



FORDHAM UNIVERSITY

THE JESUIT UNIVERSITY OF NEW YORK

Faculty Senate

Joseph M. McShane, S.J., Hon. President	Gregory Acevedo	Tracy Higgins	Barbara Porco
Grace M. Vernon, President	Dominic Balestra	Christine Hinze	Mary Procidano
Falguni Sen, Vice President	William Baumgarth	Margo Jackson	Joel R. Reidenberg
Richard Gyug, Secretary	Diana Bray	Judith Jones	Berish Rubin
	Andrew Clark	Merle Keitel	Aditya Saharia
	Thomas Deluca, Jr.	Eve Keller	Henry Schwalbenberg
	Mary Ann Forgey	Harry Nasuti	
	Christopher GoGwilt	Leonard Nissim	

Ombuds Committee: Dr. Gregory Acevedo/GSSS (ext. 8-6644) gracevedo@fordham.edu
 Dr. Diana Bray/FCRH (ext. 1-4433) bray@fordham.edu
 Dr. Berish Rubin/FCRH (ext. 1-3637) rubin@fordham.edu
 Dr. Leonard Nissim/FCLC (ext. 8-6331) nissim@fordham.edu

Meeting: O'Hare Special Collections Room, Walsh Library, Rose Hill Campus

Guests: Dr. Stephen Freedman, Provost
 Dr. Jonathan Crystal, Associate Vice-President and Associate Chief Academic Officer
 Dr. Benjamin Crooker, Associate Vice-President, Office of the Provost

Excused: Senators Gregory Acevedo, Tracy Higgins, and Judith Jones.

1. Call to Order

At 12:50 pm Senate President Grace Vernon called the meeting to order in the O'Hare Special Collections Room of the Walsh Library on the Rose Hill campus.

2. Invocation

Senator Christine Hinze offered the invocation.

3. Matters Presented by the President of the University

Rev. Joseph M. McShane, S.J., President of the University, presented on the following four topics:

Government matters: at the federal level, Fr. McShane is in conversation on the "fiscal cliff" with its tax changes and proposed cuts in student assistance. Pairing back the tax deductions for charitable donations will have a significant impact on New York because of the concentration of non-profits, so Fr. McShane asked Senators to petition their representatives or write to demonstrate support for non-profits. In Albany, as the head of the association of independent colleges, Fr. McShane met the budget director to testify on the importance of TAP, HEOP, STEP, C-STEP, and other student-aid programs. The

fiscal situation was good before the storm, but the state is now facing unanticipated outlays to care for those affected; in addition, its revenues are reduced because of the storm. Fr. McShane reminded the director that a quarter of New York state college students are from Long Island, which was hard hit by the storm, and many of family homes were lost or suffered damaged, which has wiped out or reduced home equity. The director responded that the governor is sympathetic to the needs of higher education, but money is scarce.

In the longer term, the government is emphasizing the bottom line with respect to higher education, costs, and outcomes. Thus, within the next year and a half, Arne Duncan will target and seek information on four- and six-year graduation rates, freshman and sophomore retention rates, placement rates within nine months, and average salaries when placed, school by school within institutions. Fr. McShane noted that this emphasis is reducing higher education to work force development, but he is pushing back and arguing with the undersecretary that there is more to education, such as preparing informed citizens. Nonetheless, everyone in Washington is on the same page about work force development and controlling expenses, at least through the next two terms. Duncan is also concerned about accessibility to higher education, but not effectively, since programs like HEOP could provide better models than steps now under consideration.

Admissions: admissions activity has recovered from the storm. In the early action pool, 53% were accepted, and the acceptance letters will reach students shortly before Christmas. In this cycle, applications are 13% ahead, although there is

uncertainty about the final results.

Development: the campaign is now at \$460,000,000, and Fr. McShane hopes to be at \$470,000,000 by the end of December. He also hopes to finish the campaign by June, although uncertainty about the economy, the fiscal cliff, and charitable deductions mean that the \$500,000,000 target is more likely to be reached in December 2013. When complete, the university will begin immediately to plan for the next campaign.

Capital projects: the building at Lincoln Center is progressing rapidly. The dormitory floors are almost enclosed, and interior work is underway on the Law School. The project is on budget and on time, although there is little construction this month because of truck restrictions, and Fashion Week in January will slow work. Nonetheless, Fr. McShane hopes that the university will move in a year from May, in 2014, a little ahead of schedule.

