty over the summer regarding Smolny College, a situation that was managed very well by Susan Gillespie, director of the Institute for International Liberal Education; Jonathan Becker, dean of international studies; and Professor Gennady Shkliarevsky. An important recent development is that Alexey Kudrin, Deputy Prime Minister and Minister of Finances of the Russian Federation, will become the honorary dean of Smolny College.

Between 12 and 15 members of the faculty have volunteered to participate in the Faculty Fellows Program. As discussed at the September 29 meeting of the faculty, fellows are asked to "adopt" a cluster of students, based on residence hall assignments, and serve as a resource and mentor for those students, bridging the academic and social life of the college. President Botstein expressed thanks to those who have volunteered as well as to Registrar Peter Gadsby and Dean of Campus Life Gretchen Perry, who are administering the program.

Professor Mario Bick raised a question at a prior meeting regarding the transfer of credits for courses taken elsewhere, particularly courses taken by students in fulfillment of distribution requirements. The Executive Committee and the Registrar have looked at the matter and have determined that in many cases the college has been too lax. The college's policy will be changed to "raise the bar" for transfer credits, and the Executive Committee will determine comparability in course content with grade assignments. The college is also looking at the possibility of offering summer courses in some introductory areas, enabling students to accelerate progress toward fulfillment of degree requirements.

At the fall meeting of the Board of Trustees, on October 20, the trustees voted unanimously to go forward with the merger of the Longy School of Music with Bard. The Longy board approved the merger in September.

President Botstein reported that he had presented to the trustees the first draft of a strategic plan for the college for the next five years. Bard today has five dimensions: undergraduate education, graduate education, the arts, international education, and the reform of secondary education; all programs of the college fit in these five categories. The college presumes no growth in the core program on the Annandale campus; other programs of the college are designed to strengthen the core program and to enhance the reputation and offerings of the college. Areas of growth will be in some of the graduate programs, particularly in the international arena (for example, the Master of Arts in Teaching Program at Al-Quds University).

Work in the reform of secondary education was begun years ago with the merger of Simon's Rock with Bard. Bard College at Simon's Rock is the first and most distinguished residential early college in the nation. Bard's two public high school early colleges in New York, in collaboration with the Department of Education, has furthered this model, and the college is currently in negotiations with the City of Newark, New Jersey, for the establishment of a Bard High School Early College there. The college has also established a model charter school in the Central Valley of California, in collaboration with Paramount Farms, and has an early college initiative in New Orleans. The Bard Prison Initiative also falls within this rubric; the need for this program reflects the national crisis in secondary schooling and the notorious school-to-prison feeder pattern within the poorest and most disenfranchised population in the nation.

In undergraduate education, the primary objective is to examine and improve the curriculum of the college in terms of its appropriateness and effectiveness. In the opinion of President Botstein, the division between professional education and the liberal arts is false and out of tune with the needs and aspirations of high school graduates in the years ahead. There also will be considerable public and political pressure to reduce the number of undergraduate years from four to three, in line with current European practice. The answer to this challenge is to focus not on shortening the undergraduate years but on redesigning the link between college and graduate school. Bard should investigate starting new 3-2 programs of its own that connect undergraduate liberal learning with professional training, resulting in two degrees over a five-year period. Most promising, as well as challenging, in this area is engineering, which is compatible with the problem-solving skills of the liberal arts, and industrial design. (Regarding the latter, President Botstein commended the exhibition *Bard in Black and White: Selections from the Bard College Archives*, currently on view in the Gabrielle H. Reem and Herbert J. Kayden Center for Science and Computation.) How the college should proceed with this, however, needs to be studied. In the area of public policy, the natural focus at Bard mirrors the college's existing strengths: international relations, economics, environmental policy, and education. For instance, the Bard Globalization and International Affairs Program (BGIA) model might be expanded to environmental policy as well as to the Master of Arts in Teaching program. While the college currently has 3-2 programs with such other institutions as Columbia, Dartmouth, and Duke, how to plan for such dual-degree options needs to be determined, programs that will serve Bard in the long term in its reputation, competitiveness, and leadership in undergraduate education while maintaining the tradition and integration of Moderation and the Senior Project. The college is beginning the process of discussion among the faculty regarding these and other curricular issues that should be explored to ensure the future of Bard.

President Botstein presented and reviewed in detail with the faculty the five-year income and expense budget projection that accompanied his presentation to the Board of Trustees, noting that the projection was conservative and did not include any increase in the endowment that might result from the 150th Anniversary Campaign. He pointed particularly to the gifts and grants line, which represents the operating deficit of the college that must be met each year in order for the college to break even, which it has done since 1976. The projection included all programs in Annandale and long-term interest payments on the debt structure, but not the Bard Graduate Center, Simon's Rock, or such summer programs as SummerScape and the Bard Music Festival. By the end of the five-year projection, financial aid will have increased modestly, to approximately \$35 million, but the college raises only half that amount each year. Students who pay full tuition subsidize others,

which is necessary to maintain the diversity of the student body. He pointed out that it is important to note that Bard runs quite efficiently, particularly given the number of faculty and the faculty/student ratio. In other words, the college operates as though it has an endowment. In sum, the projection outlined what the college faces on the fund-raising side in worst-case-scenario terms, with no realistic rise in compensation expenditure. It also assumes that the college will not take on new debt obligations; buildings will not be built without the funds to maintain them, though some immediate needs, including dormitories, which will increase income, and the expansion of Kline Commons will be met.

The signal problem of the college has not been nor will it be solved over the next five years: Bard is not funded by alumni/ae, of which there are approximately 8,000 living, but most are not paid well nor do they have inherited wealth. Bard is dependent upon being an institution in the public interest. Those the leadership will interest in the campaign will fund the undergraduate program because of all of Bard's other programs. The key to Bard's future remains with those who undertake common cause with the college for its standing in the public service.

B. Committee Reports

Executive Committee. Professor Daniel Berthold, chair, noted that open discussion, without vote, of the Visiting Appointments Working Group document would take place after the other committee reports.

He expressed thanks to President Botstein and the students who performed in the Bard College Conservatory Orchestra concert at Eastern Correctional Facility the prior evening for hundreds of residents of that institution.

Curriculum Committee. Professor Matthew Deady, chair, reported that the committee is reviewing course submissions for the spring semester.

There was no report from the **Planning & Appointments Committee**.

Faculty Evaluation Review Committee. Professor Robert McGrail, chair, reminded faculty that in accordance with the provisions of the Faculty Evaluation Document written testimony for tenure review cases is due in the office of the dean of the college by Wednesday, November 24.

There was no report from the **College Evaluation Committee**.

Grievance Committee. Professor Benjamin La Farge reported that the committee has had no occasion to meet. When and if there is such an occasion, the committee will choose a chair.

There were no reports from the **Diversity Committee, Campus Facilities Committee, Faculty Resources Committee, or Library, Bookstore & Computer**. Professor La Farge requested the Library, Bookstore & Computer Committee to obtain clarity from the college bookstore regarding the due date for book orders for the spring term.

There was no report from the **Student Academic Affairs Committee**.

AAUP Committee. Professor Matthew Deady, chair, reported that the negotiating committee is setting up negotiation sessions with the administration. If no agreement is reached on a multi-year contract by the end of November, a one-year contract will be put into place and the negotiation process will begin again.

IV. New Business. Professor Jean Churchill, Faculty Seminar coordinator, announced that a Faculty Seminar would be given that evening by Professor Brooke Jude, whose talk is titled "The science behind sticking: Revealing factors involved with surface attachment and biofilm production in a Hudson Valley bacterial isolate." The talk will begin at 7:00 p.m. in Olin 102.

Discussion of the Visiting Appointments Working Group document. At the request of Professor Berthold, Professor John Pruitt, chair of the Faculty Senate, led the open discussion of the document, which set forth proposed changes to the Faculty Handbook regarding visiting faculty members. Members of the Senate and the working group (Professors Ethan Bloch, Matthew Deady, Deirdre d'Albertis, Jean Wagner, Mark Halsey (chair), and Dean Michèle Dominy) were all present. The document was brought for open discussion; it will be presented, with any revisions suggested in discussion, to the faculty for a vote at the November 10 meeting.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 6:00 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 10 November 2010

President Botstein called the meeting to order at 4:50 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 27 October 2010 were approved.

II. COMMUNICATIONS. Professor Jean Churchill, Faculty Seminary coordinator, announced that the final Faculty Seminar of the fall 2010 series would be given that evening by Leah Cox, member of the Bill T. Jones/Arnie Zane Dance Company, in residence at Bard. Professor Cox's seminar, "The Necessity of Thinking, Making, and Doing: The collaborative process and product of the Bill T. Jones/Arnie Zane Dance Company," would begin at 7:00 p.m. in the Felicitas S. Thorne Dance Studio at the Richard B. Fisher Center for the Performing Arts.

Professor Maria Simpson announced that the Dance Program and the Bill T. Jones/Arnie Zane Dance Company would present two public events with Bill T. Jones on December 1. "Making and Doing," featuring student dance composition projects, will take place from 5:00 to 6:30 p.m. in the Felicitas S. Thorne Dance Studio; and "Thought and Action," a live performance of Bill T. Jones's *Floating the Tongue*, a solo improvisation, followed by discussion, will take place from 7:00 to 8:30 p.m. in Sosnoff Theater.

President Botstein announced that Dean Michèle Dominy will host a book reception at 6:00 p.m. on November 15 at Finberg House to celebrate Professor Kyle Gann and his *No Such Thing as Silence: John Cage's 4'33"* (Yale University Press, 2010), with an introduction by Professor Joan Retallack.

III. REPORTS

A. Report of the President. President Botstein noted that he had looked at the course listings for the spring and expressed concern to the Faculty Senate regarding curriculum planning at Bard, particularly in regard to sequential expectations in the humanities and social sciences as well as music and art history and the difference between the research university and the liberal arts curriculum and its shape and the engagement of students with broad issues. Faculty at Bard are expected to teach beyond their individual disciplines, in wide areas of inquiry. But there is also an inherent danger in specialized courses of teaching by imitation and for furthering an individual research agenda. There is a need to set priorities in sequencing, particularly for the first two years, in 100- and 200-level courses, in an effort to cultivate skills in undergraduates. The range of the undergraduate curriculum should be expanded, to increase opportunities for students, not only within disciplines but also across program lines and even in survey courses.

President Botstein has encouraged the Faculty Senate and the deans to undertake some long-range curricular planning and design within programs and divisions without any reference to the discrete questions of general education. Bard, as are other small, selective liberal arts institutions, is entering a period of a growing demographic deficit and increased competitiveness for good students. The size and quality of the student body must be maintained. The college does not have lavish facilities; Bard's status and reputation are dependent upon the quality and excellence of its teaching: the intellectual quality of the institution and the distinction of its curriculum are the college's strongest suits. And the college needs to be at the forefront of doing this well. The quality of teaching at research universities is abysmal. Bard's primary function is undergraduate education, and there is a current trend in this country against the liberal arts. The undergraduate environment is also healthy for the faculty's own work. The college is confronted with a valuable opportunity, and we should make use of it. Mindful curriculum design will be key to Bard's success and to attracting students of quality.

Concluding his report, President Botstein noted that Bard's 150th Anniversary Jubilee would be held the following evening, November 11, at Rose Hall, home of Jazz at Lincoln Center, in New York. The event has thus far raised approximately \$1.1 million for the 150th Anniversary Campaign and the core programs of the college.

Debra Pemstein, vice president for development and alumni/ae affairs, had been invited by the Executive committee to give a presentation on the campaign and will review campaign progress to date.

President Botstein then turned the chair to Professor John Pruitt, chair of the Faculty Senate, for the reports of committees.

B. Committee Reports

Executive Committee. The committee ceded to Ms. Pemstein for a presentation on the 150th Anniversary Campaign for Bard College. Ms. Pemstein introduced Kieley Michasiow, director of company development, who assisted in the presentation. Ms. Pemstein had met with the Executive Committee, which indicated that it was a good time to bring the faculty up to date on the campaign. A brief summary of her power point presentation is included here for the record.

Ms. Pemstein reported that more than \$223 million has been raised to date toward the overall campaign goal of \$594.350 million, including approximately \$1.1 million received for the 150th Jubilee, which will be attended by many members of the faculty and administration; more than 400 will be in attendance. An article on the campaign appeared in the Fall 2010 issue of the *Bardian*; a one-page campaign summary was available for members of the faculty.

The campaign is divided into three categories: Endowment, \$350 million; Capital Projects, \$176.350 million; and Annual Fund, \$68 million, all of which will strengthen the core programs of Bard. The “silent phase” of the campaign began in July 2007; the campaign is now public.

The endowment goal of \$350 million includes \$220 million in undesignated funds and \$130 million in designated funds. Undesignated categories include scholarships (\$150 million), faculty chairs and fellowships (\$50 million), library and technology fund (\$10 million), and graduate programs (\$10 million). Designated categories include Bard High School Early College (\$40 million), Bard Music Festival (\$15 million), Conservatory (\$20 million), Fisher Center (\$25 million), Institute for International Liberal Education (\$5 million), Levy Economics Institute (\$20 million), and Smolny College (\$5 million). Ms. Pemstein noted that the goal for Smolny College had already been met.

The Capital Projects goal of \$176.350 million, all for the undergraduate college, includes \$104 million in immediate priorities (for such projects as the expansion of dining facilities, library addition, Stevenson Gym renovation and expansion, North Village Dormitory expansion, emergency generator, Albee-Rose-Hegeman renovation, the Alumni/ae House [including offices], renovation of Kean House, and IT infrastructure improvements).

The Annual Fund goal of \$68 million will provide \$17 million per year for four years, with an average of \$14 million per year for operations and \$3 million per year in debt service.

Ms. Pemstein reviewed the process of achieving the campaign goal of \$594.350 million, by means of “chunking down” the total into gift levels of \$50 million down to gifts of less than \$1,000, of which many are needed.

Progress to date, including outright gifts, pledges, and testamentary gifts includes \$94,098,037 in endowment; \$11,630,212 for capital projects; and \$55,063,389 for the Annual Fund as well as \$60,000 in testamentary gifts and pledges in undesignated funds and \$62,915,186 in outright gifts and pledges in designated funds, for a total of \$223,766,824 toward the campaign goal of \$594.350 million. A total of \$370,583,176 remains to be raised.

Concluding her presentation, Ms. Pemstein noted that she and Ms. Michasiow would be in touch with all members of the faculty regarding participation in the campaign. Her hope is to work with a faculty committee, and she welcomed volunteers, questions, and suggestions.

President Botstein expressed his thanks to Ms. Pemstein, whom he characterized as intelligent, thoughtful, and committed, stating that Bard is lucky to have her.

Professor Pruitt noted that the main item of business before this meeting was a vote on the proposed changes to the Faculty Handbook regarding visiting faculty appointments brought by the Visiting Appointment Working Group of the Faculty Senate. He called first, however, for reports of other committees.

There were no reports from the **Curriculum Committee** or **Planning & Appointments Committee**.

Faculty Evaluation Review Committee. Professor Robert McGrail, chair, reminded faculty that in accordance with the provisions of the Faculty Evaluation Document written testimony for tenure review cases is due in the office of the dean of the college by Wednesday, November 24.

College Evaluation Committee. Professor Nancy Leonard, chair, reported that the committee has nearly completed its work.

There were no reports from the **Grievance Committee**, **Diversity Committee**, **Campus Facilities Committee**, **Faculty Resources Committee**, or **Library, Bookstore & Computer Committee**.

Student Academic Affairs Committee. Professor Barbara Luka read the report of the committee, which focused on the Faculty Fellows Program.

The goal of the Faculty Fellows Program is to bridge an emerging gap between faculty and students at the college and to foster opportunities for academic engagement among students in the residence halls. The Student Affairs Committee has been assisting the Office of Residence Life in coordinating the people and the events to make this kind of faculty-student engagement possible. This is what we've accomplished so far.

We've received a wonderful response from our colleagues across the divisions who have expressed interest in becoming Faculty Fellows. We have more than enough fellows for now, but if you are still interested and haven't yet spoken up, please do contact one of the members of the committee, because it's possible for Faculty Fellows to work in pairs, or to coordinate additional events, or to contribute events to more than one residence area.

Some residence halls are very large, having more than 160 residents, while others are more homey, with about 32 residents per hall. Gretchen Perry, David Shein, and Peter Gadsby have invested some careful planning in matching areas of campus residence halls to individual Faculty Fellows so that the fellow to student ratio will be proportionally balanced.

Members of the committee toured the campus with Gretchen Perry and Peter Gadsby to see what kinds of meeting spaces are available for activities within each residence hall. Overall, we were favorably impressed with the availability and amenities available in the meeting spaces across the campus. We were also impressed by the standard of maintenance in the spaces. Even though we toured the dorms starting at 8:00 a.m. on a Monday morning, the weekend party scene was under control. This may be thanks to the Aramark service people, but we were all relieved not to be scandalized but rather pleasantly impressed.

We are soon to finalize the list of Faculty Fellows and the assignment to the campus areas. Residence Life and the committee are coordinating an orientation meeting between the faculty and the Area Coordinators, or ACs, as they are called. ACs are the live-in staff of Residence Life who help the student Peer Counselors fulfill their responsibilities in guiding the residents in their charge. This orientation session will also include some "insider advice" for the Faculty Fellows, to provide information and training about protocol, emergency contacts, and so forth.

We're moving ahead. We are looking forward to continued progress following Thanksgiving break, and we look forward to keeping you informed.

There was no report from the **AAUP Committee**.

Faculty Senate. Professor Pruitt brought the Visiting Appointment Working Group document to the floor for a vote. The document set forth proposed changes to Sections I.D.1–4 of the current Faculty Handbook regarding Policy on Faculty Appointment, Reappointment, and Tenure.

Professor Pruitt stated that the Senate is pleased with the document. He thanked the members of the committee—Professors Ethan Bloch, Matthew Deady, Deirdre d'Albortis, Dean of the College Michèle Dominy, Mark Halsey (chair), and Jean Wagner—for their hard work. Professor Pruitt asked if there were any questions or issues regarding the proposed document, which was brought as a seconded motion from the Senate.

Professor Elaine Thomas, citing inconsistencies from the “essential ideas of this proposal” in the introduction from the content of the proposal, moved to amend the document: that Item D.3.(e) be amended to read as follows (changes in **bold type**): “Tenure-track faculty members who are not granted tenure at the time of the scheduled tenure decision should not, other than in exceptional circumstances, be subsequently hired into **special appointment visiting [strike “other”]** faculty positions at the college; any such rehiring requires approval of the division, the Planning and Appointments Committee and the college administration.” The amendment was duly seconded.

Discussion to determine the friendliness of the amendment ensued. As a point of information, faculty were reminded that if the Senate were to deem the amendment friendly, there would be no need for discussion or vote on the amendment. After a Senate caucus, Professor Ethan Bloch reported that the Senate did not accept the amendment as friendly, noting that “The Essential Ideas of This Proposal,” set forth on pages 2 and 3 of the document, is not part of the proposal; the proposal to amend the Faculty Handbook begins on page 4. The Senate preferred the document be left as stated; tenure decisions ought to be final decisions, with a proviso for exceptional circumstances.

Further discussion ensued. The question on the amendment was called; the call was seconded and carried. The amendment was defeated by a vote of 10 in favor, 25 opposed, 28 abstentions.

Discussion on the motion to adopt the proposed amendments to the Faculty Handbook continued, but was interrupted by a motion to table. Professor Pruitt noted that if the proposed amendments to the Faculty Handbook were approved, the AAUP and the college’s attorneys would review the proposal before it is included in the Faculty Handbook. The question was called on the motion to table, and the call was met with a vote of 27 in favor, 9 opposed, 11 abstentions. President Botstein noted that a clear majority is required to call the question; discussion continued, during which he reiterated that if carried, the document would be reviewed both by the AAUP and the college’s attorneys. The document would not be brought back to the faculty unless substantive issues were raised by either party.

Discussion continued, during which Professor Pruitt spoke to the fact that the purpose of the document is not to settle particular cases but to provide general guidelines. Professor Deady, chair of the AAUP Committee, added that structural guidelines are needed; individual cases should not be sui generis. The proposed document represents a responsible effort to provide appropriate structural guidelines. Discussion continued.

The question on the document was called and seconded, and the call was carried decisively. A ballot vote was taken on the proposal of the Visiting Appointments Working Group to replace Sections I.D.1–4, Policy on Faculty Appointment, Reappointment, and Tenure, of the current faculty handbook. The proposal to amend the Faculty Handbook was carried by a vote of 63 in favor, 7 opposed, 5 abstentions. The document is appended to and made a part of these minutes.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 6:05 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 15 December 2010

President Botstein called the meeting to order at 4:50 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 10 November 2010 were approved.

II. There were no **COMMUNICATIONS**.

III. REPORTS

A. Report of the President. The college is fully enrolled for the spring semester. Among the visitors in the spring will be 2011 Bard Fiction Prize-winner Karen Russell, writer in residence; and Joseph O'Neill, distinguished visiting professor of writing.

President Botstein reported that he had a productive discussion with the Faculty Senate and others regarding the curriculum, sequencing of courses, and the development of a coherent set of expectations that are common among the divisions.

Planning for Citizen Science is on track. President Botstein thanked Professor Brooke Jude and others for their work on this project. The program will open on Wednesday, January 5, with a reception at Sosnoff Theater, and will continue through January 21st. Plans are underway for the creation of an institute for the teaching of science for high school teachers, based on the model of the Institute for Writing and Thinking.

Over the next ten years, the college's enrollment and the distribution of students across the divisions will shift and even out. Currently, approximately 10 to 12 percent of students graduate in Science, Mathematics and Computing, and approximately 20 percent graduate in Languages and Literature; the remainder graduate in the Arts and Social Studies. The college's agenda over the next five to ten years is to rectify that unevenness by bringing the total number of students graduating in Science, Mathematics and Computing to approximately 20 percent, mostly at the expense of Social Studies and the Arts, but not Languages and Literature. Bard has the capacity to bring in and sustain students across the divisions in a more even manner.

The college is investigating the possibility of developing various 3/2 programs in the sciences and social studies, from environmental policy to international relations, in a "forward motion" against national pressure to reduce BA programs to three years. This will involve careful curricular planning and development of linkages with other institutions.

A gift of \$9.2 million has been received from László Z. Bitó '60 and his wife, Olivia Carino, for an addition adjacent to the Edith C. Blum Institute for the Bard College Conservatory of Music that will include studios, practice rooms, and a performance space for college-wide use. Deborah Berke & Partners Architects is preparing the preliminary design concept, in accordance with the program requirements for the approximately 16,500 square foot addition, which will be totally paid for by the gift from the Bitós. President Botstein thanked his colleagues in the conservatory and the conservatory students for their work in securing this gift.

Renovation of Kline Commons will begin in the summer. The space will be enlarged, the entrance changed, and the kitchen improved.

The college hopes to begin renovation of the Cappuccino property soon; but first, a gift to cover the cost must be received. The renovation will provide for additional offices as well as a large gathering space for alumni/ae. The office space that is freed up on campus will be reconfigured for teaching and faculty offices.

The temporary dormitory known as "Williams" will be replaced with a new, updated temporary dormitory. A potential donor has been identified for a new small Village Dormitory, and it is hoped that construction can soon begin.

The college has offered a bid on the Carmelite property on River Road, which would provide a site for graduate student housing. There is, however, an unresolved zoning issue, and the outcome of the college's bid is not yet known.

President Botstein thanked those members of the faculty who have volunteered to serve as Faculty Fellows. He then turned to recent faculty activities and accomplishments.

Harper Grace O'Hara was born on November 16 to Keith O'Hara and his wife, Mary.

Celia Bland gave the "Academic Minute" on her experience teaching at Al-Quds Bard in the West Bank on WAMC Northeast Public Radio on December 1.

Bruce Chilton delivered the 2010 Paddock Lecture, "Violence: Religious Sources, Religious Healing," at General Theological Seminary in November.

Richard Davis has been offered an NEH fellowship for 2011-2012.

Frederick Hammond's book *The Ruined Bridge: Studies in Barberini Patronage of Music and Spectacle 1631–1679* has been published by Harmonie Park Press.

Bill T. Jones was one of five recipients of the Kennedy Center Honors in early December.

Felicia Keesing was the lead author of a major paper on conserving biodiversity that appeared in the December 1 issue of *Nature*. Reports on the study have appeared in *Time* magazine and the *Guardian*, among other publications.

An interview with Aileen Passloff, "Teaching dancers to teach themselves," appeared in the December 2010 issue of *Dance Magazine*.

Francine Prose has been awarded the biennial Washington University International Humanities Medal. She received the award and gave the address, titled "Ten Things Art Can Do," at the November 30 ceremonies.

Joan Retallack's new poetry book, *Procedural Elegies/Western Civ Cont'd*, has been named one of the (thirteen) Best Books of 2010.

Lisa Sanditz's work is on view through December 18 at ACME in Los Angeles.

Joan Tower has been named Pittsburgh Symphony Orchestra's Composer of the Year for 2010–2011.

B. Committee Reports

Executive Committee. Professor Berthold reported that there have been a large number of petitions for joint and double majors. The committee strongly recommends that such petitions be made *before* Moderations.

Due to the large number of students who carry more than 18 credits in a given semester, the grade point average requirement for doing so has been raised from 3.0 to 3.6.

Professor Berthold reminded faculty and programs not to schedule outside events in the last three weeks of the semester. He also requested faculty going on leave or sabbatical to be certain to hand over their Senior Project advisees to competent colleagues.

There was no report from the **Curriculum Committee**.

Planning & Appointments Committee. Professor Franz Kempf, chair, reported that the committee has completed its business and is looking ahead to the spring semester. The deadline for proposals for replacement faculty falls toward the end of March/beginning of April; the recruitment process for new positions will begin in the fall of 2011.

There was no report from the **Faculty Evaluation Review Committee**.

College Evaluation Committee. Professor Nancy Leonard, chair, reported that the committee has completed its work.

There were no reports from the **Grievance Committee**, **Diversity Committee**, or **Campus Facilities Committee**.

Faculty Resources Committee. Professor John Ferguson reported that Category I proposals have been sent out for external review.

Category II reimbursements have been sent. The Category II budget for the year is \$33,420; fall requests alone totaled \$40,855. A total of \$21,000 for fall reimbursements was distributed; requests were capped at \$2,000, and superfluous items were cut. The reimbursement rate for the fall was 51 percent. A total of \$12,420 remains for the spring. If those funds are not distributed, they will carry over to the fall of 2011.

Library, Bookstore & Computer Committee. Professor Gregory Landweber, chair, reported on a few IT changes that will be made in January. New calendar software will be put into place, aggressively maintained, and

supported, which should simplify scheduling for Moderations and the like. There also are plans to provide an “opt out” of the faculty e-mail list, which would remain mandatory for vital messages from the dean, registrar, and the like.

President Botstein requested Vice President for Administration James Brudvig to look into the latter, particularly as it relates to the faculty contract, before any action is taken. It was noted that the Informational Resources Council will also investigate this proposal, but the council only makes recommendations to the faculty. Professor John Pruitt, chair of the Faculty Senate, voiced his opinion that such an action would be a mistake. President Botstein reiterated his request that this be investigated.

There was not report from the **Student Academic Affairs Committee**.

AAUP Committee. Professor Matthew Deady, chair, reported that the Faculty Contract had been approved by the unanimous vote of those AAUP members present at the meeting. Members of the faculty with questions regarding the contract should contact Professor Deady or the Human Resources office. There will be a salary increase of 2.3 percent for the current fiscal year; over the next three years, until 2014, raises will be calculated each year based on data from other comparable institutions. There also will be an 8 percent increase this year in the health care deduction. The new totals should be reflected in the faculty's December 15 payroll checks; the lump sum increase will be included in the December 31 payroll.

President Botstein thanked the members of the AAUP negotiating committee—Professors Deady, Craig Anderson, and Joseph Luzzi—as well as to his colleagues on the administration—Executive Vice President Dimitri Papadimitriou, Dean of the College Michèle Dominy, and Vice President for Administration James Brudvig for the constructive discussion undertaken during the negotiations.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:35 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 26 January 2011

President Botstein called the opening meeting of the spring semester to order at 4:50 p.m.

Announcement from the Faculty Senate. Professor Matthew Deady announced that the Faculty Senate had met in retreat on Friday, January 21. It became apparent that the Senate as a whole, and the Curriculum Committee in particular, needs a better sense of the curriculum, which has grown considerably over the last few years, and the context of courses. Course proposals from programs should include as much information as possible, including the context, general balance within the curriculum, where the course fits in the curriculum as a whole, the course level and department, and ways in which a course links to other programs.

Report of the President. President Botstein reported first on transition, fall to spring. Karen Russell, winner of the 2011 Bard Fiction Prize, is writer in residence for the spring. Joseph O'Neill has been appointed Distinguished Visiting Professor of Writing, also for the spring semester. There are a few new visiting faculty appointments, as well as other changes, including the appointment of Lily Sutton in admission, with primary responsibility for recruiting for the Bard College Conservatory of Music.

There has been a 15 to 20 percent increase in applications for the fall, which is remarkable in the face of current demographics. President Botstein expressed thanks to the staff of the admission office for their work, noting that selectivity will increase.

The first Citizen Science program, held January 5–21, was a great success. All eligible first-year students were enrolled and also signed up for attendant civic engagement programs. President Botstein expressed thanks to Professor Brooke Jude, who directed the program, and to Dean of Student Affairs Erin Cannan, as well as to those members of the faculty who participated. The program received a lot of attention in the press and the blogosphere—in all, a terrific achievement. The college is now working to develop an institute for the teaching of science, based on the Institute for Writing and Thinking model.

During the intersession, there was quite a bit of controversy over the alleged involvement of a small group of Bard students with the International Solidarity Movement (ISM), a Palestine-led movement committed to

resisting the Israeli occupation of the West Bank, including virulent and deeply offensive slander about the college and personally about President Botstein, who issued a personal statement affirming the right of students to freedom of speech that has been posted on the college's web site.

Pia Carusone '03, U.S. Representative Gabrielle Giffords' chief of staff, has done fantastically well under very difficult circumstances. Representative Giffords was the victim of an assassination attempt in early January, in which several others were killed or wounded. Pia Carusone has been the public face of Giffords' office since the shooting, and is the most successful of Bard alumni/ae "on the hill."

The Bard Prison Initiative (BPI) will hold its eighth graduation on Saturday, January 29, 2011, at Eastern New York Correctional Facility in Napanoch, New York. Max Kenner '01, is executive director of the program; Professor Daniel Karpowitz is director of policy and academics; many members of the Bard faculty teach in the program. This will be the largest BPI graduation to date, with forty-three candidates for the associate in arts degree and six candidates for the bachelor of arts degree. Gara LaMarche, president and CEO of Atlantic Philanthropies, will receive the Dewey Award during the ceremony. [Ed. note: Due to a traffic accident in which one prison guard was killed and another injured as was the inmate they were transporting on the day prior to the scheduled graduation, it was postponed and will be held on Saturday, March 26.]

The college is working on plans to create a Center for Civic Engagement, which will unite the many disparate activities of the college related to civic engagement, ranging from the Bard Prison Initiative to the Trustee Leader Scholar Program. While the exact boundaries of the center have not yet been determined, it will include a number of programs that define Bard's role as a private institution in the public interest, including programs that provide direct opportunities for students to engage through internships and other forms of service.

A new model partnership has been developed with the Southern Queens Park Association, directed by Roger Scotland '93, who is also a trustee of the college. The project has four separate components, including three twenty-week Clemente Courses; teacher education through the Institute for Writing and Thinking that will carry graduate-level credit through the Master of Arts in Teaching Program; a partnership with the Bard High School Early College's Early College Academy program, through which neighborhood junior high school students receive assistance as they prepare for New York City's high school placement exam; and summer Language and Thinking-style workshops for high school juniors who are preparing to apply to colleges. This partnership will serve as a model for how the college might bring a host of its most easily replicable programs directly to urban communities and diverse groups of students.

Bard High School Early College III will open in Newark, New Jersey in the fall, at the invitation and with the approval of the mayor of Newark. Ray Peterson, who retired at the end of the last academic year as principal of BHSEC I, is serving as senior consultant on the project.

The Levy Economics Institute is in discussions with the Institute for New Economic Thinking, which has invited the Levy Institute to become a part of it.

The college is in discussions with Google regarding an early college model to enrich education using distance learning. The faculty will be kept informed as these talks continue.

The 2011 Bard Music Festival will focus on the Finnish composer Jean Sibelius. President Ahtisaari of Finland has accepted the college's invitation to be honorary patron of the festival and will receive an honorary degree at the Bard Music Festival gala in the spring.

At their meeting in January, the trustees of the college approved the merger of the Longy School of Music with Bard. It is hoped that the merger will be accomplished before the end of the current academic year.

The trustees also accepted a gift of \$9.2 million from László Z. Bitó '60 and Olivia Carino for the conservatory addition to the Edith C. Blum Institute. The trustees also approved the retention of Deborah Berke & Partners Architects for the project and moving forward with the design phase of the 16,500 square foot building. The trustees had viewed a power point presentation of the design concept for the building, which was shown to the faculty; the preliminary site plan calls for a free-standing building with a connector to the Blum on the west side of that building. In addition to practice studios, the preliminary design includes a flexible performance space that will be available for campus-wide use.

The trustees also accepted a gift of \$2 million for an additional small Village Dormitory and authorized the college to proceed with the building, construction of which is already included in the college's master plan. The dormitory will be sited just to the north of the two existing small Village Dormitories on Annandale Road.

Work will also begin on the Kline Commons renovation, which will add approximately 190 seats, change the entryway, and provide a larger servery. Improvements will be made on the north and south sides of the building.

Concluding his remarks, President Botststein noted that the college still seeks a naming gift of approximately \$1.4 million for the renovation of Cappuccino's, the property located on the east side of Route 9G, across from the main entrance to campus. Once a gift has been received, work will begin immediately and will enable the reconfiguration of office space on campus.

Announcements

Professor Jean Churchill announced that the first Faculty Seminar of the spring term would be given by Professor John Pruitt on Wednesday, February 2. The talk, titled "The Deren Paradigm," will begin at 7:00 p.m. in Olin 102, preceded by refreshments in the atrium at 6:30. [Ed. note: This seminar was rescheduled due to inclement weather.] The series will continue on Wednesdays, February 16, with Emily McLaughlin; March 2, with Ken Buhler; March 16, with John Pruitt (see above); and April 20, with Philip Johns.

Professor Pruitt announced that Professor Peter Hutton's film *Study of a River* is among the twenty-five films selected in 2010 for inclusion in the National Film Registry of the Library of Congress. (Films selected are "culturally, historically or aesthetically significant, to be preserved for all time.")

150th Anniversary Jubilee Film. President Botstein asked Vice President for Development and Alumni/ae Affairs Debra Pemstein to present the film. Ms. Pemstein noted that when she reported to the faculty on the 150th Anniversary Campaign for Bard College at the November 10, 2010 meeting, a total of \$223 million, including the approximately \$1.1 million received at that time for the 150th Anniversary Jubilee, had been raised toward the overall campaign goal of \$594.350 million. The total raised to date has now reached \$237 million, assisted, in part, by the gift from the Bitós for the conservatory addition to the Blum and the gift for the additional small Village Dormitory. The film was made for the 150th Anniversary Jubilee gala, held on November 11, by Winton/duPont Films, one partner of which, Frank duPont, is a Bard parent; Jay Gillespie '08 also contributed. The film was also screened in December for faculty and staff. President Botstein thanked everyone who appeared in the film, including trustees and members of the faculty and staff, stating that the college has every reason to be proud and optimistic.

The meeting adjourned at 5:35 p.m., following the film screening.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 16 March 2011

President Botstein called the meeting to order at 4:50 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 15 December 2010 and 26 January 2011 were approved.

II. There were no general **COMMUNICATIONS**.

III. REPORTS

A. Report of the President. President Botstein had circulated notice of the death, on March 10, of Professor Garry Reigenborn, dancer, choreographer, and teacher, who died at the age of 58 in Pueblo, Colorado, after a difficult illness. Professor Reigenborn taught at Bard as assistant professor of dance from the fall of 1998 through May 2004, and served as artist in residence in the Dance Program from the fall of 2004 through the spring of 2007. His service to the college was recognized for the record.

Members of the Al-Quds Bard Upper Council were visiting Bard. President Botstein welcomed council member David Harmon and reported that the Al-Quds Bard Partnership is thriving.

The college is in the midst of the admission season. Decisions on applications are currently under consideration, and acceptance letters will be sent at the end of the month. The fall 2011 entering class is expected to be the same size as that of the current academic year. Credit requirements, beginning with the fall 2011 entering class, will be adjusted and regularized, with 16 credits in each semester; 128 credits, currently 124, will be required for the bachelor's degree; and 160 credits, up from 156, will be required for a dual-degree program.

Work continues on the merger of the Longy School of Music with Bard. A Master of Arts in Teaching Program will be put into place at Longy. Another MAT program will be established in Los Angeles, in cooperation with El Sistema.

Ba Win, vice president for early college policies and programs, is working with Aung San Suu Kyi to develop an early college in Myanmar (formerly Burma). The project has the support of a group of foundations. A delegation from the college will visit Myanmar in April.

A delegation of members of the board of trustees of the American University of Central Asia in Bishkek, Krygyzstan, visited Bard in February. The partnership is doing very well; the first Bard degrees will be conferred there at the end of the current academic year. President Botstein expressed thanks to Jonathan Becker, vice president for international affairs and civic engagement, for his work on this initiative.

As was noted in the minutes of the meeting held on January 26, 2011, the Bard Prison Initiative commencement that was to have been held at Eastern New York Correctional Facility on January 29 was postponed and will take place on Saturday, March 26. The largest class to date will graduate, with forty-three candidates for the associate in arts degree and six candidates for the bachelor of arts degree. Gara La Marche, president and CEO of Atlantic Philanthropies, will receive the John Dewey Award for Distinguished Public Service and give the commencement address. The superintendent of Eastern, William Brown, who will retire on March 23, will receive the Bardian Award.

President Botstein brought a reminder from Dean Michèle Dominy, who was unable to attend the meeting. She asked that the faculty continue its good work in planning courses for the fall. The course book for the fall will be available and posted on-line in early April.

Professor John Pruitt would give a Faculty Seminar that evening on "The Deren Paradigm." The talk will begin at 7:00 p.m. in Olin 102.

Garry Wills gave the 2011 Anthony Hecht Lectures in the Humanities at Bard on March 7, 8, and 10. President Botstein expressed thanks to those involved.

Through the good offices of Debra Pemstein, vice president for development and alumni/ae affairs, a gift has been received for the renovation of the property formerly known as Cappucino's. Work on the renovation and signage will begin immediately. The building will include office space as well as a Two Boots pizza restaurant, a national chain owned by the parent of two Bard students who himself spent a semester at the college years ago. There will be a full menu and bar, and the college will share in the profits. When the renovation is complete, Bard, which now owns property on both sides of Route 9G, will have the right to petition the state for a reconfiguration of the road at the main entrance to campus.

Renovation of Kline Commons will begin at the end of the semester and continue throughout the summer. Construction of an additional small Village Dorm will also begin. At its May meeting, the Board of Trustees will consider the design of the Bito conservatory building; construction will begin when the final design has been approved by the trustees.

President Botstein turned to recent faculty activities and accomplishments. *Jump*, directed by JoAnne Akalaitis (designed by Kiki Smith, Jennifer Tipton, and Kaye Voyce) was in workshop production in January in the Under the Radar Festival 2011 at the Public Theater. James Bagwell and the Collegiate Chorale will host a benefit in honor of the Kurt Weill Foundation on May 19 in Carnegie Hall's Stern Auditorium, with Deborah Voight, Paulo Szot, and Ted Aperling. Daniel Berthold's *The Ethics of Authorship: Communication, Seduction, and Death in Hegel and Kierkegaard* has been published by Fordham University Press. Ian Buruma's essay "Le Divorce: Why Belgium,

home of the European Union, has never been more disunited” appeared in the January 10 issue of the *New Yorker*. Peter Filkins’ translation from the German of H. G. Adler’s *Panorama* has been published by Random House. *Larry Fink Hollywood 2000–2009* is on view through April 3 at LACMA (Los Angeles County Museum of Art). Susan Gillespie’s translation of *Music in German Philosophy: An Introduction* has been published by the University of Chicago Press. Beth Gershuny and Eban Goodstein have each given WAMC’s “Academic Minute.” Peter Hutton’s *Study of a River* is among the twenty-five films selected for 2010 for inclusion in the National Film Registry of the Library of Congress. Felicia Keesing and her colleagues have been awarded a \$300,000 grant from the Environmental Protection Agency to assess environmental risk for Lyme disease in Dutchess County; the grant was awarded to the Cary Institute of Ecosystem Studies, where the fieldwork is based. David Kettler’s *The Liquidation of Exile: Studies in the Intellectual Emigration of the 1930s* will be published in July 2011 by Anthem Press. Daniel Mendelsohn’s essay “‘God’s Librarians’: The Vatican Library enters the twenty-first century” appeared in the January 3 issue of the *New Yorker*. Brad Morrow’s *The Diviner’s Tale* has been published by Houghton Mifflin. Karen Russell, 2011 Bard Fiction Prize recipient, read from her recent work on February 6 in Weis Cinema. Mona Simpson’s *My Hollywood*, with an introduction by Mary Caponegro, has been published by Knopf. Eric Trudel served on the National Screening Committee for the U.S. Student Fulbright Program for the Institute of International Education. *Fernando Ruíz Lorenzo: Escritura*, an exhibition curated by Tom Wolf, is on view in the Reem Kayden Gallery through May 31. *Stephen Shore in Düsseldorf*, selections from the NRW-Forum Düsseldorf exhibition held from September 2010 through January 2011, has been published by Phaidon. President Botstein extended congratulations to Karen Sullivan on her scholarship and writing in *The Inner Lives of Medieval Inquisitors*, published by the University of Chicago Press.

