



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, Colon, Flicker, GoGwilt, Grimm, Hamlin, Hepp, Hornbeck, Kung, Mattson, Meneses, Mozes, Parmeggiani, Reich, Rodriguez, Rosenfeld, Rubin, Seitz, Sen, Vernon, Zimmerman

Excused: Senator Brakalova-Trevithick

Guests: Jonathan M. Crystal, Interim Provost; Ellen Fahey-Smith, Associate Vice President for Academic Affairs and Chief of Staff, Office of the Provost; Maryanne Kowaleski, Joseph P. Fitzpatrick Distinguished Professor of History and Chair, Faculty Library Committee; James P. McCartin, Acting Associate Vice President for Academic Affairs and Acting Associate Chief Academic Officer

Call to Order

Senate President Eve Keller called the meeting to order at 11:34 a.m.

Invocation

Senator GoGwilt delivered the invocation. The Senate affirmed the ethos of the invocation.

Presentation from the President

Joseph M. McShane, S.J., addressed the Senate. He congratulated Senate President Keller, Senator Meneses, and Dr. Crystal upon their recent induction into Alpha Sigma Nu, the national Jesuit honor society. Fr. McShane then reported on the following topics:

- *Transfer and Retention Task Forces:* The reports of the recent task forces on transfer students and undergraduate retention will be released by the end of the academic year. Fr. McShane thanked the members of these groups and signaled the importance of their work. He has convened working groups to implement their recommendations. Fr. McShane suggested that the Senate invite the Provost, Vice Provost, and others to one of its meetings next academic year to discuss progress.
- *Enrollment Data:* Out of more than 47,700 applications for undergraduate admission, the University is seeking a class of some 2,240 first-year students. Fr. McShane thanked members of the faculty for their presence at the upcoming Open House events. Of those students who have already signaled their intent to enroll, the number is up 4% over this time last year. Fr. McShane reviewed a number of geographical regions where student numbers have remained strong or have diverged from previous years. He expects that California will continue to be the third largest feeder state for Fordham undergraduates. Among students who have submitted deposits, the average SAT score and high school grade point average are both higher. The class, as it is currently shaping up, is more racially and ethnically diverse, but Fr. McShane hopes that the University will be able to recruit additional African-American students, for an entering cohort of at least 100.
- *Strategic Initiatives Fund:* Following up on his December announcement of an \$8.1 million fund, Fr. McShane shared a list of thirty-four strategic initiatives that had been proposed, indicating which are being recommended for funding. He indicated that many worthy proposals are being deferred at this point. Responding to Senators' questions, Fr. McShane and Dr. Crystal underscored that those projects being deferred are not being rejected outright but cannot be funded through this mechanism this year. They reviewed the criteria by which proposals were assessed and discussed improvements to the process for soliciting and developing proposals. Among other points, they

encouraged schools and departments to bring forward joint proposals, and they indicated that next year, this process would begin earlier and be more widely accessible. Fr. McShane requested that the Continuous University Strategic Planning (CUSP) Committee solicit insights from Senators as to how the strategic funding process might be enhanced further. He also encouraged the Senate to consider the possibility of inviting the Chief Financial Officer to attend a future Senate meeting to discuss the University's revised budget planning office and the revitalized role of the statutory Budget Planning Committee.

Fr. McShane concluded by wishing a happy Passover, Palm Sunday, Holy Week, and Easter to those celebrating.

Presentation from the Interim Provost

Dr. Jonathan Crystal addressed the Senate. He introduced and thanked James McCartin, who has been serving this semester as Acting Associate Vice President for Academic Affairs and Associate Chief Academic Officer.

First, Dr. Crystal reported on the Continuous University Strategic Planning (CUSP) process. CUSP has begun to hone in on specific initiatives building on the University's Strategic Framework, including a team-based, interconnected student experience; revisions to curricula to be more interdisciplinary, collaborative, inclusive, project-based, and oriented toward discernment; an institute for student-centered pedagogy; a focus on student-faculty research; Fordham's role as a Bronx anchor institution; and broader engagement with New York. These initiatives seek to capitalize on the University's tripartite identity as Jesuit, as a research university, and as a New York City institution. They also seek to implement the priorities articulated in the Strategic Framework that the University adopted in 2016. In reference to the Framework priorities, Dr. Crystal noted that the CUSP Committee is continuing to grapple with how to give prominence to issues of diversity and inclusion, as well as to the University's global identity. The Board of Trustees will be considering a draft document from the CUSP Committee at its summer retreat in June.

