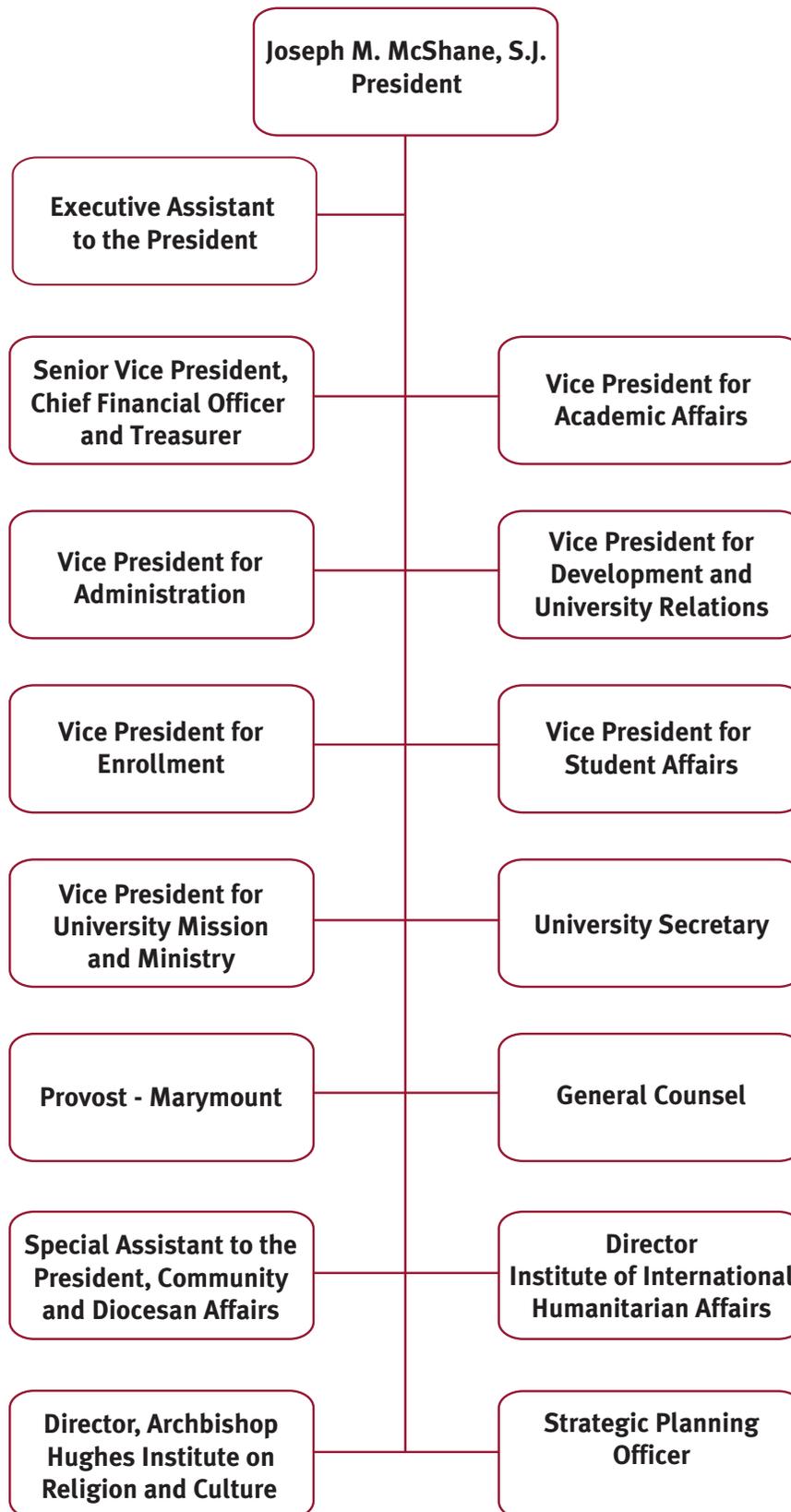