Michael Bemis has been named the new director of Physical Plant. Charles Simmons will oversee major construction and other projects. President Botstein noted that these appointments should prove to be a good solution to managing the growing campus.

Plans for the 2011 commencement are moving apace. Commencement and Alumni/ae Weekend will be exciting and will mark the culmination of the college’s 150th anniversary celebrations.

B. Committee Reports. In view of the inclusion on the agenda of open discussion of proposed revisions to the Faculty Evaluation Document, brought by the Faculty Senate and the Faculty Evaluation Document Review Committee (FEDRC), the agenda was moved to reports from other committees.

Executive Committee. Professor Daniel Berthold, chair, reminded the faculty that mid-term grades and critiques are due on March 28, the Monday immediately following spring break. He stated that timely receipt of both is particularly helpful for students who are having difficulty.

During advising period, second semester juniors who register for the Senior Project are to be asked by their adviser to fill out a form stating the area in which the project will be carried out.

Planning and Appointments Committee. Professor Kempf, chair, reported that the deadline for submission of proposals to the Committee on Vacancies for new and replacement positions to be recruited during the 2011–2012 academic year is March 30.

Faculty Senate. Professor John Pruitt, chair, brought for open discussion the FEDRC’s proposed revisions to the Faculty Evaluation Document, which were circulated prior to the meeting, noting that following this discussion, there would be time for further discussion within the divisions before the document is brought to the faculty for a vote on April 20.

Professor Ethan Bloch, chair of the FEDRC, the other members of which are Professors Peggy Ahwesh, Garry Hagberg, and Karen Sullivan, led the discussion. Issues and concerns raised by the faculty would be considered by the committee for inclusion in the final proposed revisions, which will be circulated on April 13 in preparation for the April 20 vote. Discussion ensued.

President Botstein stated that open discussion in the process of faculty evaluation, particularly within a small community, is very difficult. But any process of faculty evaluation is dependent upon faculty participation in it. Clarity and simplicity are crucial and must stand a test of plausibility. And there must be a system in place that is approved by the college’s attorneys. He expressed thanks to the committee for their work in what he characterized as a thankless task.

Concluding the meeting, President Botstein noted that Bard was named "Nation's No. 1 Dinner Party School" by *The Onion* in the February 5, 2011, issue. The story was carried, purportedly as fact, by the *Chicago Tribune* the same day.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 6:07 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 20 April 2011

President Botstein called the meeting to order at 4:55 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 16 March 2011 were approved.

II. COMMUNICATIONS. Professor Jean Churchill reported that there would be a faculty seminar that evening. Professor Philip Johns's talk, which begins at 7:00 p.m. in Olin 102, is titled "Genes and behavior: how to know what flies are thinking."

III. REPORTS

A. Report of the President. President Botstein expressed thanks to the faculty who participated in the admission open house for accepted students on April 16. Admission is ahead of last year and the year before in deposits for the fall entering class, which will be approximately the same size as last year.

Construction and other projects on campus include the following. The temporary "Williams" dormitory will be taken down; the site will be used for the construction of student practice rooms—both for the conservatory and other music students. Construction will begin on a small Village Dormitory. Renovation of Kline Commons will begin at the end of the academic year. Work has begun on the renovation of the property formerly known as Cappuccino's, which will house offices and a Two Boots pizza restaurant.

President Botstein announced the death, on March 20, of Dr. Gabrielle H. Reem. With her husband, Herbert J. Kayden, she received the John and Samuel Bard Award in Medicine and Science in 2007; they made the gift that established the Center for Science and Computation that bears their name. He expressed thanks to the members of the Division of Science, Mathematics and Computing who posted an obituary notice in the *New York Times*.

Katherine (Katie) Blake MAT '14 died on April 1st, from injuries incurred in a traffic accident in September.

A new study abroad program at the Al-Quds Bard Honors College for Liberal Arts and Science has been announced and will begin in the fall of 2011 and Spring 2012 semesters. There is a limit of five students each semester.

The Board of Trustees has approved two new scholarships, which were announced at the Bard Prison Initiative commencement at Eastern New York Correctional Facility on March 26. Beginning in fall 2012, two annual scholarships (one to a female, one to a male student) to Bard or Simon's Rock will be given to children of employees of the prison system in New York, with preference given to those who work in the prisons where there is a BPI program.

It is anticipated that the merger of the Longy School of Music (in Cambridge, Massachusetts) with Bard will be completed by early July of this year.

Discussions are currently underway with the Los Angeles Philharmonic regarding a joint project in which the orchestra and Bard will become home to El Sistema in California.

An announcement was made to the Board of Trustees in March that Mary B. Marcy, vice president and provost of Bard College at Simon's Rock for seven years, has been named president-elect of Dominican University of California. She will begin work there on July 1. A search for a new provost at Simon's Rock is underway.

The trustees approved a tuition and fee increase for academic year 2011–2012 of 4 percent for the undergraduate and graduate programs. The administration was authorized to petition the New York State Education Department for approval to establish a master of business administration degree program in sustainability; the MBA will be sponsored jointly by the Center for Environmental Policy and the Levy Economics Institute. Bard High School Early College III will open in Newark, New Jersey, in the fall, with fifty students in the first early college class, and one hundred students in the ninth grade. The leadership of the new school will include John Weinstein, dean of the early college; Lori Ween, academic dean; and Dumaine Williams '03, dean of students.

Turning to recent faculty activities and accomplishments, President Botstein reported that two Bard faculty members have received Guggenheim Fellowships for 2011: Lisa Sigal, visiting assistant professor of studio arts; and Penelope Umbrico, chair, MFA program in photography, Milton Avery Graduate School of the Arts.

- Tim Davis '91 has an exhibition, *Upstate New York Olympics* (a suite of twenty videos and related works), on view at the Samuel Dorsky Museum of Art at SUNY New Paltz through July 17.

- Mercedes Dujunco and the Bard College Chinese Music ensemble gave a benefit concert for the Rhinebeck Chamber Music Society on April 3 at the Elmendorph Inn in Red Hook.

- A celebration of Robert Kelly's fifty years at Bard will be held on Thursday, April 21, at 7:00 p.m. in Olin Hall; there also will be a special event titled "Logic of the World: The Poetics of Robert Kelly" (celebrating his seventy-fifth birthday and fifty years at Bard) hosted by *The Brooklyn Rail* on Saturday, May 7, at Anthology Film Archives. President Botstein stated that Professor Kelly's accomplishments as a teacher, colleague, and poet are truly remarkable—he came to Bard fifty years ago to teach German.

- Hoyt Long has accepted a tenure-track position at the University of Chicago.

- Catherine O'Reilly has accepted a position as a freshwater biogeochemist in the Department of Geography-Geology at Illinois State University.

- The Achebe Center is sponsoring Africa Week 2011, with many events in progress and continuing through the weekend.

President Botstein outlined several items in need of faculty consideration. Turning first to the curriculum, he stated his concern about the disturbing national trend toward a decline in the teaching of the humanities—social sciences, social studies, and languages and literature. He requested discussion of larger "rubrics" to generate student interest, citing the success of the Human Rights Project in engaging undergraduates. The teaching of languages at Bard needs to be looked at: how it is done and how it is integrated in the programs of the college.

He also made a plea to the faculty regarding what appears to be the politicization of the socialization of younger faculty. He asked that whatever one's own point of view might be, faculty should try their best to provide optimism for new faculty for what can be done at Bard and restrain from "tall story telling," saying "keep it simple and straightforward."

President Botstein turned to Professor Daniel Berthold, chair of the Executive Committee, who chaired the committee reports, and excused himself from the meeting.

B. Committee Reports. Professor Berthold moved the agenda to reports from all but the Faculty Senate. The vote on the proposed revisions to the Faculty Evaluation Document would be brought by the Faculty Senate after brief reports from other committees.

Executive Committee. Professor Berthold brought elections to faculty committees, turning first to the College Evaluation Committee, on which there is one vacancy for a three-year term, concluding in 2014. Returning members are Professors Nancy Leonard and Sanjib Baruah. The committee's nominee was Professor Arthur Gibbons, who declined the nomination. Professor Thurman Barker volunteered and was duly elected.

Faculty Evaluation Review Committee: one at-large member for a two-year term, and one alternate member for a one-year term. Nominees, duly seconded, were Professors Ann Lauterbach and Yuval Elmelech. A ballot vote was taken. Professor Elmelech was elected at-large member for a two-year term, and Professor Lauterbach was elected alternate.

Grievance Committee: three members for two-year terms. The Executive Committee's nominees, brought seconded, were Professors Susan Rogers, Christopher Gibbs, and Carolyn Dewald, all of whom were duly elected.

There were no reports from the **Curriculum Committee, Planning & Appointments Committee, or Faculty Evaluation Review Committee.**

College Evaluation Committee. Professor Sanjib Baruah reported that the committee has nearly completed its work. If there are outstanding letters or class reports for the files under review, they should be submitted immediately.

There were no reports from the **Grievance Committee, Diversity Committee, or Campus Facilities Committee, Faculty Resources Committee, Library, Bookstore & Computer Committee, or Student Academic Affairs Committee.**

AAUP Committee. Professor Matthew Deady, chair, reported that a chapter meeting had been held the prior week, at which an initiative regarding retirement incentive plans was discussed. The AAUP Executive Committee will bring its ideas about this and other initiatives to the faculty for consideration.

Faculty Senate. Professor John Pruitt, chair, brought the proposed revisions to the Faculty Evaluation Document for a vote. A summary of the proposed changes, the ballot, the Faculty Evaluation Document Review Committee's (FEDRC) responses to the open discussion taken at the 16 March 2011 meeting, and the text of the revised Faculty Evaluation Document had been circulated to all members of the faculty prior to the meeting.

Professor Berthold framed each of the proposed changes to the document, each of which was discussed, with two friendly amendments made that are noted below. There was also a correction made on page 19 of the document, which will be reflected in the document that is circulated with the results of the vote.

1. Divisional Evaluators

Current: Every evaluation case has a pair of Divisional Evaluators (DEs) who write divisional evaluation reports.

Original FEDRC Proposal: Have a three-person Divisional Evaluation Committee write all divisional evaluation reports in the division.

Revised FEDRC Proposal: Maintain the current system of DEs, but give the division chair access to the closed file and have the division chair work with each pair of DEs to ensure a broader divisional perspective and uniformity of purpose.

2. Class visits.

Current: Every tenure-track faculty member will have two class visits prior to each evaluation.

Original FEDRC Proposal: Maintain the current system.

Revised FEDRC Proposal: Every tenure-track faculty member will have one class visit each semester, other than in the semester of an evaluation.

3. Voting in Divisions

Current: Tenure-track faculty members after the first year and tenured faculty members can vote on all evaluation cases.

Original FEDRC Proposal: Tenured faculty members can vote on rehiring and tenure cases, full professors can vote on promotion cases.

Revised FEDRC Proposal: Tenure-track faculty members after the first rehiring and tenured faculty members can vote on all evaluation cases; ballots indicate yes/no/abstain and academic rank.

An amendment, deemed friendly, to item 3, above, was made and duly seconded, separating the revised proposal into items 3a and 3b on the ballot:

3a: Tenure-track faculty members after the first rehiring and tenured faculty members can vote on all evaluation cases.

3b: Ballots indicate yes/no/abstain and academic rank; academic rank should be reported as assistant, associate, or full professor.

4. Discussion in Divisions

Current: For each evaluation case, there is a divisional discussion in which everyone in the division participates.

Original FEDRC Proposal: For each evaluation case, there is a preliminary divisional discussion in which everyone in the division participates, followed by a closed discussion of the senior faculty members in the division, who vote at the end of the discussion.

Revised FEDRC Proposal: The senior faculty members in the division have a preliminary meeting at which all evaluation cases may be discussed, to be followed by full divisional discussion and voting for each case as at present.

5. FERC: Membership

Current: Tenured faculty members.

FEDRC Proposal: Tenured full professors.

6. CEC: Membership

Current: Three tenured faculty members, non-divisional.

FEDRC Proposal: Five faculty members, one per division and one at-large, three of whom are tenured and two of whom are senior long-term non-tenure-track faculty members.

7. FERC and CEC: Selection of Members

Current: Divisional representatives are elected by their divisions, and at-large members are elected by the faculty.

FEDRC Proposal: All members are appointed by the Executive Committee.

Note: On the ballot, Item 7 was divided into 7a. FERC: Selection of Members; and 7b. CEC: Selection of Members.

8. Senior Evaluations

Current: A written evaluation is produced by a single evaluator chosen by the division chair.

FEDRC Proposal: The evaluatee has a meeting with the Dean, the division chair, and the program chair to discuss past work and future plans; a brief summary of the meeting will be written by the Dean.

9. Promotion of Tenured Assistant Professors

Current: Divisions vote on tenure decisions, but do not make any formal recommendation regarding promotion to associate professor upon receiving tenure.

FEDRC Proposal: Divisional votes for tenure will be taken as endorsement of promotion to associate professor.

10. Cases Voted Upon by the Divisions

Current: The divisions vote upon tenure and promotion cases.

FEDRC Proposal: The divisions vote upon rehiring, tenure, promotion, and conversion cases.

11. External Evaluation Letters

Current: In the closed file.

Original FEDRC Proposal: Have a redacted version of the external evaluation letter be available to voting members of the division.

Revised FEDRC Proposal: Maintain the current system.

12. Miscellaneous Changes

- The methodology of evaluating visiting faculty members proposed by the Visiting Appointments Working Group and approved by the faculty last semester have been incorporated into the FEDRC proposals.

- The three categories of evaluation have been slightly rewritten for the sake of clarity, and a brief section has been added to contextualize the three categories for different types of evaluations (rehiring, tenure, promotion, conversion).

- The definition of open and closed files has been revised.

- Additional Wednesdays for divisional evaluation meetings have been added.

- A template for DE reports has been introduced.

- A variety of minor changes have been made, either to bring the document into conformation with actual practice, or to resolve ambiguities.

An amendment, deemed friendly, was made and duly seconded, that the vote on each item be brought to the May meeting of the faculty before a vote is taken on the document in its entirety.

The document as a whole, when voted upon by the faculty, will then go to the Senate before it is submitted to the college's attorneys for review.

Professor Franz Kempf brought a question regarding the quorum rule for a vote on the document.

The faculty then cast their ballots on the individual sections of the document outlined above. The results of the vote will be circulated prior to the 18 May 2011 meeting of the faculty.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 6:15 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Results of Faculty Meeting Vote, April 20, 2011

87 total ballots submitted.

On 17 of the ballots, Item #3 was not subdivided into Parts (a) and (b) (5 Yes votes, 12 No votes).

These votes were counted as if the single vote was meant for both (a) and (b).

All tallies were counted twice and the tallies agreed.

Items #2 and # 7 (b) were counted thrice and the tallies agreed.

Matthew Deady, Faculty Senate 4/21/11

#	Outcome	Issue	Yes	No	Abstain
1	YES	Divisional Evaluators – current syst.	76	7	3
2	NO	More Class Visits	37	44	5
3 (a)	YES	Voting in Divisions: Eligible faculty	53	33	2
3 (b)	NO	Voting in Divisions: Indicate rank	22	63	2
4	NO	Senior faculty only discussion	21	59	6
5	NO	FERC Membership: Full Profs.	27	53	7
6	YES	CEC Membership: non-tenure-track	73	7	7
7 (a)	NO	FERC appointed by Exec. Comm.	26	54	7
7 (b)	YES	CEC appointed by Exec. Comm.	41	38	7
8	YES	Senior Evaluation change	60	20	7
9	YES	Tenure vote also for promotion	76	8	3
10	YES	Divisional votes on more cases	72	9	6
12	YES	Miscellaneous changes	61	4	18

Meeting of the Faculty of Bard College held on 18 May 2011

President Botstein called the meeting to order at 4:55 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 20 April 2011 were approved.

II. COMMUNICATIONS. Professor Maria Simpson announced that the Bill T. Jones/Arnie Zane Dance Company, now in the second year of its partnership with Bard, is in the midst of a three-week residency at the college. In addition to open rehearsals and meetings with students and faculty, the residency includes three public performances at The Richard B. Fisher Center for the Performing Arts, on May 18, May 19, and May 27.

President Botstein announced, on behalf of the Office of Development and Alumni/ae Affairs, that faculty planning to attend the president's awards ceremony and dinner who have not made reservations should do so immediately.

III. REPORTS

A. Report of the President. President Botstein announced the death, on May 17, 2011, at age 94, of Dr. John C. Honey '39, an alumnus and long-time trustee of the college. Dr. Honey served as the Carnegie Corporation's officer in charge of public affairs and as a consultant to the Ford Foundation as well as to government and state agencies on issues related to higher education and government. He was professor emeritus of public policy at the Maxwell School, Syracuse University, where he taught from 1968 until his retirement in 1988, and where he also served as vice president for research and governmental affairs. On his retirement, Dr. Honey and his wife, Mary, moved to Rhinebeck, where they were very active both with the college and in civic affairs in Rhinebeck. The former Alumni/ae House, in the Alumni/ae Dormitory complex on the Bard campus, was named Honey House in his honor. He received the honorary degree of Doctor of Humane Letters from Bard in 1992. Dr. Honey is survived by Mary Honey, his wife of sixty-eight years, their three children, six grandchildren, and two great grandchildren. A memorial service will be held at Bard on Saturday, July 9.

Peter Laipson has been named new provost of Bard College at Simon's Rock and vice president of Bard College. He succeeds Dr. Mary B. Marcy, who, after seven years as provost of Simon's Rock and vice president of Bard, will become president of the Dominican University of California on July 1, 2011. Dr. Laipson currently serves as dean of faculty at Concord Academy in Massachusetts, where he has taught for the last twelve years. [Elizabeth Blodgett Hall, founder of Simon's Rock, once served as head mistress of the Concord Academy.] He holds a B.A. from Brown University and an M.A. and Ph.D. in history from the University of Michigan. Dr. Laipson will assume his new responsibilities in mid-July.

Jean M. French, Edith C. Blum Professor of Art History, will retire at the end of the current academic year after forty years at Bard. President Botstein stated that Professor French taught with distinction and resolve and inspired many generation of students. He expressed deep gratitude for her service to the college.

Also retiring at the end of this academic year are several long-time members of the administrative staff.

- Judith Samoff, dean of programs in the office of program development, will retire after twenty-nine years of service to the college. President Botstein expressed tremendous gratitude for her work and length of service.
- Barbara Maple has worked at Bard for thirty-six years, serving in various capacities, including director of alumni/ae affairs and most recently as research associate in the office of program development. President Botstein wished her well.
- Judith Hester, who began work at Bard in the president's office thirty-two years ago, will retire from her current position of the office of program development. President Botstein wished her the very best.
- Dorothy Crane has served the college for thirty-three years. She is the former head of the counseling service and served most recently as writing consultant in the Academic Resource Center.
- Evelyn Krueger will retire after eighteen years of service, most recently as administrative assistant supervisor for the faculty departments.
- Vincenzina ("Vinnie") Mangiamiele will retire from her position as administrative assistant in the Music Program after seventeen years of service.
- Sheila Mayer, assistant to the vice president for administration, will retire after fifteen years of service.
- Patricia Pontecorvo, executive assistant to the president, will retire after fifteen years at Bard. President Botstein stated that he is very sorry to see her go.

- In addition, Matt Moore, associate director of Safety and Security, will retire after thirteen years; and Thomas Towey will retire after ten years as shuttle bus driver for Buildings & Grounds.

Turning to the physical campus, President Botstein reported that Bard expects to rent offices on Broadway in Red Hook that will be vacated by the Red Hook Central School District.

- Construction will soon begin on the Bito conservatory building, adjacent to the Avery Arts Center, as well as a practice shed that will provide sixteen to twenty practice rooms. The shed will be sound proof and available to all students for music practice.

- Kline Commons will be renovated in two phases. Work will begin this summer on an addition to the north side of the building that will provide much-needed additional dining space. The commencement tent will be left in place on the soccer field for Chartwells to provide food service during the summer. It is anticipated that this part of the Kline renovation will be completed by the opening of school in the fall. The second phase—renovation of the kitchen, servery, and faculty dining room—will begin in the summer of 2012.

- Construction of a new Village Dormitory will be completed by the fall. The new dorm will provide twenty additional student beds.

- Preliminary work has begun on the property formerly known as Cappuccino's. The building will accommodate additional office space and a Two Boots pizza restaurant.

Turning to commencement, President Botstein announced several additions this year to the celebrations. With the assistance of Professor Stephen Shore, *Photography Retrospective: Peter Kenner '66* will be on view at Woods Studio. The BardCorps Airstream (Airstream courtesy of Professor Judy Pfaff, project inspired by Helene Tieger and Jane Brien) will provide an opportunity for Bardians to record an audio history of their time at the college, which will be entered into the college archives. *Bard in Black and White*, an exhibition of archival photographs, will be on view throughout the weekend in the Bertelsmann Campus Center. And on Sunday, following the alumni/ae memorial service, there will be a toast to celebrate the renovation of the Elizabethan Knot Garden, on the south side of the Chapel of the Holy Innocents.

Baccalaureate will be held on Thursday, May 19. Chaplain of the College Bruce Chilton '71 is on sabbatical; The Right Reverend Herbert A. Donovan Jr., honorary trustee emeritus, will preside. Bishop Donovan is assisting bishop in the Episcopal Diocese of New York; he is the son of The Reverend Herbert A. Donovan '20, who, while a Bard student, once led the Baccalaureate procession. The faculty speaker will be Professor Geoffrey Sanborn. Baccalaureate will be followed by Senior Dinner, which will be held in the commencement tent; speakers include Professor Kristin Scheible and Corey Sullivan '03.

The President's Awards Ceremony and Dinner will be held on Friday, May 20. Richard F. Koch '40 will receive the Bard Medal. Richard C. Friedman '61 will receive the John and Samuel Bard Award in Medicine and Science. The Charles Flint Kellogg Award in Arts and Letters will be presented to Adam Yauch '86, a founder and member of the Beastie Boys. The John Dewey Award for Distinguished Public Service will be presented to Pia Carusone '03, chief of staff for Congresswoman Gabrielle Giffords. Ann Beattie will receive the Mary McCarthy Award. And the Bardian Award will be presented to Jean M. French, Edith C. Blum Professor of Art History, who will retire at the end of the current academic year after forty years of service to the college. The awards ceremony and dinner will be followed by the commencement concert and the continuing festivities of alumni/ae weekend.

Commencement will take place on Saturday, May 21. The Right Reverend Mark S. Sisk, bishop of the Episcopal Diocese of New York and an honorary trustee, will give the commencement address, marking closing of the 150th anniversary of the founding of the college and its ties with the Episcopal Church. Honorary degree recipients will be David Botstein, Christopher Edley Jr., Sari Nusseibeh, Richard M. Sherman '49 and Robert B. Sherman '49 (alumni/ae honorary degrees), Jennifer Tipton, and Nina Totenberg. (Bishop Sisk will not receive an honorary degree.) Commencement will be followed by alumni/ae reunions and the barbecue, dance, and fireworks at Blithewood.

On Sunday, the traditional Alumni/ae Memorial Service will begin at 9:30 a.m. in the Chapel of the Holy Innocents, followed by a toast for the newly renovated Elizabethan Knot Garden, brunch, and the annual meeting of the Board of Governors of the Bard-St. Stephen's Alumni/ae Association.

Turning to faculty transition, President Botstein expressed thanks to those who served on search committees for the many new faculty coming in the fall. There have been three promotions: Professor An-My Lê has been promoted to professor of photography, Tim Davis to associate professor of photography, and Stephanie Kufner to associate professor of German. Professors Tim Davis and Julia Rosembaum have been moved to tenure-line appointments. New tenure-line appointments are Ben Coonley, assistant professor of film and electronic arts; and Olga Voronina, assistant professor of Russian and Eurasian studies.

President Botstein announced that, in recognition of her achievements and service as scholar and teacher, Karen Sullivan has been named Asher B. Edelman Professor of Literature.

Work continues on the 150th Anniversary Campaign for Bard College. These efforts were recently provided with a boost, in the form of a \$60 million challenge grant, the largest in the history of the college, from George Soros. President Botstein expressed his thanks to Professor Jonathan Becker for his invaluable assistance in shepherding this grant, which will be an enormous help to the college, both for the budget and fund-raising efforts. Campaign funds raised to date exceed \$311 million, or 52 percent of the campaign goal of \$594.6 million.

President Botstein expressed thanks to the admission staff, which is excellent and deserves a lot of credit, and all members of the faculty who have assisted in the admission process. Thanks to the work of the faculty, the college maintains its strong competitive position. Bard had an historically difficult reputation to overcome, but since 1975, applications have gone from a 1:1 ratio of applications to places available to a ratio of approximately 11–12:1. All that the college does aids in its competitiveness. The new Bard/Longy School of Music relationship was celebrated in early May; this new venture will provide Bard with more access to New England. And the Bard initiative on the West Coast will strengthen its competitiveness there.

Bard College at Simon's Rock held its commencement on Saturday, May 14. Other affiliate commencements will be held on June 11 at the American University of Central Asia in Bishkek; on June 18 at Smolny College in St. Petersburg; and on June 27 in New York for the Bard High School Early Colleges in Manhattan and Queens. Bard High School Early College III, in Newark, New Jersey, will open in the fall.

In conclusion, President Botstein noted that the summer will be busy, with many programs. He thanked the faculty for their service and excellence in strengthening the word of mouth reputation that extends the college's reach.

B. Report of the Dean of the College. Dean Michèle Dominy reported that as a result of the work of the faculty, the Fellowships and Awards Committee, and Dean of Studies David Shein, Bard students are the recipients of five Fulbright awards (for work in El Salvador, Spain, Egypt, Taiwan, and Austria) and one Thomas J. Watson Fellowship (of only 44 awarded nationwide). The Bard Palestinian Youth Initiative was named a Davis Project for Peace.

Dean Dominy requested Professor Swapna Jain to report on the work of the Sustainability Council.

The Sustainability Council was established at Bard in the summer of 2010 to implement the Sustainability Tracking Assessment and Rating System (STARS). The council comprises members of the faculty, administration, and staff as well as students. Its first mission was to develop a definition of sustainability as it relates to teaching and research. The definition arrived at is "Sustainability: Ensuring that human opportunities for self-realization do not decline over time."

STARS assesses the college's sustainability in three baseline areas:

1) Education and Research. Approximately thirty-five different sustainability related/focused courses have been taught at Bard over the past three years. Many faculty are also engaged in sustainability related research. A survey is also being developed for first-year students (during Citizen Science), which will assess their understanding of sustainability related issues.

2) Operations. Thirty percent reductions in waste and water usage over 2005 levels has been achieved. The college is also generating energy from solar and geothermal sources while purchasing a small percentage of its electricity from renewable sources. Despite these progressive measures, our per capita usage continues to climb.

3) Planning, Administration, and Engagement. This includes student volunteer programs, civic engagement, future plans, administration's role, etc. This is also the area in which we are most successful and have achieved 67 percent of the total credits possible.

Bard will achieve a "Silver" ranking (Bronze, Silver, Gold, Platinum) as we have qualified for 40 percent of the 139 total credits possible. A Gold ranking is achievable but it will require broad participation and new policies. The STARS system has been adopted by approximately 300 schools in the U.S., as it is a more effective measure of sustainability than other initiatives, such as Green School, Sierra Club, etc. Student-faculty projects will be initiated soon. The agenda for next year will be set during the summer of 2011, and a call for participation will go out to the entire community.

Dean Dominy expressed thanks to the members of the Faculty Evaluation Document Review Committee—Professors John Pruitt, Ethan Bloch (chair), Garry Hagberg, and Karen Sullivan—for their two years of work on a thankless task, which nonetheless elicited much discussion. The product of the committee's work would be presented for faculty vote later in the meeting.

For the first time in thirty years, Professor Stuart Stritzler-Levine will not be the faculty marshal at commencement. Professors Ethan Bloch and Karen Sullivan have been named head marshals; they will be assisted by Professors Myra Armstead, Mark Halsey, Maria Simpson, and Rebecca Thomas. President Botstein expressed thanks to Professors Sullivan and Bloch for taking on this responsibility. He also noted that in an attempt to make commencement more efficient, the names of *in absentia* graduate students will not be read; they are listed in the program.

Professor Bick requested that a report be given in the next academic year on the assignment of AP placement for college credit.

Voting of Degrees. Dean Dominy presented, for the information of the faculty, the list of 172 graduate degree candidates, voted by the respective graduate program faculties, for degrees to be presented at the 2011 commencement. There was one candidate for the Ph.D., four for the degree of Master of Philosophy, and 29 for the Master of Arts from the Bard Graduate Center: Decorative Arts, Design History, Material Culture. There were 28 candidates for the Master of Fine Arts degree from the Milton Avery Graduate School of the Arts, five from the Conductors Institute of The Bard College Conservatory of Music, and nine from the Bard-International Center of Photography; 14 for the Master of Science from the Bard Center for Environmental Policy; one for the Master of Science from the Graduate School of Environmental Studies; 12 for the Master of Arts from the Center for Curatorial Studies; seven for the Master of Music from the Vocal Arts Program of The Bard College Conservatory of Music; 45 for the Master of Arts in Teaching from the Master of Arts in Teaching Program (to be conferred on June 4); and 17 for the Master of Arts in Teaching from the Master of Arts in Teaching Program in California (to be conferred on June 11).

Dean Dominy then presented the list of candidates for undergraduate degrees, including fifteen candidates for the Bachelor of Music degree from the five-year double-degree program of The Bard College Conservatory of Music, two for the Bachelor of Science degree from the five-year double-degree program in economics and science, and 403 for the Bachelor of Arts degree. There were 125 candidates in the Division of the Arts; 88 in Languages and Literature; 39 in Science, Mathematics & Computing; 132 in Social Studies; and five in Multidisciplinary Studies. There were fourteen double majors (students who completed two Senior Projects in the same or different divisions). After consideration by the faculty and upon motion duly made and seconded, the candidates for undergraduate degrees were recommended to the Board of Trustees for approval. The list of undergraduate candidates is appended to and made a part of these minutes.

C. Committee Reports

Executive Committee. Professor Berthold brought several items from the committee.

1) Grades and criteria sheets are due June 1. The Executive Committee will meet shortly thereafter to review possible cases of probation, dismissal, and the like. He noted that over the last four years the number of incompletes assigned to students' work decreased considerably, although there remains room for improvement. He urged faculty not to assign a grade of incomplete; however, if it is necessary, the reason should be stated on the student's crite sheet.

2) "Super advising" for freshmen will take place in the third week of the Language and Thinking Program. Registrar Peter Gadsby will circulate an announcement to all faculty during the summer regarding the process and asking them to be involved.

3) Faculty committee elections.

a. College Evaluation Committee. Apparently, the election of Professor Thurman Barker to a three-year term, reported in the minutes of the April meeting, was incorrect. Instead, Professor Peggy Florin had been elected, but she was not eligible. Professor Lauren Rose was duly nominated and elected to the three-year term.

b. Faculty Evaluation Review Committee. Professor Ann Lauterbach was elected alternate at the April meeting; however, she is not eligible. The Executive Committee brought the nomination of Professor John Ferguson, who was eligible and had agreed to serve; Professor Ferguson was duly elected alternate to the FERC.

4) Professor Berthold, on behalf of the Senate, extended special thanks to Dean of Studies David Shein for the extraordinary quantity and quality of time he has spent with many of those undergraduates who will receive degrees at commencement.

President Botstein acknowledged Professor Berthold's leadership on the faculty and wished him well on his leave and sabbatical during the 2011–2012 academic year.

There were no reports from the **Curriculum Committee, Planning & Appointments Committee; Faculty Evaluation Review Committee; College Evaluation Committee; Grievance Committee; Diversity Committee; or Campus Facilities Committee.**

Faculty Resources Committee. The committee has received many proposals for Category II funding. The rate of reimbursement will be approximately 61 percent.

There was no report from the **Library, Bookstore & Computer Committee.**

Student Academic Affairs Committee. Professor Rufus Müller reported that the committee is working with Dean Dominy and Dean of Campus Life Gretchen Perry to implement the Faculty Fellows Program to improve interaction between faculty and students outside the classroom. The group is planning discussions on many, varied topics during the coming academic year. There will be training for peer counselors and new Faculty Fellows during the third week of the Language and Thinking Program. Those interested in serving as Faculty Fellows should contact Dean Perry or any member of the committee.

There was no report from the **AAUP Committee.**

IV. OLD BUSINESS

Faculty Senate. Professor John Pruitt reported that at the request of President Botstein the Curriculum Committee and Senate reviewed the number of credits required for a student to graduate. The Senate discussed this, and, beginning with the fall 2011 entering class, credit requirements will be adjusted and regularized, with 16 credits in each semester; 128 credits (up from the current 124) will be required for the bachelor's degree; and 160 credits (up from 156) will be required for a dual-degree program.

Turning to the report of the Faculty Evaluation Document Review Committee, Professor Pruitt echoed the thanks of Dean Dominy to the committee for its work during the past two years. He expressed particular thanks to Professor Bloch, stating that he worked tirelessly and conscientiously to rewrite and clarify the document. He then brought the revised document for vote as a whole (as set forth on the agenda for this meeting), incorporating the results of the vote taken on several issues separately at the April 20 meeting, which had been circulated to the faculty prior to this meeting. The results of that vote are shown here for the record.

1. Divisional Evaluators: Maintain the current system of DEs, but give the division chair access to the closed file and have the division chair work with each pair of DEs to ensure a broader divisional perspective and uniformity of purpose. Carried by a vote of 76 in favor, 7 opposed, 3 abstentions.

2. Class Visits: The proposal that every tenure-track faculty member will have one class visit each semester, other than in the semester of an evaluation was defeated by a vote of 37 in favor; 44 opposed; 5 abstentions. Current system remains in place: Every tenure-track faculty member will have two class visits prior to each evaluation.

3a) Voting in Divisions: Tenure-track faculty members after the first rehiring and tenured faculty members can vote on all evaluation cases. Carried by a vote of 53 in favor, 33 opposed, with 2 abstentions.

3b) Voting in Divisions: Ballots indicate yes/no/abstain and academic rank; academic rank should be reported as assistant, associate, or full professor. Defeated by a vote of 22 in favor, 63 opposed, with 2 abstentions.

4) Discussion in Divisions. The revised proposal that the senior faculty members in the division have a preliminary meeting at which all evaluation cases may be discussed, to be followed by full divisional discussion and voting for each case as at present, was defeated by a vote of 21 in favor, 59 opposed, with 6 abstentions.

5) FERC Membership. The proposal that the FERC comprise full professors was defeated by a vote of 27 in favor, 53 opposed, with 7 abstentions.

6) CEC Membership: The proposal that the CEC comprise five faculty members, one per division and one at-large, three of whom are tenured and two of whom are senior long-term non-tenure-track faculty members was carried by a vote of 73 in favor, 7 opposed, with 7 abstentions.

7a) FERC: Selection of Members: All members are appointed by the Executive Committee. Defeated by a vote of 26 in favor, 54 opposed, with 7 abstentions.

7b) CEC: Selection of Members: All members are appointed by the Executive Committee. Carried by a vote of 41 in favor, 38 opposed, with 7 abstentions.

8) Senior Evaluations: The evaluatee has a meeting with the Dean, the division chair, and the program chair to discuss past work and future plans; a brief summary of the meeting will be written by the Dean. Carried by a vote of 60 in favor, 20 opposed, with 7 abstentions.

9) Promotion of Tenured Assistant Professors: Divisional votes for tenure will be taken as endorsement of promotion to associate professor. Carried by a vote of 76 in favor, 8 opposed, with 3 abstentions.

10) Cases Voted Upon by the Divisions: The divisions vote upon rehiring, tenure, promotion, and conversion cases. Carried by a vote of 72 in favor, 9 opposed, with 6 abstentions.

11) External Evaluation Letters. The current system will be maintained.

12) Miscellaneous Changes: The proposal for miscellaneous changes of rewording and clarification was carried by a vote of 61 in favor, 4 opposed, with 18 abstentions. The miscellaneous changes included the following:

- The methodology of evaluating visiting faculty members proposed by the Visiting Appointments Working group and approved by the faculty last semester have been incorporated into the FEDRC proposals.
- The three categories of evaluation have been slightly rewritten for the sake of clarity, and a brief section has been added to contextualize the three categories for different types of evaluations (rehiring, tenure, promotion, conversion).
- The definition of open and closed files has been revised.
- Additional Wednesdays for divisional evaluation meetings have been added.
- A template for DE reports has been introduced.
- A variety of minor changes have been made, either to bring the document into conformation with actual practice, or to resolve ambiguities.

President Botstein raised a point of clarification regarding item 9, promotion of tenured assistant professors, "that divisional votes for tenure will be taken as endorsement of promotion to associate professor," asking that divisional votes for tenure not be an implicit endorsement of promotion. Endorsement of promotion must be specific.

Professor Pruitt noted that the Senate reserves the right to make substantive changes, if needed, for legal reasons. President Botstein also noted that some items may be brought back to the faculty if deemed necessary by the college's attorneys.

Professor Pruitt made a plea to the faculty to vote in favor of the revised document; failure to do so would mean that the current document would have to be renewed, by faculty action, for at least a year. Professor Bloch added that the current document expires at the end of the 2011–2012 fiscal year, or June 30, 2012; if carried, the revised document, once reviewed by the college's attorneys, would go into effect on July 1, 2012. He reiterated that if the revised document does not pass, action to renew the current document would be required. President Botstein added that if the new document is carried, it would have to be reviewed by the college's attorneys and the AAUP before going into effect on July 1, 2012. He reiterated that if the new document is not carried, the existing document would have to be reinstated.

President Botstein proposed a voice vote on the revised document for a sense of the meeting. Professor Kempf moved that the vote be taken by secret ballot. Professor Keenan suggested that if the document is not carried, the faculty could vote again in the fall. President Botstein, as chair of the meeting, ruled that the vote be taken by secret ballot and that if the revised document was not carried, a second vote would be brought in the fall. He also urged the faculty to vote "yes" or "no" rather than abstaining.

The question was called and the call carried. A secret balled vote of "yes" in favor of the revised document or "no" against the revised document was requested.

N.B. The result of the vote is reported here for the record. The Faculty Evaluation Document Review Committee's proposal for the revised Faculty Evaluation Document was carried by a vote of 70 in favor, 19 opposed, with 2 abstentions.

V. Adjournment. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 6:10 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 31 August 2011

The meeting was called to order at 5:00 p.m. by President Botstein, who welcomed the faculty to the opening informational meeting of the fall semester.

President Botstein thanked all of the members of the staff that managed the campus response to Hurricane Irene and its aftermath, mentioning particularly the staff of Buildings & Grounds, Chartwells, Security, Residence Life, and the Henderson Computer Resources Center as well as Vice President for Administration Jim Brudvig and others. The damage to the campus was minimal; in addition to the loss of some trees, there was minor damage to Bard Hall, and Shafer House was flooded by the rise of the Saw Kill. In light of yet another power outage, the college must invest more in stabilizing its own power generating capacity, with a particular concern for resident undergraduates and maintaining the power supply for science and computing.

A number of physical changes are in progress on campus. The expansion and renovation of Kline Commons is underway. Phase I, an addition to the north side of the building, will be completed this fall and will provide an additional 200 seats for student dining.

Construction of Village Dorm "L" is complete, providing an additional twenty student beds.

Ground will be broken for the Bito Conservatory Building, adjacent to the Avery Center for the Arts. A soundproof practice shed will be constructed on the former site of the Williams Dorm.

Plans for the renovation of the property formerly known as Cappuccino's have been finalized; the college is awaiting approval from the Red Hook Planning Board. It is anticipated that construction will soon begin and that renovations will be complete by January 2012. The building will house Development and Alumni/ae Affairs and a Two Boots pizza restaurant.

The college has signed a long-term lease on the office space formerly occupied by the Red Hook School District, on Broadway in Red Hook. The Master of Arts in Teaching Program will move there in September. There is space, as well, for some additional offices.

There also has been some space shuffling on campus. The Center for Civic Engagement is now located in Barringer House. Brooke House and Kappa House have been converted to dormitories. The Bard Prison Initiative has moved to the former Achebe house, where space is also being used on a temporary basis for percussion practice. Once the development offices have moved to new space, the Learning Commons will move to Sottery. With the move of the MAT program to Red Hook, the Written Arts Program will move to Shafer House. Keane House, also known as "Graystone House" (at the corner of Annandale Road and Kappa Path, now houses the Bill T. Jones Dance Company.

