

1 William Paterson University – FACULTY SENATE MINUTES – March 23, 2021
2 FACULTY SENATE WEB PAGE <http://www.wpunj.edu/senate>

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4 **PRESENT:** Abraham, Aktan, Andreopoulos, Brillante, Christensen Crick, Diamond, Duffy,
5 Ellis, Fuentes, Gazzillo Diaz, Hack, Helldobler, D. Hill, Jurado, Kaur, Kearney, Kecojevic,
6 Kollia, Liu, MacDonald, B. Marshall, Martus, McMahon, Monroe, Natrajan, O'Donnell, Owusu,
7 Powers, Pozzi, Rebe, Rosar, Sabogal, Schwartz, Shekari, Silva, Simon, Snyder, Steinhart,
8 Swanson, Tardi, Tosh, Vega, Verdicchio, Wallace, Watad, Weisberg, Williams

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10 **ABSENT:** Jubran, Nyaboga

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12 **GUESTS:** Alaya, Alford, Astarita, Bartle, Bolyai, Boucher, Bowrin, Brenensen, Broome,
13 Brown, Cammarata, Cannon, Cauthen, Chauhan, Chen, Choi, Corso, Davis, DeLoatch, De
14 Veyga, DiNoia, Fanning, Feola, Ferguson, Garvey, Galetz, Ginsberg, Goldstein, Griffin, S. Hill,
15 Jackson, Joachim, Jones, Lauby, Liautaud, Lincoln, Lockhart, Louie, Lowe, Lubeck, Marks,
16 Matthew, Miles, Moore, Napierkowski, Nassiripour, Ndjatou, Newman, Noonan, Nyulassy,
17 Ortiz, Owusu-Ansah, Panayides, Peek, Potacco, Reardon, Refsland, Ricupero, Rosenberg, Ross,
18 Ryblewski, Shalom, Sharma, Sheffield, Skoloda, Suess, Tesfaye, Tiernan, Vasquez, Weiland,
19 Weiner, Zeleke, Zeman

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21 **PROCEDURAL NOTE:** All senator's microphones should be muted. When one wishes to
22 speak s/he should type SPEAK in the Chat box. Duffy and Ricupero will keep track of those
23 desiring to speak and the Secretary will recognize each in order. When recognized, the
24 speaker will then unmute the microphone. Only the Chair's screen will be visible. The session
25 will be recorded, but only the Secretary will have access to the recording.

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27 **PRELIMINARIES:** Chairperson Natrajan called the meeting to order at 12:30pm. Martus and
28 Kecojevic moved acceptance of the Agenda, which was adopted without objection. D. Hill and
29 Martus moved acceptance of the Minutes of the March 9th meeting, which were approved
30 unanimously.

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32 **GRADUATE PROGRAMS COUNCIL: MBA: APPLIED BUSINESS ANALYTICS**
33 **CONCENTRATION:** Choi and Watad moved acceptance of the Council's resolution, which
34 was approved unanimously.

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36 **AD HOC COMMITTEE ON GRADUATE STUDIES:** Wallace and D. Hill moved
37 acceptance of the membership for the Ad Hoc Committee. Martus expressed misgivings about
38 approving something that wasn't included in the Packet. Andreopoulos said that representation
39 should be equal among the colleges. Pozzi and Christensen also commented. It was approved
40 with three no votes and four abstentions.

41
42 Wallace informed the Senate that the Graduate Policy Council will be holding a virtual graduate
43 forum on April 23rd. A flyer will be sent to the entire campus with further details.

44
45 **CHAIR'S REPORT:**

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47 Before I begin, I wish to extend a belated welcome from the Senate to two new members of the
48 administration - Dr. Guillermo de Veyga (Vice President for Strategic Initiatives and University
49 Relations), and Ms. Melissa Reardon (General Counsel to the University and the Board of
50 Trustees). Last week at the SEPP, the Senate Exec continued to ask the President and Provost for
51 further clarifications on several points.

- 52 - **On the consulting firm EAB** and program evaluations → we learned that the firm costs
53 \$30K per year; that the Univ Exec is meeting soon on this, that Y1 & Y2 will be UG & Grad
54 evaluations based on two broad criteria – quality of program and market demand; that Y3 &
55 Y4 would be an assessment based on any faculty response to the evaluations and the proposal
56 of newly designed programs.
- 57 - **On the budget deficit** → We asked about how the improved enrolment numbers impact the
58 budget deficit - we were told that it does not since we took a hit in full-time in-state tuition;
59 we also raised the issue of federal money received for COVID and how that would be used to
60 offset the budget deficit. We also reiterated the importance of the Senate Budget Council on
61 addressing financial concerns. That committee is currently in discussion w VP Bolyai.
- 62 - **On RTP** → The process of discussions between departments and Deans is underway. To
63 reiterate, the document does not come back to the Senate.
- 64 - **On Senate representation** → We discuss the issue of representation. The Governance
65 Council will present their models today.
- 66 - **On Advisement and Fall delivery modalities** → We made a case for the importance of
67 faculty role in advisement and its impact on student retention; F21 will not have online
68 synchronous.

