



University Senate
Professional Studies Building, 203A rm. 3

MINUTES OF MEETING

April 11, 2022 – Via Zoom

ATTENDANCE:

Presiding: Dr. Fran Moran, University Senate President

DEPARTMENTS PRESENT: A. Harry Moore, Harriet Phillip; Accounting, African/Afro American Studies, Sonya Donaldson; Lukas Helikum; Biology, Anthony Esposito; Chemistry, Chitra Narayanan; Computer Science, Mort Aabdollah; Counseling Education, Grace Wambu; Early Childhood Ed., Basanti Chakraborty ;Criminal Justice, Bill Calathes; ; Early Childhood Ed., Basanti Chakraborty; Economics, Andres Bossie; Educational Leadership, Christine Harrington; Educational Technology, Chris Carnahan; Elementary/Secondary, Arlene Bloom; English, Barbara Hildner; ESL, Anne Mabry; Finance, Zhimin Wang; Dept. of Earth & Environmental Science, Hun Bok Jung; Fitness, Exercise and Sports, Manuela Caciula; Health Sciences, Erin O’Neill; History, Jacob Zumoff; Latin American Studies, Virginia Ochoa-Winemiller; Library, Min Chou; Literacy Education, Michelle Rosen; Management, EunSu Lee; Marketing, Zui C. Lee; Mathematics, Gunhan Caglayan; Media Arts, Joel Katz; Dept. of Multicultural Ed., Vesna Radanovic-Kocic; Music, Dance & Theatre, Robert Prowse; Nursing, Donna Ho-Shing; Philosophy/Religion, Sabine Roehr; Physics, Chris Herbert; Political Science, Joseph Moskowitz; Professional Security Studies, Richard Cosgrove; Psychology, Wei Zhang; Sociology/Anthropology, Max Herman; Special Education, Zandile Nkabinde; Women’s & Gender Studies, Jennifer Musial.

DEPARTMENTS ABSENT: Alumni, Jane McClellan; Art, Hugo Bastidas; Fire Science, Walter Nugent; Dept. of World Languages & Cultures, Marcelo Fuentes.

SENATORS-AT-LARGE PRESENT: Meriem Bendaoud, Gloria Boseman, Marilyn Ettinger, Venessa Garcia, Hanae Haouari, Fran Moran, Christopher Shamburg, Rubina Vohra, Yufeng Wei, Joyce Wright.

SENATORS-AT-LARGE ABSENT: Michael Bell.

PROFESSIONAL STAFF SENATORS-AT-LARGE PRESENT: Debra McClary, Ruth Ortiz, Cynthia Vazquez.

PROFESSIONAL STAFF SENATORS-AT-LARGE ABSENT: none.

STUDENT SENATORS PRESENT: Crystal Genthe. Ruth Diegue.

STUDENT SENATORS ABSENT: David Moran, Alnoor Cheema.

STUDENT SENATORS-AT-LARGE PRESENT: Laney Fox. Salvatore Cardaci, Khadija Diop, Bassimo Sadeu.

STUDENT SENATORS-AT-LARGE ABSENT: None.

Meeting #7
University Senate Meeting
Monday, 11 April 2022
2:00 – 4:00 p.m.
Via Zoom

Minutes

All attachments are in the link below:

<https://livenjcu.sharepoint.com/:f:/s/SenateOffice/EgxGwgIVQU1AiTVpyI17KCwB5Pd6CW3VzGUinCceLd9k6w?e=Lu5TTL>