Work on an addition to the Stevenson Gymnasium will begin in the fall. The addition, on the Annandale Road side of the building, will add squash courts, offices, and a multipurpose room. When that is completed, the existing squash courts will be renovated, as will the locker rooms; cardio/weight space and an additional yoga studio will also be created.

The summer was very productive. All programs were very well received.

The integration of the Longy School of Music with Bard is underway. A Master of Arts in Teaching Program in performance and history, modeled on Bard's existing MAT program, will be established there. Work also continues on the creation of another MAT program, in Los Angeles, in cooperation with the Los Angeles Philharmonic and El Sistema USA.

Turning to faculty transition, President Botstein reported the appointment of two new tenure-line faculty: Ben Coonley, assistant professor of film and electronic arts; and Olga Voronina, assistant professor of Russian. The appointments of Tim Davis, associate professor of photography, and Julia Rosenbaum, assistant professor of art history, have been converted to tenure-line.

Several members of the faculty have been promoted or granted tenure. An-May Lê has been promoted to professor of photography. Cecile Kuznitz has been promoted to associate professor of history and Jewish studies with tenure. Laura Kunreuther has been promoted to associate professor of anthropology with tenure. Stephanie Kufner has been promoted to visiting associate professor of German. Arthur Gibbons has been tenured as professor of sculpture. Beth Gershuny has been tenured as associate professor of psychology. Tim Davis has been promoted to associate professor of photography. And Richard Aldous has been tenured as Eugene Meyer Professor of British History and Literature.

Bard has received an endowment of between \$6 and \$7 million from Mary Margaret Kellogg, widow of Charles Flint Kellogg, who died on May 23 at the age of 94. With partial funding from the endowment, two new academic chairs have been established. President Botstein announced that Mark Lytle has been named Lyford Paterson Edwards and Helen Gray Edwards Chair in Historical Studies, and Peter Hutton has been named Charles Franklin Kellogg and Grace E. Ramsay Chair in the Arts.

Professor Adolfas Mekas died on May 31, 2011, at the age of 85. He was buried in the Bard cemetery on June 3, complete with a film reel and lemons, with many members of his family, friends, and alumni/ae in attendance. Professor Mekas taught at Bard from 1971 until his retirement from active teaching in 2004, when he received the Bardian Award. He founded the Film Program, which he directed from 1971 to 1994. He also served as director of the Milton Avery Graduate School of the Arts from 1983 to 1989. He is survived by his wife, Pola Chapelle; their son, Sean; and his brother Jonas.

A memorial for John C. Honey '39, long-time trustee of the college, whose death, in May, was announced at the May meeting of the faculty, was held at Bard on July 9 at Blithewood.

Todd Littell, partner of Maureen Schell, costume designer in drama/dance for ten years, died suddenly on August 20 at the age of 43.

A memorial for Professor Garry Reigenborn, who died in March at the age of 58, will be held in Brooklyn on October 2. Professor Jean Churchill may be contacted for details of the memorial.

Jonathan Cristol and his wife, Amanda Toronto, are the parents of a son, Milo Ephram Ryan Cristol, born on June 1.

Fall enrollment is strong; the entering class is the same size as last year. Growth in applications has continued; President Botstein thanked the admission staff for a good season. There are 1915 undergraduates in residence on campus, and forty-four full-time students are studying away from Annandale, for a total of 1959 matriculating students. The coming admission season will be very competitive; however, according to the new “most rigorous” rankings from the *Daily Beast* and *Newsweek*, Bard is in the top twenty-five, behind Middlebury and in front of Harvard, Yale, and Princeton. And, in the September issue of *Town & Country* magazine, there is a piece titled “Is Bard the New Brown?” written by Matt Taibbi '92, a political writer for *Rolling Stone*. All in all, there is every reason to think the college will do well in the next admission season.

The PBS *NewsHour* aired a two-part series in July on the Bard Prison Initiative. “From Ball and Chain to Cap and Gown: Getting a B.A. Behind Bars” aired on July 26, and “How to Succeed in Business by Really, Really Trying” aired on July 27. Reporter Paul Solman interviewed current students, alumni, faculty, and administrators. President Botstein commended all who were involved in the series.

The Academic Resources Center has been renamed the “Learning Commons.” The new director of the Learning Commons is Jim Keller; Jane E. Smith, who most recently worked in the president’s office, has been appointed assistant director. Phil Pardi continues as director of college writing.

The new Summer Program in Mathematical Problem Solving, a three-week program for seventeen rising eighth-grade students from New York City public schools, was a great success.

President Botstein commended Professor Craig Anderson on his recent receipt of a three-year National Science Foundation grant for his proposal titled “RUI: Selective C-H and C-X Bond Activation to Platinum(II) and Reactivity of the Cyclometalated Complexes.”

Two Bard Early College Centers opened in New Orleans on August 15, transforming Bard’s city-wide early college into two half-day Bard campuses. Students study for high school credits in the morning and attend early college classes in the afternoon. Stephen Tremaine '07, founder of the New Orleans Initiative while still a student, directs the Bard Early College in New Orleans.

And, in brief, a new Possee cohort from New Orleans has arrived for the 2011–2012 academic year. Bard High School Early College III has opened in Newark, New Jersey; Ray Peterson is principal. Talks continue regarding the possibility of a BHSEC in the Bronx. The college is also involved in a variety of new initiatives, which will be reported at a later date.

The 150th anniversary campaign for Bard College continues. Approximately \$313.5 million has been raised to date toward the campaign goal of \$594,350,000.

Discussions of the curriculum continue with the dean and various faculty committees. There is every reason to think that what we do here is particularly significant given the current economic and political climate—from Citizen Science to strengthening the general education component of the curriculum. The college has the ability to foster in undergraduates a capacity for argument and debate and deep conviction, in their own self-interest and in the interest of the communities in which they live. And the environment of Bard is helped by the public position the college has taken in the arts and international education. Good progress has been made at Al-Quds in Palestine, and the programs at Smolny College and the American University of Central Asia are strong. These programs, together with the Bard High School Early Colleges and other programs signify that Bard’s participation in democracy is not trivial but significant.

In closing, President Botstein stated the importance of keeping what needs to be studied and learned by students in balance with study in one’s own field. He urged the faculty not to make the curriculum inaccessible by “graduate school isolation.” The curriculum must be designed with an eye to strengthening the curiosity of undergraduates; it not a mirror image of each member of the faculty in the respective disciplines. The more student curiosity is inspired through a coherent and imaginative curriculum, the more successful the college will be. Students need to be inspired to enroll in nonutilitarian disciplines such as the humanities.

There being no further discussion, the meeting adjourned at 5:30 p.m. to a reception at the President’s House.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 21 September 2011

President Botstein called the meeting to order at 4:50 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 18 May and 31 August 2011 were approved.

II. COMMUNICATIONS. Professor Jean Churchill announced that 2011–2012 Faculty Seminars would be given by Professors Keith O'Hara, Mercedes Dujunco, Elizabeth Frank, James Romm, Kristin Lane, Marie Regan, and Ken Haig. Professor O'Hara's seminar, "Mixed Reality: A Visual Bridge between the Physical and Virtual Worlds," would be given that evening at 7:00 p.m. in Olin 102.

III. REPORTS

A. Report of the President. President Botstein announced the death, on September 7, of Tim Mulligan, director of external affairs at the Bard Graduate Center in New York since 1995. He stated that Mr. Mulligan had done a wonderful job for the BGC in New York.

The CCS Café is now open, serving coffee and baked goods Wednesday through Sunday, from 1:00 to 5:00 p.m.

Phase I of the Kline Commons renovation, expansion of dining space on the north side of the building, will be nearly complete by Family Weekend.

The formal groundbreaking for the László Z. Bitó '60 Conservatory Building will be held on Saturday, October 29, at 11:30 a.m., as part of Family Weekend.

Bard High School Early College III in Newark, New Jersey, opened on September 6. The formal ribbon-cutting ceremony took place on September 8, with Newark Mayor Cory Booker in attendance. BHSEC Newark is less diverse than the BHSECs in Manhattan and Queens, with approximately 95 percent students of color. The new school is off to a promising start, and, all told, the schools are the recipients of quite a lot of grant money.

The investiture of Peter Laipson as new provost and vice president of Bard College at Simon's Rock was held on September 18. Dr. Laipson, former dean of faculty at the Concord Academy, is working on ways to more effectively coordinate academics and programs with Bard.

In consultation with the trustees of the college, Bard has executed a Memorandum of Understanding for the transfer of ownership, with a grant of approximately \$14 million, to Bard of the European College of Liberal Arts (ECLA), in the former East Berlin, Germany. The unencumbered campus comprises eight buildings, including former embassies, an apartment house, and an old tire factory. ECLA, founded in 1999, is a private, independent institution with an interdisciplinary, problem-based core curricular approach and an emphasis on small, seminar-style classes and tutorials. Classes are taught in English. There currently are only fifty students and a faculty of approximately twelve, and the philanthropist would like to make ECLA more viable. Bard will also develop additional programs, both undergraduate and graduate, in Berlin, and the campus will serve as an anchor for Bard's international programs. While a Memorandum of Understanding has been signed, there is much legal work to be accomplished before a public announcement is made, likely in late October. In the interim, Vice President for Global Initiatives Susan Gillespie is the "point person"; any creative thoughts and ideas for initiatives should be shared with her.

The college hopes to expand the program, particularly in the sciences, of Smolny College in St. Petersburg, Russia. This endeavor would make the program there more comprehensive.

Current and upcoming events include *Local Produce*, an exhibition of works by the Studio Arts Program faculty, on view at the Fisher Studio Arts Center through September 25.

The Bard Center for Environmental Policy will host the annual Northeast Environmental Studies meetings at Bard on September 23 and 24.

The Conservatory Orchestra will present its annual concert at Eastern New York Correctional Facility on September 27.

Alumni/ae Day will take place on Saturday, October 22; Family Weekend will be held on the following weekend, October 28–30.

In conclusion, President Botstein announced that Professor Norman Manea has received the Nellie Sachs Prize, a biennial literary award given by the German City of Dortmund. The award honors outstanding literary contributions to the promotion of understanding between peoples.

B. Committee Reports

There was no report from the **Executive Committee**.

Curriculum Committee. Professor Matthew Deady reported that the committee has or will circulate a memorandum to program directors regarding course submissions. The divisions are to meet to discuss proposed courses then submit the request to the respective divisional representative on the committee, which, in turn, will review the proposals during October.

Planning & Appointments Committee. Professor Laura Battle reported that the deadline for proposals for replacement faculty positions is October 26. Guidelines for proposals will be circulated.

There were no reports from the **Faculty Evaluation Review Committee, College Evaluation Committee, or Grievance Committee**.

Diversity Committee. Professor Charles Walls reported that the committee is considering ideas for programming.

There were no reports from the **Campus Facilities Committee; Faculty Resources Committee; Library, Bookstore & Computer Committee; or Student Academic Affairs Committee**.

AAUP Committee. Professor Deady announced that any member of the faculty not currently a member of AAUP who wants to join should contact him by next week.

IV. There being no old, new, or other business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:15 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 19 October 2011

President Botstein called the meeting to order at 4:55 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 21 September 2011 were approved.

II. COMMUNICATIONS. Professor John Pruitt reminded faculty of the meeting of the Division of the Arts that would take place immediately following the faculty meeting.

Professor Jean Churchill announced that a Faculty Seminar would be given that evening by Professor Mercedes DuJunco. Professor DuJunco's talk, titled "Interfacing Labor and Leisure and the Sacred and Profane: The Case of Chaozhou Chinese Transmigrant Performers of Death Rituals and Music in Thailand and Malaysia," would begin at 7:00 p.m. in Olin 102.

III. REPORTS

A. Report of the President. President Botstein announced that the Hannah Arendt Center's fourth annual fall conference, "Truth-telling: Democracy in an Age without Facts," will be held on October 28 and 29. The conference coincides with Family Weekend, which will take place on October 28, 29, and 30.

The Human Rights Project and the Arendt Center, with the assistance of trustee Peter Maguire '88, will hold a two-day, mini-conference on the unsettled status of human rights law. "War Crimes and Human Rights Law" will take place on October 24 and 25.

A comprehensive retrospective of the films of the late Professor Adolfas Mekas will be held October 20–27 at Anthology Film Archives in New York. Retrospectives will also be held later in the fall at the National Gallery of Modern Art in Bangalore, India; and at the 16th Kerala International Film Festival in Kerala India.

Professor Rebecca Chace's book *Leaving Rock Harbor*, published in June 2010 by Scribner, was published in German (*Abschied von Rock Harbor*) in September by Bloomsbury Berlin.

Professor James Romm's *Ghost on the Throne: The Death of Alexander the Great and the War for Crown and Empire* has been published by Alfred A. Knopf.

Alumni/ae Day will be held on Saturday, October 22. Approximately two hundred alumni/ae are expected to return to campus for classes, tours, and social events. President Botstein thanked those involved in planning the day and the members of the faculty who will participate.

In December, the first Bard Master of Arts in Teaching degrees will be presented to forty-eight students who will have completed requirements for the degree through the Al-Quds Bard Master of Arts in Teaching Program.

"Take a Stand"—a joint venture of Bard, the Longy School of Music, and the Los Angeles Philharmonic, has been announced. Inspired by Venezuela's El Sistema model, the program will include a Master of Arts in Teaching Program, which will train teachers to more effectively provide music education in underserved communities. This initiative will expand Bard's operations on the West Coast.

The college is in the process of planning for the next five years. Projects underway include the renovation and expansion of Kline Commons; and renovation of the property formerly known as Cappuccino's, which will provide office space for the Office of Development and Alumni/ae Affairs, a social space for alumni/ae, and a Two Boots pizza restaurant that will be open to the public. Ground will be broken on October 29 for the László Z. Bitó '60 Conservatory Building; work also will begin on the music practice facility on the site of the former Williams Dormitory. The Stevenson Gymnasium will be expanded to provide additional squash courts, offices, and a multipurpose room; the existing squash courts will then be renovated, as will the locker rooms. A cardio/weight space and an additional yoga studio will be created. The college has received a restricted gift for the creation of a baseball field, the location of which is yet to be determined.

Anticipated projects, when funding is identified, include:

- Upgrading of teaching and program facilities in Hegeman, Rose, Albee, and South Hall;
- Two additional Village Dormitories;
- A new dormitory complex between Robbins and the Ward Manor Gatehouse (where infrastructure already exists that currently services the temporary dorms located there);
- Kiki Smith's *Sanctuary*, a permanent, site-specific sculpture that also will include a recital space; •Stevenson Library expansion, on the north side of the building, which was included in architect Robert Venturi's original plans for the building.

The college faces a difficult year ahead. The chances of rising unemployment and continuing financial difficulties are great. The European economic situation is grim, as it is here. These are nontrivial issues, the consequences of which are not yet clear. The movement known as "Occupy Wall Street" represents the burgeoning resistance to the current economic situation. All of this will play a role in how we pursue what we do. The college's unique position in its investment in education here and abroad is exceptional. Whether the current crisis can create good opportunities for Bard is a potential; while in general the economic news is not good, the college's position might still be strengthened. But whether this turns out to be true remains to be seen.

The admission season has just begun, and the college's position is strong. That is not the case, however, at Simon's Rock, where work is underway to rectify the situation. The new provost, Peter Laipson, will be introduced to the Bard community through a series of fall events.

The Bard High School Early Colleges are doing very well, including BHSEC III in Newark, New Jersey, which opened its doors this semester. The demand for education provided by the high school early college model is strong, and there is pressure on the college to expand this initiative.

B. Committee Reports

There was no report from the **Faculty Senate**.

Executive Committee. Professor Craig Anderson, chair, reported that the committee is considering a proposal to create a procedure to gather more letters from students in tenure review cases. When completed, the proposal will be brought to the faculty for action.

Curriculum Committee. Professor Matthew Deady, chair, reminded the faculty of the committee's goal to more effectively plan the 2012–2013 course list. The first three Wednesdays in November have been set aside for programs and divisions to meet to develop an overview of what the next academic year will look like as well as specific plans for what courses will be offered. Wednesday, November 2, will be devoted to programs within divisions; meetings on November 9 will focus on interdivisional programs; and November 16 will center on larger groups—divisions and groups of programs. Information resulting from these meetings is to be shared with the Curriculum Committee and Senate by end of the semester. Professor Robert McGrail asked that course submissions be archived for future reference by program directors.

Professor Deady had also circulated a memorandum regarding summer courses, an initiative that was attempted in the summer of 2011, but only one course was offered. Ideally, such courses should meet for an equivalent amount of time as a four-credit course, or forty to fifty total class hours. The timing of the offerings would depend on the full slate of courses proposed. One set of offerings under review would focus on food—academic courses that would be taught in conjunction with students working at an on-campus farm, an expansion of the existing community garden. The committee is in discussions with Paul Marienthal, associate dean for civic engagement and director of the Trustee Leader Scholar Program, regarding courses that would tie into the expansion of the garden. Those interested in developing related or other summer courses should contact Professor Deady or the respective divisional representatives on the Curriculum Committee.

There were no reports from the **Planning & Appointments Committee, Faculty Evaluation Review Committee, College Evaluation Committee, Grievance Committee, Diversity Committee, or Campus Facilities Committee**.

Faculty Resources Committee. Professor Tom Keenan reported that the fall deadline for Category II research and travel proposals is November 12, 2011. This deadline covers Category II research from May 12, 2011 to December 31, 2011.

There were no reports from the **Library, Bookstore & Computer Committee, Student Academic Affairs Committee, or AAUP Committee**.

IV. Old and/or New Business. President Botstein reported on the current size of the college for the information of the faculty. There currently are approximately 5,000 students enrolled in degree programs, both undergraduate and graduate; approximately 1,960 of these students are enrolled in undergraduate degree programs through the Annandale campus. The remaining students are studying at the Bard High School Early Colleges and on campuses around the world. There are currently approximately 500 graduate students. And an additional 400 students are enrolled in nondegree programs, such as the Clemente Program.

President Botstein commended the Theater Program on the recent production of Tennessee Williams' *Eccentricities of a Nightingale*, directed by Professor Jonathan Rosenberg. The production value and quality of student work were a source of pride for the college, and Professor Rosenberg, his colleagues and students should be pleased with what they accomplished.

President Botstein announced that Rossen Milanov, associate conductor of the Philadelphia Orchestra, would lead the Bard Conservatory Orchestra in a performance on Sunday, October 23, in Sosnoff Theater, Richard B. Fisher Center for the Performing Arts.

Professor Churchill announced that Palestine's Freedom Theater (from Jenin, on the West Bank) would visit Bard on Thursday, October 29. Their performance, "Palestine for Freedom," will begin at 7:00 p.m. in Olin Hall.

V. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:20 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 30 November 2011

In the absence of President Botstein, Professor Craig Anderson, as chair of the Executive Committee, called the meeting to order at 4:50 p.m.

I. Minutes. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 19 October 2011 were approved.

II. Communications. Professor Jean Churchill reminded the faculty that Professor Elizabeth Frank would give the last Faculty Seminar of the fall semester that evening at 7:00 p.m. in Olin 102. Professor Frank's talk was titled "On Location with a Bard Research Grant."

Professor Anderson announced that Michael Edward LaFratta was born to Professor Christopher LaFratta and his wife, Amanda, on November 13.

III. Committee Reports

Executive Committee. Professor Anderson provided clarification of the policy that events featuring outside speakers not be scheduled during the final three weeks of the semester. With the implementation of completion days, the intent for the last three weeks of each semester is to feature Bard student work and to provide as little distraction as possible so that students can give their academic studies, Moderation, and midway work their full attention. He also clarified the policy on issuing incomplete grades to students, which are to be assigned only in cases of extenuating circumstances.

Approximately 13 percent of mid-term grades, which were due on October 21, had not been submitted to the registrar, which is a serious matter. Professor Anderson explained the importance of mid-term grades and criteria sheets; however, given the late date in the semester, these grades and accompanying comments had now lost their purpose. On behalf of the Executive Committee, he asked that first-year students not be given a pass/fail grade; letter grades provide students with a better sense of their academic standing and areas in need of improvement. He also asked faculty to remind students to log on and submit CAFÉ forms.

Professor Mario Bick raised the issue of scheduling classes on the day before Thanksgiving, stating that there are many absences on that day, which, he said, is an important travel day. He suggested that the Wednesday before Thanksgiving should not be a class day.

Professor Bick also expressed displeasure with the new Bard College Directory, which does not include home phone numbers or the names of significant others, information that he deems useful. Professor Anderson reported that the Executive Committee had discussed this matter and noted that the new directory had been produced from the online database.

It was reported that Hopson has heating problems. There was complaint of too little or too much heat in different parts of the building.

Professor Nancy Leonard expressed concern about the CAFÉ forms. She noted the lack of response from the students and an overall dissatisfaction with the fact that there is no effective system in place to administer the forms. She stated that it adds a level of “ridiculous insult” to the faculty to ask that they announce the need to complete CAFÉ forms to students in class. Professor Anderson noted that this, too, had been discussed by the Executive Committee, which had met with the student Educational Policies Committee (EPC) regarding ways in which to increase student participation in the process.

Curriculum Committee. Professor Matthew Deady, chair, noted that he had circulated a memorandum, with a Microsoft Excel spreadsheet and template attached, to all program directors soliciting course plans for the 2012–2013 academic year. This is also available on the Bard Information Portal (BIP). Program directors are responsible for sharing this information with their program faculty. Information should be sent directly to Diane Smith in the Registrar’s office.

Planning and Appointments Committee. Professor Eric Trudel, chair, reported that the committee had sent its recommendations to the president for tenure-track positions in German Studies, Music History and Theory, Ethnomusicology, Medieval Art History, and Clinical Psychology. Visiting positions were recommended in Psychology and Studio Arts. Requests for new positions are due on March 30, 2012.

The Ad Hoc Committee on Retirement Policy, comprising Professors Mark Lytle, Karen Sullivan, and William Maple, is drafting a policy for retirement transition.

College Evaluation Committee. Professor Leonard reported that the committee has completed its work.

Faculty Evaluation Review Committee. Professor Omar Encarnación reported that the committee has completed its work for the fall semester.

Grievance Committee. The committee convened to consider a case brought by the Student Judiciary Board. The committee declined to review the case on procedural grounds.

Diversity Committee. Professor Charles Walls, chair, reported that the committee’s current goal is to draft a diversity mission statement, in consultation with the Admission staff. The committee is also exploring ways to address financial obstacles confronting students in their studies.

There was no report from the **Campus Facilities Committee.**

Faculty Resources Committee. Professor John Ferguson reported that the committee has met and agreed to send Category I proposals out for external review. Category II funding requests have been received and are under consideration. Professor Encarnación asked if any thought had been given to restructuring the current categories; Professor Ferguson replied that while this has been discussed, no resolution has yet been reached.

There were no reports from the **Library, Bookstore & Computer Committee** or the **Student Affairs Committee.**

AAUP Committee. Professor Deady reported that a chapter meeting had been held earlier in the month, during which the members of the AAUP Executive Committee had been re-elected: Professors Deady (chair), Jean Churchill, Joseph Luzzi, and Benjamin Stevens. At the meeting, thoughts were expressed about discussing the universality of tenure with other units of the college. The committee is interested in drafting a statement on tenure at Bard.

Faculty Senate. Professor John Pruitt, chair, reported that a process of regular program review is under consideration. Professor Brooke Jude, director of Citizen Science, met with the Senate and gave an impressive presentation about the changes that are being implemented in response to last year’s student responses and evaluations.

Professor Pruitt reported on a presentation given to the Board of Trustees at the October meeting that focused on plans for capital projects to address needs on the Annandale campus. The presentation will be shown to the faculty at the December meeting.

Professor Marina van Zuylen asked how faculty could communicate with the trustees about the poor condition of bathrooms and facilities. Vice President for Administration Jim Brudvig noted that Aramark has been terminated

and that the administration is looking at other alternatives. He stated that in the meantime he would speak to Aramark.

Professor Bick requested that the faculty/student ratio be provided for each program. Dean Michèle Dominy noted that this information is provided each year to the Planning & Appointments Committee for its discussion of requests for new and replacement positions.

An election was held for a one-semester replacement on the College Evaluation Committee (CEC) for Professor Sanjib Baruah, who will be on sabbatical in the spring. Current CEC members are Professors Nancy Leonard and Lauren Rose; Professor Thurman Barker serves as alternate. Professor Peter Laki was nominated; the dean noted that he is not eligible, and the nomination was withdrawn. Upon nomination duly made and seconded, Professor Garry Hagberg was elected to serve as a regular member of the CEC for the spring semester.

The Senate brought for discussion a preliminary proposal to amend the Faculty Evaluation Document to solicit more written testimony from students for faculty evaluations. The proposed addendum:

Rationale: The new solicitation described in part (c) is intended to enlarge the pool of students who submit narrative commentary, and will not supplant the parallel EPC process. Retrospective commentary in the form of student letters is intended to supplement course-specific evaluation of the instructor, allowing for a holistic picture of the candidate's teaching to emerge. If approved, text below would be incorporated into new faculty evaluation document effective 2012-2013. [Proposed changes appear in red in the electronic copy and shaded in the hard copy of these minutes.]

4. Evaluation Procedures for Faculty Members

c) Community Input

(4) Written Testimony: Only hard-copy, signed letters will be accepted for closed file.

(a) All members of the college community, and especially tenure-line and long-term non-tenure-track faculty members in the immediate programs of a faculty member being evaluated, are invited and encouraged to submit signed written testimony concerning faculty members being evaluated. All written testimony must be submitted no later than the **13th Wednesday of the fall semester** for faculty members being evaluated for tenure or promotion, and by the **3rd Wednesday of each semester** for all other faculty members being evaluated. If faculty members who have already submitted a letter to the file would like to clarify and/or amend their positions after a divisional meeting discussing the evaluatee, they may submit an additional letter by the Friday following that divisional meeting. After the deadline, all material submitted will be marked as late and will be considered at the discretion of the DEs, FERC, CEC or the dean, as appropriate.

(b) The dean will solicit written testimony from all segments of the Bard community and request that all such testimony be sent to the Office of the Dean of the College.

(c) **For every tenure and promotion evaluation**, the college **will** also invite narrative commentary **individually** from **every** student (current and graduated) who **has** successfully completed at least one course with **the evaluatee**. These invitations will be issued in the form of a hard-copy letter initiated by the office of the Divisional Chairs.

(d) Evaluatees should not solicit testimony on their own behalf from **current or former** members of the Bard community.

Professor Deirdre d'Albertis joined Professor Anderson in moderating the faculty discussion. In response to the proposal, Professor Bick suggested the possibility of placing an announcement in the alumni/ae newsletter to solicit input. Professor Anderson responded to this idea by discussing the merit of a request being made in a personal manner to the students and thus impressing upon them the value of their reflections. A lengthy discussion ensued about the virtue of mail vs. e-mail submissions and various concerns about how much administrative labor will be required and how likely it will be that students respond. Professor James Romm stated that he appreciates the idea that practical concerns should not get in the way of a good idea; however, this will be totally unmanageable. Professor d'Albertis indicated that she doesn't expect an inundation of letters.

Professor Odile Chilton asked if the Senate had spoken with the alumni/ae director about this. She suggested that it would be worthwhile to have a note in the magazine to introduce this initiative. She asked the Senate to inquire if the alumni/ae would be interested and ask them to reply on line to see what their response is.

Professor Churchill asked if a student who has only had one course with a given member of the faculty is the kind of student that should be included. Professor d'Albertis replied that there was robust discussion among the senators, and this seemed the most open and transparent method. To select particular students seemed problematic.

Professor Karen Sullivan noted the proposed process might be most valuable in eliciting the response of seniors, who are not as likely to submit SOTC/CAFÉ forms. She expressed the hope that this is not an attempt to avoid the problems with the response rates to the CAFÉ forms more generally. Professor Roger Berkowitz voiced his agreement with Professor Sullivan that it might be more effective to approach a limited group of students, such as Senior Project advisees.

Professor Encarnación asked if the Senate had considered whether this process might be manipulated by the evaluatee, noting that this has happened in the past. Professor Ethan Bloch replied that the proposed process levels the playing field because all students will be solicited for all members of the faculty.

Professor Leonard stated that there is no shortage of documentation in the files. She noted on the basis of the College Evaluation Committee's files that there is need for more conversation and mentoring, not more testimony. Professor McGrail countered that getting more feedback and response, especially from alumni/ae reflecting on their experience, provides a different kind of text that may be useful.

Voting on the proposed amendment to the Faculty Evaluation Document will appear on the agenda for the December meeting.

IV. There being no further business to come before the faculty, upon motion duly made and seconded, the meeting adjourned at 6:00 p.m.

[Editor's note: The foregoing minutes were compiled from notes taken by others.
Amie McEvoy]

Meeting of the Faculty of Bard College held on 14 December 2011

President Botstein called the meeting to order at 4:53 p.m.

I. MINUTES. Action on the minutes of the meeting of the faculty held on 30 November 2011 was deferred to the first regular meeting of the spring semester.

II. COMMUNICATIONS. Professor Marina van Zuylen reminded the faculty to make an end-of- year contribution to a cash gift for the staff of the faculty dining room.

III. REPORTS

A. Report of the President. President Botstein announced that Professor Craig Anderson has received a Henry Dreyfus Teacher-Scholar Award for 2011.

Professor Roger Berkowitz and his colleagues at the Hannah Arendt Center for Politics and the Humanities have been awarded a 3:1 challenge grant of \$425,000 by the National Endowment for the Humanities.

A rare book room will be established in the Stevenson Library, through the initiative and generosity of Professor Alan Sussman, who is a collector. A fund will be established for the purchase of additional rare books; it is hoped that the project will result in additional donations, both in-kind and monetary. The project will be overseen by Director of Libraries Jeffrey Katz.

Performing arts curator, artistic director, and dramaturg Gideon Lester has been named director of theater programs and professor of theater. He will head the undergraduate Theater Program, teach full time, and curate the professional Fisher Center and SummerScape theater and dance offerings. His appointment is effective in the fall 2012; in the meantime, he will serve as a dance and theater consultant for the Fisher Center during the spring term. He will succeed JoAnne Akalaitis, who will retire at the end of this academic year after fourteen years as head of the Theater Program.

Benjamin Hale has received the Bard Fiction Prize for 2012 for his debut novel, *The Evolution of Bruno Littlemore* (Twelve, 2011). Hale will be writer-in-residence at Bard in the spring 2012 semester.

The European College of Liberal Arts in Berlin is now a Bard institution. ECLA of Bard: A Liberal Arts University will open in the fall. Mary Backlund, director of admission, and Susan Gillespie, vice president for global initiatives, are currently in Berlin meeting with members of the ECLA administration and staff.

Smolny College in St. Petersburg is doing well, despite the many political changes in Russia. Bard has been asked to assist with the creation of a new commission on the teaching of science; the initiative will be led by Tim Stearns, professor of biology and genetics at Stanford University.

Bard has been invited to create a new liberal arts college in Burma, an initiative that is currently under investigation. Jonathan Becker, vice president and dean for international affairs and civic engagement, is involved in this effort, as is Ba Win, vice president for early college programs and policies. Whether this will come to fruition depends on political developments in Burma.

The Bard College Conservatory Orchestra will tour China in June 2012, performing in seven cities over a three-week period. The tour will also serve as a recruiting trip and will provide an opportunity to explore the possibility of a university partnership in China similar to Bard's relationship with the University of St. Petersburg and Smolny College in Russia.

Bard College Capital Projects, 2011–2012. As mentioned by Professor John Pruitt at the November meeting, a presentation was given to the Board of Trustees at their October meeting that focused on plans for capital projects to address needs on the Annandale campus. Jim Brudvig, vice president for administration, and Coleen Murphy Alexander '00, assistant vice president for administration, joined President Botstein for the presentation, which began with an overview of Bard's global presence.

International programs:

- Smolny College, St. Petersburg, Russia
- American University of Central Asia, Bishkek, Kyrgyzstan
- Al-Quds Bard, Jerusalem
- European College of Liberal Arts, Berlin, Germany
- International Human Rights Exchange, Johannesburg, South Africa

Bard in the United States:

- Bard Master of Arts in Teaching Program, Delano, California
- Bard Early College in New Orleans
- Bard High School Early Colleges in Manhattan and Queens, New York, and Newark, New Jersey
- Bard Graduate Center: Decorative Arts, Design History, Material Culture, New York
- International Center of Photography–Bard (ICP–Bard), New York
- Bard College at Simon's Rock: The Early College, Great Barrington, Massachusetts
- Longy School of Music, Cambridge, Massachusetts
- Bard College in Annandale-on-Hudson, New York

Funded projects (details were given for each project):

- Master of Arts in Teaching Program, Broadway, Red Hook
- Alumni/ae Center/Two Boots Pizza on Route 9G, across from the main entrance to campus
- Kline Commons renovation and expansion
- Village Dorm L
- László Z. Bitó '60 Conservatory Building
- Charles P. Stevenson Jr. Gymnasium expansion and renovation
- Baseball field
- ECLA of Bard: A Liberal Arts University

Unfunded projects (details were given for each project):

- Rose renovation for physics (\$7.8 million)
- Music practice facility (\$750,000)
- Village Dorms M and L (\$2 million each)
- North Campus Houses (\$25 million)
- Stevenson Library expansion (\$8 million)
- Kiki Smith's site-specific sculpture project, *Sanctuary* (\$6.9 million)
- Center for Civic Engagement (\$250,000)
- Albee Hall renovation (conversion to faculty offices)
- Drill Hall renovation (\$4.5 million)
- Emergency preparedness (campus-wide emergency generators; \$2.3 million)

Professor Mario Bick asked if consideration had been given to additional on-campus faculty housing. Mr. Brudvig responded that while there are no plans to date, this could be discussed.

Professor Gennady Shkliarevsky stated that expansion of international programs is significant. He asked if faculty could read about these plans or be involved with overall strategic planning. President Botstein responded that such initiatives are opportunistic, not systematic. The initiative in Burma, for instance, came through a Simon's Rock connection. Smolny College came through the University of St. Petersburg in the interest of educational reform at a time of political transition in Russia; the same can be said of the Al-Quds Bard initiative, in a similar political dynamic and an interest in progressive change. President Botstein went on to explain the long-term benefits of these programs in terms of finances, philanthropy, and enrollment. ECLA is not a dual-degree program; the institution is now a part of Bard and will provide profound opportunities for Bard students and faculty alike. Bard's international programs give the college a competitive advantage in recruiting students with international interests. In the long term, it is hoped that the college will expand into Latin America and China, which would offer greater philanthropic opportunities. Programs such as Smolny College and the Bard High School Early Colleges attract donors who then become interested in all that Bard does, which, in turn, helps to support the Annandale campus.

Professor Shkliarevsky asked about the downside. President Botstein responded that failure of any one of these programs presents a risk, the possibility of which must always be kept in view. The failure of a program would result in negative publicity as well as additional cost. The risks the college takes result from lack of an endowment. The Bard name and reputation are grounded in the college's programs and what is done in the classroom.

Professor Simeen Sattar asked why much of the new construction on campus is spread out rather than clustered, thereby preserving open space. President Botstein responded that a conscious decision had been made not to cluster buildings; issues of "buildability" and infrastructure needs determine the siting of new buildings. Changes to the landscape of the campus are discussed at length and overseen by the trustee Committee on Buildings & Grounds, the chair of which is an environmentalist. The placement of structures is also determined by guidelines set by the county and state as well as the town zoning board. He added that Bard is making an investment in the landscape; and, for the first time, the campus has been designated as and is sustaining the Bard Arboretum.

Professor Odile Chilton noted that phase one of the renovation of Kline Commons resulted in the loss of meeting rooms; she asked if there is a plan to accommodate the loss. President Botstein said that this could be considered in phase two of the renovation.

Professor Tatjana von Prittwitz asked about the possibility of solar energy. President Botstein stated that as solar technology improves, it will be considered.

B. Committee Reports

Executive Committee. Professor Craig Anderson, chair, announced that the first faculty meeting of the spring semester would be held on Wednesday, February 8, at 4:45 p.m. in Olin Language Center, room 115; Dean Michèle Dominy noted that the change in venue was due to a change in the date of the meeting. Professor Anderson reminded faculty that grades and critiques are due on January 3, 2012; students will not be given access to grades until the CAFÉ form process closes. He also stated that faculty can no longer assign the grade of "M" or "pass/fail." If a grade of M is submitted, the registrar will replace it with an F. Professor Mario Bick stated that in

the past faculty had the option of giving a pass/fail grade to students having a difficult time. Professor Anderson cited the specific provision of the Faculty Handbook, which had been adopted by faculty legislation.

Turning to faculty evaluation, Professor Anderson stated that the committee deems the Divisional Evaluators responsible for the integrity of the files by identifying errors and/or missing materials. Dean Dominy stated that her office is responsible for gathering and placing evaluation materials in the files and maintaining them; it is the responsibility of the Divisional Evaluators to note any missing or erroneous materials. As noted at the November meeting, the Executive Committee is working on ways to improve student participation in the CAFÉ process and will also deliberate on how CAFÉ data is presented in the files.

Concluding his report, Professor Anderson noted that there was a vacancy on the Grievance Committee for the spring term. Upon motion duly made and seconded, Professor Gregory Moynahan was elected to fill the one-semester vacancy.

Curriculum Committee. Professor Matthew Deady thanked the faculty for submitting course plans for the 2012–2013 academic year. Good progress has been made on the fall 2012 course list. Seven courses across the divisions will be offered in the summer 2012, during a five-week term that will end in early July.

There was no report from the **Planning & Appointments Committee**.

Faculty Evaluation Review Committee. Professor Omar Encarnación, chair, reported that the committee has completed its work for the semester.

There were no reports from the **College Evaluation Committee, Grievance Committee, Diversity Committee, or Campus Facilities Committee**.

Faculty Resources Committee. Professor Sven Anderson reported a 70 percent reimbursement rate for Category II submissions.

There were no reports from the **Library, Bookstore & Computer Committee; Students Affairs Committee; or the AAUP Executive Committee**.

Faculty Senate. Professor Pruitt, chair, brought the proposal, set forth on the agenda for this meeting and revised as a result of discussion at the November meeting, to amend the Faculty Evaluation Document to enlarge the pool of students who submit narrative commentary for tenure and promotion evaluations for further discussion and vote. The Senate proposed that a new paragraph be inserted into the Faculty Evaluation Document at section 4. c) (4):

(d) For every tenure and promotion evaluation, the college will also invite narrative commentary individually from every student (current and graduated) who has completed at least one course with the evaluatee. These invitations will be issued by the office of the divisional chairs.

Professor Pruitt stated that the proposal was intended to create a method of formal solicitation from students who have graduated from the college for letters of evaluation for the professors they have taken courses from who are up for evaluation. He noted that most colleges follow a similar procedure. Every student the professor has taught would be solicited, excluding students who were dismissed from the college. A question of practicality remains in terms of how to go about the process so that the best level of response is obtained.

President Botstein expressed skepticism about the success of the proposal and of implementing it in a manner that would preclude the use of lack of response as grounds for a faculty evaluation appeal. The college would need to work out implementation with legal counsel.

Extensive discussion ensued, during which President Botstein proposed that the word “individually” be struck. Dean Dominy proposed that the last sentence be struck in its entirety; President Botstein agreed in principle, suggesting that if it is left in, the invitations should be issued by the college, not the office of the divisional chairs. Dean Dominy reiterated that the last sentence should be struck and the wording of the first sentence changed to read “For every tenure and promotion evaluation, the college will invite narrative commentary . . .” These suggested amendments were deemed friendly, thus:

(d) For every tenure and promotion evaluation, the college will invite narrative commentary from every student (current and graduated) who has completed at least one course with the evaluatee.

Professor Karen Sullivan posed, given the large number of students to survey, that it might be better to concentrate on students who had been involved in close work with the professor, either through the Senior Project or tutorials. President Botstein responded that he did not want to so privilege one group of students. Professor Robert McGrail questioned the feasibility of setting up subgroups. Professor Pruitt replied that while some colleges do so, he believes that Bard should take an all-inclusive stance. Professor Elizabeth Frank asked if a lack of response would be held against a candidate and whether a substantive response should be expected. Professor Pruitt stated that in the latter case, the worth of the response would be evaluated and abandoned if necessary.

A motion to table was made by Professor Bick. The motion was defeated by a vote of 24 in favor, more than 30 opposed.

Further discussion ensued, during which it was asked if the letters would be considered signed testimony; they would. The anticipated low rate of return was also questioned, and it was noted that even if there is a low rate of return, the feedback could be useful.

The question was called and the call seconded. The Senate's proposal, as amended, to amend the Faculty Evaluation Document at section 4. c) (4) was adopted, subject to review by the college's legal counsel.

(d) For every tenure and promotion evaluation, the college will invite narrative commentary from every student (current and graduated) who has completed at least one course with the evaluatee.

IV. Adjournment. There being no further business before the faculty, upon motion duly made and seconded, the meeting was adjourned.

