

NFC Committee Meeting Minutes
November 20, 2017
Minutes by Beryl Satter, NFC Secretary

The meeting began with an update from Chancellor Nancy Cantor.

-Among our recent accomplishments is getting the Humanities Action Lab. HAL was formerly housed at the New School and is part of a consortium of 26 universities and communities. It's now located at Express Newark. It takes on pressing global/ local challenges that can be addressed with nuance. Mary Rizzo worked with HAL to create a course and exhibit on States of Incarceration. HAL's new project is about migration, climate change and global justice, and it combines humanities, sciences and social science. HAL produces national exhibits as well as curriculum. It highlights local and national/ global effects of contemporary issues.

-Our campus was also chosen to be one of about ten institutions nationally that will be creating a Truth and Reconciliation Center (SPAA, HLLC, Student Affairs, Newark Public Library, and the New Jersey Institute for Social Justice will be among the participants). The Centers tackle issues such as racism, segregation, domination, and displacement. Ours will address such issues through the specifics of Newark's own history and environment. It will be an ongoing center.

-Elise Bodie (CLJ) and Provost Williams have created a "Justice Activism and Belonging" series that addresses issues such as Immigration, white supremacy, and implicit bias. So far about 5 or 6 have occurred. This is an ongoing lecture series, and the lectures have been well attended.

-Rutgers Business School did a day long symposium bringing New Jersey people together to talk about the "Future of Work."

-RN is timely as a place, in terms of our scholarly focus, our students, and our community partners. Not a day that goes by that we don't get contacted, asking for us to pull together a group of scholars and/ or students to think about a pressing current issue. This is our time. From Science, to Business, Law, Criminal Justice, Humanities, the Arts – we can address what's going on nationally and globally.

-Chancellor Cantor gave keynote at the National Press Club on Immigration and Higher Education last week. John Gunkel and others helped her pull it together. She presented data on students and faculty, including stories from those effected by immigration issues, DACA, the travel ban, and the recent challenges to our ability to help scholars fleeing upheaval. They are pulling together a group of university presidents to consider how to preserve this country as a place welcoming knowledge and contributions of the world.

-We opened the Life Science II building. It's a seamless transition between Life Science I and other buildings. We will pursue STEM pathway work with community. The Olsen Labs renovation project is out for bids. Physics labs have been redone and are getting rave reviews. We're hoping these building projects lead to more collaboration and public engagement,

-The HLLC building is new. It's also part of a national network of "BOLD scholars – trained by 6 universities and funded by the Helen Gurley Brown Foundation.

-We've had lots of new hires. Charles Payne from University of Chicago has been hired to lead the Cornwall Center. It was noted that we obtained a \$250,000 grant before Payne arrived!

Chancellor Cantor said that we've hired Charles Menifield as the new dean of SPAA. He is excited about interdisciplinary work. The Law School made three senior social justice appointments. Rachel Godson was on panel on implicit bias.

- We've increased enrollment by 1500 students in four years. We've also added support staff. It's helping our initiatives. There's also a strong increase in enrollment from Newark. We've created good pathways with our county partners.

-Our "Run to the Top" program is for people with adjusted family income of \$60,000 or less and who are from Newark; it also includes people who come with associate degrees. This is getting a lot of attention; state and local institutions must fill in for federal cuts to education.

-P3 is pushing a teaching evaluation upgrade. There are also other grants – STEM Pathway Grants, for example. The AQ Teaching Modules are successful and popular. Teaching for student success. Gunkel's working on "Run for Success." We are working on a student services platform.

-AQ stands for Association of College and University Educators. It focuses on how to revolutionize pedagogy for the future.

-Lots going on in Newark. For example, the Newark City of Learning Collaborative; a partnership with Chavez High School; Newark 20/20; work with Kevin Lions from Rutgers Business School; initiatives by Marcia Brown and others (how we can hire more Newark residents; procure sources locally; use scholarship to inform how other large anchors in Newark can capitalize local entrepreneurs; how to support city residents going forward).

-Express Newark has taken off beyond our dreams. It's under great demand from every organization you can imagine. People want to meet, perform there.

-It was noted that there's a major report on segregation in New Jersey; it was on All Things Considered. Ryan was interviewed. Elise Brodie is organizing a state wide legal and educational advocacy network to think about diversifying NJ schools (from a legal/ educational standpoint).

