

VANDERBILT UNIVERSITY FACULTY SENATE
MINUTES OF MEETING
DECEMBER 13, 2001

SUMMARY

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Senators present: Barz, Benbow, Bess, Blumstein, Clayton, Conway-Welch, Dobbs-Weinstein, Ely, Epstein, Ernst, Fogo, Gabbe, Galloway, Goldring, Gould, Haselton, Horn, Innes, Johnson, Lind, Link, Maneschi, McCarty, McCarthy, Mihalik, Oates, Parsley, Paschal, Pitz, Salisbury, Sandler, Sasson, Schrimpf, Shepherd, Strauss, Swift, Syverud, Tarpley, Wait.

Senators absent: Bloome [regrets], Bond, Christie, Corbin, Damon [regrets], Denison, Gabbe [regrets], Gilmer [regrets], Hazinski, Kinzer [regrets], Lowe [regrets], Newman, Osheroff, Outlaw, Ramsey [regrets], Simonett, Smith [regrets], Victor, Wilkes

Ex Officios present: Brisky, Burish, Dowdy, Gee, Gherman, Hall, Limbird, Schoenfeld, Tuleen, Williams, Zeppos.

Ex Officios absent: Jacobson [regrets], Scott, Spitz.

The meeting was called to order at 4:15 p.m. by Chair James Blumstein. The Minutes of November 8, 2001 were approved as distributed.

REMARKS OF CHAIR BLUMSTEIN

I would like to take some time at the outset of the meeting to report on a few things and to talk a bit about what is on the agenda for today.

You will recall that the Chancellor deferred from September his response to proposals made to him last spring by the Senate. It has been customary for the Chancellor to respond to those Faculty Senate recommendations/proposals at the Senate's first meeting the next fall. However, because Dr. James Duderstadt, former president of the University of Michigan, had been invited to address the Senate at its September meeting, I had asked the Chancellor to defer until the November meeting the Chancellor's response that normally would have taken place in September.

I now want to say a few words about the Chancellor's remarks at our meeting last month, which are reported in the Minutes for that meeting. The Chancellor accepted all of the Senate's recommendations. As I told the Chancellor privately, in a meeting he had with the Senate's Executive Committee, this positive response is something that the Senate and its leadership very much appreciate. It's nice to see that the Chancellor and the Senate are on the same page, working together to forge a functioning strategic partnership in terms of academic planning.

Most particularly, I want to highlight the Chancellor's acceptance of the Senate's recommendation regarding establishment of the Cornelius Vanderbilt Professorship. The idea has been around for quite some time, but it was not until this past spring that the Senate voted to recommend the establishment of these new chairs. The Chancellor agreed to establish these chairs on a phased-in basis, as appropriate given the major fundraising campaign the university has been engaged in. But the professorships now exist as a category or title, available to be used by the university to reward and recognize tenured faculty and, strategically, to attract new faculty. This is a tremendous step forward.

So let me point out to our colleagues who are skeptical about what the Faculty Senate can do that this is a very concrete, very positive accomplishment, something that I am very proud to be associated with. We thank Chancellor Gee for embracing this idea and for doing so with so much enthusiasm. It is nice to be able to report that there was no arm-twisting involved at all; this was something the Chancellor wholeheartedly endorsed and enthusiastically supports.

The meeting of Dr. Duderstadt, formerly President of the University of Michigan, has been set for Friday, January 11, 2002. It will be a specially called meeting of the Faculty Senate at lunch. Chancellor Gee has graciously agreed to host the Senate for lunch in the Rotunda Room in the Wyatt Center.

There are some things in the works that, hopefully, we will be able to talk about in the Senate during the next calendar year. There is a new campus plan that, I think,

faculty should learn more about and that faculty will be interested in discussing. There may be issues involving athletics and financing. We hope to have a Senate committee dealing with these matters and perhaps to have some discussion on these issues later in the academic year.

Student Life issues are under discussion, and we will be hearing about those matters in a few minutes from Vice-Chancellor David Williams. There is much progress being made in the process of reorganizing the area of student life.

