

Joint Faculty Council

*Pace University
New York, NY 10038*



Meeting Minutes

**May 8, 2020
1:40 pm**

Online

New York Faculty Council Executive Committee

Daniel Strahs, Chair
Janice Winch, 1st Vice Chair
Darren Hayes, 2nd Vice Chair
Winifred C. Connerton, Secretary
Minute keeper

Westchester Faculty Council Executive Committee

David N. Rahni, Chair
Lucille Ferrara, 1st Vice Chair
Lisa A. Fastenberg, 2nd Vice Chair
Patrick J. McGuigan, Secretary

1:35 Participants signing into room

1:40 Call to order

Discussion with Administrators

Marvin Krislov [summing up presentation at the Town Call that ended just before this meeting]

- I thank everyone for their hard work.
- The second part of the call was devoted to the next Phase, which is about how to open safely in the Fall.
- This has been a challenging time.
- The economic situation is quite dire.
- We are anticipating falling enrollment.
 - We don't know exactly what our enrollment will be in the fall, and we probably won't know until school opens, and maybe not even when school opens.
 - The social distancing rules that will be in effect will decrease the residence hall revenue, assuming we are allowed to open up any residence halls.
 - We've lost revenue from our ancillary units. Things like summer camps, rentals and events.
- There are several operating scenarios.
 - Joan Walker has been leading that effort.
 - Each scenario predicts different revenue shortfalls, but all of them are quite significant.
- We've tried to make responsible choices to preserve as many jobs both for the benefit of the people of Pace and for the long term stability of the institution.
- We are lobbying the federal government for funds. Our team is working with Congresswoman Lowie's staff to get legislative language that will help us.
- We're also working with the state to talk about re-opening plans.
- We're working extremely hard on enrollment.
 - Enrollment switched the deposit date to June 15, which turned out to be a smart move.
- My colleagues and I took pay cuts, and I mention that because I have such confidence in the institution's mission, and its future, that I want to show that I am personally investing in it.
- This is a very tough situation, and one that has never happened in our lifetime. It is very important that we work together. I know there are difficulties and disagreements, but I ask that we work together
- We distinguished ourselves in the way we moved to remote learning relatively quickly and successfully, and so we're focused on the Fall and the summer is a wonderful opportunity for us to dig in and think about that.

Questions:

Timothy Waligore – I appreciate that you have confidence in the University. I know a lot of us are concerned about our benefits, in terms of the retirement cuts. I know in the town call it was said that these are supposedly temporary, and the Provost said the cuts are only meant for the COVID emergency. So what I might ask, to assure that the cuts are reinstated, is to tie our fates together. You receive a number of benefits that are beyond the 403(b), some \$400,000 in benefits, particularly including supplementary retirement benefits, if I'm not mistaken. So would you pledge to give up some of those until we have our 403(b) reinstated?

M. Krislov – I'll have to take that under advisement. I hear the sentiment.

Joseph Ryan – I want to be optimistic that we are going to open in the fall. I think we can survive. I would like to hear some ideas about how we're going to do it. This analogy to how we coped with another disease called HIV virus. How are we going to do it? Are we going to develop some swag? Pace masks, gloves, hand sanitizers? I want to be optimistic, but we need a safe environment.

M. Krislov – that's a great idea, thank you.

Vanya Quiñones – Right now we're building the scenarios to be sure that everyone will be safe, including staff, students and faculty. We had a Town Call to address the questions raised here, and we will have a schematic matrix of what we're doing so that when we have the operational aspects of what we're doing we can ask the faculty and other divisions of the university to think about how they're going to implement the different policies and suggestions. It is important that the faculty start thinking about how we will accommodate social distance – different modes of teaching. This pandemic will stay with us for 18 months or more, so there may be changes in the curriculum. We're asking that faculty in departments start thinking about what courses could be hybrid, what sections of the courses could be online, what sections could be modified. We will have guidelines in the next week and a half about the social distancing guidelines that we're thinking of, and that will guide questions about enrollment, class size, instructional methods. We will send email notifications. If you haven't seen the messages, they are all on the Corona webpage (<https://www.pace.edu/coronavirus>).