In discussion of the President's remarks, Senators asked about the government's focus on work force development and tracking employment, whether the university can share its data on student employment with faculty and departments, and whether there is a program officer collecting and tracking employment data. Fr. McShane noted that there is an administration person responsible for the data, but the university relies on departments for information, and the administrator is not getting this information. Nonetheless, the university estimates that 85-86% of graduates from May 2012 are employed or in professional school, at an average salary of about \$40,000. In the business school, the average salary is about \$56,000. To support the university's argument for its mission, Senators suggested tracking student involvement in community service and posing more open-ended questions, an approach with which Fr. McShane agreed.

Senators noted that business schools have not been opposed to an emphasis on work force development and consider such analysis valuable in making decisions. Fr. McShane responded that the federal government is presenting community colleges as the model, with local business providing markets for specific skills, but for liberal arts this is only part of the mission. Senators commented that this model may be based on misperceptions of what employers are seeking. Fr. McShane agreed that state and federal officials are concerned with figures like the reported million jobs unfilled in New York because of a lack of science, technology, engineering and mathematics

students, but employers are also looking not for specific bodies of knowledge but abilities in thinking, writing, speaking, and moral reasoning, all matching the traditional goals of a liberal arts education.

Senators asked whether decisions have been made on the new uses for Loyola and the old Law school building. Fr. McShane responded that the Provost has appointed a committee chaired by Marc A. Valera, Vice-President for Facilities, to consider the issue. Loyola will be an academic building, which with Faber, will house Academic Affairs and academic advising, thus creating space elsewhere. The re-use of the current law school building is still in play, although it will free up 130,000 square feet of usable space.

Senator Hinze, at the request of signers of a petition to the Senate on salary issues (see item 6 below), gave copies of the petition to Fr. McShane and Dr. Freedman, the Provost.

4. Matters Presented by the Provost of the University

Dr. Stephen Freedman, Provost of the University, thanked everyone for dealing with the challenges of the storm, especially in scheduling and exams, and presented on the following topics:

Middle States: the site visit for the upcoming Middle States review is confirmed for April 2016. Dr. Freedman will return to the Senate with a timetable later this academic year, and is anticipating even more rigorous demands for information than in the past.

Lincoln Center planning: Dr. Freedman proposes to have a precise plan by the end of the year after considering feedback, and working through the complex curricular and programmatic plans. At a meeting earlier in the week with the Lincoln Center faculty, he spoke about the goals and the possibility of developing eight clusters of new and existing programs. He is encouraging the dean of Lincoln Center to work with faculty and departments to present elements for review by mid-January. He is asking the deans of the Gabelli School of Business and Graduate School of Business Administration to work with their faculty committees to develop careful plans for a Lincoln Center presence. He is encouraging the faculty at Lincoln Center and the graduate schools to develop programmatic clusters, e.g., in theatre management. Finally, he has formed a study group chaired by Dr. Anita Lightburn to examine the pathways proposal. The group met on December 13, and will develop a credible process to

reach a faculty-based decision. Although there are time and space pressures, Dr. Freedman is optimistic that the engagement of faculty and administrators will be successful, and asked Senators who were at the meeting to comment.

Senator Clark, who participated in the meeting on December 13, noted that the Provost encouraged faculty to participate, and was promoting a transparent process. Although disappointment at the first announcement last spring persisted, faculty members are excited by the opportunity for discussions.

On the possibility of developing a Gabelli program at Lincoln Center, Senator Clark remained skeptical and believed that a decision has been made, although the Provost assured Senator Clark that the decision has yet to be made, and decisions will involve all the schools. While he recognizes the skepticism, the study group is asked to look forward to account for retention and existing programs as well as shifting responsibilities. Dr. Freedman added that there is a need to ensure revenue growth and sustaining enrollments. In response to questions, Dr. Freedman noted academic quality is the most important criterion for his office, while setting a discount rate is a decision best assumed by others.

On other matters, Senators asked about the timing of promotion letters, which were delayed last year, and the timing of announcements for instructional staff. For promotion letters, there is no date in the personnel calendar for notification. The decision and notice will follow the May 15 tenure announcements, even though it can be difficult for the deans to meet thereafter to finalize decisions. Dr. Freedman and Senate President Vernon agreed to add a date to the personnel calendar. For decisions on instructional staff, the difficulty is that the budget decisions on full-time lines need to be made first.

Finally, Senator Baumgarth noted that the somewhat mechanical procedures followed for the Middle States review and ten-year departmental reviews were an inappropriate use of time. More beneficial procedures need to be developed.