Next, Dr. Crystal provided an update about the proposed First-Year Experience course, an initiative recommended by the Diversity Task Force and advanced in the President's response to the task force report. A separate task force convened last year to consider the course and made recommendations. Given the pedagogical and logistical challenges involved, a prototype program will begin in fall 2019, followed by a fuller pilot. Dr. Crystal noted that few other universities require a credit-bearing course of this nature, and he observed that because this is such a timely and worthwhile undertaking, it is imperative that it be done right.

Responding to questions from Senators, Dr. Crystal clarified that many institutions offer courses similar to the proposed First-Year Experience; however, very few make them mandatory, which is what Fordham's student leaders have requested. The prototype for the course will involve faculty in its development and implementation. Finally, on a separate topic, Dr. Crystal responded to a Senator who asked him to assess the first year of the University's relationship with 2U. He noted that enrollments have been higher than expected, but implementation has been challenging, particularly in the Graduate School of Social Service, where the scale of the project has been so large.

Senate Library Committee: Report and Discussion

Prof. Maryanne Kowaleski, in her capacity as chair of the Senate's Library Committee, presented the committee's report. For this discussion, the Senate was joined by Ellen Fahey-Smith, Associate Vice President for Academic Affairs and Chief of Staff in the Office of the Provost.

The Library Committee's report, as well as an addendum to it, appears as an appendix to these minutes. In brief, as libraries make a digital turn, Fordham's libraries are less-well funded than those of other research universities; librarians here also serve more students per capita. This risks undercutting the role that the library plays in the life of a research university. The library has difficulty in retaining outstanding staff and struggles in providing for professional development.

Discussion of the committee's report ensued, including the following points:

- Library staff do not always have a say in the governance structures of the University. They likewise do not have access to professional development funds, merit increments, or promotions.
- Staffing shortages make it very difficult for the library to expand in directions valued by students, faculty, and librarians, such as digital humanities.
- The recent LITE initiative, funded through IT, is a step in the right direction, but integration with library staff is imperfect.
- The movement toward open access may help to relieve some budgetary constraints, but not for a very long time.

- Enhanced collaboration between library staff and members of the faculty will allow Fordham to take fuller advantage of existing resources and opportunities.

Following discussion, Senate President Keller proposed that a working group be formed of administrators, library staff, and faculty (including members of the Library Committee and Senators at large) to study holistically the needs of faculty, students, and librarians. Dr. Crystal and Dr. Fahey-Smith concurred and agreed to meet with Prof. Kowaleski to begin the work.

Key Conversation: Workload Assessment

After outlining the meeting's key conversation, Senate President Keller introduced Dr. Crystal and James P. McCartin, Acting Associate Vice President for Academic Affairs and Acting Associate Chief Academic Officer.

Dr. Crystal indicated that the conversation about faculty workload at the October meeting of the Senate had offered him and his office helpful feedback and direction. He highlighted the work of the Faculty Development Committee in refining ideas, and he asked Senators for additional input at this stage of the discussion.

Dr. McCartin surveyed the history of discussions about faculty workload. The core question, he said, is how can the University ensure that tenured and tenure-track faculty have more time for scholarly production while also maintaining Fordham's commitment to excellent instruction and small class sizes? Dr. McCartin articulated three principles that have guided the thinking of the Provost's Office on this topic: adjustments should be revenue-positive, -neutral, or close to -neutral; instruction of the highest quality should be maintained; and there should not be a hierarchy between teaching and research faculty.

Noting that some options (e.g., reducing the standard teaching load to 2-2, substantially increasing the size of the tenured/tenure-track faculty, and substantially increasing class sizes) are not viable in the short run, Dr. McCartin presented five possibilities, noting the advantages and disadvantages of each. He then solicited the Senate's feedback.

There are two options concerning courseload flexibility:

- Offer faculty the choice between a 3-2 load with eligibility for Faculty Fellowship every eight semesters, and a 2-2 load with fellowship eligibility every ten semesters.
- Permit course banking, so that a faculty person teaches an average number of courses per year but has flexibility as to the number of courses that s/he teaches in any given semester.

Two options would establish differentiated research and teaching loads:

- Give departments/areas discretion to assign a total number of sections per year to tenured/tenure-track faculty and permit chairs to assign course loads differentially to individual colleagues.
- Reduce course loads for research-active faculty by incentivizing excellent teachers to assume a 3-3 load for enhanced compensation; adjust merit norms accordingly.

Then, a final option would make a change to overall courseload:

- Reduce the standard teaching load to 3-2-2-2 (i.e., nine courses every two years).