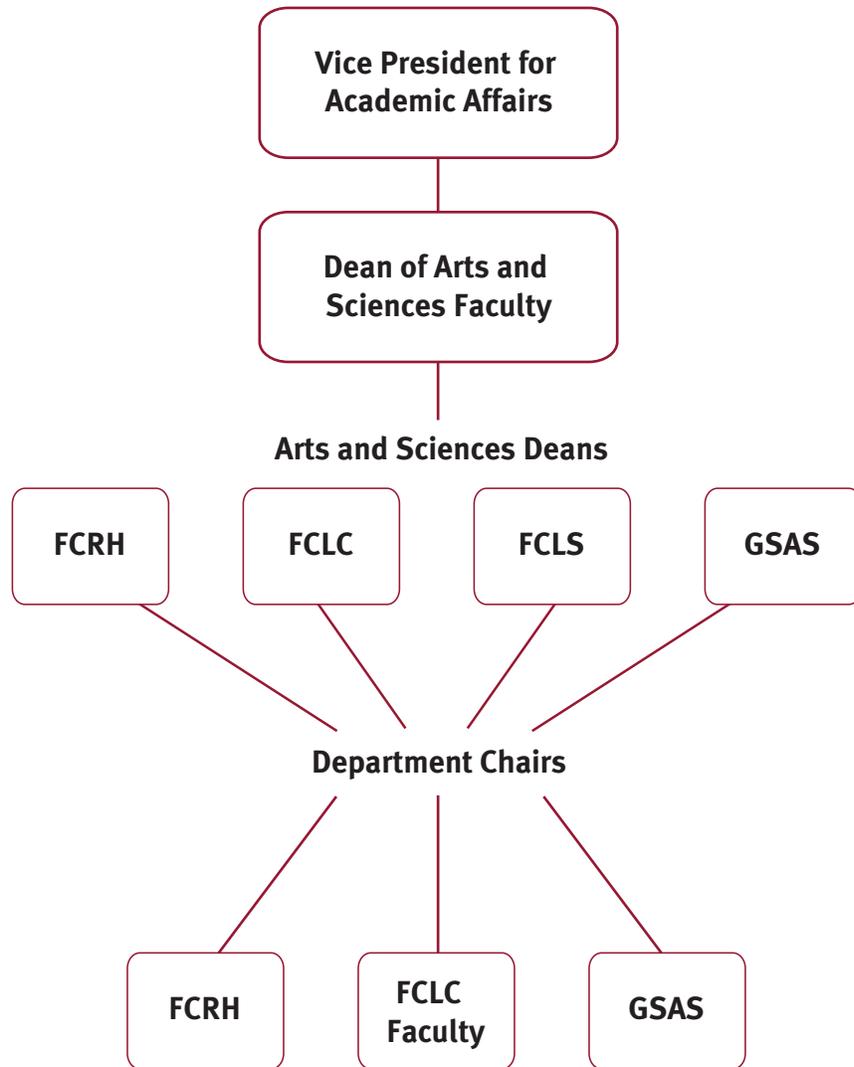