Karen Berger -- I'm concerned about cutting retirement payments for faculty who would like to retire. It's a little bit like dis-incentivizing people from retiring. We've already taken a hit with the stock market. For me, personally, I was counting on the retirement benefits that I was going to get over the next three years. So now I've had the matching contribution cut just as I'm considering the options for retirement. I would ask that you consider that in what you offer faculty to retire because I think you've given us a disincentive.

M. Krislov – I understand.

V. Quiñones – this is a difficult decision for all of us. This is an extraordinary time and we have to consider things we've never considered before. We're talking about pretty significant impact to our finances. We're hearing you, but I want to put everything in context. We're trying to preserve jobs for faculty and staff, and we're trying to preserve our human infrastructure. We're making tough decisions, and I know it is tough. Thank you for your input.

Abbey Berg – I want to know if faculty had a role in the lead up to the decision making? You're cutting the retirement benefits by \$7-12 thousand per faculty. Taking that same amount from the salary might give Pace a saving on social security contribution. Maybe Pace would realize some more money. I'm deeply opposed to the retirement

being cut because I think it will be on the table and the 9% will not be restored. I thank you, Marvin, for taking a pay cut, but frankly 10-20% when you earn what you're earning is not quite as painful as other faculty and staff that are earning significantly less. So to feel more equivalent pain needs to be considered. Also, taking our taxes into account – the 9% cut to faculty is really much greater...

Martin Topol – I will reiterate, as others have, that the benefits that you're about to cut are serious for those considering retirement in the near future. Furthermore, there are tax implications. A cut in salary would have reduced our tax. A cut in benefits doesn't have that impact, so we feel it two ways. I'm not sure you could have come up with two paths to allow those who cannot afford to give up any compensation to do so through retirement benefits. I think this is pretty painful to all.

M. Krislov – I have to leave, and I think Matt [Renna] should address this because my understanding is that the choice is not allowed under ERISA. It is worth having these discussions, and I think that Matt and Bob [Almon] have had these discussions with folks. I'm happy to ask them to continue to have those discussions.

David Rahni – we have only two more minutes. Bob or Matt...

Bob Almon – I was going to confirm that having a choice is illegal under ERISA, which is why it had to be everyone or no one. I would remind everyone that the Operations Committee and the Vice Presidents are doing both, and I would welcome any volunteers who would like to join us.

D. Strahs – any questions directed to the Provost, the CFO or the VP of Human Resources?

Krystyna de Jacq – I have a question concerning the timeline. We know this is an ongoing problem that will not be over by the end of the summer. I'm wondering if there is any timeline about how often we are going to review the budget? We're losing our 403(b) contribution, we may expect salary cuts. Is there any timeline for this, or not?

B. Almon – The timeline is roughly as follows: we have to set a budget for fiscal year 20-21 in June, we need the Board's approval before the new fiscal year starts July 1st. The budget will be set based on our best guess about what scenario is going to transpire in the fall. We will reevaluate these things during the course of the fall, as we see what enrollment actually is, and as we see what the conditions are – are we in classrooms on a normal basis, are we in classrooms with social distancing, are the students in dormitories, are they in dormitories with social distancing. These are huge differences in the revenues we can expect. During the fall there are a few points – the first is when we void the students who have not paid, and the second is a few weeks later when we do a census. After void many of the students who are voided actually pay their bills and are reinstated. Sometime in late-October or early November we will have a census and we will know at that time what the fall semester looks like, and we will be in a better position to predict the spring semester. At that time many of these things will be reevaluated.

D. Rahni – This JFC has committed itself to meet more frequently as deemed by the members. My understanding is that the University Budget Committee has also committed to an increased number of meetings between now and the end of June. Am I correct?

