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

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10 **ABSENT:** Owusu

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12 **GUESTS:** Andrew, Bannister, Bar, Bartle, Bolyai, Boucher, Bowrin, Cannon, Corso, DeLoatch,
13 Diaz, Feola, Ferguson, Galetz, Ginsberg, Gladfelter, Goldstein, Griffin, Gritsch, Jackson, Jones,
14 Kalaramadam, Lincoln, Makarec, Martin, McLaughlin-Vignier, Noonan, Ortiz, Park, Pinkston,
15 Potacco, Rabbitt, Refsland, Ricupero, Rosenberg, Ross, Salvesen, Scardena,
16 Sharma, Shekari, Sherman, Tiernan, Vasquez, Weiland, Wilson, Zeleke, Zeman, Zito

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18 **PRELIMINARIES:** Chairperson Natrajan called the online meeting to order at 12:30pm.
19 Wallace and Silva moved acceptance of the Agenda which was approved unanimously.
20 Martus and Swanson moved acceptance of the Draft Minutes of the May 15th meeting, which
21 were also approved unanimously.

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

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29 **VICE-CHAIR'S REPORT:** Wallace and Ellis presented the rosters of the Senate Councils.
30 Makarec pointed out that for the Governance Council from HSS, Cascardi is on leave this year.
31 With that deletion the rosters were approved unanimously.

32
33 Wallace and Hill moved acceptance of the Council Charges, which were approved unanimously.

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35 Ellis suggested creation of an Ad Hoc Committee on COVID. Natrajan noted that the AFT
36 monitors safety issues. Ellis indicated, that faculty experiences during the crisis need to be
37 collected somewhere. Natrajan indicated, that the Executive Committee would discuss the issue
38 and report at the next meeting.

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40 **CHAIR'S REPORT:**

41 [The slides accompanying the Chair's Report are archived in the Packet of this meeting.] "There
42 was an old and solitary man who spent most of his time in bed. There were rumors that

43 he had a treasure hidden in his house. One day some thieves broke in, they searched
44 everywhere and found a chest in the cellar. They went off with it and later found that it
45 was filled with letters. They were the love letters the old man had received all over the
46 course of his long life. The thieves were going to burn the letters, but they talked it over
47 and finally decided to return them. One by one. One a week. Since then, every Monday
48 at noon the old man would be waiting for the mail carrier to appear. As soon he saw the
49 mail carrier, the old man would start running and the mail carrier, who knew all about
50 it, would hold the letter in their hand.”

51 That is a parable told by the Latin American revolutionary thinker, Eduardo Galeano
52 as he lived through the horrors of the Pinochet regime, which ended a dream on Sept
53 11, 1973 in Chile. Writing about that parable, Isabel Allende noted that writers are
54 like those thieves – they take something that is real (like the letters) and transform it
55 into something fresh (almost magically).

56 The parable is also a metaphor for making right, or righting wrongs. Something gets
57 taken away wrongly, but acknowledgments and reparations are sought to be made -
58 thoughtfully.

59 Galeano’s parable speaks to us today as we try to live in a momentous time – a time
60 that is as strange as it is demanding. It demands that we think about how to build
61 afresh using old materials, how to renew our promises to ourselves and to others, how
62 to see what we had with new eyes, how to re-imagine what we could be and do what
63 is needed for that. And yes, it demands that we make a world and our communities by
64 transgressing boundaries to enable empathy even while knowing that empathy alone is
65 never enough.

66 On that note, a very warm welcome to all of us – faculty, staff, students and members
67 of the administration. Welcome to continuing and returning senators, and a very
68 special welcome to the new senators among us – your participation in this forum is
69 critical. For you bring fresh eyes, and I hope – audacious ideas, and infectious energy.
70 I also hope that you discover here some store of wisdom that could be the material to
71 create something new. To help you along, we have the rules of parliamentary
72 procedure up on the Senate website. Of course, as I have mentioned last year, it would
73 be good for us to reflect on how our rules enable or discourage effective participation
74 and representation.