[Editor's note: The foregoing minutes were compiled from notes taken by others.
Amie McEvoy]

Meeting of the Faculty of Bard College held on 8 February 2012

The meeting was called to order at 4:50 p.m. by President Botstein, who welcomed faculty to the opening informational meeting of the spring semester. The first regular meeting of the term will be held on Wednesday, February 22, in the multipurpose room of the Bertelsmann Campus Center.

President Botstein introduced John Franzino, newly appointed vice president for finance, who began work on January 2, 2012. Mr. Franzino will oversee the financial operations of Bard, Bard College at Simon's Rock, and the Longy School of Music of Bard College (when the official merger is complete). He will also provide support to ECLA in Berlin and the Bard High School Early Colleges in Manhattan and Queens and Newark, New Jersey, as well as in California. He has long-term experience in the world of business and finance, in which he has held several executive positions, most recently as vice president of finance and chief financial officer of the Santa Fe Natural Tobacco Company. He is a graduate of the Stern School of Business at New York University, a board member of several nonprofit corporations, and a parent of a recent alumna.

Benjamin Hale, recipient of the 2012 Bard Fiction Prize, is writer in residence for the spring term. And Teju Cole has been appointed distinguished writer in residence. There are also several new visiting faculty for the spring, including James Clark (studio arts), Dwayne Decker (chemistry), Daniel Fish (theater), Bruce Matthews (Bard High School Early College Faculty Exchange Fellow), Katherine Seip-Cammack (psychology), Kenneth Stern (Jewish studies), Kaye Voyce (theater), and David Woolner (historical studies).

There has been a growth in applications for the fall again this year. The admission staff is in the process of reading files and making decisions. In the meantime, there is a full house for the spring.

A section of the building formerly known as Cappuccino has been demolished; the foundation under the original restaurant was no longer viable. The footprint will remain the same for the new structure, and it is anticipated that the Two Boots pizza restaurant will be completed by commencement. Renovation of the existing building, which will be home to an Alumni/ae Center and the offices of Development and Alumni/ae Affairs, is scheduled for completion in June.

Phase I (the north side of the building) of the renovation of Kline Commons has been completed. Phase II, including the kitchen, servery, and south entrance, will be undertaken in the summer.

The new baseball field will be sited behind Woods Studio. Work is currently being done to bring in an estimate within budget. Once that is completed, the project will begin, with an anticipated completion in the late spring or summer.

Renovation and expansion of the Stevenson Gymnasium is underway. The new music practice facility has been completed and is in use.

Work on the László Z. Bitó '60 Conservatory Building continues; utilities have been moved and footings poured; geothermal wells are being drilled. The work is on schedule; completion is anticipated in January 2013.

The Master of Arts in Teaching Program has moved to its new quarters on Broadway in Red Hook. Shafer House needs to be shored up, a process that will take approximately three months, before the building becomes the new home of Written Arts.

It is anticipated that the formal merger of the Longy School of Music with Bard will be complete by the late spring, when legal difficulties with the state of California about the Master of Arts in Teaching Program in Delano should also be resolved.

Work on "Take a Stand"—a joint venture of Bard, the Longy School of Music, and the Los Angeles Philharmonic, which was announced early last fall—continues. Inspired by Venezuela's El Sistema model, the program will include a Master of Arts in Teaching Program.

At their January meeting, the trustees heard reports from Eban Goodstein, director of the Bard Center for Environmental Policy, on the MBA Program in Sustainability; Dean Michèle Dominy on the POSSE program; and Susan Gillespie, vice president for global initiatives, on ECLA of Bard in Berlin.

The college is exploring the possibility of establishing an early college in Burma, an idea that is endorsed by Aung San Suu Kyi. Discussions are underway now with the government there. While there is philanthropy available for such an initiative, the political situation in Burma is complex, and the project may not be feasible. The outcome should be known sometime in the spring.

In addition to his work as director of the Bard Early College in New Orleans Program, Stephen Tremaine '07, will lead a national early college movement. In the face of current attacks on college tuition, this initiative will help to save money where it is most wasted: in the high schools.

The Bard Prison Initiative will celebrate its tenth anniversary this year. Max Kenner '01, who founded the program as a Trustee Leader Scholar at Bard, has done a great job.

The college has received a generous gift from a trustee toward the cost of campus-wide emergency generators. And a grant of \$500,000 has been to the Center for Curatorial Studies by the Robert Mapplethorpe Foundation toward the center's "Next Decade Campaign"; one of the large Hessel galleries will be named for Mapplethorpe.

The Citizen Science program is a success; Professor Brooke Jude has done a fine job. Now that the program has been established, the college is in the process of recruiting the next director. Bard's other campuses have indicated interest in duplicating the program.

There will be several ways in which Bard students can take advantage of the establishment of ECLA of Bard in Berlin, including an opportunity for entering freshmen. Entering students will be able to spend the first semester or year of study at ECLA; many of the college's current applicants have already expressed interest in this possibility. Entering students would participate in the Language and Thinking Program and Citizen Science at Bard, and First-Year Seminar and the academic program in Berlin during the fall and/or spring semesters.

Bard, as other institutions, has periodically been faced with difficulties resulting from sexual relationships, including those that have been consensual, between adult employees, including faculty, and students, but will now bear legal liability unless there is a formal policy in place to deal with such matters. The college is in the process of gathering information from other institutions on how such issues are handled and will draft a policy for adoption by the Board of Trustees. (President Botstein characterized the policy that has been adopted at Yale as “state of the art.”) Any policy that is presented to the Board of Trustees will be very conservative.

Turning to the curriculum and other academic matters, President Botstein asked that foundational and distribution courses be kept in mind as curricular planning goes forward for next year. Students are now more apt to be intentional in selecting and sequencing their courses. But they also need real skills in a “field,” so there is a need for more 100- and 200-level courses of a fundamental nature. There also needs to be more conversation between and among divisions for many reasons, including the reduction of duplication of courses. Students at ECLA of Bard in Berlin are interested in the core curriculum, which seems to have come back into fashion, exemplifying the need to look more carefully now, as the fall course list is assembled, at Bard’s general education component.

As faculty recruitment and searches go forward, the hiring of faculty with a wide range of teaching interests should be kept in mind. The faculty/student ratio of approximately 1:8 is luxurious by any standard; it is necessary to ensure that all members of the faculty are well used. In the 1:1 scenario of Moderations and Senior Projects, how the faculty is “deployed” is even more crucial. Coordination and even delay of sabbaticals to ensure that curricular needs are met should also be kept in mind.

Bard’s financial aid utilization totals nearly the entire amount of money the college needs to raise on an annual basis. While the college’s value lies in its programs and teaching, financial aid is not as competitive, so there is a need to make the curriculum as attractive as possible. President Botstein noted that the continuing growth in applications is a tribute to the faculty.

Professor William Mullen announced that Readers of Homer is now an official “organization in residence” in a three-year contract with Bard. (Readers of Homer is a nonprofit literary event company that produces all-day or all-night audience-participation readings of the *Iliad* and the *Odyssey* in this country and abroad.) The first reading at Bard will take place in the Old Gym from noon on Friday, April 20, to noon on Saturday, April 21. Professor Mullen urged faculty to participate; the text is Stephen Mitchell’s new translation of the *Iliad*. Three days after the Bard reading, another will take place at BHSEC in Manhattan; after that, the project will move on to Smolny College in St. Petersburg; the American University of Central Asia (AUCA) in Bishkek, Kyrgyzstan; All-Quds Bard in Jerusalem; and beyond.

Professor Matthew Deady, chair of the Curriculum Committee, announced that the first in a series of program director meetings would be held on February 15 to review course information for next year. Registrar Peter Gadsby has posted information on courses submitted thus far on BIP as well as all courses taught over the last five years.

Professor James Romm invited faculty and their students to attend “Acts of Violence,” a dramatic reading of scenes from Seneca’s *Thyestes* followed by a moderated public discussion, on Thursday, February 9, at 5:00 p.m. in Weis Cinema. The event, directed and facilitated by Bryan Doerries, was developed and produced by Outside the Wire and will include a reading of scenes (in a new translation by Mr. Doerries) from the Roman tragedy followed by a panel discussion on modern political violence; panelists will include Professor Emmanuel Dongala, French writer and chemist who taught at Bard and currently teaches at Simon’s Rock.

There being no further discussion, the meeting adjourned at 5:35 p.m. to a reception at the President’s House.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 22 February 2012

President Botstein called the meeting to order at 4:53 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 30 November and 14 December 2011 and 8 February 2012 were approved.

II. COMMUNICATIONS. Professor Jean Churchill reminded faculty that Professor James Romm would give a Faculty Seminar that evening. His talk, "Hall of Mirrors: Seneca, Nero and the *Letters to Lucilius*," would begin at 7:30 p.m. in Olin 102, preceded by a reception at 7:00 p.m.

Professor Mark Lytle noted for the information of the faculty that he has discovered that Delta Dental (the college's dental insurance carrier) rejects one of every five claims. On the form, there is a place where the procedure code should be recorded; if a claim is rejected, the claimant should be certain that the form that was submitted is complete, including the procedure code.

III. REPORTS

A. Report of the President. President Botstein announced that a memorial service for Laura Greene '92, who died in November 2011, would be held at 6:00 p.m. that evening in the Chapel of the Holy Innocents. In 2000, Laura Green returned to Bard to work in the Institute for International Liberal Education; she served for many years as Bard's representative at Smolny College in St. Petersburg.

Effective March 1, there will be a change in the management of Buildings & Grounds and of the custodial staff. All Aramark employees will become Bard College employees; for the first time in more than two decades, housekeeping services will not be out-sourced to a major corporation. As a result, there have also been changes in B & G management: Michael Bemis will become director of environmental services (i.e., housekeeping); and Gerard Nesel has been named director of Buildings & Grounds. Charles Simmons, director of physical plant, will remain in charge of all new construction.

Kathy Hewett-Smith, associate director of the Institute for International Liberal Education for three years, has accepted a position as dean of the arts, humanities and social sciences at Asian University for Women in Bangladesh.

Ariana Stokas '00, assistant dean of the college for equity initiatives, director of opportunity programs, and visiting assistant professor of philosophy, has accepted a position with the City University of New York, where she will assume a tenure-track position on the faculty as well as administrative responsibilities as part of a team that will develop the academic support program for a new CUNY college.

Benjamin Hale, 2012 Bard Fiction Prize recipient, will read from his recent work on Monday, February 17, in the László Z. Bitó '60 Auditorium at the Reem-Kayden Center.

Jennifer Triplett, director of academic advising, and her husband, Michael Courtney, are the new parents of a daughter, Charlotte Marshall Triplett Courtney, who was born yesterday.

In response to a question regarding the possibility of Bard establishing an early college in Burma, mentioned at the opening meeting of the spring term, President Botstein reported that the college is currently in negotiations with the government there. The political situation in Burma is currently very fluid; more will be known when the college's representative returns to this country.

B. Committee Reports

Executive Committee. Professor Robert Culp, chair, reported that the committee has received several inquiries regarding the use of the pass/fail grade for the Senior Project. Professor Culp noted that while the Faculty Handbook does not address this issue, the Faculty Guide to the Senior Project on the website of the Dean of the College does; it sets forth different modes of Senior Project grading.

The committee is exploring a range of options to increase the rate of return of CAFÉ forms as well as means of aggregating data regarding tenure and other evaluations. Registrar Peter Gadsby will circulate a facsimile of the CAFÉ form to all members of the faculty.

Curriculum Committee. Professor Matthew Deady, chair, stated that programs and divisions should be working with the appropriate representative on the Curriculum Committee on courses for the fall 2012 semester. Courses

offered during the past five years as well as fall 2011 course offerings can be found on the Bard Information Portal (BIP).

There was no report from the **Planning & Appointments Committee**.

The full Senate's discussion of proposed changes concerning review of programs, included on the agenda for this meeting, was moved to the end of other committee reports.

There were no reports from the **Faculty Evaluation Review Committee** or the **College Evaluation Committee**.

Grievance Committee. Professor Gregory Moynahan, chair, reported that the committee had heard a grievance regarding an alleged "improper procedure" and upheld the decision of the Student Judiciary Board.

Diversity Committee. Professor Charles Walls, chair, reported that the committee will meet soon to complete the draft of a diversity statement. The committee hopes to finish the project, which will then be posted on the college's webpage with a link to admission, by the end of the semester.

Campus Facilities Committee. Professor Noah Chasin, chair, reported that the committee is preparing for the on-campus faculty housing lottery. Faculty who plan to vacate on-campus housing should inform the committee, as should anyone with knowledge of housing needs for incoming faculty. An e-mail notice regarding faculty housing procedures will be circulated.

There was no report from the **Faculty Resources Committee**.

Library, Bookstore & Computer Committee. Professor Samuel Hsiao, chair, reported that the committee now has an inventory of "smart" classrooms, which includes the type of computer and software available as well as other details.

There were no reports from the **Students Affairs Committee** or the **AAUP Executive Committee**.

Faculty Senate. Professor Pruitt, chair, brought the Senate's agenda item, discussion on proposed changes to the Faculty Handbook concerning review of programs, to the floor for open discussion. The document, attached to the agenda for this meeting, was drafted by a subcommittee of the Senate: Professors Deirdre d'Albertis, Laura Battle, Matthew Deady, and Dean Michèle Dominy. Professor Pruitt clarified that his note to the faculty regarding the purpose of program reviews had been misleading; the impetus for establishing a regular schedule of program review was not solely the result of a recommendation of the Middle States Association of Colleges and Schools; rather, this has been an ongoing process, one the Senate has been working on for some time. The Senate views the regular review of programs as positive, not punitive. He further stated that organizing the reviews (every twelve years, with a six-year midway) represents a bureaucratic burden that needs to be addressed; but the bulk of the burden would be on the program, which would also determine the focus of the review. Dean Dominy added that Bard has always tried internally to address review of programs; this proposal is designed as a device for serious curricular design and reflection.

During the open discussion that followed, several points were made and questions asked:

- Middle States did recommend that a process of regular program review be established; however, Middle States does not review individual programs.
- If the document is voted in, reviews would begin in the fall, with an average of two a semester; initial order would be determined by the Executive Committee in consultation with program directors. Programs that have recently been reviewed would be moved to the end of the list.
- All programs would be subject to review on a regular basis.
- Constant self-study and review is ongoing; midway would be a sharing of that information, and the Senate would become the "clearinghouse."
- Divisional chairs would monitor a program review process nearly every semester, increasing the responsibilities of divisional chairs.
- Reviews should address the ways in which programs intersect with the curriculum.

Professor Pruitt noted that prior to a vote by the faculty, the document will be discussed in the divisions, and any suggestions should be brought to the Senate. The sense of this discussion, however, did not reveal any substantive objections to the proposal.

President Botstein stated that the trustees are interested in a closer look at what the college does, and the review of programs would serve that purpose, as well; presentations might be scheduled in accordance with the Bard faculty's own review schedule.

He also reminded the faculty that the basic undergraduate degrees of the college are in the divisions: Arts; Languages and Literature; Science, Mathematics & Computing; and Social Studies; as well as Multidisciplinary Studies, but not "in economics" or any other program. The college has no intention of institutionalizing individual programs. This process should enhance cooperation between programs.

Old and/or New Business. John Franzino, vice president for finance, reported that department heads have received notice that preliminary budgets for 2012–2013 are due on March 1st, for review in preparation for the upcoming meeting of the Board of Trustees. Any questions should be directed to Mr. Franzino.

IV. Adjournment. There being no further business before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:35 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 21 March 2012

President Botstein called the meeting to order at 4:53 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 22 February were approved.

II. COMMUNICATIONS. Professor Jean Churchill announced that Professor Kristin Lane would give a Faculty Seminar that evening on "The Role of Implicit Processes in the Gender Gap in Science and Math: Stereotypes and Construals" at 7:00 p.m. in Olin 102.

III. REPORTS

A. Report of the President. Recent faculty activities include the release by New York University Press of Myra Armstead's *Freedom's Gardener: James F. Brown, Horticulture, and the Hudson Valley in Antebellum America*. Richard Aldous's *Regan and Thatcher: The Difficult Relationship* has been released by W. W. Norton. Laurie Dahlberg has been awarded a National Endowment for the Humanities 2012 Summer Stipend award for her project "Amateur vs. amateur: Photography and the [D]evolution of a Gentleman's Art, 1839–1900." Ellen Lagemann co-edited (with Harry Lewis) *What is College For? The Purpose of Higher Education*, published by Teachers College Press. Norman Manea edited *Romanian Writers on Writing*, an anthology published by Trinity University Press; a public conversation, sponsored by Bard and the Romanian Cultural Institute will celebrate this publication and Romanian literature on March 23 in the Bitó Auditorium. Susan Merriam's *Seventeenth-Century Flemish Garland Paintings: Still Life, Vision, and the Devotional Image* (with an introduction by Marina van Zuylen) has been released by Ashgate Publishing.

Post-graduate scholarships and fellowships have been won by four members of the senior class. Justin Fernando has been awarded a DAAD graduate scholarship, a competitive grant from the German Academic Exchange Service. Willem Molesworth has received a \$10,000 Davis Projects for Peace Prize to develop a liberal arts initiative in China. Lucy Schmid has received a NYUAD Global Academic Fellowship in Writing and will spend next year at NYU's campus in Abu Dhabi. And Daniela Anderson has won a Watson Fellowship for her proposal "Tracing Leprosy" and will travel to Mozambique, Madagascar, India, Thailand, and Brazil to follow the path of leprosy from East Africa to South Asia and South America.

President Botstein expressed thanks to those members of the faculty who will participate in the Admission open house for accepted students on Saturday, April 14; individual visits will take place from April 1 through the end of May. Bard faces a competitive season, despite the increase in applications. Comparable institutions, from Wesleyan to Williams, spend a great deal on financial aid, and decisions made by prospective students are often

financially based. The impression the college makes on these visiting students and their families is crucial to their making a decision they feel is justified.

He thanked faculty who have been involved in searches, six of which have been completed, and two are in process. The college is doing very well thus far with new appointments.

The trustees are looking at the general structure of Bard and its growth. In the international arena, as mentioned before, Bard is in negotiations with the government in Burma regarding the establishment of an early college there. The outcome, while not yet resolved, seems positive. The early college would be located outside of Mandalay, with a targeted opening in the fall of 2014.

In this country, Bard has finally, thanks to Dean Norton Batkin, received approval to grant degrees in California. "Take a Stand," previously reported, is moving forward. And the granting of Bard degrees at the Longy School of Music of Bard has been approved by the State of Massachusetts; this spring, Longy students will receive Bard degrees. Internship programs in New York City will be expanded, and the college will develop more of an exchange within its "network" institutions. Next year, between twenty and thirty students from Russia will spend their senior year at Bard. Students from the American University of Central Asia and Al-Quds also will spend time here.

As reported at the February 8 meeting:

Bard, as other institutions, has periodically been faced with difficulties resulting from sexual relationships, including those that have been consensual, between adult employees, including faculty, and students, but will now bear legal liability unless there is a formal policy in place to deal with such matters. The college is in the process of gathering information from other institutions on how such issues are handled and will draft a policy for adoption by the Board of Trustees. (President Botstein characterized the policy that has been adopted at Yale as "state of the art.") Any policy that is presented to the Board of Trustees will be very conservative.

A policy has been drawn and will be presented to the trustees for action at the March meeting. President Botstein read the proposed policy, which would govern all employees of the college, to the faculty for their information, noting that the document had been vetted by the college's attorneys. He stated that the purpose of the policy is protective; while it will not alter behavior, it provides a template for adults and students of the college's expectations. If adopted by the Board of Trustees, the policy will be entered into employee and student handbooks as of July 1.

Turning to the 150th Anniversary Campaign for Bard College, President Botstein reported that more than \$343 million has been raised to date, or 58 percent of the goal of \$594,350,000; work continues apace. As part of the campaign (and as reported in December), Professor Alan Sussman has donated his rare book collection and provided funds for the construction of display bookcases, a new sitting area in the library, and the continuing expansion of the collection. The value of this remarkable gift is \$1 million. President Botstein thanked Debra Pemstein, vice president for development and alumni/ae affairs, and Jeffrey Katz, director of libraries, for their work with Professor Sussman.

B. Committee Reports

Executive Committee. Professor Robert Culp, chair, reported that the committee met with Associate Dean Mark Halsey regarding the collection of CAFÉ forms. In an attempt to address the low rate of return, use of Scantron will be initiated in the fall.

There was no report from the **Curriculum Committee**.

Planning & Appointments Committee. Professor Eric Trudel, chair, reported that proposals for replacement and new positions are due March 30.

There was no report from the **Faculty Evaluation Review Committee**.

College Evaluation Committee. Professor Nancy Leonard, chair, reported that evaluations are underway.

There was no report from the **Grievance Committee**.

Diversity Committee. Professor Charles Walls, chair, reported that the committee is revising its draft of the diversity statement, which will soon be circulated.

There was no report from the **Campus Facilities Committee.**

Faculty Resources Committee. Professor Sven Anderson, chair, reminded faculty that the deadline for Category II proposals is April 23. He also reported that all external reviews of Bard Research Fund proposals have been received; the committee's decisions will be circulated.

There was no report from the **Library, Bookstore & Computer Committee.**

Students Affairs Committee. Professor Emily McLaughlin, chair, reported that the committee has been meeting and discussing ways to foster an academic presence on campus outside of the classroom. The committee will evaluate the Faculty Fellows program and what it has accomplished.

AAUP Executive Committee. Professor Matthew Deady, chair, reported that a chapter meeting would be held on March 28. While a salary agreement is already in place, there are other issues for discussion. A notice of the meeting will be circulated.

Faculty Senate. Professor Pruitt, chair, brought to the floor the vote on the proposed changes to the Faculty Handbook concerning review of programs, which had been discussed in open session at the February 22 meeting of the faculty, and in the divisions. The document, attached to the agenda for this meeting, was drafted by a subcommittee of the Senate: Professors Deirdre d'Albertis, Laura Battle, Matthew Deady, and Dean Michèle Dominy.

Professor Pruitt noted that during the discussion at the February 22 meeting of the proposed regular program reviews—every twelve years, with a mid-way at six years—no major issues were raised. The document was brought seconded from the Senate.

Extensive discussion ensued, although it was noted that the intent of the agenda for this meeting was a vote on the document, which had already been the subject of open discussion. The question was called; the call was seconded and carried.

Vote on the Senate's proposed changes to the Faculty Handbook concerning review of programs was taken by show of hands, with 28 in favor, 23 opposed, and 9 abstentions.

President Botstein stated that there were sufficient abstentions to signal defeat of the proposal. While the vote was not as conclusive as would be preferable, it provided a good indication of the sense of the faculty.

The Senate would take into consideration the discussion and objections raised here and bring a revised document back to the faculty for further consideration and action.

IV. Adjournment. There being no further business before the faculty, upon motion duly made and seconded, the meeting adjourned at 6:00 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 25 April 2012

In the absence of President Botstein, Professor John Pruitt, Faculty Senate chair, called the faculty-led meeting to order at 4:50 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 21 March 2012 were approved.

II. COMMUNICATIONS. Professor Jean Churchill announced that Professor Ken Haig would give the final Faculty Seminar of the semester that evening on “From Green to Gray: The Politics of Population Policy in East Asia” at 7:00 p.m. in Olin 102.

She also announced that the annual Faculty Dance Concerts would be held that weekend, with performances on April 27, 28, and 29.

Professor Swapan Jain announced that Bard would host the 13th Annual Mid-Hudson ACS Undergraduate Chemistry Research Symposium, “Exploring Alternative Routes to the Origin and Evolution of RNA-like Polymers,” on Friday, April 27.

III. REPORTS

A. There were no reports from the president, the dean, or other administrators.

B. Committee Reports

Faculty Senate. Professor Pruitt, chair, presented the revised proposal to amend the Faculty Handbook regarding regular review of programs. The proposal had been discussed in open session at the February 22 meeting. A revised document was brought for a vote at the March 21 meeting and had barely passed; with abstentions taken into account, the proposal was, essentially, defeated. The subcommittee of the Senate that drafted the document (Professors Deirdre d’Albertis, Laura Battle, Matthew Deady, and Dean Michèle Dominy) revised the document once again, taking into consideration the discussions and concerns raised at the last two meetings, particularly regarding deletion of the proposed six-year mid-way review and provision for more flexibility in the twelve-year review cycle. Professor Pruitt made a correction to the document circulated with the agenda for this meeting. He also reiterated that it is the intent of the Senate that this be a positive process and that each program would design its own review. Professor d’Albertis reaffirmed that the review of programs is a faculty-led process that must speak to the concerns of each program.

The revised document was brought in the form of a seconded motion from the Senate. A secret ballot was called for, and Professors Deady and Battle were appointed tellers. The proposal to amend the Faculty Handbook by deleting Item K.3.d. and adding the new Item K. Academic Programs, sections 4 and 5 was carried by a vote of 41 in favor, 8 opposed, with 2 abstentions. The revision to the Faculty Handbook is attached hereto and made a part of these minutes. The Senate extended its thanks to the faculty for the vote; Professor Rebecca Thomas thanked the Senate, in turn, for its reconsideration.

Professor Pruitt brought a second item of business from the Senate. The Psychology Program had proposed that it be moved from the Division of Social Studies to the Division of Science, Mathematics, and Computing. The Division of Science, Mathematics, and Computing voted 14 to 5 in favor of this proposal. The Senate, in turn, voted unanimously to endorse the proposal and will communicate its support of the proposal to the president of the college.

There were no reports from the **Executive Committee, Curriculum Committee, or Planning & Appointments Committee.**

Faculty Evaluation Review Committee. Professor Omar Encarnación, chair, reported that the committee has completed its work and will meet with the president.

There were no reports from the **College Evaluation Committee** or the **Grievance Committee.**

Diversity Committee. Professor Charles Walls, chair, reported that the committee’s diversity statement has been forwarded to the faculty. The committee would like to create a diversity website, within Bard, as well as a home page with a link on the main Bard home page.

Campus Facilities Committee. Professor Noah Chasin, chair, reported that the faculty housing lottery was held on April 23; members of the faculty involved in the lottery have been notified of the results. He noted that there were more tenure-track faculty in the lottery than available units; should any of the assigned units become available, those members of the faculty will be notified.

Faculty Resources Committee. Professor Sven Anderson, chair, reported that the Faculty Research Council had met and made awards from the Bard Research Fund. He also noted that Category II requests were due on Monday, April 23, but that the committee would be flexible.

A discussion ensued regarding the possibility of increasing the amount of funds available through Category I, particularly in light of increased costs for attending conferences and the like. Dean Dominy noted that the college has investigated how this is handled at other institutions; the main difference is in the balance of distribution between Category I and Category II, with more funding available through Category I. It was agreed that the committee would bring a proposal for a long-range policy for Category I and II funding to the Senate, which, if approved, would in turn be brought to the dean and executive vice president for review.

There were no reports from the **Library, Bookstore & Computer Committee, Students Affairs Committee, or AAUP Executive Committee.**

IV. Adjournment. There being no further business before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:20 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 23 May 2012

President Botstein called the meeting to order at 4:55 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 25 April 2012 were approved.

II. There were no general **COMMUNICATIONS.**

III. REPORTS

A. Report of the President. There will be a large and excellent class of first-year and transfer students in the fall. President Botstein commended the admission staff for its outstanding work in bringing in the new class and for increasing conversion rates in a very competitive environment.

Several members of the faculty will conclude their service to the college at the end of this academic year, including some who will move on to other institutions. Three members of the faculty who will retire from active teaching at the end of this academic year will be presented with the Bardian Award at the President's Awards Ceremony and Dinner on Friday evening, May 23: JoAnne Akalaitis, director of the Theater Program for 14 years; Burton Brody, professor of physics, who has taught at Bard for 42 years; and Frederick Hammond, Irma Brandeis Professor of Romance Cultures and Music History, who will retire after 23 years.

There are a number of new appointments, including Gideon Lester, who has been named professor of theater and performance and director of theater programs. Melvin Chen, associate director of the Bard College Conservatory of Music, has been appointed associate professor of piano and deputy dean of the Yale School of Music; Jeffrey Kahane, music director of the Los Angeles Chamber Orchestra, has been named professor of music and the humanities in the conservatory and the college.

New tenure-line faculty include Kerry Bystrom, associate professor of English and human rights and Bard faculty representative to ECLA of Bard. Other tenure-line appointments have been made in physics, literature, economics, biology, history and Latin American and Iberian studies, international law and human rights, and German. There also will be many new visiting faculty.

Current capital projects include the László Z. Bitó '60 Conservatory Building; the Alumni/ae Center and Two Boots Bard, located across Route 9G from the college's main entrance, which also will house the Office of Development and Alumni/ae Affairs; and the Stevenson Gymnasium renovation. Four additional projects are under consideration or are already funded:

- A new dormitory complex to replace the temporary dormitories near Robbins, which would provide an additional 250 beds in an effort to reduce off-campus student housing
- Emergency generators to further increase the College's self-sufficiency, an additional gift for which had been received that morning
- Renovation of the Rose Laboratories for teaching space for physics and classrooms in general
- More extensive renovation of Kline Commons.

The cost of new baseball and rugby fields turned out to be more expensive than anticipated, and these projects are on hold.

The college is looking closely at the possibility of creating a "Bard in New York City" program, based on the Rockefeller and Bard Globalization and International Affairs program models, for the sophomore year, with internships during the day and classes in the evenings.

President Botstein reported several additional items in brief.

Graduate enrollment remains strong, and the new MBA in Sustainability program is doing well.

There is continuing pressure on the college in the area of financial aid and the debate on the rising cost of college tuition.

The college has secured an agreement to establish an early college in Myanmar (formerly known as Burma), with an anticipated opening in the fall of 2014. Ba Win, vice president for early college policies and programs, carried out the successful negotiations.

Commencements for Bard's international undergraduate and graduate degree programs will be held at the American University of Central Asia, in Bishkek, on June 2; Al-Quds, on the West Bank, on June 19; ECLA of Bard, in Berlin, on June 26; and Smolny College, St. Petersburg, Russia, on June 30. The ninth Bard Prison Initiative commencement will be held at Woodbourne Correctional Facility on June 3.

The festivities of Bard's own commencement begin on Thursday, May 24, with Baccalaureate and Senior Dinner. Professor Susan Rogers will be the Baccalaureate speaker. Speakers at Senior Dinner include Professor Thomas Bartscherer for the faculty; Dean of Student Affairs Bethany Nohlgren for the staff; and Roger Phillips '53 for the alumni/ae.

Attendance at commencement-alumni/ae weekend is expected to be huge, with approximately 4,000 guests, including graduates and alumni/ae and their families. One innovation this year is the inclusion of flags from Bard's joint campuses, including Smolny, Al-Quds, AUCA, and ECLA.

The weekend opens on Friday evening with the President's Awards Ceremony and Dinner. Three Bardian Awards will be presented, to Professors JoAnne Akalaitis, Burton Brody, and Frederick Hammond; in addition to the Bardian Award, friends of Professor Frederick Hammond have donated a Baroque portative organ in his honor, which will be dedicated after the Alumni/ae Memorial Service on Sunday. Other award recipients include John and Wendy Neu, Bard Medal; Fred Maxik '86, John and Samuel Bard Award in Medicine and Science; Carolee Schneeman '59, Charles Flint Kellogg Award in Arts and Letters; Senator Steve Saland, John Dewey Award for Distinguished Public Service; and Deborah Eisenberg, Mary McCarthy Award.

On Saturday, in addition to the walking tour of Bard lands with Professor William Maple and the Senior Project panel discussion, there will be a celebration of the life and works of the late Professor Adolfas Mekas in the Jim Ottaway Jr. Film Center.

The academic procession will step off at 2:30 p.m., from Annandale Road. Cory Booker, mayor of Newark, New Jersey, will give the commencement address; Booker was instrumental in the establishment of the Bard High School Early College in Newark. Honorary degrees will also be presented to Aryeh Neier, Lynn Nottage, Jens Reich, and Lynda Resnick. Commencement will be followed by alumni/ae reunions and the traditional barbecue, dance, and fireworks.

The Alumni/ae Memorial Service will take place on Sunday morning, followed by the dedication, in honor of Professor Frederick Hammond, of the John Schreiner Opus 5 chamber organ, brunch, and the meeting of the Board of Governors of the Bard-St. Stephen's Alumni/ae Association.

In conclusion, President Botstein reported that he had met with the Faculty Senate regarding the proposal from the Psychology Program to change its divisional affiliation from Social Studies to Science, Mathematics, and Computing. While there is unanimity in favor of this proposal, the procedure is complicated; however, this will be resolved by the beginning of the 2012-2013 academic year.

President Botstein expressed his thanks to each member of the faculty for a fine year.

B. Report of the Dean of the College. Dean Michèle Dominy presented, for the information of the faculty, the list of 177 graduate degree candidates voted by the respective graduate program faculties for degrees to be presented at the 2012 commencement. There was one candidate for the Ph.D., five for the degree of Master of Philosophy, and 31 for the Master of Arts from the Bard Graduate Center: Decorative Arts, Design History, Material Culture. There were 25 candidates for the Master of Fine Arts degree from the Milton Avery Graduate School of the Arts and 13 from the Bard-International Center of Photography; 18 for the Master of Science in Environmental Policy and eight for the Master of Science in Climate Science and Policy from the Bard Center for Environmental Policy; 11 for the Master of Arts from the Center for Curatorial Studies; five for the Master of Music in Vocal Arts and one for the Master of Music in Conducting from the Bard College Conservatory of Music. There were also 59 candidates for the Master of Arts in Teaching, which will be conferred in June.

Dean Dominy then presented the list of candidates for undergraduate degrees, including 452 for the Bachelor of Arts degree, 12 for the Bachelor of Music degree from the five-year double-degree program of the Bard College Conservatory of Music, and one for the Bachelor of Science degree from the five-year double-degree program in economics and science. There were 121 candidates from the Division of the Arts, 84 from the Division of Languages and Literature, 52 from the Division of Science, Mathematics and Computing, 167 from the Division of Social Studies, and two from Multidisciplinary Studies. Nine students were designated cross-divisional joint majors, completing a single senior project submitted to two divisions, and 17 students were double majors who completed two Senior Projects. Upon motion duly made and seconded, the bachelor's degree candidates were unanimously approved and recommended to the Board of Trustees for action.

President Botstein expressed thanks to the dean and her staff for their work during the year. He also acknowledged Dean of Studies David Shein and the staff of the Learning Commons for their work, particularly on Senior Projects.

C. Committee Reports

Executive Committee. Professor Robert Culp, chair, brought elections for two faculty committees: an alternate on the Faculty Evaluation Review Committee for a two-year term; and two replacements on the Grievance Committee, one for a two-year term to replace Professor Florian Becker, who will relocate to Berlin and assume the position of Bard Program Director for ECLA of Bard, and a fall 2012 replacement for Professor Swapna Jain, who will be on sabbatical.

Faculty Evaluation Review Committee. Professor James Romm was duly nominated and elected to serve a two-year term as alternate.

Grievance Committee. Professor Christopher LaFratta was duly nominated and elected to serve as the fall-semester replacement for Professor Swapna Jain, and Professor Maria Cecire was duly nominated and elected to a two-year term, replacing Professor Florian Becker.

Faculty Senate. Professor John Pruitt, chair, brought the Senate-endorsed statement on diversity, which had been drafted by the Diversity Committee, chaired by Professor Charles Walls and comprising Professors Erica Lindsay, Yuka Suzuki, and Keith O'Hara. He then read the statement into the minutes.

Diversity at Bard

From Hannah Arendt to Chinua Achebe, Bard College has historically been a sanctuary from ethnic, political, religious, and other forms of intolerance. We embody this legacy today with a strong investment

in both local and global initiatives, from our Center for Civic Engagement to the Bard Prison Initiative and High School Early Colleges, as well as with our programs in Bishkek, Berlin, Johannesburg, Jerusalem, and St. Petersburg.

At Bard, diversity is an ongoing practice: we embrace plurality, respect divergent viewpoints, and are committed to understanding the rich spectrum of experiences that comprise our community. We firmly believe in upholding the value of critical thought and ethical engagement that this process necessarily demands. To accomplish this mission, we are dedicated to generating dialogue that fosters respect and collaboration between people from a wide field of backgrounds, talents, values, and passions.

Building upon a culture of innovation and intellectual rigor, we envision diversity to include and look beyond traditional categories of difference. In an increasingly intertwined and rapidly changing world, we are dedicated to a rigorous examination of the institutions and structures that sustain inequality based on divisive ideas about difference. Above all, we maintain an ongoing commitment to decreasing the distance between these ideals and our everyday realities.

Endorsement of the statement by the faculty as a whole was requested; Professor Walls moved its adoption, and discussion ensued. It was the sense of the meeting that the statement was endorsed in spirit by the faculty as a whole. The statement will be circulated to all members of the faculty; any comments should be referred to the Faculty Senate.

Professor Pruitt brought the vote on proposed changes to the Faculty Handbook regarding a change in the structure of governance of the Planning and Appointments Committee (PAC), including the Committee on Vacancies (CoV), which had been circulated with the agenda for this meeting. The proposal had been discussed and endorsed by the Senate. Professor Pruitt requested Professors Eric Trudel, chair of the Planning and Appointments Committee, and Professor Ethan Bloch, committee member, to speak to the proposal.

Professor Bloch stated that the structure of the Committee on Vacancies as four faculty members plus two students harks back to an era when the college was much smaller and a time prior to the current faculty governance structure that includes the PAC. The experience in recent years of the members of the PAC in their role as the CoV has shown the current structure to be unworkable. (The full rationale for the proposal was contained in the introduction to the proposed changes.) In order to resolve the difficulties yet maintain student input on the CoV, the essential features of the proposed changes included the following: 1) the CoV would be discontinued and its duties taken up by the PAC; 2) the student Educational Policies Committee (EPC) would be provided with all proposals for tenure-track and long-term visiting positions and asked to provide a written response to each; and 2) the EPC would be mandated to meet at least once per semester to discuss proposals for tenure-track and long-term visiting positions.

In addition to changes that address the above, it was proposed that some of the language of the Faculty Handbook regarding the submission of proposals for faculty positions be reorganized for clarity and updated to reflect current practice, as expressed in the call for proposals circulated by the CoV every semester. None of these additional changes of language would involve modification of current practice. Professor Bloch added that the proposed changes were discussed by the Committee on Vacancies with two student representatives of the Educational Policies Committee present. Professor Pruitt added that the proposed changes also were discussed with the president of the college prior to this meeting.

The question was called, and the call seconded and carried. All faculty present but two were in favor of the proposed changes to the Faculty Handbook, at Sections I.A and III.D.3, which are appended to and made a part of these minutes; there were no abstentions.

Professor Matthew Deady expressed thanks on behalf of the faculty to Professor Pruitt for his leadership of the Faculty Senate.

There was no report from the **Curriculum Committee**. The report of the **Planning & Appointments Committee** was included in the report of the Faculty Senate, above.

There was no report from the **Faculty Evaluation Review Committee**. President Botstein stated that he had met with the committee; a review of the committee's recommendations is underway.

College Evaluation Committee. Professor Lauren Rose reported that the committee has completed its work for the semester.

There was no report from the **Grievance Committee.**

Diversity Committee. Professor Charles Walls, chair, expressed thanks to the faculty and staff who participated in the day-long conference, "More than a Place to Think." He recognized particularly the work of Professor Ann Seaton, director of Media and Difference and of Multicultural Affairs. He also announced the establishment of the Ralph Ellison Fellowship, which will provide a student fellowship of \$5,000 in addition to financial aid.

There was no report from the **Campus Facilities Committee.**

Faculty Resources Committee. Professor Sven Anderson, chair, reported that the committee has reviewed Category II requests. It appears that the reimbursement percentage for the spring will be quite high, and the committee will balance fall and spring requests for more equitable distribution.

There was no report from the **Library, Bookstore & Computer Committee.**

Students Affairs Committee. Professor Emily McLaughlin, chair, reported that in addition to serving on the Student Affairs Committee, a committee representative also serves on the Student Judiciary Board.

The Faculty Fellows program, established in January 2011, continues to evolve. The program pairs faculty from across the college with student residence halls for faculty/student programs outside of the classroom. Dean of Campus Life Gretchen Perry has written to current fellows, who should respond regarding whether they would like to continue. Members of the faculty interested in becoming a Faculty Fellow should contact either Professor McLaughlin or Dean Perry. Faculty Fellows can also serve as a team, as Professors McLaughlin and van Zuylen currently are doing. She encouraged the faculty to get involved in this program.

President Botstein expressed thanks to those who have and will participate as Faculty Fellows.

AAUP Executive Committee. Professor Matthew Deady, chair, reported that he had circulated a memorandum to faculty regarding the AAUP Executive Committee's recent negotiations with the administration. While the salary agreement worked out last year remains in effect, some issues remain to be discussed. Faculty salary raises will be in the 1-1/2 percent range, with differences among ranks. He expressed thanks to the administration for its efforts to keep down health care costs; while not yet finalized, the change will be small, if any.

A number of forums will be held in the fall to provide an opportunity for faculty to meet in small discussion groups on matters they would like to have included in future negotiations.

