



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, Baur, Beaudoin, Colon, GoGwilt, Hepp, Mowlabocus, Mozes, Pini, Rubin, Saharia, Schwalbenberg, Sen, Vernon, Weinstein, Wolff

Attending via Zoom: Senators Alleyne-Green, Goldkind, Jones, Ridgard

Excused: Dietrich, Idris, Shen

Guests: Dr. Jonathan Crystal, Vice Provost; Ann Gaylin, Dean, Graduate School of Arts and Sciences; Lerzan Aksoy, Dean, Gabelli School of Business; José Luis Alvarado, Dean, Graduate School of Education; Debra McPhee, Dean, Graduate School of Social Service; Rafael Zapata, Chief Diversity Officer

Call to Order

The meeting was called to order by Senator Wolff (on behalf of Senate President Drummond, who was traveling and caught in traffic) in the 12th Floor Lounge, Lowenstein, at 11:32.

Invocation

Senator Mozes delivered the invocation.

President's Report and Q&A

President Tania Tetlow began by thanking everyone involved in the negotiations over faculty salary and benefits, noting that people put in a lot of time, patience, and emotional energy. She then turned to discuss the ongoing negotiations with the graduate student union, referring to emails that had been sent out (from the President's Office on April 20 and earlier the day of the meeting from the Provost's Office). She said the administration has spent more than 50 hours at the negotiating table; that the administration has not responded to their economic demands, because the graduate student representatives haven't completed formulating those demands. Addressing the planned walk-out next week (the topic of the Provost's email), she said it affects about 200 sections, about 7% of undergraduate classes in Arts & Sciences. The SEIU contract has a no sympathy walkout clause, so they should not be joining the walk-out.

Turning to admissions, the President noted that there was a lot of traffic approaching the May 1 deadline. The number of deposits year to date is about 1,029, slightly behind what it was last year and below the five-year average (1,110). The target yield this year is lower. Part of what may happen is that schools just above us also seem to have reduced their target size, so will accept fewer students. Some of that may roll our way, but it's hard know at this stage. She reported on the enormous crowds at both campuses for admitted student days last weekend. The Law School JD class is coming in really strong and they will definitely meet their enrollment

target. As for the graduate schools generally, she noted they are clawing back some of what was lost last year. Where they dropped 9% they are back up 8 points. The strategic use of marketing is ongoing, in order to gauge better the headwinds of enrollment.

She concluded by noting that she was looking forward to the end of the semester and her first commencement at Fordham.

At 11:41 a.m. she opened up for Q&A

One senator asked the President to reflect back on her first year at Fordham and say what surprised her the most. The President responded by saying she was not used to employees being so carved up into different units. She found it new and challenging to have to negotiate separately with all these different groups and sequentially at different moments. She found the cost of building anything in New York shocking, noting the need to take seriously how to be more strategic in this area. New York is incredibly global and outward looking, but also relational and parochial in its own way. She said she was totally thrilled with the student body, with their brilliance, cohesion, and warmth and the way they challenge each other without being performative or self-righteous. She also noted that she has loved working on fundraising and has enjoyed meeting Fordham alums, including those on the Board, noting they were more often than not first generation students.

One senator, noting their work as a former Senate President in attempting to move Fordham toward equal standing for female students, thanked the President for her success in this area. The President gave thanks for all the work leading up to this.

One senator asked what can be done to boost the morale, sense of community, and general well-being at a time of exhaustion, demoralization, and with increasing challenges and difficulties ahead (including an upcoming national election). The President acknowledged the challenge and the need to address its mental health implications.

Recalling the first question inviting the President to reflect on her first year at Fordham, one senator asked the President to look ahead to the next year and talk about what goals she anticipates, in terms of culture, strategies, changing priorities. The President noted 3 goals:

- 1) to work on strategic planning in the context of a fundraising plan; so that planning can be aspirational and ambitious. She has ideas based on what currently exists and based on our gaps (e.g., in STEM). Almost certainly the need to build a science building will be part of the next strategic goal. Also, a priority is to think through effective and strategic ways to make use of the two campuses, LC and RH, eliminating any redundancies (if there are any – she noted that she did not know that there were any such redundancies).
- 2) to fix systems that are broken
- 3) to create a culture of accountability beginning with having the Board know how to hold the President accountable; and to make sure this is happening everywhere. In that context she noted, for administrators, the need to reward productivity with a merit pool that is significant.

In response to a request for an update on the search for a marketing VP, the President said that a search has been launched, chaired by Dean Lerzan Aksoy. An outside firm has not been hired, since the pool of applicants is easily identifiable. In addition to that search, a search will quickly be launched to find a new Chief Financial Officer. Martha Hirst will be staying through the end of the fiscal year. And a search for a new VP for student affairs will happen in the fall.

A senator and member of the Salary and Benefits committee offered two points in response to the President's remarks:

1) they noted that merit-based increases are neither feasible nor effective if salary increases for employees aren't keeping up with the cost-of-living increases.

2) reflecting on the President's remarks about the difficulty of negotiations, the senator wanted to single out for praise the work of Kay Turner, Vice President for Human Resources.

The President entirely concurred with the senator's assessment of Kay Turner's indispensable professional role in negotiations.

Q&A ended at 12:01 p.m.