The Academic Venture Fund is an initiative that is moving forward and is up and running. It has been accepting grant applications and making grants (and also turning down some applications, I am informed). As I have said before, I view this as an important initiative at the university, one of the most significant forward-looking academic investments during my years at Vanderbilt.

Let me gently remind the Chairs of the standing committees that the semester is just about over and that there are things that arise in the committees that tend to get pushed to the background. So, I kindly and gently remind the Chairs and committee members that time is moving on, and the agendas that you are charged with discussing are still there. This is just a gentle nudge to encourage you to meet and move the process of discussion and deliberation forward.

Finally, we have the Deans' Panel after we hear from Chancellor Gee and Vice-Chancellor Williams. This is our third and final Deans' Panel. These have worked wonderfully. We have had a Faculty Senate Forum on graduate education and the graduate school. The transcript on that forum is being edited and should be available for circulation next semester. Next semester, there will be two additional forums, one on undergraduate life (and focusing on the residential college initiative) and one on professional school education. We may also do one on Vanderbilt and the community, although that will probably take place next year.

Chair Blumstein then introduced Chancellor Gee for his remarks.

REMARKS OF E. GORDON GEE, CHANCELLOR

Chancellor Gee began his remarks by commenting on the excellent Deans' Panel Presentations that we have had in the past two Senate meetings and how he was looking forward to today's Deans' Panel Presentation. He felt that they had been very informative for the faculty as a whole and a great opportunity for all of us.

Chancellor Gee: Let me say that it is the end of the semester and I want to, at the very beginning, extend my greetings to you for a safe and wonderful holiday season and the very best to all of you. I hope that in the new year that we will enhance the ongoing conversations that we've had this past semester about the future of the university which have been very helpful to me.

Let me make a couple of notes today, I thought I would do something slightly different in that I would give you some sense of some things that have happened this semester and to reflect a bit if nothing else. What has changed on campus? It seems to me to be in a constant state of physical transformation, as you know. New buildings are going up, we dedicated the revised and improved Blair School of Music with its brand new Martha Rivers Ingram Center for the Performing Arts just last month.

The Schulman Center for Jewish Life is taking on its physical form next to Branscomb, a very important physical and symbolic signal to our students to further diversify the nature of this institution.

Later this week we will be breaking ground for the new Bill Wilkerson Center for Otolaryngology Communications and then the new musculoskeletal institute – both of which are being built on top of the Vanderbilt University hospital garage. Not only will they be important to our intellectual asset that we have but they will also present a new face to 21st Avenue, which along with Dean Benbow's new bridge, will be a change in character for our campus. The Medical Center Board has just approved the construction of an 11-story outpatient pediatric clinic to be built adjacent to the Children's Hospital, which will be a state-of-the art children's hospital in the country, if not in the world.

Our administrative system is undergoing transformation, the result of which will reflect the mood of the campus. In this time of flux, this time of change, and this time of ambiguity, this is an opportunity for us as an institution with great strengths in our recruitment efforts going on around campus.

During our last meeting together, I mentioned that we are working to clarify our expectations of the new Provost position. We continue that effort in discussions that I have had with many of you publicly and with many of you privately. As a chance to move that forward I will have some announcements regarding that the first of next semester.

Finally, I would just note with great interest that Dean Gabbe has begun a search for a new associate dean for the School of Medicine – one who will deal withthe ...climate of that School. I'd also like to note that in the past two months we have hosted university-wide panel discussions called "Theme Day." The first Theme Day concerned the role of intercollegiate athletics in higher education and the conclusion was that we had none. The second one was "why residential colleges? Why at Vanderbilt?" and you can guess what that concerned. Both theme days were well and enthusiastically attended. I would note that I particularly appreciated the fact that we had extended discussions among our students with a large group of them participating with regard to residential colleges. As you well know, I believe that if our faculty took a vote there would be substantial enthusiasm for a residential college system. If ourtook a vote there would be less than enthusiastic support but we are now seeing that our students are trying to help us think this and are becoming much more involved and much more enthusiastic. In the past two and a half months students in the whole