IV. Old and/or New Business. President Botstein brought news in the form of an announcement that was embargoed until May 24. Bard is one of 47 small colleges and universities chosen to participate in the Howard Hughes Medical Institute's \$50 million science education initiative. The college will receive a four-year grant of \$800,000 for its programs in science, including Citizen Science, as part of the program for defining and assessing scientific literacy. This is a great honor and a vindication of the quality of the work of the faculty. He expressed thanks to those involved, particularly Professors Felicia Keesing and Brooke Jude.

V. Adjournment. There being no further business before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:55 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

The meeting was called to order at 4:55 p.m. by President Botstein, who welcomed the faculty to the opening informational meeting of the fall semester.

Turning first to faculty transition, President Botstein reported on new tenure-line faculty: Alexander Bonus, assistant professor of music; Paul Cadden-Zimansky, assistant professor of physics; Marisa Libbon, assistant professor of literature; Aniruddha Mitra, assistant professor of economics; Bruce Robertson, assistant professor of biology; Miles Rodriguez, assistant professor of history and Latin American and Iberian studies; Peter Rosenblum, professor of international law and human rights; Pavlina Tcherneva, assistant professor of economics; and Thomas Wild, assistant professor of German.

Maria Sachiko Cecire has been moved to a tenure-line appointment as assistant professor of literature, and Mika Endo to tenure line as assistant professor of Japanese.

Samuel Hsiao has been tenured as associate professor of mathematics; Susan Merriam has been tenured as associate professor of art history; Gregory Moynahan has been promoted to associate professor of history; and Julia Rosenbaum has been tenured as associate professor of art history.

President Botstein announced two appointments to distinguished chairs. Karen Sullivan has been named Irma Brandeis Professor of Romance Cultures and Literature, a chair endowed by former member of the faculty James Merrill. (Frederick Hammond, who has retired, has been named Irma Brandeis Professor Emeritus of Romance Cultures and Music History.) Felicia Keesing has been promoted to the rank of full professor of biology and named David and Rosalie Rose Distinguished Professor in Science, Mathematics, and Computing, the first woman appointed to a named chair in the sciences.

Melvin Chen, former associate director of the Bard College Conservatory of Music, has moved to Yale, where he is now associate professor of piano and deputy dean of the Yale School of Music. The administrative structure of the conservatory has been reorganized, and Jeffrey Kahane, music director of the Los Angeles Chamber Orchestra and pianist, has been named professor of music and the Humanities in the conservatory and the college.

Gideon Lester has been named professor of theater and performance and director of theater programs; he will work both during the academic year and in the summer. Lester, together with Bob Bursey, former producing director of the Bill T. Jones/Arnie Zane Dance Company who has been named senior producer of the Fisher Center, have created Live Arts Bard, a new commissioning and residence program for the performing arts, a collaborative effort of the Theater and Performance Program and the Fisher Center.

Amy Savage (Ph.D. in molecular parasitology, Yale) has been named the new director of Citizen Science. President Botstein welcomed her and expressed his thanks once again to Brooke Jude, for her work as inaugural director of the program.

Life Trustee Ernest F. Henderson III died, at the age of 87, on July 24, following a lengthy period of declining health. Mr. Henderson joined the Board of Trustees in 1971, served for many years as second vice chairman, and was elected Life Trustee in 2008. He and his wife, Mary Louise Campbell Henderson '50, who died in 2009, were instrumental in bringing computing to Bard by helping to build the Henderson Computer Resources Center and the Henderson Technology Laboratories.

The building across Route 9G from the college's main entrance was completed during the summer. Two Boots Bard opened early in the summer, and the new Alumni/ae Center and the Office of Development and Alumni/ae Affairs have settled in. The Written Arts Program has moved to Shafer House. The László Z. Bitó '60 Conservatory Building is nearing completion and should be in full use by the beginning of the spring term. Renovation of the Stevenson Gymnasium is complete and the new facilities are open.

President Botstein expressed thanks to Professor Mark Lytle, who has established a \$50,000 endowment that will provide funding to deserving seniors for research to complete their Senior Projects. Funds will be available to students in the Division of Social Studies, with particular focus in History, American Studies, and Environmental and Urban Studies.

Bryan Billings has been named Eurasian Program Manager. He will manage Bard's programs at Smolny College and the American University of Central Asia from his base in Annandale. Billings managed the Bard-Smolny Program in St. Petersburg for six years.

Faculty mentors for the Posse class of 2016 are Kenji Fujita (New Orleans) and Jean Churchill (Atlanta). Janet Stetson, senior associate director of admission, will serve as the Posse liaison for Bard College.

There is a long and distinguished list of faculty grants, publications, exhibitions, and the like, all of which are a source of pride for the college and reflected in its success. (A full list of recent faculty accomplishments is posted on the website of the Dean of the College.)

Fall 2012 enrollment is strong, with approximately 2,000 degree-seeking undergraduates, 1940 of which are studying on the Annandale campus. More than 500 students are currently living off campus, so the college must replace the temporary dormitories on North campus to provide a better mix on campus of lower and upper college students.

President Botstein reiterated that the admission staff has done a fine job: increasing the number of applications, bringing in the entering class, and increasing the conversion rate. The entering class this year is larger than anticipated, by approximately 20 students, primarily the result of the increased percentage in conversion. Approximately 67 percent of students receive financial aid from Bard. Even though Bard is competitive academically, many comparable institutions are able to provide more financial aid, which represents a structural problem for the college that it has not been able to fix. In the face of this, the increase in conversion, despite the lack of competitiveness in financial aid, reflects the quality of teaching and the atmosphere of the institution.

The Conservatory Orchestra's June tour of China, with seven concerts from Taipei to Beijing, was a huge undertaking, but very worthwhile and successful. As a result, the college is looking at some kind of relationship with a Chinese institution.

Negotiations continue on the establishment of an early college in Myanmar. The formal proposal would be presented the following day, and a response should be received within the month.

Approximately ten first-year students from Bard are studying in the first program at ECLA of Bard in Berlin.

The college is in the process of creating a January workshop for juniors and seniors on careers—writing a resume, how to do interviews, and the like. Participation in the program, which must be properly framed, would be voluntary on the part of students, who would not pay tuition, but would pay for room and board. Faculty interested in participating should contact Erin Cannan, associate director of the Center for Civic Engagement. It is anticipated that the first such workshop will be held in January 2013.

The Bard High School Early Colleges in Manhattan, Queens, and Newark are a great success and are a source of pride to the institution as a whole. There is a possibility of a fourth, in Baltimore, and Stephen Tremaine '07 is advocating for the early college model across the country.

In closing, President Botstein stated that this will be a tough year financially and may be politically, but the college does well and is in a strong and competitive position.

There being no further discussion, the meeting adjourned at 5:30 p.m. to a reception at the President's House.

Respectfully submitted,

Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 3 October 2012

Professor Sven Anderson, chair of the Faculty Senate, called the meeting to order at 4:53 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 23 May and 5 September 2012 were approved.

II. COMMUNICATIONS. Dean of the College Michèle Dominy reported that President Botstein was unable to attend the meeting; he and Jonathan Becker, vice president and dean for international affairs and civic engagement, were in St. Petersburg, Russia, at Smolny College's international conference on "Liberal Education in Russia and the World."

The final faculty meeting of the 2012–2013 academic year has been rescheduled for Tuesday, May 21, the last day of classes of the spring semester.

Daniel Albright, Ernest Bernbaum Professor of Literature at Harvard University, was in the midst of presenting the fourth biennial Anthony Hecht Lectures in the Humanities at Bard, on Comparative Arts: Theory and Practice. An additional lecture, also part of the series, was given at the Morgan Library & Museum in New York.

III. COMMITTEE REPORTS

Faculty Senate. Professor Anderson reported that the Executive Committee clarified the new faculty evaluation document in regard to visiting faculty: Divisional Evaluator reports will be sent to all divisional faculty prior to divisional discussion. The Senate's current agenda includes:

- The potential addition of minors to the existing curriculum structure of majors and concentrations;
- The splitting off of a "community" e-mail service separate from the faculty and staff servers;
- Potential revisions to the program chairs' guide; and
- President Botstein's suggestion that First Year Seminar be reorganized.

Executive Committee. Professor Robert Culp, chair, reported that the committee has formulated a mentoring process for untenured faculty members with joint appointments in two or more programs; the proposal has been sent to the Faculty Senate for review. The committee has also begun the process of implementing academic program reviews.

Curriculum Committee. Professor Matthew Deady, chair, reported that the committee is working on spring course offerings. He requested faculty to discuss proposed course offerings within the respective divisions.

Planning & Appointments Committee. Professor Ethan Bloch, chair, reported that the committee is reviewing requests for new positions, the deadline for which is October 26. He requested faculty to help their respective programs adhere to the deadline, noting that all requests for new positions require a thorough proposal, including an assessment of the value and effect of the position on the program over the course of time.

There were no reports from the **Faculty Evaluation Review Committee, College Evaluation Committee, Grievance Committee, Diversity Committee, Campus Facilities Committee, Faculty Resources Committee, Library, Bookstore & Computer Committee, or Students Affairs Committee.**

AAUP Executive Committee. Professor Matthew Deady, current chair, reported that he has circulated a memorandum to all faculty describing the work of the Bard chapter of the AAUP, the dues structure, and other matters and inviting those members of the faculty who are not members to join. A chapter meeting will be held on October 31, during which a new executive committee will be elected.

IV. Adjournment. There being no further business before the faculty, upon motion duly made and seconded, the meeting was adjourned.

[Editor's note: The foregoing minutes were compiled from notes taken by others.
Amie McEvoy]

Minutes of the Meeting of the Faculty of Bard College held on 14 November 2012

President Botstein called the meeting to order at 4:50 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 3 October 2012 were approved.

II. COMMUNICATIONS. Professor Cole Heinowitz, noting that she and Professor Robert Weston have been named codirectors of First-Year Seminar as of the end of this academic year, reported that there would be a steering committee meeting the following day; subsequent meetings will be held with faculty focus groups and the president. She invited the faculty as a whole to share thoughts or insights regarding the development of the new First-Year Seminar curriculum.

President Botstein reported for the record the death, in September, at the age of 77, of Professor Lenore Latimer, who taught dance at Bard for 36 years. A memorial will be held on Sunday, November 18, at 2:00 p.m. in Olin Hall, followed by a reception at the president's house. President Botstein thanked Professors Jean Churchill and Maria Simpson for their work in organizing the memorial.

III. REPORTS

A. Report of the President. President Botstein expressed thanks to the staff in Annandale, at Simon's Rock and the Bard High School Early Colleges in Manhattan, Queens, and Newark for their excellent work in preparation for, during, and in the aftermath of Hurricane Sandy. BHSEC Manhattan, which was flooded, reopened on Tuesday, November 13 (double sessions were held at BHSEC Queens). He also thanked the members of the faculty and staff involved in Family Weekend (October 12–14) and Alumni/ae Day (October 20). The annual alumni/ae holiday party will be held in New York on Thursday, November 29, from 6:00 to 9:00 p.m. at Michael Jordan's The Steakhouse in Grand Central Station.

A celebration of Professor Luis Garcia-Renart's 50 years of teaching at Bard would be held that evening at 6:30 p.m. in the Chapel of the Holy Innocents. Professor Sanjib Baruah would give a Faculty Seminar, also that evening, on "Global Environmentalism and the Mega Hydropower Projects of the Eastern Himalayas" at 7:00 p.m. in Olin 102.

Annandale House, which over the years housed the Music Program and many different campus offices, was demolished. The college has been awarded a grant from the Alden Trust for the community-based design and construction of a free-standing digital media lab and classroom that will be built on the site; the official opening will be held during Commencement and Alumni/ae Weekend in 2014. An open house about the project, led by Jeffery Katz, dean of information services, would be held on Thursday, November 15, in Weis Cinema.

The 2013 Bard Fiction Prize has been awarded to Brian Conn for his debut novel, *The Fixed Stars*. Conn will be writer in residence in the spring 2013 semester.

Turning to the substance of his report, President Botstein noted that over the years, some lack of clarity seems to have developed regarding what it means for faculty to be engaged in such programs as the Bard Prison Initiative, Bard Early College in New Orleans, and the Bard High School Early Colleges in Manhattan, Queens, and Newark, all programs overseen by the college. Faculty are encouraged to participate as they are willing and able; however, there is not a division between what the faculty does on the Annandale campus, which is the primary concern, and in other programs of the college. Teaching in these programs does not represent a conflict; however, it is in addition to and not in lieu of other obligations to the college and does not constitute “work within the community,” as outlined in Category III of Criteria for Reappointment, Tenure, and Promotion of the Faculty Evaluation Document.

At its October meeting, the Board of Trustees elected three new trustees: James C. Chambers '81, Paul Efron, and Maja Hoffmann. They also heard a report from U Ba Win, vice president for early college policies and programs, who is in the midst of negotiations with the new government of Burma to open a college there, with the support of donors and the U. S. Department of State. Although politics in Burma continue to be in flux, the college is reasonably optimistic, and a Memorandum of Understanding with the Burmese government has been drafted.

Presentation on admission and financial aid. The trustees also had received a report on admission and financial aid, which, in turn, President Botstein and Executive Vice President Dimitri Papadimitriou presented to the faculty. Comprehensive summary of Bard's operations as of the end of the 2011–2012 academic year: The cost of total operations is approximately \$196 million. Income from tuition, third parties, etc. is approximately \$161 million, leaving approximately \$35 million to be raised in gifts. The college raises approximately half of the \$35 million, leaving approximately \$15 million to be raised from major donors for the Annual Fund.

Total operations of Bard College (excluding Bard College at Simon's Rock, Longy School of Music of Bard College, and ECLA of Bard, a Liberal Arts College in Berlin—all of which have their own restricted endowments and assets), equals \$160 million per year, with total income of \$133 million and required gifts of \$27 million. Of the \$15 million Annual Fund (see above), between \$9 million and \$10 million is for Annandale-based operations, leaving a structural deficit of approximately \$15 million, including a shortfall of \$5.5 million in programs such as BHSEC, the Fisher Center, SummerScape, and the Bard Music Festival. The college is attempting to increase the “regular” flow of cash by increasing the endowment through the capital campaign. (Administrative overhead is approximately 11 percent of the budget, which is extremely low.)

President Botstein stated that Bard as a whole does extremely well. He commended Mary Backlund, Bonnie Marcus, and the admission staff for their good work in a competitive market. He then turned to the power point presentation that also was given to the trustees. The full content of each chart has been posted on the website of the Dean of the College, and is summarized in brief as follows.

- Demographic trends and challenges (1997-1998 through 2023-2024);
- Private college competition for high caliber, high income students;
- Class of 2016: incoming students, rank in class, average GPA, SATs/ACT (limited sample), geographic distribution, and financial aid;
- First-year enrollment (1999–2000 through 2011–2012) on the Annandale campus;
- Net tuition per student by discount rate (2001-2002 through 2012-2013);
- 2011-2012 overlap peer institutions (by tuition and average need-based grant: Bryn Mawr, Wesleyan, Reed, Vassar, and peer average);
- Tuition, grant, and debt burden comparison with average peer institutions (a consequence for Bard that must be rectified; Bard has the lowest loan default rate of any other institution);
- “The increasing quality of aid,” 2005: percentage of students by GPA and aid; and comparison with 2011.

President Botstein noted that financial aid now totals \$33 million, or approximately 20 percent of the budget, stating that financial aid is not discretionary. He also expressed thanks to Mr. Papadimitriou for his fantastic fiscal management of the college over the last three and a half decades. A period of questions and discussion ensued.

B. Committee Reports

Faculty Senate. Professor Sven Anderson reported that the Executive Committee continues its work on the agenda items outlined at the October meeting of the faculty. He recommended that faculty stay current with the details, which are set forth in the minutes of Senate meetings.

Executive Committee. Professor Robert Culp, chair, reported that the committee is setting the schedule for program reviews over the next five or six years. Divisional chairs will be in touch with the respective members of the faculty when a program review is coming up.

Curriculum Committee. Professor Matthew Deady, chair, reported that the course list for the spring semester is nearly complete. The committee will send a notice to all program directors prior to Thanksgiving regarding course offerings for the 2013–2014 academic year; early notice proved to be helpful last year in the planning process.

Planning & Appointments Committee. Professor Ethan Bloch, chair, reported that the committee is reviewing proposals for faculty positions. The office of the Dean of the College tracks the status of proposals, which should be submitted electronically through the “PAC Proposal Tool” on the website of the dean of the college.

Faculty Evaluation Review Committee. Dean Michèle Dominy reported that the committee has been meeting and will complete its work by November 28.

There were no reports from the **College Evaluation Committee, Grievance Committee, Diversity Committee, or Campus Facilities Committee.**

Faculty Resources Committee. Dean Dominy reported that the report of the Research Council will be circulated.

There were no reports from the **Library, Bookstore & Computer Committee, Student Affairs Committee, or AAUP Executive Committee.**

IV. Adjournment. There being no further business before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:50 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 19 December 2012

President Botstein called the meeting to order at 4:50 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 14 November 2012 were approved.

II. There were no general **COMMUNICATIONS.**

III. REPORTS

A. Report of the President. President Botstein reported that enrollment for the spring term is strong. The László Z. Bitó '60 Conservatory Building is scheduled for completion in January; as is the case with the Gabrielle H. Reem and Herbert J. Kayden Center for Science and Computation, the facility will be used by the college as a whole, for classes across the curriculum.

Jane Korn, director of the Nursery School for 27 years, will retire at the end of December. President Botstein acknowledged her service to the Bard community, particularly on behalf of those whose children attended the school, which, he said, is the best-run education program at Bard. She will be missed.

The new Master of Science in Economic Theory and Policy, developed jointly by Levy Institute scholars and the faculty of the Economics Program of the college, will admit its first class in the fall of 2013. Qualified undergraduates will have the opportunity to take courses in a 3–2 year combined BA and MS degree program, which is expected to have a good impact both on the college and the Levy Institute.

Progress continues to be made on the 150th Anniversary Campaign for Bard College; more than \$372 million, or 63 percent, has been raised to date toward the campaign goal of \$594,350,000. President Botstein acknowledged and thanked Professor Nancy Leonard, the most recent major donor to the campaign.

President Botstein commended Dean of the College Michèle Dominy for her work, in a position that he characterized as “the worst job in American higher education.” One of her difficult tasks is oversight of the regulatory process, including reviews by the Middle States Commission on Higher Education, which recently accepted the college’s periodic review report, reaffirmed accreditation, and commended Bard for the quality of the report. He spoke more broadly about the issue of “standards,” which falls, ultimately, under the regulatory process, and paid tribute to the dean, Registrar Peter Gadsby, and Associate Dean of the College Mark Halsey for managing a very difficult institution.

He then outlined several issues for the faculty to consider over the January intersession.

1) Gun control. Citing the recent shootings at Newtown, Connecticut, President Botstein noted that Bard has its own history in this realm. At Simon’s Rock twenty years ago, on December 14, 1992, a student killed another student and a professor and wounded four others before he surrendered to the police. That student is currently serving two life sentences, without possibility of parole. In the next month or so, Bard will be involved in a national campaign to create a coalition to urge the president that this moment is not one to be missed; something must be done. Because the college has been affected, it cannot be on the sidelines of this issue.

2) Technology and internet civility. There is a growing issue of zero cost for higher education through technology. The college should be in a position to embrace technological opportunities; what must be determined, however, is how technology fits into and how it can

enhance what Bard does. He has asked Jeff Katz, dean of information services, and Dean Dominy to organize a study group to begin work in the spring on the questions “How does this technology fit into what we do? What kind of research do we need to teach students to do?” There also is the issue of civility in the public space that is the Internet. Recently three students stole another’s e-mail identity and posted an abusive video on the Internet. So, there also is the issue of Internet civility as well as how technology influences student life and how we communicate with the external public. The study group is tasked with developing initiatives to enable the college to use technology to its advantage. Along these lines, the Hannah Arendt Center for Politics and Humanities will present a series in the spring on blogging.

3) First-Year Seminar. How might the college’s international network—Smolny, Al-Quds, AUCA, ECLA of Bard in Berlin—influence what is taught in Annandale? Several recent faculty appointments will enhance Bard’s ability to affect the curriculum in an international manner. There is also discussion about expanding First-Year Seminar to three semesters.

As reported in November, at their October meeting, the trustees heard a report from U Ba Win, vice president for early college policies and programs, who was then in the midst of negotiations with the new government of Burma to open a college there, with the support of Aung San Suu Kyi. In the time that has elapsed, Aung San Suu Kyi has decided that she would prefer that the government first open a public university in Rangoon, so Bard is holding back at her request. The situation remains in flux, and the project is in abeyance for the time being.

In conclusion, President Botstein reported that the college is in negotiations in Baltimore to open a Bard High School Early College there. Bard also hopes to be a part of President Obama’s effort to restart a conversation on education; while President Obama’s primary focus is on early childhood, it is hoped that some support will be given to the early college, with its focus on adolescents.

B. Committee Reports

Faculty Senate. There was no report from the Senate as a whole.

Executive Committee. Professor Eric Trudel reported that criteria sheets are due by January 2. The Executive Committee will meet shortly thereafter to consider any problematic cases.

Curriculum Committee. Professor Matthew Deady, chair, thanked program directors for course plans for next year, which will be posted and used across the curriculum as courses are developed for 2013–2014.

Planning & Appointments Committee. Professor Ethan Bloch, chair, reported that the committee recommended approval of three proposals for tenure-track positions: the conversion of a visiting faculty member in Japanese to tenure-track, and two proposals from the Environmental and Urban Studies Program for positions in social science and in science.

The committee also recommended approval for continuing or replacement visiting positions in Italian, Chinese, psychology, political studies, classics, written arts, chemistry, and mathematics as well as leaves of absence requests in political studies (two), philosophy, art history, and music.

In accordance with the new system, the committee met with the student Education Policies Committee, in a very fruitful meeting, with broad-ranging discussion.

Faculty Evaluation Review Committee. Professor Jacqueline Goss, chair, reported that the committee will begin its work on tenure cases in the spring.

There were no reports from the **College Evaluation Committee, Grievance Committee, Diversity Committee, or Campus Facilities Committee.**

Faculty Resources Committee. Dean Dominy reported that the committee has met and made allocations for the fall.

There was no report from the **Library, Bookstore & Computer Committee.**

Student Affairs Committee. Professor Emily McLaughlin, chair, thanked those members of the faculty who have joined the Faculty Fellows program. Anyone interested in becoming a Faculty Fellow should talk with her.

The committee is acting as liaison between faculty and students and administration on issues having to do with student conduct.

A community-wide “Tuition Day” will be held on April 15. The committee is working to involve students and faculty in day-long workshops in response to students who want to know more about where tuition money is spent.

There was no report from the **AAUP Executive Committee.**

IV. Old and/or New Business. President Botstein reported that Bard is required by law to take steps to eliminate unlawful harassment within the college community and is mandated to

train all faculty and staff in the prevention of workplace harassment. All faculty and staff were requested to cooperate with this new and required initiative; training sessions, both on-line and on-site, will take place in the spring.

V. Adjournment. There being no further business before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:45 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 30 January 2013

President Botstein called the meeting to order at 4:50 p.m. and welcomed faculty to the opening of the spring semester.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 19 December 2012 were approved.

II. REPORT OF THE PRESIDENT. Spring enrollment is strong, and the college in ahead in applications for the fall. Competition for students, however, is great, and financial aid issues continue to be difficult. It is remarkable that Bard does as well as it does, since students do not come to the college because of financial aid; the net cost to students is higher than it is elsewhere.

The László Z. Bitó '60 Conservatory Building is open and in use. The 16,800 square-foot building contains 15 teaching studios, a 145-seat flexible hall, large lecture room, and open lounge. As is the case with the Gabrielle H. Reem and Herbert J. Kayden Center for Science and Computation, the building will be used across the curriculum. A formal dedication will be held on April 14.

The first annual Bard Works, a voluntary, mentor-based career-oriented professional development program for juniors and seniors to prepare them for work after Bard, was held January 19–25. Between 40 and 50 students participated in workshops, seminars, and individual mentoring with alumni/ae, parents, and members of the faculty and staff.

The tenth and largest Bard Prison Initiative commencement was held on Saturday, January 26, at Eastern New York Correctional Facility. Sixty degrees were conferred, including 47 Associate in Arts and 13 Bachelor of Arts.

Turning to the substance of his opening remarks, President Botstein urged faculty to consider in the spring term fundamental issues that will affect the future of the institution.

A delegation from the college is meeting this week with Google regarding the use of technology in the early college and in the Institute for Writing and Thinking, and Bard is in contact with Coursera and Udacity. As mentioned at the December meeting, President Botstein requested Dean Michèle Dominy and Dean of Information Services Jeff Katz to begin an institution-wide discussion of how the use of technology relates to the undergraduate residential population and how technology fits with what Bard does.

Bard has done well in the arts, film, and photography; programs in the sciences have grown. Increased access and connections in engineering must be considered. And in the face of the current debate regarding the character, utility, and cost of higher education, the college needs to take more advantage of its strength in the humanities in a manner that is not parallel to the graduate school structure. The curriculum needs to connect with the students. The idea of fewer programs or creating groupings of programs should be considered, as should such questions as “Should there be a major in translation?” The college must look at how it does its business. Perhaps extending general education would work to Bard’s benefit; the curriculum might now be too conventional.

The next five years will be extremely difficult for those with a commitment to the humanities, but Bard has more than its share of opportunities to do something original and competitive. Its competitive edge lies in its teaching, in Moderation, and in the Arts. The college’s location is not great; while applications from other sections of the country have increased, the demographic from the northeast is decreasing. It is increasingly important for Bard to do better with its home constituency than in the past.

The real heart of Bard’s competitiveness lies not in its amenities but in the character of the institution in terms of its programs and its work as an institution in the public interest, as with the Bard Prison Initiative, the Bard High School Early Colleges, international programs, graduate programs, and the Fisher Center. But the college could improve on the coherence and attractiveness of the curriculum. Serious thought needs to be given to the curriculum before the college is faced with difficulty in this regard. How can we make our curriculum more engaging to our students? How do we enhance the connection between the liberal arts and earning a living? These matters need to be addressed.

Bard students have a high loan burden after four years. The college needs to ensure that the loan burden does not increase. But our graduates have the lowest loan default rate among our competition. So, thus far we have successfully persuaded our students that the liberal arts is not a waste of time. But we need to do something rapidly, to make changes for next year and

the future. Only the faculty can do this, and we need to accomplish this from our current position of strength.

III. Adjournment. Upon motion duly made and seconded, the meeting adjourned to a reception at the president's house at 5:30 p.m.

Respectfully submitted,
Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 20 February 2013

President Botstein called the meeting to order at 4:55 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 30 January 2013 were approved.

II. COMMUNICATIONS. President Botstein reminded the faculty that an open house at the new Alumni/ae Center, also home to the Office of Development and Alumni/ae Affairs, would immediately follow the meeting.

Dean of the College Michèle Dominy, who was ill, sent regrets for being unable to attend the meeting.

III. REPORTS

A. Report of the President. President Botstein reported that the admission staff is in the midst of reading applications for the fall 2013 entering class.

The Master of Arts in Teaching Program in Delano, in the Central Valley of California, will be consolidated with the Longy School of Music of Bard College Master of Arts in Teaching Program based in Los Angeles because of the difficulty in recruiting students to the program in Delano.

The building of a major dormitory complex on the site of the temporary dorms on north campus is currently under consideration. The project would involve approximately 300 rooms in suites, restricted to juniors and seniors; in the summer, the complex, which would include a dining facility, would be used as rental property for adults.

The three-part renovation of Kline Commons will continue during the summer, with upgrades to the kitchen, refrigeration systems, and infrastructure.

As reported in December and January, Dean Michèle Dominy and Dean of Information Services Jeff Katz have begun an institution-wide discussion of technology—its use in and relationship with the curriculum.

President Botstein then returned to his thoughts (recorded at the December and January meetings) regarding the future of the curriculum at Bard and what he would like to see accomplished. He stated that curricular change is inherent to the survival of the institution in the marketplace. There are regional institutions (in the south, some in the mid-west, a few in the far west)—small liberal arts colleges, with primarily pre-professional curricula, with inherent constituencies—that do not need to make any adjustments. Such institutions do not draw from a national student pool. And institutions such as Skidmore, Wellesley, and Smith have strong endowments and do very well with their alumni/ae constituencies.

Bard does not have those options. It has neither a regional constituency nor a veneer of “healthy normalcy” or a major sports program. Because of Bard’s history and pretensions, from the late 1940s and through the 1950s and 1960s, it made a play for cultural and artistic importance. As a result, the college’s competition is with extremely wealthy institutions that are very well endowed—Wesleyan, Oberlin, Brown, Middlebury, Swarthmore—that operate in the black, with an annual surplus. Bard is a “deficit operating” institution. It is competitive because of its quality and the distinctiveness of the educational experience it offers.

The success of the Bard High School Early Colleges, including the program in New Orleans, is essentially the result of the failure of secondary education in general. Students are seeking some guidance and help in what they want to study and know in terms of life in the world; hence, the importance of the focus on how the curriculum and extracurricular activities intersect and interact.

A curricular focus on groups of majors and programs will not do, despite Bard’s advantage in Moderation and the Senior Project. While institutions such as Vassar, Amherst, and Williams do not need to do anything, Bard is not as secure. The college is losing applications because it is considered too difficult, too tough—students are afraid of Moderation and Senior Project. Bard has “intellectualized [itself] at a time when vulgarity is triumphant.”

Because of the high school early colleges, Bard is now accepting students from a real cross section of the country. In the view of President Botstein, the college needs fewer programs and more courses that bridge the freshman year—the Language and Thinking Program, First-Year Seminar, Citizen Science—through Moderation and Senior Project. The faculty must reduce

the number of courses within a discipline required for Moderation. The curriculum must have some logic and sequential coherence.

Bard alumni/ae remember the Language and Thinking Program and First-Year Seminar as well as Moderation and Senior Project. The rest of the curriculum needs simplification, coherence, and the creation of community such as exists within the sciences, the arts and performing arts. We need to do something different. The conversation has begun regarding First-Year Seminar. We also need to look at non-curricular life on campus and the need to provide support for the student who does not fit the Bard “mold” and create an environment of diversity. All of this needs to be addressed and changes put into place by fall 2014.

A coherent, two-year sequence had to be done by necessity in the high school early colleges and Simon’s Rock, where First-Year Seminar now continues over three semesters. We need to focus on the distinction of what we do using all of our resources; the end result is strategic for the enrollment and competitiveness of the college.

B. Committee Reports

Faculty Senate. Professor Sven Anderson, chair, reported that the Senate continues its work on a proposal that dissociates curricular programs from faculty structures. This would increase curricular flexibility. The Senate’s proposal will be sent to the divisions. The Senate also continues its work to enhance the level of funding provided by Category I and Category II research support.

Executive Committee. Professor Robert Culp, chair, reported that the Executive Committee met with John Franzino, Vice President for Finance, and Kevin Parker, controller, to review the new budget procedures and to discuss the new policy limitations on booking Bard-financed travel with Travel On. Divisional chairs will outline the new budget submission process with program directors and budget administrators. Mr. Franzino requested faculty cooperation in using Travel On, the college’s new travel agent, but indicated he would be flexible in refunding flights for faculty research and conference travel not booked through that provider.

Curriculum Committee. Professor Matthew Deady, chair, reported that the committee is reviewing courses for the fall in preparation for making its final decisions prior to spring break. The course list for the fall will be published by April 25, in preparation for advising day, April 29.

Planning & Appointments Committee. Professor Ethan Bloch, chair, reported that the committee is reviewing proposals for positions and leaves, looking first at those that need

immediate decision. The committee will then turn its attention to tenure-track searches that will take place in the fall; the deadline for submission of proposals for such positions is March 30.

There were no reports from the **Faculty Evaluation Review Committee, College Evaluation Committee, Grievance Committee, Diversity Committee, Campus Facilities Committee, or Faculty Resources Committee.**

The **Library, Bookstore & Computer Committee** has met. Ideas or suggestions regarding the committee's work should be shared with the respective divisional representative.

There were no reports from the **Student Affairs Committee** or **AAUP Executive Committee.**

IV. Old and/or New Business. Tatjana Myoko von Prittwitz und Gaffron inquired as to whether the college might publish photos next to faculty bios, perhaps on the website. President Botstein added that it would be useful to also have a brief description of a faculty member's interests outside of his or her academic discipline.

V. Adjournment. There being no further business before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:40 p.m.

Respectfully submitted,

Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 24 April 2013

President Botstein called the meeting to order at 4:55 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 20 February 2013 were approved.

II. There were no general **COMMUNICATIONS.**

III. REPORTS

A. Report of the President. President Botstein reported for the record the deaths of three members of the Bard community. Chinua Achebe, Charles P. Stevenson Jr. Professor Emeritus of Languages and Literature, died on March 22 at the age of 82. Mary Taber Honey, widow of John C. Honey '39 (a long-time trustee of the college), died on March 16 at the age of 94. And Karolina Mroz '14 died on March 7.

President Botstein congratulated several members of the faculty on recent accomplishments. Karen Sullivan has received a Guggenheim Fellowship for her project *The Danger of Romance*. Judy Pfaff has been elected to the American Academy of Arts and Sciences. *Just War in Religion and Politics*, co-edited by Jacob Neusner, Bruce Chilton, and R. E. Tully (from West Point), will be released in June by University Press of America; the book features chapters by several other Bard faculty, including Roger Berkowitz, Carolyn Dewald, Mairaj Syed, Kristin Scheible, Richard Davis, and Joel Perlman, as well as contributions from several West Point faculty and others. It will be sent to the Board of Trustees.

The open house for accepted students was held on April 20. President Botstein expressed thanks to all who participated. The college is doing very well in admission for the 2013–2014 academic year; the difficulty, however is in financial aid packaging, which is a function of the lack of an adequate endowment.

The opening celebration of the László Z. Bitó '60 Conservatory Building was held on April 14. President Botstein extended thanks to those who participated in the festivities.

At their meeting on April 3, the trustees heard a presentation on technology and higher education by Jeff Katz, dean of information services; James Keller, director, Learning Commons; and Professors Maria Cecire and Susan Merriam. The conversation will continue at the May board meeting. The trustees approved a tuition increase for the 2013–2014 academic year of 3.5 percent, and an increase in room and board of 5.6 percent, or an overall increase of 4 percent; the higher increase in room and board is a result of the improvement in the quality of the food served on campus, with a significant increase in locally sourced ingredients.

The Bard Prison Initiative has been awarded a two-year grant of \$500,000 by the Ford Foundation. President Botstein congratulated Max Kenner '01, executive director, and his staff.

The college is in negotiations for the expansion of the Bard High School Early College, in Cleveland, Baltimore, and in Geoffrey Canada's Harlem Children's Zone.

As noted at the February 20 meeting of the faculty, the college is considering the construction of a major new dormitory complex on the site of the temporary dorms on north campus. The

project, as currently conceived, would provide approximately 350 beds for juniors and seniors, in an apartment setting, with student study and open space as well as a dining facility, and would be used in the summer as rental property or additional housing for summer programs, thereby providing year-round income. Modes of financing are currently under consideration. While the college is in a competitive position for students, it would do better with improved amenities for students, including open space and improved on-campus accommodations.

In sum, President Botstein stated that admission and enrollment are strong. He thanked those who have helped in new faculty hirings as well as those who participated in the selection of readings for First-Year Seminar. He also reminded the faculty of the importance of working on the curricular questions that he has set forth during the course of this academic year. Bard must distinguish itself in the educational experience it provides for its students. He noted once again the ECLA model of the core curriculum.

President Botstein excused himself to tend to personal business, and turned the chair to Professor Sven Anderson, chair of the Faculty Senate.

B. Committee Reports

Executive Committee. Professor Robert Culp, chair, brought elections to faculty committees: Faculty Evaluation Review Committee (FERC), one at-large member and an alternate; Grievance Committee, two regular members and an alternate.

The committee's slate of candidates, brought seconded, for the FERC included Professors Julia Rosenbaum, Susan Aberth, and Sam Hsiao. Faculty were instructed to vote for two candidates; the candidate with the most votes would serve as an at-large member, and the first runner-up would serve as alternate. A ballot vote was requested, and Professor Deady was appointed teller. Professor Rosenbaum was elected at-large committee member, and Professor Aberth was elected alternate.

The committee's slate of candidates, brought seconded, for positions on the Grievance Committee—two full-time members and one alternate—included Professors Thomas Bartscherer and Ben Coonley, and Kristin Lucas as alternate. There were no further nominations; and these candidates were duly elected by acclamation.

There was no report from the **Curriculum Committee**.

Planning & Appointments Committee (PAC). Professor Ethan Bloch, chair, reported that the committee is in the midst of reviewing tenure-line positions for the fall. Any additional

proposals for tenure-line faculty or visiting positions should be submitted as soon as possible via the PAC website.

Faculty Evaluation Review Committee. Professor James Romm reported that the committee had completed its work. Transmittal letters have been circulated.

There were no reports from the **College Evaluation Committee, Grievance Committee, or Diversity Committee.**

Campus Facilities Committee. Professor Matthew Mutter, chair, reported that the committee received approximately thirteen requests for seven available units and is working to match the requests to the units.

Faculty Resources Committee. Professor Joseph Luzzi, chair, reported that the committee has made its decisions regarding proposals to the Bard Research Fund; letters had been circulated the previous week. Category II research and travel requests, the guidelines for which are posted on the website of the dean of the college, are due by May 3; decisions will be made shortly thereafter.

There were no reports from the **Library, Bookstore & Computer Committee, Student Affairs Committee, or AAUP Executive Committee.**

V. Adjournment. There being no further business before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:27 p.m.

Respectfully submitted,

Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 21 May 2013

President Botstein called the meeting to order at 4:55 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 24 April 2013 were approved.

II. VOTING OF DEGREES. Dean of the College Michele Dominy presented the candidates for degrees to be presented at the 153rd commencement on Saturday, May 25, 2013. There were 464 candidates for

the degree of Bachelor of Arts, nine for the degree of Bachelor of Music from the Bard College Conservatory of Music, two for the degree of Bachelor of Science in Economics and Finance, and one candidate for the Bachelor of Arts from the Bard Prison Initiative. There were 128 candidates from the Division of the Arts; 90 from the Division of Languages and Literature; 77 from the Division of Science, Mathematics & Computing; 149 from the Division of Social Studies; and three from Multidisciplinary Studies. Seventeen candidates completed two Senior Projects. Upon motion duly made and seconded, the granting of these degrees was unanimously approved and referred to the Board of Trustees for action.

Dean of Graduate Studies Norton Batkin presented, for the information of the faculty, the list of candidates for graduate degrees.

III. There were no general COMMUNICATIONS. IV.

REPORTS

A. Report of the President. President Botstein reported that John B. Ferguson, professor of biology, will retire at the end of this academic year after thirty-six years of service to the college. He thanked Professor Ferguson, who will assume the title of Professor Emeritus of Biology.

William Griffith, professor of philosophy, will retire after forty-five years of service. President Botstein thanked Professor Griffith, who will assume the title of Professor Emeritus of Philosophy.

Liz Smith, will retire from her position as visiting associate professor of theater. President Botstein thanked her for her fourteen years of service.

The retirement of Imam Salahuddin Muhammad, Muslim chaplain, will be recognized at Baccalaureate. And the service of Jane Hryshko and Jane Terney Korn will be recognized at the President's Awards Ceremony. Ms. Hryshko, associate librarian, will retire after 36 years of service; Ms. Korn has retired from her position as director of the Abigail Lundquist Botstein Nursery School after 27 years of service. The record notes the appreciation of the faculty to all three.

President Botstein announced that he has accepted the recommendation of the Faculty Evaluation Review Committee for the promotion of teacher, scholar, and leading expert in American music Kyle Gann to the rank of full Professor of Music.

Baccalaureate will be held on Thursday, May 23. The Right Reverend Andrew M. L. Dietsche, Bishop of the Episcopal Diocese of New York, will officiate. Bishop Dietsche also will participate in commencement, on Saturday, May 25. Professor Susan Merriam will be the faculty speaker and Brandon LaBord '13 will be the student speaker.

At the Senior Dinner on Thursday evening, Pia Caruson '03 will give the alumni/ae address; Professor Hap Tivey will be the faculty speaker; David Shein will be the staff speaker; and the student speaker will be Alexis Roe '13.

The President's Awards Ceremony and Dinner will be held on Friday evening, May 24. Roger Phillips '53 will receive the Bard Medal; Nicholas T. Kristakis '83 will receive the John and Samuel Bard Award in Medicine and Science; Ashim Ahluwalia '95 will receive the Charles Flint Kellogg Award in Arts and Letters; Jose A. Aponte '73, the John Dewey Award for Distinguished Public Service; and Professor Mona Simpson will receive the Mary McCarthy Award. Bardian Awards will be presented to Professor John B. Ferguson, Professor William Griffith, Jane Hryshko, and Jane Terney Korn.