Report from the Vice Provost, Jonathan Crystal and Q&A

Jonathan Crystal, the Vice Provost, sent regrets from the Provost, Dennis Jacobs, who was unable to attend the meeting. The Vice Provost reported on a number of things:

1) The Provost's Office met this past Tuesday with administrators and faculty from the Graduate School of Religion and Religious Education (GSRRE) to ask them to begin an exploratory process over the next several months to look at each program in the School to consider which are the most viable, which the most academically distinctive, and to consider what structure will enable those programs to thrive. Providing some context for this move, the Vice Provost explained that an online news article announcing Dean Tito Cruz's decision not to return from leave also announced that the University was "exploring a sustainable future." At the meeting with GSRRE faculty, the Provost shared that enrollments in the school have declined significantly. In Fall 2012, there were 203 students enrolled in credit-bearing courses (113 full-time and 90 part-time). By Fall 2022, that number had fallen to just 128 students (74 full-time and 54 part-time). This fall, GSRRE enrolled only 33 new students from the smallest applicant pool the School has seen in the past eight years. This decline created an unsustainable situation: the direct operating expenses associated with running the School amounts to three times the revenue that will be generated by the School. The Provost's Office reiterated its commitment to supporting current GSRRE students, ensuring they will have the opportunity to complete their degrees at Fordham. For faculty, the Provost invited them to enter into a period of discernment about where they can make the greatest contribution. The Provost's Office would return to GSRRE at the beginning of the Fall 2023 to discuss proposal plans. If those plans result in a reorganization (and there is no predetermined outcome), the University will follow the Statutes – [Article 3, Chapter 7](#) (on changes in academic organization) – to (among other things) consult with the Faculty Senate, have the Senate communicate to the President, the President submit her recommendation to the Board of Trustees. Any such changes are in the future, and hypothetical, but the Statutes would be followed if any proposed changes emerge from the exploratory process.

2) On the question of data sharing, as requested by the Senate (and reiterated at the last meeting), the Provost's Office is committed to working with the Senate and Senate committees to enable the sharing of data in the name of shared governance. Ji Seon Lee, Associate Provost for Faculty Affairs, would be the point person, coordinating as needed with other offices (e.g., Office of Institutional Research, IT). The Senate recommendation notes that there may be confidentiality concerns requiring the aggregation of data. Ji Seon Lee has expressed a desire to create dashboards to make widely available such data and to avoid committees having to make multiple requests.

3) On changes in the Office of Sponsored Programs, the Vice Provost noted a new director has been hired, Rebeca Franco, who had served as Director of the Sponsored Programs at NYU. Currently interviews are underway for a Grant Officer position.

4) About the outside consultant's study of the Arts & Sciences leadership structure, that process is underway. The consultant will be at Fordham next week and is preparing a survey for all A&S faculty.

5) On the question of a review of Arts & Sciences chair stipends, the Vice Provost noted, for those not in Arts & Sciences, that there has been an increase in the labor that chairs and other department and program directors have taken on because of the SEIU arrangements. There are also compensation inconsistencies across departments. A committee tasked with reviewing this issue has done an extensive review both internally and looking at how other schools manage this. That report will now go to the Faculty Policy and Resources Committee of the Arts and Sciences Council. The Vice Provost noted that he believes the committee will meet with Dean of Faculty Eva Badowska before her departure.

6) About Middle States, the Vice Provost noted that on Tuesday (April 25) there would be a Middle States virtual town hall meeting, with an opportunity to meet Sean McKittrick, the Vice President of the Middle States Commission on Higher Education.

At 12:13 a.m., the Vice Provost opened up for questions.

One senator noted that amongst all the anxiety and instability noted earlier in the meeting and given all the changes in academic leadership (new VPs, Deans, a new President), Vice Provost Jonathan Crystal occupied a unique and important position of stability, experience, and continuity, as a former member of the Fordham faculty with a knowledge and understanding of what it means to come up through the ranks. This sentiment was echoed later by other senators.

Another senator asked if the administration might reconsider providing course relief for those who will be working on phase 2 of the core curriculum revision. Emphasizing what an invaluable resource time is, they noted that the time is worth the investment to do the core curriculum revision well. Noting his appreciation of this point, but also pointing out the imperative to reduce our dependence on part-time instructors, the Vice Provost indicated he would convey this to the Provost.

Speaking as acting director of the Center for Catholic School Leadership and Faith-based education within GSE, one senator noted the importance of GSRRE for their PhD program and expressed appreciation for the collaboration.

A senator from GSRRE spoke of the anxiety and stress induced in GSRRE faculty by the Provost's announcement (on April 18, 2023) that the current situation in GSRRE is 'unsustainable,' an announcement that was made without any prior notice to the faculty. They asked for solidarity from the Senate in the School's partnering with the Provost's Office, and they asked for cooperation from the Provost's Office in working with the GSRRE faculty. Going forward, they requested there be more and better communication.

Following these remarks, Senate President Drummond added that he had reminded the Provost that there are statutory provisions related to abolishing or merging or starting new schools. He was assured those provisions will be respected.

There were a number of other questions and concerns raised about the situation facing GSRRE. One senator sought to frame discussion around a wider question about the economic and business model being applied to each School, especially when it comes to measuring operating expenses against revenue. It would be very helpful for the Provost to share information about what model is being used to assess the viability, sustainability, and strength of programs across Schools. Vice Provost said in response that he took the point, but was not prepared at this moment to go into detail about the numbers. He didn't want to give the impression that the discussions around GSRRE were purely about numbers or money. Rather, the emphasis was on examining

programs, determining which were viable, and exploring how these programs could be sustained through collaborative partnerships and in alternative organizational structures.

