SETON HALL UNIVERSITY FACULTY SENATE

Meeting of April 4, 2014

1:00 p.m.

Beck Rooms

Walsh Library

Agenda

1. Sign in for quorum

Kelly Goedert, Marianne Lloyd, Jon Radwan, John Saccoman, Cathy Zizik, C Lynn Carr, Gita Das Bender, Rick Dool, Patrick Fisher, Amy Hunter, Nathaniel Knight, A.D. Amar, John Shannon, Theresa Henry, Hongfei Tang, Mark Holtzman, Ben Beitin, Lauren McFadden, Laura Palmer, Margaret Farrelly, Richard Stern, Beth Bloom, Judith Lothian, Pamela Galehouse, Marcia Gardner, Mary Patricia Wall, Judith Lucas, Eric Johnston, Tim Fortin, Philip Moremen, Ann Marie Murphy, Richard Boergers, Irene DeMasi

2. Call to order

3. Communications from Provost Robinson

   i. Responses to resolutions

Provost Robinson began his address to the Faculty Senate by mentioning several important events taking place on campus in the coming days. Prior to today’s meeting, he stated that he had just concluded a meeting with the University Board of Regents. The University is sponsoring a Scholarship Meeting today and there is a Higher Review Meeting tomorrow, which is a major yield event. On April 6, the Middle States team arrives to begin their regional accreditation of the University, which is very important since all program approvals are derived from this. On April 10, there will be a Board of Trustees meeting.

The Provost then commented on fall enrollment, which appears to be on track. At this time, there is a 6-8 point increase in the average SAT score for the incoming class (1128-1130). This will be subject to change, however. Another good indicator in regards to the University’s efforts is that for the second year in a row, the top 10 percent of high schools in New Jersey represent 35 percent of our entering class. 15,107 applications have been received for the fall (23 percent increase from last year) and 1,197 students have been admitted for the fall (15 percent increase from last year). Our
undergraduate education is trending. Our value as an institution is growing, it gives us market strength, with is critical for Seton Hall and all of us.

Two areas we continue to be sensitive to: (1) transfers (last year we had over 300; this year, we are preparing for 250). We accepted a majority of these students into the College of Nursing and it had an adverse impact. We are reexamining our transfer students and do not want to enroll too many in one college. Our objective for our budget its 250 students and we are 1.1 percent down this year in transfer applications (1,018 last year versus 1,007 currently). (2) Graduate enrollments, which we are making headway with. We dropped substantially in revenue ($56 million last year versus $53 million this year). Will this trend continue? Initially we said there would be a 3 percent drop, now there might be a 5 percent drop, and our budget is contingent on these figures (freshman only make up 15-20 percent of our budget). We are running comparable right now to this time last year. Enrollment is on track, and when transfers matriculate, they will put us in good shape. Graduate enrollment will need to be addressed because, at times, it makes up to 40 percent of our budget. In the past (as far back as 1978), programs looked at how they were running in times of financial distress.

The Provost reminded the body that the board approved our budget and that there will still be a 2 percent across-the-board raise, which will be handled the same way it was this year. We are adding 132 beds to Aquinas Hall (for a total of 475). Stafford Hall will add 12 classrooms. The annex to the parking deck will add 538 new parking spaces (for a total of 3,082). There has only been one increase in parking fees since 2002. The Provost promised that two floors in the new parking annex will be dedicated to faculty and staff.

The Provost stated that as we continue our efforts moving forward, we have a lot of reasons to be optimistic about the future. However, he believes our challenges are still formidable. Uncertainty and unpredictability have created a landscape that will need to be continuously navigated. The Senate must heighten their sensitivity to this changing landscape. We cannot expect good things to happen—we must plan for them. The Provost stated that he is optimistic about where we are, but in looking at the discount rate, budget, margins, and our competitors, he thinks that we have to ask ourselves about what kind of conversation we need to have as we move forward as an institution. This is not business as usual. There are many challenges, but there are many opportunities. From our numbers, we have a strengthened position that demonstrates institutional value, which means a strong market position that we did not have a long time ago. When the Provost looks at the University's financial aid discounts, he sees that our competitors are giving significantly more aid than we are. What drives our budget is our program inventory. We do not have large endowments that support what we do. How we support our institution, students, and faculty is through tuition. We have 55 undergraduate and 57 graduate programs. The Provost has been asked for data concerning the productivity of each one. He stated that when he looks to see the cost and the recommendation for a 2 percent raise, and how we address major issues such as decreasing graduate enrollments, you either cut your way out of something or you grow your way out. He stressed once
again that looking at our capacity and program inventory is important because we are tuition-driven. He believes that we have opportunities for strategic growth that we can benefit from but we must continually assess this.

