



**University Senate**  
**Professional Studies Building, Room 336; Extension 3459**

**MINUTES OF MEETING**  
**September 21, 2015**

**ATTENDANCE:**

**Presiding:** Dr. Joseph Riotto, University Senate President

**DEPARTMENTS PRESENT:** A. Harry Moore, Harriet Phillip; Accounting, Jeanette Ramos-Alexander; Alumni, Jane McClellan; Art, Brian Gustafson; Biology, Ethan Prosen; Chemistry, Robert Aslanian; Computer Science, Mort Aabdollah; Criminal Justice, Bill Calathes; Early Childhood Ed., Regina Adesanya; Educational Leadership & Counseling, Vaibhavee Agaskar; Educational Technology, Chris Carnahan; Elementary/Secondary, John Bragg; English, Joshua Fausty; Finance, Rosalyn Overton; Fire Science, Anthony Aвило; Fitness, Exercise and Sports, Amy Rady; Geography/Geoscience, Deborah Freile; Health Sciences, Gail Gordon; History, Jason Martinek; Library, Min Chou; Literacy Ed., Fran Levin; Management, Wanda Rutledge; Marketing, Melissa M. Martirano; Mathematics, Freda Robbins; Media Arts, Kathryn D'Alessandro; Modern Languages, Grisel Lopez-Diaz; Dept. of Multicultural Ed., John Klosek; Music, Dance & Theatre, Amparo Fabra Crespo; Nursing, Gloria Boseman; Philosophy/Religion, Scott O'Connor; Physics, Chris Herbert; Political Science, Joseph Moskowitz; Professional Security Studies, Richard Cosgrove; Psychology, Patrice Dow-Nelson; Sociology/Anthropology, Max Herman; Special Education, Carol Fleres; Women's & Gender Studies, Jacqueline Ellis.

**DEPARTMENTS ABSENT:** African/Afro American Studies; Economics, Ivan Steinberg; ESL; Latin American Studies.

**SENATORS-AT-LARGE PRESENT:** Cindy Arrigo, Deborah Bennett, Natalia Coleman, Marilyn Ettinger, Audrey Fisch, Siyu Liu, Robert Prowse, Joseph Riotto, Michelle Rosen, Rubina Vohra, Timothy White.

**SENATORS-AT-LARGE ABSENT:** None.

**PROFESSIONAL STAFF SENATORS-AT-LARGE PRESENT:** Betty Gerena, Queen Gibson, Asheenia Johnson, Cynthia Vazquez.

**PROFESSIONAL STAFF SENATORS-AT-LARGE ABSENT:** None.

**STUDENT SENATORS PRESENT:** Arijean Feliciano

**STUDENT SENATORS ABSENT:**

**STUDENT SENATORS-AT-LARGE PRESENT:** Alvert Hernandez, Ana Pena.

## **STUDENT SENATORS-AT-LARGE ABSENT:**

### **University Senate Meeting Minutes University Senate Meeting #1 for AY 2015-2016 Monday, 21 September 2015, Gothic Lounge (H202)**

Senate President, Dr. Joseph Riotto, called the meeting to order at 2:08 PM

#### **I. Moment of Silence**

Observed on the passing of Robert Hayes, a student (sophomore), majoring in National Security Studies, Oscar Acosta, a long time staff member in facilities. Oscar has been with the University for 19 years and Carl Dunn, a fixture in the facilities department for 22 years.

#### **II. Approval of University Senate Parliamentarian**

Motion made by committee and seconded to appoint Dr. Rosilyn Overton as University Senate Parliamentarian.

Motion Approved.

#### **III. Approval of Agenda**

Motion made and seconded to approve agenda.

Motion made and seconded to amend the order of the agenda to add discussion of Personnel Evaluation to agenda after State of the University's fiscal affairs.

Amendment approved

Motion made and seconded to approve agenda as amended

Motion approved.

#### **IV. Approval of Minutes**

Motion made and seconded to approve the minutes.

Motion made and seconded to amend the minutes to include the names of the leaving student representatives to Standing Committees.

Amendment approved

Motion made and seconded to approve the minutes as amended.

Motion approved.

#### **V. Clicker System Test:** Performed with 48/51 logging in.

#### **VI. Announcements**

President Riotto made the following announcement and referred Senators to the back of the agenda for additional announcements:

- A. Undergraduate Attendance should be submitted via GothicNet with the deadline being today (21 September 2015).