Discussion ensued, in which the following questions were asked and points were made:

- Specific models might fit schools differently, so could different models therefore be adopted in different parts of the University? Dr. Crystal responded that he would be open to the possibility that schools might experiment with different models that fit their needs.
- Several Senators suggested that out of the models Dr. McCartin had presented, the "Fellowship choice" model seemed the best, at least in the short term.
- Whichever model is adopted, how can the University avoid creating a hierarchy among members of the faculty, where colleagues might feel "frozen" into either a teaching-oriented or research-oriented track? Dr. Crystal responded that this is a desideratum that he shares.
- Although retaining small class sizes is a priority for the Provost's Office, 35 students is not a small class. Should we consider super-sections or other ways to teach more students in fewer

sections? Dr. Crystal responded that he was open to the idea of increasing class sizes but noted that our facilities constrain our choices in that regard. He also indicated that he would want to avoid a model where faculty teach large lecture classes, with graduate students serving as teaching assistants for discussions. Other Senators, however, noted that larger class sizes might undercut the ability of PhD-granting departments to offer doctoral students opportunities to each, which is currently one of the attractions of PhD programs in GSAS.

- Several Senators expressed concern that implementing some of these models would create substantial administrative work for department and area chairs (because, e.g., course scheduling would be much more complicated if faculty are on differential loads), as well as give chairs too much authority over colleagues' teaching load.
- As this conversation develops, there should be an additional core principle: that faculty will not teach more than 3-2 without additional compensation. Teaching 3-3 should not be seen as a punishment.
- This conversation appears to be about balancing the time that faculty spend on teaching and research, but what about the amount of work that faculty put into administration at various levels? Dr. Crystal responded that many faculty do not teach the standard load because of various service responsibilities. He is concerned about the disparities among faculty members' service loads, which affect some colleagues at key points in their career, as well as about the balance between compensated and uncompensated service. One Senator observed that the advent of the University's contract with SEIU has changed feelings about service at the departmental level. Another suggested that faculty should be able to choose between stipends and course reductions for at least some service roles.
- Could the fellowship choice model and the differential courseload model be combined?
- Do these models need to be strictly revenue neutral, or might any additional revenues the University receives go toward funding them?
- With several of these models, it will be necessary to rethink standards for personnel and merit decisions, so as to reward service and teaching more. Despite our sincere commitment to teaching, the paradigms for evaluation are often research-based.

Summarizing the conversation, Senate President Keller thanked Drs. Crystal and McCartin for their concrete, flexibility-minded work on this issue. Senators applauded them as well. Senate President Keller noted that there seemed to have been a general endorsement of the "Fellowship choice" model, but not without some questions having been raised. She also noted that several Senators had queried whether changes needed to be precisely revenue-neutral, and she asked whether there are ways to find other resources to support more flexible models for faculty workload. She also encouraged Drs. Crystal and McCartin to find ways to consider both service and teaching in assessing faculty workloads.

Approval of Minutes

The Senate approved the minutes of the meeting of March 8, 2019 (20-0-2).

Approval of University Research Council Nominees

The Senate approved a slate of nominees to be recommended to the President for membership on the University Research Council (21-0-1). The slate included the following colleagues:

Paul McNelis (Business; 3-year term)
John Shon (Business; 3-year term)
Stephen Grimm (A&S, Philosophy; 3-year term)
Kathryn Reklis (A&S, Theology; 3-year term)
Todd Melnick (Law; 2019-2020 academic year replacement)
Catherine Powell (Law; 2019-2020 academic year replacement)
Lauri Goldkind (Social Service; 3-year term)
Amy Horowitz (Social Service; 3-year term).

Announcements and Updates

Senate President Keller noted that the Chief Financial Officer has announced a commitment to revitalize the Budget Planning

Committee, which will now meet regularly throughout the year so that it can be more integrally involved in the budget planning process. She solicited a volunteer to provide input to Fordham IT with regard to the next generation of web development software that the University will be licensing. She indicated that the inclusion of the Senate President and CUSP co-chair among the group of colleagues who reviewed proposals for strategic initiatives funding was a positive step, which she views as an acknowledgement of the value of faculty perspectives. A survey concerning childcare from the Faculty Salary and Benefits Committee will appear soon. Announcements with regard to payments from the Medical Assistance Fund will also be made within the week.

By acclamation, the Senate adjourned at 2:27 p.m.

Respectfully submitted by J. Patrick Hornbeck II, Secretary