Appendix 5.1: University Presidential Reports



Appendix 5.2: Arts and Sciences Reporting Structure



Appendix 5.3: Questionnaire

Questions to chairs and program directors:

1. Does the administrative structure (e.g., departmental, decanal, Vice-Presidential) at Fordham help your students and faculty achieve their academic goals? Please mention strengths as well as weaknesses.
2. How effective and appropriate are communication and decision-making (e.g., councils, committees, etc.) at Fordham from your point of view? Please mention strengths and weaknesses.
3. How effective and appropriate are Fordham's procedures for assessment of departments and other academic units? Please mention strengths and weaknesses.

Questions to deans:

1. Administrative structure
 - a. Does the administrative structure (e.g., departmental, decanal, Vice-Presidential) at Fordham help your students, faculty, and college/school achieve their academic goals?
 - b. What are your expectations with respect to your college/school of the newly established Dean of Faculty/Undergraduate AAVP position?
 - c. What benefits/detriments from the point of view of your school do you see in school based budgeting?
 - d. Do you think the office of Executive Vice President should be reinstated?
2. How effective and appropriate are communication and decision-making (e.g., school/college councils, Arts and Sciences Council, committees, Faculty Senate, deans'/vice presidents' councils, etc.) at Fordham from your point of view? Please mention strengths and weaknesses.
 - a. Do you feel your own council functions effectively?
 - b. Have you taken any steps to discern whether your council members are satisfied with its effectiveness?
3. How effective and appropriate are Fordham's procedures for assessment of departments and other academic units, including your own college/school and your role as its leader? Please mention strengths and weaknesses.
 - a. What are your expectations concerning the annual reports of departments and your college/school?

Appendix 5.4: 2002-2003 Presidential Search

Statutory Requirements

The University Statutes include several sections on the appointment of a president. First, in the Board Bylaws under the section dealing with the powers of the Board, it states:

These powers shall include but shall not be limited to the following, to: a) elect the President of the University by a majority vote of the entire Board

Later on, the Board bylaws add, in discussing all officers, including the president:

The officers shall be elected by the Board of Trustees at any regular or special meeting held pursuant to these By-laws.

Finally, in another section of the University Statutes, it states:

The President shall be appointed by the Board of Trustees and shall serve at the pleasure of that Board. In selecting a president the Board of Trustees shall receive and consider the advice of faculty, students, administrators and alumni of the University.

Presidential Search Profile

1. Ability to clearly articulate the mission and goals of the University internally and externally.
2. Personal academic credentials.
3. Successful record of leadership in a key position(s) at a college or university.
4. Superior administrative and management skills with ability to attract high quality associates.
5. Willingness and energy to build financial resources at the institution through enthusiastic fund raising activities.
6. Ability to build positive relationships with faculty, students and Trustees.
7. Awareness and understanding of the importance of the Jesuit tradition in defining and implementing the University's mission.
8. High energy level with expectation of ability to serve in this position ten years or more.
9. Comfortable with the many political, social, media, economic aspects of New York City.
10. High personal standards and values.

In Summary: Academic Standards, Public Persona, and Fund Raising

Appendix 5.5: Dean of Faculty of Arts and Sciences and Associate Vice President for Academic Affairs for Undergraduate Education

Call for Applications

Dean of Faculty of Arts and Sciences, and Associate Vice President for Academic Affairs for Undergraduate Education

The Dean of Faculty is the convener and chair of the Council of Arts and Sciences Deans, the Arts and Sciences Council and the Arts and Sciences Council Executive Committee. She or he convenes the Executive Committee, distributes meeting agendas and minutes, and ensures follow-up on decisions and recommendations from both groups. As Associate Vice President for Academic Affairs for Undergraduate Education, he or she coordinates initiatives and effectiveness analyses for undergraduate student academic development across departments, areas, and all the undergraduate colleges in Arts and Sciences and Business.

The Dean of Faculty has extensive responsibilities in Faculty/Administrative Development and in the Coordination of Interschool Initiatives.

Faculty and Administrative Development

By Statute, the Dean of a Faculty works with the deans and their departments for the maintenance and further growth of excellence in education. The Dean of Faculty is responsible for providing leadership to develop the faculties of the Schools or Colleges for which he or she is accountable. In these matters, the deans of the schools of Arts and Sciences report to the Dean of the Faculty, who reports to the Vice President for Academic Affairs.

The Dean of Faculty has primary responsibility for overseeing the planning, implementation, and effectiveness of faculty development activities in Arts and Sciences. The Dean of Faculty has a primary role in advancing an understanding of the University's Catholic and Jesuit mission and goals. He or she is responsible for planning the new faculty orientation and follow-up programs. The Dean of Faculty convenes the conversation-on-mission committee. A participant in university strategic planning, the Dean of Faculty provides leadership in planning, establishing, and assessing faculty mentorship programs. The Dean of Faculty will help the deans define and implement professional development plans for themselves and for their staffs, and will take a particularly prominent role in administrator and staff development for undergraduate student advising, particularly in ensuring effective advising for the completion of core curriculum requirements.