#### **VII. University Senate President's Report**

- A. The Senate would like to welcome the 20 new faculty members to our campus community:

- 1) Mr. Anthony Avillo, Fire Science Assistant Professor
- 2) Dr. Meriem Bendaoud, Biology Assistant Professor
- 3) Dr. Andrew Bossie, Economics Assistant Professor
- 4) Dr. Gunhan Caglayan, Mathematics Education Assistant Professor
- 5) Dr. Mary Elizabeth Fortier, Nursing Assistant Professor
- 6) Ms. Elizabeth Galetz, Nursing Assistant Professor
- 7) Dr. Venessa Garcia, Criminal Justice Assistant Professor
- 8) Dr. Jean Georgiou, Counseling Assistant Professor
- 9) Dr. J.D. Jayaraman, Finance Associate Professor
- 10) Dr. Shanda Johnson, Nursing Assistant Professor
- 11) Dr. EunSu Lee, Management Assistant Professor
- 12) Dr. Ke Li, Marketing Assistant Professor
- 13) Dr. Yung-Wei Lin, Counseling Assistant Professor
- 14) Ms. Ashley Lyon, Art Assistant Professor
- 15) Dr. Amit Mokashi, Management Assistant Professor
- 16) Dr. Amy Meltzer Rady, Fitness, Exercise and Sports Associate Professor
- 17) Dr. Zhimin Wang, Finance Associate Professor
- 18) Dr. Yufeng Wei, Chemistry Assistant Professor
- 19) Dr. Virginia Ochoa-Winemiller, Latin American Studies Assistant Professor
- 20) Dr. Mingshan Zhang, Accounting Associate Professor

B. The Senate would like to welcome the new members of management to our campus community:

- 1) Jimmy Jung, Interim Vice President of Enrollment Management and Student Success
- 2) Sherrie Madia, Associate Vice President for Communications, Public Information & Community Relations
- 3) Tami Pearson, Senior Director of Advancement Services, University Advancement
- 4) Courtney Pepe, Managing Assistant Director, Supervisor of Curriculum and Instruction
- 5) Benjamin Rohdin, Associate Vice President for Enrollment Management
- 6) Jaime Rudolph, Managing Assistant Director, Grants Office
- 7) Allison Shutt, Director of Development, University Advancement
- 8) Robert Sudman, Internal Auditor, Vice President of Administration and Finance
- 9) Karen Surgent, Controller, Controller's Office

C. Reminder to all committees we need due dates and schedules from committees

D. Please note that Curriculum Issues need to go through the Senate; in particular

- i. New courses;
- ii. New Programs and
- iii. Changes to programs.

With that said, we have communicated this reminder information to the Registrar's Office to act accordingly.

E. Reminder: All standing committee reports need to be processed through the University Senate Executive Committee before they can be presented to the main

Senate floor. To facilitate, the executive committee schedule is that they will meet one week prior to the University Senate Meeting. Therefore, any standing committee reports that need to be presented to the main University Senate body need to be submitted to the executive committee the Monday prior to the scheduled University Senate meeting.

- F. Students will be added to the committees as soon as we receive the names from SGO
- G. In line with the last Senate meeting, the Senate Body requested that the University Senate President respectively approach the Board of Trustees to communicate the two motions that were passed by the Senate. The following will be articulated at tonight's meeting:
  - i. The Senate calls upon the NJCU administration and the Board of Trustees to provide free shuttle service for students and NJCU personnel between the main campus and the School of Business starting in fall 2015. This might be emphasized when the new 425 bed dormitory is completed as it is anticipated that some residence students would be traveling to the School of Business location.
  - ii. The Senate calls upon the NJCU administration and the Board of Trustees to maintain the parking rates so that in 2015-2016 all parking fees are identical to those used during 2014-2015.
  - iii. In addition, we have a request from a Senator (Dr. Ivan Steinberg) requesting a shuttle be provided from the main campus to the School of Business location after the Union, Senate and Staff/Department meetings on assigned Mondays so that professors can teach their 4pm classes on time.
- H. SACC has recently approved the "General Guidelines for Search Committees for Deans and Other Senior Academic Administrators" today. We will send out via e-mail the document and charge the Senate Election Committee to begin the process to elect members. Special thanks to the Senate Ad Hoc Committee, Senate Executive Committee, the Provost Office and other SACC members.