university community have been treated to a succession of auspicious speakers, I will name just a few to give you a sense of the caliber of minds that our students have the privilege of being in contact with, Alice Randall, Arthur Golden, Gloria Steinham,author of “Yello Girls”. Our students are also motivated it appears in interesting ways using the powers of the press. This fall two new politically oriented newspapers have seen their birth on campus – *Orbit* represents a progressive, multi-cultural viewpoint and *The Tort* which expresses a conservative, libertarian viewpoint. My understanding is that this is ground-breaking to have these newspapers appearing and I am delighted about that. Students have also come together in support of the University’s adoption of an anti-sweatshop position which assures that no officially licensed Vanderbilt apparel be produced under the conditions that violate basic workers’ rights. I chuckle about this because at Brown and Ohio State I had students marching all the time for an anti-sweatshop policy and here I had to march in front the students. Nonetheless, we did get some consent on that. I would also like to state that our engagements with our students takes many forms. In October the student group called “Vanderbilt’s Feminists” staged a silent walk-out of an anti-abortion, pro-life presentation sponsored by Vanderbilt Students for Life. The editorial theme in *The Hustler* was that that was rude. As someone who has recently been at Brown University and knows what “rude” is, it could have easily dissolved into a screaming match, the walk-out seemed to me to be rather more orderly. In the past at Vanderbilt our emphasis on civility has hindered our full engagement with ideas of issues. I am looking forward as we talk about a number of these things to an intellectual life at the university that is full of respect for the point of views of others, but is not so polite that we are never confronted with ideas different from our own that we never get to wrestle with the fact that other people have reasons for believing as they do. That will truly make this university.

So these are just some of the brief notes that I have from our campus this semester. As you well know, this is an active and engaged place. Those are just skating across the waves, nonetheless I think important notices of the continuing and progress of this institution.

REMARKS OF DAVID WILLIAMS, VICE CHANCELLOR AND GENERAL COUNSEL

Mr. Williams: Let me set the stage. Some time last year the decision was made to actually do two things: one was to develop a Division of Student Affairs or Student Life and to search for a vice chancellor of student affairs. That search is ongoing. While we are doing this, we decided to start the division and I was asked to serve as the interim head until we got a vice chancellor. So I’ve been doing that in sort of my spare time, if you will. Let me tell you what is taking place and where we are headed. Over the summer, we had all of the people who work in that division come together for a number of retreats to try to develop some goals, some communication procedures and, probably most important, structure. From that we came out with a structure for the Division of Student Life. It sort of split up into a number of clusters in which they would work together. We then came back, after that was accepted by both the administration and the Board, we then took that – and I think this is a key point – to our student

population and engaged the student population in a number of sessions to discuss what they saw, what they liked and didn't like, what were some of the issues that related to them. After the Board approved it, we put the structure into place and then we went about putting the leadership positions in there. The things you need to understand about that are (1) there is an Associate Vice Chancellor now of Student Life by the name of Steve Caldwell who came out of the housing area. There is a number of assistant vice chancellors in the clusters: Brock Williams, Michelle Rosen, Sandy Stahl, Larry Dowdy is a special assistant. Larry was our Dean of Students. They will now head up different clusters within the division. Those clusters are Health and Wellness, Student Leadership, and Student Activity. We are now trying to fill positions in each of these.

This is the thing that I think is the most amazing about all of this. You have to think about why did we need to do this and what are we trying to go after. I would say that what I have discovered here is an overwhelming desire of our student body, our undergraduate student body in particular, about being partners and being involved in what happens in their lives and at least a feeling from them that they have not been – I mean their lives outside of the classroom, I'm not talking about inside the classroom. And I would say that probably the biggest thing that we are trying to do is to try to develop sort of prongs into the field of student development, student growth, student empowerment, and a partnership between the administration, faculty and staff, and the students. I found that the students are willing partners. As I said, we took the structure to them, we took the leadership to them. As the Chancellor mentioned, I think we were not moving as fast as we could and should have on residential colleges. We have now taken the issue of residential colleges to them, an issue that at first blush, they were not in favor of but now they are in favor of it and want to help us design it. I think our sort of mainstay in student life is to involve the students.