5. Annual Report on Faculty/Instructional Staff

Dr. Benjamin Crooker, Associate Vice-President in the Office of the Provost, and Dr. Jonathan Crystal, Associate Vice-President and Associate Chief Academic Officer, presented the annual report on faculty and instructional staff (see appendix I). The report compared five categories of instructional staff (visiting, clinical, lecturer, artist in residence, and

post- or pre-doctoral teaching fellow) to tenured and tenure-track faculty, and unfilled lines to authorized lines. The report indicated a gain in tenured and tenure-track appointments, and a decline in the percentage of instructional staff. The increase in filled lines is deliberate and contrary to the trend at many universities.

When Dr. Crooker and Dr. Crystal noted that decisions to fill lines are made on the basis of a holistic vision that takes account of trends beyond individual units, Senators commented that leaving lines open tends to erode areas, and creates shifts in demand. Dr. Crystal responded that decisions consider long-term trends and are not made on the basis of short-term enrollments. Dr. Freedman added that Dr. Crystal works closely with deans to account for lags in filling lines. The administration is also addressing the problem of piece-meal decisions in the past, which are possible with good revenues but more challenging with limited funds. A third problem is how to provide instruction in growth areas.

On providing for growing fields, Senators asked whether the instructional percentage of the university's budget can be increased to account for growth, and whether enrollments are the appropriate measure for evaluating appointments. Others noted that models exist for deciding numbers versus fields or strategic areas (big data analysis), and can be adjusted as environments change, but faculty need to be involved through the deans and a planning process. At the moment, it is unclear to faculty how the provost's office decides. The process appears to rely heavily on the deans' presentation of data, even though it represents levels of distillation and may be presented without a faculty check. Dr. Freedman responded that decisions about resources are made first by departments and then by the deans going beyond departments. Dr. Crystal explained that the provost's office relies on faculty and departmental reports, and considers the entire picture. There is a need to improve communications, but the provost depends on the good judgment of the deans and associate vice-presidents.

Senators noted that the university's accounting presents systematic problems for costing programs. The Law School is, for instance, anticipating challenges as applications decline, but is unsure about how much discretion exists at the school level to manage savings and determine the composition of the faculty. The Provost responded but asked that his remarks not be noted in the minutes.

In further questions, Senators asked what percentage of classroom instruction or credit hours is provided by instructional staff versus tenured or tenure-track faculty, and whether the provost's office is able to report on faculty's diversity. The provost's office will provide the information on credit hours. On diversity, Dr. Crooker reported that among the 41 new appointments, 19 are female, 22 male, and 20% are other than Caucasian or non-Latino.

Finally, Senators asked whether the increase in clinical appointments and lecturers in the business schools are deliberate. Dr. Crystal and Dr. Crooker reported that it was, and was a result of school decisions, in some instances to staff new programs.

6. Salary and Benefits: old business

Senator Hinze presented a faculty petition signed by 117 members and addressed to the Senate (see LINK). The petition asks the Senate to be more proactive in ensuring the implementation of Senate resolutions on salary and benefits, while recognizing that authority to do so may be in the hands of the administration.

The Senate recognized that the petition was a significant reminder of the faculty's concerns. However, senators commented that it should have been addressed to the administration to have an impact. Although the petition has substantial support, especially significant since the petition circulated informally, it sends a confusing message. As it stands, some signers are expressing their frustration with the Senate, while others may not have signed because they considered the petition misdirected or they are not comfortable criticizing their representatives. Several senators were concerned that faculty as a group had not made their willingness to take action clearer during negotiations, whether in conversation with their representatives or by attending the administration and faculty fora. At its November meeting, the Senate's sense of the faculty's view was evident in the Senate's unanimous vote to accept the administration's last offer.

Other senators asked what direction to take now that a significant body of faculty had expressed their concerns. It was noted that with this support, the Salary and Benefits Committee will have greater bargaining power for salary, and the Senate for issues of governance.

Senate President Vernon noted that the petition helps make the faculty's goals and resolve clearer. The Senate is moving forward with various strategies to advance faculty and university goals. Thus, the Senate

is planning to address the faculty's concerns at its January meeting, which will be dedicated to strengthening the faculty's position. Consultations with the AAUP, outside consultants on labor law, and other Jesuit colleges through their Senate presidents are under consideration. The meeting and steps to inform the university community of the faculty's contribution will bring faculty issues to the attention of the trustees.