Another senator echoed the previous senator's point and noted that we would all be watching to see how this particular case unfolded.

At one point in the Q&A a senator asked whether the study of compensation for chairs and program directors would be affected by the departure of Dean of Faculty Eva Badowska. The Vice Provost said that this should not alter the timeline for that report or for the study of A&S leadership. He added that Dean Badowska had been an extraordinary Dean and would be missed.

The remainder of the Q&A focused on the very real problems of burn-out, demoralization, and exhaustion. One senator noted that the salary and benefits agreement to be discussed later will not keep up with inflation and that this is a huge obstacle to encouraging people to participate in such major initiatives like the Middle States evaluation and the core curriculum revision. Others noted that burn-out is a significant and complex psychological problem. The Vice Provost noted that studies have made a distinction between burn-out and demoralization (burn-out is individual exhaustion, demoralization when you are unable to access the moral rewards from the job), adding that both are significant and need to be addressed.

Discussion concluded at 12:46 p.m.

Panel of Graduate Deans on Graduate Enrollment: Ann Gaylin (GSAS Dean), Lerzan Aksoy (GSB Dean), José Luis Alvarado (GSE Dean), Debra McPhee (GSS Dean)

Senate President Drummond introduced the panel of graduate deans explaining that, because of the news about the GSRRE Frank McAloon would not be part of the presentation. The Senate President invited each of the deans to make a few remarks about the enrollment situation in their schools, what they think are the reasons for the trends they are seeing and what some of their strategies are for maintaining or increasing enrollment.

GSAS Dean Ann Gaylin explained that GSAS has more than 40 degree and advanced certificate programs, including 11 PhD programs and many more masters degree programs. She noted a bifurcation in the kind of programs offered, with traditional liberal arts & sciences programs in keeping with our core values and then, developed more recently, more professionally-oriented programs typically offering Masters degrees. She characterized the patterns of enrollment over the last 3 or 4 years as unpredictable. Due to a combination of factors, including the pandemic and the resulting drop in international student enrollment, the 2021-22 admissions cycle was particularly challenging and GSAS did not meet the projected enrollments for this past year. However, the current admissions cycle is looking much more promising. With the return of international students and a more robust admissions picture overall, GSAS is very close to hitting PhD admissions targets. GSAS is at about 53 or 54 applicants who have paid a deposit and indicated their intent to enroll (or "I.E.'d"), which is the highest number in 4 years, and is making good headway on the master's degree applicants who have made a deposit with the intent to enroll. (Whereas in 2020 we had 103 at this point in the year, now we already have 166). A great deal of this increase is due to a rebound in the MS degree programs in computer science, cybersecurity and data science. So, for example, in 2020 at this point there were 37; last year there were 28, and this year there are 85 and counting. The percentage of international students has grown, and further growth is expected there. In addition, there has been an increase in the number of domestic students from traditionally underrepresented populations (from about 20% in 2017 to about 39% this year). A somewhat worrying sign is the decrease in applications to the accelerated MA programs. Currently there are 16 I.E.'d accelerated degree applicants, whereas in the past the number at this point in time has been as high as 46. (This high number occurred in 2020 and may have been an effect of the pandemic. At a time of uncertainty, many Fordham undergraduates may have elected to continue their studies at a place they knew.) There are plans to strengthen

admission in this area, since it is a potential area of growth. In general, much of the work ahead to strengthen admissions and enrollments in GSAS programs needs to be done in collaboration with the faculty. Although GSAS plans to create better systems, processes, and professional development opportunities, programmatic enhancements and the development of new degree programs will require the expertise, creativity, and innovation of the faculty. Dean Gaylin emphasized the good news that the university has hired Hanover Research to provide more data and information to assist in planning. They can help market programs together as opposed to in silos. The data they provide will help show who Fordham's true competitors are and identify opportunities for strategic growth. She said that it was important to explore different modalities now that it is possible to deliver high quality education virtually, but noted that online programs may be best for the professionally oriented programs.

GSB Dean Lerzan Aksoy offered an overview of the graduate business programs noting there are 3 MBA programs (full-time, professional, and executive), and 10 M.S. programs, 3 of which are online. Graduate enrollments at Gabelli have trended downward for many reasons. One reason is the marketplace where there are lots of new low-cost online programs. Companies are also offering internal training programs. The trend is toward shorter, lower-credit options. Fordham is competing with aspirant and peer schools over financial aid offers. One of the big issues for a fall in enrollment is the contraction at the top of the funnel of applications. International enrollment is also a big issue. There has been a long-term decline in students from China, although there is also an increase in students from India. Turning to address what GSB is doing to address these issues, Dean Aksoy said in the short term they had focused their efforts on marketing. They have hired a senior director of marketing and communications who joined last August and who has completely restructured the marketing team and approach. They are diversifying program communication, the way social media is used in searches; they are diversifying, too, the geographical targets, expanding to states such as California, Texas, Florida, Massachusetts and internationally. They are investing in marketing analytics and have commissioned a contractor who will help create dashboards to link all of these efforts in marketing through paid searches to application, admission, enrollment. They have just signed a contract with Marino PR, providing them a list of faculty members, experts in the field, who they will pitch to the media for high profile placements. These marketing efforts are attempts to increase Fordham University Gabelli School's awareness, strengthen its reputation, as well as grow the top of the funnel. As a next step, they are also looking into what innovation process is needed to revise existing programs, create new programs, etc. Hanover Research is an important part of this process. They are also starting to address the question of modality in teaching. 3 online programs have been made Fordham-based (converting from 2 U). A committee is being created to address the question of online programs in strategy and learning.