69 The SEPP met before the President's message of 3/19. That message clarifies some points and
70 raises some others. I will mention two points here.

- 71 - We need to be clear about the nature of the problem for which solutions are designed. For
72 this, we must distinguish between **structural problems** and what social scientists call
73 **conjunctural** ones. While structural issues result from problems of architecture (i.e.,
74 relations between elements of the whole), conjunctural issues result from a combination of
75 external events and context (for example, the pandemic). This requires us to know how much
76 of the budget deficit is really **structural deficit**? This will help us be careful about using
77 structural solutions to fix conjunctural problems.
- 78 - Layoffs do have costs that are hidden but become visible quickly thereafter. We therefore
79 need examples of how universities who have had layoffs and restructuring have performed
80 after that shock? There are costs that impact branding and reputation, student and faculty
81 morale, and hence retention and enrolment.

82 I now open up our first discussion which carries over from the last one – on College Merger and
83 anything related to Program Evaluations.

84

85 **EAB INFORMATION:** Before the discussion on the merger of the two colleges began,
86 questions arose regarding EAB, the consulting firm that is going to conduct the assessment of
87 our programs. Pozzi asked for more information. Natrajan repeated the points he made in the

88 Chair's Report, emphasizing the two main factors EAB will be using: labor needs and program
89 quality.

90
91 Helldobler noted that he expected to cover this at the next Senate meeting but provided the
92 following information. EAB has a three-year contract with WPU. During the first year they will
93 do a portfolio health check of our undergraduate programs: Where do we have: High quality,
94 high market demand programs. High quality, low market demand programs. Low quality, high
95 market demand programs. Low quality, low market demand programs. The also do an
96 opportunity scan: Where are the strengths in the labor market and where do we have faculty
97 strengths to build programs to meet the demand. In year two the same process will be done on
98 the graduate level. In year three EAB will do a 360-degree program analysis and help
99 departments make themselves more competitive. He will prepare a document for presentation at
100 the next Senate meeting.

101
102 **COLLEGE MERGERS:** Williams picked up on Natrajan's remarks about structural change
103 and commented on Helldobler's letter to the Senate asking for empathy and trust. She noted that
104 many faculty and staff feel that we have not been trusted and have been overlooked in these
105 conversations. He seems to have constructed a strict binary between the laborer and the
106 intellectual. He implied that those who work don't have the capacity or desire to innovate and
107 adapt, while the intellectual is a visionary entrepreneur creating new sorts of labor. She stated
108 that the faculty and staff of WPU are laborers and intellectuals. Developing curriculum is
109 intellectual work, as are teaching, grading, advising, curating collections, creative work,
110 managing various programs, planning activities, etc. She asked that he trust and respect our
111 intellectual expertise and intellectual abilities and to acknowledge that our intellectual labor is
112 what makes this university function. We can strategize about programs and curricula that can
113 move WPU forward while preserving jobs.

114
115 Helldobler replied that he presented it as a dichotomy, not a strict binary. The Senate sent a very
116 clear message that it did not want to be engaged in program evaluation, hence the outside firm
117 will help us do that based on nationally normed variables. The opportunity scan doesn't develop
118 programs. It simply tells us what the market demand is and here is where we have faculty
119 strengths. It's up to the faculty to develop competitive programs.

120
121 Christensen stated that the Senate has participated in developing criteria for program evaluation
122 in the past, but when layoffs loom, things are different. She noted that the Executive Committee
123 told the President and Provost we were concerned about an outside firm using their criteria, not
124 those we might use based on our mission and goals. We were assured that any changes based on
125 the EAB report would come through the Senate.

126
127 Andreopoulos asked Helldobler if the firm would be looking at regional, state, national or
128 international markets, or all of them. He told them to focus on the regional market since that is
129 where most of our graduates work.

130
131 D. Hill pointed out that external reviewers we've use in the past were familiar with our
132 programs. She questions using outsiders who may not be representative of nor have knowledge

133 of our programs. She also asked how this program evaluation support decolonizing the
134 curriculum efforts?

135
136 Helldobler repeated that EAB uses nationally normed data and that their report will be brought to
137 the Senate for input before decisions are made. He then asked: If assessment doesn't lead to
138 growth, stabilization, shrinkage, or closure, are we really doing assessment? A program closure
139 doesn't necessarily mean faculty layoffs. They might be deployed in a different way. Even if
140 EAB tells us that there is low demand for a high-quality program that we consider mission
141 critical, especially around servicing minority populations or adding to decolonizing the
142 curriculum, we might decide that it's important enough for us to keep it. We need standardized
143 data as a starting point for our discussions.

144
145 Tardi, speaking as the Union president, supports external evaluation with the understanding, as
146 the President promised, that it would come back to the Senate. What EAB recommends will not
147 be *fait accompli*, but we do need an objective body. EAB will not determine our future. They
148 will just make recommendations which will come back to the Senate for discussions and then
149 determinations will be made.