Now what are some of the things that have happened. Well, September 11 was a terrible day and as your Division of Student Life and Student Affairs should come, they should come to the front of the net. And so a couple of the units - Lauren Brisky's unit and some of the other units – we basically put our arms around not only the campus, but in particular, our students. I was really proud of the fact that one of the things we were able to do, along with providing phone banks for our students to call back home, but we also provided a free bus for people from the New York area to go home. We sent them home on Friday and brought them back on Sunday. You just cannot buy that sort of goodwill. We have also engaged the students in trying to get a little more school spirit. A lot of people say that that is not a place for the university. I can stand and argue with you all day that it most certainly is and Vanderbilt can and should have school spirit. I've always said that what we are trying to do with the students is to make it cool to be a Commodore and we are doing that. We've had a number of functions before football games, after football games, took a number of students to DukeWe hope to do more of that. We are also trying to solve some of the problems that have plagued Vanderbilt for a long time. One in particular is the issue of Greek life on this campus. There are two aspects of it. One we need to make sure that the Greeks understand that they have a place, a role and a responsibility on this campus and that

we understand that they are here, they are not going anywhere. We need to embrace them and also make them a part of the university. But part of that is that one of the saddest looking places on this campus is Greek Row. We have reached out and have done a fair amount of renovation in the fraternity houses. I've always told people in my soon 54 years one of the worst things I've ever been into was the fraternity houses at Vanderbilt. We took the role that we are not going to wait for them to clean it up, so we cleaned them up to show them what they could look like. I think they saw things in their houses that they had never seen before – like the floors. We are partnering with them to try to get them to understand how this should be and how it should not be. We have also given them more responsibility. One of the other areas that I think needs a lot of work is our whole process of judicial affairs and honor code. Our honor code system is so backed up. It is designed to handle about 18 cases a year. Last year, we had 65. Consequently, cases drag on and drag on and drag on. If you as a faculty member have sat on it, you will probably never volunteer again. That's the experience I'm finding and that's a area that we need to work on. In doing that, we are trying to give more responsibility to the students. One of the things that I'm really proud of is that we have turned the first level of violations of our Greek community over to a student-run Interfraternity Council and on their first hearing that they had, they actually gave one of their fellow fraternities a sanction harder than probably we would have and they have stuck by that through all of the appeals. So, as I said, we are trying to give the students more partnership.

There are a lot of things that I could talk about. There are three issues that are very much on our radar: (1) residential colleges, we have to do that, we know it will help to engage our students in it. We need to make sure that our Greek community understands that we can have a viable Greek community with a very good residential college system. The second thing that is very important is the lack of social space on this campus for the students. There really is no place for them to go. If you really want to know why the Greek system is so powerful here is because that" where all of the socialization takes place. That's where all the parties take place, that's where kids go. And if the kids are not involved in that, they kind of feel like they don't have a home here. So we really need to find more social space. Unfortunately, because of some of the decisions we had to make this year, the three places that they could go to were taken away from them. If you are not involved in the Greek community, there really is no place on this campus. We are working hard to identify, in the short term but also in the long term, and develop this idea. And finally, we all have to work more at making the students feel welcome here. It is not enough to get students here, and it's not enough to say that they get a good education here. We've got to make this place much more livable, much more home for a lot of different students. One of the things that really dismayed me this year was our experience that we had with Homecoming. We don't get everything right and we dropped the ball big time on Homecoming. We had a Homecoming situation where we had 31 women who decided that they wanted to go for Homecoming Queen. That is phenomenal from where I came from. At Ohio State if you could get 31 people interested in the Homecoming King and Queen you were doing good, but to have 31 women who wanted to be Homecoming Queen – that's just phenomenal. The second phenomenal thing about that was the level of those 31

women. But unfortunately the way we conducted things, we were able to get to the final 12 of that 31 without any one of those being a woman of color. And when we investigated, we found a lot of irregularities. That's the sort of thing that makes people decide that they do not have a place here. And then they decide to have their own separate ceremonies. That is probably the biggest challenge that we in Student Life have to deal with because we have to – what I call the “hook philosophy” – that there is a hook here for every student and our job is to find that and link them up with it.