On the day of commencement, Professor William Maple will lead the traditional early morning walking tour of Bard lands; the Senior Project panel will be held at 10:00 a.m. in the Bit6 Auditorium; and the Anne Cox Chambers Alumni/ae Center will be dedicated at 11:00 a.m. Six honorary degrees will be presented, to Gabrielle Giffords, who, with her husband, Mark Kelly, will give the commencement address; Brian S. Fischer; Jo Handelsman; Jonathan Tunick '58, the alumni/ae honorary degree; Dennis M. Walcott; and Alice Waters. President Botstein thanked those members of the faculty who will present the awards and honorary degrees and who wrote the citations for the recipients that will appear in the respective programs. President Botstein expressed thanks to the members of the staff and to Debra Pemstein, vice president for development and alumni/ae affairs, and Arnie McEvoy for their work to make this event as flawless as possible.

Faculty Transition, spring to fall 2013. New chairs and distinguished faculty for the fall include Alan Avery-Peck, Distinguished Visiting Professor of Religion; Ian Buruma in a renamed chair as Paul W. Williams Professor of Human Rights and Journalism; Ellen Driscoll, Visiting Professor of Studio Arts and co-director of the Studio Arts Program; and Nuruddin Farah, Distinguished Professor of Literature. There are new tenure-line appointments in art history, Middle Eastern and historical studies, classics, philosophy, Spanish, anthropology, and Africana and historical studies. Nathan Shockey, assistant professor of Japanese, has earned a tenure-line appointment.

Other transitions. Professor Susan Merriam has been appointed associate dean of the college; in this joint faculty/administrative appointment Professor Merriam will divide her time between art history and the dean's office during her three-year term as associate dean. Taun Toay '05 has been promoted to associate vice president, effective July 1; he currently serves as research analyst at the Levy Economics Institute and executive assistant to Executive Vice President Dimitri Papadimitriou. Max Kenner '01, executive director of the Bard Prison Initiative, will be a fellow of the Charles Warren Center for Studies in American History at Harvard in the fall; in his absence, Megan Callaghan and Ellen Condliffe Lagemann will oversee the Bard Prison Initiative.

Faculty accomplishments. Among the many recent faculty accomplishments, Jorge Ignacio Cortinas, playwright in residence; David Levine, director of the Studio Component at ECLA of Bard; and Nature Theater of Oklahoma, visiting artists in Live Arts Bard, 2013-2014, were honored the previous evening at the Obie Awards ceremony in Manhattan.

Board of Trustees. In addition to the long-term effort to raise an endowment, at the annual meeting on Friday, the Board of Trustees will consider action on several proposals: a proposed agreement with Soochow University in Suzhou, China, for a comprehensive partnership that will include the creation of a joint music program, student exchange program, and the establishment of the Bard College Liberal Arts Academy in Soochow University; a proposed agreement with the Open Society Foundations to manage OSF's International Higher Education Support Program; a proposal for a new dormitory complex on north campus; and the proposed renovation and expansion of the David Rose Science Laboratories as the new home of the Physics Program.

Admission. Enrollment for the fall is very strong, thanks to the fantastic job done under difficult circumstances by the admission staff, particularly in the face of the demographic decline in the northeast. Approximately 519 deposits have been received from an applicant pool of 5,760. But the college faces barriers in conversion as competition continues to grow in significance. Bard has developed a reputation for seriousness and intellectual idealism, which some potential applicants find too demanding. New dormitory and student space will make conversion easier, and the admission picture is expected to steadily improve. No growth in the student body is anticipated, but rather a redistribution of students among the divisions. And the college needs to confront its undercapitalization by building the endowment to stabilize and improve its competitive position. President Botstein remarked that notices recently circulated about not spending down departmental and other budgets should not provoke anxiety but rather confidence in the fact that the college is well managed financially. Bard's overhead is significantly lower than that of its peers.

Simon's Rock. Simon's Rock is the one affiliate now reconsidering its long-term mission on the premise that the institution has lost its natural cultural relevance. It is a luxury choice, and its ability to compete has diminished, despite the fact that 90 percent of its students receive financial aid, a situation that is not sustainable. There are now many more options for students, and many are opting to remain in their high schools.

The Bard High School Early Colleges. BHSECs in Manhattan and Queens and in Newark, New Jersey are doing well. It is likely that an agreement with the Harlem Children's Zone will soon be reached; negotiations continue in Baltimore and Cleveland.

In conclusion, President Botstein reported that due to the work and diligence of Dean Jonathan Becker, a permanent consent decree has been issued that makes clear the legality of college students registering to vote in Dutchess County.

B. Committee Reports

Faculty Senate. Professor Sven Anderson, chair, reported that the Senate continues to work on a proposal to dissociate curricular programs from faculty structures in order to increase curricular

flexibility. The Senate is also formulating a proposal for changes in the structure of Category I and II funding.

Executive Committee. Professor Robert Culp, chair, brought two faculty-wide elections. An at large member was needed on the Faculty Evaluation Review Committee; Professor Frank Scalzo was duly nominated and elected FERC member-at-large. An alternate member of the Grievance Committee was also needed; Professor Maria Simpson was duly nominated and elected alternate on the Grievance Committee.

There was no report from the Curriculum Committee.

Planning & Appointments Committee (PAC). Professor Ethan Bloch, chair, reported that after discussing a variety of visiting positions and leaves of absence, the bulk of the committee's deliberation concerned proposals for tenure-track positions, most of which are for existing lines (though sometimes re-conceptualized), and a few for new lines. The committee considered tenure track positions in Chinese, sociology, documentary media, art history, theater and performance, physics, psychology, biology, and literature, and continuing or replacement visiting positions in economics, sociology, and biology. Leaves of absence were considered in Arabic, anthropology, and economics. The committee forwarded its recommendations to the administration, completing its work for the semester.

Faculty Evaluation Review Committee. Professor Jacqueline Goss, chair, reported that the committee met with President Botstein on May 10 to discuss its recommendations and thus concluded its business for the semester.

There were no reports from the College Evaluation Committee, Grievance Committee, Diversity Committee, or Campus Facilities Committee.

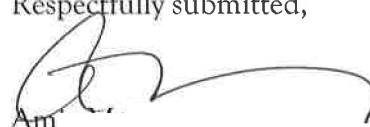
Faculty Resources Committee. Professor John Ferguson reported that the committee has allocated Category II funding but is negotiating with the administration to increase the reimbursement rate.

There were no reports from the Library, Bookstore & Computer Committee, Student Affairs Committee, or AAUP Executive Committee.

V. Old and/or New Business. Dean Dominy announced that Professor Richard Aldous has joined Professor Ethan Bloch as faculty marshal for commencement.

VI. Adjournment. There being no further business before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:50p.m.

Respectfully submitted,



Ann E. Voy

Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 11 September 2013

President Botstein called the opening meeting of the fall semester to order at 4:50 p.m., noting that the meeting was delayed by a week because Rosh Hashanah fell on the first Wednesday of the term. The first regular meeting of the faculty, with a full agenda, will be held on Wednesday, October 30.

Turning first to faculty transition, President Botstein asked the new visiting and tenure-line faculty to stand and be welcomed.

Nathan Shockey, assistant professor of Japanese, has earned a tenure-line appointment. Sarah Dunphy-Lelii and Kristin Lane have been promoted as tenured associate professors of psychology. Rufus Muller has been promoted as tenured associate professor of music. Kyle Gann has been promoted as full professor and named Taylor Hawver and Frances Bortle Hawver Professor of Music. Craig Anderson has been named Wallace Benjamin Flint and L. May Hawver Professor of Chemistry. Ian Buruma has been appointed to a renamed chair as Paul W. Williams Professor of Human Rights and Journalism. Ellen Driscoll has been appointed visiting professor of studio arts and co-director of the Studio Arts Program. Alan Avery-Peck will serve as distinguished professor of religion for the 2013-2014 academic year. And Nuruddin Farah has been appointed distinguished professor of literature and will teach in the fall semesters of 2013, 2014, and 2015.

Max Kenner, executive director of the Bard Prison Initiative, is a fellow this fall of the Charles Warren Center for Studies in American History at Harvard. In his absence, Megan Callaghan and Ellen Condliffe Lagemann are overseeing the programs of the initiative.

President Botstein congratulated several individuals on promotions and/or new appointments. David Shein has been promoted to associate vice president and dean of studies. Susan Merriam has been appointed associate dean of the college. Tatjana von Pritwitz has been promoted to associate chaplain; Usman Khan has been named Muslim chaplain; and Nicholas Lewis is the newly appointed community life chaplain and an assistant dean of the college.

John Fout, professor emeritus of history, died on June 20 at the age of 75 and was buried in the Bard Cemetery. Professor Fout taught at Bard from 1969 until his retirement in 2000.

Natalie Lunn died on July 22 at the age of 75. She was appointed technical director of the then Drama/Dance Department by Reamer Kline in 1972 and was named adjunct assistant professor in Drama/Dance in 1988; she held both positions until her retirement in 1999.

Gene Mason died on July 4 at the age of 73. He worked and taught at Bard from 1975 until the early 1980s, last serving as vice president for program development and planning.

There are 1,924 undergraduates studying on campus for the fall semester, including slightly fewer than 500 first-year students. The entering class is somewhat smaller than last year; while there was a large applicant pool, conversion was not as high, which may be a mark of the college's competitive future, with demography declining in the northeast and mid-Atlantic states. The admission staff did a fine job in the face of these difficulties.

How to respond? Bard's competition has done several things, including packaging more aggressively. Two-thirds of Bard students receive financial aid, despite Bard's lack of a significant endowment, and approximately 20 percent of the student body receives PELL grants. In addition, the better colleges, particularly those in the Midwest, are now giving merit scholarships regardless of whether requested or needed; others are discounting more aggressively. The question is what is Bard selling and to whom in order to compete.

The college is currently reviewing its financial aid distribution, in an effort to package more aggressively and cap students' loan burden; and looking at curricular revision and change, with eye to standards and delivery. The college has an excellent faculty, and it has the Language and Thinking Program, Citizen Science, and First-Year Seminar, which has been revamped, among other innovations. President Botstein encouraged the faculty to work on these initiatives and to propose and try new ideas-to look at risks worth taking. There is currently an important conversation about a shift between common course and "majoring."

The college also is innovating in admission. *As of the beginning of October, there will be a new way to apply: the Bard Entrance Examination. (The common application and IDP will remain options.)* Applicants will be asked to answer four questions of several posed over three categories one from each category, and a fourth from any of the three-each requiring an essay of approximately 2,500 words. All the information needed for an applicant to complete the essays is included in the free on-line platform; no additional research is needed. Applicants are required to sign an honor code. Faculty will grade and comment on the completed essays, which will be returned to the applicant; students who score B+ or higher will receive an offer of admission. Applicants can take the exam either as a junior or senior in high school. All questions were crafted by Bard faculty and vetted by a committee in order to "foreground" what studying at Bard entails. President Botstein stated that he is proud of the colleagues who put the exam together.

He then reported briefly on several items.

- No students were lost this year during the Language and Thinking Program.
- The college is considering the construction of new dormitories, although living off campus remains desirable to many students. The Board of Trustees will consider creating space for an additional 150 beds, to replace the temporary dormitories on north campus and the older dormitories in Cruger Village.
- An Early College Center will soon open in the Harlem Children's Zone, and negotiations continue in Baltimore and Cleveland.
- Bard is assisting with the development of new policies with the President's Council on Education.
- The Fisher Center's 10th anniversary was celebrated during the summer. A film, in which many members of the faculty appear, was produced for the gala, which was underwritten by donors. The film would be shown at the conclusion of this meeting.

- The Bard Music Festival will focus on Franz Schubert in 2014 and Carlos Chavez in 2015.

- President Botstein thanked Dean Jonathan Becker on the college's new agreement with the Open Society Foundations to manage its Higher Education Support Network. Bard is now supervising OSF's programs around the world.

Professor Craig Anderson commended to faculty the talk, on September 26 at 6:00 p.m. in Olin Hall, by Nobel Prize-winning chemist Robert Grubbs, who will speak on "Green Chemistry: Examples from Catalysis."

Professor Ellen Driscoll reminded the faculty of the exhibition of work by Bard studio arts faculty and staff, *The House we Live In*, which would open that evening in the Fisher Studio Arts Building.

Professor Matthew Deady recently circulated a memorandum on behalf of the Executive Committee of the AAUP. Members of the faculty who want to join the Bard Chapter, discontinue their membership, or have questions or suggestions should contact Professor Deady via email by Monday, September 30.

In closing, President Botstein noted that enrollment at Simon's Rock is stable, at the same level as last year. The Longy School of Music of Bard College is doing well, as is the joint program with the Los Angeles Philharmonic for training teachers, which currently has 26 graduate students.

The meeting adjourned to a viewing of the Fisher Center 10th Anniversary film at 5:35p.m. tfully

Respecsubmitted,



Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 30 October 2013

President Botstein called the meeting to order at 4:50 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 21 May and 11 September 2013 were approved.

II. There were no general COMMUNICATIONS. III.

REPORTS

A. Report of the President. The new admission examination option, which was posted on the Internet at the beginning of October, has received good response; approximately 262 applications have been started. This new option for applying to Bard has sparked discussion among guidance counselors and parents, and a good admission cycle is anticipated. Adjustments, if necessary, will be made after this year's cycle is complete.

President Botstein thanked those members of the faculty and administration who participated in Family Weekend and Alumni/ae Day, held over the weekend of October 25.

At its recent meeting, the Board of Trustees, in addition to continuing its discussions of the college's finances, took the following actions.

- Elected two new trustees, attorney Mark E. Brossman and Fredric S. Maxik '86, an entrepreneur and pioneer in the design of LEOs. Andrew M. L. Dietsche, bishop of the Episcopal Diocese of New York, was formally elected honorary trustee, following the retirement of Bishop Mark Sisk.
- Approved in principle an agreement, developed by Tom Eccles, executive director of the Center for Curatorial Studies, for a collaborative arts program in Arles, France, with the Luma Foundation, headed by Bard trustee and member of the CCS Board of Governors Maja Hoffmann. The project, which is currently in the development stages, will create a major cultural program for the city of Arles, including a building by Frank Gehry and the renovation of the disused railway yard at the Parc des Ateliers. Faculty of Bard's human rights and photography programs have been involved. The project will reflect the Luma Foundation's interest in the arts, human rights, and the environment.
- Approved a resolution changing the name of ECLA of Bard to Bard College Berlin, A Liberal Arts University. A move of ECLA from its current location in an upscale residential area to the center of Berlin is under consideration.
- Approved in principle the completion of the Village Dormitory complex, already in the master plan, to replace the temporary, rented dorms on north campus, pending receipt of financing.
- Approved the 2014 Bard College Conservatory of Music Orchestra European tour, held in collaboration with the Bard Music Festival, with soprano Dawn Upshaw and pianist Peter Serkin, to Warsaw, St. Petersburg, Moscow, Budapest, Bratislava, Vienna, Prague, and Berlin. A patron's tour also will be included.

Also under consideration is expansion of the original plans under the agreement with Soochow University in Suzhou, China (reported at the May 2013 meeting), for the creation of a joint music program, student exchange program, and establishment of the Bard College Liberal Arts Academy as well as the possibility of opening a Bard High School Early College in Shanghai.

The Bard Early College Program at the Harlem Children's Zone Promise Academy has opened, and ninth and tenth graders have begun a precollege course of study. Once in full swing, HCZ Promise Academy students will have the opportunity to earn up to a year of tuition-free Bard College credit concurrently with their high school diploma. This program mirrors that of the Bard Early College in New Orleans.

As a result of his discussions with parents during Family Weekend, President Botstein encouraged the Dean of the College and those members of the faculty working on curricular issues to consider broadening "useable computational and data handling skills," given current student interest in drones, personal security issues, and the like. He encouraged innovation and experimentation in these areas, which affect all fields in which the college is involved.

There also is a current debate on the role of athletics at Bard, with approximately 20 percent of undergraduates on varsity teams. President Botstein had met with the staff of the Stevenson Gymnasium that morning, and discussed the connection between wellness and athletics.

In closing, President Botstein announced the appointment of writer Neil Gaiman as professor in the arts. Mr. Gaiman will join the faculty in January. President Botstein thanked those members of the faculty who worked on this appointment.

B. Committee Reports

Faculty Senate. Professor Robert Culp, chair, reported that the Senate continues its discussion of several curricular reform initiatives. It also is coordinating with the Executive Committee to review the overall organization of faculty committees to make them more streamlined and efficient.

Executive Committee. Professor Eric Trudel, chair, reported that the external program review list has been completed. The schedule for external reviews will be posted on the website of the dean of the college.

Curriculum Committee. Professor Michael Tibbetts, chair, reported that the committee expects to complete its review of new course proposals within a few weeks.

Planning & Appointments Committee (PAC). Professor Ethan Bloch, chair, reported that the committee is reviewing the ways in which faculty searches are conducted in order to make the process more efficient and to improve candidates' experience of Bard. Ideas and suggestions may be directed to members of the committee.

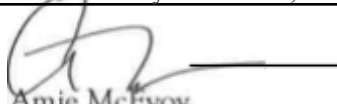
There were no reports from the Faculty Evaluation Review Committee, College Evaluation Committee, Grievance Committee, Diversity Committee, Campus Facilities Committee, Faculty Resources Committee, or Library, Bookstore & Computer Committee.

Student Affairs Committee. Professor Emily McLaughlin, chair, reported that the committee met this week. The committee is discussing its role in student conduct with the Student Judiciary Board as well as continuing its work on the Faculty Fellows Program. Ideas and suggestions should be shared with Professor McLaughlin.

AAUP Executive Committee. Professor Matthew Deady reported that the members of last year's committee met and discussed issues that need to be addressed by the new committee, when it is elected. Professor Deady will be in touch with the faculty within the next month or so.

V. Adjournment. There being no further business before the faculty, upon motion duly made and seconded, the meeting adjourned at 5:15p.m.

Respectfully submitted,


Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty held on 20 November 2013

This was a faculty-led meeting, chaired by Professor Eric Trudel, chair of the Executive Committee, with Professor Matthew Deady serving as secretary. Professor Trudel called the meeting to order at 4:50p.m.

I. MINUTES. Upon a motion duly made and seconded, the minutes of the meeting of the faculty held on 30 October 2013 were approved.

II. COMMUNICATIONS. An announcement was made about the Faculty Seminar by Professor Peter Skiff to be held shortly after this faculty meeting. The title is "The Emergence of Emergence."

The faculty was reminded that the deadline for letters to the evaluation files of those faculty being reviewed for tenure are due by Wednesday, 27 November 2013.

III. REPORTS

A. Report of the Dean of the College. Dean Michele Dominy had asked that two reports be presented about matters of general faculty concern.

Tamara Stafford, the college's Title IX coordinator, passed out a pamphlet on Title IX and Gender-Based Misconduct and a FAQ sheet on Gender-Based Misconduct Disclosure and talked through the main points concerning these matters. In addition to providing faculty with the names and numbers of who to contact in such situations, she gave an overview of the range of the Title IX law and what the responsibilities of individuals and the institution are when a possible Title IX violation has been brought up. All concerned try to respect the wishes of the person bringing the complaint;

Counseling Services and BRAVE provide students with a high level of confidentiality in all cases, as does the Employee Assistance Program for staff and faculty. However, faculty were reminded that, "If the name of an individual involved in a possible incident of gender-based misconduct is provided either in person or by a third party, you need to contact Tamara Ellis Stafford." Faculty were advised on how to inform a student or employee of reporting responsibilities, while assuring them that those individuals brought into the case exercise a high degree of confidentiality.

Professor Cole Heinowitz, codirector of First-Year Seminar: The Common Course, gave a progress report on the symposium component of the course this year. Besides course-wide events such as Professor Bruce Chilton's upcoming December 2nd lecture on Luther, all FYSem students are divided into groups to make presentations on topics of their own selection at day-long symposia on October 27th and December 15th. The topics are refined and resources provided by a group of faculty mentors who meet with the groups for progress reports, but the bulk of the work is done by the students themselves. Students are challenged to grapple with a range of material, connecting it to the themes of their FYSem readings and discussions, and to develop their own ideas on what of interest should be in a presentation. The first round of presentations included films, performances, poetry, constructed objects, and researched slide shows with commentary. These have sparked exciting conjunctions within and between presentation groups and their student

audiences. Anyone with comments on the course or the symposia is invited to contact Professor Heinowitz or her codirector, Professor Robert Weston.

B. Committee Reports

Executive Committee. Professor Trudel, chair, reported that the committee had asked for presentations on various initiatives from some of the college's vice presidents. Jim Brudvig, vice president for administration, was not present and will be asked to make his presentation at a later date.

Jonathan Becker, vice president and dean for international affairs and civic engagement, and Erin Cannan, dean of student affairs and associate director of the Center for Civic Engagement, gave a presentation on the activities of the Center for Civic Engagement (CCE). Dean Becker began with an overview of the genesis of the center and its mission to coordinate the many programs that are formally separate from the undergraduate curriculum of Bard College but vital in defining what Bard is and how it is experienced by our own students and faculty and the outside world. The center serves both as an information conduit between the variety of local, national, and international programs that fall under the Bard umbrella, and as a point of contact for those from outside who want to connect with these programs. He reported on some of the fundraising that has allowed the expansion and stabilization of these programs and the center itself. Among other benefits, this has allowed numerous Bard students and faculty to be involved in educational and civic engagement projects both here in Annandale and on our international campuses.

Dean Cannan reported on various student initiatives under the center's auspices. These include outreach to local schools and community groups, both during the school year and during Citizen Science in January; Trustee Leader Scholar (TLS) projects, which include a variety of student initiatives such as the Bard Farm and Palestinian Youth Initiative; Martin Luther King Jr. Day of Service programs; summer internship funding; and the Bard Works career development and networking program in January.

Dean Becker then reported on specific CCE events and initiatives, such as debate tournaments, human rights conferences, essay number of faculty from many of the college's international campuses. One goal is to provide increased linkages between Annandale and Bard's international campuses, such as shared video courses, as well as student and faculty exchange programs. He closed by acknowledging some bumps in the road, such as Brandeis University's recent decision to sever its ties with Al-Quds University, but underscored "the importance of what Bard does and where we do it."

Professor Simeen Sattar asked for clarification of Annandale students attending the Bard in Berlin program. Dean David Shein responded that there is an option for students to spend one or both semesters of the first year at the Berlin campus. Seven first-year students are currently in residence, three of whom will continue in the spring term; four additional first-year students will travel to the Bard in Berlin program in the spring 2014 term.

Curriculum Committee. Professor Michael Tibbetts, chair, reported that the course approval process for spring 2014 had just been completed. The committee is trying to refine the parameters of its role in program review and programmatic curriculum approval. The recent reviews of the

music and religion programs are currently under consideration. The committee is also discussing possible changes in the distribution requirement system.

Planning and Appointments Committee. Professor Ethan Bloch, chair, reported that the PAC has had a relatively mild workload this fall, and has been discussing ways to improve the process of conducting faculty searches. He invited faculty to share with the committee their experiences and ideas based on searches they have done.

He reported on discussions with the administration, which reiterated a "zero-growth" status in faculty size, barring outside funding to support new positions. This affects the work of the committee in assessing proposals, as strictures on the overall faculty size come into play.

Professor Ben La Farge asked how many positions at the college are in fact supported by external funding. Dean Dominy replied that it would be difficult to come up with a specific number, as many positions have partial support from various grants or gifts.

Faculty Evaluation Review Committee. Professor Richard Davis, chair, reported that three rehiring cases had been considered this semester. The FERC reports had been sent on to the president.

AAIJP Executive Committee. Professor Matthew Deady, the continuing member of the AAUP Bard Chapter Executive Committee, spoke to the faculty about the matters facing the AAUP in this, a contract negotiating year, and sought candidates for election to the committee.

Issues for possible inclusion in contract negotiations or other discussions the AAUP will have with the administration include salary and compensation, salary inequity within the faculty, the growth of non-tenure track faculty positions, research and other professional support, and health care contracts. The Executive Committee will host forums for faculty on these issues so as to give the committee a sense of the faculty's will in these matters.

Professor Joseph Luzzi had already agreed to be nominated for the Executive Committee, but there were no additional volunteers or nominations from the floor. Professors Luzzi and Deady will continue to work to fill out the committee and to set up the forums on specific topics, taking to heart the plea from Dean Dominy that the committee should reflect a broad range of faculty perspectives in terms of years of service at the college, gender, family status, and other ways in which diverse views are essential for fully representing the faculty.

Campus Facilities Committee. Professor Matthew Mutter, chair, reported on the committee's deliberations on faculty housing. In recent years, many of the campus apartments offered in the lottery system have not been assigned due to lack of interest on the part of eligible faculty. The committee is surveying recent residents of campus housing and other faculty to try to understand this pattern and to ascertain what housing options or changes to the document might prove more appealing or useful to faculty.

Faculty Resources Committee. An announcement was made reminding the faculty that Category II proposals for the fall semester are due on Wednesday, 27 November 2013.

There were no reports from the Faculty Senate, College Evaluation Committee, Grievance Committee, Diversity Committee, or Library, Bookstore, & Computer Committee.

V. ADJOURNMENT. There being no further business before the faculty, upon motion duly made and seconded; the meeting adjourned at 5:45pm.

Respectfully submitted,

Matthew Deady

Recording Secretary Pro Tem

Minutes of the Meeting of the Faculty of Bard College held on 18 December 2013

President Botstein called the meeting to order at 5:08p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting of the faculty held on 20 November 2013 were approved.

II. There were no general COMMUNICATIONS.

III. REPORTS

A. Report of the President. Enrollment for the spring includes a large contingent from the college's international affiliates, including students from the American University of Central Asia, Smolny College, and Al-Quds. Admission numbers for the fall are substantially higher than last year. Approximately 500 potential applicants have registered for the on-line Bard Entrance Examination, but it is difficult to determine how many will complete the essay exam by the January 1 deadline. The interest shown, though, is encouraging.

President Botstein expressed thanks to those who participated in the inaugural Chinua Achebe Leadership Forum on Monday, December 9, which, by all accounts was a huge success. He extended particular thanks to Jonathan Becker, dean for international affairs and civic engagement, who organized the event.

Hegeman 107 has been named the Burt Brody Physics Laboratory. Professor Emeritus of Physics Brody taught there for the better part of his 42 years of service to the college.

The college has received a grant of more than \$700,000 from the New York State Environmental Facilities Corporation: Green Innovation Grant Program, distributed through the Mid-Hudson Regional Economic Development Council, to slow and clean storm water in the Olin parking lot. The grant for this model project is the first of its kind that Bard has received. The college also received a high definition projector for Sosnoff Theater from the New York State Council on the Arts: Artistic Program Capital Equipment, also distributed through the New York Regional Economic Development Councils.

Work continues on the 150th Anniversary Campaign for Bard College. More than \$400 million, primarily in deferred gifts, has been received to date toward the campaign goal of \$594,350,000.

President Botstein extended congratulations to several members of the faculty on recent honors. Professor Gregory Moynahan has been named Tivoli's new village historian, following the resignation of Bernard Tieger, professor emeritus of sociology, who served in the post for many years. Felicia Keesing and colleagues have been awarded a three-year National Science Foundation grant through the Cary Institute for a project titled "Ecological consequences of the effects of a zoonotic pathogen on its reservoir host." Daniel Mendelsohn is the recipient of the 2013 President's Award from the American Philological Association, in recognition of "his significant contributions to advancing public appreciation and awareness of classical antiquity." Dawn Upshaw's new album, *Winter Morning Walks*, has been nominated for three Grammy awards, including Best Classical Vocal Solo Album.

New distinguished faculty for the spring include Neil Gaiman, professor of the arts (through fall 2018); and 2014 Bard Fiction Prize winner Bennett Sims, writer in residence.

President Botstein reported that he has accepted the recommendations of the Faculty Evaluation Review Committee regarding the three candidates under pre-tenure evaluation and has granted contract renewal for Professors Benjamin Coonley, Brooke Jude, and Olga Voronina.

On Friday, December 20, Mayor Michael Bloomberg and New York City Schools Chancellor Dennis Walcott will visit BHSEC Queens, the last stop of their respective farewell tours of New York City schools, where Mayor Bloomberg will give a speech. President Botstein had met the previous day with Mayor-elect Bill de Blasio, who, he said, is enthusiastic about the Bard High School Early Colleges in Manhattan and Queens, the Bard Prison Initiative, and the Clemente Course in the Humanities. He also met with Geoffrey Canada, president and CEO of the Harlem Children's Zone, which has decided to expand, at its own expense, the Bard Early College Program at the Harlem Children's Zone Promise Academy. Discussions continue apace regarding the establishment of Bard High School Early Colleges in Baltimore and Cleveland.

In conclusion, President Botstein reported that the name of ECLA of Bard: A Liberal Arts University in Berlin has been changed and is now Bard College Berlin, A Liberal Arts University.

B. Committee Reports

Faculty Senate. Professor Robert Culp, chair, reported that the senate is discussing several curricular reform initiatives and reviewing the way in which the duties of the committees that comprise the senate are constituted and work distributed.

Executive Committee. Professor Eric Trudel, chair, reported that criteria sheets and grades for the fall semester are due on January 2, 2014.

There were no reports from the Curriculum Committee, Planning & Appointments Committee, or AAUP Executive Committee.

Faculty Evaluation Review Committee. As reported above, President Botstein accepted the committee's recommendations for the reappointment of the three candidates under pre-tenure evaluation: Professors Benjamin Coonley, Brooke Jude, and Olga Voronina.

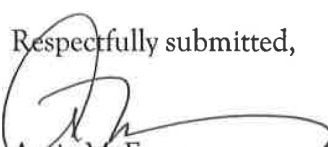
There were no reports from the College Evaluation Committee or Grievance Committee. Diversity Committee. Professor Keith O'Hara, chair, reported that the committee is planning meetings with various groups of students, faculty, and administrators to survey current issues and best practices in terms of community and diversity. In particular, the committee hopes to meet with student leaders from related student groups (e.g., International Student Organization and Black Student Organization), faculty from the first-year experience, and administrators to help track recent progress in broadening student demographics. A goal for the current academic year is to clarify the responsibilities of the committee and the corresponding language in the faculty handbook, which the committee hopes to bring for faculty vote in the spring.

There was no report from the Campus Facilities Committee.

Faculty Resources Committee. Professor Joseph Luzzi, chair, reported that the Category II reimbursement rate for the fall semester is 48 percent.

There were no reports from the Library, Bookstore & Computer Committee or Student Affairs Committee.

V. Adjournment. There being no further business before the faculty, upon motion duly made and seconded, the meeting adjourned to a reception at the president's house at 5:25p.m.

Respectfully submitted,

 Amie McEvoy
 Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 29 January 2014

President Botstein called the meeting to order at 4:50 p.m. and welcomed faculty to the opening, informational meeting of the spring semester.

The March meeting of the faculty, originally scheduled for March 12, has been moved to Wednesday, March 5.

Bennett Sims, 2014 Bard Fiction Prize-winner, is writer in residence during the spring term.

Citizen Science was held January 5–22, with 477 students participating. President Botstein thanked Professor Amy Savage, director, and members of the faculty involved for the success of the program.

Enrollment for the spring is strong, and there has been a 30 percent increase in applications for the fall 2014 entering class, which does not include the 45 applicants who completed the Bard Entrance Exam. This was a larger-than-anticipated response, particularly given the late October 1 launch of this new application process. Next year, the exam will be announced and posted earlier in the season. President Botstein thanked Registrar Peter Gadsby for his work on the exam.

Bard sophomore Troy Simon, from New Orleans, was chosen to introduce First Lady Michelle Obama at the White House summit on diversity in higher education on Thursday, January 16. Both she and President Obama mentioned Troy's personal story in their comments.

As anticipated in December, former Mayor Michael Bloomberg and then New York City Schools Chancellor Dennis Walcott visited the Bard High School Early College in Queens, the last stop on their respective farewell tours of New York City schools. The new mayor, Bill de Blasio, with whom President Botstein had met, is enthusiastic about the New York BHSECs, as is the newly appointed New York City Schools Chancellor Carmen Fariña. The Harlem Children's Zone has asked Bard to double the size of the Bard Early College Program within its Promise Academy.

There was a military incursion at Al-Quds University in Abu Dis on the West Bank on January 22. Israeli soldiers used tear gas and rubber bullets that injured students and others and damaged buildings. Both Bard and Al-Quds protested vigorously; the action may prove to be an opportunity to gain accreditation from the Israeli government.

The first U. S.–Russia Joint/Dual Degree Conference, funded by the Eurasia Foundation, will be held at Bard on January 30 and 31. The conference, organized by Dean Jonathan Becker, will bring together some 50 representatives of institutions of higher education in this country and in Russia that have existing or emerging joint and/or dual degree partnership programs.

Bernard Tieger, professor emeritus of sociology who taught at Bard from 1967 until his retirement in 1988, died on Monday, January 20, at the age of 84, after a long illness. He was buried in the Bard Cemetery on January 26. A memorial service will be held at a later date.

A memorial service for Professor William Weaver, who died on November 13, 2013, at the age of 90, will be held at Bard on Saturday, April 26, when his ashes will be buried in the Bard Cemetery.

Turning to matters relating to admission and enrollment, President Botstein reported that the college will accelerate the building of the two dormitories that will complete the Village Dorm complex, which will add 80 additional beds for on-campus housing. Whether the rented dorms will be retained is under consideration. While growth in undergraduate enrollment is not anticipated, the college must secure its position in the marketplace.

Bard's bond rating has been downgraded by Moody's. The college is working to build an endowment; alumni/ae giving is up in both amount and the number giving. The question, in the short term, is how do you run a first-class institution without an endowment? President Botstein gave a power point presentation, which also had been given to the trustees at their recent meeting. He reviewed and spoke to the charts, which set forth the college's position in the private college competition for high caliber, high income students, and included first-year enrollment on the Annandale campus since 1999 (number of applicants, number admitted, and number of matriculations); comparison of Bard with selected peer institutions in 2013 tuition, average need-based grant, percent of students with debt, and average student debt at graduation; and endowment per student for Bard and select liberal arts peers (including amount of institutional aid, percent of students on aid, percent of need-based aid, percent of need met, average

financial aid package, average need-based award; average debt at graduation, and percent of undergraduates with debt). The charts are appended hereto and made a part of these minutes. In sum, the trustees are fully aware of Bard's position; they intend to maintain current operations and grow only in a prudent manner. Physical expansion of the college is essentially complete, with the possible exception of physical improvements for the Physics Program, improvements to the library, and a baseball field (at the insistence of the donor). Currently, more than \$20 million in financial aid must be raised each year. The college has raised approximately \$600 million in the last 25 years.

In response to a question from Professor Deady regarding the financial impact of the satellite operations, President Botstein noted that the Bard Graduate Center's endowment is owned by the college but is restricted. Each satellite has its own philanthropic base; they sometimes break even, sometimes do not. Finances at the Bard High School Early Colleges are moving apace. Simon's Rock operates on its own resources. International programs represent a net profit, with overhead assistance, previously reported, from the Open Society Foundations. The Center for Curatorial Studies contributes to cash flow and expenses.

In closing, President Botstein stated that the faculty has every reason to be proud. Bard has competed very well without resources of any significance and is in an excellent position. But there is a need to decrease the percentage of students on aid, which is a priority and would relieve some of the tension on the budget.

Upon motion duly made and seconded, the meeting adjourned to a reception at the president's house at 5:35 p.m.

Respectfully submitted,

Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 5 March 2014

President Botstein called the meeting to order at 4:50 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meetings held on 18 December 2013 and 29 January 2014 were approved, with one small correction, offered by Professor Matthew Deady, in the wording of the first sentence of the second paragraph on page two of the January minutes, which will be recirculated.

II. COMMUNICATIONS. Professor Deady announced that Hegeman 107 has been renamed the Burt Brody Physics Laboratory. The space will be dedicated on April 10, 2014.

Erin Cannan, associate director of the Center for Civic Engagement, announced that applications for unpaid summer internships for undergraduates are posted on the center's website. She asked the faculty to let students know of this resource.

III. REPORTS.

A. Report of the President. President Botstein noted that there has been a very difficult beginning to the semester, with four deaths.

First-year students Sarah McCausland and Evelina (Lina) Martin Brown were killed on the night of January 31 by a drunk driver, who was driving south on Route 9G at midnight with no headlights. Sarah and Lina were walking with a group of students just north of the Broadway intersection in Tivoli, well off the pavement and shoulder, in the grass. A third student was injured. President Botstein has been in close touch with both sets of parents, and there is a general understanding that preventing such a death is nearly impossible. Judicial proceedings against the driver will go forward, with, at minimum, the charge of vehicular manslaughter. A memorial service for Sarah and Lina will be held on March 19. Their families have expressed appreciation for the support they have received from the Bard community.

There has been discussion regarding the safety of the roads surrounding campus, over which Bard has no jurisdiction. Politicians have responded both with fear and opportunism. Dutchess County may turn over to Bard the part of Annandale Road that runs through the immediate center of campus, except for emergency use, and there is talk about improving the entrance to the college. Closing Annandale Road would be difficult, but creating turnabouts on Route 9G less so. There is pressure on New York State, Dutchess County, and the Town of Red Hook regarding road safety around Bard, both for the sake of the college and those entities themselves.

First-year student Elizabeth Stimson died on Monday, March 3, at Vassar Brothers Hospital, when her parents took her off life support. She collapsed on February 25 in a parking lot on campus, where she was found unconscious by other students and was taken to the hospital by EMS. She underwent surgery the following day, and it was determined that she had suffered sudden cardiac arrest caused by a previously undiagnosed heart condition. There was no indication of drug use or other external event.

Mark Becker, faculty member of the Bard Center for Environmental Policy since 2003, was killed on February 26 in a multi-vehicle accident in the northbound lanes of I-87, near the Woodbury tolls. He was on his way from his home in New Jersey to teach at Bard.

President Botstein expressed thanks to all members of the faculty and staff who have given their support, both personally and professionally, in the face of these tragedies.

The admission staff is in the midst of reading applications, which have increased by approximately 1400 over last year.

Governor Andrew Cuomo has announced a state initiative on education in prisons modeled on the Bard Prison Initiative, which has had a major impact on public policy. Governor Cuomo's initiative is extremely controversial, and has generated much public attention.

Thanks to the work of Dean Michèle Dominy and the faculty search committees, faculty transition, spring to fall 2014, includes the appointment of Anne Carson as visiting distinguished writer in residence. There are nine new tenure-line appointments, in environmental and urban studies, physics, Chinese, biology, sociology and environmental and urban studies, music, religion, and psychology. Professors Joan Retallack and William Maple will retire at the end of the current academic year. Professor Kristin Scheible has taken a position at Reed College and also will leave Bard at the end of the current academic year. Tabettha Ewing will return to the Annandale campus in the fall to teach history after five years at the Bard High School Early Colleges. In addition, the positions of two members of the faculty, in literature and in theater and performance, have been converted to tenure-line, after two national searches for which they were applicants.

Turning to the subject of the distribution of Senior Projects between and among programs, President Botstein reminded faculty that this is an undergraduate college, with a focus on the importance of research, argument, and persuasion that have broad application for students. It is the responsibility of the faculty to intelligently guide Senior Projects not only within but outside of an individual faculty member's own discipline. The dean and other appropriate members of the administration will try to regulate this process, which is currently viewed by some as asymmetrical.

The college is facing a very severe problem in that it is located on a drug trafficking line, primarily for heroin, between New York City and Montreal. The illegal drug cartels are intent on creating a market for themselves by driving down the price of heroin, which has become cheap. The dangers of heroin, unlike those of marijuana, are not controversial. Heroin is addictive, destructive, and fatal. It has taken Bard half a century to shed an ill-deserved reputation, derived from a drug raid on the campus in the late 1960s, as being a drug culture college, despite the fact that no evidence less or more than on any other campus was found. A month ago, President Botstein created a task force, headed by the Office of the Vice President for Administration, to address this issue head-on, before it becomes a crisis for Bard; the task force has met with representatives of law enforcement agencies regarding the trafficking of heroin in our environment. The college *must* cooperate with state and local authorities so that it does not fall into the trap of its old reputation; we must do everything we can do. And the faculty has an obligation as teachers to make known the fact that heroin is a temptation that is lethal; it is not a recreational drug. Bard is trying to get ahead of the problem, in the spirit of the protection of health. President Botstein would issue a written statement about this to the community—faculty, staff, and students—that evening.

President Botstein asked Susan Gillespie, vice president for special global initiatives and founding director of the Institute for International Liberal Education, to report on the college's international network and the recent conference held in Berlin. Vice President Gillespie reported that the first network-wide leadership meeting had taken place in Berlin on February 8–12. The meeting was attended by representatives from Bard, Simon's Rock, Smolny College, the American University of Central Asia, and Bard College Berlin, as well as the European Humanities University and the Open Society Foundations. Each institution gave a summary of its history and current focus, followed by detailed discussions of the implementation of the Language and Thinking Program, assessment (with a focus on the requirements of the Middle States Commission on Higher Education), and the structure of a website that will be set up to serve the network. The meeting fostered a strong sense of collegiality and shared purpose. In addition, Bard College Berlin has received formal German approval for the introduction of its second BA degree and for renaming the original degree; the two Bard College Berlin degree programs are Humanities, the Arts, and Social Thought and Economics, Politics, and Social Thought.