After discussion, the Senate approved the following motion (GoGwilt/Clark, 18-0-0):

The Faculty Senate acknowledged receipt of a petition submitted by 117 faculty members.

7. Election to fill vacancies on the University Tenure Review Committee

The Senate elected Dr. William Baumgarth, Dr. Susan Greenfield, and Dr. Akane Zusho to fill vacancies in UTRC.

8. Reading and Approval of the Minutes

The Senate approved the minutes of the October 12, 2012, meeting (12-0-5), and the minutes of the November 9, 2012, meeting (14-0-4).

9. Salary and Benefits: new business

Senate President Vernon announced that the Senate will consider phased retirement this year, because the current provisions are in their last year. After review, the options will be to tweak the existing program, offer a program, or suspend and re-offer the existing program.

On Work Load Relief, Senate President Vernon announced that a subcommittee consisting of Senator Clark, Dr. Patrick Hornbeck, and Dr. Barbara Andelson, with Senate President Vernon, has prepared a detailed response to the administration's questions on implementation.

At 3:45 Senator Nissim moved that the Senate adjourn.

Minutes submitted by Dr. Richard Gyug.

FULL-TIME INSTRUCTIONAL STAFF COMPARED WITH TENURED & TENURE TRACK FACULTY 2008-09 • 2012-13

THE DATA

DE/EP rtm nt	TENURED					TENURE TRACK					VISITING					CLINICAL					LECTURER					ARTIST-IN-RES.					POST/PRE DOCS					INSTRUCTIONAL STAFF					TOTAL					
	08-09	09-10	10-11	11-12	12-13	08-09	09-10	10-11	11-12	12-13	08-09	09-10	10-11	11-12	12-13	08-09	09-10	10-11	11-12	12-13	08-09	09-10	10-11	11-12	12-13	08-09	09-10	10-11	11-12	12-13	08-09	09-10	10-11	11-12	12-13	08-09	09-10	10-11	11-12	12-13	08-09	09-10	10-11	11-12	12-13	
African & African American	3	4	5	5	6*	3	2	1	2	1									1	1											1	1	1			1	1	1	1	1	1	1	1	1	1	
Art History & Music	6	6	6	6	6	4	5	4	6	5	1						1	2	3	2	2	1	1														2	3	4	2	2					
Biological Sciences	10	9	8	9	9	7	6	8	6	8		1						1	1	1	2											2	2	3	4	4	2	4	4	5	6					
Chemistry	9	9	10	10	10	2	2	2	2	1	1								1		3																1	1	0	1	3					
Classical Languages & Civ	4	4	4	5	5	2	2	2	1	1																																			0	0
Communication & Media S	12	11	11	12	13	6	5	6	5	5	2	2	1	1	1						2	3	3	4	5	1	1	1	1	1						6	6	5	5	5						
Computer & Information S	5	8	8	8	8	5	4	3	3	5	1	1	1	1	1							1	2	2	1											1	2	3	3	2						
Economics	14	15	14	13	16	8	7	7	7	5				1						4	5	7	7	7						4	2	4	2	1	9	8	11	9	8							
English	34	32	33	30	29	8	8	7	8	11	4	2	2	2	2	1							1	2	2	2	2	2	1	1	1	8	6	6	6	6	15	11	11	11	11					
History	22	22	25	27	26	9	9	5	6	6	4	3	2	1	2								1	1	1						2	2			1	6	5	3	2	4						
Mathematics	10	10	11	11	11	2	1	1	2	2	5	5	5	4	5								1	1	1											5	5	5	5	6						
Modern Languages & Liter	9	11	13	17	14	10	8	6	3	4				1	1	2						12	14	17	17	18											14	14	17	18	19					
Natural Science	4	5	5	5	5	3	1	2	2	2	1	1						2	2	3	3	3											3	3	3	3	3									
Philosophy	20	20	20	20	22	10	8	8	9	8	1			1	1																5	4	2	4	4	6	4	3	4	5						
Physics	5	5	5	4	4	1	0	1	2	3	2	2	1	1						1	1	2	2	2											3	3	3	3	2							
Political Science	12	12	11	11	12	8	8	8	6	7	2	1								1	1	1											2	1	1	1	1									
Psychology	19	17	17	17	18	9	9	9	10	9	2	2	1			1	1	1	1	1																3	3	2	1	1						
Sociology & Anthropology	9	11	10	10	11	8	6	7	8	7	1	1	1																3	2	1	1	2	4	3	2	1	2								
Theatre & Visual Arts	6	6	7	7	7	3	3	2	3	3		1	1			3	2	2	2	2						7	6	6	6	6						10	9	9	8	8						
Theology	17	19	19	22	22	11	12	11	9	9	2	1	1			1				2	1	2	2	2						2	1		1	1	7	3	3	3	3							
Arts and Sciences TOTAL	384	389	397	411	422	199	183	160	164	164	46	33	26	32	33	44	36	38	40	211	37	41	59	57	10	10	9	8	7	27	20	17	18	19	155	135	143	157	161							
Business	50	50	51	52	55	45	45	43	38	40	1		1	7	8	5	5	5	5	9	4	5	8	13	7											10	10	14	25	24						
Education	26	26	25	25	24	9	6	7	6	8	1	2	1			11	8	9	11	10																12	10	10	11	10						
Law	48	48	48	52	54	8	9	8	8	5	13	5	3	11	10	11	13	14	13	15																24	18	17	24	25						
Religion & Religious Educ	5	5	5	6	7	4	3	2	2	3				3	2																					0	0	3	2	0						
Social Service	25	24	25	27	27	14	12	9	6	8	2	2	1	1	3	7	7	7	7	7	1																10	9	8	8	10					
Professional Schools TOT	1	153	155	162	168	80	77	69	80	62	17	9	9	21	18	34	33	35	36	41	5	5	8	13	7	0	0	0	0	0	0	0	0	0	0	56	47	42	70	69						
University TOTAL	384	389	397	411	422	199	183	160	164	164	46	33	26	32	33	44	36	38	40	211	37	41	59	57	10	10	9	8	7	27	20	17	18	19	155	135	143	157	161							