150
151 Marshall said that national norms may not work well with our current and future student
152 populations which are increasingly more diverse than the national norm population.

153
154 Ellis asked if EAB has worked with other New Jersey institutions and, if so, what were their
155 recommendations? Helldobler said he's not sure, but if they have, they wouldn't be sharing that
156 information with us.

157
158 Kaur is concerned about a group that is not aware of our institutional priorities. Have they
159 worked with institutions like ours? We want a nuanced report, not a cookie-cutter approach. We
160 know our student constituency and we know the unique nature of WPU. These must be taken
161 into account.

162
163 Helldobler said that EAB was given the names of comparable peer institutions and reiterated that
164 theirs will just be a report. We will decide what to do with the information.

165
166 Simon noted that adjunct faculty are important and bring unique things to WPU. She is
167 concerned about EAB's experience with diversity and what their built-in biases may be. Will
168 they appreciate the diversity of our student population?

169
170 **GOVERNANCE COUNCIL: RESOLUTIONS** Galetz moved (Duffy seconded) to amend
171 Article 7 of the Constitution regarding meetings and procedures, to specify that the current
172 edition of *Roberts' Rules of Order* be used. Martus noted that this is a constitutional amendment
173 which requires two readings. Marks agreed that it can't be voted upon today but can be done at
174 the next meeting. Constitutional amendments must be approved by the President and the Board
175 of Trustees. Ellis asked if the Senate must always use Robert's Rules. Simon said that it is the
176 usual set of procedures followed and that the current revised edition should always be used.
177 Natrajan suggested using Roberta's Rules.

178

179 Galetz moved (Wallace seconded) the second Governance Council resolution to amend Article 7
180 regarding emergency meeting procedures, especially in case where the Senate can only be held
181 virtually. Simon and Galetz commented on the Chair's role in calling for a vote to call an
182 emergency meeting, and how such a vote would be conducted, and if a simple majority is
183 needed. Martus questioned the very idea of this amendment, saying that this seems like a lot of
184 work to do annually to prepare for something that may never occur. Marks stated that every
185 organization needs emergency procedures, and the Senate doesn't have any. We need something
186 in place as a back-up that can be reviewed on an annual basis. Simon, Wallace, Crick, Tardi and
187 Verdicchio agreed that emergency procedures are needed. Tardi suggested that the Governance
188 Council take a look at how Roberts' is addressing these issues. Duffy recalled how, when he was
189 first elected Chair at the end of the Spring semester, he immediately called an emergency
190 meeting because there was urgent need to adopt an online policy before the start of the Fall
191 semester. While it's always better to have formal procedures in place, the Chair must have the
192 ability to act in a true emergency. Natrajan suggested deleting "annually" and have a set of
193 procedures that could be changed as needed.

194
195 Galetz moved (Duffy seconded) the third Governance Council resolution to amend Article 7 to
196 reflect current practice in how non-senators may be given the right to speak at a Senate meeting.
197 Martus noted potential problems by identifying the Chair as the person to grant permissions.
198 Duffy suggested "presiding officer." Martus and Crick motion to replace "chair" with "presiding
199 officer" was approved unanimously.

200
201 Galetz moved (Wallace seconded) the fourth Governance Council resolution to remove a
202 temporal absurdity regarding voting on amendments, and to replace it with "at two consecutive
203 meetings."

204
205 Natrajan said that the four resolutions will be voted upon at the next Senate meeting. Ellis
206 suggested voting on all four at once. Martus and Galetz said each resolution should be addressed
207 separately.

208
209 Martus asked about a motion made at the November 4, 2020 Senate directing the Governance
210 Council to hold fora to obtain broader faculty input regarding the proposed changes in Senate
211 structure. Marks said Governance never received that directive. Martus noted that a subset of the
212 University will be making the decisions. Natrajan urged every senator to take the models back to
213 their departments for discussion and input before the next meeting. Natrajan further stated that
214 the Governance Council models for representation will probably take up the rest of that meeting.
215 He believes that representation and reorganization are closely linked.

216
217 Powers briefly reported on WPU's successful Middle States reaccreditation. They noted no
218 requirements, made six recommendations, and offered seventeen pieces of advice. They also
219 highlighted thirteen exemplary practices. They encouraged us to think about our Mission
220 Statement (which doesn't note that WPU is an Hispanic Serving Institution). In response to
221 Crick's question, Powers said he will post the Middle States points soon, probably in one of his
222 Provost's Newsletters. Natrajan congratulated and thanked all who participated in the Middle
223 States process.

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ADJOURNMENT: Upon Martus' motion, the Senate adjourned at 1:48pm.

The next meeting of the Faculty Senate will be held on Tuesday, April 13th at 12:30pm.

It will be an ONLINE meeting.

Please "check in" as early as possible (ideally, before 12:30 so the secretaries can confirm attendance).

Respectfully Submitted: Bill Duffy, Secretary