75 A warm welcome also to members of the administration who have recently joined our
76 community (Dean Anthony Bowrin from the COB), those who have taken on new
77 roles (Interim Dean Loretta McLaughlin of COAC), and yet others who have returned

78 from their journey (Dr. Kara Rabbitt who is now in the Provost's Office). Finally, I
79 also welcome our new student SGA representatives Elizabeth Janos and Makayla
80 Abraham. We hope you will see how student success is central to faculty concerns,
81 and participate in keeping it that way.

82 We have a new Senate Executive Committee – an exciting, experienced, diverse,
83 dedicated and generous-in-spirit team. We worked hard over the summer.

84 Here is what we accomplished:

85 1. We underscored the need for faculty choice to be central within the Reopening
86 Plan.

87 2. We provided six guiding principles for any Plan (safety, faculty choice,
88 pedagogical impacts, student success, parsimony and medical exemptions).

89 3. We insisted that the Plan be in place in a timely manner for faculty and students.

90 4. We worked to identify safety issues on the ground for the AFT to negotiate.

91 5. We kept pushing for clarity in communication keeping students and faculty at the
92 center.

93 6. We raised several points of concern with the Hyflex model and classroom safety.

94 7. We came up with the Alternate week model as an option to control flow and
95 volume.

96 So, What Do We have Planned for this semester? Apart from the regular ones such as
97 Academic Programs à last year we passed approximately 26 new or modified
98 programs. We expect a good number this year too from the Councils – We have four
99 interrelated issues:

100 1. Ratifying the RTP Document à How we deliberate this will be a testimony of
101 our commitment to our colleagues and the institutional future. Ratification by the
102 Senate sends it over to Colleges and Departments.

103 2. Deliberating Senate Representation à How we deliberate this will attest to our
104 ethics of responsibility and as senators who claim to represent others. This issue will
105 raise questions about Senate structure and its effectiveness in shaping shared
106 governance and institutional policies & norms.

107 3. Enabling Research & Institutional Support at WPU à Given the experience with
108 ART over the last year, the Senate needs to deliberate on how to enable institutional
109 support for faculty research. This will link directly to the RTP, shape faculty sense of
110 belonging to an institution that values us, deepen the university's vision, raise
111 questions of the allocation & budgeting of our resources, AND attend to student
112 retention & enrollment.

113 4. Actualizing Diversity & Inclusion à Our times are shaped by ideas of social
114 justice. Diversity and inclusion is central to the University mission. I welcome the
115 President's proactive stance on diversity. It is a key potential value added and needs
116 to be a part of the branding mechanism for our university graduates. I expect the
117 Senate to take a lead in shaping the thinking and vision for the university on this
118 issue, working within and outwards from the curriculum, including student success
119 and classroom contexts, working with the Diversity Council and other units on
120 campus, and establishing parameters and practices where needed.

121 Every few days we have a SEPP meeting. At our last meeting some points that stood
122 out include:

123 1. The issue of students accessing BB over their cell phones which sometimes do
124 not work well (the President mentioned that freshmen students are now required to
125 have laptops that financial aid would cover); the need for faculty to promote Open
126 Educational Resources or OER more aggressively (to consider financial stress of our
127 students); and the question of whether we would go back to campus as per the Plan
128 (something that we await the President's message).

129 2. We are happy to note that although overall enrollment is still down, graduate
130 enrollment is up, as is WP Online. And the good news is on the retention front which
131 is up (72.8% up 4.1% in one year). The President acknowledged, that faculty had a lot
132 to do with this success.

133 [The slides accompanying the Chair's Report are archived in the Packet of this meeting.]
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135 **PROVOST'S UPDATE:** [The Provost's PowerPoint is archived in the Packet of this meeting].
136 Powers listed the Academic Affairs Goals of the coming year, continuing them from last year:
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- 138 1. Grow Enrollment
- 139 2. Student Success
- 140 3. Resource Conservation
- 141 4. Resource Generation
- 142 5. Human Capital Investment

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144 The first four address the seventeen University KPIs.