Started: 2:00 pm

- I. Test Zoom Voting: Successful
- II. Motion to Approve the University Senate Meeting Agenda: Motion: Dr. Venessa Garcia
 - a. Dr. Max Herman requested an update on AGB's work.
- III. Motion to Approve the University Senate Meeting Minutes of the March 21, 2022, Senate Meeting: Motion: Laney Fox, approved
- IV. Announcements, Dr. Fran Moran
 - a. Check emails regularly for all the activities and announcements.
 - b. Welcomed new Director for Career Success Lab, Melissa Faulkner, and new Interim CFO Ben Durant.
 - c. Congratulations to Dr. Shanda Johnson who was recognized as a Diva of Nursing by the Institute for Nursing.
 - d. No election for Senators at-large because the number of nominations matched the number of vacancies. Congratulations to new or reelected senators: faculty (Dr. Meriem Bendaoud, Dr. Marilyn Ettinger, Dr. Hanae Haouari and Dr. Michael Rotenberg-Schwartz) and professional staff (Debra McClary, Ruth Ortiz, and Denise Serpico).
 - e. May 2 will be the Senate Reorganization meeting.
 - i. Election Committee Chair, Dr. Prashanth Ravula: We will follow the same process as always. It will be online.
 - f. May 2 will announce Joe Riotto award winners.
 - g. Laney Fox provided problems with West Campus: Wi-Fi problems, mold, and mushrooms. Fran forwarded these concerns to Student Affairs Committee.
 - h. AGB, Ellen Chaffee, was hired by the administration and will help the Senate tighten the language and make the constitution more functional. The consulting fee is \$35,500. The revisions will follow constitutional requirements.
- V. University Senate President's Report, Dr. Fran Moran
 - a. SACC Update, March 28
 - i. New minor approved for Environmental Studies.
 - ii. Approved the department name change for Sociology, Anthropology and Social Work.

- iii. Requested Senate involvement, particularly our Planning & Budget Committee and the Committee on Instructional Technology, in university decisions on computer software purchases. IT's presentation later in this meeting will address this. Will keep everyone up to date on that.
- VI. SGA Report: Mr. Thyquel Hailey, SGA President
 - a. Not submitted; not present
- VII. University Senate Committee Reports:
 - a. Academic Support & Services Committee, Dr. William Westerman, Chair
 - i. Will be advancing a motion to approve a course-scheduling block for M/R. The committee approved the idea with some reservations to think about for next Senate meeting. M/R class meetings will conflict with M/W and T/R course meetings at the same time so the conflicts will be doubled. This may be an issue for some students who need a certain course to graduate. This can also pose a conflict for adjuncts who may conflict with courses they teach at other colleges.
 - 1. The rest of the information is in the report online; did not discuss.
 - b. Community Engaged Learning (CEL), Dr. Jennifer Musial, Chair
 - i. Met March 31, finalized/modified the CEL evaluative rubric. It is attached to the report.
 - ii. Provided feedback on the CEL assessment tool.
 - iii. Will work on recommendations to refresh the CEL website and on bylaws.
 - c. Curriculum & Instruction Committee (C&I), Dr. Michael Rotenberg-Schwartz, Chair
 - i. Reviewed a draft of the 1979 policy on the creation, merger, and dissolution of departments. It only covered departments, not centers or institutions. The C&I only considered the draft in terms of departments. There should be a separate policy on centers and institutions. Should not be ignored. Attached their revised to their report; it is online.
 - ii. If a new policy for centers and Institutions is not passed, then the 1979 policy will stand for those units. We have centers and so it is important to have policy. The new policy on centers and institutions should have directives regarding the center's/institution's budgets.
 - iii. Reviewed and approved the following programs:
 - 1. Bachelor of Arts in Elementary Education (K-6) with Literacy Focus
 - 2. Bachelor of Arts in Environmental Studies
 - iv. Reviewed and approved the following courses;
 - 1. Algebra and Probability in Elementary Education
 - 2. PSY: Psychological Stress and Coping for First Responders
 - 3. PSY: Introduction to School Psychology
 - 4. SWK: Seminar and Skills Labs I
 - 5. SWK: Capstone Seminar & Skills Lab II
 - 6. SWK: Generalist Social Work Practice I: Engagement, Assessment, & Planning Across Levels of Practice
 - 7. SWK: Generalist Social Work Practice II: Intervention & Evaluation Across Levels of Practice
 - 8. SWK: Social Work Field Practicum Part I
 - 9. SWK: Social Work Field Practicum Part II
 - 10. SWK: Human Behavior in the Social Environment II – Groups, Organizations, & Communities

11. FINC: Ethical and Social Issues in Business Information Systems
12. FINC: Principles of Business Information Systems Project Management