Mr. Williams invited comments or questions. Hearing none, Chair Blumstein introduced the Deans' Panel.

PRESENTATION OF DEANS' PANEL

Dean Conway-Welch: Thank you, I'm delighted to be here to share information with all of you about the School of Nursing. When I came to Vanderbilt in 1984, the School was basically bankrupt and ready to close. We did a review of the past five years and a statement of what the next five years would be. In this review the faculty was assured that they would have their jobs because their aspirations for this School were tremendous. Many of them were themselves Vanderbilt graduates, but they would not let their own situations get in the way of where they wanted their School to be.

When Chancellor Gee came, it was interesting to see his five priorities because they really fit with the strategic plan that we had put together. It really didn't take any effort at all to tweak it to be sure that we were addressing those priorities in an organized manner.

I think that as we seek to connect these three missions of teaching, practice and research we are going to see some very different things happen in the future not only in the School of Nursing but in the University as a whole. We have focused on interdisciplinary efforts for many years. We know that nursing in isolation is not going to be effective or efficient and so the opportunity to interact with the other disciplines has always been welcomed. Frankly, getting rid of the exchange tuition concept, while it has cost us some money, has resulted in a much more open exchange of ideas ...and we have really welcomed thatreally quite positive for us. Bill Stead, when he was talking at a meeting a while back, talked about other areas of interdisciplinary effort that intrigued me that he raised, for example, the department of psychology studying MRI scans to see whether physiology and psychology come together, where that nexus occurs. This is only one small example of the opportunities that we have here at Vanderbilt as a Medical Center and what we call University Central come closer and closer together.

The issue of technology in health care is enormous. The advancing of technology continues unabated. We are playing catch-up in the School of Nursing to be sure that our students have the opportunity to be involved in that level of technology. You may have noticed that hospitals are not simple places to go anymore. The health

services that used to happen in hospitals, like back rubs and that sort of thing, are few and far between. The technology requires a much better educated nurse than what we have been able to produce in the past. We have welcomed that opportunity. The idea that, at some point now, that technology is liquid so that your refrigerator can call your car and leave a message that you are low on milk is something that is startling but well within the area of technology and when you think about that in the place of a health care setting, you can see that the challenges are tremendous.

I think that there are other challenges as well. I think that we are going to need to restructure the concept of tenure. I don't know exactly what that means. I know that certainly in the School of Nursing, and I will not speak for the School of Medicine, but there is an enormous need for an enormous blend of talent. That is not always reflected in the traditional 7-year tenure track that really did well with 17th century German universities but probably is not as applicable to a 21st medical center. I don't have any answers to that but I think that we have to ask the questions and be full participants in that dialogue as we go forward. We also need to look at work we design and how we teach and how we deliver care. And they are inextricably interwoven. The goal is to have the terminal objectives of our educational programs meet the entry objective of the work setting at the advanced practice level. That sounds fairly simplistic. Believe me, it's not but we truly are working on it. We have an aging faculty – not at Vanderbilt – but at the School of Nursing. The average age of the faculty at the School of Nursing is 55 years old. The ability to attract research active excellent faculty at the national and international level is going to depend onit's going to depend on me looking up at Columbia and Pennsylvania and Emory and saying all four of us have doctoral programs, all four of us teach many of the same things, let's figure out how to do this more efficiently and effectively. Not that we've had these conversations before but I think it's going to happen. I would think that the School of Nursing in the years to come, and not too far away, our major partners might be, for example, MicroSoft and Disney Studios in terms of creating the perfect course, having it up on satellite, having it engaging, entertaining, terrific and then making it unique to Columbia or Vanderbilt or Emory.