In closing, President Botstein stated that, in addition to the arts, Bard's international work, the Bard Prison Initiative, and the Bard High School Early Colleges really mark the institution.

B. Committee Reports

Faculty Senate. Professor Robert Culp, chair, reported that the Senate continues its discussion of the way in which the duties of the committees that comprise the Senate are constituted and work distributed. It also is working on a proposal regarding faculty research and travel support.

There were no reports from the **Executive Committee** or the **Curriculum Committee**.

Planning & Appointments Committee. Professor Ethan Bloch, chair, noted that in the spring the committee reviews tenure-line proposals for searches that will take place in the fall. The deadline for these proposals is March 14.

There were no reports from the **Faculty Evaluation Committee**, **College Evaluation Committee**, or **Grievance Committee**.

Diversity Committee. Professor Miles Rodríguez reported that the committee meets regularly and is working on redefining its mission and purpose.

Campus Facilities Committee. Professor Matthew Mutter, chair, reported that the on-campus faculty housing lottery would be held on March 31. Qualified members of the faculty should let him know by March 24 if they are interested in participating in the lottery.

There were no reports from the **Faculty Resources Committee**; **Library, Bookstore & Computer Committee**; **Student Affairs Committee**; or **AAUP Executive Committee**.

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned at 5:35 p.m.

Respectfully submitted,

Amie McEvoy
Recording Secretary

Meeting of the Meeting of the Faculty of Bard College held on 23 April 2014

The meeting was called to order by President Botstein at 4:50 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the 5 March 2014 meeting were approved.

II. COMMUNICATIONS. President Botstein announced that a memorial service for Professor Emeritus William Weaver, who died on November 12, 2013, at the age of 90, would be held on Saturday, April 26, at 12:00 noon in the Chapel of the Holy Innocents.

III. REPORTS

A. Report of the President. More than 7,000 applications have been received for the fall entering class. A large number of prospective students and their families will visit campus this month; while there will be a very healthy class in the fall, conversion is not easily predictable. President Botstein thanked those members of the faculty and staff who have been active in the admission process.

A Grand Jury has handed down a 17-count indictment of the woman accused of responsibility for the deaths of first-year students Sarah McCausland and Evelina (Lina) Martin Brown.

At the March meeting of the Board of Trustees, the trustees took several actions:

- Authorized completion of the Village Dormitory complex. (It is anticipated that the two dormitories that will complete the complex will bear the names of Sarah and Lina.
- Authorized the internal renovation of the Center for Curatorial Studies to accommodate space for archives and classrooms, a fully funded project.
- Heard a report on a proposed new master's degree program in curatorial, critical, and performance studies at the Longy School of Music of Bard College.

•Authorized, subject to approval by the Executive Committee of the Board of Trustees, the College to enter into a memorandum of understanding with the city of Cleveland for the establishment of a Bard High School Early College there, supported by the City of Cleveland and the Cleveland Foundation.

The college has received a three-year \$500,000 grant from the Sherman Fairchild Foundation to assemble a microscopy suite consisting of four lasers, two optical microscopes, and two scanning probe microscopes to enhance the undergraduate science programs. And the Andrew W. Mellon Foundation has approved a grant of \$800,000 to support the Bard's Experimental Humanities initiative, now in its second year as an academic concentration. President Botstein thanked those members of the faculty and staff who were involved in securing these grants.

Recent student awards include three 2014–15 Fulbright Scholarships. One student has been named a 2014 Truman Scholar, and two students have received Davis Projects for Peace prizes.

Professors Nancy Leonard, William Maple, and Joan Retallack will retire at the end of the current academic year. All three faculty members will receive the Bardian Award at the President's Awards Ceremony on Friday evening, May 23.

President Botstein excused himself at 5:05 p.m., turning the meeting over to Professor Robert Culp, chair of the faculty Senate, who presided over additional reports from the administration and reports of faculty committees.

Dean Michèle Dominy described in greater detail the grant, reported above, from the Andrew W. Mellon Foundation. (A memorandum regarding the particulars of the grant will be circulated.)

James Brudvig, vice president for administration, announced two items that will have a financial impact on the faculty and other members of the Bard community.

1) Opportunities for possible new and expanded investment options with the college's retirement plan will be announced at the beginning of July. A firm has been hired to assist in the development of a new investment policy, plans for which will be reviewed by the Board of Trustees before a formal announcement is made.

2) There will be changes in the college's health care plan. The amount paid by a faculty member on an individual contract will increase by approximately \$100 per month; family plan contributions will increase by either \$50 or \$100 per month, depending on the plan. There also will be a new wellness initiative that will include an incentivized plan under which faculty who have yearly blood testing will be charged a lower monthly rate.

Mr. Brudvig introduced Pat Malleolo, from Marshall & Sterling, who further described the changes. Questions were raised by the faculty about both the increased contribution and a host of issues about the wellness initiative, details of which have yet to be spelled out in presentations in health plan enrollment meetings in May. During the extensive discussion that ensued, it was determined that this will be a central part of the AAUP negotiations that would soon begin with the administration for the new faculty contract.

B. Committee Reports

Faculty Senate. Professor Robert Culp, chair, reiterated that the Senate has been rethinking the duties of the committees that comprise the Senate. He distributed and spoke to the Senate's proposed changes to the Faculty Handbook in this regard, which will be brought for an up or down vote at the May meeting of the faculty. Questions or comments should be directed to Professor Culp or Professor Eric Trudel.

There was no report from the **Executive Committee**.

Curriculum Committee. Professor Michael Tibbetts, chair, reported on course distribution data provided by Registrar Peter Gadsby. Approximately 6 percent of classes are offered on Fridays. More than 50 percent of classes are offered between 10:00 and 11:00 a.m. or between 1:00 and 2:00 p.m. There is a need to provide more student access to classes. Dean Dominy added that this compression also affects the maximum enrollment size of classes scheduled during this time because of the finite number of seats in the available classroom space.

There was no report from the **Planning & Appointments Committee**.

Faculty Evaluation Committee. Professor Richard Davis, chair, reported that the committee has completed its work for the year and submitted letters of transmittal on four cases.

There were no reports from the **College Evaluation Committee, Grievance Committee, Diversity Committee, or Campus Facilities Committee**.

Faculty Resources Committee. It was reported that the committee had met and circulated its decisions regarding the Bard Research Fund awards on April 15.

There were no reports from the **Library, Bookstore & Computer Committee** or **Student Affairs Committee**.

AAUP Executive Committee. Professor Matthew Deady reported that a new Executive Committee, comprising himself and Professors John Cullinan, Marisa Libbon, and Joseph Luzzi, as chair, was elected at a recent AAUP meeting. Matters for upcoming contract negotiations with the administration were also discussed, including faculty load, and research and teaching support. The negotiating committee is

comprised of Professors Luzzi and Deady, and Professors Robert Culp and Michael Tibbetts from the Senate substituting for Professors Cullinan and Libbon. Matters related to the health care plan will be added to the negotiations.

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned at 6:00 p.m.

Respectfully submitted,

Amie McEvoy
Recording Secretary

Meeting of the Meeting of the Faculty of Bard College held on 20 May 2014

The meeting was called to order by President Botstein at 4:50 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the 23 April 2014 meeting were approved.

II. COMMUNICATIONS. President Botstein requested Professor Marina van Zuylen, national academic director of the Clemente Course in the Humanities, to report on the status of the Clemente Course. Her report is included below.

Leon has asked me to share some exciting information regarding the Bard Clemente Course in the Humanities. A very quick history: the first Clemente course was created in 1995 by Earl Shorris with the blessings of Leon Botstein and with the help of Robert Martin, Stuart Levine, and Peter Sourian. From the outset, it came with free accreditation from Bard. The year-long course teaches college-level history, literature, art history, philosophy, and writing to low-income communities that would otherwise go underserved.

The numbers are impressive. This year, the Bard College Clemente Course in the Humanities enrolled more than 300 adults living in poverty (150 percent National Poverty Level) in 14 communities in the United States. Three additional courses are lined up for next year, in Harlem, Brockton, and Dallas. Columbia University is also trying to start a course and wants to pair it with Bard.

The current Bard Clemente Courses independently raised more than \$600,000 last year to support (directly and indirectly) Bard's mission of increasing public liberal arts/humanities programming. We

certainly can use these numbers to demonstrate Bard's exceptionalism. Bard is in the lead position of a national network of 25 Clemente communities. By next year, there should be 17 or 18 Bard sites.

Plans for next year include bringing a Clemente Course to as many BHSEC sites as possible. (Parents would take courses while their children are enrolled). This is a logical "use" of the Clemente Course model. Likewise, we are now reaching out to veterans' groups. We will also continue to serve a population transitioning out of prison and rehab. A complement to the BHSECs and Bard Prison Initiative, Clemente positions itself in an interventional capacity between high school and potential incarceration. It also serves a post-incarceration population trying to get back on its feet.

Finally, my ultimate aim is to bring the Bard Clemente courses and the non-Bard courses into closer alignment. There is a real opportunity here to create a consortium (similar to that of the Bard Prison Initiative) in which we pool our resources to create common tools, systems, and best practices that will help to bring Clemente courses to a critical mass of new students around the country. CCH Inc., the parent organization of the non-Bard Clemente courses, is eager to start a dialog with Bard about how we can structure a collaborative effort to take this program to a whole new level.

III. VOTING OF DEGREES. President Botstein thanked Dean of the College Michèle Dominy for her work during the past year. Dean Dominy presented the candidates for degrees to be presented at the 154th commencement on Saturday, May 24, 2014. There were 455 candidates for the degree of Bachelor of Arts and 15 for the degree of Bachelor of Music from the Bard College Conservatory of Music. There were 139 candidates from the Division of the Arts; 92 from the division of Languages and Literature; 52 from the Division of Science, Mathematics & Computing; 155 from the Division of Social Studies; and one from Multidisciplinary Studies. Sixteen candidates completed two Senior Projects. Upon motion duly made and seconded, the granting of these degrees was approved and referred to the Board of Trustees for action.

Dean of Graduate Studies Norton Batkin presented, for the information of the faculty, the list of candidates for graduate degrees.

IV. REPORTS

A. Report of the President. President Botstein noted the upcoming commencements at Bard-affiliated institutions and programs: Longy School of Music of Bard College, May 17; Bard College at Simon's Rock, May 26; Bard College Berlin, May 27; American University of Central Asia, May 31; Smolny College, June 24; and the Bard High School Early Colleges (Manhattan, Queens, and Newark, New Jersey, combined), June 26. At the Bard Prison Initiative commencement on May 31 at Eastern New York Correctional Facility, the John Dewey Award for Distinguished Public Service will be presented to Congressman Sean Patrick Maloney; The Right Reverend Andrew M. L. Dietsche, honorary trustee, will officiate.

President Botstein thanked the faculty for their work this semester and wished all a pleasant and productive summer. More than 7,000 applications were received for the 2014 entering class. While an

entering class of 500 students had been anticipated, the college has already received more than 590 deposits; however, this number will go down by the fall. Approximately 20 first-year students will begin the academic year at Bard College Berlin and return to Annandale for Citizen Science in January. While the upsurge in applications is an anomaly, it speaks very well for the college, and the credit goes to the faculty.

President Botstein recognized three members of the faculty who would retire at the end of the current academic year.

William T. Maple, professor of biology, came to Bard in the early 1970s and pioneered interest in the environment and ecology studies; Professor Maple and his family have been a central part of the life of the college, which wishes him a happy and healthy retirement.

Joan Retallack, John D. and Catherine T. MacArthur Professor of Humanities, stepped in in 2000 to lead the Language and Thinking Program and the Institute for Writing and Thinking. President Botstein thanked her for that as well as her teaching of poetry and her collaboration on language and aesthetic theory.

President Botstein expressed regret in announcing the earlier-than-expected retirement of Professor of English Nancy Leonard, who has taught at Bard since 1977. Professor Leonard was one of the first women to receive tenure at the college, and she has been a major force in sustaining scholarship at Bard. She also has been very generous to the college. President Botstein wished her well and thanked her for her service.

All three will receive the Bardian Award at the Friday evening awards ceremony.

At the request of President Botstein Coleen Murphy Alexander '00, associate vice president for administration and campus operations, gave a presentation on current and future capital projects, including two new Village Dormitories, renovation and expansion of the David Rose Science Laboratories, expansion of the Stevenson Library, and a proposed Live Arts Center. The presentation would be given to the trustees at their annual meeting on Friday.

- Completion of the Village Dormitory complex. The two dormitories that will complete the Village Dormitory complex are already in the master plan and approved by the Town of Red Hook and the Board of Trustees. Architect's renderings of the two dormitories and their siting at the north end of the existing Village Dormitories were shown, as were the specifications for each; the dormitories, to be completed by summer 2015, will replace the rented, temporary dormitories and expand on-campus student housing capacity. The dormitories will be named The Sarah McCausland '17 Hall and The Evelina Martin Brown '17 Hall, in memory of the two first-year students who were killed by a drunk driver on the night of January 31, 2014.

•Renovation and expansion of the David Rose Science Laboratories. Renovation and expansion of the existing science building would provide a new home for the Physics Program as well as five smart classrooms for general use. The design team hopes to provide more contemporary, state-of-the-art amenities within a framework that is more harmonious with the surrounding structures. The total cost of this project is not yet determined.

•Stevenson Library Expansion. The Stevenson Library expansion would provide an additional 12,500 square feet of much-needed space for study and technology. The cost of this project is yet to be determined.

•Live Arts Center. The proposed Live Arts Center would address the need for additional studio space, provide a site for artist residencies, and replace the SummerScape Spiegeltent, which is rented and loses money each year. The \$20 million and as yet unfunded project, which would be sited to the west of the Fisher Center on the far side of the parking lot, would include an outdoor theater and other amenities. The project architect is Mark Foster Gage, a protégé of Frank Gehry.

Turning to the state of the college in general, President Botstein noted that he had met that morning with the Faculty Senate regarding the financial constraints on the college. Very few current members of the faculty were at Bard in 1975 when President Botstein arrived; the college was and remained unendowed in the 1970s and early 1980s. The college's debt history is very complex; aside from that, the applicant pool was very small and fewer than 50 percent of students graduated. Today, programs such as the Bard Prison Initiative, Bard High School Early Colleges, and SummerScape are thought to "bleed" philanthropy away from the core undergraduate program. This is a misconception. More than \$600 million has been raised since 1975, with only a few donors giving more than \$1 million; those donors were not previously related to the college, and the college needed to do something constructive to move on. The alumni/ae cannot sustain the college financially; without external programs, the college could not move forward. The undergraduate program is the core of the college, and it is sustained by the external programs. The commencement address this will be delivered by House Democratic Leader Nancy Pelosi, who represents the party that could bring PELL grants to the prisons. A new BHSEC will open in Cleveland in the fall. Bard's name recognition was extremely low in 1975, but the college has now entered the public sphere.

This year, the college will have raised \$20 million to break even, managing to accommodate the \$40 million need for financial aid, half of which is expensed. BPI, the BHSECs, and the college's international work are a source of relevance mirrored in the Trustee Leader Scholar programs and the intellectual life those programs represent, which is unique to Bard. There are now an increasing number of scholar athletes. And the college's alumni/ae since 1990 are committed, loyal, proud, and energetic. Everything that Bard does, including bringing in visiting faculty and named chairs, is done to raise the profile of the college. But all of this now needs to be translated into financial stability, to reduce the college's poverty and raise the endowment.

Moving on, President Botstein announced that the Dutchess County Legislature has recognized Carol Murray, director of the Abigail Lundquist Botstein Nursery School. The Nursery School was named Nursery School Program of the Year by the Child Care Council of Dutchess and Putnam.

The festivities of Commencement and Alumni/ae Weekend begin with baccalaureate and senior dinner on Thursday evening. The President's Awards Ceremony and Dinner, followed by the commencement concert and the beginning of alumni/ae weekend events will be held on Friday evening. At the awards ceremony, the Bard Medal will be presented to Toni and Martin T. Sosnoff; John and Samuel Bard Award in Medicine and Science, Kathryn E. Stein '66; Charles Flint Kellogg Award in Arts and Letters, Amy Sillman, MFA '95; John Dewey Award for Distinguished Public Service, Alexis Papahelas '83; Mary McCarthy Award, Sharon Olds; and three Bardian Awards, to Professors Nancy S. Leonard, William T. Maple, and Joan Retallack. On Saturday, Professor William Maple will lead the traditional walking tour of Bard lands, followed by the Senior Project panel and a special celebration of the tenth anniversary of *La Vo* magazine. Commencement will begin with the formation of the academic procession on Annandale Road. Honorary degrees will be presented to House Democratic Leader Nancy Pelosi, Doctor of Laws, commencement speaker; Anne D. Bogart '74, Doctor of Fine Arts (Alumni/ae Honorary Degree); Jacob Neusner, Doctor of Humane Letters; Jacqueline Novogratz, Doctor of Humane Letters; Henry Rosovsky, Doctor of Humane Letters; and Darren Walker, Doctor of Humane Letters.

In conclusion, President Botstein acknowledged the work of Registrar Peter Gadsby, who also oversees the Bard Entrance Exam. Ten of the 17 applicants who completed the exam have been accepted.

Vice President for Administration James Brudvig gave a brief report on upcoming changes in the college's retirement plan as a result of regulatory changes in the Employee Retirement Income Security Act of 1974. The college has hired Strategic Retirement Group (SRG) to assist with this process and make recommendations for new options to replace existing offerings available through TIAA-CREF. The plan will be updated to meet the new regulatory environment with a compliant, best-in-class offering and a broader choice of investment options. The new plan, to be administered by TIAA-CREF, will soon be rolled out, and advice from SRG and TIAA-CREF will be available to all employees. President Botstein thanked Mr. Brudvig for his work on this.

B. Committee Reports

Faculty Senate and Executive Committee. Professor Eric Trudel, as chair of the Executive Committee, brought the election of three nondivisional members of the Grievance Committee. Upon motion duly made and seconded, Professors Laura Battle, Mark Lytle, and Marina Kostalevsky, all of whom had volunteered, were elected to serve on the Grievance Committee. Professor Maria Cicere volunteered to serve as alternate, and upon motion duly made and seconded, she was elected to serve in this capacity.

Professor Trudel brought the discussion and vote on redefinition of duties of the Faculty Senate subcommittees: Executive Committee, Curriculum Committee, and Planning and Appointments

Committee. The proposed changes to the Faculty Handbook, which were circulated prior to the meeting, were brought as a seconded motion from the Senate. Discussion ensued, and the Senate's proposed changes to Faculty Handbook regarding the definition of duties of the Executive, Curriculum, and Planning and Appointments committees were adopted. The changes to the document are appended to and made a part of these minutes.

There were no individual reports from the **Curriculum Committee** or **Planning & Appointments Committee**.

Faculty Evaluation Committee. The committee had completed its work and met with President Botstein, who thanked the committee for its work on each of the cases.

College Evaluation Committee. Professor Myra Armstead, chair, reported that the committee had completed its work and made its recommendations to the administration.

There was no report from the **Grievance Committee**.

Diversity Committee. Professor Miles Rodriguez reported that the committee had met many times during the semester and will bring language regarding its responsibilities to the Senate in the fall.

Campus Facilities Committee. Professor Matthew Mutter, chair, reported that the committee had met and will make recommendations for repairs to various facilities.

Faculty Resources Committee. Professor Joseph Luzzi, chair, reported that the committee had met and made decisions regarding Category II funding, the results of which have been circulated. The reimbursement rate for academic year 2013–14 is 69 percent; adjustments will be made for those who received 47 percent reimbursement for the fall.

There was no report from the **Library, Bookstore & Computer Committee**.

Student Affairs Committee. Professor Emily McLaughlin, chair, reported that the committee had completed its work and will continue to discuss Faculty Fellows and other items next year.

AAUP Executive Committee. Professor Matthew Deady reported that a chapter meeting would be held immediately following the faculty meeting.

V. OLD AND/OR NEW BUSINESS. President Botstein thanked the faculty for its time and role in the recruitment of nine new tenure-line faculty appointments for the fall, in environmental and urban studies, physics, Chinese, biology, sociology and environmental and urban studies, music, religion, and psychology. Two members of the faculty, in literature and theater and performance, have been moved to

tenure-line following national searches. There will be many new visiting members of the faculty in the fall, including Anne Carson, visiting distinguished writer in residence.

Dean Dominy reported, on behalf of Faculty Marshals Richard Aldous and Ethan Bloch, that Professors Jean Churchill and Nancy Leonard will serve as assistant marshals for baccalaureate. At commencement, Professors Myra Armstead and Rebecca Thomas will serve as assistant marshals for the faculty, and Professors Mark Halsey and Kristin Lane will serve as assistant marshals for the president's party.

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned at 6:05 p.m.

Respectfully submitted,

Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 3 September 2014

President Botstein called the meeting to order at 4:50 p.m. and welcomed faculty to the opening of the fall semester.

IN MEMORIUM

Jake Grossberg, unforgettable, irascible teacher and artist, died on August 20 at the age of 82. Jake joined the Bard faculty in 1969 and taught here until his retirement in 1996. He was instrumental in developing the Milton Avery Graduate School of the Arts and served as its first director. One of his sculptures sits at the entrance of the Avery Center for the Arts. Jake is survived by his wife, Diane Sisson Baldwin '66. A memorial service will be held on Saturday, October 11, at the Anne Cox Chambers Alumni/ae Center.

Robert Cutler '94 died on August 22 at the age of 42. Professor Cutler was assistant professor of biology at Bard from 2000 through 2007.

A number of other members of the Bard community died since the end of the spring semester, including alumni/ae, staff, and benefactors, notices of which have been circulated to the community. President Botstein mentioned one of these for the record. Herbert J. Kayden died in early August. Dr. Kayden, with his late wife, Dr. Gabrielle H. Reem, supported Bard's science program, providing funds for the science and computation building that bears their names as well as scholarships for students to study at Bard and at Bard's partnership program with The Rockefeller University. Drs. Kayden and Reem received the John and Samuel Bard Award in Medicine and Science in 2007.

FACULTY TRANSITION

New chairs and distinguished faculty include Anne Carson, visiting distinguished writer in residence; and Sean McMeekin, professor of history.

New tenure-line appointments: M. Elias Dueker, environmental and urban studies; Hal Haggard, physics; Harrison Huang, Chinese; Arseny Khakhalin, biology; Peter Klein, sociology and environmental and urban studies; Gabriel Perron, biology (beginning spring 2015); Maria Sonevsky, music; Tehseen Thaver, religion; and Amy Winecoff, psychology.



Conversion to tenure-line: Alex Benson, literature; Miriam Felton-Dansky, theater and performance; and Simon Gilhooley, political studies.

Promotion and/or tenure: Christian Crouch was tenured and promoted to associate professor of history; John Cullinan was tenured and promoted to associate professor of mathematics; Tim Davis was tenured as associate professor of photography; and Emily McLaughlin was tenured and promoted to associate professor of chemistry.

New Visiting Faculty. There are many new visiting appointments for the fall. Among them is Dmitry Dubrovsky, visiting assistant professor and Bard Human Rights Project research fellow (fall 2014). Professor Dubrovsky is a visiting scholar from Smolny College in St. Petersburg, Russia.

Other changes. Iskandar Atajanow has been appointed Muslim chaplain. Frank Corliss has been named associate director of the Bard College Conservatory of Music.

Faculty honors, awards, and publications. The list is long and is posted on the website of the Dean of the College.

FACILITIES

Honey Field. Bard's first new baseball facility has been completed. President Botstein thanked the donor and James Brudvig, Chuck Simmons, and Kris Hall.

Olin parking lot. Refurbishment of the Olin parking lot, funded by a grant of more than \$700,000 from the New York State Environmental Facilities Corporation: Green Innovation Grant Program, has begun. Work will continue through much of the fall.

New Village Dormitories. Site preparation has been completed and construction will soon begin on the two dormitories that will complete the Village Dormitory complex. The dormitories will be named The Sarah McCausland '17 Hall and The Evelina Martin Brown '17 Hall, in memory of the two first-year students who were killed by a drunk driver on the night of January 31, 2014.

Bard Farm Barn. A barn, located behind Robbins, for the Bard Farm was built by volunteers, including students, in late August.

NEWS

The new Master of Science degree program in economic theory and policy welcomed the first class at the Levy Economics Institute this fall.

Bard High School Early College Cleveland will open formally with a ribbon-cutting ceremony on Friday, September 5. BHSEC Cleveland is fully funded. Dumaine Williams '03 is principal.

Bard High School Early College Baltimore has received approval from the school board and mayor of Baltimore.

Honorary degree celebration of Maestro José Antonio Abreu, founder of El Sistema in Venezuela. A celebration of the life and work of Maestro Abreu will take place on Saturday, September 20, in Sosnoff Theater, with the Longy Sistema Side by Side Orchestra conducted by Jorge Soto. The honorary degree ceremony will begin at 3:00 p.m., followed by the performance.

The 2014 Bard Music Festival, which focused on Franz Schubert, was very successful. The 2015 festival will focus on Latin American composer Carlos Chavez.

REPORT OF THE PRESIDENT

The college is fully enrolled for the fall, with 1944 undergraduates studying on campus. This is 10 percent higher than anticipated; however, net growth is not so great when compared with 1919 undergraduates studying on campus last year. Approximately 22 percent of first-year students receive PELL grants, and the average Bard grant for first-year students is \$37,800. Approximately 67 percent of first-year students receive financial aid. This year's entering class was drawn from a pool of approximately 7,000 applicants; however, this growth in applications is not likely to be sustained. That said, Bard has become sought after as a place to which to apply and enroll, and the credit for that goes to the faculty. The quality of teaching, classroom experience, and interaction with faculty is top notch. This is a terrific moment for Bard and an excellent way to start the semester.

Over the past ten years or so, there has been a shift in the use of financial aid in attracting students to a college. Once, choosing a private college was comparable to shopping at a department store, with the price fixed by the seller. Now, "discounting" (as in K-Mart, Sam's Club, and the like) has come into play. Financial aid was once need blind, and there was very limited merit aid available, except in the case of athletic scholarships; this allowed institutions to rely on tuition income. The shift in the use of financial aid began early in the last decade and was exacerbated by 2008, resulting in a constant bidding war not based on "need." Rich institutions are using money to fund students and forego tuition and fee income. Bard's competition—not regional or sectarian schools but rather institutions such as Reed, Wesleyan, Oberlin, Amherst, Vassar—are all highly endowed, funded approximately 90 percent by alumni/ae and only 10 percent by nonaffiliated donors. These institutions have focused on support of financial aid to diversify and drive down the percentage of students on PELL grants. Even with all of Bard's so-called bells and whistles—Bard Prison Initiative, Bard Music Festival, BHSECs—the college is still 72 percent dependent on tuition and fees. Since 1975, the college has raised approximately \$1,100,000,000, 90 percent of which comes from unaffiliated donors. President Botstein stated that he hopes to complete 50 years at Bard and that it is his job to leave Bard with a reasonable endowment of approximately \$400 million, which would yield most of what the college needs on an annual basis.

Alumni/ae donate approximately \$1 million per year toward a budget of roughly \$140 million per year. Parents of current and former students give under \$1 million per year. Twenty-eight percent of the remaining budget needs to be raised annually. Given the change in the industry, the college cannot avoid building an endowment, and part of this must include increased alumni/ae giving.

Bard's only hope is to continue to use its entrance into the public sphere as the fulcrum to generate major philanthropy. This includes three sectors: 1) the arts, including the Bard Graduate Center, Center for Curatorial Studies, Fisher Center for the Performing Arts, Live Arts Bard, Bard Music Festival, SummerScape; 2) public or public-related education, including the Bard Prison Initiative and the Bard High School Early Colleges; and 3) international education, including Smolny College, American University of Central Asia, Bard College Berlin, Al-Quds, and El Sistema in Venezuela and Longy's Sistema programs. In addition, the college must continue selective investment in graduate education, such as the Milton Avery Graduate School of the Arts, the CCS Graduate Program in Curatorial Studies, the Bard Graduate Center, 3/2 programs, and programs in environmental studies. These programs were begun out of necessity; Bard has no option without a base, and these areas have been productive. No building on the Bard campus was paid for by an alumni/ae except the Bito Conservatory Building. Bard's entrance into these areas has redounded to the college's benefit; the programs are not imitative and do not exist elsewhere, and Bard will continue to innovate. Bard is an institution of real significance, and that significance has brought us this far.

It is troublesome how much bidding is going on in the marketplace. Overall, the number of dedicated students is small, and Bard has a good share of them. There is optimism regarding the financial involvement of alumni/ae over the next ten to fifteen years. Completion rates were 35 to 40 percent up to the middle 1980s, which is not conducive to "club loyalty." Completion percentages are now in the high 70s and 80s, and this level will be maintained. Those alumni/ae represent the future of the college. The undergraduate program is the core of the college, and it must be maintained in order for the other programs to thrive. The college broke even last year and will again this year; the budget is tight, and there will be anomalies.

President Botstein expressed thanks to the faculty and welcomed them to this academic year.

ANNOUNCEMENTS

Professor Eban Goodstein reminded faculty of the happy hour that will take place at 5:00 p.m. on Tuesday, September 9, at Two Boots for a discussion of the opportunities available as a result of the \$400,000 grant received last spring for the Luce Initiative on Asian Studies and the Environment. The grant was awarded jointly to the Environmental and Urban Studies Program, Asian Studies, and the Bard Center for Environmental Policy.

Professor Ellen Driscoll reminded faculty of the studio arts faculty/staff exhibition *We are Here* that will be on view from September 10 through October 1 at the Fisher Studio Arts Building.

Professor Benjamin La Farge reminded everyone of his Faculty Seminar that evening at 7:00 p.m. in Olin 102. The title of his talk is "The Logic of Wish and Fear: New Perspectives on Genres of Western Fiction." President Botstein congratulated Professor La Farge on his book of the same name, which was published in July by Palgrave Macmillan.

Professor Luis Garcia-Renart remarked that what has happened at Bard since President Botstein arrived is incredible. He commended President Botstein on his 40th year.

The meeting adjourned to a reception at the president's house at 5:45 p.m.

Respectfully submitted,

Amie McEvoy
Recording Secretary

Meeting of the Meeting of the Faculty of Bard College held on 5 November 2014

The meeting was called to order by President Botstein at 4:50 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the 20 May and 3 September 2014 meetings were approved.

II. COMMUNICATIONS. President Botstein reminded faculty of the book party at 6:00 p.m. that evening at the president's house for Professor Joseph Luzzi in celebration of his recent book, *My Two Italies*.

III. REPORTS

A. Report of the President. The Board of Trustees met in executive session in October to prepare for a serious improvement in the college's capital resources and to gear up for an endowment campaign to raise \$400 million in endowment funds. During the regular business meeting, the trustees:

- Elected two new trustees: Andrew S. Gundlach, an investment banker with a home in Rhinebeck, and James von Klemperer, an architect and parent of a recent Bard graduate;

- Approved the establishment of Bard High School Early College Baltimore, pending final negotiation of a Memorandum of Understanding with the Baltimore City Public School System that provides Bard College with sufficient oversight and control of the academic program in order to offer a fully accredited Associate in Arts degree program at the school that meets Bard College standards and assures Bard College that it will have no financial responsibility or financial liability for the school;
- Heard a brief progress report on the Longy/Bard training orchestra, with a three-year graduate program in critical and performance practice;
- Received an informational report about the investigation of an innovative program similar to the Clemente Course in the Humanities for low-income adults with degree-granting potential;
- Ratified the action of the Board of Overseers of Bard College at Simon's Rock for the introduction at Simon's Rock of the "Bard Academy at Simon's Rock" for 9th and 10th graders, parallel to the Bard High School Early Colleges; the Simon's Rock AA and BA degree programs will remain intact; and
- Heard a report regarding the establishment, with a large grant and support from the Ministry of Education, of a Language and Thinking Program in Burma at Yangon University.

A major international conference will take place on November 14, 15, and 16 at the Faculty of Liberal Arts and Sciences (Smolny College) on "Intellectual Foundations of Modern Liberal Education." President Botstein thanked Jonathan Becker, vice president and dean for international affairs and civic engagement, for his work on the conference.

A naming dedication will be held on Friday evening, November 7, at the Richard B. Fisher Center for the Performing Arts. As a result of a large, unrestricted gift, Theater Two will henceforth be known as the LUMA Theater.

The 2015 Bard Fiction Prize has been awarded to Laura Van Den Berg, who will serve as writer-in-residence during the spring semester. President Botstein thanked the members of the selection committee.

Erik Kiviat '76, executive director and cofounder of Hudsonia, has received this year's Great Work Award from the Environmental Consortium of Colleges & Universities.

President Botstein congratulated Professor Swapan Jain and his wife, Sheetal, on the birth of their daughter, Mahi Satyen Jain, on October 30.

November 1 was the deadline for early action in admission, which is usually indicative of the success or lack thereof of the admission cycle in general. There were approximately 1,500 early applications last year;

this year there were nearly 2,000, representing yet another significant growth in applications. The results of the Bard Entrance Exam were included in those numbers, with 58 applicants completing the exam. Last year, 47 applicants completed the essay application; of the 47, 17 candidates were accepted, and 11 enrolled.

President Botstein thanked all who participated in family and alumni/ae weekend in October. Honey Field, the beautiful and large new baseball complex, was dedicated; the opening pitches were thrown by President Botstein and the donor, James C. Chambers '81, son of a former trustee, an alumnus and trustee himself, and the parent of a current Bard student.

A discussion ensued regarding the anticipated impact of the new Bard Academy at Simon's Rock on Bard College at Simon's Rock's AA and BA programs.

B. Committee Reports

There was no report from the **Executive Committee**.

Curriculum Committee. Professor Michael Tibbetts reported that the committee would bring its proposal for an expansion of the definition of "Concentration" to the December meeting. The preliminary proposal was circulated in September; the committee has received input from faculty, students, and the administration.

There was no report from the **Planning & Appointments Committee**.

Faculty Evaluation Review Committee. Professor Sven Anderson, chair, reported that evaluations are still in process. The committee will forward its recommendations next week.

There were no reports from the **College Evaluation Committee** or **Grievance Committee**.

Diversity Committee. Professor Miles Rodriguez, chair, reported that the committee has been addressing several issues. A proposal, resulting from committee discussions during the past academic year on how best to frame the committee's mission as it appears in the Faculty Handbook, was submitted to the Executive Committee; a "revise-and-resubmit" reply was received, and, in turn, the committee resubmitted the proposal. The general goal is to provide the institutional infrastructure that will allow the committee to promote diversity on campus more effectively. The committee is also in the process of rethinking the Rethinking Difference distribution requirement and will meet with the Distribution Requirements Review Committee to participate in the evaluation process with special attention to the Rethinking Difference requirement. The committee has collected and is analyzing data related to different kinds of diversity at Bard, which it plans to format into a useful medium of expression. The committee has begun to interact with new and newly active groups on campus with similar missions, including the student Multicultural Diversity Committee. At the next meeting of the faculty, the committee will report on additional diversity initiatives it is considering for the current academic year.

Campus Facilities Committee. Professor Paul Cadden-Zimansky, chair, reported that the committee has met several times during the semester regarding maintenance of on-campus faculty housing. The plan is to take one or two units at a time out of circulation for maintenance and renovation, and the standard lease will be revised regarding maintenance procedures.

There were no reports from the **Faculty Resources Committee** or **Library, Bookstore & Computer Committee**.

Student Affairs Committee. Professor Emily McLaughlin, chair, reported that she serves on the Student Judiciary Board and that members of the committee have met with students. Bard community dinners originated from a discussion of community life at Bard; a few of these student-initiated dinners are held each semester and are focused on varying themes. Invitations are sent by students to other students, faculty, and staff. The most recent dinner, on October 21, centered on the theme of the “Bard Bubble” and how/if it affects life at Bard. Professor McLaughlin encouraged faculty who receive an invitation to accept and attend.

AAUP Executive Committee. Professor Matthew Deady reported that a Bard AAUP Chapter meeting would be held on Wednesday, November 12, at 4:45 p.m. in Hegeman 102. The agenda will include a formal vote on changes in the faculty contract, election of officers, and setting an agenda for chapter activities for this year. Notice of this meeting will be circulated.

V. OLD AND/OR NEW BUSINESS

New Business. President Botstein turned to the matter of the requirements of Title IX of the Education Amendments of 1972, which provides that “no person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.” Bard College must have policies and procedures that conform to Title IX, which is a complex, controversial, and sensitive subject. Many institutions have been cited by the Federal Government to bring procedures up to code. Bard is in the process of extensive legal review of procedures that are being considered, and there will be faculty involvement in the process. The college is keenly aware of the problems in the Federal guidelines, which could be viewed as sloppy and poorly organized regarding the demands of compliance on institutions. Bard has thus far eluded criticism because, on advice of counsel, it has established an arms-length mode of outside investigation of cases involving alleged sex discrimination. But the college also needs to ensure that such an atmosphere does not deter alleged victims from coming forward. Guidelines for discussion and review will be brought sometime this year, and Bard needs to have a fresh look at what is said and done in its programs. Several members of the faculty have volunteered to assist in this process in a manner that protects academic freedom and protects due process on all sides. This matter must be resolved during the current academic year.

Among the retirements this year will be that of Bruce Chilton, who at this end of the current academic year will retire as chaplain at Bard and rector of St. John the Evangelist Episcopal Church in Barrytown, but not from his full-time faculty position. The college, together with the Episcopal Diocese of New York, has begun a search for an Episcopal chaplain who will be shared with St. John's and the consecrated Bard chapel. The successful candidate must also "pass muster" with the Religion Program and others as necessary, depending on the area of concentration of the candidate. As part of this process, the college is also looking at the structure of the chaplaincy and its role in student life, which, under Professor Chilton's leadership, has expanded to include Catholic, Jewish, Buddhist, and Muslim chaplains as well as a community chaplain.

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned at 5:45 p.m.

Respectfully submitted,

Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 17 December 2014

President Botstein called the meeting to order at 4:50 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting held on 5 November 2014 were approved.

II. COMMUNICATIONS. Professor Matthew Deady thanked Amie McEvoy, assistant to the president and scribe for faculty meetings, for taking the minutes of meetings.

President Botstein invited all members of the faculty and the community to his house for caroling, with eggnog and refreshments, on Christmas Eve, from 5:00 to 7:00 p.m.

III. REPORTS

A. Report of the President. President Botstein reported that there will be a full house in the spring, including additional students from abroad.

He noted several items in brief:

- The Bard Academy at Simon's Rock, for ninth and tenth graders, is moving along well.
- A search is underway for a principal for Bard High School Early College Baltimore.
- The Language and Thinking Program at Yangon University in Burma has been well received. •The college is in negotiations regarding the establishment of a Bard High School Early College in China.
- Val Thomson, principal of BHSEC Queens, represented the college at the December 4 White House College Opportunity Summit.
- The 2015 Citizen Science program in January will focus on the Ebola virus.
- The Board of Governors of the Bard-St. Stephen's Alumni/ae Association has voted to change the name of the association to the Bard College Alumni/ae Association. The last living alumnus from St. Stephen's has died.
- The college has received a naming gift of \$6 million for the Village Dormitory complex.
- The refurbished Olin parking lot will open in January. Particular thanks for this project, carried out with a grant from the State of New York, go to Laurie Husted, sustainability manager, and Carol Smillie, Bard CEP '13, whose master of science project proposed the green redesign.

In closing, President Botstein acknowledged a colleague of long standing who will retire at the end of this semester, noting that he is a man of wit, intelligence, and warmth and a fabulous teacher and wonderful colleague. President Botstein expressed his thanks and appreciation to Professor Benjamin La Farge, who will retire at the end of this semester.

B. Committee Reports

Faculty Senate. President Botstein turned to Professor Michael Tibbetts, member of the Curriculum Committee, to introduce the agenda item from the Senate, a vote on the Concentrations Proposal.

Professor Tibbetts noted that the components of the proposal allow individual programs to offer concentrations, with or without a Senior Project.

Professor Bloch also spoke to the proposal, stating that the issues addressed go back decades, to when concentrations were first formulated and that Bard grants degrees in divisions, not programs. He summarized verbally the introduction to the proposed changes, set forth in the introduction to the proposed changes to the Faculty Handbook, which were circulated with the agenda for this meeting.

The proposed changes to the handbook [which were circulated to all members of the faculty with the advance agenda for this meeting] are the result of several years of deliberation by the Faculty Senate and have been influenced by input from various community constituencies, including faculty, students, and the administration. In particular, faculty input was received from discussions at division meetings, smaller open-invitation focus groups, and informal conversations with members of the Curriculum Committee. During the course of these conversations it has become clear that there is a diversity of opinions on the substantive issues and that the full spectrum of opinion is represented within the Curriculum Committee and the larger Senate. Given the diversity

of opinions among the members of the Curriculum Committee, the official position of the committee on the proposed changes is neutral.