B. Almon – yes, that's true. I know you want the administration to sign off, but do you want to keep Matt in the meeting for reference, or would you rather all administration sign off?

D. Strahs – we'd prefer all administration sign off, we have a lot of other things to talk

about.

D. Rahni – we appreciate your contributions, thank you.

Meeting closed to faculty/voting members only

D. Strahs – colleagues, in addition to the faculty from both faculty councils, we've also invited Law School faculty, who may be here. We've also extended an invitation to the executive committees of the two Administrative Staff Councils. You may see some unfamiliar names in the room today. If anyone has any concern with their presence please let us know. This invitation was extended by the executive committees because, as you know, the staff is on the table along with us.

D. Rahni – the dean of the Law School is the chair of their faculty council. I safely assume that Horace Anderson is not with us, he can be welcomed back to an open forum.

Darren Hayes – there are a number of people who have logged on with just one name. Please include your full name. So George and Peggy it would be helpful if we could have your last names, too. Thank you.

Approval of minutes from JFC meeting May 5, 2020

Corrections offered to minutes (add attendees and correcting one number)

Vote to approve corrected minutes

Accept 148

Reject 0

Minutes approved

Discussion:

Are these meetings publically available to the administration?

Recordings are deleted after the minutes are completed. Closed meeting minutes are abridged – no names are attached, and discussion is summarized. Minutes are distributed via email.

Chairs' Reports -- summary of JFC survey, the recent Budget Committee presentation, and a check-in with the Board of Trustees representative by NYFC Chair, Dan Strahs

JFC chairs' present survey results

- Survey is only for our internal discussion, not for distribution with the administration.
- Aggregate data presented
- The executive committees of the faculty councils represent the faculty, we try to build consensus, but we have no authority to negotiate on your behalf. We have that only if you explicitly provide that, and you haven't provided that to us.

Budget committee update

- JFC Resolution for Budget Committee representatives review the University's finances as an Task Force (passed 5/5/20).
 - Committee is organized – First meeting is scheduled for 5/11.
 - Members: Budget Committee Task Force:
 - Law: Bridget Crawford, Michelle Simon

- NYFC: Iuliana Ismailescu, Andrew Crosby
 - WFC: Barbara Farrell, Matthew Aiello-Lammens
- Plan to conduct a line-item review of open books. Working with administration on the timeline.
- Slides from the Budget committee – national survey findings predict a drop in enrollment
- Key factors in Operating Scenarios
 - Three scenarios
 - Scenario A – return in Fall with social distancing.
 - Scenario B – Start in October with social distancing and an early start mini-semester.
 - Scenario C – remote learning for all of FY '20-'21
 - Expectation of low (or no) international students due to travel bans. We also expect transfer students will not be interested in remote learning.
 - The President alluded to the idea that the NYC campus is a liability. NYC is the epicenter of the disease in this country, and cases around the country are tracked back to this city.
 - The greatest impact on enrollment is Scenario C with remote learning
 - Housing occupancy is where the biggest hit comes to the budget.
 - If we return with social distancing it will have to also operate in the dorms. Double occupancy rooms will become single occupancy rooms.
 - Maria's Tower rooms will have to be abandoned because of the shared bathrooms.
 - Social distancing for the dorms means a drop in occupancy of 30%.
 - Starting early (scenario B) with social distancing gives us the best use of the dorms.
 - In Scenario C the dorms are empty, and we lose the auxiliary income that comes from leasing the rooms.
 - Financial aid does not change in these scenarios.
 - Enrollment drop coupled with the drop in housing is the big problem, particularly for Scenario C.
- Revenue modelling for FY21
 - Scenario A – 25% decline
 - Scenario B – 18% decline – the least loss to housing revenue
 - Scenario C – 40% decline (\$144 million)
- Mitigating actions – phased approach
 - Phase 1 – implemented 4/30/20 -- \$13 million
 - Phase 2 (planned implementation 6/30/20, \$61.5 million (inclusive))

- Instructional expenses cut to 50%
- 403(b) pause ~\$1 million per month, \$13 million per year
- Staff furloughs \$2.5 million
- Unknowns in this phase include rent deferrals, and faculty retirements.
- Phase 3 (in progress) \$1.4-61.1 million
 - Additional furloughing
 - Cutting merit pay
 - Removal of stipends
 - Athletics savings
 - Organizational restructuring.
- Phase 4 (tbd)
 - Program rationalization
 - Space consolidation
 - Campus consolidation
 - Mergers/acquisitions
- We're not alone – other universities have the same issues.