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He has emphasized to departments that distinction as a driver of enrollment is built by what one offers and how one offers it. He echoed Natrajan’s comments about the approval of over two dozen programs and certificates last year. WP ONLINE offers fifteen fully online programs. He reminded everyone that next year will be the Middle States Accreditation process.

PRESIDENT’S UPDATE: Helldobler noted that Natrajan has laid out an ambitious agenda for the Senate this year, especially regarding representation in the Senate, honoring the minority voice and assuring that we have diversity and inclusion in our shared governance and in the curriculum and implementing the new RTP process.

He complimented WP101, which contributed to gains in first generation students, Latino and black students and beat national norms on retention rates. All this was done with our populations who were disproportionately affected by the COVID epidemic.

WP ONLINE has outperformed expectations and has netted about \$600,000.00.

He thanked the Executive Committee for working with the Administration during the summer in refining the instructional plan.

Wilson stated that his experiences at WPU do not reflect diversity and inclusion. He believes he and other minority faculty struggle to obtain service at the university. He also stated that he has been the victim of racial retaliation and bullying and wants to know what the Senate is going to do to insure that WPU is an inclusive and equitable place. Natrajan indicated, the Senate and other campus bodies will address these issues and actualize diversity and inclusion. Tardi indicated, the Union is also looking into these issues.

REOPENING ISSUES: Christensen and Marshall presented a PowerPoint [archived in the Packet for this meeting] extensively reporting the responses to the faculty Reopening Survey.

Snyder stated that BlackBoard is problematic, and students have connectivity issue with cell phones.

Steinhart noted that we need to start planning for the Spring semester, getting feedback no later than mid-semester.

Abraham (SGA rep) indicated, that students are having trouble keeping up with extra work, including Saturday work. Wallace echoed these concerns that some faculty may think that students are just sitting at home and not doing work. This is not true. They are doing schoolwork, and many have jobs, including as essential workers. We must be empathetic and compassionate as we create our assignments.

Duffy added that many students have to share their limited bandwidth with parents, siblings, etc.

189 Simon indicated, that it may seem like more work since they have to be more active learners
190 these days. The actual quantity of work may not be greater. They must budget their time.
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192 Ellis noted that there is often more reading and writing involved in traditional online courses, but
193 that we must be nimble, patient and adapt to students in these circumstances.
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195 Aktan hopes the student representatives get the word out to their fellow students that faculty have
196 to present a certain amount of content, especially in accredited programs.
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198 Marshall noted that extended times are not being observed for students with disabilities. Simon
199 indicated, that such students should requests their accommodation. Simon also mentioned that
200 BlackBoard may be able in some cases to read text for those with auditory disabilities.
201

202 Hill observed that we spent time training faculty how to teach online, but perhaps we need to
203 teach students (perhaps in WP101) how to learn online. Simon agreed.
204

205 Andreopoulos stated that students need to learn how to deal in a professional manner when
206 sending e-mails to faculty. This would support the goal of student success and career
207 development. She would like to have the administration inform all students about proper
208 etiquette in these matters. Success begins with an e-mail.
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210 Tardi indicated, she thinks that the heavy workload may be more connected with asynchronous
211 courses and Abraham agreed. As other have noted, there is a certain amount of content that must
212 be covered.
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214 Kaur noted that in face to face classes some students can freeload on others. With online classes
215 faculty can require a discussion post to be submitted in every class, which may look like more
216 work. Students are stressed, especially first year students. They could use more training.
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218 MacDonald agreed that students need more training for the transition to online learning. They
219 need to learn how to manage distractions and set up a proper workplace.
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221 Natrajan asked, if anyone had face to face experiences.
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223 Schwartz noted that some students are using their cell phone during class. Gazzillo-Diaz
224 indicated, that her on-campus students like it. Her online students want to stay online.
225 MacDonald indicated, that some music students have told him that if they weren't able to have in
226 person classes, they'd probably take the semester off. Williams pointed out that Griffin has put a
227 link in the Chat
228 ([https://www.wpunj.edu/contentAsset/raw-data/460e3c1e-f508-42c2-
229 bc62bd96dc343f5d/fileAsset/byInode/1?random=7137](https://www.wpunj.edu/contentAsset/raw-data/460e3c1e-f508-42c2-bc62bd96dc343f5d/fileAsset/byInode/1?random=7137)) describing what the Academic Success
230 Center is doing to help students adapt to online learning. Kecojevic indicated, that his in-person
231 students like it, but like Gazzillo Diaz's, some students want to remain online. We need guidance
232 on how to deal with this.
233