GSS Dean Debra McPhee began with an overview of GSS which currently has 3 programs, an undergraduate program with about 35 students, a masters program, which is the largest program, and a PhD program. Currently GS enrolls approximately 1,460 students. That is down from over 2,000 in 2021. Some of the challenges at GSS are traditional and historical. Most schools of social work work with a discount rate of about 25-30%, but Fordham has never done that. We're now up to 16%. Fordham has a strong reputation, a supportive alumni network and is ranked among the top 10% in the country. Some of the traditional challenges include the fact that a lot of our students are fully financed with loans that create quite a burden for a population that tends to be older (between 26 to 33), tend to be students of color, and with the responsibilities of family and fulltime employment. The program is rigorous involving intensive course work and a field practicum that includes a higher number of hours (1200) than the rest of the country (normally 900 hours). One of the challenges to addressing the decline in enrollments is that this is a national issue. Every school has seen a precipitous drop in MSW enrollment. One reason is the rapid growth in MSW programs across the country. New York State has the highest concentration of such programs. Dean McPhee addressed a number of the challenges and responses to those challenges, including a new partnership model to serve as a pipeline to the MSA. She concluded by noting that she thinks

there's a need to work toward increasing applications, but does not anticipate the older numbers of applications will be coming back anytime soon.

GSE Dean José Luis Alvarado outlined the diversity of programs in the Graduate School of Education, explaining that it is organized into three divisions: 1) Psychological and Educational Services, 2) the Division of Educational Leadership and Administration; and then 3) the Division of Curriculum and Teaching. Noting the range of masters, advanced certificate, and doctoral programs, he said the School serves around 880 students and offers almost all courses in the evening (with some exceptions in Educational Leadership). It is a very diverse student body: the majority of students are female (89%) with 43% white, 23% Hispanic, 14% Black and 7% Asian. The greatest diversity is in Leadership, Administration, and Policy. There has been a 15% increase in enrollment from 2018 to 2022 (though not across all programs consistently). Historically, in some years, related services were down, whereas teacher certification was up; right now it's up, with the greatest demand in counseling and psychology. There's a slight downward trend for teacher certification and leadership programs. Dean Alvarado addressed various strategies currently being developed: online programs, pathway programs, further developing the existing accelerated program, partnerships with local schools, etc. He emphasized the need to improve partnership with community colleges. He concluded by noting that, while nationally schools of education are experiencing a 30% drop in applications, Fordham's Graduate School of Education is actually doing quite well.

At 1:33 pm the floor was opened to Q&A

Senate President Drummond asked if there were any cooperative efforts on marketing among the different schools, or if the schools are just too different from one another. In response Dean Gaylin noted that the Deans are in conversation, looking for synergies and ways to market different programs together. She noted, too, that Hanover Research offered a good point of reference for that coordination, but that they would need more resources to do this well. Dean Aksoy spoke of the search underway for a VP of marketing and the importance of that position for coordinating efforts across the university. Dean Alvarado noted that there is no marketing person in the Graduate School of Education but they are hiring a part-time marketing person. He also noted the need, especially at the graduate level, for a combination of centralized and decentralized coordination.

One senator asked about the role of STEM designated courses across the Business school.

Another senator asked about the setting up of relationships with community colleges and other institutions, leading to a discussion about the difficulties facing transfer to Fordham from community colleges (most obviously the need to fulfill the common core requirements) and the imperative to address those difficulties in order to realize the pipeline and pathway potential of community college transfers. There was further discussion about the greater growth opportunity among Fordham's undergraduate populations and Dean Gaylin addressed initiatives to take better advantage of the accelerated degree programs..

Following further discussion, the Q&A closed at 1:55 pm

Rafael Zapata, Chief Diversity Officer, Special Assistant to the President for Diversity, and Associate Vice President for Academic Affairs

Chief Diversity Officer Rafael Zapata offered a few highlights from a document he has been working on with President Tetlow and the Office of Institutional Research to provide an update on the Anti-Racist Action Plan. That update is forthcoming and will look at indicators not only for assessing successes in recruitment but also in creating an anti-racist environment on campus. The biggest successes have come in the increase in diversity

among the student undergraduate body since 2018. While much of that may be attributed to the ongoing test-out option in admissions piloted during Covid (and it's his hope that this will be made permanent), it would be wise not to throw out tests overall, since some students (especially men of color) may excel better on standardized tests. In the graduate schools, GSE and GSS are overwhelmingly more diverse, racially and otherwise. Within the last three years all the graduate professional programs have experienced highs in the numbers of diverse students. He also noted that Fordham, in the next 5 to 7 years, is poised to become a Hispanic serving institution (that is when the Hispanic population reaches 25%); and a minority serving institution (where 50% of the student body are domestic students of color). He spoke, too, of initiatives to create and sustain a supportive environment for all our students.

At 2:05 pm he opened up for Q&A. Questions and discussion focused most on the challenges of serving an increasingly diverse student body and providing support for students with different expectations. In conclusion, Rafael Zapata urged everyone to look out for the upcoming report "An Update on Race."

