



FORDHAM UNIVERSITY
THE JESUIT UNIVERSITY OF NEW YORK

Faculty Senate

Tania Tetlow, Honorary President

John Drummond, President

Ralf Hepp, Vice President

Christopher GoGwilt, Secretary

Andrew Albin

Binta Alleyne-Green

Ida Bastiaens

Michael Baur

Thomas Beaudoin

Jeffrey Colon

Christopher Dietrich

Lauri Goldkind

Amir Idris

Judith Jones

Sharif Mowlabocus

Haim Mozes

Giorgio Pini

Tamique Ridgard

Berish Rubin

Aditya Saharia

Falguni Sen

Henry Schwalbenberg

Grace Shen

Grace M. Vernon

Ian Weinstein

Lori Wolff

Present: Senate President Drummond; Senators Albin, Bastiaens, Dietrich, GoGwilt, Hepp, Idris, Mowlabocus, Mozes, Pini, Rubin, Saharia, Sen, Shen, Vernon

Attending via Zoom: Senators Alleyne-Green, Baur, Colon, Goldkind, Jones, Ridgard, Schwalbenberg, Weinstein, Wolff

Excused: Beaudoin

Guests: Dr. Dennis Jacobs, Provost; Dr. Jonathan Crystal, Vice Provost

Call to Order

Senate President Drummond called the meeting to order in O'Hare Special Collections, Walsh Library, at 11:35 a.m., noting a change in the agenda (Chief Diversity Officer Rafael Zapata was unable to attend due to illness; his report has been postponed until the April meeting)

Invocation

Senator Jones delivered the invocation.

President's Report and Q&A

President Tania Tetlow (appearing on Zoom) began her report with an update on fundraising. This time last year we were at \$34 million, and now we are at \$60.3 million; so things are looking good. In unrestricted cash, we are a little ahead from last year. We are also a little ahead in the overall progress toward the \$250 million campaign: we are at \$273 million which is 78% of the goal. Individual schools' fundraising is similarly on target. We are in the process of deciding what to raise money for – the best place to do strategic planning. The President said her priority is academic and that she may add on a 2.0 to the existing campaign rather than wait to finish and start again for investment in the science and science facilities. She also talked about the very modest goal of athletics, in the wake of Fordham's unexpected success in men's and women's basketball. That brought a surge of attention in social media, especially for the age group of our prospective student body. The President has been working with donors whose interest is in athletics, redirecting interest to focus on bite-size projects that can meet real needs (improving locker rooms) and thinking in strategic ways about the place of athletic programs in the university. She noted that retention and graduation rates for athletics are higher than elsewhere. Referring to the announcement of a new contract for the basketball coach, Keith Urgo, she said that his well-deserved salary raise will be paid for entirely by donors.

The President gave an update on the search for a VP in marketing, a line redirected from the budget line formerly allocated to the VP for Lincoln Center, sunseting the position that Frank Simio did so well that now Lincoln Center is central to everything we do. The President also spoke about the search for a replacement for Jeff Gray, Senior Vice President for Student Affairs, a hugely important position for the university's operations. The search will go forward in the Fall.

The President then gave a brief update on the budget process, noting that she has been trying to make the Budget Planning Committee engaged in a more fulsome and inclusive process. She explained it isn't an easy thing to do, sharing details, spending hours and hours on spreadsheets, trying to show where our constrained choices are; and that it is more fun to find revenue-creating ideas than to find ways of being more efficient. She noted that while some things can happen fast, generating revenue can require time. She noted that we would be hiring more international recruiters, investing in graduate programs, standing up a staff to launch high school pipelines to help recruit students and also to create residence hall revenue for the summer. Broadly speaking she said she felt much better about this process now, but noted there's a long way to go still.

Finally, she offered a brief update on negotiations with the graduate student union, noting that she is working on crafting a message to update the community, not because she believes in negotiating in public, but because their negotiating team has mischaracterized things in the media. Currently the union and the administration are at an impasse.

At approximately 11:52 pm, she invited questions from senators.

One senator asked three questions:

- 1) given the spectacular statistics on the retention and graduation rate for student-athletes, what can we learn from that to apply more broadly? The President affirmed that this was a great question.
- 2) what were the President's thoughts on the implications of RA's unionizing? The President noted that this was not an easy issue.
- 3) with Jeff Gray's departure would Michele Burris be acting in his place? The President said yes, she would be doing that and also, she hoped, a candidate for the national search to replace Jeff Gray.