#### **VIII. Welcome Remarks – Dr. Sue Henderson, University President**

- A. Thank you for enrollment advisement efforts. We brought in 200 more freshmen, more graduate students, and more transfer students.
- B. Rankings of Note:
  - 1) 7<sup>th</sup> Bang for Buck out of Northeastern schools
  - 2) 2<sup>nd</sup> among NJ 4-year nursing programs
  - 3) Lowest Tuition of all public 4-year schools
  - 4) Best for Diversity in New Jersey
  - 5) Safest campus
  - 6) Business program ranks in the top ten
  - 7) Security Studies is a National Center of Excellence
- C. New faculty.
  - 1) Provided Bios for new faculty
  - 2) ¼ of current faculty have been hired in last four years.
- D. School of Business opened this Fall as we said it would
  - 1) The building is already in use.

- 2) Bottom floor not quite finished. Found railroad ties under the floor. Floor will be reopened in the next couple weeks
- 3) Then there will be an official ribbon cutting.

E. Science building update:

- 1) Two companies bid, we took the lowest responsible bid, and the other company sued.
- 2) These two companies have a history of this behavior
- 3) Rewrote the proposal and submitted for bid again
- 4) Eager to get moving on this project

F. West Campus

- 1) Proposals are out; 13 bids; down to 3 developers, 5 total projects including 4 housing units
- 2) Road structure approved by city planning board
- 3) Current construction
  - a) Residence hall – public/private partnership
    1. Ready for takeover in March; will try to wait until Summer
    2. Will be available next fall
  - b) Meantime renovations being done on Vodra Hall
- 4) Projects
  - a) Bottom floor restaurants, Verizon/Sprint store, floors above will be housing
  - b) KKF developer – Blocks 1 and 5
    1. Housing
    2. Done in sequence
  - c) Final project: Shop-rite, LA fitness, restaurant, and Tennis courts
  - d) 600 parking places
- 5) Academic building
  - a) Purpose of partnerships
  - b) Music Dance Theatre dedicated spaces
  - c) General classrooms
- 6) Need to develop spaces for Nursing, Criminal justice, education on campus
- 7) Discussed revenue streams of the buildings

G. Other accomplishments

- 1) New sports teams: Added indoor/outdoor track men's and women's, Swimming, and Women's tennis
- 2) Did a summer camp (75 children) due to air-conditioned gym
- 3) Rolled out the New General Education Program
  - a) Thank you for hard work
- 4) Encouraged faculty to consider what new programs (or themes) we might be interested in developing
- 5) Community events including: Summer Concert series, Leadership Speaker Series, Performances and Exhibitions

H. Focuses this Year

- 1) Academic Quality, sustainability, student success, and internationalization
- 2) Looking at how these tie together

- a) State support has declined over last 8 years; tuition has gone up
  - b) Advancement Office hires
    - 1. Foundation paid for some hires
  - c) Advancement is important because enrollment needs to go up
  - d) Need to be able to give scholarships
  - e) Purchased software bring us to even
    - 1. Need to track students when they are in the 10<sup>th</sup> grade
- 3) Enrollment
  - a) Largest freshman class in a decade
  - b) Largest graduate class in five years
  - c) New transfer class is larger this year than last year's
  - d) Partnerships with area high schools
- 4) Increasing focus on Retention
  - a) More student success grants
  - b) Working with students with "just a little bit of need"
- 5) 7 out of 10 jobs created by 2020 will be filled by Hispanics
- 6) Good news
  - a) Default rate is lower than the average
  - b) Our students leave here making more money than they should
    - 1. Ave salary of NJCU graduates is \$41,000; we are above average
  - c) We are connecting/ engaging the students well
  - d) We have the pieces, just need to get it together
- 7) Need improvement
  - a) Need to get graduation rate up want to get up closer to 52%
- I. Moving Forward
  - 1) Maintain full-time hiring
    - a) Reduced the number of temporary appointments
  - 2) Faculty opportunities for travel etc.
  - 3) Assessment of Academic processes: what are the programs we need to be pursuing
  - 4) Applying the best practices/comparable standards for all activities on campus

## **IX. State of the University's Fiscal Affairs – Dr. Aaron Aska, Vice President for Administration & Finance**

### **A. Welcome Ron Hurly to NJCU**

### **B. Budgeting Changes**

The University is considering allowing academic department chairs to roll-over portions of unexpended non-salary funds. University is recommending to the Board of Trustees an increase in its mileage reimbursement to \$0.57 per mile.