The Provost stated that he recently shared with the Senate leadership that we will be challenged in the next 3-5 years in dealing with expenses and revenue. We are essentially on the right trajectory but as we move forward, we have to think of how we do business. We have to be more nimble and responsive to opportunities. We have to think differently about how we approach such issues. If we do not grow where we can and should, this will impact our bottom line. Program development and assessment will be major moving forward. If we need to invest more in some programs, then we need to do that. Colleges and schools need to assess these opportunities and be responsive. Right now, we are in good shape. We added $1.8 million to our budget this year to account for the 2 percent raise and next year faculty will likely ask for another 2 percent raise. We had a 3.2 percent tuition increase this year but we cannot rely on tuition completely. As our prestige and reputation continues to grow, we will continue to compete. Looking at our practices will be critical. We cannot have a situation where it takes a year to get something approved (like an online program).

The Provost concluded his address by stating that when he looked at the faculty who were tenured yesterday, it was clear to him why students want to come to Seton Hall.

*Questions

**Q:** Several Senators asked what the outcomes are of taking in higher caliber students when they are charged more for taking higher credit course loads (as opposed to other universities where students are not charged more beyond a certain number of credits per semester).

**A:** The Provost responded that he is willing to look into this and stressed that we need to strengthen our program inventory in a number of ways.

**Q:** A Senator asked if the Provost’s Office is willing to allow undergraduate students to retain their University scholarships if they plan to pursue graduate degrees within the same department.

**A:** The Provost responded that if an opportunity exists to increase our margin, we must seize it and be attentive to it. We can move along and not do anything, but we will be impacted adversely.

**Q:** A Senator asked what kinds of measures the Provost looks for when measuring productivity of graduate programs.

**A:** The Provost responded that he looks at the number of graduates of the program within the last 5 years, the number of credit hours that are generated per semester, and the amount of revenue.

4. Approval of agenda without objection

5. Approval of the draft minutes of the February 7 meeting without objection
6. Executive Committee report

*Dr. Lothian added that in their meeting with the Board of Regents yesterday, Provost Robinson set the stage for bringing down the number of nursing transfer students and its implications on the budget. He also supported across-the-board raises for faculty members.

*Questions:
Q: A Senator asked Dr. Lothian to explain the transfer issue in the College of Nursing further.
A: Dr. Lothian responded that two-thirds of transfer students last year were accepted into the College of Nursing, a majority of whom came in with community college science courses. The College of Nursing is going into the third year of poor passing rates on the board exam. Upon examination, it was found that transfer students only have a 30 percent passing rate.

Q: A Senator asked on the status of beginning the spring semester after MLK Day.
A: Dr. Lothian responded that the Provost’s Office is very interested in a winter intersession, which would necessitate pushing back the start of the spring semester.

Q: A Senator commented on the Provost’s remarks about being more efficient with program reviews. Many Senators stated that this is certainly not just a Senate issue and that the Provost’s Office needs to review their own approval timeline. If we are all in this together, as the Provost commented, we all need to look at making things more nimble.
A: Dr. Lothian responded that the EC will discuss this at their next meeting with the Provost’s Office.

7. Reports of standing and special committees

a. Academic Policy Committee report

i. Resolved: the proposed MBA Program in Zhuhai, China is approved contingent on the following:

1. The conditions in the Stillman School Graduate Education Policy Committee (GEPC) Protocol for Offering Stillman’s MBA Program in Zhuhai, as approved by Stillman faculty and incorporated here by reference, are observed. A copy of the protocol is attached. These conditions include, but are not limited to, the following:

- Approval is limited to one complete program cycle, i.e. one Zhuhai student cohort from admission through graduation. The Stillman
School GEPC and faculty will evaluate the feasibility of continuing the Zhuhai program after completion of the first cohort cycle.