- d. General Education – Director’s end of year report to the Senate (includes GECC and GECAP reports), Dr. Scott O’Connor
 - i. **Fast-Track Learning Outcome Changes:** Changed the program requirements in 2020 partly to address assessment concerns raised by our accreditors. Need to ensure we offer sufficient sections in each learning outcome. This was a keen concern for AY21-22, Seventeen requests were submitted and approved for fast-track SLO changes. The distribution of learning outcomes across the currently scheduled sections in AY22-23 is far better balanced than in previous years.
 - ii. **Transfer Students:** The decision in 2020 to revise the program requirements aggravated a structural difficulty our GE program poses for transfer students. The problem is complex. Note that the issue does not concern students who have earned an A.A. or A.S; these students are not required to take GE.
 - iii. **The problem:** For transfer students to receive GE credit, the courses they transfer in must be directly equivalent to courses at NJCU that are part of our GE program. But many courses from other institutions are not directly equivalent to NJCU GE courses. This problem was addressed in 2015 in two ways. First, we allocated Modes and Tiers to a group of non-GE courses for the purposes of transfer evaluation. These are called the 3GS Substitution List. Second, we created dummy courses as candidate direct equivalents with Mode and Tier attributes, e.g., we created PHIL1XX that satisfied a Tier 1 and LLC mode requirement. In creating these fixes, we did not attach learning outcomes to either the 3GS or dummy courses. Subsequently, many of the direct equivalents on transfer transcripts from fall 2021 did not earn GE credit.
 - iv. **Solution:** In fall 2021, GECAP, GECC, the Director of the Transfer Resource Center, and Assoc. Provost Gail Fernandez convened a joint task group to study the problem and subsequently empowered the GE Director to propose a solution. That solution has involved enlisting department chairs to assign learning outcomes to direct equivalents for courses that are not part of NJCU’s GE program but are part of the unified GE program in NJ’s 19 community colleges. Scott O’Connor held two workshops with GE advisors about this exercise, and degree progress reports should now reflect all these changes. Unfortunately, the changes are only temporary; we cannot indefinitely continue a system in which transfer students receive GE credit for courses that non-transfer students are unable to take for GE credit. A better solution will be identified and proposed for implementation by fall 2024.
 - v. **Other business:** The pandemic delayed the implementation of the 2019 Senate approved changes to how GE is assessed. GECAP has worked hard to restart assessment and is preparing to score signature assignments in the CEIK learning outcome. Those teaching sections with CEIK learning outcome instructions were sent a link in Blackboard that will allow anonymous collection and scoring of a random sample of signature assignments. Instructions and companion videos have been created. Information sessions we held for relevant instructors. Several members of GECAP will attend

- AAC&U workshops on the civic engagement value rubric and use this participation to help calibrate assessments.
- vi. GECAP is also studying how to improve and create clear policies around GE substitutions and waiver requests. There is little formal policy in this area, Will develop timelines to ensure advisors apply for any needed substitutions and waivers well before students apply for graduation.
 - vii. GECC has begun to investigate course caps for GE courses. These caps currently vary by Tier, but the 2020 changes to the requirements warrant examining whether course caps should vary by learning outcome. There was a reminder that pedagogically appropriate course caps for GE courses are decided collectively by the Senate and its committees rather than by departments and colleges.
 - viii. **Requests:**
 - 1. GE AY22-23 Schedule: There are too few GE sections scheduled for AY22-23 if enrollment remains unchanged year to year. If departments are allocated any extra Supplemental Instruction Budget, they are strongly requested to consider scheduling more GE sections, especially extra Tier 3 capstone sections. If extra sections cannot be scheduled for AY22-23, departments are strongly advised to offer at least as many sections online in AY22-23 as they did in AY21-22. For their own research, members might find the following PS query useful:
NJCUCURRICULUMSR_GEN_ED_CLASSES_BY_TERM
 - 2. Online GE: Students continue to show strong preference for online courses, a trend that is already evident in registration for fall 2022. Assoc. Provost Dr. Nurdan Aydin is working to accelerate our capacity to offer degrees online and has tasked the GE Director with ensuring we have sufficient online GE courses for these online degrees. NJCU is using the Quality Matters standards for the delivery of courses within online degrees, and is hoping to identify fourteen courses, across specific learning outcomes, which meet these standards. Full details will be included in a request for proposals that will be circulated shortly; the GECC will review submissions.
 - ix. **Program Review Fall 2022**
 - 1. There has not been a full review of the GE program in many years; the current program was approved in 2014, implemented in 2015, and revised several times without any comprehensive review. The GECC will begin a holistic review of the GE program from fall 2022; this review should have been conducted in 2020.
 - 2. There is a pressing need to study whether our recent changes to address concerns with assessment leave a program that satisfies MSCHE's standards for GE programs, specifically with Standard III Criteria 5. The program has no science requirement. MSCHE also requires that GE programs expand students' 'cultural and global awareness and cultural sensitivity.' Only one of our six learning outcomes, CEIK, speaks to the MSCHE global and cultural awareness requirement. Finally, nothing in our GE program explicitly requires disciplinary breadth.
 - 3. The committees considered a number of ways to conduct the program review as offered the following motion.