-Mayor Baraka has asked David Troutt to study what equitable growth would look like (vs. gentrification in places like Brooklyn). Marcia Brown and Nancy Cantor asked Troutt to lead the study. He's got amazing data and indices on equitable growth. His data can help us learn how to stop displacement and how to control vacant land and rental market, so we can balance the

market coming in. He's got some recommendations for the mayor. This is how really good scholarship can inform public policy in Newark.

-Alan Sadovnik noted that we have been able to get data from Newark Public Schools. NCLC and SPAA have agreed; we have student level data for a report that follows up on a 2014 report on postsecondary destination study. Now we have Newark charter schools signed on, and St. Benedicts, and technical schools. North Star is not on board; we will keep trying. KIP is on board.

Chancellor Cantor: This is embedded in Newark City of Learning Cooperative. Its goal is to improve post-secondary student retainment rates in Newark. In Cleveland they have good data (though they're not doing as good interventions as we are).

A question was raised about our response to the proposed changes on taxation which can hurt higher education.

-Chancellor Cantor responded that we are doing what we can through advocacy in D.C. and in Trenton. She met with American Council on Education to get a briefing on these tax/ spending bills. Some believe that the graduate student tax will not go through, in part because Congress didn't understand that this was what they were doing.

-A NFC member noted that so much bad stuff is going on that even if we fight some of it, most can go through. We must hold Congress responsible. Can the administration do more on that? Faculty here should be knowledgeable about tax problems that will affect us.

-Chancellor Cantor responded that all the major higher education groups are advocating on this. Since Phil Murphy has been elected governor, we can have more conversations on how we'll work in Trenton. We've got people on transition teams.

Provost Jerome Williams spoke next.

-Provost Williams: RN is now the go-to place for issues of social importance. We had a press conference here on Friday. We had people doing work on discrimination in the banking sector. My research shows playing field is not level. The *Wall Street Journal* was here. We've worked with Consumer Protection Bureau and the National Community Reinvestment Coalition. We're recognized as the place where DC people and elsewhere come to deal with this issue.

-It's PRC season. He'll be spending all his time in New Brunswick. He will push them to recognize people doing this kind of work – public contributions/ publically engaged scholarship (as well as traditional scholarship).

-Provost Williams discussed the Commission on Diversity and Transformation. He noted that the Chancellor's funded some of the Commission's recommendations. It's looking at how diversity and the curriculum impact each other. Flash course; people in open meetings asked what diversity meant for what we learn in the classroom.

-The Minutes of the last meeting of the NFC were approved.

-Jane Gilman discussed the Report of the Ad Hoc Committee on Teaching. We looked at Item #6; who does the evaluation. People seem comfortable with how it is worded. "Concern about training for teaching evaluators, their potential bias, and the time-consuming aspects for evaluators. Should be done by senior tenured people in each department."

It was noted that CUNY has untenured assistant professors doing evaluations of each other. It's a conflict of interest since only a certain number of them can be tenured. We should not do this.

Giman noted that our report was to be in by Dec. 1. Maybe we can send in an addendum later.

It was noted that New Brunswick wants the report ASAP.

One NFC member has the NB Faculty Council report on teaching. They are not concerned about the deadline at all. They don't think it's realistic. What they want is feedback. The University Senate is unhappy about the ambiguities around the SIRS survey; should it be used at all in reappointment/ tenure? He might be able to distribute the NB Faculty Council report or some notes.

Chancellor Cantor noted that we've engaged P3 with a broad based advisory council – (Alan will be our representative on this issue) – to do this in a thoughtful way. Each school and college will give input, but P3 will bring in national best practices. Her report to P3 will be a draft.

-Members of the NFC discussed other reports that could be drawn on for the final report on teaching, including innovations being attempted at the Bloustein school; a report by the American Academy of Arts and Sciences Commission on the "Future of Undergraduate Education"; and a report being created by the Rutgers Business School.

-Discussion among NFC members clarified that the Law School document on teaching effectiveness was presented as a template only. We recommend that each department and school develop its own document on teaching effectiveness, which may or may not be similar to the template used in the Law School. We probably need at least three teaching templates including one just for PTLs and one for hybrid/ online courses. Wording: "Each department should formulate a vision of good teaching appropriate to its discipline. We suggest a template; one example is the law school document, attached."

