



# 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, Blumberg, Brakalova-Trevithick, Colon, GoGwilt, Hamlin, Hepp, Hornbeck, Kung, Mattson, Meneses, Mozes, Parmeggiani, Rodriguez, Rubin, Seitz, Sen, Vernon, Zimmerman

**Excused:** Senators Cohen, Flicker, Grimm, Reich, Rosenfeld

**Invited Guests:** Jonathan Crystal, Interim Provost; Peter A. Stace, Senior Vice President for Enrollment and Strategy

### *Call to Order*

Senate President Eve Keller called the meeting to order at 11:32 a.m.

### *Invocation*

Senator Blumberg delivered the invocation.

### *Presentation from the President*

Joseph M. McShane, S.J. addressed the Senate. He commented on the following topics:

- *Admissions:* Fordham has received a record 47,437 applications for undergraduate admission, up 4% from last year. Numbers of applications have increased more at Lincoln Center than at Rose Hill. Fr. McShane noted that this bears witness to the value of the recent expansion there, although the University remains sort on space at Lincoln Center. Applicant numbers have also increased in expanding markets, including Texas and California. International applications are up 8% despite ongoing political uncertainty and difficulties that some students have encountered in obtaining visas. The applicant pool includes higher numbers of Latinx, Native American, Asian/Asian-American, and Black applicants. The quality profile is roughly equivalent to the previous year.
- *Fundraising:* The University has received more than \$25 million in donations during the fiscal year to date. The “Faith and Hope” financial aid campaign will conclude by the end of June, and the University will move quickly into its next campaign.
- *American Talent Initiative:* Among several meetings of university presidents that Fr. McShane has recently attended, the American Talent Initiative is a cohort of elite institutions seeking collectively to increase the number of students receiving Pell grants by 50,000 by the year 2025.

Fr. McShane thanked the Senators and other faculty representatives who attended the previous day’s lunch with members of the Board of Trustees, praising in particular Senate President Keller’s remarks.

### ***Presentation from the Interim Provost***

Dr. Jonathan Crystal addressed the Senate. He indicated that he had met with the incoming Provost, Dr. Dennis Jacobs, who will be visiting Fordham monthly this semester. Dr. Jacobs will meet with faculty leaders on his next visit. He is beginning to think of ways to enhance the effectiveness of the Provost's Office.

Dr. Crystal indicated that he will continue to work on the initiatives he outlined at the beginning of the year, including resources for pedagogy, support for research, ongoing efforts in the area of diversity, and especially conversations about faculty workload and student retention. With regard to pedagogy and retention in particular, he welcomed input and suggestions from Senators and other faculty members. Faculty workload will be the key topic of conversation at the April meeting of the Senate.

In the ensuing discussion, Senators stressed the need for Fordham to allocate adequate space to academic purposes, including tutoring centers, faculty offices, and collaborative space. Dr. Crystal emphasized the need for the University to develop centralized resources to support faculty members as teachers, advisors, and mentors. He noted that although space is expensive, especially at Lincoln Center, it is important to consider whether the University is best utilizing the space that we have. Some spaces are "under the control" of Academic Affairs, and Dr. Crystal's office will audit how these spaces are allocated among the schools. Dr. Crystal agreed to share the findings of this audit with the Senate. Other spaces are assigned to other divisions of the University, and Dr. Crystal suggested that perhaps the Senate might wish to invite one or more of the vice presidents who supervise space and facilities. Several Senators expressed concern that the University appeared to be prioritizing the new student center at Rose Hill over other areas of need.

### ***Proposals regarding the Statutes***

Senate President Keller introduced two proposals for revisions to the University Statutes.

The first proposal introduces a new sub-section into section 4-06.08 of the Statutes to charter the Faculty Senate Online and Hybrid Learning Committee. Senate President Keller described the process by which the language of the proposal took shape, noting that to an unprecedented degree, it was the product of collaboration among faculty members and administrators. She noted that the proposed addition to the Statutes is accompanied by a set of proposed procedural rules for the new committee. With applause, the Senate commended Senator Mozes and Dr. Crystal for their collaborative work in developing this language, as well as their care in crafting a structure for the committee that ensures ongoing collaboration among the schools, the Senate, and the Provost's Office. Senate President Keller observed that this is an extraordinary example of the faculty's substantive, if not necessarily determinative, input on decision-making that affects the faculty.

Senator Mattson moved, and Senator Rodriguez seconded, the adoption of the proposed statutory language, which read as follows:

***Add the following subsection to Article IV, Chapter 6, section 4-06.08 of the University Statutes:***

***h. Faculty Senate Online and Hybrid Learning Committee. The Faculty Senate Online and Hybrid Learning Committee (OHLC) serves as a consultative, advisory body to the Provost, helping to make educational opportunities available to populations of learners through the University's expansion into distance education. The OHLC will maintain a focus on the principles of Ignatian Pedagogy, ensuring that online and hybrid programs enhance the reputation of the University as face to face programs are expected to do. To that end, the Online and Hybrid Learning Committee***

*will coordinate faculty efforts to create teaching standards that provide for a high level of student engagement, ensure the integrity of student grading, assess whether the teaching standards and student engagement goals are being met, and evaluate learning outcomes, for both fully and hybrid online programs. The OHLC will consist of one member from the curriculum or online learning committee of the Arts and Sciences Faculty and of each professional school, elected by the relevant committee's faculty; a chair, appointed by the Senate; and up to 2 designees from the Provost's office. Members will be elected on or before May 15 and will serve staggered terms of two years.*

Discussion ensued, and at its conclusion, the motion carried, 20-0-0.

