



# FORDHAM UNIVERSITY

THE JESUIT UNIVERSITY OF NEW YORK

## Faculty Senate

Joseph M. McShane, S.J., Hon. President	Dana Alonzo	Stephen Grimm	Jacqueline Reich
Eve Keller, President	Fran Blumberg	David Hamlin	Diane Rodriguez
Berish Rubin, Vice President	Melkana Brakalova-Trevithick	Ralf Hepp	Barry Rosenfeld
Patrick Hornbeck, Secretary	James Cohen	Winnie Kung	Berish Rubin
	Jeffrey Colon	Mark Mattson	John Seitz
	Marcia Flicker	Patricio Meneses	Falguni Sen
	Christopher GoGwilt	Haim Mozes	Grace M. Vernon
		Francesca Parmeggiani	Sarah Zimmerman

**Present:** Senate President Keller; Senators Alonzo, Brakalova-Trevithick, Colon, Flicker, GoGwilt, Grimm, Hamlin, Hepp, Hornbeck, Kung, Mattson, Meneses, Mozes, Parmeggiani, Reich, Rodriguez, Rosenfeld, Rubin, Seitz, Sen, Vernon, Zimmerman

**Excused:** Senators Blumberg and Cohen

**Invited Guests:** Jonathan Crystal, Interim Provost; Benjamin Crooker, Associate Vice President for Academic Affairs

### *Call to Order*

Senate President Eve Keller called the meeting to order at 11:38 a.m.

### *Invocation*

Senator Rosenfeld delivered the invocation.

### *Presentation from the Interim Provost*

Dr. Jonathan Crystal addressed the Senate. He announced that the first meeting of the Faculty Development Committee has taken place, and he has charged the committee to present recommendations on faculty workload by early spring. He indicated that while it is unlikely that there will be a major revamping immediately, he would be eager to experiment with approaches that schools or departments might wish to take on a pilot basis. He looks forward to returning to the Senate in the spring to continue this conversation.

Dr. Crystal also commented on matters related to the recent task forces on retention and transfer students, noting that success with regard to these issues requires the involvement of the faculty.

In ensuing discussion with Dr. Crystal, Senators raised the following points:

- Are there differences in retention between the two traditional undergraduate campuses? And do Fordham's challenges with regard to retention have mostly to do with students' finances? The University has information about retention rate by school, Dr. Crystal responded, but is seeking further data on why students leave.
- With regard to undergraduate advising, departments handle advising responsibilities differently. Dr. Crystal noted that much of the focus in the discussions on retention has been on advising in the core curriculum, which can be more uneven than advising in students' majors.

- Following the implementation of the University's contract with the Service Employees International Union, will the process for appointing lecturers on one-year terms be standardized? At Dr. Crystal's request, Dr. Benjamin Crooker, Associate Vice President for Academic Affairs, responded, indicating that for those lecturers who have been at Fordham for fewer than three years, the process for the authorization and appointment of these colleagues will remain much the same. However, lecturers who have been at the university for three years or more now have a presumption of reappointment. There is also a window of time for all lecturers currently at Fordham to apply for promotion this year.
- How will Fordham handle New York State's new paid family leave policy as it applies to faculty? At Dr. Crystal's request, Dr. Crooker responded to indicate that Fordham has always permitted a faculty member requesting unpaid family leave to take the whole semester, but the faculty member has always had the option to return after the period of leave and be paid for the balance of the semester.
- Have there been changes in the ways in which complaints about faculty by students are being handled? One Senator indicated that Human Resources appears to have taken this function over from the deans and Provost. Dr. Crystal responded that the University now has greater capacity in Human Resources than it has had in the past. There is an advantage in ensuring that all complaints reach those who can best handle them. There has been no formal decision to change the process. Academic issues related to teaching, grading, etc. continue to be under the purview of the Deans. Dr. Crystal said he would consult with colleagues in HR and Office of Legal Counsel and then return to the Senate to seek input on this issue.
- When will the annual offer concerning phased retirement be sent to faculty? Dr. Crooker indicated that it should arrive around December 15.