Dr. Aska discussed key milestones in the budget calendar (see attachment #1). The process begins in November and continues through December. The plan is to talk to the Senate again in January. The hope is to have approved budgets by April.

### **C. Continued Investment in Academics**

Dr. Aska showed two figures detailing total expenses: one with fringe benefits in and one without fringe benefits out. The academic area provides about 50%; up slightly from last year. Two graphs were shown because there is discussion/debate about the state's role in paying fringe benefits. If the state no longer covers fringe benefits, this will be a hit to the University.

#### D. Composite Financial Index – A Framework for Understanding Fiscal Health

The University will change to using CFI, developed by KPMG and Prager, to assess the institutions fiscal health. This measure calculates an absolute number based on expendable resources divided by debts and expenses weighted by four core ratios. The Range of values is -4 to 10. Any value of 3 or above is considered "healthy".

#### E. Changes to the Credit Rating Agencies Methodology

The University is rated by Moody and Fitch. The school has been downgraded this year from A2 to A3. This downgrade is in part due to a change in the methodology used to produce the rating and partial due to our ties with the state of New Jersey.

#### F. FY2015 Budget and Actuals Analysis

Dr. Aska provided a snapshot comparison of where we are in 2015: budgeted vs actual.

Three major sources of revenue are Student Tuition, Direct Aid from the state, and Fringe Benefits from the state.

Dr. Aska summed up his presentation with the following points.

1. The University will improve via efficiency, growth, and strengthening reserve
2. The University will focus on improving its Composite Financial Index, a key indicator of financial health
3. The University will continue to maintain its investment-grade credit rating

#### Questions:

Despite enrollments being up and various other positive key performance markers, you didn't mention the 15% reduction we've been told to expect in operating expenses.

Answer: The FY2016 budget began with a \$4 million. Made up the gap with shared sacrifice. Some units took on reduction to non-salary expenses. Not just departments but also administrative units.

We know our departments have been reduced can you tell us what else has been reduced?

Answer: If you look at the slide you can see that institutional support has decreased from 35% to 33%. What we have done is not replace vacant positions. Dr. Aska's unit for example had \$800k to \$1 million in vacant positions that were not filled to help mitigate the gap. Also rebid some contracts to take advantage of better prices.

How much student tuition brings in compared other things and how much do we give in scholarships and waivers?

Answer: Student revenue is approximately 2/3 of total revenue. Proposed a 3% increase. Range was 2.5-3%.

Answer: Scholarships and Waiver are about \$4 million

How much of the 4 million is going to support honors programs and presidential scholars?

Answer: Don't know. That is worked out with financial aid

Now that GSUB parking has been raised, is there any kind of system to track the use of GSUB parking?

Answer: Public safety officers are walking the facility and there is a shift to the west campus. Nothing formulated yet. It is just the beginning of the semester. Parking manager will examine the effect of the increase on usage almost weekly.

Can you tell us how many faculty lines there are now?

Answer: Total faculty lines is about 258

Is the 3% increase for students tuition and fees or just tuition?

Answer: across the board: tuition and fees

Does the budget calendar include reference to the Senate Planning and Budget committee?

Answer: Yes. January

In this presentation and the president's presentation, I didn't hear a lot of use of the term "urban mission", I believe we are still committed to the urban mission, and Provost said we are still primarily a teaching institution. So here is my specific question: it is my understanding that the funding for the Hagen center in terms of release time provided to the director has decreased significantly, is that correct or not? And secondly, I believe that we used to have a center for teaching and learning and that seems to have disappeared as well. Is it that I can't see those things in the budget, or has it been moved somewhere else, or is the priority not where it used to be?

Answer: Showed financial statements at functional level not the department level. Would need to look at a closer examination of the budget to answer.

Do we still have a center for teaching and learning?

Answer: There is no director. We are still planning activities. The space is still available. If you are interested, you should contact the Provost's office.

The Provost has asked Deans to come with a list of new hires by October 1. In that context we have to look at the issue raised. We need to decide where to place the limited available resources in terms of positions. Might be worth bringing conversation back to the Senate. Need a rationale way to spend scarce resources.

## **X. Personnel Evaluation**

Motion made and seconded to move discussion to new business to allow time for discussion of more time sensitive issues.

Motion approved.

