



FORDHAM UNIVERSITY

THE JESUIT UNIVERSITY OF NEW YORK

Faculty Senate

Joseph M. McShane, S.J., Hon. President

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J. Patrick Hornbeck II, Secretary

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G. Larry Farmer

Micki McGee

Henry Schwalbenberg

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Meeting: South Lounge, Leon Lowenstein Building, Lincoln Center Campus

Guests: Dr. Stephen Freedman, Provost

Dr. Jonathan Crystal, Associate Vice President for Academic Affairs

Excused: Senators Hugh Hansen, Judith Jones, and Henry Schwalbenberg

Call to Order

The meeting was called to order by Senate President Mary Ann Forgey at 12:34 p.m. in the South Lounge of the Leon Lowenstein Building at the Lincoln Center Campus.

1. Invocation

Senator Fernald delivered the Invocation.

2. Approval of the Minutes of Previous Meeting

The Senate approved (17-0-2) the corrected minutes of the meeting of October 24, 2014 (Fernald/Balestra).

3. Matters Presented by the President of the University

Joseph M. McShane, S.J., President of the University, addressed the Senate. He began by wishing Senators a happy Thanksgiving holiday, noting that this was the last Senate meeting before Thanksgiving. He reported on the recent successes of the Fordham football team, including winning the Patriot League.

Fr. McShane addressed current trends in applications for undergraduate admission. He distributed a handout listing application numbers by geographical region and by undergraduate school. Overall, applications are up 10% from the same date last year; they are up 15% at Rose Hill (both in Fordham College at Rose Hill and in the Gabelli School of Business), up 23% in the Gabelli School of Business at Lincoln Center), but down 9% in Fordham College at Lincoln Center. Fr. McShane noted that the numbers for FCLC are still well above that college's historic numbers from last year. Each of the major markets from which Fordham draws students has seen growth in the numbers of applications; numbers

are also up for international students, of which China is once again providing the greatest number of applicants. The Early Action pool has increased by 7%. Because the size of the Early Action pool is so large, the admissions office is contemplating re-introducing an Early Decision program to target those students for whom Fordham is their first choice.

Fr. McShane noted that these strong numbers with regard to undergraduate admissions provide a bulwark for the University at a time when graduate admissions and enrollment are still uncertain. He described “softness” in the Law application pool, “more than softness” in the application pool for the Graduate School of Education, and the “very tumultuous time” being experienced by the Graduate School of Arts and Sciences in the midst of a nationwide downturn in graduate study in the liberal arts and sciences.

One Senator asked about Fordham’s undergraduate retention rate. Fr. McShane replied that this past year, the first-year-to-sophomore retention rate was nearly 90%, an improvement from the past.

Another Senator noted that the Graduate School of Social Service had experienced steady applications and enrollments, but said that this was mostly due to that School’s online programs. Fr. McShane noted that many of the professional faculties are considering online offerings, but that he and members of the faculty are wary of introducing online education at the undergraduate level. In general, he said, Jesuit colleges and universities in the U.S. are hesitant to adopt online education, with the sole exception of Regis University in Denver.

The second issue Fr. McShane addressed had to do with Title IX requirements. Fr. McShane noted that he had suggested to Senate President Forgey that the Senate invite Mr. John Carroll, Assistant Vice President for Safety and Security, and Ms. Anastasia Coleman, Title IX Coordinator, to the December Senate meeting. Fr. McShane reiterated that, according to the new federal guidelines, all faculty members are now “responsible persons” with regard to reporting sexual assault.

Finally, Fr. McShane addressed the consequences of last week’s midterm Congressional elections. He noted that higher education had lost its strongest advocate in the House of Representatives, Rep. Tim Bishop of Long Island. Fr. McShane will be reaching out to Rep. Crowley of Queens, who may be able to carry on important conversations about higher education funding. In the meantime, Fr. McShane looked forward with anticipation to the possible appointment of Sen. Lamar Alexander as chair of the Senate committee on higher education. Finally, Fr. McShane reported that, as a lifelong Democrat, he was pleased that the Republicans retained control of the New York State Senate, where they have been advocates for higher education, the Tuition Assistance Program, and the Higher Education Opportunity Program.