234 Tardi referred to Governor Murphy’s Executive Order stating, that if students want to be online
235 they have to be accommodated. There are problems that the Administration needs to resolve.
236 Powers indicated, that the Governor wants us to seek to accommodate such students as much as
237 possible, but we are not forced to. Some faculty have been able to allow students to continue
238 online. Each course has student learning outcomes that may allow that. We want to be as
239 accommodating as possible. Helldobler noted that students may not have adequate idea of how
240 well they’re doing. Do they have assessments of their learning?

241
242 Steinhart indicated, he has an assessment every week (writing, a quiz, etc.). Students like the
243 regularity. They know what they have to do: Do the thing. We need to survey students to see
244 what works for them – or what doesn’t work.

245
246 Tardi noted that many of her students have technological problems, some don’t follow the
247 directions, etc. We have to be flexible, but we have to give them feedback as early as possible.

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249 In order to move to the RTP discussion, Natrajan asked anyone with further comments to send
250 them to the Executive Committee.

251
252 **RETENTION, TENURE AND PROMOTION DOCUMENT:** Natrajan briefly reviewed the
253 process by which the RTP document was developed, and noted that the Senate will discuss,
254 modify and ratify it and send it on to the departments to align individual departmental criteria
255 with the university document.

256
257 He emphasized that WPU is a teaching institution. We must realize that faculty do teaching
258 service and research with declining institutional support, so the definitions of research have been
259 expanded. It does not operationalize increased standards.

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261 Martin indicated, that raising the bar when ART has been slashed is unreasonable. She
262 questioned the word “sustained” or “ongoing.” She pointed out that the level of service is raising
263 the bar. In the past when we raised standards, we increased support. Perhaps the document
264 should go back to the RTP Committee. If the Administration wants to raise the bar, it can do it
265 by itself – but the Senate does not have to give it the faculty stamp of approval.

266
267 Powers noted that there are no plans to slash ART. Departments have to operationalize things to
268 align things with their own colleges and disciplinary practices.

269
270 Tardi indicated, the reality is that ART has been slashed over the past two years. The President
271 has told her that if the financial situation doesn’t improve, cuts would be in ART. There is
272 potential for racial bias. People will have to do more. She would prefer “continual growth”
273 perspective. What are the expectations for retention and tenure?

274
275 Natrajan indicated, that editorial changes can be made, but he doesn’t want this to go back to the
276 Committee. He wants a healthy discussion at the next meeting. We all want to help our pre-
277 tenure colleagues.

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279 Andreopoulos questions the coherence and the compatibility of the document. She indicated, that
280 the requirements exceed the Ivy League. “International” level must be removed. How would
281 things be evaluated? International level work would require international conferences – and we
282 don’t have money for them. We are raising the standards without adding the resources.

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284 Tardi moved for adjournment. The Senate adjourned at 1:54pm.

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286 The next meeting of the Faculty Senate will be held on Tuesday, September 22nd at 12:30pm.

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289 **It will be an ONLINE meeting.**

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291 **Please “check in” as early as possible (ideally, before 12:30).**

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293 Respectfully Submitted: Bill Duffy, Secretary

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