## **XI. Elections Committee: Vacancies on Senate Standing Committees – Joseph Riotto**

### **A. Senator-at-Large**

Two vacancies needed filling. 1) Due to Chris Cunningham's appointment as "acting assistant dean in CAS" we needed his replacement. The next highest vote getter at the April 2015 election was Dr. Leonid Rabinovich, of the Educational Technology Department. He will be the Senator-at-Large. 2) There was also a vacancy in the Professional Staff Senator-at-Large category. Betty Genera was the next highest vote getter and will serve as a Professional Staff Senator-at-Large

### **B. Senate Standing Committee Vacancies**

#### **1. Senate Executive Committee needed a representative from CPS**

Gloria Boseman, Nursing Department agreed to be a candidate. A single vote was cast by the Senate secretary. Gloria Boseman was elected to the Senate Executive Committee



2. Planning, Development & Budget Committee had two vacancies: 1) a replacement for Chris Cunningham and 2) a representative from CPS. Fred Mynard from CAS was the next highest vote getter. He will serve on the PD&B committee. Anthony Avillo, fire science has agreed to be a candidate. Anthony Avillo elected to the PDB by acclamation.
  3. Graduate Studies committee  
After a recount of ballots by the Elections committee it was discovered there was a tie. However, because all of the colleges/schools need to be represented, an additional person to serve was added to the committees needing representation from each college/school. Therefore, Siyu Liu from CPS and both Helen Friedland and Chris Shamburg are elected members on the Graduate Studies Committee.
  4. Senate Elections Committee had 2 vacancies for Full time faculty or Full time professional staff  
Mingshan Zhang and Amy Rady have agreed to be candidates. Mingshan Zhang and Amy Rady elected by acclamation.
  5. Faculty & Professional Staff Affairs needed COE representation  
Muriel Rand agreed to be a candidate. Muriel Rand elected by affirmation.
- C. Alvert Hernandez, SGO President will once again, send us names of students to fill the student vacancies on the Senate Standing Committees
- D. The Senate Executive committee would like to thank the Ad Hoc Committee on Departmental Personnel Committee Procedures for the work they did and the report submitted. The report was forwarded to the Faculty & Professional Staff Affairs Committee for review and appropriate follow-up. The Ad Hoc Committee members were:
- Cindy Arrigo  
Gloria Boseman  
Jess Espailat, Student  
Sarah-Ann Harnick  
Joseph Moskowitz  
Rosilyn Overton  
Christopher Shamburg

Motion made and seconded to swap the order of Items XII. and XIII. on the agenda.  
Motion approved.

- XII. Update on the Composition Program** – Dr. Alina Gharabegian and Dr. Ann Wallace  
The presentation was made to inform the Senate of the status of the developing changes to the composition program.

Motion made and seconded to include the statement in the minutes  
Motion approved (Please see attachment #2 and #3)

Motion and seconded that “the Senate support the position of the English faculty and recommends that the English faculty remain firm in their proposal.”

Discussion ensued. Comments were made about student preparedness, the skills the students need to learn, and the time it takes to learn them. The issues of shared governance and the role of faculty and the Senate in programmatic change were raised. Overlapping jurisdiction was discussed. The nature (good and bad of “noncredit” courses) was discussed.

Motion and seconded to table the motion on the floor (made of original maker of the motion)

Tabled until next meeting.

Motion and second to extend the meeting 15 minutes so that Josh can do his presentation  
Meeting extended 15 minutes.

### **XIII. Update: General Education Program - Dr. Joshua Fausty, Director of General Education**

The presentation was an update on the current status of the General Education program as well as an update on advisement procedures for students as related to the General Education program. The upcoming programmatic assessment plan was outlined and a call for individuals interested in being part of the assessment teams was made. Please see attachment #4 for details.

### **XIV. Online Course Cap Sizes**

Motion and second to table Item XIV. Online Cap Sizes to next meeting.

Tabled until next meeting

Motion to Adjourn made and Seconded.

Motion passed.

Meeting Adjourned by President Riotto at 4:15 PM

Respectfully submitted,

Ethan Prosen, Ph.D.

Secretary of the University Senate

### **Attachments**

#1 Administration and Finance Senate Presentation – Dr. Aron Aska

#2 Senate Report on composition Program – Dr. Alina Gharabegian and Dr. Ann Wallace

#3 Senate Report on Composition Program - Slides

#4 General Education Report to Senate - Dr. Joshua Fausty