Another senator commented on the need for gentleness in addressing graduate student demands and needs. They also expressed concern about budget cuts for undergraduate clubs. In answer to a question about a possible exchange program with Villa Nazareth in Rome, the President noted this was in the early stages and could say no more than that the university has created a small MOU for a bite-size program.

Q&A ended at approximately 12:02 p.m.

Provost's Report and Q&A

The Provost began his report by saying what a thrill it was to attend Research Day, the annual occasion celebrating faculty research and publications. He gave a brief update on the restructuring of leadership in Arts & Sciences. The outside consultant has been to Lincoln Center and Rose Hall and has engaged in conversation with a number of department chairs, using the feedback to craft a broader survey that will go out in approximately a week to all department chairs, associate chairs, program directors, etc. There will be a further survey for faculty and students across Arts & Sciences.

The Provost then spoke of documents prepared by the Online & Hybrid Learning Committee headed by Senator Falguni Sen. Later in the meeting Senator Sen explained that there were two documents being prepared and that will be circulated later to senators. The hope is that these will provide the framework for thinking about what

constitutes a well-designed online program and to continue to ensure quality across all of Fordham's course offerings. The Provost noted that in the last year, Fordham has shifted its approach by supporting more online programs internally and fewer through an OPM (Online Program Management) provider. The hope is that Fordham can build capacity, experience, and expertise in order to be able to launch new online programs that are completely Fordham-based.

On the topic of developing new programs, the Provost spoke of a new process he was introducing to help in the decision-making process about launching new programs, especially for graduate programs. This involves conducting an environmental scan for understanding what competitor programs exist today and whether there is likely to be growing student demand. Such market research will help Fordham make well-informed decisions about developing programs in proposed areas of study. In later remarks emerging from the Q&A the Provost named [Hanover Research](#) as the company being contracted to provide the market research that would then allow the dean to do a viability-check before launching a new program.

The Provost said that the Study Abroad office is consolidating for the first time this year the application deadline for students applying to Fall or Spring programs. In the past there has been a great imbalance in the numbers, with four times as many applying for the Spring than in the Fall. This puts pressures on those serving the study abroad experiences. It also creates an exodus of the student population in the Spring not balanced in the Fall. The idea is to achieve a greater balance. He noted that this may have effects faculty will experience this coming Fall.

The Provost concluded with a brief update on the working group on shared governance that had its first meeting on March 7. The group includes 6 members of the faculty (the Senate's Executive Committee plus Senator Sen) and 6 members of the administration (President Tetlow, the Provost, Vice Provost Jonathan Crystal, Chief Financial Officer Martha Hirst, Associate Provost Ji Seon Lee, and Vice President for Human Resources, Kay Turner, Esq). One of the topics for discussion was an AAUP survey each member of the group completed addressing whether they thought the administration or the faculty had "dominance" or "primacy" over decisions across a variety of different areas. The Provost noted that each side perceived that the other group had a larger role in decision-making. The next task is to identify the core principles of shared governance, and then to operationalize those principles. The next meeting will be a 2-hour in-person meeting (March 28). The hope is to arrive at a collective commitment to shared governance going forward.

At approximately 12:21 pm, the Provost opened to Q&A.

One senator, while recognizing the value and importance of Research Day, noted that there may be a disconnect between the research promoted and celebrated at that event and research in individual departments that is not getting the attention it deserves either because of lack of resources or lack of communication (or both). They suggested department chairs might be consulted more in the process. The Provost agreed and said he would ask Jonathan Crystal to pass on the suggestion to the Research Office. He agreed, too, that the website posed challenges to promoting research achievements, but noted that improving the website was a top priority of interim VP of marketing, Donna Lehman. Later in the discussion another senator raised additional concerns about whether the metrics used to evaluate meritorious research might be missing significant areas of scholarly achievement the university should also be recognizing.

Another senator wanted the Provost to say more about the role of market research in developing new graduate programs, asking if this meant a shift to more centralized planning. In response the Provost emphasized that developing new programs is driven by faculty. There has, however, been a lack of access to market research to identify potential students for new programs. The idea is to provide that resource as a viability check before new programs are launched. The Provost said we were moving into a relationship with Hanover Research, a state-of-the-art market research firm for higher education. This firm will allow Fordham to customize questions to

Fordham's needs. It won't replace the decision-making process but will give academic units the access to market research that they need as they consider developing new programs.

