1. Call to Order

The meeting was called to order by Senate President Anne E. Fernald at 12:37 p.m. in the Hill Conference Faculty Room #7-119, Law School, Lincoln Center Campus.

2. Invocation

Senator Martin L. Chase, S.J., delivered the invocation in remembrance of the life of Senator Dominic Balestra whose contributions to Fordham University, the Fordham Faculty, and the Faculty Senate are immeasurable.

3. Approval of the Minutes of the Meeting of October 21, 2016

Senator Saharia moved, and Senator Vernon seconded the approval of the minutes from the October 21, 2016 meeting. The motion carried (8-0-3).

4. Matters Presented by the President of the University

Joseph M. McShane, S.J., President of the University, addressed the Senate. He indicated that he would primarily address two central issues, enrollment and diversity. In terms of enrollment, Peter A. Stace, Vice President of Enrollment, reported to Fr. McShane that fall attendance at both Open Houses and campus tours was up 8% from last year. Attendance at Open Houses and weekly tours was at 4839 compared to 4093 last year. The Open House for seniors this year was just 25 people shy of 6000 visitors. Fr. McShane noted that today, November 11, 2016, the University would be expecting 250 student visitors on both campuses. The Fall Preview Program for high school juniors will be held at Lincoln Center on November 12, 2016 and at Rose Hill on November 13, 2016. In terms of attendance at The Fall Preview,, Fr. McShane reported we are down 7.5% overall.
Fr. McShane then addressed applications for admission. Overall, there are 22,311 applications for admission, which is a 2% increase over last year’s total of 21,822. In regard to individual colleges, Fordham College at Rose Hill received 11,608 applications this year, which nearly matches last year’s total, 11,603. The Gabelli School of Business at Rose Hill is at 4580 applications, which is up 8% from last year’s total of 4,225. The Gabelli School of Business at Lincoln Center is up 17% to 1072 applications compared to 913 last year. Overall, Gabelli applications are at 5652. Fordham College at Lincoln Center is down 1% from last year having moved from 5081 applications last year to 5051 this year. Overall, applications are up 2% across all schools and campuses.

In regard to test scores, Fr. McShane noted that the SAT scores need to be viewed differently because the test has been rescaled. The overall high score for the SAT this year is 1322. If we re-normed last year’s score, we would be at 1323. Fr. McShane indicated that the ACT is steady at 29. The Graduate and Professional Schools do not have numbers as of yet.

Fr. McShane then received questions. One Senator asked if there is a way to figure out what is happening in the areas where applications are down. Fr. McShane stated that John Buckley and his staff will canvas sources in each of the markets that are down to gain insight.

The second major issue Fr. McShane addressed is diversity. He began by noting that diversity has been a concern for everyone and informed the Senate that he had a meeting earlier that morning with the Diversity Task Force (DTF). Fr. McShane stated that he apologized to the DTF and wanted to apologize to the Senate as well for not responding to the report by the end of October as that was the timeline he wished to meet. He said that wanted to meet with the DTF before he released the report because he owed it to the DTF to do so as a professional courtesy. November 11, 2016, was the first time they were all able to meet. Fr. McShane named this is the reason why the report was released late and takes full responsibility for the tardiness of the report’s release. The report will be released on November 14, 2016.

Continuing to contextualize the Diversity Task Force Report, Fr. McShane stated that there are several aspects of the report, now called the University’s Diversity Action Plan, where there are silences, particularly as regards recommendations for the Graduate and Professional Schools, metrics and budget lines. Fr. McShane noted the relevance of the Action Plan in the context of the recent Presidential Election. The Action Plan is a statement that although the world is different, we are not.

Fr. McShane expressed his commitment to not only hiring a Chief Diversity Officer, as recommended by The DTF, but also providing the CDO with a team of individuals embedded in other parts of the University. Thus, Fr. McShane recommends that the CDO have an Assistant Vice President of Diversity and Inclusion in Student Affairs and work with an additional administrator housed in Human Resources. The CDO will report to Fr. McShane and will be an Associate Vice President of Academic Affairs.