### ***Key Conversation: Faculty Composition Over Time***

Senate President Keller introduced the meeting's key conversation. The discussion began with the annual report by Drs. Crystal and Crooker with regard to the composition of the faculty and instructional staff. Senate President Keller expressed the Senate's thanks for the additional work that the Provost's Office put this year into the development of new data about faculty composition.

Dr. Crooker summarized the information distributed to the Senate in advance of the meeting, noting that these data do not quite agree with the numbers that the University reports to the American Association of University Professors, due to methodological differences. There are a total of 564 tenured and tenure-track faculty members, a number which has dropped in the past two years because of the enhanced phased retirement program that the University put in place. An unusually large number of faculty opted to enter this program; because they give up their tenure, they are not included in the count of faculty, although they continue to occupy lines and engage in teaching. In addition, there have been a number of failed searches in recent years. The number of tenure-track faculty members is relatively low, perhaps reflecting lower numbers of authorizations as well as an increase in the number of early tenure cases and the number of faculty hired with tenure. Dr. Crooker indicated that the Provost's Office is anticipating a larger than expected number of hires the year after next, to replace those who will have completed their phased retirement. Dr. Crystal made a commitment to replace those colleagues with tenure-track faculty.

Discussing these data, Senators noted that during the past decade, the number of tenured and tenure-track faculty has declined, while the number of non-tenure-track, full-time instructors has increased and the undergraduate population has increased substantially. Dr. Crystal agreed that faculty hiring has not kept pace with increases in the size of the undergraduate population. He also noted that there are tradeoffs between Fordham's aspirations in the area of research and its long-term commitment to having students learn from tenured/tenure-track faculty. Finally, he observed that the University's agreement with the SEIU union has given non-tenure-track instructors a degree of job security and inclusion that has

previously been lacking.

### ***Presentation from the President***

Joseph M. McShane, S.J., addressed the Senate. By way of explaining his late arrival at the meeting, he mourned the loss of Norma Tognino, the late spouse of former board chair John Tognino. He reported on the following topics:

- *Provost Search:* Campus visits with five finalists for Provost are underway. Fr. McShane will meet with the search committee on December 17 and then conduct final reference checks on the candidates recommended to him. His hope is to announce the name of the new Provost by the middle of January.
- *Other Searches:* Fr. McShane has appointed Dr. Eva Badowska as Dean of Arts and Sciences Faculty. On the recommendation of the search committee that the roles of Dean of Faculty and Dean of the Graduate School of Arts and Sciences be kept separate, Dr. Badowska will conclude her service as dean of GSAS at the end of the calendar year, and Dr. Melissa Labonte will serve as interim dean beginning in January through the 2019–2020 academic year. The search for the next dean of Fordham College at Lincoln Center is about to accelerate, and the executive search firm Witt/Kieffer has been engaged to assist the search committee with its task.
- *Task Forces:* Fr. McShane updated the Senate with regard to the work of university task forces. He noted the effective work of the Diversity Task Force, which resulted in the hire of the Chief Diversity Officer and the development of the Diversity Action Plan that the University is implementing. Fr. McShane expects to publish by February an action plan in response to the reports of the task forces on transfer admission and retention; he noted that there are numerous reasons for concern about our success in the area of student retention. A *U.S. News* working group is taking steps to ensure Fordham’s competitiveness in rankings. The Budget Task Force is continuing its work.
- *Fordham Prep:* Fr. McShane announced that the University and Fordham Preparatory School have concluded a new agreement. Fordham faculty and staff members will retain the 50% tuition remission benefit for their children who attend the Prep. The tuition remission benefit available at the University to children of Prep faculty and staff will decline over time to 50%.
- *Admissions:* With regard to undergraduate admissions, Fr. McShane reported that early admissions applications, test scores, and students from underrepresented groups are all up. He distributed a spreadsheet containing details of the applicant pool and expressed gratitude to members of the faculty for assistance with admissions and recruitment.
- *Development:* \$150 million of the \$175 million goal of the financial aid campaign has been raised. The University’s next mini-campaign will focus on facilities, especially a new campus center at Rose Hill. Fr. McShane noted that the University has invested more than \$400 million in facilities at the Lincoln Center campus over the last 12 years.

Fr. McShane wished blessings to colleagues celebrating Hanukkah and Advent and anticipated a merry Christmas and happy new year.