Senator Hamlin moved, and Senator Seitz seconded, the following motion:

***The Senate recommends that in spring 2024, the Senate assess the effectiveness and continuing need for the Online and Hybrid Learning Committee.***

There being no discussion, the Senate proceeded to a vote. The motion carried, 20-0-0.

The second proposal introduces the position of Provost into the language of section 3-02.01 of the Statutes, replacing language concerning the position of Vice President of Academic Affairs. Senate President Keller noted that it has been a longstanding desire of the faculty that the position of the Provost be incorporated into the Statutes. The University has recently advertised for and hired a Provost, and there is also a new position of Vice Provost. In addition, the Board of Trustees has recently revised its bylaws to include mention of the position of the Provost.

The text of the proposal was as follows:

### **§3-02.01 - Officers of the University**

The officers of the University shall include **a Provost**, one or more Vice-Presidents, a Secretary and a Treasurer and such other officers as the Board of Trustees from time to time may consider necessary for the proper conduct of the business and affairs of the University. The Officers of the University shall normally include: ~~An Executive Vice President who is the general delegate of the President in all matters, who shall coordinate the operations of the various divisions of the University, and who shall perform the duties of the President in the latter's absence;~~ **A Provost** ~~Vice President for Academic Affairs~~ who is responsible for the academic programs of the University **and who may perform the duties of the President in the latter's absence, in accordance with section 2-08.03;** a Financial Vice-President who is responsible for the financial and business affairs of the University; and a Vice-President for Student Affairs who is responsible for supervision of student activities and services. The officers shall be appointed and assigned responsibilities by the Board of Trustees upon nomination by the President of the University. In making nominations to the Board for the positions of ~~Vice President for Academic Affairs~~ **Provost** and Vice-President for Student Affairs, the President shall receive and consider the advice of faculty, students, administrators and alumni of the University. An officer of the University may hold faculty status in a School or Department of the University. His/her faculty status is determined by the usual policies and procedures concerning faculty appointment and tenure. See Appendix 5 for the current Administrative Structure of Fordham University.

Senator Hornbeck moved, and Senator Vernon seconded, the adoption of the language. Discussion ensued, and Senators applauded this initiative. The motion carried, 20-0-0.

### ***Key Conversation: CUSP 2.0***

The Senate was joined by the co-chairs of the Continuous University Strategic Planning (CUSP) Committee: Peter A. Stace, Senior Vice President for Enrollment and Strategy, Dr. Crystal, and Senator Hornbeck. Senate President Keller commented that it was important for the CUSP co-chairs to speak with the Senate at this moment, while ideas being generated in the University's strategic planning process are still in the process of formation.

The co-chairs described the current stage of strategic planning, which will result in a set of transformational strategic initiatives to be approved by the Board of Trustees in December 2019. They outlined the contents of a document previously distributed to Senators, which summarizes the CUSP Committee's very preliminary discussions to date, including initiatives in the areas of holistic student formation, pedagogy and staff development, research focused on the common good and sustainable development, and student access and success. They also noted that it is a goal of the committee's to ensure the inclusion of all stakeholders in the process of defining the initiatives to be presented to the Board.

Discussion ensued, and the following points were made:

- The process should bring forward goals that differentiate Fordham and can be assessed (e.g., how can learning, holistic development, or *cura personalis* be measured?). Perhaps a strategic initiative should focus on developing new models for grading students.
- The goals should also be conducive to fundraising.
- Some important existing initiatives are built on "toothpicks" and struggle to subsist from year to year. This process should not just invest in new projects but should also shore up those elements of the University that currently require additional support.
- Responding to questions about the \$8.1 million strategic initiatives fund that the President has announced, the co-chairs commented that schools and divisions of the University will bring forward proposals for consideration. The distribution of these funds is separate from the process of developing longer-term strategic priorities for the University.
- How does the current phase of strategic planning relate to the Strategic Framework previously announced by the University? Some faculty find the Framework to constrict the possibilities available to them. The co-chairs stressed that the Framework emerged from extensive consultations with the community and represents, at least to some extent, deliberate choices among competing goods.
- The list of proposed initiatives does not mention research in general, apart from engaged scholarship and sustainable development. Might the category of "mission-related research" encompass the work of more faculty? To the contrary, if there is to be a strategic focus within the area of research, it will inevitably leave some out. Senators expressed concern that this might limit some junior faculty members' ability to pursue the research necessary to achieving tenure.
- The initiatives' focus on personal development should extend not only to students but also to employees. Fordham should regard all members of the community, including staff, as works in progress. This may allow us to serve millennial colleagues better.
- Perhaps a strategic initiative might be a commitment that all students have an experience of meaningful collaboration with a faculty member.

Senators encouraged the CUSP Committee to solicit further feedback as the planning process continued. The co-chairs welcomed further input from Senators and asked them to send further input by email. Senate President Keller thanked the co-chairs and encouraged them to return to the Senate.

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

The Senate approved the minutes of the meeting of January 25, 2019 (18-0-2).

***Announcements and Updates***

Senate President Keller reported on a variety of matters, including a recent lunch for Senate representatives and members of the Board of Trustees. Commenting that the lunch had been well received by all who participated, she said that she hopes that it will be one of many positive interactions between faculty and Board members.

By acclamation, the Senate adjourned at 2:26 p.m.

Respectfully submitted by J. Patrick Hornbeck II, Secretary,  
with thanks to Patricio Meneses, Secretary *pro tempore*