The second point is curricular. The Deans, Vice Presidents, and Fr. McShane discussed changing the orientation process for incoming freshman and transfer students. Orientation is currently the responsibility of Academic Affairs, Student Affairs, and Mission and Identity. Fr. McShane is now asking the units to work more closely together to make sure that they are sensitive to and covering issues of diversity, respect, and inclusivity. The orientation is also too short. Thus, Fr. McShane is proposing that every entering student take a one-credit bearing First Year experience course that will have a component that addresses diversity and inclusion. He stated that the faculty will have to be flexible with this initiative so that there is enough coverage for these first year courses.
In regard to the American Pluralism requirement, Fr. McShane stated that in an effort to make sure every student was engaged in the pedagogical process of understanding diversity, American Pluralism lost some of its original focus on American diversity. Fr. McShane is requesting that Deans and Faculty work together to refocus American Pluralism.

Continuing his discussion of diversity curricular recommendations, Fr. McShane stated that he would like to see diversity addressed at every juncture of the student’s academic life at Fordham, not just when they are incoming freshman. His suggestion is for diversity to be an important part of the Capstone Courses and Senior Seminars.

In regard to hiring, Fr. McShane stated that a priority for the University is the hiring of a more diverse Administration and Staff. The Administration will continue to endorse the cluster hires that were initiated this year and reinvigorate the La Farge Scholar and Visiting Scholar Programs to establish cohorts of faculty that can support one another. The La Farge Scholar Program invites ABD candidates from other universities to Fordham as visiting scholars in the hopes that they will want to stay on at Fordham in tenure-track positions.

Moving the discussion of diversity to enrollment, Fr. McShane stated that the University is redoubling its efforts to increase diversity among the student population. He emphasized the importance of creating a pipeline and mentioned expanding outreach efforts in the form of mentoring and tutoring programs in area schools. We already have a pilot project in Cardinal Hayes High School. A grant from the Bloomberg Foundation will allow the University to hold the first ever Black and Hispanic College Fair for the State of New York on November 12, 2016. We have funding to support the fair for three years with the likelihood that the funding will be extended.

Fr. McShane stated that the most diverse constituency of the Fordham community is the staff, specifically the maintenance, clerical, and grounds staff. He would like to support these members of the Fordham community in pursuing college degrees or trade certifications if they are not interested in pursuing college degrees.

Fr. McShane’s concluded his discussion of diversity by stating that, after several conversations, he has chosen to use the language “professional development” instead of “training” to talk about educating faculty on diversity since “training” can be off putting to many people. He also encouraged Senators to read the last two pages of his response to the DTF report in which he discusses diversity as an issue of morality.

Fr. McShane opened the discussion to questions from the Senators. A senator suggested that if there is not a separate Task Force for the Graduate and Professional Schools, the diversity initiatives in these schools are likely to fail. Fr. McShane stated that most areas of the report except for the curricular and orientation recommendations were applicable to the Graduate and Professional Schools. He stated that he takes the Senator’s recommendation seriously and will talk to the Deans about this concern.

Another Senator raised a question about the distinction Fr. McShane was making between training and professional development and noted that all other constituents aside from Faculty in the University community have mandated training. Why should Faculty be exempt? A conversation ensued on this point. A Senator explained the distinction between training and professional development within the Business School model whereby training implies that someone is doing something onto you, whereas professional development implies that there is individual motivation and volition. Another Senator remarked, from her experience developing pedagogical models and Faculty support programs centered
on diversity, that professional development does not address hidden bias whereas training challenges hidden biases. Other Senators agreed with this last point.

A Senator inquired about Faculty’s role in regards to the one-credit course. McShane stated that in order to do more than the current orientation programs, faculty would need to work together with him to figure out the staffing requirements for these courses beyond Student Affairs and Campus Ministry.

