



Memorandum

To: Faculty Senate
Seton Hall University

From: Katia Passerini, Ph.D.
Katia Passerini
Provost and Executive Vice President

Re: **CEHS Postponement and Data Request**
2021-FS-29

Date: November 2, 2021

We are in receipt of 2021-FS 29 Memo re CEHS Postponement and Data Request, passed by the Faculty Senate at its October 8, 2021 meeting.

The Provost's Office maintains that the College of Education and Human Services had access to sufficient fiscal, enrollment, and other data to address its internal issues and to make an informed opinion on *Seeds of Innovation*. The Board of Regents has made its decision, and the work on the implementation of the modified proposal is starting, which will include the imminent appointment of an implementation committee.

To your suggestion that the Colleges are not treated equally in the proposal, we note that the Colleges all have different challenges, resources, and circumstances.

We are concerned about claims of a lack of knowledge about a variety of key operational information, and we do not agree with the assertion that the faculty of CEHS lacked an understanding of the problems with their College. Chairpersons and program directors, who have the direct administrative responsibility for monitoring this information and addressing any problems, have open access to local enrollments, budgets, and program finances via Cognos and Banner (and now Anaplan). Enrollments are distributed widely, and the deans have access to the full College budget. Everyone also has access and contributes to writing annual reports, which include faculty turnover data, and the Factbook is posted online. We expect units to work with their deans and this data on a regular basis to think strategically about how to improve their programs. The annual report process is meant to encourage that analysis and reflection. The proposal itself included appendices with substantive information to inform faculty deliberation. Furthermore, we held five open office hours for the College during June 2021, during which faculty were encouraged to ask questions and seek any data they thought they needed. The fact that the faculty of a College would vote to affirm that their

lack of knowledge was the result of a systemic lack of transparency is therefore disappointing. Moreover, publicly heralding such a lack of knowledge is not befitting of scholars, especially in a discipline charged with understanding the tremendous shifts occurring in higher education, both public and private.

Moving forward, please bear in mind that no lack of information should stand in the way of forward-thinking action and problem-solving. Faculty can and ought to access the information they need to steward their programs through their program directors, chairpersons, deans, and the Office of the Provost, in due order. While some information might need to remain confidential or controlled, we believe in transparency and the accountability that comes with it.

As to your request for postponement, the Board acted within its prerogative to determine a timeline for moving forward with the external reorganization of the University. Postponing the reorganization would not benefit any members of the University community, rather it would perpetuate issues that the proposal intends to address based on expectations laid out in the strategic plan. We now look forward to the efforts and the ideas of everyone involved in the implementation of *Seeds of Innovation*. As we have repeatedly asserted throughout the process, the internal organization of units within the new college will be subject to the vote of the faculty, as per *Faculty Guide* 11.4. Existing and new curricula and the relationships between the existing departments remain internal, and faculty might elect to preserve separate core curricula and some degree of autonomy between CEHS and COAR units within the new college. However, there will be one Dean and one budget for the unit. We hope the faculty take this opportunity to be creative and imagine synergies that renew the possibilities for all involved; promote new programs, research agendas, pedagogical collaborations, and student experiences; seek new faculty hires, learning spaces, and other resources; and make governance more efficient for faculty by leveraging joint resources. The Office of the Provost is willing to support the faculty in this work with resources to help make this new college thrive, possibly including insight from faculty from other universities if that would be helpful. But success will, as always, require proactive collaboration, shared responsibility, and positive thinking.

Change is hard but exciting, and we look forward to working together as one University to establish a College of Education, Communication, Arts, and Human Development that makes us all proud and that is a supportive, engaging, productive place to work and learn. We will soon announce an inclusive coordinating committee that will help the whole University, including CEHS and COAR, implement *Seeds of Innovation* in an efficient and effective way that remains consistent with the *Faculty Guide*.