



FORDHAM UNIVERSITY

THE JESUIT UNIVERSITY OF NEW YORK

Faculty Senate

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

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Mary Ann Forgey
Christopher GoGwilt

Eve Keller
Dorothy Klotz
Micki McGee
Harry Nasuti

Grace M. Vernon

J. Patrick Hornbeck II, Secretary

Excused: Senators Balestra, Cohen, Cox, Forgey, GoGwilt, Hansen, Hornbeck, Park-Taylor, Sen, and Schwalbenberg

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

Guests: Dr. Jonathan Crystal, Associate Chief Academic Officer and Associate Vice President, Office of the Provost
Dr. Peter Vaughan, Dean Emeritus, Graduate School of Social Service, and Chair, President's Task Force on Diversity
Rev. Patrick J. Ryan, S.J., McGinley Chair and Member, President's Task Force
Mr. Michael Trerotola, Assistant University Secretary and Member, President's Task Force
Dr. Peter A. Stace, Vice President for Enrollment and Co-Chair, Continuous University Strategic Planning (CUSP) Committee
Dr. Debra M. McPhee, Dean, Graduate School of Social Service, and Co-Chair, CUSP Committee

1. Call to Order

The meeting was called to order by Senate President Anne E. Fernald at 12:31 p.m. in the O'Hare Special Collections Room, Walsh Family Library, Rose Hill Campus.

2. Invocation

Senator Clark delivered the Invocation.

3. Approval of the Minutes of the Meetings of March 11, 2016

Prior to the commencement of business, Senate President Fernald announced that Senate Secretary Hornbeck was unable to attend today's meeting, owing to an Association of Jesuit Colleges and Universities meeting he is chairing in St. Louis. On his behalf, Senate President Fernald asked the Senate's permission to record this meeting in order to permit the preparation of detailed minutes. The Senate provided its permission by unanimous consent.

Senator Jackson moved, and Senator Vernon seconded, the adoption of the revised minutes of the March 11, 2016, meeting of the Senate. The minutes were adopted, 13-0-0.

4. Matters Presented by the President of the University

Fr. Joseph M. McShane, S.J., President of the University, addressed the Senate.

Fr. McShane began by offering an overview of recent admissions activities. The University has experienced strong registrations for this weekend's Spring Preview open houses; overall, admissions events this year have received 4.6% more visitors than the year before. In total, 44,713 students applied for undergraduate admission, with increases in the categories of non-resident students, Hispanic, Asian-American, African-American, and White students. The applicant pool includes some 17,000 men and 27,700 women, an increase of 7% in the latter category.

Responding to a Senator's question, Fr. McShane noted that the University accepted approximately 46% of the applications that it had received. The quality of the applicant pool and admitted students' pool is up, and Fr. McShane is hoping for an increase in average SAT score, between ten and fifteen points. At the same time, the University is redoubling its efforts in the area of placement and outcomes, with 98% of students in the last two graduating classes reporting their present whereabouts and employment.

Fr. McShane offered his congratulations to Dr. Jonathan Crystal, Associate Chief Academic Officer and Associate Vice President in the Office of the Provost, as well as to Dr. Susan Ray, for the resounding success of the recent visit of a team representing the Middle States Association of Schools and Colleges. He noted that Dr. Crystal would provide a more detailed report on the visit, but that the visiting team's report was remarkable for having no recommendations. The visiting team was impressed by the quality of Fordham's self-study and is offering suggestions that derive from the self-study's ideas. Overall, Fr. McShane touched on six areas of the visiting team's report:

- Fordham is a more complex institution than many of its peers due to our multiple campuses, but our structures are justified by historic reasons;
- There is optimism everywhere on campus, especially with regard to the Continuous University Strategic Planning (CUSP) process;
- Our dreams and ambitions will be constrained by our limited resources, and our strategic planning activities will need to prioritize our ambitious plans;
- We have made great progress in the assessment of learning outcomes;
- Our sense of mission is vibrant and working; and
- Diversity is an issue that must be attended to, especially with regard to the ranks of the faculty and senior administrators

Responding to questions from Senators, Fr. McShane noted that the visiting team had at first been somewhat skeptical about our planning process, but they observed that the CUSP process has been marked by strong participation, lively conversations, and therefore ownership. Responding to a question on the need for multi-year planning, Fr. McShane observed that multi-year planning with regard to faculty compensation was not possible this year, but it was a goal for the future.