- The program must be pre-approved by the Middle States Commission on Higher Education and the Association to Advance Collegiate Schools of Business, as necessary.
- The Zhuhai instructor may use the syllabus for a South Orange course only after receiving written permission of the faculty member that created the syllabus.
- The curriculum and structure of the Zhuhai MBA program must be the same as the MBA program offered in South Orange. All aspects of the curriculum and course offerings in the Zhuhai program are subject to the policies and procedures required by the Stillman School and Seton Hall University.
- The local faculty hired to teach in the Zhuhai program must be approved and validated by the Stillman faculty pursuant to the policies and procedures of the Stillman School and Seton Hall University.
- All course requirements should generally be the same as typically required for the same course at the South Orange campus.
- All assessment data must be provided Stillman on a specified schedule and the Stillman MBA Director will be responsible for assessment of the Zhuhai MBA Program.
- The criteria and procedure for admission of students must be the same as that used for admission to the Stillman MBA program offered in South Orange.

2. The conditions in the GEPC Protocol parts A through E will be reflected in the final agreement between the University and its Chinese partner (Viagold).

3. As stated in the Stillman School proposal, “the formal agreement with Zhuhai will include language that protects faculty members’ intellectual property rights in the syllabi and teaching materials that are shared.” (p. 2-3).

4. Stillman School faculty should be provided with adequate resources to meet their significant and essential oversight obligations for the Zhuhai MBA program, including but not limited to, translation services where needed, course releases, stipends, travel for site visits, and administrative support.

5. The Senate requests that Stillman School faculty report to the Senate on the status of its oversight and assessment 12 months after the implementation of the Program.
ii. **Resolved:** The revisions to the Stillman School’s MBA Curriculum are approved.

iii. **Resolved:** The revisions to the SHMS Master’s Program in Occupational Therapy are approved.

b. Admissions Committee report

*A Senator commented that, historically, the University has had a commitment to first-generation students whose parents have not gone to college. However, if we are looking for wealthier and higher performing students to increase revenue, that will not map well since the University gets more money from some of the worst academically-performing students.

*Dr. Lothian asked the body if they would like to bring to the Provost’s attention that increasing our selectivity might decrease our diversity. The body agreed.

c. Compensation & Welfare Committee report

*Dr. C Lynn Carr presented the report on behalf of Dr. Mary Balkun.

*Questions:
Q: A Senator asked who the 2 percent raise will be going to.  
A: Full-time faculty; not adjuncts.

Q: A Senator asked about fixing issues with the adjunct survey.  
A: Dr. Carr replied that any issues brought to her were resolved.

Q: A Senator asked how the adjunct survey fits into greater pay for adjuncts.  
A: The Compensation Committee’s strategy is to collect data first to push for higher adjunct pay. Obviously, it will not be in the budget this year, but hopefully next year.

*A Senator commented that if adjuncts get higher pay it is because the Provost advocates for it. It may be time for demanding increases in adjunct pay. In reply, another Senator stated that there are times when the Senate makes the call, such as when the Senate agreed to the Provost’s request for increasing the Library’s budget.

d. Core Curriculum Committee report

i. **Proposed** Bylaws

Q: A Senator asked for clarification on the meaning of retention rate.
A: Freshman to sophomore year.

e. Faculty Development Committee report

*Dr. Lothian presented the report since no committee members were present.

f. Faculty Guide & Bylaws Committee report

g. Graduate Studies Committee report

i. Motion: The Senate requests that within the next year the University develop a comprehensive plan for increasing the number of graduate assistantships and for addressing the immediate gap in graduate student stipends with planned cost of living increases built into future-year budgets.

*Supporting documents: Funding and Stipends at peer institutions.

*Q: A Senator asked what the discount rates for graduate students are.
A: There are none.

h. Nominations, Elections & Appointments Committee report

8. Committees with no reports

a. Academic Facilities Committee

*Dr. Richard Stern, chair of the committee, stated that there will be work in McNulty Hall that may require the vacuum system to be down for a period of time in the future. The Walsh Library will be replacing its cooling system in the reference area over the summer. The new Stafford Hall will have 9 out of 12 of its classrooms furnished with tablet chairs.

b. Calendar Committee

c. Faculty Grievance Committee

d. Instructional Technology Committee

e. Library Committee

f. Intellectual Property Task Force
g. Program Review

*Dr. Ben Beitin, chair of the committee, stated that the History program and Police Studies program self-study reports are complete but are awaiting approval from the deans. Sociology, anthropology, English, and Higher Education Leadership programs have also been reviewed. They will also be delayed until approval from the deans is received.