Board of Trustees Faculty Representative -- E. Melanie DuPuis

The Board of Trustees received this same presentation. Their decisions were based on that presentation. There was no discussion of a deferral to the retirement plans, just a pause. The time frame for the pause is until the end of December (June-December 2020). Across the board cuts were resisted by many participants at the meeting.

What I'm hearing from faculty is that there should be a timeline for the return of the 403(b) employer contribution, that senior administration retirement should be given a serious look, and the finances should be more transparent.

I have been consistently reporting to the Board that faculty are the source of innovation at the University. If we do not bring ideas forward, that will be done for us.

Restructuring for Phase 4 are non-specific at present, but there are many ideas for how a restructuring might work.

Discussion themes

Best way forward for dealing with the administration:

We need to play the long game while responding to an immediate crisis. We need to be seen as fighting for the things that are important to us, but we also need Administration to see us as the source of ideas for new revenue and programs.

Reminder of the ad hoc committee on Creativity and Innovation at Pace was established at the last meeting to bring these creative ideas forward.

Teaching another class as an option in this crisis means our research is a disposable luxury that we can live without. We should not give that impression! Our research reputation is vital to the institution, PhD granting departments need to have faculty

doing research, and we need *time* to do that research.

If we don't come forward with a unified idea, then we will be steamrolled.

Tying their fate to our fate is important, and it should be tied to a vote of no confidence.

We need to forge a friendly relationship with Administration – not a hostile one. Let's have some patience and hear what the Budget Committee Task Force finds before we make suggestions for what the Administration should do.

We have to figure out how to counter the authoritarian plans from Administration. We're reactive, but we need to identify five key action points to benefit the entire faculty (at all levels).

We need to defend the things we have in writing, such as those things stipulated in the handbook, like scholarly release time. Whatever we do collectively should be done by the book – the faculty handbook. Times are too uncertain (as we have seen this spring).

The language of the Phase 3 cuts is very vague, and we need the curriculum committee to pay close attention as changes are proposed to courses and programs.

We need to remember that we are essential workers for the university, and we should use our leverage with the administration.

Suggestions for actions:

- Getting reports from the Budget Task force
- Getting more detailed projections, rather than a big aggregate number
- We should insist that all cuts be progressive
- If faculty are being cut, we need to be part of that decision.

Salary cuts vs. 403(b) contribution pause

Proposal sent last night focuses on the needs of senior faculty. Most junior faculty and staff do not make over \$100,000, and many do not have a reserve in their 403(b) to draw on. We should be focusing on establishing a timeline with clear benchmarks for the return of these benefits. Benchmarks may be tied to enrollment markers. Also the first things returned should be furloughed workers, and the last should be President Krislov's salary. That is fair and doable.

Salary cuts offer a *progressive* way to achieve the same savings, without having a regressive – across the board cut (as with the 403(b) employer contribution pause).

Some people want salary cuts, others want to cut the 403(b), others want to give up release time. The university might need to make all these cuts, and if they're all off the table the only other option will be layoffs.

Other concerns re: budget cuts

Concern that the 403(b) employer contribution may be reinstated, but at a lower level than it was now. In the Town Call the administrators reported that the contribution will be reinstated at the previous level.

Salary cuts are not currently on the table. They may be in the future, but are not part of the information presented at the Budget meeting.

The itemized list of cuts in Phase 2 aren't equivalent amounts. Although the 403(b) contribution will likely have to be cut, the choice to cut it now may be more political than strategic.