The Dean of Faculty has administrative responsibility for all matters of faculty status (appointment, reappointment, promotion, tenure, salaries, leaves, etc.). In these matters, she or he solicits the recommendations of the Deans and submits their recommendations together with his or her own to the Vice President for Academic Affairs.

The Dean of Faculty will lead an initiative to establish a center for faculty development in teaching. In her or his capacity for providing leadership in faculty development, the Dean of Faculty will serve as a primary liaison among the Research Council, the Office of Research and Sponsored Projects, Development, and faculty or departments in order to cultivate opportunities to secure external support for faculty activities. The Dean of Faculty supervises faculty reporting on fellowship and sponsored leaves.

The Dean of Faculty will assist school deans in ensuring communication among schools regarding new curricular initiatives, the integrity of the core curriculum, service learning, and initiatives in prestigious fellowships.

Coordination of Interschool Activities

Working with the school deans, the Dean of Faculty assures the coordination of activities in Arts and Sciences which transcend an individual College. He or she facilitates the documentation of institutional effectiveness for courses, departments, and programs within the Arts and Sciences colleges. The Dean of Faculty facilitates collaborative

programs offered jointly with other units of the University. As Chair of the Council of Arts and Sciences Deans, the Dean of Faculty coordinates prioritization of budget requests for operations, maintenance, and capital investment.

The Dean of Faculty supervises the administration of the student course evaluation forms and coordinates program reviews in Arts and Sciences. She or he provides oversight and coordination for specialized accreditation within departments and areas. The Dean of Faculty serves as a point of contact with the deans for interdisciplinary institutes and initiatives in the colleges.

The Dean of Faculty is a point of contact between the deans and such units as Student Affairs, Development, and Instructional Technology.

The successful candidate will be a tenured senior member with demonstrated leadership experience in the Arts and Sciences faculty. She or he will have extensive knowledge of and a strong record of commitment to the mission and goals of Jesuit and Catholic education. She or he will be able to articulate how this commitment relates to students' intellectual formation particularly at the undergraduate level. In addition, he or she will be able to assist faculty across the undergraduate divisions in articulating how this mission and these goals can best inform faculty and student academic development. He or she will have experience in academic program development, faculty hiring, budgeting, and program review. The successful candidate will have a record of successful experience in faculty and student mentorship.

To apply for this position, please submit a letter of application and a curriculum vitae to John Hollwitz, Vice President for Academic Affairs. Review of applications will begin March 15.

Appendix 5.6: Administrators' Meetings with Faculty Senate Faculty Senate Administrators' Support