At 2:21 pm, on a motion from Senator Mozes seconded by Senator Rubin the Senate voted unanimously to extend the meeting time beyond 2:30 p.m.

Report, Handbook Committee

Senate President Drummond introduced Michael Baur, chair of the Handbook committee, to explain the two proposals being brought to the Senate by the Handbook Committee: 1) proposed changes to Appendix 3e(1), 3e(2) and §§4-05.01(3) and 4-05.01(7) of the Statutes on the choice of modality for personnel meetings (Appendix I); and 2) the resolution to create a working committee to review the statutes (Appendix II).

There was extensive discussion of the proposed statutory changes, focusing mostly on the definition of "hybrid." A proposal to eliminate the choice of "hybrid" and to limit the choice to either "fully in-person" or "fully remote" was ultimately shelved in favor of voting on the proposal as recommended by the Handbook Committee.

At approximately 2:45 pm a senator called the question and with one abstention the Senate voted to move to a vote on the motion.

The Senate then voted on the motion to amend Appendix 3e(1), 3e(2) and §§4-05.01(3) and 4-05.01(7) of the Statutes as recommended by the Handbook Committee. The motion passed by a vote of 16 – 0 – 6. (See Appendix I for the recommended revisions.)

The Senate then turned to consider the resolution calling on the University President to form a working committee to review the Statutes. The motion passed by a vote of 20 – 0 – 2. (See Appendix II for the wording of this resolution.)

Report of Salary & Benefits Committee, Ralf Hepp

At approximately 2:47 pm Senator Hepp, chair of the Salary & Benefits Committee explained the agreement reached in the S&B negotiations with the administration. Senate President Drummond noted that this agreement had been signed by himself and University President Tetlow, and must now be approved by the Senate in order to be executed by the Board. Through a series of slides, Senator Hepp explained the agreement (see Appendix III).

Following the presentation, there was extensive discussion of the agreement. It was noted that no one was happy with any part of the agreement, but that it was the best agreement that could be reached under the circumstances. On the question of whether the 4.5% increase would keep pace with the rise in cost-of-living expenses, it was

noted that we don't know what that cost-of-living percentage increase will be, but it is clear that the salary raise (and corresponding combination of cuts in health benefits) will come in well below the rise in inflation from last year, and so overall this will mean faculty's purchasing power will very likely decline. One senator and member of the Salary and Benefits Committee noted that this is not a contract to encourage a demoralized faculty, a point echoed by another senator and member of the S&B committee who explained this was why they had voted against the agreement in the S&B Committee.

After further discussion, **the Senate voted in favor of the recommendation from the Salary & Benefits Committee to approve the agreement on salary and benefits by a vote of 13 – 5 – 2.**

Approval of minutes

At approximately 3:27 pm, **a motion to approve the minutes of the meeting of March 24, 2023 (from Senator Saharia, seconded by Senator Sen) was adopted by a vote of 19 – 0 – 1.**

At 3:28 pm **a motion to adjourn (from Senator Sen, seconded by Senator Beaudoin) was unanimously approved.**

The Senate adjourned at 3:28 pm.

Respectfully submitted by Christopher GoGwilt, Secretary

APPENDIX I

Recommendation Proposed by the Handbook Committee (voted on and passed March 6, 2023)

In order to address the request, made by some academic units, that the “in person” voting requirement be loosened for Personnel Committee meetings, we propose the following amendments to the University Statutes. The amendments are meant to be as sparing as possible, and are proposed for four locations in the University Statutes:

Appendix 3e(1), Appendix 3e(2), §4-05.01(3), and §4-05.01(7).

Please note: our expectation is that, for the sake of uniformity and efficiency, academic units will adopt statements on “meeting modality” which largely track the “Guidance for Personnel Committees” already issued by the Provost’s Office and the Faculty Senate Executive Committee.

Respectfully submitted,
Michael Baur, on behalf of the Handbook Committee

Current	Proposed
<p>Appendix 3e(1) currently reads as follows: Each faculty unit (school or department) will draft or review a statement of procedures and standards for reappointment, tenure, and promotion, including appointments of current faculty to endowed or named professorships, for use in this unit. This statement will be approved by vote of the faculty of that unit by November 1 of each year. The unit will then file this statement with the Provost, the Dean(s), and the Faculty Senate Office. If the Deans disagree with the statement or procedures and standards established by the Department or School, consultation and agreement between the Dean and the Department or School must occur by December. If no agreement is reached, the matter will be referred to the Executive Committee of the Faculty Senate for resolution. All statements generated by a particular faculty unit must be in accord with the University Statutes, whatever further specifications they provide regarding procedure or standards.</p>	<p>Proposed changes to Appendix 3e(1): Each faculty unit (school or department) will draft or review a statement of procedures and standards for reappointment, tenure, and promotion, including appointments of current faculty to endowed or named professorships, for use in this unit. This statement must include a declaration of the modalities to be used for Personnel Committee meetings in that unit regarding reappointment, tenure, promotion, and personnel actions regarding non-tenure-track instructional staff. The modalities may be specified as either fully in-person, hybrid, or fully remote. A "fully in-person" meeting is one requiring all participants to be physically present together (in-person); a “hybrid” meeting is one requiring at least two participants to be physically present together (in-person) while one or more other participants may participate remotely; and a "fully remote" meeting is one requiring all participants to participate remotely. A single modality must be designated for each type of meeting (reappointment, tenure, promotion, and so forth), but different modalities may, but need not, be designated for different types. This statement will be approved by vote of the faculty of that unit by November 1 of each year. The unit will then file this statement with the Provost, the Dean(s), and the Faculty Senate Office. If the Dean disagrees with the procedures, standards, or modalities established by the Department or School, consultation and agreement between the Dean and the Department or School must occur by December 1. If no agreement is reached, the matter will be referred to the Executive</p>

