



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	

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 Dr. Leonard Nissim/FCLC (ext. 8-6331) nissim@fordham.edu

Meeting: 12th Floor Lounge, Lowenstein Building,
 Lincoln Center Campus
 Guests: Mr. John Lordan, Senior Vice President and
 Chief Financial Officer
 Dr. Stephen Freedman, Provost
 Dr. Jonathan Crystal, Associate Vice-
 President and Associate Chief Academic
 Officer
 Dr. Ian Morrison, Chair of the Technology
 Committee
 Excused: Senators Tracy Higgins, Judith Jones, Merle
 Keitel, Barbara Porco, Mary Procidano and
 Falguni Sen

1. Call to Order

At 12:50 pm Senate President Grace Vernon called the meeting to order in the 12th Floor Lounge of the Lowenstein Building on the Lincoln Center Campus.

2. Invocation

Senator Andrew Clark offered the invocation.

3. Matters presented by the President of the University

After commenting briefly on the election of Pope Francis, and wishing the Senate a happy Easter and Passover, Rev. Joseph M. McShane, S.J., President of the University, presented on the following topics:

Government relations: on April 3, Fr. McShane and other post-secondary representatives are meeting with Martha Cantor, undersecretary of education, to talk about the graduate education plan of the Department of Education. The plan affects adversely those institutions teaching the poor because applying standards with the potential to fail teachers and affect credentialing discourages work with less qualified students, and encourages the abandonment of inner-city schools. Cantor has not been moved yet by such considerations.

Admissions: the undergraduate colleges will receive over 36,000 applications, of which slightly below 50% will be accepted. The colleges are aiming for a class of 1850-75 and steady measures of quality. In April, admissions will hold open houses, with faculty involved.

Development: the campaign stands at \$481,000,000, about \$19,000,000 shy of the goal.

Fr. McShane and Senior Vice President John Lordan then presented on the budget issues facing the university. As a result of a fall-off in tuition revenue in the graduate and professional schools and the increase in financial aid for undergraduates, the budget is tight, about \$18,000,000 below projections.

In discussion of the budget shortfall, Senators noted that according to current proposals, student financial aid will increase by 9.2% compared to 4.8% in previous years, from a planned \$126,000,000 this year to \$139,000,000 next year, and asked whether the aid budget includes athletics. Mr. Lordan replied that this year's expenditures will end with significantly more in aid than the \$126,000,000 originally projected. As result, the increase next year is in fact \$4,000,000, not \$13,000,000, over this year's actuals. Fr. McShane added that financial aid is now expected also in graduate and professional schools, and aid includes need-based aid, merit, athletics, and faculty tuition benefits. Fordham is not yet considering cutting teams, although the director of athletics is perhaps open to changes.

Senators commented that the economic situation affecting families and requiring student aid is also affecting faculty. Fr. McShane recognized the impact of the economy on everyone, and has spoken before about faculty receiving a salary increase this year that will outpace inflation. Senators countered that increases need to be higher than inflation if faculty are

to achieve the increases in purchasing power expected through a career, and that budget proposals presented recently to the Budget Planning Committee include changes to faculty health care benefits that will claw back this year's proposed increase. Mr. Lordan responded that the health-care proposals were part of a planning document, not the budget itself. Fr. McShane added that one of the proposed health-care changes had been removed from consideration.

Since options for dealing with budget issues include a hiring freeze, Senators asked how this will be implemented in various academic contexts, and noted that for grant hiring, 90-day delays are harmful. Fr. McShane had understood that hiring from restricted funds will go forward, and Dr. Stephen Freedman, the Provost, added that there will be only a one-week delay in such appointments. Senators pointed out that delays varied in practice, from two months in one, four weeks in another, and only a matter of days in a third. Fr. McShane was not aware of two-month delays, but apologized for them.

Senators commented that faculty budget managers are finding revenue mistakes, debits listed as credits, and other errors. Such errors appear to be occurring across the board indicating systemic problems that need to be addressed. Mr. Lordan noted that the system was decentralized and managers were responsible for keeping track of their own accounts. Senators objected that the number of errors introduced into these accounts made it very difficult for budget managers. Fr. McShane proposed a meeting of budget managers to see if such issues were systemic. Following on a Senator's suggestion, Mr. Lordan agreed to supply a report on how many entries across the board are "backed out," data that will indicate how wide-spread the issues are.

Senators stressed that in considering the budget, research needs to remain a priority. While welcoming the emphasis on student aid, this year's projected increase in student aid is disproportionate with respect to the integration of research, teaching, and service needed to achieve the university's mission. As an example, Senators noted the decimation of the Institutional Research Board, which had been making progress but lost key personnel and has a desperate need for expertise and continuity if projects involving human subjects are to proceed. Dr. Jonathan Crystal, Associate Vice-President and Associate Chief Academic Officer, responded that as a result of last year's Task Force report, the IRB was changing from faculty review to professional review. He expected another director to be appointed within six weeks, but will need alternative IRB members in the interim.