a. Motion to Create a General Education Program Review Committee:

Whereas academic program review is intended to support continuous improvement of programs;

Whereas program reviews should be routinely conducted every five years;

Whereas NJCU's current General Education program was implemented in 2015 and never undergone a holistic program review;

Whereas GECAP and GECC have a sufficient number of members for their individual charges but collectively too many members for a manageable program review;

Whereas a successful holistic program review requires sufficient participation by a variety of stakeholders;

Now, therefore, be it resolved that:

4. There will exist a General Education Program Review Committee comprised of the following members:
 - a. Representatives of GECAP; the number of members and manner of their selection to be determined by GECAP.
 - b. Representatives from GECC; the number of members and manner of their selection to be determined by GECC.
 - c. General Education Director, non-voting.
5. The General Education Program Review Committee will invite the following non-voting members to the committee:
 - a. The SGA President or their designee.
 - b. The Provost or their designee.
 - c. The AFT President or their designee.
 - d. The VP of Enrollment Management or their designee.
 - e. The Chief Diversity and Inclusion Officer or their designee.
 - f. The Director of the University Advisement Center or their designee.
6. The General Education Program Review Committee will be created after the Senate's May 2022 re-organization committee.
7. The program review will follow NJCU's Academic Program Review Guidelines wherever possible.
8. The General Education Program Review Committee will task and help the General Education Director to collect relevant information and prepare relevant documents throughout the program review.

Motion carried: 38/3

- e. Graduate Studies Committee, Dr. Amit Mokashi & Dr. Xiaodi, Zhu, Co-Chairs
 - i. Met on March 31.
 - ii. Reviewed and approved: Doctorate of Psychology in School Psychology
 1. It was proposed as a PsyD degree; however, it was proposed as a PhD. degree in CIM as pointed out by the PD&B. This needs clarification.

- iii. Reviewed newly issued 2022 AIC Manual, recommendation that program changes identified in the AIC manual should be submitted to the Senate for approval.
- f. Planning, Development & Budget Committee, Dr. Joyce Wright, Chair
- i. Dr. Joyce Wright will contact the NJCU Bookstore, Errol Narvaez, for his comments on the Textbook Bundled Rentals. They were not able to connect.
 - ii. Not Approved: Doctorate in Psychology (34 credits). The committee was trying to decipher the proposed (2) different tracks of the PhD. Considered how the administrator of the program's salary should be listed (i.e., release time or as noted full salary). Consider how the program will recruit students. The Committee would like to invite Dr. Lennon to the April 19 meeting.
 - iii. Not Approved: BA Environmental Studies (59 cr. Undergraduate). Received 2/14/2022. Unsure if this proposal is a re-organization of the department or consolidation of resources. Considered the hiring of 1 new faculty in proportion to the projected 5 students. The committee would like to invite Dr. Hun Bok Jung for further clarification to the April 19 meeting.
 - iv. Pending Revision from March Meeting: Not Approved: BA Elementary Education (K-6) with Literacy Focus 120 cr. received 12/21/2021. (Not in workflow) Author: Dr. Rosen is working on budget. Considered the large attrition rate with no total projection for each year. The expense table has different student estimates per year. Dr. Rosen submitted a new budget that will be reviewed.
 - v. Not Approved: BS/MS Bridge Program in Criminal Justice 146 cr. (Received 2/28). Projected Revenue does not calculate based on head count and tuition. There should be a 5th year for the MS and reflected tuition. Considered what annual headcount represented. The headcount (10 students) times tuition does not calculate to the revenue, it is calculated on 8 completing students. No update received.
 - vi. There is a proposed budget for the AIC that Dr. Aydin will collaborate with the Committee on.