	<p>Committee of the Faculty Senate for resolution. All statements generated by a particular faculty unit must be in accord with the University Statutes, whatever further specifications they provide regarding procedure or standards.</p>
<p>Appendix 3e(2) currently reads as follows: Once approved, the statement will be sent annually by the head of each unit to every member of that unit's faculty. The statement should give a clear account of the unit's procedures in personnel matters and should record the unit's understanding of expectations in the areas of teaching, scholarship, and service, in order to provide a set of standards upon which questions of re-appointment, tenure, and promotion will be examined. It is intended that these statements will thus support and promote good policies and practices with regard to faculty development.</p>	<p>Proposed changes to Appendix 3e(2): Once approved, the statement of procedures and standards for reappointment, tenure, and promotion, including the declaration of the modalities of Personnel Committee meetings, will be sent annually by the head of each unit to every member of that unit's faculty. The statement should give a clear account of the unit's procedures in personnel matters and should record the unit's understanding of expectations in the areas of teaching, scholarship, and service, in order to provide a set of standards upon which questions of re-appointment, tenure, and promotion will be examined. It is intended that these statements will thus support and promote good policies and practices with regard to faculty development.</p>
<p>§4-05.01(3) currently reads as follows: Quorum. A quorum for meetings of personnel committees is eighty per cent (80%) of the eligible faculty of the unit, but no fewer than five persons. In calculating that percentage, faculty on leave of absence or faculty fellowship, Interdisciplinary Committee representatives and administrators holding faculty status in the unit (if not otherwise disqualified) are included, only if they are present. [See §4-01.05(d)(3)]. In calculating the required number of persons, all fractions shall be disregarded.</p>	<p>Proposed changes to §4-05.01(3): Quorum. A quorum for meetings of personnel committees regarding reappointment, tenure, and promotion of faculty is eighty per cent (80%) of the eligible faculty of the unit, but no fewer than five persons. In calculating that percentage, faculty on leave of absence or faculty fellowship, Interdisciplinary Committee representatives and administrators holding faculty status in the unit (if not otherwise disqualified) are included, only if their participation in the meeting is in accordance with a modality that has been approved for that Personnel Committee (fully in-person, hybrid, or fully remote, where a "fully in-person" meeting is one requiring all participants to be physically present together (in-person), a "hybrid" meeting is one requiring at least two participants to be physically present together (in-person) while one or more other participants may participate remotely, and a "fully remote" meeting is one requiring all participants to participate remotely). [See §4-01.05(d)(3)]. In calculating the required number of persons, all fractions shall be disregarded.</p>
<p>§4-05.01(7) currently reads as follows: Conduct of Personnel Committee Meetings. The Personnel Committee shall be provided with all relevant material concerning the qualifications of the candidate, including the candidate's education, experience at Fordham and other institutions, evaluation of teaching, research and</p>	<p>Proposed changes to §4-05.01(7): Conduct of Personnel Committee Meetings. The Personnel Committee shall be provided with all relevant material concerning the qualifications of the candidate, including the candidate's education, experience at Fordham and other institutions, evaluation of teaching, research and</p>

<p>publications, and University, professional and public service. The Dean has the option of offering material to the Committee. The Personnel Committee may utilize a sub-committee to gather and present such material, and secure such information as the Personnel Committee may require. Appropriate steps shall be taken to secure the opinion of students concerning the candidate's teaching effectiveness. Committee members shall review and discuss the materials concerning candidates. Votes shall be cast in person by secret ballot at the same meeting. To achieve an affirmative personnel recommendation, a majority of those present and eligible must vote in favor of the candidate, an abstention having the effect of a negative vote. The presiding officer of the Committee shall transmit the results of the vote and a written summary of the discussion to the Dean. Members of the Committee shall be provided with a reasonable opportunity to read and to comment upon the summary before it is transmitted to the Dean.</p>	<p>publications, and University, professional and public service. The Dean has the option of offering material to the Committee. The Personnel Committee may utilize a sub-committee to gather and present such material, and secure such information as the Personnel Committee may require. Appropriate steps shall be taken to secure the opinion of students concerning the candidate's teaching effectiveness. Committee members shall review and discuss the materials concerning candidates. Votes shall be cast by secret ballot at the same meeting. To achieve an affirmative personnel recommendation, a majority of those participating and eligible must vote in favor of the candidate, an abstention having the effect of a negative vote. The presiding officer of the Committee shall transmit the results of the vote and a written summary of the discussion to the Dean. Members of the Committee shall be provided with a reasonable opportunity to read and to comment upon the summary before it is transmitted to the Dean.</p>
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APPENDIX II

Resolution from the Handbook Committee (voted on and passed March 6, 2023)

Resolved: That the Fordham University Statutes are in need of careful attention to make them more readable, internally consistent, and clear; and that such Statutes may also need some substantive changes; and that such Statutes should be proper and complete on the Fordham University website, in hard copy, and in an electronic Word version; therefore, the Handbook Committee of the Faculty Senate requests that the Fordham University President create a Working Committee with appropriate representation from relevant University stakeholders, to do needed work on the University Statutes.