A: Unfilled Lines = Authorized Tenured Lines less Tenured and Tenure Track Faculty

FULL-TIME INSTRUCTIONAL STAFF COMPARED WITH TENURED & TENURE TRACK FACULTY AND UNFILLED LINES COMPARED TO AUTHORIZED LINES

Department	B: INSTRUCTIONAL STAFF / (TENURED+ TENURE TRACK+ INSTRUCTIONAL STAFF)					C: 2008.2009					2009-2010				2010.2011				2011-2012				2012-2013				
	2008.09	2009.10	2010-11	2011-12	2012-13	2011-12	AUTH. b/f: @	UNFILD* YI	Leave/ Phased ES	Unfilled/ a_uthorize	AUTH. LINES	ILD* LINES	Leayef Phased	Unfilled/ Authorize	AUTH. LINES	UNFILO* LINES	Leave/ Phased	Unfilled/ Authorize	AUTH. LINES	UNFILD* LINES	Leave/ Phased	Unfilled/ Authorize	AUTH. b/f: @	UNFILD* LINES	Leave/ Phased	Unfilled/ Authorize	
African & African American Stl	14%	14%	14%	13%	13%	13%	7	1	0/1	14%	7	1	0/1	14%	8	2	0/1	25%	8	1		13%	7	0		0%	
History & Music	17%	21%	29%	14%	15%	15%	11	1		9%	12	1		8%	12	2		17%	12	0		0%	11	0		0%	
Biological Sciences	11%	21%	20%	25%	26%	13%	20	3	110	15%	20	5	1/0	25%	20	4	1/0	20%	20	6	1/0	25%	20	3	1/0	15%	
Chemistry	8%	8%	0%	8%	21%	14%	12	1	0/1	8%	12	1		8%	12	0		0%	12	0		0%	12	1		8%	
Classical Languages & Civiliza	0%	0%	0%	0%	0%	0%	6	0		0%	6	0		0%	6	0		0%	8	0		0%	6	0		0%	
Communication & Media Studi	25%	27%	23%	26%	22%	17%	19	1		5%	19	3		16%	19	2		11%	19	2		11%	19	1		6%	
Computer & Information Scien	9%	14%	21%	21%	13%	7%	12	2	210	17%	12	0		0%	12	1	0/1	8%	12	1	0/1	8%	14	1	0/1	7%	
Economics	29%	27%	34%	31%	28%	21%	23	1		4%	23	1		4%	24	3		13%	24	4		17%	23	2		9%	
English	26%	22%	22%	22%	22%	12%	47	6	0/1	11%	47	7	1/1	15%	46	8	2/0	13%	46	8	1/0	17%	45	6	1/1	11%	
History	16%	14%	9%	6%	11%	6%	33	2	110	6%	33	2	1/0	6%	34	4	1/0	12%	34	1	1/0	3%	34	2		6%	
Mathematics	29%	31%	33%	28%	32%	26%	14	2		14%	14	3		21%	14	2		14%	14	1		7%	14	1		7%	
Modern Languages & Literatur	42%	42%	47%	47%	51%	38%	23	4	2/0	17%	23	4	2/0	17%	23	4	2/0	17%	23	3	1/0	13%	23	6	1/0	22%	
Natural Science	30%	33%	30%	30%	30%	20%	8	1		13%	8	2		25%	8	1		13%	8	1		13%	8	1		13%	
Philosophy	17%	13%	10%	12%	14%	9%	32	2	0/1	6%	32	4	0/2	13%	32	4	0/2	13%	32	3	0/2	9%	32	2		6%	
Physics	33%	38%	33%	33%	22%	11%	7	1		14%	7	2		29%	7	1		14%	7	1	1/0	14%	8	1	1/0	13%	