### ***Key Conversation, Resumed***

Following Fr. McShane’s departure, the Senate resumed its conversation with Drs. Crystal and Crooker about the composition of the faculty over time.

Dr. Crystal indicated that he is seeking to intensify conversations about the composition of the faculty and faculty members’ workloads. As a university, we have decided to raise our research profile, but also to retain student-centered learning. Dr. Crystal said that he wished to reduce the University’s reliance on part-time instructors in Arts and Sciences undergraduate education. The President has set a benchmark of

60% of undergraduate sections being taught by full-time instructors. Dr. Crystal indicated that the University is currently shy of that benchmark, which he considers a floor rather than a ceiling. He noted that adjuncts play a different role in professional education than in Arts and Sciences.

Senators noted that increases in numbers of students and non-tenure-track faculty have not been accompanied by enhancements in facilities, as well as that some class sections are very large, which places a disproportionate burden on some faculty. Dr. Crystal indicated that it is necessary for the University to prioritize capital projects each year. He is hoping to conduct an audit of all space currently under the control of Academic Affairs. Dr. Crystal noted that administrators share faculty members' concerns about the strain that a higher number of students places on instruction and functions like mental health services and housing.

Senators asked about faculty workload in the context of online teaching: in one school, there is a proposal to hire some full-time instructors to teach only online, with a higher load even than full-time, non-tenure-track faculty who teach on campus. Dr. Crystal indicated that he and the deans are concerned to preserve and enhance Fordham's reputation for quality instruction. He indicated that the interim Senate committee on online learning is the place for conversations about online and hybrid teaching that cross schools.

### ***Approval of Minutes***

The Senate approved the minutes of the meeting of November 9, 2018 (23-0-0).

### ***Announcements and Updates***

Senate President Keller reported on a variety of matters, including:

- *Minutes and Meeting Summaries:* With the goal of encouraging members of the faculty to read the Senate's meeting summaries and minutes, Senate President Keller indicated that the summary from the current meeting would be pared down to a single page.
- *Salary and Benefits:* Senate President Keller announced that the Salary and Benefits Committee is working with Human Resources to improve the documentation provided to retirees.
- *Workplace Conduct Committee:* The University has formed a committee on workplace conduct, chaired by Elaine Crosson, General Counsel, and Thomas Dunne, Vice President for Administration. This initiative has been precipitated both by changing New York laws on workplace conduct and by Fordham's desire to articulate more clearly its expectations for conduct in the workplace. Senate President Keller and Senator Seitz are serving on the committee, along with administrators and staff.

### ***University Tenure Review Committee Election***

The Senate elected the following colleagues to the University Tenure Review Committee: Dana Alonzo (Graduate School of Social Service), David Myers (History), and Nina Rowe (Art History and Music).

### ***Student Journalist Presentation***

Senate President Keller invited Colin Sheeley (FCLC '19), editor-in-chief of *The Fordham Observer*, and Aislinn Keely (FCRH '20), the incoming editor-in-chief of *The Fordham Ram*, to address the Senate. They asked the Senate to make its meetings accessible to student journalists on the record. At institutions similar to Fordham, equivalent meetings are open to student journalists. They said that student journalists were invited to the Senate in November 2015, when a group of students of color spoke at the Senate about race relations on campus; the presence of student journalists at the meeting helped to advance the University's commitment to diversity. Mr. Sheeley and Ms. Keely highlighted the advantages to the campus community of sharing news about Senate proceedings, as well as the value to the education of

student journalists of being able to cover the Senate. They objected to several provisions in the Senate's student journalist agreement, including language concerning the timeliness and scope of "vetting" of coverage of Senate meetings by student journalists. They requested that Senators respond to student journalists within 24-36 hours of an inquiry and that the language of the agreement be changed from "vet" to "fact-check."

Senate President Keller indicated that the Senate would consider the student journalists' proposals at its January meeting.

***Gratitude***

Senate President Keller expressed the Senate's gratitude to Juliana Krammer, the Senate's indefatigable Senior Executive Secretary.

By acclamation, the Senate adjourned at 2:25 p.m.

Respectfully submitted by J. Patrick Hornbeck II, Secretary