Respectfully submitted,
Michael Baur, on behalf of the Handbook Committee



FORDHAM UNIVERSITY
THE JESUIT UNIVERSITY OF NEW YORK

Senate

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John Drummond, President
Ralf Hepp, Vice President
Christopher GoGwilt, Secretary

Andrew Albin
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Haim Mozes
Giorgio Pini
Tamique Ridgard
Berish Rubin
Aditya Saharia

Faculty

Falguni Sen
Henry Schwalbenberg
Grace Shen
Grace M. Vernon
Ian Weinstein
Lori Wolff

APPENDIX III

MEMORANDUM OF AGREEMENT

Pursuant to Article 4, Chapter 8, Section 4-08.01 of the University Statutes, the Faculty Salary and Benefits Negotiating Team and the Administration (also referred to herein as the “parties”), have reached the following Agreement with respect to salaries and benefits of the faculty for the term of the agreement. This Memorandum of Agreement supersedes the parties’ February 6, 2020, Memorandum of Agreement as amended on May 8, 2020. Notwithstanding the forgoing, except as otherwise specified herein, all provisions set forth in Appendix 4 of the University Statutes, and paragraphs 4 and 6 of the May 2, 2017, Memorandum of Agreement regarding the Enhanced Standard Plan and Health Investment Option (referred to as the HSA Plan in the May 2, 2017, MOA) shall remain in full force and effect through December 31, 2026, unless modified in accordance with the University Statutes.

1. TERM OF THE AGREEMENT

The term of the agreement for all salary, stipend, and non-health-related benefits is July 1, 2023, to June 30, 2026. The term of the agreement for all medical, dental and vision insurance, and other health-related benefits, including HRA contributions, is January 1, 2024, to December 31, 2026.

2. SALARY AND BENEFITS

All salary increments and stipends are calculated on a fiscal year basis and paid either on an academic or fiscal year basis, as elected by the Faculty member. For purposes of this agreement, references to an academic year shall be equivalent to the fiscal year in which it commences. For example, the Academic Year that begins during fiscal year 2024, shall hereinafter be referred to as Fiscal Year 2024. Unless otherwise specified all health and health-

related benefit changes, including HRA benefits, are implemented on a Plan Year basis, which is the same as the calendar year.

a. Faculty Salaries

- i. The increase in the faculty salary pool, inclusive of merit, will be calculated as follows:
 1. Fiscal Year 2024 — A salary increase pool equal to 4.5% of the non-Law tenured/tenure track faculty salaries reported to the AAUP in the 2022–2023 "Faculty Compensation Survey";
 2. Fiscal Year 2025 — A salary increase pool equal to 4.0% of the non-Law tenured/tenure track faculty salaries reported to the AAUP in the 2023–2024 "Faculty Compensation Survey";
 3. Fiscal Year 2026 — A salary increase pool equal to 3.5% of the non-Law tenured/tenure track faculty salaries reported to the AAUP in the 2024–2025 "Faculty Compensation Survey" with a contingent reopener if the rate of inflation from December 2023 to December 2024 measured by the Consumer Price Index for Urban Wage Earners and Clerical Workers, not seasonally adjusted, for New York-Northern New Jersey-Long Island, NY-NJ-CT- PA, all items (series ID: CWURA101SA0) exceeds 3.5% with the understanding that COLA is not guaranteed. In no circumstance will the increase in the salary pool be less than 3.5%.
- ii. Promotional increments, minimum base salaries, and all stipends will be increased at the same time and in the same percentages as the non-merit component of the faculty salary pool increase.

b. Healthcare Plan — The parties agree to longer-term discussions of the University's health care plan via a "Health Care Advisory Committee" of Faculty and Administrators, chaired by the non-voting Vice President for Human Resources (or delegate) and comprising 4 administrators and 4 faculty members for a total of 9 committee members. Benefits-eligible members of the Law School faculty are eligible to serve on the Committee. The Committee's charge will be:

- i. to recommend to the Administration/Board the terms of the Active Employee Health Care Plan, including plan design changes that provide value-based care and efficiencies;
- ii. to slow the growth of and/or reduce the cost of the Health Care Plan;
- iii. to issue before the expiration of the current contract an RFP for an Administrative Services Only (ASO) contract to administer the University's self-funded plan;

Faculty members of the Committee shall communicate any proposed changes to the Faculty Senate. Administrative members of the Committee shall communicate any proposed changes to the Administration/Board of Trustees. The Health Care Advisory Committee will commence its work as soon as possible after the effective date of this Memorandum of Agreement. No changes to eligibility, coverage, and/or benefits provided under the health insurance plans in effect as of the date this Memorandum of

Agreement is fully executed and included in Appendix 4 of the University Statutes will be made unless approved in accordance with the University Statutes. The term “changes” in this context includes changes in coverages, co-pays, co-insurance, deductibles, and out-of-pocket maximums. The committee will keep all constituencies informed about any proposed changes in the health care plan.