VIII. AIC Update: Dr. Nurdan Aydin, Associate Provost for Academic Affairs

- a. Sept. 2021, NJSHE changed the proposal requirement and updated the manual (OSHE & AIC). The manual and links are posted online.
- b. Four major changes; the process of approval is the same, but the requirements and application are revised.
 - 1. Academic quality
 - 2. Evidence of labor market demands
 - 3. Duplication of programs in NJ (justify the niche we are offering)
 - 4. Statement of resources
- c. NJCU must change its application at every step to align with AIC requirements: content and workflow.
- d. Program announcement is also altered. The program must be far more complete at this point.
- e. External consultant role has been very clearly defined; the writing and submission of the consultant report has been revised.

- f. Pipeline is important so departments must let the Provost's Office know about their intentions to develop any programs.
- g. Dr. Henderson is currently the President of the AIC Council, and she represents NJCU on the President's Council.
- h. E.g., PsyD exceeds NJCU's mission and has additional information that must be addressed.
- i. Workshop: wants to meet with program proposers. Wed. 2-4.
- j. Do not submit any new proposals until the NJCU alignment with AIC is completed. By mid-July NJCU should be ready to submit proposals. Departments can work on proposals until then, but they should consult the Provost Office beforehand. NJCU also must determine the feasibility of the new program, considering the limited budget. The intention is not to pre-approve, just to provide guidance. For example, are the program's enrollment projections and budget realistic?

IX. Update: IT Governance/IT Consultant, Dr. Aaron Aska, VP, Chief Operations Officer Operations & Innovations & Ms. Phyllis Szani, Associate VP for Information Technology

- a. Rpk Group report included 42 recommendations for the administrative to reduce costs or enhance revenue. IT was one area. Bryan Cohen, former CIO of the CUNY System, reviewed NJCU's IT spending and processes.
- b. IT Governance: a process of governance was presented that included an advisory board made up of the major stakeholders: senior leadership, academic/functional unit subject matter experts (SMEs), IT advisory board, IT SMEs, IT leadership, and project requestors. The process included the following phases: submission and initial review phase, estimation phase, presentation phase, and approval phase.
- c. Spending: \$17.6 million spent on IT during FY 2019-2021 with 40% put toward SaaS solutions/Software/Licenses. The IT Department and university-wide spend represented 45% of the total IT spend.
- d. Recommendations:
 - i. Implement an IT governance process that will ensure IT projects or investments have a clear business need, justification, and alignment to university needs before funding and procurement moves forward.
 - ii. IT procurement should be included in all IT procurements.
 - iii. Software/SaaS service should have a manager.
 - iv. Contracts should be evaluated every year.
 - v. A process for tracking licenses should be developed.
 - vi. Develop standards for desktops, laptops, and other devices.
 - vii. Minimize the purchasing of personal printers.
 - viii. Reduce or eliminate duplicative products/services.
 - ix. A review of department software should be conducted to determine if new features and functions in PeopleSoft 9.2 can reduce reliance on other costly third-party products.
- e. Senate requested a follow up regarding the Senate's role, specifically the Committee on Instructional Technology.
- f. The PowerPoint presentation will be available online.

X. No New Business because the meeting went over time.

Gloria Boseman motioned to adjourn

Adjourn: 4:14

Respectfully submitted by
Dr. Venessa Garcia
Senate Secretary