

1 William Paterson University – FACULTY SENATE MINUTES – October 12, 2021  
2 FACULTY SENATE WEB PAGE <http://www.wpunj.edu/senate>

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4 **PRESENT:** Alford, Andreopoulos, Brillante, Christensen, Crick, Diamond, Duffy,  
5 Elleithy, Fuentes, Gazzillo Diaz, Hack, Helldobler, Hill, Hong, Jurado, Kaur, Kecojevic,  
6 Kollia, Macdonald, Marshall, Mbogoni (for O’Donnell), Monroe, Natrajan, Nyaboga, Orr,  
7 Powers, Rosar, Schwartz, Simon, Snyder, Steinhart, Swanson, Tardi, Vega, Verdicchio, Wallace,  
8 Watad, M. Williams, S. Williams, Wright

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10 **ABSENT:** Gonzalez, Kamara

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12 **GUESTS:** Alaya, Andrew, Astarita, Bartle, Berg, Boucher, Bowrin, Brenensen, Broome, A.  
13 Brown, G. Brown, Cammarata. Cannon, Cascardi, Cauthen, Chauhan, Choi, Corso, De Veyga,  
14 Diaz, Fanning, Gill, Gladfelter, Ferguson, Francera, Ginsberg, C. Goldstein, S. Goldstein, Green,  
15 Griffin, Gritsch, Lauby, Lever, Lubeck, Magaldi, Marks, Mattison, McLaughlin-Vignier,  
16 Milanes, Ndjatou, Nesenjuk, Obadike, Panayides, Potacco, Pozzi, Ricupero, Rosenberg, Ross,  
17 Schwartz, Shaw, Slaymaker, Tesfaye, Tsiamtsiouris, Victor, Victorino, C-L Williams, Zeleke

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19 **N.B.** If you were in attendance and your name does not appear above, please e-mail the  
20 Secretary directly ([duffy@wpunj.edu](mailto:duffy@wpunj.edu) )

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22 **PROCEDURAL NOTE:** Only senators and presenters should attend the meeting live in the  
23 Library Auditorium. Everyone else should join via Teams. When someone viewing remotely  
24 wishes to speak s/he should type SPEAK in the Chat box. Duffy will keep track of those desiring  
25 to speak and will recognize each in order. When recognized, the speaker will then unmute the  
26 microphone. Only the Chair’s screen will be visible. The session will be recorded, but only the  
27 Secretary will have access to the recording.

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29 **PRELIMINARIES:** Chairperson Wallace called the meeting to order at 12:35pm. Natrajan  
30 and Jurado moved acceptance of the Agenda, which was adopted without objection. Natrajan  
31 and Choi moved acceptance of the Minutes of the September 28<sup>th</sup> meeting, which were approved  
32 unanimously.

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34 **VICE-CHAIR’S REPORT:** Christensen announced that the BS in Health Studies Program  
35 Change does not require Senate action and has thus been removed from the Agenda.

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37 **CHAIR’S REPORT:** Wallace stated that the Executive Committee met with the President and  
38 Provost to discuss: a planned relationship with a university in Egypt; how membership of the  
39 Strategic Plan committees will be determined; and the relationship between Senate councils and  
40 the administration with emphasis on establishing respect, transparency, and cooperation.

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42 **BRANDING AND IDENTITY:** Helldobler presented a PowerPoint [archived in the Packet of  
43 this meeting]. He outlined two different approaches that will inform the creation of the new  
44 Strategic Plan. Is HOW we deliver education or WHAT we deliver education more important?  
45

46 McLaughlin-Vignier reminded everyone that the President sent an e-mail with four links earlier  
47 today. Helldobler will ask senators to respond to each survey after he describes each approach  
48 during his presentation

49

50 Survey #1: Does WP(You) – the high-touch, tech-savvy institution sound like a place that would  
51 attract students? Like a place where you'd like to work?

52

53 Survey #2: Does WP-Specific – the disciple focused, career outcome institution – sound like a  
54 place that would attract students and where you would like to work?

55

56 Survey #3: Now that you've considered each separately and with all this in mind, which one  
57 feels like a better direction for William Paterson?

58

59 Survey #4: What do you think of this idea of branding UCC through a social justice lens?

60

61 Q&A:

62

63 Steinhart asked what markets each model appeals to? How would either distinguish us from  
64 other institutions? Where will the money to do either, since both are expensive, come from?  
65 Helldobler sees WP(You) as a retaining students model and WP Specific as a growing  
66 enrollment model.

67

68 Snyder raised question about how we will educate students for the labor market and how faculty  
69 will develop their research agendas.

70

71 Christensen asked how shared governance would function in a smaller environment? Helldobler  
72 said there would still be tenure track faculty, but there might be more NTTPs to provide  
73 flexibility. How would WP Specific work with our vital mission of providing broad access to  
74 New Jersey's first generation minoritized communities?

75

76 Macdonald asked if it were possible to do both. Helldobler replied: No. After one succeeds, then  
77 we could go after the other.

78

79 Diamond asked what attracts students to come here for WP(You)? Helldobler explained the  
80 unified support network each student would have.

81

82 Andreopoulos said we need to understand that what students are interested in and what their  
83 goals are. She looked Bureau of Labor Statistics data to suggest areas of growth. He said that we  
84 must brand ourselves in a very specific way.