Political Science	9%	5%	5%	6%	6%	-5%	20	0		0%	20	0		0%	20	1		6%	20	3	1/1	15%	21	2	1/1	10%	
Psychology	10%	10%	7%	4%	4%	-14%	31	3	1/1	10%	31	6	2/0	16%	31	6	2/0	16%	31	4	2/1	13%	32	5	2/2	16%	
Sociology & Althropology	19%	15%	11%	5%	10%	0%	21	4	1/0	19%	21	4	1/0	19%	21	4	1/0	19%	21	3	1/0	14%	20	2	1/0	10%	
Theatre & Visual Arts	63%	60%	50%	44%	44%	44%	9	0		0%	9	0		0%	9	0		0%	10	0		0%	10	0		0%	
Theolog.,<	20%	9%	9%	9%	9%	0%	34	6		18%	34	3		9%	34	4	1/0	12%	34	3	1/0	9%	34	3		9%	
Arts and Sciences TOTAL	22%	21%	11%	20%	21%	12%	389	40	8/5	10%	390	18	8/	12%	392	50	10/4	13%	393	44	10/6	11%	393	37	11/5	9%	
Business	10%	10%	13%	22%	20%	13%	100	6	1/2	5%	100	6	0/1	6%	100	6	1/0	6%	100	10	1/1	10%	101	5	2/1	5%	
Education	26%	23%	24%	26%	24%	12%	43	8	1/1	19%	37	3	1/0	8%	37	5	1/0	14%	37	6	1/0	16%	37	5	1/1	14%	
Law	30%	24%	23%	29%	30%	20%	66	10	2/1	15%	66	9	1/1	14%	65	9	2/2	14%	67	7	2/1	10%	87	9	3/1	12%	
Religion & Religious Education	0%	0%	30%	20%	0%	-10%	11	2	0/2	18%	11	3	0/2	27%	11	4	0/2	36%	11	3	0/1	27%	11	1		9%	
Social Service	20%	20%	19%	20%	23%	-10%	46	7	1/2	15%	46	10	1/3	22%	46	11	2/2	24%	46	12	2/2	27%	45	12	2/3	27%	
Professional Schools TOTAL	19%	17%	11%	24%	23%	11%	266	2	5/8	12%	260	30	3/1	12%	269	36	6/8	14%	260	38	8/6	15%	261	31	8/6	12%	
University TOTAL	21%	19%	20%	22%	22%	10%	1111	111	1/1	11%	1111	111	1/1	12%	1111	111	1/1	13%	1111	111	1/1	13%	1111	111	1/1	10%	
* Unfilled Lines = Authorized Tenured Lines less Tenured and Tenure Track Faculty																											
Note: unfilled lines include faculty on administrative leave extended unpaid leave > 1 year extended medical leave as well as people on phased retirement.																											
B: INSTRUCTIONAL STAFF VISITING+ CLINICAL+ LECTURER+ ARTIST-IN-RESIDENCE+ POST & PREDOCTORAL TEACHING FELLOWS																											
DIVIDED BY INSTRUCTIONAL STAFF+ TENURED+ TENURE TRACK FACULTY																											
C: PERCENTAGE INSTRUCTIONAL STAFF ADJUSTED FOR UNFILLED TENURE TRACK LINES:																											
INSTRUCTIONAL STAFF- UNFILLED TENURE TRACK LINES / INSTRUCTIONAL STAFF+ TENURED+ TENURE TRACK																											