9. Committee Motions

a. Academic Policy Committee

i. **Resolved:** the proposed MBA Program in Zhuhai, China is approved contingent on the following:

1. The conditions in the Stillman School Graduate Education Policy Committee (GEPC) Protocol for Offering Stillman’s MBA Program in Zhuhai, as approved by Stillman faculty and incorporated here by reference, are observed. A copy of the protocol is attached. These conditions include, but are not limited to, the following:

   - Approval is limited to one complete program cycle, i.e., one Zhuhai student cohort from admission through graduation. The Stillman School GEPC and faculty will evaluate the feasibility of continuing the Zhuhai program after completion of the first cohort cycle.
   - The program must be pre-approved by the Middle States Commission on Higher Education and the Association to Advance Collegiate Schools of Business, as necessary.
   - The Zhuhai instructor may use the syllabus for a South Orange course only after receiving written permission of the faculty member that created the syllabus.
   - The curriculum and structure of the Zhuhai MBA program must be the same as the MBA program offered in South Orange. All aspects of the curriculum and course offerings in the Zhuhai program are subject to the policies and procedures required by the Stillman School and Seton Hall University.
   - The local faculty hired to teach in the Zhuhai program must be approved and validated by the Stillman faculty pursuant to the policies and procedures of the Stillman School and Seton Hall University.
• All course requirements should generally be the same as typically required for the same course at the South Orange campus.

• All assessment data must be provided Stillman on a specified schedule and the Stillman MBA Director will be responsible for assessment of the Zhuhai MBA Program.

• The criteria and procedure for admission of students must be the same as that used for admission to the Stillman MBA program offered in South Orange.

2. The conditions in the GEPC Protocol parts A through E will be reflected in the final agreement between the University and its Chinese partner (Viagold).

3. As stated in the Stillman School proposal, “the formal agreement with Zhuhai will include language that protects faculty members’ intellectual property rights in the syllabi and teaching materials that are shared.” (p. 2-3).

4. Stillman School faculty should be provided with adequate resources to meet their significant and essential oversight obligations for the Zhuhai MBA program, including but not limited to, translation services where needed, course releases, stipends, travel for site visits, and administrative support.

5. The Senate requests that Stillman School faculty report to the Senate on the status of its oversight and assessment 12 months after the implementation of the Program.

*Questions:
Q: A Senator asked about the amount of revenue the University is expected to make from this program.
A: The University will receive 35 percent of gross profits (approximately 1.3 million per 60-student cohort).

Q: A Senator asked if it is correct that the SSOB is partnering with another party for this program.
A: No, Viagold is a Chinese company listed on the Australian Stock Exchange.

Q: A Senator asked if this program is done in conjunction with another higher education institution in China.
A: Not in the way we would describe it. Viagold has an education subsidiary who will offer the program. The students will receive a SHU degree. Viagold has met the requirements in China to offer such a program.
Q: A Senator asked if there will be compensation to faculty for using their materials.  
A: The program was offered for the first time in Shanghai without the awareness of the SSOB faculty and their materials were shared without any request to do so. This current proposal has been written in order to protect the intellectual property rights of the faculty. The dean has told the faculty that there is currently no plan to provide them with any additional compensation; however, a professor can refuse to have their work shared.

Q: A Senator asked who makes the determination of who teaches in this program.  
A: The protocols call for everything that is part of the program to be subject to the same policies and assessment protocols we employ on the South Orange campus. This is very important to the school’s accreditation.

Q: A Senator asked what Viagold’s role is in this program.  
A: The South Orange faculty make the admissions decisions and have a colleague working with Viagold to recruit students. They are providing facilities, faculty, etc.

*Vote: the motion was passed unanimously by voice vote.

ii. Resolved: The revisions to the Stillman School’s MBA Curriculum are approved.

*Vote: the motion was passed unanimously by voice vote.

iii. Resolved: The revisions to the SHMS Master’s Program in Occupational Therapy are approved.

*This is a reaction to accreditation and market pressures. The faculty is shaping the curriculum to be responsive to those two things. They have reorganized where they are delivering particular topics. It is not a different program; content is very similar, but is updated and expanded with new names to meet the market demands that the current curriculum design is not commensurate with.

*Vote: the motion was passed unanimously by voice vote.

b. Graduate Studies Committee

i. Motion: The Senate requests that within the next year the University develop a comprehensive plan for increasing the number of graduate assistantships and for addressing the immediate gap in graduate student stipends with planned cost of living increases built into future-year budgets.
Many Senators commented on the importance of the motion, especially since the Provost stated earlier in the meeting that the University is putting 40 percent of its budget into graduate studies.

*Vote: the motion was passed unanimously by voice vote.

10. Old Business

*None

11. New Business

*None

12. Communications

*None

13. Adjournment

*The meeting was adjourned at 3:05 p.m.