Addressing the concerns regarding American Pluralism, a Senator suggested rethinking the EP1 as a course that could address diversity with all freshmen. This Senator noted that the suggestion to address diversity through a mandatory course in the first year was raised by students. Additionally, this same Senator expressed his disappointment in the late release of the Diversity Task Force Report and the frustration this caused among students. The Senator stated that the University should be able to sit with discomfort rather than cover up these discomforts. Fr. McShane thanked the Senator for his comments and noted that the delay in the release of the report was not due to a desire to cover up anything, but a function of the timing of meeting with the Diversity Task Force.

Fr. McShane concluded his report by asking the Senators to pray for our country.

5. Report from the Office of the Provost (including a Report from Chief Research Officer, Dr. George Hong)

Dr. Jonathan Crystal, Associate Chief Academic Officer and Associate Vice President, presented the report from the Office of the Provost focusing on three items: 1. Planning in the academic area
2. Program development
3. Report from the Chief Research Officer.

Dr. Crystal reported that the Provost appointed a planning group to coordinate local program planning and support collaborations across schools. The Provost’s role is not one of oversight but one of collaboration and support. Dr. Crystal indicated that Senate President Anne E. Fernald is on the Provost’s Planning Group and that he and the Senate President would keep Senators and the Faculty updated on the academic plan as it develops.

In terms of program planning, Dr. Crystal reminded Senators of Dr. Ariel Fishman’s role as the Associate Vice President of Academic Planning to usher programs at all stages of development, revision, and implementation including shepherding proposals through the bureaucratic state review process. The VP of Academic Planning assists with coordinating budget planning and market research at the early stages of program development and continues to provide guidance as programs expand and seek collaborations within the University. On a monthly basis, Dr. Fishman releases the RAPP (Roster of Academic Program Plans) sheet, a listing of all University programs including those under review and in preparation. The RAPP sheet is intended to keep everyone informed of current programs and those in development.

Dr. Crystal then turned the report over to Dr. George Hong, Chief Research Officer and Vice President of Academic Affairs. Dr. Hong introduced himself and discussed his role within the Provost’s Office to provide mechanisms to support programs through the stages of discovery, development, and delivery. Dr. Hong explained New Incentive Programs including: Sponsored Research Travel Grants, Institutional Grant Proposals, Student-Faculty Research Grants, and International Travel Grants for international conferences. He also discussed new services such as assistance with grant proposal writing and development. Dr. Hong concluded by mentioning Recognition Programs that include Faculty Sponsored Research Day and awards ceremonies to recognize four scholars: one in the Sciences, one in the Social Sciences, one in the Humanities, and a junior faculty member. In the discussion following Dr. Hong’s
report, Senators described the programs within their departments and units that align with the initiatives Dr. Hong mentioned. A Senator asked if Dr. Hong’s presentation could be made available to the Faculty. Senate President Fernald agreed to attach the report to the Senate President’s Letter to the Faculty.

6. Report from the Faculty Committee on Salary & Benefits

Senator Clark, in his role as chair of the Faculty Salary and Benefits Committee, presented the committee’s report. Senator Clark began by discussing the Administration’s proposal for the one-year pilot program for phased retirement. Any faculty member choosing to retire this year would be guaranteed this plan for his or her three years on phased. Whether the program would be renewed after the initial year has yet to be determined. There is, therefore, an incentive to encourage Faculty to take phased retirement this year. Senator Clark and Senate President Fernald noted that both the Faculty Salary and Benefits Committee and the Executive Committee of the Faculty Senate unanimously support the proposed program.

The one-year pilot program is the following. Over a three-year period, those opting for this pilot phased retirement program would receive

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<tr>
<th>CURRENTLY</th>
<th>PROPOSED</th>
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<td>3 courses at 70% of salary</td>
<td>3 courses at 85%</td>
</tr>
<tr>
<td>2 at 50%</td>
<td>2 at 70%</td>
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<td>1 at 30%</td>
<td>1 at 55%</td>
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Other aspects of phased retirement remain unchanged in this proposed program. It was noted that the changes to the phased retirement plan must be approved by the Board of Trustees.