The President's 20% cut is not really 20% because it doesn't account for the housing allowance (~\$400,000). So that 20% is from 60% of his salary.

How much does the University expect to gain from encouraging faculty to retire? (Ans – no one is sure how much will be saved, it depends on how many people take the option).

Cuts from academics should be balanced with cuts on the administration side – we should reduce the duplication of services across the University.

Want to hold Robina accountable because business as usual for retention is not going to cut it.

This is a time limited emergency, isn't it reasonable to include time limits in all cuts?

Votes

Motion: We, the faculty, resolve that all **employer sponsored** retirement benefits **of the officers, directors, trustees, key and highest compensated employees** (including the specially negotiated ones) ~~of the operations committee (which may not be classified as Pace employees)~~ be paused while the faculty and staff 403(b) contributions are paused. **We do this in the spirit of fairness with the expectation that all benefits will be restored as soon as possible.**

Call the question to approve bold additions and strike through deletions.

Accept 108

Reject 2

Discussion ended

Vote to accept amended language: bold additions and strike through deletions.

Accept 113

Reject 2

Amendments accepted

Amended Motion We, the faculty, resolve that all employer sponsored retirement benefits (including the specially negotiated ones) of the officers, directors, trustees, key and highest compensated employees be paused while the faculty and staff 403(b) contributions are paused. We do this in the spirit of fairness with the expectation that all benefits will be restored as soon as possible.

Vote to accept amended motion

Accept 137

Reject 4

Motion approved

Resolution:

We the faculty pass this resolution to communicate our commitment to collaboration and innovation to help Pace navigate the current crisis and an uncertain future. We see ourselves as a source of ideas for bringing in revenue and shaping our future within and beyond this crisis.

Moreover, we see Pace as a University that is positioned to help shape the new world of higher education, drawing on the strengths of our research, our teaching that brings together rigorous academics and experiential and project-based learning, and our

locations in and near New York City.

As a first step, we have created a Committee on Creativity and Innovation to generate new ideas and help organize efforts to support recruitment and retention while also creating a vision for our future.

We also invite collaboration to help shape new teaching and learning practices as we return to campus. We are prepared to lead as a source of ideas as we go through this challenging time.

Vote to call the question

Accept 86

Reject 1

Discussion ended

Vote to accept resolution

Accept 78

Reject 6

Resolution approved

Motion:

We propose that five faculty, consisting of: E. Melanie duPuis, Faculty Trustee, each chair of the location faculty council, and one faculty member elected from each campus, meet with the Board of Trustees to discuss faculty concerns and guide the university forward together.

Vote to accept motion

Accept 83

Reject 3

Motion approved

4:25 Adjournment

No attachments

Attendees (216)*

New York Faculty
Abbey Berg
Aditi Paul
Agnes Compagnone
Amy Foerster
Amy Freedman
Ana Amaya
Andreea Cotoranu
Andres Villagra
Andrew Coggins Jr
Andrew Crosby
Andriy danylenko
Anne Toomey
Aron Gottesman
Bill Eaton
Bill Offutt
Brenna Hassinger-Das
Brian Evans
Brice Particelli
Catherine Zimmer
Cathy Dwyer
Chienting Lin
Chris Ramos
Chris Zaccardi
Christelle Scharff
Daniel Barber
Darren Hayes
David Jackson
Dr. Erika Crispo
Dr. Wiggins
Ed Miller
Eda Ozkara San
Elena Goldman
Elizabeth A.J. Salzer
Ellayne Ganzfried
Elmer Mojica
Emilie Zaslów
Emily Bent
Eric Chang
Eve Laramée
Gina Scutelnicu
grant kretchik
Gregory Colman
Guler Boyraz
Ibraiz Tarique
Ida Dupont