Several Senators observed that the Administration's current offer with regard to faculty salary and benefits is disappointing in comparison with other Category I institutions' salary data. Fr. McShane responded that the Faculty Salary and Benefits Committee's current proposal of a 3% salary increase is not realistic. One Senator observed that even though average salary numbers may tell one story, more than 87% of faculty members in Arts and Sciences fall below the 80th percentile nationwide. Fr. McShane said that he did not believe those statistics to be correct. Responding to another Senator who described the financial hardships that many faculty members are experiencing, Fr. McShane said that the

University's finances are severely constrained, and that he cannot promise what he does not have. Another Senator asked Fr. McShane about the current state of Faber Hall, which, the Senator noted, was originally slated to become student housing. However, currently the elevator is dysfunctional and the Facilities department has not responded to requests for assistance. Fr. McShane responded that this appeared to be a case wherein the former Ombuds Committee should be employed. After discussion, Fr. McShane announced that he was reconstituting the Ombuds Committee, with members representing both campuses, as well as Arts and Sciences and the professional schools. He designed Senators Vernon, Baumgarth, Klotz, Farmer, Rubin, and Jackson as members. Responding to one Senator's question, Fr. McShane clarified that he was constituting the committee *ad hoc*, rather than as a standing committee; Mr. Michael Trerotola of the President's Office would serve as his liaison.

Another Senator asked Fr. McShane if the Budget Planning Committee had yet met this academic year. Senate President Fernald intervened to respond that it had met twice. Fr. McShane responded that Ms. Martha Hirst, the Chief Financial Officer, is eager to begin looking at long-term, multiyear budget planning, but that these plans had been sidetracked this year due to Middle States and CUSP.

5. Matters Presented by the Office of the Provost

Dr. Jonathan Crystal began by thanking the Senate for its assistance and partnership during the Middle States process. He observed that a summary of the visiting team's final report would be circulated to the Senate. Responding to questions from Senators about the Middle States team's perspective on Fordham's governance, Dr. Crystal indicated that the visiting team suggested surveying faculty in two years' time with regard to developments on governance issues. He noted, in response to a question from a Senator, that the relationship between the Senate and the Board of Trustees had not come up in the final report.

Dr. Crystal commented as well on the recent strategic hiring initiative. This year, the University hired 32 faculty members through its normal hiring processes, in addition to three additional strategic hires who, it is hoped, will especially impact undergraduate education. In addition, many of those hired through the usual processes come from underrepresented groups. Dr. Crystal and the Provost are awaiting recommendations from the President's task force on diversity before proceeding.

Finally, Dr. Crystal mentioned a project that the Provost's Office is undertaking with regard to the Academic Bulletin. The current version is not user-friendly or searchable; in many instances it does not match Banner and other sources of information. The Provost's Office is therefore looking at a new system for managing the course catalogue, as well as at inviting the graduate schools to participate. He stressed, however, that faculty will of course retain authority over the content of the curriculum. Dr. Crystal invited the Senate to send a faculty representative to join his colleagues in speaking with prospective software providers. Senate President Fernald encouraged Dr. Crystal to be in contact with the Faculty Technology Committee as the process continues.

The Senate applauded Dr. Crystal for his extraordinary work on the Middle States process.

6. Matters Presented by the Committee on Salary and Benefits

Senator Clark, as chair of the committee, presented its report. He spoke about three matters: ongoing negotiations with UnitedHealthcare, the faculty healthcare survey, and salary negotiations.

With regard to UnitedHealthcare, Senator Clark reported that the University's medical insurance company has agreed to reimburse faculty members a total of \$24,184.58, for expenses that should

previously have been reimbursed. All checks should be received by April 14. A total of 338 claims, affecting 40 members, were involved in this reimbursement.

With regard to the faculty healthcare survey, Senator Clark reported that a new version of the survey previously administered in April 2015 has been sent to all faculty. He encouraged Senators to urge their constituents to take the survey, so that the Salary and Benefits Committee can ensure that UnitedHealthcare is honoring its contract with the University. He thanked Senator McGee for being willing to update the survey and Ms. Juliana Krammer for distributing the survey so promptly, especially amidst the Senate's recent elections.