85

86 Watad said we missed the opportunity to use COVID to transform the university. We must  
87 retool. We must match WPU with the audience outside. We must provide internships, etc.

88 Helldobler said that either model would do that, but that we have social justice work to do as  
89 well.]

90

91 Christensen asked Helldobler to explain where the two models came from. He said that they  
92 grew out of a Board/Cabinet retreat run by EAB (Educational Advisory Board). There are HOW  
93 and WHAT choices How is more technology based and data driven, while What is based on  
94 labor forecasts and what is happening regionally.

95  
96 Wallace and Christensen presented a PowerPoint [archived in the Packet of this meeting]. It is  
97 the Executive Committee's start of an additional approach to branding which we call We  
98 Promise You. We hope that it will be further developed by the Senate and presented to the Board  
99 along with the President's two models.

100  
101 Christensen said the model is based on students who are responsible for their communities and  
102 live in a multicultural world. It is a low-cost branding model that uses the expertise of the  
103 human resources we already have at WPU, our faculty and staff. It reallocates resources to areas  
104 that need improvement. It is focused on retention and meeting the needs of our student  
105 populations. It focuses on retention that can lead to growth.

106  
107 Wallace noted that the plan makes promises to students that will better our retention rates.  
108 Faculty are asked to examine their pedagogy and utilize best practices to help students succeed.  
109 We need to promote diversity and justice to enable our students to feel that they are members of  
110 this community. The administration would support and involve faculty to a greater degree.

111  
112 Alford pointed out the importance of faculty working more closely with Student Development.  
113 Focusing student events with more emphasis on academics and student success. We will develop  
114 good citizens who are thinkers and productive members of society. More than just training them  
115 for jobs, our graduates will be prepared for our ever-changing global culture. We want to retain  
116 the 2500 students we lose each year. As Tinto says, we need to address the three major reasons  
117 for student departure: academic difficulties, an inability to resolve their educational and  
118 occupational goals, and the failure to become and remain incorporated into an intellectual,  
119 cultural, and social environment. Students need integration into a formal academic space as well  
120 as an informal faculty and staff interaction space. The other two models focus on the How and  
121 the What. This model focuses on the Who.

122  
123 Macdonald recommended including alumni. Music depends on alumni for recruitment. Students  
124 need support once they get here.

125  
126 Verdicchio noted that there are over 80,000 WPC/WPU alumni, many still residing in the tri-  
127 state area. Our students will be working in a global arena. We should put a global spin on  
128 everything. We've been thinking small. We need to think bigger.

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130 When asked why students are leaving, Powers urged everyone to go to the Institutional  
131 Effectiveness site and read the Non-Returners Study ( [https://www.wpunj.edu/institutional-](https://www.wpunj.edu/institutional-effectiveness/Non-Returning-Students/Index.html)  
132 [effectiveness/Non-Returning-Students/Index.html](https://www.wpunj.edu/institutional-effectiveness/Non-Returning-Students/Index.html)), which explains the various reasons.  
133 Helldobler noted that our biggest competitor is not another college. It is nowhere – the students  
134 just drop out.

135

136 Snyder pointed out that WPU does very well regarding social mobility. This should be part of  
137 our branding. We need the resources to continuing to do things well. We need to help high  
138 schools prepare students better.

139  
140 Andreopoulos says we have a structural problem. Increasing enrollment is difficult due to  
141 reputation and the demographics in our area. She polled her non-business students why they  
142 would leave. Better school. Advisement. Financial problems. Dorms. Food. Professors should be  
143 more flexible and non-punishing. Courses at different times.

144  
145 Kaur was enthusiastic about the We Promise You model and notes that students need as much  
146 support as possible. It recognizes students as students. It acknowledges faculty expertise.

147  
148 Tardi said that student success is our biggest problem. We need to match students with faculty  
149 mentors from day one and promise their parents that they will succeed if the work  
150 collaboratively with us. Many students drop out with a significant number of credits. We should  
151 offer associates degrees, so those students won't leave with nothing but debt. This will work to  
152 improve their social mobility.

153  
154 Vega noted that all the pieces need to work together. Nobody answers the phones. Update the  
155 infrastructure and create a more collaborative environment.

156  
157 D. Hill also emphasized the things we do well. She agreed with Verdicchio: if we start with  
158 globalization, we will get to all the others. A low reach won't get us anywhere.

159  
160 Wallace invited everyone, senators and other members of the campus community, to send their  
161 ideas and suggestions to the Executive Committee. As she stated earlier, the We Promise You  
162 model is a work in progress.

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164 **ADJOURNMENT:** Upon Steinhart and S. Williams' motion, the Senate adjourned at 1:54 pm.  
165 The next meeting will be on Tuesday, October 26<sup>th</sup> in the Library Auditorium.

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167 Since seating is limited to around 100 persons – fewer with social distancing – **only senators**  
168 **and presenters will be permitted in the Auditorium.** The meeting will also be livestreamed.  
169 The Teams link will be sent out prior to the meeting.

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171 Please “check in” as early as possible (ideally, before 12:30 so the secretaries can confirm  
172 attendance). Those attending remotely should “check in” via the Chat.

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175 Respectfully Submitted: Bill Duffy, Secretary