Fr. McShane suggested that the Senate invite the chairs of Fordham’s two university-wide task forces, Dr. Debra McPhee of the Task Force on Blended Learning and Dr. Eva Badowska of the Task Force on Liberal Education, to a future Senate meeting.

4. Matters Presented by Dr. Stephen Freedman, Provost

Dr. Freedman addressed the Senate with regard to three issues: searches for vacancies in dean positions, strategic planning, and the Center for Teaching Excellence.

With regard to searches, Dr. Freedman reported that the search for a Dean of the Law School was entering its final stages. He said that he was very pleased by a process that had produced a set of finalists for the position. Dr. Freedman and Fr. McShane are discerning between these candidates and hope to have a final decision within weeks.

The search for the next Dean of the Graduate School of Education is proceeding apace, with finalists for the position identified. These finalists will come to campus soon, and Dr. Freedman hopes to conclude the search soon after the new year.

The search for the next Dean of Fordham College at Rose Hill is in its early stages, Dr. Freedman reported. The search committee has met and has assembled a job description; the search should be concluded by approximately March 2015.

Dr. Freedman also spoke about other searches that will be taking place in the near future. He praised the work of Dr. Eva Badowska as interim dean of the Graduate School of Arts and Sciences and said that he was reflecting on the best way for Fordham to identify a permanent dean of that School. The search for a permanent Chief Research Officer will take place in academic year 2015–2016, to allow time for the existing searches to come to their conclusion.

One Senator asked about the search for the position of Director of International and Study Abroad Programs. Dr. Freedman responded that he was not aware of what the Senator suggested, namely, that candidates had turned down the position because the offers made were too low.

With regard to providing support for teaching, Dr. Freedman reported that he was continuing to reflect on the issues related to the former Center for Teaching Excellence. In Arts and Sciences, Dr. Freedman has asked Dr. Kirsten Swinth to make recommendations for enhance the support for teaching that the University currently provides. Dr. Freedman noted that Senate President Forgey had urged him to work through existing structures to develop and vet recommendations, in this case through the Faculty Development Committee and Faculty Life Committee. Dr. Freedman also noted that the recommendations of the Blended Learning Task Force were not yet ready to be presented to the Senate.

Finally, Dr. Freedman commented on the University's strategic planning process, which he described as more thorough, thoughtful, and ongoing than previous such processes. Deans and vice presidents of the University are now meeting with Fr. McShane and Dr. Freedman, and Dr. Freedman promised to keep the Senate informed about the development of that process.

In discussion of these items, Dr. Freedman asked Dr. Jonathan Crystal, Associate Vice President and Associate Chief Academic Officer, to speak about the issues surrounding the Center for Teaching Excellence. Dr. Crystal said that it was the Provost's office's hope to continue to deliver the services formerly provided by the Center for Teaching Excellence through other venues. He indicated that his office would be guided by bodies such as the Core Curriculum Committee, the Blended Learning Task Force, and others. He and Dr. Freedman are currently considering the best way for their office to provide financial support to faculty who are attending pedagogy-oriented conferences.

One Senator asked Drs. Freedman and Crystal to keep in mind the issues about diversity and identity in the classroom that the Center for Teaching Excellence had previously addressed. Dr. Freedman said that he would keep this issue in mind.

Another Senator noted that in the University's new strategic planning process, faculty representatives appear to be absent. Dr. Freedman responded that he was almost certain that there will be a broader strategic planning process in the days ahead, and he said that he would ensure that faculty would be involved. A different Senator suggested that the easiest solution would be to appoint the Senate President to the existing strategic planning group.

A Senator asked why Dr. Freedman and Senate President Forgey had not shared the draft report of the Blended Learning Task Force. Dr. Freedman and Senate President Forgey responded that the Task Force itself had not yet finalized its report and that the recommendations that the draft report contains are themselves draft recommendations. In discussion, Dr. Freedman and Senate President Forgey clarified that the Senate would see the full report of the Task Force, likely at its December meeting.

5. Announcements

Senate President Forgey announced the election of Dorothy Klotz to the vacant Senate seat representing the Schools of Business. Senators warmly welcomed newly elected Senator Klotz.

6. Committee Reports

On behalf of Senator Jones, the newly elected chair of the Student Life Committee, Senate President Forgey reported that the committee had met with Ms. Coleman about Title IX issues and would be developing a strategy for sharing information about these issues with the faculty.