Senator Cohen moved, seconded by Senator Jones the following motion:

**Following the recommendation of the Faculty Committee on Salary and Benefits, the Senate moves to accept the Administration’s proposed changes to the phased retirement plan, for a period of one year, with the understanding that the changes represent a pilot program being tested by the Administration.**

The motion was approved (19-0-0).

Senator Clark continued his report. He told Senators that since the last Senate meeting, the Faculty Salary and Benefits Committee met with the Administration once to continue the salary and benefits discussion. The central focus of that meeting was Faculty health care costs. The Administration stated that health care costs are increasing due to the number of University employees (92%) using the enhanced PPO plan. They offered comparison costs to other Universities, most of which are not located in New York City.

Senator Clark said that the Administration proposes to create incentives for Faculty to move from the enhanced PPO to the standard PPO. It is unclear whether such a movement would actually save money. Senator Clark reported that if Faculty are at 98% usage, moving to a less rich plan would have two results: 1) it would cost Faculty more out of pocket money or they would have to forgo certain treatments 2) the cost savings by moving people to a lower plan would ultimately be reversed in year two or three when UHC saw a shift in increased costs to the Standard PPO. Senator Clark noted that all the evidence the Faculty Salary and Benefits Committee has suggests that the University has paid less in faculty health care since the historic agreement in 2014.
The Administration does not provide data in advance of meetings despite repeated requests from the committee, and the data provided in the meetings by the Administration has often been missing information, illegible, not circulated to all members of meeting until well into the meeting, and at times has contained significant errors calling into doubt as to whether we can trust the numbers being shared with us.

In the most recent meeting with the Administration, Senator Rubin, a member of the Faculty Salary and Benefits Committee, caught the error in data and requested more data at the end of the meeting. Upon finally receiving the data, Senator Rubin challenged the data. The data not only contained significant errors, but errors that were in the Administration’s favor. The salary and benefits meeting concluded with Senator Clark explaining to the Administration that the Faculty Salary and Benefits Committee needs all the data, documents, and presentations at last 48 hours in advance of meetings so that the committee can analyze the information responsibly. Senator Clark emphasized that this is imperative in order for the Faculty Salary and Benefits Committee to work collaboratively with the Administration.

Discussion among the Senators followed Senator Clark’s report. Senators voiced their own frustrations with the Administration’s inaccurate data and supported Senator Clark’s appeal to receive accurate and legible information in advance of the salary and benefits meetings.

As result, Senator McGee introduced the following motion, which was seconded by Senator Cohen:

*Whereas . . .

. . . the Executive Committee of the Faculty Senate Committee on Salary and Benefits, in an effort to arrive at a fair, reasonable, and transparent salary and benefits agreement in a timely fashion, has been engaged in nearly bi-weekly negotiation meetings with the Administration since September 22, 2016;

. . . the Administration has imposed a shortened negotiation period, requiring an agreement by April 21, 2017;

. . . the Salary and Benefits Committee Chair has, beginning on September 27, 2016 and on multiple occasions thereafter, requested of the Administration reasonable, necessary, and routine documents and data necessary for a fair, collegial, and open negotiation;

. . . the Administration has repeatedly failed to provide the aforementioned requested financial information; and, whereas,

. . . in the isolated instances where some limited information has been provided, some of said information contained substantial errors;

In the interest of ensuring effective and statutorily required negotiations on behalf of the faculty, the Faculty Senate informs the Administration that it will not be possible for the Faculty Committee on Salary and Benefits to engage in negotiations with the Administration in any case where documents and data requested of the Administration by the Faculty Salary and Benefits Committee are not provided to the Committee in an accurate, legible, and timely fashion, and in all cases at least two business days in advance of any meeting where such information or documents are relevant to matters to be discussed. We believe it is counter productive for all to have discussions in the absence of relevant data.*
The motion was approved 17-0-0.

The meeting was adjourned by Senate President Anne E. Fernald at 3:03 p.m.

Respectfully submitted by Aimee Meredith Cox, Secretary