October 15, 1999	Vice President for Administration Vice President for Lincoln Center	Master Plan, Lincoln Center and Rose Hill Compaq/Dell presentation.
December 17, 1999	Board of Trustees University Chaplain	Approved statutory changes. Religious identity.
February 25, 2000	Vice President for Finance and Treasurer Associate Vice President for Academic Affairs	Projected FY 2000 operating results. Visiting and clinical instructional staff.
May 5, 2000	Senior Vice President, Chief Financial Officer and Treasurer	School-based financial system.
September 15, 2000	Vice President for Academic Affairs Director of Treasury and Operations:	Invitation to attend Faculty Senate meetings. Bookstore complaints.
October 20, 2000	Senior Vice President, Chief Financial Officer and Treasurer Vice President for Enrollment	School-based budgeting. Enrollment – quality of undergraduate classes. Attrition/retention.
December 15, 2000	Vice President for Enrollment	Consolidation with Marymount.
January 19, 2001	Associate Vice President for Academic Affairs	Visiting and clinical full-time non-tenured TT instructional staff 1999-2000 vs. 2000-2001.
March 2, 2001	Assistant Vice President for Public Affairs	Fordham web page.
March 23, 2001	Vice President for Academic Affairs Vice President for Lincoln Center	Budget fiscal year 2001. Internet/e-mail for retired faculty.
April 20, 2001	Senior Vice President, Chief Financial Officer and Treasurer Vice President for Finance	University budget fiscal year 2002. Itemized report – non-discretionary and discretionary spending.
September 14, 2001	Director of Treasury Operations Director of Benefits	Bookstore. Long term health care insurance.
October 19, 2001	Vice President and Chief Financial Officer & Treasurer	Fordham University – results of operations – fiscal 2001.
November 16, 2001	Vice President for Enrollment	Enrollment Fall 1998- 2001.
January 25, 2002	Associate Vice President for Academic Affairs	Visiting and clinical instructional staff.
February 22, 2002	Dean, Marymount College	Consolidation of Fordham and Marymount.
March 15, 2002	Senior Vice President, Chief Financial Officer and Treasurer Vice President for Academic Affairs	Fiscal analysis – Marymount. Academic vision – Marymount.
April 12, 2002	Vice President for Lincoln Center and Chief Information Officer Senior Vice President, Chief Financial Officer and Treasurer	Technology report. Senate Executive Committee – changes in health care for faculty
May 3, 2002	Senior Vice President, Chief Financial Officer and Treasurer	Health care benefits options for faculty. Eightieth percentile compensation.
September 20, 2002	Vice President for Academic Affairs	Senate voted to invite Vice President for Academic Affairs to senate meetings.

December 13, 2002	Vice President for Enrollment and Senior Vice President, Chief Financial Officer and Treasurer	Enrollment and financial implications for Marymount.
	Vice President for Academic Affairs	From Task Force – resolution of faculty issues.
February 14, 2003	Vice President for Administration	Master Plan for Lincoln Center.
September 19, 2003	Board of Trustees, Vice President for Academic Affairs and Assistant Vice President for Academic Affairs	Review phased retirement program Spring 2003.
October 17, 2003	Vice President for Academic Affairs	Evaluation of phased retirement program presently underway.
November 14, 2003	Vice President for Administration	Master Plan for Lincoln Center and new parking facility at Rose Hill.
February 13, 2004	Audit and Finance Committee of the Board of Trustees	Accuracy of compensation data.
March 26, 2004	Vice President for Academic Affairs	Discussion on the Dean of Faculty position.
	Associate Vice President for Academic Affairs	Report on visiting and clinical instructional staff.
May, 7 2004	Vice President for Academic Affairs	Disclosure of information to candidates in the personnel process.
September 10, 2004	Vice President for Academic Affairs	Search for new Director of Office of Research. Design document for Middle States. Review applications for Committee on Faculty Fellowships
October 8, 2004	Vice President for Administration Director of Security	New parking facility. Plan for parking during construction.
November 12, 2004	Vice President for Academic Affairs and Strategic Planning Officer	Re-examine structures for proper governance in GBA. Strategic planning.
	Associate Dean of Graduate School of Arts and Sciences	Middle States.
December 17, 2004	Associate Vice President for Academic Affairs	Annual report on clinical lines.
January 21, 2005	Vice President for Academic Affairs	Data base on research grant activity.
	Vice President for Lincoln Center and Chief Information Officer	Strategic use of web. Upgrading and expanding wireless.
February 11, 2005	Vice President for Academic Affairs	Concern by Board of Trustees: faculty coverage and an over-reliance on adjunct faculty.
March 4, 2005	Senior Vice President and Chief Financial Officer and Treasurer	Budget planning process. Payroll.
	Vice President for Academic Affairs	Strategic Planning – draft document.
April 8, 2005	Vice President for Academic Affairs	1 st Draft University's report to Middle States being revised.
May 6, 2005	Vice President for Academic Affairs	Report on Middle States complete. Planning – faculty recruitment & retention, focus on workload & housing