On behalf of Dr. Ann Higgins-D'Alessandro, the chair of the Faculty Life Committee, Senate President Forgey reported that the Faculty Quality of Life Survey was to be revised and sent to the faculty in January. While the survey was originally to be distributed earlier, the timeline was changed to avoid conflicts with the Middle States Steering Committee's survey. Senate President Forgey also noted that the Faculty Life subcommittee dealing with faculty dining space had met with Dr. Brian Byrne, Vice President for Lincoln Center, and will be exploring several alternatives to the current situation concerning faculty dining in the Lowenstein Building.

Senator Berish Rubin delivered a report on behalf of the Budget Planning Committee, which met on November 4 with Mr. Frank Simio, interim Senior Vice President, Chief Financial Officer and Treasurer. The committee engaged Mr. Simio in a conversation about the committee's statutory duties (see Statutes, 3-09) to develop with the President and officers of the University the annual budget. The committee learned about substantial growth in the numbers of administrative positions at Fordham over the course of the past ten years. It also learned of substantial increases in the undergraduate financial aid budget, which is scheduled to move from \$137 million this year to \$217 million in fiscal 2020. Senator Rubin compared this increase with the more modest increase (\$223 million to \$240 million) in salaries and wages.

In discussion, some Senators observed that it may not be helpful for the Senate to oppose undergraduate financial aid. Some Senators asked where these additional financial aid dollars go: to recruit students who improve Fordham's academic profile, or to provide aid to those for whom college would be out of reach? One Senator said that it would be helpful for the Senate to establish a percentage of the overall budget that we believe should be committed to academic purposes. Another Senator observed that while Mr. Simio's approach to the Budget Planning Committee is an improvement on the past, the committee still seems to be allowed to exercise less than its statutory responsibilities. Another Senator said that the University's strategy seemed to be to provide aid to students more to raise Fordham's profile rather than to fulfill its Jesuit mission. Another Senator said that it should not be acceptable for the committee to be described as simply advisory, given the language in the Statutes. Other Senators observed that it would be helpful to share information about the University's budgetary projections with the faculty as a whole.

7. Old Business

A. Strategies to Strengthen Shared Governance

Senate President Forgey noted that only a majority of Senators had completed the AAUP survey on indicators of shared governance. She shared the results of the survey with the Senate but noted her disappointment that only a slight majority of Senators had participated.

Senators characterized the survey, even with a less than perfect participation rate, as a useful tool in the ongoing conversations about governance between the faculty and administration. Many Senators suggested sharing the results of the survey with Fr. McShane and with members of the Board of Trustees. One Senator suggested that the recent negotiations concerning health insurance, in which faculty participation was to the benefit not only of the faculty but also of the University as a whole, could be held up as a model for discussions on other topics, but not every Senator agreed. Several Senators suggested that a change in the tone of the communications between the faculty, the administration, and the Board is necessary. One Senator suggested discussions based on a recent issue of *Conversations in Jesuit Higher Education* that focused on shared governance.

Senator Jackson proposed, and Senator Cohen seconded, the following resolution concerning faculty participation in strategic planning:

In order to ensure faculty participation in university governance, the Faculty Senate requests that the President of the University fully include the President of the Faculty Senate in meetings of the Vice Presidents and Deans concerning strategic planning.

The resolution was carried, 22-0-0.

Senator McGee then proposed, and Senator Keller seconded, the following resolution concerning course releases for the officers and Executive Committee members of the Senate:

In order to foster and enhance shared governance at Fordham University, beginning in the 2014 – 15 school year, the President of the Faculty Senate shall be released from all of her/his teaching duties during the year(s) of her/his service to ensure her/his availability for the numerous responsibilities of this significant governance role. The Vice President and Secretary of the Senate shall each be relieved of two courses per academic year. At-large members of the Executive Committee shall each be relieved of one course per academic year. Course load releases for Senate Executive Committee service shall not be used outside the year in which the service was provided, except in exceptional circumstances. The cost of the course reductions shall be from the President's budget. The Senate asks for a response to this resolution by December 2, 2014.