Inbal Abergil
Isaac Vaghefi
Iuliana Ismailescu
James Reich
jean covino
Jenn Hofmann
Jennifer Pankowskii
Jennifer Romanello
Jessica Magaldi
Joanne Knoesel
Joanne Singleton
Jonathan Danziger
Jorge Cacheiro
Joseph Tse-Hei Lee
Joshua Mendelsohn
Joy Henderson
Juan Shan
Julia Nomee
Julie Lawrence-Edsell
K Mark Sossin
Kate Richardson
kathy winsted
Kaustav Sen
Kelley Kreitz
Kimberly collica-cox
Kristen di Gennaro
Krystyna de Jacq
Kwang-Hyun Chung
Kyomi Gregory
Leora Trub
Linda Carozza
Linda Gottesfeld
Linda Olszewski
Lisa Farber
Lisa Rosenthal
Manuela Soares
Marcella Szablewicz
Marcus Braga Alves
marcy kelly
Marie L. Charles
mark fichtenbaum
Mark HUSsey
martha driver
Martha Greenberg
Martin Marafioti
Mary Ann Murphy
Mary Long

Matthew Marcello
Meaghan Brewer
Meghana Nayak
Meng Xu
Michael Kazlow
Michael Strobel
Michele Zaccario
Miguel Mosteiro
Mingming Zhou
Namchul Shin
Nancy Reagin
Natalia Gershun
Nils Myszkowski
Noushi Rahman
Pamela J. Fuentes
Paul Benjamin
Pradeep
Gopalakrishna
PV Viswanath
Rebecca Tekula
Rhonda Miller
Ric Kolenda
Richard Kline
Rita Upmacis
Robert Wiener
roger sayre
Ronald Frank
Sarah Cunningham
Scott Youmans
Seong Jae Min
Sethu Karthikeyan
Shamita Dutta Gupta
Shinwon Noh
Sid Ray
Ss170767
Stephanie Hsu
Susan Berardini
Susan Bishop
Susan Cappelmann
Susanne
O'Callaghan
Tiffany Henley
TODD
YARBROUGH
V.N. Bhat
Vincent Barrella
Vishal Lala
Walter Antognini
Will Pappenheimer

Ying Wang
Yvonne Rafferty
Zafir Buraei
Zhaohua Dai

Pleasantville faculty
Aaron Steiner
Adelia Williams
Allen Oren
Alyona Kulik
Andrea Sonenberg
Andrew Wier
Angela Legg
Angela Northrup
Barbara Farrell
Carol Epstein
Christen Cooper
Christine Clayton
Christine Corcoran
Courtney Gosnell
Dan Farkas
Dana Cadman
Danielle Taylor
David Rahni
Durahn Taylor
Elizabeth Berro
george picoulas
Gina Sorrentino
Jared Manasek
John Carter
Julia Eisenberg
Karen Berger
Karen R. Caldwell
Katherine Fink
Lakeisha Nicholls
Lawrence Hundersmarck
Lisa Fastenberg
Maria Luskay
Mary Courtney
Maryellen Martirano
Matt Aiello-Lammens
Melanie DuPuis
Melanie La Rosa
Michael Finewood
Michael Tursi
Michelle Chase

Michelle Land
Millie Hepburn
Mirjana Pantic
Mohsen Shiri-Garakani
Narayan Murthy
Natalie Stepanian
Patricia Healy
Paul Griffin
Paul Ziek
Pauline Mosley
Peggy Minnis
Poonam Doshi
R. Emilio Fernandez
Roberta Cable
Roberta Wiener
Ross Robak
Sally Marik
Sandra Lewenson
sheila chiffriller
Shobana Musti
Stephanie Allen
Steven Sweitzer
Sue Huang
Sue Seiler
Supawadee Lee
Susanna Cahn
Toby Hagenbeck
Travis Webster

Did not designate campus
Ama Wattley
Anastasia Yasik
Leigh Anne Donovan
Maren Westphal
Steven Mezzio
Tim Waligore

*attendance gathered by Doodle poll. List does not reflect attendees who did not enter participate in the poll.