Let me close by saying that the issue ofis huge on the agenda of the School of Nursing. For many years when I was in school I was taught We don't teach that anymore. The issue of thecommunity health nurse is being looked at very seriously. I was asked to start an international nursing coalitionthe education.....literally from around the world.....accurate and that they were updated regularly. I did find out that the only School of Nursing that I was able to find in the world that had a Masters degree in that area was the University of Ulster in Northern Ireland. Not a big surprise. I suspect that Vanderbilt will be one of the next schools that will be doing that. We take the goal of not only educating our own students but working feverishly in the continuing education area by virtue of the internetparticularly now with the issue of bioterrorism.

Dean Galloway: (through a series of overhead transparencies, Dean Galloway presented the following.) The School of Engineering covers a multi-disciplinary field,

incorporating knowledge from across the academic spectrum producing solutions to a wide range of real-world problems. We provide students the depth and breadth of education to solve these problems and make a positive impact on people's lives. Vanderbilt's School of Engineering is the oldest private engineering school in the South with the first degree being granted in 1879. In 1888 "Mechanical Engineering Hall was built and in 1939 CE, EE, and ME were accredited by ECPD, a national accrediting board. The first Engineering Ph.D. was granted in 1964. In the Fall semester of 2001, we had 1,318 undergraduate students and 326 graduate students in the School of Engineering.

The organization of our School is divided into six academic departments: Biomedical Engineering, Chemical Engineering, Civil & Environmental Engineering, Electrical Engineering & Computer Science, and Mechanical Engineering. There are also three Interdisciplinary Programs: Engineering Science, Materials Science, and Management of Technology.

Our faculty is composed of 77 tenure/tenure track, 26 adjunct, and 45 research faculty. Since 1996, we have gained 24 new tenure/tenure track faculty members while losing 23 to retirement or resignation.

The School of Engineering is actively engaged in world-class research activities such as: biomedical imaging and bio-optics, model integrated computing, radiation effects in solid-state electronics, robotics, laser diagnostics for combustion, adsorption processes, thin-film diamond technology, reliability-based design, and environmental remediation. I want to show you a measure of that research success in terms of support that was competitively won by the faculty from a variety of federal agencies that support university-based research activities. (Slide showing total research expenditures of approximately \$18 M in 2000-2001; up 70% since 1995-1996.)

With regard to research success, we're all excited about the Academic Venture Fund and I'm very pleased to say that the Engineering School is participating in a number of the activities. In fact we have some participation in everything that is listed here: Learning Sciences Institute, Vanderbilt Institute for Integrative Biosystems Research and Education, Institute for Nanometer-Scale Materials, Devices, and Systems and the Center for Integrative and Cognitive Neuroscience.

To give you an idea about our budget and what happens in the Engineering School the following pie chart represents our actual revenues for the past fiscal year. Tuition: 63%, Sponsored Research 26%, Endowment 7%, Other 3% and Philanthropy 1% (this does not include restricted philanthropy). There are two things that I would like you to note. One is that we are very tuition dependent. Now that's a problem for us because at peer engineering schools that we want to compete with, Johns Hopkins for example, this is about 48% of their pie. The other problem that I believe that we have in comparison with other engineering schools is the small portion that comes to us from philanthropy. We spend 20% of our operating budget on student aid, we spend 21% on salaries and 27% goes to a combination of tuition transfer and IDS taxes.

Our vision of the Engineering School five years out is that we will be recognized for the quality of the engineering education provided; populated by engineering undergraduates with an average SAT score greater than 1400; and home to an excellent faculty, nationally recognized for their effective teaching, scholarship and research leadership. We will be successfully collaborating with scholars at Vanderbilt and throughout the world. We will be recognized for research programs at the state-of-the-art in a small number of highly visible areas of national importance. We will be generating research expenditures that exceed \$250,000 per tenure/tenure-track per year. I hope that we can revise this and aim higher. And, we will be enjoying a balanced budget.