The relationship between programs and concentrations has been a topic of discussion since the inception of the current program system. Specifically, the question of whether a program can also be a concentration has not yet been resolved. While the handbook does not mandate a policy, the practice has been to approve only interdisciplinary concentrations that are not represented by programs. The current proposal gives the faculty an opportunity to have a conversation and to formally decide the point and to decide if concentrations must have a Senior Project component to them.

The proposed changes are designed with two outcomes in mind. The first is an expansion of concentrations to include disciplinary fields. The current practice is to approve only interdisciplinary fields for concentrations, for example, Latin American and Iberian Studies and Experimental Humanities. The changes below [in the proposal] would allow traditional disciplines to offer a concentration, for example Mathematics and Written Arts. The second outcome of the proposed changes would be to allow the faculty responsible for concentrations to choose whether students must incorporate the concentration in their Senior Project. Programs that choose not to require a Senior Project component could, as an alternative, simply define a set of courses that students must complete in order to receive transcript recognition for the concentration.

Programs wishing to create a concentration would need to submit a proposal to the Curriculum Committee, as is done currently. The proposal would need to detail the type of concentration being proposed and whether or not a Senior Project component is required. Given the current policy of no expansion of the faculty, proposals would also need to detail how the curriculum would be maintained in the absence of new faculty hires.

Professor Richard Aldous, Senate chair, spoke to the process of the Senate's review, which had been in the works for three years, during which the original impetus for the proposal dissipated. While there was no consensus, the Senate felt compelled to bring the proposal, which he characterized as the best but not the only option and not a recommendation from the Senate, to the faculty for a vote.

Extensive and open discussion and debate, both pro and con, ensued. Professor Aldous stated that the Senate would not accept any amendments to the proposal and that it is up to the faculty to decide one way or the other to end what has been a three-year process.

The question was called, and the call seconded and carried. There was ballot vote; Professor Deady was appointed teller.

The concentrations proposal was defeated by a vote of 33 in favor, 65 opposed.

There were no individual reports from the three committees comprising the Faculty Senate: the **Executive Committee**, **Curriculum Committee**, or **Planning & Appointments Committee** or from the **Faculty Evaluation Committee**, **College Evaluation Committee**, or **Grievance Committee**.

Diversity Committee. Professor Miles Rodríguez, chair, reported that during the fall semester, the committee focused on three major areas: strengthening its relationship with the Distribution Requirements Review Committee not only to rethink but to improve and clarify the Rethinking Difference distribution requirement; collaborating with other faculty committees to consider best practices for diversity in faculty hiring; and participating in the reconstitution of the Council for Inclusive Excellence, also and formerly known as the Diversity Council, which has begun to function and seeks to promote diversity among the faculty, staff, and students.

There was no report from the **Campus Facilities Committee**. President Botstein spoke to the college's efforts to gain ownership of Annandale Road, which has thus far proven impossible. The college will work to make the stretch of Annandale Road that bisects the campus more safe. And the college continues to look at infrastructure issues, particularly regarding electricity; most of the campus is now covered by generators, except for the Blithewood "spine," and various options to service this area are under investigation.

Faculty Resources Committee. Professor Daniella Dooling, chair, reported that Category II projects will be funded at a rate of 38 percent.

There was no report from the **Student Affairs Committee**.

AAUP Executive Committee. Professor Deady, chair, reported that at the committee's meeting in November, the contract was unanimously approved by those present. During the spring, the committee will meet with different groups of the faculty to discuss other matters in which the AAUP can be helpful, including formulation of the Title IX policy, for which the committee will speak for faculty concerns.

President Botstein reiterated that the college has adopted an arms-length process, in which an outside attorney investigates complaints or allegations that fall under Title IX. But the college does need to develop its own Title IX policy, which will have to be approved by the Board of Trustees.

OLD AND/OR NEW BUSINESS. In closing, President Botstein noted that the more distinctive Bard's curriculum, the more competitive it will remain. Bard was included in the *Princeton Review's* list of students' top 10 "best professors."

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned at 5:38 p.m.

Respectfully submitted,

Amie McEvoy
Recording Secretary

Minutes of the Meeting of the Faculty of Bard College held on 29 January 2015

President Botstein called the meeting to order at 5:05 p.m. He welcomed faculty to the opening of the spring term and extended his apologies for the necessity of shifting the day of this meeting from Wednesday to Thursday. He also noted that Dean of the College Michèle Dominy has traveled to England to celebrate the 90th birthday of her mother.

ANNOUNCEMENTS

Professor Bruce Chilton, chaplain of the college, announced that a vigil of remembrance would be held at 6:00 p.m. on Saturday, January 31, in the Chapel of the Holy Innocents for first-year students Evelina Brown, Sarah McCausland, and Elizabeth Stimson and faculty member Mark Becker, all of whom died tragically in this season one year ago.

President Botstein reported that there is a confirmed case of measles on campus. At the direction of the New York State Department of Health, any member of the faculty or staff who was on campus between January 25 and 27 may have been exposed; those who have not had the MMR vaccination or who were born after January 1, 1957, need to get the vaccination from their physician or a clinic that would be held the following day in the Campus Center meeting room.

REPORT OF THE PRESIDENT

The college is fully enrolled for the spring term, with a total of 1,966 degree-seeking students, 1899 of whom are in residence on the Annandale campus. The total of all degree-seeking students, undergraduate and graduate, in all Bard-affiliated programs in this country and abroad, is approximately 6,000.

There has been yet another growth in applications for admission, with an increase of approximately 10 percent over the 25 percent increase last year. There is also further diversification in the applicant pool.

The college has done very well in fund raising and is ahead of last year at this date. Plans for a new capital campaign are under way.

The Bard Prison Initiative held its 12th commencement on Saturday, January 24, at Eastern New York Correctional Facility in Napanoch. Timothy Michael Cardinal Dolan, archbishop of the Roman Catholic

Archdiocese of New York, gave the address and received the honorary degree of Doctor of Divinity. Thirty-eight Associate in Arts degrees and 14 Bachelor of Arts degrees were conferred. Nearly half of the BA degree candidates completed Senior Projects in mathematics, yet another vindication of the liberal arts program in prisons.

Al-Quds will hold its third commencement on Monday, January 26. Bachelor of Arts degrees and Master of Arts in Teaching degrees will be conferred. These programs are doing very well and have increased Bard's presence and significance on the West Bank.

Bard High School Early College Baltimore will open in fall 2015. Appointment of the management team is nearly complete. A young, gifted African American woman has been named principal, and the new dean was recruited from BHSEC Manhattan. BHSEC Baltimore has received excellent support from the City of Baltimore and Johns Hopkins University.

The college is in the process of investigating the possibility of an arrangement to oversee the George Jackson Academy, a private school in St. Mark's Place in Manhattan for African-American, Latino, Asian-American, and multi-racial boys in grades four through eight. The school is associated with the Roman Catholic Archdiocese of New York. If this project comes to fruition, it will be under the aegis of BHSEC Manhattan.

The new Language and Thinking Program at Yangon University in Burma has begun and has been well received.

Bard College at Simon's Rock, which has experienced some weakness in enrollment, is doing much better, with more inquiries and applications than in the past five years. Twenty-two new students have enrolled for the spring term. Interest is also keen about the Bard Academy at Simon's Rock that will open in the fall for ninth and tenth graders; there have been more than 100 inquiries to date, and 27 potential students have started applications.

Murray Liebowitz, a life trustee of Bard and emeritus overseer of Bard College at Simon's Rock, died on December 1, 2014, at the age of 86. At the request of Mr. Liebowitz and with his bequest, a memorial concert, a performance of Mahler's Ninth Symphony with the American Symphony Orchestra and the Bard Conservatory Orchestra, will be held at 3:00 p.m. on Sunday, May 17. The concert is free to the Bard community, but reservations will be required.

The Orchestra Now, a new Master of Music degree program in curatorial, critical, and performance studies, a collaboration of the Longy School of Music of Bard College and the Bard College Conservatory of Music and its Graduate Conducting Program, will begin at Bard in the fall of 2015. Ultimately, approximately 35 graduate students will be accepted into the program. In addition to concert series at

Carnegie Hall and other venues throughout the Northeast, the program will include an apprenticeship with the Bard Music Festival.

Noting that he has been made aware of some controversy regarding the course approval process, President Botstein urged all program directors to coordinate course offerings and ensure the balance and integrity of course offerings for each program. Senior faculty do not own curricular “turf” and should be mindful of supporting the development of less senior faculty. Program directors should try to control the corrosive atmosphere regarding what is taught; the focus should be on the needs of students. He appealed for restraint from the use of e-mail in a manner that is abusive, stating that e-mail is not erasable and is cowardly. The college needs the assistance of faculty in protecting a younger faculty member from such abuse.

Turning to transition in the senior administration at Bard, President Botstein turned first to the political situation in Greece and the imminent elections there. Executive Vice President Dimitri Papadimitriou’s wife, Rania Antonopoulos, visiting professor of economics and senior scholar at the Levy Economics Institute, is number two on the open slate for election to the Greek Parliament, and it is likely that Mr. Papadimitriou will be appointed to a ministerial post in the Greek government, which would result in his taking a leave from the college. Whether or when that might happen is not yet clear. Mr. Papadimitriou has been at Bard for 38 years. He has managed the college with loyalty, ingenuity, and great skill. But this may be the moment of opportunity for him to serve his country. The likelihood of this happening makes necessary the reorganization of the structure of the administration.

A search for a chief financial officer from outside of Bard is already under way. The person chosen to fill this position will report directly to the president and the Finance Committee of the Board of Trustees. The position of executive vice president will not be filled, in anticipation of Mr. Papadimitriou’s return to Bard.

The current administrative structure includes Norton Batkin, vice president and dean of graduate studies; and Robert Martin, director of the Bard College Conservatory of Music and currently vice president for academic affairs. Norton Batkin and Robert Martin may assume some of the duties of the executive vice president. Jonathan Becker, now vice president and dean for international affairs and civic engagement as well as director of the Center for Civic Engagement, will be named vice president for academic affairs and civic engagement; he will continue to oversee overseas programs. Debra Pemstein, vice president for development and alumni/ae affairs, and James Brudvig, vice president for administration, also will inherit part of the existing portfolio of the executive vice president. Also involved are oversight of Financial Aid/Student Accounts and the management of Bard College Berlin and Bard College at Simon’s Rock. The portfolios of Taun Toay ’05, associate vice president, and Coleen Murphy Alexander ’00, associate vice president for administration and campus operations, will be expanded. President Botstein emphasized that all of these arrangements are improvisatory for the time being.

Michèle Dominy will step down as dean of the college at the end of the current academic year. She will take a year's sabbatical and return to the faculty full time in anthropology and environmental and urban studies in the fall 2016.

Rebecca Thomas, associate professor of computer science, has been appointed dean of the college. The two associate deans, Susan Merriam and Mark Halsey, have agreed to work with Professor Thomas during the transition, and Professor Thomas will shadow Dean Dominy this spring. In July, Professor Halsey will assume the position of vice president for institutional research and compliance throughout the Bard network; he will oversee how the college deals with regulatory compliance issues, currently part of the work of Dean Batkin.

All of this transition will provide opportunities for a younger generation of administrators and for the college to do things better and more efficiently.

Student Affairs and Student Life and Advising will remain much as they are. Erin Cannan, dean of student affairs and associate director of the Center for Civic Engagement, and David Shein, dean of studies, are doing very well.

President Botstein expressed thanks to Mary Backlund, vice president for student affairs and director of admission, whose service to the college has been long and exemplary; to Debra Pemstein, vice president for development and alumni/ae affairs, who does a great job in fund raising and overseeing the Fisher Center for the Performing Arts; and to James Brudvig, vice president for administration. Additional duties will fall to each of them.

In closing, President Botstein acknowledged the enormous contributions to the college made by Dimitri Papadimitriou and Michèle Dominy, and extended congratulations to Rebecca Thomas on her appointment as dean of the college.

In response to a question from Professor William Mullen regarding the 2015 Citizen Science program, Professor Amy Savage, director, reported that this was the best year to date, with deep engagement both on the part of students and faculty and an exceptional collaboration with the Center for Civic Engagement. Dean Halsey added that the assessments attest to this success.

The meeting adjourned to a reception at the president's house at 5:40 p.m.

Respectfully submitted,

Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 11 March 2015

In the absence of President Botstein, Professor Richard Aldous, chair of the Faculty Senate, called the faculty-led meeting to order at 4:50 p.m.

Communications. Professor Bruce Chilton reported that Benjamin Vromen, husband of Suzanne Vromen, professor emerita of sociology, died suddenly on Tuesday, March 10, at the age of 93. He and his wife were on vacation in Florida. After his retirement from IBM in 1990, Ben taught Hebrew, Dutch, and yoga at Bard.

Minutes. Upon motion duly made and seconded, the minutes of the meetings of the faculty held on 17 December 2014, and 29 January 2015, were approved.

Presentation on behalf of vice presidents (new structures and organization). There will be several shifts in the administration at the end of the current academic year. Michèle Dominy will step down as dean of the college on June 30, after 14 years in this position; following a year's sabbatical, she will return to the faculty full time in anthropology and environmental and urban studies. Dimitri B. Papadimitriou, who has served as executive vice president of Bard for 38 years, will step down from this position on June 30.

Professor Rebecca Thomas has been named dean of the college, effective July 1; the duties of the dean will remain much as they have been. Jonathan Becker will take on the additional title and responsibilities of vice president for academic affairs. A search is currently in progress for a chief financial officer (CFO); the final decision and appointment will be made by the president of the college and the Finance Committee of the Board of Trustees, to whom the CFO will report. The duties of other administrators will shift until a CFO is in place and may shift again depending on the strengths of the successful candidate. In the interim, James Brudvig, vice president for administration; Norton Batkin, vice president and dean of graduate studies; Taun Toay '05, associate vice president; and others have taken on additional responsibilities.

Report of the Senate. Professor Aldous noted that the report of the Senate Working Group on Faculty Meetings was circulated prior to this meeting. The working group, comprising Deirdre d'Albertis, James Ketterer, Gideon Lester, Karen Sullivan, Rebecca Thomas, and Richard Aldous (convenor), has examined ways in which to create a more dynamic environment at faculty meetings, beginning with the once-a-semester meetings that are faculty led. He reviewed the proposals of the working group for reform in three broad areas: revising the agenda for more efficient faculty action; providing a more robust and inclusive framework for collective discussion; and finding consensus on the logistics of meeting. He requested comment and feedback from the faculty as a whole.

1. Revising the agenda for more efficient faculty action [to introduce more discussion, with ideas to revitalize this part of faculty meetings and create a more collaborative environment]:

- a. Scrap the current pro forma agenda; customize each meeting's agenda; more specific items proposed for discussion; fewer generic reports, and especially "no reports"; introduction of faculty forums.
- b. More specific designation on the agenda of business for "discussion" (first reading); "decision" (vote) and noting (implementation update).
- c. Divisional reports at each meeting; divisions to decide at their own meetings what, if any, business to bring to the full faculty.
- d. After any proposal has been reviewed by programs, divisions, senior committees, and the Senate, it should come to the full faculty for discussion rather than being sent back to the divisions.
- e. A Senate retreat at the beginning of each year to plan an integrated program of business for the senate and the full faculty.

f. Executive Committee to take the lead in coordinating the agenda for each individual faculty meeting in order to implement the program set out above (e).

g. Invite the president (in addition to his regular reports at faculty meetings) to give a “State of the College” address at the beginning of the year to lay out strategic priorities and provide the context for academic policy; live streamed and open to all.

2. Providing a more robust and inclusive framework for collective discussion:

a. “Open comment” listed on the agenda at every meeting to allow those who are not on the Senate to raise items of business.

b. “Open comment” to be led by the equivalent of a “readers’ editor,” elected by the faculty as a whole, who can convey suggestions, concerns, and complaints; this allows faculty who may not wish for various reasons to speak out, or be the first to speak out, to raise matters of interest and concern.

3. Finding a consensus on the logistics of meetings:

a. Consideration of the best time to hold meetings to maximize attendance.

b. Consideration of best venue—including looking at more intimate rooms such as Olin Language Center 115 (accepting that sometimes colleagues may have to stand), or more aesthetically pleasing and acoustically appropriate venues, such as the Bito performance space, which might be less central on campus, or rotating meeting venues around the divisions.

c. If meetings continue at the Bertelsmann Campus Center, reconfigure the seating arrangements from lecture layout to board room or parliamentary format (semicircular, opposite “benches” or square—the latter with faculty perhaps sitting with their divisions).

d. More experimentation with technology, particularly to facilitate contributions from international campuses and the Bard High School Early Colleges on topics of shared interest such as First-Year Seminar or Senior Projects.

Extensive and open discussion and comment ensued. The Senate will bring any proposals for action back to the full faculty for consideration.

Executive Committee (faculty listserv). Professor Kyle Gann, chair, reported that there have been many complaints about the current e-mail listserv system, including volume and the occasional combative atmosphere on faculty e-mail that new faculty often find chilling. The committee has met again and again about this. While the content of e-mails cannot be altered, the volume and form can be. The committee’s proposal is intended to regulate volume, in terms of redundancy (e.g., announcements); and form, by attempting to come up with some means of sorting, as is the case with “pennysaver,” which has been helpful. “Faculty@bard.edu” will be left as is; announcements will be converted to a different format. These efforts will enable new faculty to determine whether to open or delete an e-mail but will not impinge on freedom of speech. Extensive and open discussion ensued.

Curriculum Committee (program review procedures). Professor Sanjaya DeSilva, chair, reported on the committee’s current focus on the review of programs, several of which have been reviewed in the last two years. That work continues this year, with the programs in history, philosophy, and film. The year-long process begins with a one-semester self-assessment followed by an external review by a team of three representatives from other institutions. The self-assessment and outside evaluation are submitted to the Curriculum Committee, which submits its recommendations to the Senate. The Senate, in turn, forwards its recommendations to the dean of the college.

Professor DeSilva requested faculty input regarding long-term use of these reviews. A system needs to be put into place that includes a framework specifying who has access to the assessments, which are meant to benefit the program, and tracking and implementation of recommendations. The committee will then develop a proposal for faculty vote.

Planning and Appointments Committee (latest round of appointments). Professor Nicole Caso, chair, reported that proposals for new and replacement positions to be recruited during academic year 2015–16 are due on Friday, March 13. She also discussed the work of the committee and issues it faces.

Diversity Committee (Rethinking Difference distribution requirement). Professor Miles Rodriguez, chair, reported that much of the committee's recent work has focused on the issue of rethinking the Rethinking Difference distribution requirement. The committee has worked to develop a proposal for the Rethinking Difference Committee that addresses the lack of clarity in how the requirement is listed and what it means; during the process, the committee met with students to gain their view in the matter. The Diversity Committee will report to the Curriculum Committee on these issues.

Facilities Committee (housing lottery). In accordance with the recent e-mail circulated by Professor Paul Cadden-Zimansky, chair, the deadline for entering the faculty housing lottery for on-campus housing for next year is April 15. All full-time, pre-tenure, or visiting faculty are eligible to enter the lottery for the 2015–16 academic year, with the assignment process and renewal rights giving priority to tenure-track appointees.

Student Affairs Committee. Professor Emily McLaughlin, chair reported on the revamping of the Faculty Fellows program. As originally conceived, interested faculty were paired with residence halls and were given a stipend for meetings, dinners, and the like. Peer counselors are now responsible for inviting faculty into living spaces on campus and are required to host one such event (academic or social) each semester. Budgets must be approved in advance. Students have been asked to reach out across the faculty. This process will be followed for the remainder of the current semester, and it is hoped that it will be continued next fall. The reason for the shift was the difficulty in recruiting Faculty Fellows.

Middle States Review. Professor Susan Merriam reported on the accreditation reviews by the Middle States Association of Colleges and Schools, the accrediting body for the Mid-Atlantic States. The process involves a full review every ten years and a follow-up review five years after the full review. While the accrediting agency requests volumes of information and sets standards around all aspects of running a college to which institutions respond, the process has been streamlined and the areas of review have been reduced; however, the process remains intensive. The current review began in September 2014 and will continue through 2017.

Working groups have been set up that will collect data in each subject area, including Bard's graduate programs and global network. Following the college's self-assessment, an external evaluation process will begin. [Ed. note: Time was short, and Professor Merriam's presentation was detailed and fast; questions about the process may be directed to her.]

Carbon Footprint of Food. Corinna Borden, Chartwells' Food Sustainability Advocate, and members of the Sustainability Council Laurie Husted and Taun Toay gave a presentation on the council's charge to reduce the carbon output of the college. Ms. Borden spoke to the food portion of the council's greenhouse gas inventory. Bard's CO₂ output in 2013 was 16,000 tons, tracked as part of the college's commitment to carbon neutrality by 2035. Chartwells is tracking the CO₂ (and water and waste) output of the food service operations, which, in 2014, was 1,400± tons in addition to the total of 16,000 tons mentioned above. A Real Food Challenge commitment signed by the college in March 2013 pledged that by 2020, 20 percent of the food purchased will be "real food." During the current academic year, Bard is averaging 22 percent, years ahead of schedule, and is working to further reduce that number. Additional, detailed information may be obtained from the college's Sustainability Tracking, Assessment & Rating System (STARS) report: <https://stars.aashe.org/institutions/bard-college-ny/report/2014-06-12>.

There being no further business to come before the faculty, the meeting adjourned 6:15 p.m.

Respectfully submitted,



Amie McEvoy
Recording Secretary

Meeting of the Faculty of Bard College held on 22 April 2015

President Botstein called the meeting to order at 4:55 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting held on 11 March 2015 were approved.

II. There were no general COMMUNICATIONS.

III. REPORTS

A. Report of the President. President Botstein reminded the faculty of the Admission Open House for Accepted Students that will take place on Saturday, April 25. Approximately 1,000 guests are expected, including more than 400 accepted students who are in the process of making a decision about coming to Bard.

The growth of approximately 10 percent in applications over last year for fall 2015 is worth mentioning; however, it does not reveal anything about a student's capacity to pay. By comparison with comparable institutions, Bard has a high PELL grant rate of approximately 20 percent; diversity in applications is very strong. Institutions with substantial endowments do very well, as do "legacy" colleges. Included in Bard's applicant pool for the fall are approximately 600 applications from mainland China, which will require a fluent Chinese speaker on staff. The college's connections in China are very strong, and alumni/ae parents in China are very helpful in the conversion process.

During the Admission Open House for Accepted Students, it is anticipated that parents will ask about the cost of attending Bard. The college is tuition driven, and the discount rate has declined since the 1970s; however, approximately two-thirds of the student body is subsidized. During the 1960s and 1970s, all students paid tuition. Parents also will ask about Bard's financial condition. The college has always been poor, and will stay that way: "Poverty is very stable." At Bard, being wealthy is about being excellent. The college is in the midst of gearing up for a capital campaign, based on Bard's strengths in the arts, international programs, and the Bard High School Early Colleges. In the long term, the significance of the college will redound to its benefit. More than \$40 million was raised in the fall, and the "silent phase" of the campaign is beginning to gain in momentum. The large donors thus far this year—of \$5 million, \$7

million, \$25 million—are neither alumni/ae nor parents but rather those with no “family” ties to Bard; their philanthropy supports the core program of the college. Bard’s traditional alumni/ae model is changing, with higher participation in giving from classes after 1985 and especially in the last twelve or thirteen years. And there are some “legacy” admits in the entering class for the fall. But the college also bears the burden of tuition exchange, with a high percentage of academics participating that the college tries to accommodate. All of that is to say that the assistance of the faculty during this conversion weekend will be greatly appreciated, even though there is no fear about there being a full class for the fall.

The budget for academic year 2015–16 reflects pruning to reduce cost-intensive programs, but not the core program of the college. The annual philanthropic need must to be brought down from \$25-\$30 million per year so that the college can begin to build the endowment to \$400 million, which would yield approximately \$20 million per year.

Bard High School Early College Baltimore will open in the fall. The college is still involved in the Maryland approval process, and there has been some opposition from local community colleges. This is an important fight to win.

The development of a Title IX policy, which must be reviewed, discussed, and adopted by the Board of Trustees, has gone through many iterations and has also been changed in accordance with some case law. There will have to be discussion about realistically monitoring the private lives of undergraduates, both on and off campus. The college will have to hear cases from up to three years earlier, and is bound to investigate and adjudicate redress. This is an extremely burdensome process, and the idea of “consent” has expanded. The executive committee of the Bard AAUP will be included in the process. Development of the policy is currently in process.

President Botstein met with the Faculty Senate at the Senate’s invitation to discuss e-mail traffic on the Bard server, including the personal opinions and personal attacks written frequently by a colleague. Many of these messages are vitriolic and unacceptable attacks on junior faculty, and excoriating language is used. President Botstein thanked those members of the faculty who have tried to intervene personally to persuade the colleague to step back, although these attempts have proven unsuccessful. Individuals can file a complaint, which would result in a third-party investigation that could be litigated. However, this case might best be treated by benign neglect. President Botstein assured each junior member of the faculty that the accusations and attacks bear no influence on the decision-making process of the college; the colleague’s credibility is nil, and the colleague’s judgment found wanting. Given the paranoia in these expressions, any effort to attempt to help the person is doomed. The more the person is engaged by colleagues, the worse it will get. The college will honor any workplace harassment complaint or class action that might come forth, but it will not move itself against a tenured member of the faculty. A complaint or class action would obligate the college to investigate within forty days via a third party. But the situation needs to be controlled by the faculty; President Botstein wishes to step back in deference to

the person and the community. The situation is internally self-destructive, but there is a capacity to stop it.

Discussion ensued regarding Title IX as well as the toxic abuse of e-mail mentioned above.

B. Committee Reports

Faculty Senate. Professor Richard Aldous, chair, thanked President Botstein for meeting with the Senate to discuss the situation mentioned above. Professors Aldous and Sullivan will meet with President Botstein regarding the proposals regarding faculty meetings brought by the Senate Working Group on Faculty Meetings, which were presented and discussed at the March meeting. The Senate has been working on an initiative to more actively integrate junior faculty in the decision-making process, resulting in a proposal that will be circulated within the divisions and brought to the full faculty.

Executive Committee. Professor Kyle Gann, chair, reported on the committee's work to establish a new listserv. Any comments or suggestions should be directed to him.

He then brought the committee's agenda items for the election of two members of the Faculty Evaluation Review Committee (tenured; one at-large for a two-year term and an alternate for a one-year term) and the election of two members of the Grievance Committee. There were no volunteers for any of these offices. The Executive Committee will canvas the faculty and will present its nominations at the May meeting.

Divisional Chair Reports. Professor Robert McGrail, chair of the Division of Science, Mathematics, and Computing, reported that the annual poster session, with approximately 70 students presenting their research, will be held on May 12, from 6:00 to 8:00 p.m. in the Gabrielle H. Reem and Herbert J. Kayden Center for Science and Computation.

Curriculum Committee. Professor Melanie Nicholson reported that since spring 2014 a working group, chaired by Professor Deirdre d'Albertis, has been engaged in evaluating the undergraduate college's current system of distribution requirements. A survey will be circulated by Professor d'Albertis to which faculty were asked to respond.

There were no reports from the **Planning & Appointments Committee, Faculty Evaluation Committee, College Evaluation Committee, or Grievance Committee.**

Diversity Committee. Professor Miles Rodríguez, chair, reported that the committee's focus is moving toward faculty hiring. In addition, clarification is needed regarding who will serve on the committee in the next academic year; representatives from Languages and Literature and the Arts need to be elected immediately. He urged that new hires be consulted about possible service on the committee.

Campus Facilities Committee. Professor Paul Cadden-Zimansky, chair, reported that the faculty housing lottery has been held and the results circulated. He thanked the administration and buildings and grounds staff for work to be done on Cedar Hill.

There were no reports from the **Faculty Resources Committee, Student Affairs Committee, or AAUP Executive Committee.**

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned at 6:00 p.m.

Respectfully submitted,

Amie McEvoy
Recording Secretary

Meeting of the Meeting of the Faculty of Bard College held on 20 May 2015

President Botstein called the meeting to order at 4:50 p.m.

I. MINUTES. Upon motion duly made and seconded, the minutes of the meeting held on 22 April 2015 were approved.

II. COMMUNICATIONS. President Botstein reiterated that Michèle D. Dominy will step down at the end of the current academic year after fourteen years of service as dean of the college, a truly ungrateful job that she has handled with skill, intelligence, judgment, perseverance, and a big heart. In response to Dean Dominy's wishes, a group of colleagues has established and endowed an annual award in her name, of which she will be the first recipient.

Michèle D. Dominy Award for Teaching Excellence

The Michèle D. Dominy Award for Teaching Excellence honors outstanding teachers who embody Bard College's commitment to distinction in undergraduate liberal arts and sciences education. The annual award recognizes demonstrated intellectually rigorous and challenging teaching, creativity in course design and the application of innovative teaching concepts and methods, and energetic engagement within and outside of the classroom.

All full-time, tenured members of the faculty with at least five years of service are eligible for the annual award. Nominations are invited from students and faculty. The selection is made by the

president upon the recommendation of the dean of the college, the faculty director of the Center for Faculty and Curricular Development, and the prior recipient. The recipient receives an award of \$2,500, which is announced at the final faculty meeting of the year.

Nominations by students and faculty for the 2016 awards will be accepted through March 1, 2016. The nomination form will be available on the website of the dean of the college as of September 1, 2015.

The Michèle D. Dominy Award for Teaching Excellence was established in 2015 by the faculty and administration of the College to honor her service as dean of the college.

III. VOTING OF DEGREES

Dean Dominy presented the candidates for degrees to be presented at the 155th commencement on Saturday, May 23, 2015. There were 414 candidates for the degree of Bachelor of Arts, 19 for the degree of Bachelor of Music from the Bard College Conservatory of Music, and one candidate for the degree of Bachelor of Science. There were 112 candidates from the Division of the Arts; 80 from the Division of Languages and Literature; 70 from the Division of Science, Mathematics & Computing; 134 from the Division of Social Studies; and one from Multidisciplinary Studies. Seventeen candidates completed two Senior Projects. Upon motion duly made and seconded, the granting of these degrees was approved and recommended to the Board of Trustees for action.

Dean of Graduate Studies Norton Batkin presented, for the information of the faculty, the list of candidates for graduate degrees.

President Botstein requested Jonathan Becker, vice president and dean for international affairs and civic engagement, to circulate the list of degrees that will be presented at the college's affiliates abroad, including Al-Quds University; American University of Central Asia; Bard College Berlin; and Smolny College of Liberal Arts and Sciences. Degrees also will be granted at Bard College at Simon's Rock; and the Bard High School Early Colleges in Manhattan, Queens, and Newark. Students at BHSEC Cleveland have not yet completed degrees; BHSEC Baltimore will open in the fall.

IV. REPORTS

A. Report of the President. President Botstein acknowledged the service of Mark Lytle, Lyford Patterson Edwards and Helen Gray Edwards Professor of Historical Studies, who has had a long and distinguished forty-one-year tenure at Bard. He has been a deeply influential teacher of American history, a productive scholar without snobbery, and one of the first to indicate an interest in the teaching of middle and high school students. He thanked Professor Lytle for his service, longevity, and collegueship. Professor Lytle will be recognized on Friday evening at the President's Awards Ceremony with others who will receive

Bardian Awards: Hap Tivey in the arts; Martha J. Olson, who has served for ten years as dean of the Bard High School Early Colleges; and Benjamin La Farge, who retired at the end of the fall semester. Justus Rosenberg, who retired some years ago, was not so recognized—and he continues to teach; Professor Rosenberg's Bardian Award is a belated recognition of his long service to the college.

The festivities of Commencement and Alumni/ae Weekend begin with baccalaureate and senior dinner on Thursday evening, May 21. The President's Awards Ceremony and Dinner, followed by the commencement concert and the beginning of alumni/ae weekend events, will be held on Friday evening. At the awards ceremony, in addition to the Bardian Awards noted above, the Bard Medal will be presented to Marieluisse Hessel; John and Samuel Bard Award in Medicine and Science, Ilyas Washington '96; Charles Flint Kellogg Award in Arts and Letters, Charlotte Mandell '90; John Dewey Award for Distinguished Public Service, Harvey L. Sterns '65; and the Mary McCarthy Award, Alice McDermott. On Saturday, commencement will begin with the formation of the academic procession on Annandale Road at 2:00 p.m. Honorary degrees will be presented to Kiki Smith, Anthony Grafton, Cori Bargmann, Arthur Aviles '87, and Sherilyn Ifill, president and director-counsel of the NAACP Legal Defense and Educational Fund, who will give the commencement address.

Reorganization of the senior administration is afoot. Dimitri B. Papadimitriou will take a sabbatical year during 2015–16; he will retain his positions as president of the Levy Economics Institute and executive vice president, but the position of chief financial officer will go to Jim Brudvig, vice president for administration and finance, who has an MBA from the University of Chicago and a Ph.D. in philosophy. Other changes include:

Mark Halsey: vice president for institutional research and assessment;
S. Rebecca Thomas, dean of the college;
Jonathan Becker, vice president for academic affairs and director, Center for Civic Engagement;
Erin Cannan, promoted to vice president for student affairs and dean of civic engagement;
Taun Toay '05, promoted to vice president for strategic initiatives and chief of staff; and
Coleen Murphy Alexander '00, promoted to vice president for administration.

There will be a few other changes within the administration, and all will be in place on July 1.

The college has done very well in admissions. There have been many more applications than the high number received last year, including approximately 600 from China, and a decision has been made to cap financial aid. No need-based financial aid will be granted to students whose families have an annual income of more than \$500,000. There will be approximately 500 students in the entering class, which is very competitive without using dollars for leverage. President Botstein complimented Mary Backlund, vice president for student affairs and director of admission, and her staff for their achievement.

The college will break even again this year. Several members of the faculty have asked about the college's financial condition, particularly in view of the downgrading of its bonds, which offers the college an opportunity to decrease its debt load. While Bard is unendowed and poor, a lot of money has been raised during the past year, with large gifts of \$5 million to \$7 million making up the \$20–\$25 million gap. The college's need for endowment is approximately \$40 million per year. A capital campaign of between \$400 and \$500 million will be launched once two or three lead gifts to reach the half-way mark have been given in the silent phase. President Botstein expressed his optimism about the college's future.

At its annual meeting on May 22, 2015, the Board of Trustees will elect three new trustees: Craig Cogut; Paul S. Levy; and Brandon Weber '97, an active alumnus and successful Wall Street hedge fund manager, who will serve as an Alumni/ae Trustee.

The college will increase support of faculty research. (See more details under the report of the Executive Committee.)

Concern has been expressed about health care costs. President Botstein asked Jim Brudvig, vice president for administration and finance, to answer questions at the end of this meeting. The numbers are not entirely within the college's control, but the plans that Bard offers remain competitive and are parallel to those at Vassar.

President Botstein will ask incoming Dean Rebecca Thomas to put together a faculty group to address several issues, including

- Design, through a closer collaboration with the Bard Graduate Center, involving computation, problem solving, and an interest in issues of design, building, and architecture in a “soft engineering” approach—a collaboration between the arts and science.
- Translation as an activity worth thinking about.
- The college must continuously look at how it frames what it offers its undergraduates; how that is done is not obvious. The “gateway” portals students use need to be explored to interest students in what is taught here.

Faculty who wish to join in these discussions should be in touch with Professor Thomas.

A “coding” component will be added to the Language and Thinking Program, which will serve as an introduction to the use of the computer in a more sophisticated manner.

A new program will be launched at Bard College Berlin that will focus on Arts and Society. The program, Site and Scene, will offer a combination of studio and performance classes, with courses looking at such issues as visual culture, media, and the role of the arts in social change. The program will begin in spring 2016. Students will be recruited from other American colleges and universities as well as from Bard. Faculty members who are interested should be in touch with Susan Gillespie, founding director of the Institute for International Liberal Education.

B. Report of the Faculty Senate and Executive Committee

Faculty Senate. Professor Richard Aldous, chair, reported that the Senate has considered the issue of listserves. A strong e-mail policy is needed for next year as well as a more transparent policy for e-mail issues. A proposal for a Junior Faculty Steering Committee has passed the Senate, and changes have been made in the faculty research fund. Professor Aldous expressed thanks to Professor Kyle Gann and the Executive Committee for their work on these issues. The “old” Senate met with the “new” Senate to establish continuity between the two academic years. Next year, the new Senate will meet in retreat to set priorities before the semester begins. Professor Aldous thanked those who served this year for their hard work.

He turned to Professor Karen Sullivan for a faculty tribute to Dean Dominy. Professor Sullivan spoke to the difficulty of the position, which she said Dean Dominy has handled with enormous grace, integrity, fairness, and the knowledge she brings to her myriad duties, including faculty hirings. Dean Dominy was presented, to the thanks and applause of the faculty, with a Tiffany orchid vase and gift certificate for Haven Spa in Rhinebeck.

Executive Committee. Professor Kyle Gann reported that after meetings with Executive Vice President Dimitri Papadimitriou, changes have been made in the research funding categories and quantity: Category I has been doubled, to \$2,000, and Category II has been eliminated. There also will be clarification of the language on “leadership in a conference” in cases where faculty are not presenting. Mr. Papadimitriou also agreed to raise the Bard Research Fund pool of funds to \$50,000 from its present \$42,000. Together, these changes should constitute a 40 percent increase in funding for faculty research based on present participation. As a result of these changes, the role of the Faculty Resources Committee will be revisited, to address disparate requests.

Election of Grievance Committee members to fill two vacancies. Nominees, brought duly seconded, were Tatjana Myoko von Prittwitz und Gafron, Lothar Osterburg, Matthew Mutter. Emily McLaughlin was appointed teller for the ballot vote. Professors Mutter and von Prittwitz were duly elected to serve on the Grievance Committee.

Election of Faculty Evaluation Review Committee member at large. Nominees, duly seconded, were Garry Hagberg, who is not able to serve; and Tim Davis. Vote by show of hands for the record resulted in the election of Professor Davis.

Faculty Senate Agenda Item: Professor Aldous brought, for open discussion, the Senate’s proposal to establish a Junior Faculty Steering Committee, which had already been discussed in the divisions. Should the open discussion give a sense that the faculty would like to formally consider this idea, a full proposal will be presented in the fall. Open discussion and debate ensued.

There were no separate reports from the **Curriculum Committee** or **Planning & Appointments Committee**.

C. Other Committee Reports

There were no reports from the **Faculty Evaluation Review Committee**, **College Evaluation Committee**, or **Grievance Committee**.

Diversity Committee. Professor Miles Rodriguez summarized the work of the committee during the 2014–15 academic year:

- Submitted a proposal to update the committee’s mission and language in the Faculty Handbook to the Executive Committee in November;
- Submitted a proposal to update the Rethinking Difference distribution requirement to the Distribution Requirements Review Committee, which was created by the Curriculum Committee in March;
- Reported on diversity faculty hiring to the Planning & Appointments Committee in February and began work on a proposal in the spring;
- Participated in the creation and first year of work of the Council for Inclusive Excellence, which brings together faculty, staff, and students for action on diversity issues, and recently held the council’s first faculty divisional dinner;
- Successfully recruited divisional committee members for the 2015–16 academic year.

It is now up to the respective entities to make a decision on the committee’s proposals and up to next year’s Diversity Committee to complete them.

In closing, Professor Rodriguez stated that there is still much work to do, but the committee would like the faculty to recognize the committee’s contributions to diversity on campus in just one year. The committee has revived work on diversity that involves most of the faculty committees and the new Council for Inclusive Excellence and has also contributed to a welcoming climate for diversity and inclusive excellence.

There was no report from the **Campus Facilities Committee**.

Faculty Resources Committee. Professor Daniella Dooling, chair, reported that as a result of fewer requests, the reimbursement rate for Category II funding for academic year 2014–15 has been revised to 54 percent for both the fall and spring semesters.

There were no reports from the **Library, Bookstore & Computer Committee** or **Student Affairs Committee**.

AAUP Executive Committee. Professor Matthew Deady, chapter president, noted that the current faculty contract is in effect until July 2017. A working group of the AAUP Executive Committee will continue discussions with the administration regarding the health care cost increases. The “Wellness Initiative,” which was tested during the current academic year, will not be continued.

V. Old and/or New Business. Jim Brudvig, vice president for administration, spoke to the increase in health care costs, explaining first the rationale and basis for the increase.

- The increase is parallel to medical inflation.
- The increase is based on usage at Bard, which, while a small group, has a lot of medical needs, including those of faculty and staff children.
- The rates went up. There is a choice of a high-deductible plan, and HSA Flex can be used to cover costs if ill; the other two choices remain much the same.

The cost increase was 26 percent last year and is 20 percent this year; the difference this year is that the college cannot absorb all the costs. Bard’s is a self-insured plan, and the college buys into the network at approximately \$17 million per year. While the rates did go up, Bard’s plan is comparable to that of Vassar for faculty and staff.

Questions and discussion ensued. Additional information will be made available to both faculty and staff.

In closing, President Botstein thanked the faculty for their service and wished them a productive summer. He urged faculty attendance at baccalaureate and commencement, which this year will represent the largest assemblage in the college’s history.

There being no further business to come before the faculty, upon motion duly made and seconded the meeting adjourned to a reception at the president’s house at 6:40 p.m.

Respectfully submitted,

Amie McEvoy
Recording Secretary