With regard to salary negotiations, Senator Clark reported that on March 11, the Salary and Benefits Committee had presented to the Administration a three-year offer of CPI plus 1.6% per year, plus a merit increment of approximately 0.6% per year. He said that Senators McGee and Rubin had insisted that this offer would be considered only as a three-year agreement. On April 6, the Committee and Administration met again, at which point Ms. Hirst agreed to provide a 1.3% salary increase (which represents this year's CPI, negative 0.3%, plus 1.6%) for academic year 2016–17, along with merit; she also agreed to resume discussions about support for childcare and agreed to commit to begin long-term salary planning.

The Committee rejected the offer because it was only for a single year, rather than for the three years the Committee had envisioned. Senator Clark said that Ms. Hirst stated that she had never heard from the Committee that there had to be a multiyear component. Ms. Hirst stated that a multiyear deal would be impossible at this point. The Committee therefore offered a one-year salary increase of 3.0%, plus merit, plus parallel increases in promotion and other increments, along with other provisions.

The Committee and Administration met again on April 13, at which point Ms. Hirst rejected the Committee's offer and asked the Committee to reflect on the Administration's previous offer. The Committee did so, decided again to reject the Administration's offer, and currently awaits a response.

Discussion ensued, part of which was conducted in executive session by unanimous consent.

7. Matters Presented by the President's Task Force on Diversity

Dr. Peter Vaughan, Dean Emeritus of the Graduate School of Social Service and Chair of the President's Task Force on Diversity, addressed the Senate, joined by the Rev. Patrick J. Ryan, S.J., Laurence J. McGinley Chair in Religion and Society, and Mr. Michael Trerotola, Assistant University Secretary.

Dr. Vaughan reported that the Task Force has now conducted 59 meetings with campus groups, including town meetings, open to all members of the University community, on each of Fordham's campuses. He noted that people have been very open with the Task Force, and the meetings have produced a wide spectrum of feedback. Dr. Vaughan observed that many of the things the Task Force has been told are consistent with each other. The Task Force has reviewed reports from CUSP and the *ad hoc* Senate committee on diversity. By the end of June, the Task Force hopes to submit a final report, with recommendations, to the President.

Senate President Fernald thanked Dr. Vaughan and, through him, the members of the Task Force. She noted that the Task Force now also has in hand recommendations from the Senate's Faculty Life and Student Life committees. She asked Senator Jones, as chair of the Committee on Student Life, to reflect briefly on her committee's report.

Senator Jones reported that her committee has been thinking concretely about how to build communities

at Fordham. They focused on how the Senate can be more inspirational, to encourage faculty to do what they need to do around the issue of curricular reform. The committee believes that faculty should be more involved in student life issues, “from soup to nuts.” The committee is asking how to prioritize the creation of vibrant communities, involving faculty, students, and staff. Among specific recommendations, the committee strongly endorses mandatory training for faculty, both in general and in response to specific incidents. The committee wishes to stress that bias incidents can and do happen in the classroom, so training and reflection on curriculum are both essential. At the same time, the committee is asking how Fordham can be more effective in recruiting a diverse student body, especially from local high schools. In addition, it is asking how can Fordham do better at providing tools like a unified calendar system in order to make individuals more aware of community opportunities. Senator Jones thanked Dr. Vaughan and his task force for their work.

Mr. Trerotola asked Senator Jones if her committee had an opinion on the First-Year Formation Symposium, which could be made universal: should this opportunity be credit-bearing, and what would it look like? Senator Jones responded that her committee did not discuss the symposium in detail but had expressed interest in the possibility of a credit-bearing course. The committee is interested in discussions of such matters between relevant deans and faculty.

A Senator observed that while the Task Force has focused on the great needs of racial and ethnic minority students, it is necessary for Fordham also to address disability as an issue of inclusion. Currently, 663 students are served by Disability Services. This Senator reported that students have said that some faculty have been unsympathetic to their disabilities and do not take disability seriously. The Senator encouraged Dr. Vaughan and the Task Force to meet with the Faculty Disability Working Group. Dr. Vaughan responded that he would welcome a meeting with that group, as well as that disability issues will be part of the Task Force’s report.

Several Senators asked Dr. Vaughan whether the University’s current financial aid policies might be adjusted to encourage diversity in the student body. Dr. Vaughan and Mr. Trerotola reported that this is an issue that the Task Force is investigating, as well as that the University’s next capital campaign, currently in the so-called “quiet phase,” will focus on financial aid.