In discussion, some members of the Executive Committee opined that they should not vote on this resolution, as it would affect them personally. One Senator expressed discomfort with the notion that the Senate President would teach no courses during her/his term of service, since that would cause the Senate President to lose contact with the rhythms of faculty life. However, another Senator pointed out that the President would still be expected to fulfill her/his other teaching-related responsibilities, including supervision of graduate students, as well as her/his departmental service and scholarly responsibilities. It was noted by other Senators that if a particular teaching load were included in the resolution, this would have differential effects on future Senate Presidents from various schools of the University, which have different base teaching loads.

Senator Fernald moved the Previous Question, which was seconded by Senator Hornbeck. The Previous Question was adopted, 20-0-0.

The resolution was carried, 15-1-1, with five members not voting.

B. Title IX Documents

Senate President Forgey noted that Ms. Coleman and Mr. Carroll would be asked to attend the Senate's December meeting to answer questions concerning the new federal regulations on Title IX. She asked whether Senators had any questions that they specifically wished to direct to Ms. Coleman and Mr. Carroll. Senator Cohen volunteered to collect a list of questions, which Senators can send to him by email at jcohen@law.fordham.edu.

C. Reports at Senate Meetings

One Senator said that he appreciated the time limits that Senate President Forgey has introduced to help speed our progress through the agenda for this meeting. However, this Senator also said that the Provost had not presented the Senate with advance information on his report, as a previous Senate resolution required. Senate President Forgey said that she thought that this resolution referred to specific data, proposals, and other information that guests of the Senate were required to provide in advance, not to the sort of report the Provost had delivered. In discussion, the Senate decided to ask the Provost and other University officers to list on the Senate agenda in advance the topics they plan to address, as well as to provide with at least 48 hours notice any documents that Senators would need to read.

8. New Business

A. Term Limits

On behalf of the Executive Committee, one Senator outlined a potential discussion concerning term limits for members of the Senate. For discussion, he asked whether the Senate might consider adopting a proposal whereby Senators would be limited to serve no more than three two-year terms before becoming ineligible for re-election for two additional years. This proposal, he noted, would not apply retroactively to Senate service before the time of its adoption. It was noted that any change to the Constitution of the Senate would require the vote of a majority of the faculty.

There was vigorous discussion of this proposal, with some Senators taking the position that term limits would rob the Senate of the experience that many of its members bring to the table, and with other Senators saying that term limits would permit the Senate to draw upon the talents of a larger number of faculty members, who might be more representative of the faculty as a whole. Since time for this meeting was drawing to a close, it was agreed that the Senate would continue its discussion at an upcoming meeting, but without considering any specific proposal.

B. Wellness Initiative

Senate President Forgey reminded the Senate that as part of its agreement with the administration concerning salary and benefits, the Senate was to appoint members to a joint faculty-administration committee on wellness, as well as to provide input on the hiring of a Wellness Officer. She said that members of the Faculty Salary and Benefits Committee would be appointed as faculty representatives on the wellness committee, and she asked and received the Senate's consent that these individuals would also be responsible for providing input on the hiring of the wellness officer.

C. Non-Tenure-Track Faculty

Senator Fernald introduced a discussion concerning non-tenure-track faculty (i.e., lecturers in Arts and Sciences and clinical faculty in the professional schools). She noted that representatives of the Provost's office would soon be presenting their annual report on the numbers of faculty in different kinds of appointments and at different ranks, and she raised a number of questions about the possibility that adjunct positions would be converted to full-time, non-tenure-track appointments rather than to tenured or tenure-track appointments. She noted that this would represent a step forward in terms of adjunct equity and she said that she had been told by colleagues in the Provost's office that conversions of positions from adjuncts to full-time, non-tenure-track faculty are easier to justify financially than tenured or tenure-track appointments. However, Senator Fernald also raised several concerns about the proliferation of full-time, non-tenure-track appointments, including whether repeated renewals of such appointments would constitute presumptive tenure, whether the administration could abuse these appointments as a way of shrinking the tenure-track faculty, and whether these faculty would be appropriately included in governance and administration since they are neither represented by the Senate nor can serve on many committees.

Due to the impending end of the meeting, Senate President Forgey appointed Senator Fernald and any other Senators who wished to serve on an *ad hoc* committee charged with examining these issues and reporting back at the December meeting of the Senate.

By motion of Senator Hornbeck, seconded by Senator Keller, and adopted by unanimous consent, the meeting was adjourned at 3:30 p.m.

Respectfully submitted by J. Patrick Hornbeck II, Secretary