Another senator asked if this was intended only for developing new programs or if this would be used as a measure for evaluating existing programs. The Provost indicated there may be occasions where Deans might seek data from market research for assessing existing programs.

One senator asked if we are seeing any gains in addressing the recent problems with graduate enrollments. In response the Provost noted that the Gabelli School has conducted a comprehensive analysis of what has happened in the last 3-5 years; and based on that has put forward a plan for a more targeted marketing. The returns on that are promising, although it is early in the process.

In further discussion on the topic of market research, one senator asked if the Provost's office could provide more guidelines on the tension between decentralized planning (for Schools and programs) and centralized planning (from the Provost's Office). The Provost spoke about a blended model that combined centralized and decentralized approaches.

There was some further discussion of the process involved in developing new programs, including discussion of the need to be creative and flexible in rethinking the ways in which faculty labor is defined, especially when it comes to online and hybrid learning environments. This led to a brief discussion of the difference between PCS and Fordham College programs.

The Q&A concluded with a request from the Senate Vice President that the Provost's Office provide an official response to the recommendation for improving access to University data passed at the last Senate meeting. The Provost said that his office will review and respond.

The Q&A ended at approximately 1:10 pm

Law School Experience with AI, Senator Jeff Colon

Senator Jeff Colon gave a brief report on how the Law School has sought to address the challenges of the opensource artificial intelligence technology, ChatGPT, and other AI programs. Noting that something new comes out every day (e.g. the new version of ChatGPT, GPT 4), he prefaced his remarks by noting that he had nothing definitive to say, and was not holding up the Law School's discussions as a model for others. The Associate Dean leads an informal committee of a few faculty members who meet once a month to consider AI issues. In addition, there was a half-day faculty retreat with presentations of various kinds on ChatGPT: how faculty used it, the challenges of cheating, etc. Measures that the Law School has put in place include:

- 1) for take-home exams, the School is mandating that students affirm they didn't use AI (the specific language to be used is: *Academic Responsibility Reminder: By submitting this exam, I certify that I have not consulted, collaborated, or shared any information with anyone, nor have I utilized unauthorized materials, including any artificial intelligence or machine-learning tools, during this exam.*)
- 2) the standards of academic integrity have been revised to include language explicitly prohibiting the use of AI unless the instructor has specifically given permission to use it. These revisions may be found in Article II, paragraphs 8a and b of the Law School's [Code of Academic Responsibility](#).
- 3) as of the end of last semester faculty are asked to make clear on their syllabi what their position is with respect to the use of AI

Senator Colon concluded his presentation with some further remarks on the rapidly changing landscape of AI, noting, for example, that it is being incorporated into programs (Google, Microsoft Word, Power Point, etc.) that will make it impossible to avoid.

Senator Colon's remarks led to an extensive discussion amongst senators. Some senators shared strategies for circumventing the threat of students using AI to plagiarize; others shared information on cases of AI plagiarism (in Philosophy, for example, there have already been more than 5 such cases), while still others underscored the need to avoid a punitive approach toward the use of AI technology. A number of senators argued that AI posed fundamental challenges to the very conception of education and called for a wide-ranging discussion and university-wide engagement with the issue. Some senators argued that, rather than policing AI, there should be a more productive use of the technology and a more engaged assessment of its challenges as what one senator described a matter of media literacy.

At 1:54 p.m., Senate President Drummond closed off discussion.

Report of Salary & Benefits Committee, Ralf Hepp

Before inviting Senator Hepp to give a report of Salary & Benefits, he invited the Senate to go into Executive Session. **Following a motion from Senator Shen, seconded by Senator Idris, the Senate voted unanimously to go into Executive Session (24 – 0 – 0)**

At 2:37 pm, the Senate came out of Executive Session.

On a motion from Senator Idris, seconded by Senator Sen, the Senate voted unanimously (24 – 0 – 0) in favor of the following motion concerning the administration's negotiations with the Salary and Benefits Committee:

The Senate expresses its dissatisfaction with the university's offer, especially the kinds of trade-offs being proposed, and the framing of the negotiation as a trade-off.

Approval of minutes

At approximately 2:39 pm, **a motion to approve the minutes of the meeting of February 10, 2023 (from Senator Rubin, seconded by Senator Hepp) was adopted by a vote of 20 – 0 – 4.**

At 2:40 pm a motion to adjourn (from Senator Mowlabocus, seconded by Senator Hepp) was unanimously approved.

The Senate adjourned at 2:40 pm.

Respectfully submitted by Christopher GoGwilt, Secretary