Senate President Fernald asked Fr. Ryan if he wished to share any thoughts with the Senate. He responded that over the course of his time as a Jesuit, there have been very substantial changes both in the Bronx and at Fordham. In 1957, he said, Fordham related to the Bronx more effectively than it does today. He expressed concern that we have lost touch with the Bronx.

Senate President Fernald thanked Dr. Vaughan, Fr. Ryan, and Mr. Trerotola for their presence.

8. Report from the Tenure and Reappointment Appeals Committee

Senate President Fernald asked the Senate’s permission to rearrange the agenda so that this item would appear before the previous item. Senator Vernon moved, seconded by Senator Keller, that the agenda be thus rearranged; the motion carried by unanimous consent.

Senate President Fernald presented a proposal from the Tenure and Reappointment Appeals Committee to encourage departments and other faculty units to clarify their merit, reappointment, tenure, and promotion norms with reference to multi-authored publications. Senator McGee moved, seconded by Senator Jones, to accept the report from the Tenure and Reappointment Appeals Committee and to direct the Senate President to write to faculty units accordingly. The motion carried, 13-0-0.

9. Matters Presented by the Continuous University Strategic Planning Committee

Dr. Peter Stace, Vice President for Enrollment and Co-Chair of the Continuous University Strategic Planning (CUSP) Committee, and Dr. Debra McPhee, Dean of the Graduate School of Social Service and Co-Chair of the CUSP Committee, addressed the Senate. They noted that the third co-chair, Senator Hornbeck, had sent his regrets while he was attending a conference.

Dr. Stace thanked Senators for their active engagement with the strategic planning process, including at the previous meeting of the Senate. Since that time, CUSP has sought to incorporate the feedback that it has received from the Senate, from two town hall meetings, and from other sources. In total, more than 850 comments on the draft Strategic Framework have been received, not all of it in agreement. Of course, not everyone's ideas could be incorporated into the next generation of the document, but Dr. Stace reported that the CUSP Committee has sought to produce a document that represents, as closely as possible, the consensus of the Fordham community.

As the strategic planning process continues, Dr. Stace said, the committee is now attending to the need for the University to construct a continuous planning process. This will require additional conversations about existing planning bodies, how their roles relate to each other, and how they may need to be modified going forward. CUSP will continue to work on these dimensions of its charge between now and September, when the Board of Trustees will vote to approve the Strategic Framework.

Dr. McPhee added that the process is ongoing and that the CUSP Committee very much desires to receive additional feedback from all members of the campus community.

Drs. Stace and McPhee asked Senators for their reactions to the most recent draft of the Strategic Framework. One Senator observed that there is a massive lack of funding and clerical support for interdisciplinary programs, yet the document recommends the creation of new interdisciplinary programs. It will be equally important to support existing programs as to create new ones. In addition, this Senator said, it is necessary for the document to engage more closely with digital forms of scholarship, rather than only digital forms of pedagogy.

Another Senator asked Drs. Stace and McPhee how planning and decision-making processes going forward will coincide with the University's current governance structure and the Senate's responsibility to ensure shared governance. Dr. McPhee responded that this is an issue that will have to be considered carefully as the CUSP process moves forward. Senate President Fernald encouraged the CUSP Committee to take advantage of this opportunity to clarify processes and reporting structures.

Another Senator asked why the Strategic Framework contains a specific recommendation with regard to a science building but less specific aspirations in other areas. Dr. Stace responded that there is at least one other equally concrete recommendation in the document, namely that concerning a campus center. With regard to science, it is clear that the University requires significantly better facilities to advance its work in the STEM areas. Dr. McPhee added that it was necessary to mark out such a substantial project as an inspiration. Another Senator observed that a science building has been one of the University's desiderata since the 1980s and that the question remains how Fordham intends to raise the money.

Another Senator observed that, from what has been said on the Board of Trustees committee on development and university relations, Fordham's development office is very thinly staffed. The Senator encouraged the CUSP Committee to include a recommendation to support the development office.

Senate President Fernald observed that the Senate had reached the end of the third hour of its meeting; therefore, a motion to extend the meeting time would be necessary. Hearing no such motion, Senate President Fernald declared the meeting adjourned at 3:31 p.m.

Respectfully submitted by J. Patrick Hornbeck II, Secretary,
with thanks to Andrew H. Clark for serving *in absentia*