Now we have some challenges and we have some opportunities. Recruitment and retainment is a problem. We need to re-double our efforts to recruit both minority faculty members and women faculty members in the Engineering School. We also need to work extremely hard in the Engineering School to recruit stronger graduate students into our graduate programs. I believe that that is a university-wide problem. We all need to work to strengthen our graduate programs. In terms of facilities, we have a new building under construction. However, as our program has grown there are a number of people that we will not be able to house in that new building and we have actually now rented a building off campus for one of our larger research groups. The building under construction is replacing a 50-year old structure, we have a 25-year old structure, Olin Hall, which many of you know as the ugliest building on campus, which needs a considerable amount of work also. One of our challenges is to increase philanthropy from Engineering School graduates. If we benchmark ourselves against the schools that we want to compete with, they get a higher fraction of their alumni involved in giving to the school. Of course, we have had a wonderful run in terms of research growth but we need to figure out how to sustain that research growth.

Dean Galloway closed by showing a picture of the new building for the School of Engineering stating that it will be completed by July 2002, noting that it was a \$28 million project and that they believed that they would be debt-free upon occupation.

Dean Mark Wait: The Blair School was founded in 1964 as an independent academy of music offering instruction primarily to pre-collegiate and adult students. Its affiliation with Vanderbilt University was formalized on January 1, 1981.

In 1986, the collegiate program was implemented. The Blair School offers the Bachelor of Music degree in three tracks: performance, musical arts, and composition. Since 1998, the School has also offered a five-year program in collaboration with the Peabody College; this program leads to the Bachelor of Music degree in Musical Arts and the Master of Education degree with licensing to teach in Tennessee.

In recent years, the enrollment in the School's pre-collegiate program has grown to approximately 550 students, of whom 75 are adults. Meanwhile, the collegiate program has grown to 175 students. Alumni of the Blair School's collegiate program

have been accepted to outstanding graduate schools throughout the nation, including the universities of Indiana and Michigan and the Eastman School of Music. In addition, they have secured prominent and rewarding positions in the music profession.

Two strategic decisions have occurred in recent years. First, a faculty committee recommended in 1996 that the School maintain only undergraduate programs, and that a graduate program not be developed. There was a widespread belief that the resources needed for a graduate program might dilute the effectiveness and quality of the undergraduate program. That perception was affirmed in an external program review in 1999.

Secondly, the faculty of the Blair School and the Central Administration have concurred that an enrollment cap of 180 undergraduate students is appropriate for the Blair School, maintaining an excellent student/faculty ratio and promoting programmatic quality. This decision, too, was affirmed by external reviewers in 1999.

For most of the past decade, the Blair School's most urgent need was expanded physical facilities. With the 95,000 square foot addition of an instructional wing and the Martha Rivers Ingram Center for the Performing Arts in November 2001, this need was handsomely addressed.

A second pressing need in the early years of the collegiate program was fiscal stability. As is often the case in young programs, particularly at music schools, the School's budget suffered from substantial and debilitating deficits in its first decade. In 1994, however, these began to decline, and since 1998 the School has enjoyed budgetary surpluses, albeit modest ones. This fiscal stability, with careful monitoring, is expected to continue in the foreseeable future.

With the resolution of urgent needs in physical space and fiscal stability, the School now turns its attention to other issues. These include curricular matters and they system of personnel appointments. The Blair School has operated on a system of term appointments, without the awarding of tenure, since the implementation of the collegiate program in 1986. With the evolution of the School's programs and status, it is now appropriate to examine that system and to explore whether the School's needs and aspirations might be well served by other options. Toward that end, a faculty committee has been considering that matter for the better part of a year. It will make its report to the faculty by February 1, after which the full faculty will consider the matter. A report to the Provost on these deliberations will be made in April.

The Blair School of Music is well positioned to continue its improvement and maturation in the coming years. Its prominence on the Vanderbilt campus and in the Nashville community has grown dramatically in recent years. Its performing faculty enjoy considerable esteem in the community and within the profession, and the scholarship of its academic faculty is establishing new models for the profession.

After a short discussion period following the Deans' Panel presentation, Chair Blumstein adjourned the meeting at 5:30 p.m.

Respectfully submitted,

Mary Jo Gilmer
Secretary

MJG/cs