On research in general, Fr. McShane explained that he had asked Dr. Freedman to focus on faculty and professional development. The resulting proposals, including more frequent faculty fellowships, had been rejected by a faculty committee. Senate President Vernon explained that there were several issues with the proposal, and recognized the need for a session on research.

In closing, Dr. Ian Morrison then presented the Technology Committee's report (see below) to Fr. McShane for information. Fr. McShane thanked Dr. Morrison and noted that the university's web page was indeed the face of the university. Senator Clark reported that the senate had established a committee to explore collective bargaining. Fr. McShane thanked Senator Clark for the information, but added that under the rules of the National Labor Relations Board he could not respond, although he could receive the information. Fr. McShane closed with the news that four students from Fordham College Rose Hill were DAAD winners, and that the women's basketball team was in the national invitational tournament.

4. Matters presented by the Provost

Dr. Stephen Freedman, Provost, presented on the following topics:

Middle States: the self-study for the 2016 Middle States review is an opportunity to talk about the university's positioning as an academic community. Dr. Freedman has formed an advisory committee comprising Jonathan Crystal, Jeannine Pinto, Susan Ray, John Harrington, Eileen Burchell, and a faculty representative to be named. The next step is to form the Middle States Self-Study Steering Committee with broad representation under a faculty/academic umbrella. The committee will consider whether to review all fourteen study categories in the self-study or select several categories for emphasis. Although the Provost prefers the focused approach, the committee will make the decision. A key element is assessment. Both the federal and state departments of education are examining outcomes, an approach similar to the assessments of professional schools. It will be important for departments to examine assessment before the end of the year, and the Provost urged departments to link learning outcomes to their annual reports, along with planning and assessment.

Budget cuts: Dr. Freedman sent a memo to the faculty today announcing the budget cuts resulting from the significant slowdown in the projected growth of net tuition revenue. Major shifts in graduate and professional education are having an impact on enrollments at Fordham and nationwide, and there is rising pressure on financial aid. Dr. Freedman is

seeking to reduce non-personnel expenditures by about 7.5%. He has met with the deans and is considering how to arrive at good decisions on controllable operational budgets. For instance, the Arts and Science deans decided to pool reductions for their schools and make reductions to the overall Arts and Science budget without passing the requirement to reduce on to departmental budgets. After the last round of reductions, some departmental budgets were restored but others were not, so further reductions at the departmental level are difficult.

In discussion of Dr. Freedman's report, Senators asked what had been done about the recommendation in the last Middle States to assess deans. Dr. Freedman reported that he started yearly evaluation of deans when he came to Fordham, but the assessment does not yet include faculty views or involve the faculty senate.

In response to Dr. Freedman's comments on budgetary reductions, Senators objected that funds are still being committed to the capital reserve despite reductions from \$10,000,000 to \$5,000,000, and questioned whether increasing financial aid at the cost of other areas was effective and whether a projected 45-46% discount rate is unsustainable. Senators asked also whether remaining a comprehensive doctoral, research university was a priority, and whether such a status was affected by the cuts. Others noted that the university's rank within its classification appears to be the determining principle; thus raising the discount rate to maintain student quality is the priority, despite the importance of other academic needs for the university's mission. The recent meeting of the Budget Planning Committee supported questions about financial aid and its open-ended goals. Senators suggested that there were other ways to cut budgets; for instance, cutting programs, even if significant, rather than trimming across the board. The key is a strategic vision, which means, for instance, deciding among priorities such as a high research classification, a top level in athletics, or ranking. Unless driven by a clear, well-articulated vision, the result is mediocrity.

Dr. Freedman commented that the university was facing challenges, which needed to be considered in a comprehensive way, and was making a real effort to balance the cuts, as evident in the reduction to the sum budgeted for the capital reserve. Provosts are indeed examining the impact of reductions on classification, but Fordham does not want to lose its standing. While this round of cuts is piecemeal, strategic thinking and long-term plans are needed, as well as clear ways to make decisions and involve faculty on such matters as deciding program cuts.

Senators asked how research and research travel funds, which are treated differently in different

departments, are being affected by the cuts, and whether travel cuts will be made openly and equitably. Instead of budgeting travel by school or department, an equitable, easily-administered option is to assign every faculty member a fixed sum to be used for travel or research. Dr. Freedman commended John Harrington, Dean of Faculty in Arts and Sciences, for improving equitability across departments, but noted that travel and research are treated differently across schools, some of which rely on restricted funds to supplement their travel budgets. Between areas there are also different mixtures of research and teaching, with varying travel needs. In the past, these decisions were made at the departmental level, which may be perceived as inequitable. While there is a natural tendency to focus cuts on discretionary areas such as research travel, professional travel needs to be secured.

Dr. Freedman added that hiring is going forward. Over the last two years, the university has a strong record of restoring positions frozen in 2008-9, especially in comparison to other New York area universities. While the next years will be challenging, Dr. Freedman believes that replacement hiring is possible but adding positions, except in the Graduate School of Business Administration, will be difficult.

Senators asked whether the increase in financial aid disproportionately affected Academic Affairs, which was also expected to make cuts. Dr. Freedman explained that undergraduate financial aid is outside the Academic Affairs budget, although Academic Affairs is responsible for scholarships and aid in the graduate and professional schools. Although Academic Affairs is about 52% of the budget, it is taking about 48% of the cuts, slightly less than proportional.