NFC members noted that we need participation rates on course evaluations to improve across the university. We need technological solutions to produce higher response rates. This will make the new evaluations more acceptable. We shouldn't have people's future rise and fall on a small number of evaluations.

Some NFC members suggested that students fill out the course evaluations in class on their laptops or phones. Others suggested handing out paper evaluations when handing out final exams, or simply creating one's own evaluations for our own information. In sum, we agreed to add a sentence saying we expect steps taken to improve the response rate on survey. Something like "There needs to be a technological solution to the low response to SIRS surveys to increase the response rate."

We are considering putting our report / response to the call for reevaluation our teaching evaluation processes on a website, so it can be public.

The discussion turned to Rutgers Connect. Its email function seems flawed (it holds up email and then delivers large batches all at once). The search engine also seems flawed. There are also problems with the Rutgers App, which makes users download it over and over. Some faculty are bypassing it altogether and simply using Chrome.

The NFC heard about the Middle States Reaccreditation (Ann Gould and Barbara Lee, co-chairs. Roberta Leslie and Chris Resko spoke to us).

We go through re-accreditation every ten years (last one was in 2008). It must be completed if we're to get federal funds, including Title 4 funding, and more. It needs to be well done.

"Middle States" is geographic designation. It includes PA, NJ, Delaware.

Its purpose is consumer protection. It's a way to ensure that our colleges meet standards of quality and foster a culture of continuous improvement. It fosters accountability to state/ fed/ general public by confirming that we are doing what we say we are doing. We identify what's important, how we assess it, etc.

1921 was our first accreditation. We hope to be re-accredited in June 2018. We're accredited as one university (Rutgers, the State U of NJ). We have one tax ID number. Our language should emphasize that we are one institution with 3 locations.

There are there are 7 standards; used to be 14. They include mission, goals, ethics, integrity, student experience, educational effectiveness, governance and leadership, and administration.

There are checklist of items, including are we licensed? Use English?

It's long process – we started in 2015. There's a roadmap on the website with links (for self-study). The self-study was prepared by about 100 people. Faculty, staff, students, admin participated; Rutgers graduates too. A steering committee guided each working group, which focused on one of seven standards. Each became one chapter. There will be redundancy. Ex: two student chapters. But this is what Middle States needs to evaluate. It's 100 pages long

Some things are missing, such as our clinical work; interaction with community; and impact across the states. These topics are not addressed because they are not part of the required Middle States criteria. Education that's not student based is not part of their criteria.

Message: we must celebrate changes at RU. We've done a lot in past 3-4 years. We must also be upfront about our challenges and how we'll address them. Are we fulfilling our mission? Are we delivering on educational promise?

Middle States formed an evaluation team; 9 members from peer institutions. Pitt, Penn State, SUNY Buffalo, etc. They met with our steering committee. Dr. Baron of Penn State enjoyed his meetings with the students, who were excited and engaged.

The current draft has been shared. We need feedback by early December. See the form we've been given; it takes us to the document, which is loaded with links. It provides a helicopter view of what we as an institution are up to. We are fabulously complex, and the document shows it.

The draft must be approved by the Board of Governors in January. Then it goes to the Middle States evaluation team. In March, they will be here. They'll visit all three locations and RBS. Then they'll provide an oral and then a written report. Final report goes to Middle States. Then they vote in June 2018. The result will be:

- 1) We can be accredited. Hopefully nothing gets flagged for us to work on.
- 2) We could get accredited with follow up reports required.
- 3) It could be postponed till we make up noncompliance aspects.

We all need to be clued in to what is going on. We are not a "system," we are "one university."

-NFC members then discussed the Middle States requirement that we be cast as "one university." It was pointed out that Rutgers-Newark is not part of AAU or the Big Ten; that membership is limited only to New Brunswick. This has diminished what we could provide to our students at Rutgers-Newark, since AAU members get benefits that we lack. Some were uncomfortable with the phrase "Rutgers System." However, these definitions are external to us. It's not our choice (or in our power to stop) the fact that Middle States sees us as one university (with one taxpayer I.D.). For the National Science Foundation, for example, we have a different way of being accounted. In sum, we should talk about challenges we face in the Middle States report, but not about issues that are contentious within the university.

Finally, an NFC member noted that FASN is redoing all our websites.