The Health Care Advisory Committee will consider the following elements of value-based care and evaluate cost impact to the plan:

- Wellness: includes prevention, maintenance, and improvement of health status through lifestyle interventions (education and facilitation);
- Direct Primary Care: provide within-one-day access to a primary care professional and 24-hour telemedicine access, including availability of behavioral and pediatric health;
- Integrated Care: access to “excellent” coordinated care for all medical “incidents” while patient is being restored to health;
- Patient-centered care: all approved facilities must conform to patient-centered care; and
- Comprehensive Crisis Management: includes access to ERs and Urgent Care and post-crisis care at home.

Efforts will be made to:

- Evaluate plan design.
- Incorporate technology.
- Emphasize preventive care.
- Enhance transparency.
- Explore alternative care delivery models.
- Evaluate tier-based premium structure.

Other provisions:

- The Medical Assistance Fund (MAF) is eliminated.
- The Health Care Advisory Committee will use good faith efforts to control the rate of increase in costs to the health care plan going forward.
- No change in the HIO plan.
- The retiree medical plan is not within the scope of the Health Care Advisory Committee.
- Opt-out amounts: \$500 for individual plan; \$1500 for family plan annually; eliminate opt-down payments.
- Share of actual costs: CY 2024: 16.5%; CY 2025: 18.5%; CY 2026: 20.0%.

- c. **Health Reimbursement Accounts (HRAs)** — The amounts for the HRAs are as follows:
 - iv. CY 2024: \$300 individual / \$600 family
 - v. CY 2025: \$300 individual / \$600 family
 - vi. CY 2026: \$200 individual / \$400 family
 The HRAs will not roll over from year to year, and the HRA program will terminate on December 31, 2026. Claims for expenses incurred in a calendar year must be submitted by March 15 of the following year. Although the HRAs do not roll over from year to year, balances outstanding on December 31, 2023, will be available for claims incurred through March 15, 2024 and must be submitted by March 30, 2024.

- d. **Academic Pursuits Fund** — For pre-tenure, full-time, tenure-track faculty: AY 2024: \$600 per eligible faculty member, AY 2025: \$675 per eligible faculty member, AY 2026: \$750 per eligible faculty member. AP funds are to be utilized for any academic pursuits not otherwise reimbursed by other University programs or budgets with similar purposes. These funds shall be administered through the Provost’s office as reimbursements for expenses incurred related to teaching, research, and service. Details of this program will be set by the Office of the Provost in consultation with the Faculty Senate. Funds not used by eligible faculty members in any FY may not be carried over to the next FY. Reimbursement must follow accountable plan rules.

- e. **Family Leave and Workload Relief** — Upon final approval of the Board of Trustees, the Pregnancy-Related Leave and Workload Relief policy as approved by the Faculty Senate at its meeting on October 21, 2022, will be incorporated in the University Statutes in lieu of §4-05.10(a)3 and Part I, §1, ¶¶ A-14 and A-16.

- f. **Child Care** — In CY 2025 and CY 2026: Childcare subsidy of \$300 per faculty member with a child under the age of 13.

- g. **Retiree’s cost share** for faculty retiring after 12/31/2026 Medicare Supplement Plan to increase to 55% of premium.

- h. **Retirement plan University contributions** — See modification to ¶A-4.3(c) of PART I, Section 1 of Appendix 4.

Modifications to Appendix 4 of the University Statutes:

PART I Section I: Salary and Benefit Provisions for Active and Retired Faculty

Modification to A–4.3(c): Faculty members commencing their service on or after January 1, 2024, will be eligible for 5% contribution of base salary upon start of service pursuant to the plan parameters; after five (5) years of continuous employment, the university contribution will be 8% of base salary; and after ten (10) years of continuous employment, the university contribution will be 10% of base salary. This modification does not include faculty who received and

accepted a written offer of employment prior to the date this Memorandum of Agreement is fully executed. Such employees will be eligible for the contributions in effect for those who commenced their service on or before December 31, 2023.

A-7.1. The University provides two health care plans to faculty, spouses, or qualified legally domiciled adults (LDAs) as defined in A-20, and dependents. The plans are the Enhanced Standard Option and the Health Investment Option.

A-7.2. Delete.

A-7.3. Delete.

A-7.4. Delete.

A-7.5. Delete

A-7.7. [renumbered A-7.3] Subject to the schedule of cost sharing stated in the Memorandum of Agreement of April 21, 2023, the Administration will inform faculty on an annual basis of the dollar value of their share of the cost of the health plan.

A-7.9. [renumbered A-7.6] The University assumes the cost of continuation of dependent and LDA or spouse medical coverage upon the death of full-time faculty who have completed fifteen (15) years of service, subject to the continued eligibility of the dependent, LDA or spouse (i.e., a dependent must be under 26 years of age and the LDA or spouse has not remarried) and subject to the cost sharing in effect at the time.

PART I Section II: Benefits Provisions for Retired University Faculty

R-3.4(b) A spouse or LDA who is not remarried and is Medicare eligible is guaranteed reentry into the University medical plan while employed or upon retirement anytime during the year, even if the retiree is deceased provided they remain unmarried. A spouse or LDA who is not remarried and is not Medicare eligible is guaranteed reentry into the plan even if the retiree is deceased provided they remain unmarried.

PART II: Full-time Faculty Salary and Benefits Reports Sent to AAUP

[Needs regular updating]

This Agreement will become final and binding upon ratification by the Faculty Senate and approval by Fordham's Board of Trustees.