On other matters, Senators from the Graduate School of Social Service raised concerns about the online classes offered by the school. Online enrollments are rising and quality is compromised since online instruction requires considerable interaction. Dr. Freedman appreciated the work done by GSSS, and noted that revenue concerns are leading to increasing enrollments in online classes. Senators argued instead that revenues can increase without hurting quality by increasing the number of classes, not the number per class.

Senators asked who was responsible for the academic calendar, which this year, for instance, presented nearly back-to-back breaks that interrupted class continuities. Although Dr. Freedman was unsure who set the schedule, Senators emphasized that faculty involvement was needed to keep the schedule directed to the university's mission. Others pointed out that this year's schedule was a result of a long-standing goal to

avoid classes in the week of St. Patrick's Day. Drs. Freedman and Crystal will follow up.

5. Report by the Technology Committee of the Faculty Senate

Dr. Ian Morrison, chair of the Technology Committee, presented the committee's report and recommendations (see LINK). Dr. Morrison noted that faculty servers operating in a Linux environment are now working, with a course release for a postdoc to manage them. "OnBase" is also now operating, but faculty processes have not migrated. Dr. Morrison commented that in general the academic area has trouble advocating for big changes because of the diversity of its interests. He recommended that the senate make a case to inventory faculty uses, or hire someone to do so.

Dr. Morrison reported further that IT's security staff was advocating a requirement that faculty change passwords four times a year, although IT will agree to changing passwords twice a year. Noting that such a policy was counterproductive and not following industry norms, the Senate thanked Dr. Morrison and the committee and approved the following resolutions:

1. The Senate accepted the report presented by Dr. Ian Morrison, Chair of the Technology Committee. (Jackson/DeLuca) Approved 19-0-0

2. As recommended by the Core Web Technology Planning Committee, the Senate urges that an improved web presence be a matter of highest priority. (Reidenberg/DeLuca) Approved 19-0-0

3. The Senate believes that the intention to require rather than recommend the faculty change Fordham IT passwords without evidence of a prior specific security compromise will be counterproductive and harmful to information security because of the disruptive impact on academic utility and the likely exposure of passwords in unsecure offices and files. (Reidenberg/Baumgarth) Approved 20-0-0

6. Old Business

Salary and Benefits: Senator Rubin, chair of the Salary and Benefits committee, reported that the committee's executive met the Senate executive committee to discuss this year's goals. Salary and Benefits will be moving forward with a new salary model and developing a proposal for the 2013-14 negotiations. Senator Rubin noted that the New York CPI increase was 2% last year.

In discussion, Senators remarked that 3% is budgeted for faculty salary increases, but proposals in budget planning, if implemented, will take back a large part of the increase through changes to benefits. The administration has proposed to move faculty contributions to healthcare premiums to 15% of the

total, which will cost faculty an estimated \$900,000. A second proposal is to increase faculty payments for CIGNA to reduce the difference with other policies; this was projected to cost faculty about \$500,000 in 2013-14 and \$1,000,000 in subsequent years.

Commencement speakers: Senator Baumgarth asked whether last year's Senate resolution calling for faculty involvement in selecting commencement speakers had been implemented. Senate President Vernon reported that Fr. McShane had re-instituted the relevant committee, which includes faculty, to give advice.

7. New Business

Teaching evaluations: Senator Hinze questioned an administration initiative to move SEEQs online. If not required of students, evaluations will be skewed, and should not, therefore, be used for personnel decisions. In the discussion, Senators from the Graduate School of Social Service reported that the administration was using online evaluations, and in the Graduate School of Education such evaluations have been piloted. Others asked whether completing electronic evaluations could be linked to the release of grades at the least, a resolution already approved by the council of Fordham College Rose Hill. Senators commented that changes in classroom evaluations have required faculty approval in the past. After further discussion, the Senate passed the following motions (**Hinze/Nasuti**) **Approved 19-0-0:**

1. The Senate finds the University's current plans to implement new voluntary electronic SEEQ program to be deeply disturbing and noncompliant with the statutes.

2. Any changes in policy regarding SEEQs or student evaluations of teaching must be passed by the appropriate faculty governing body.

3. Unless the appropriate faculty bodies have approved any new policy concerning SEEQs or student evaluations, these evaluations cannot be used for personnel decisions concerning re-appointment, merit, tenure or promotion.

Collective bargaining: Senators Hinze and Clark reported that they had formed a committee to investigate collective bargaining. They had received a healthy response from faculty, and were seeking to complete the committee with representation from additional schools. Senator Forgey offered to serve. At this point, the committee is talking with faculty to assess the level of support. The committee will be exploring whether collective bargaining is the right choice, what models exist, and the probability of ratification. The committee members will keep the senate updated with reports.

8. Reading and Approval of the Minutes

The Senate approved the minutes of the meeting of February 22, 2013 (Saharia/Nissim) 12-0-3.

At 4:00 Senator Nissim moved that the Senate adjourn.

Minutes submitted by Dr. Richard Gyug.