

## **Joint Faculty Council**

*Pace University  
New York, NY 10038*



### **Meeting Minutes**

**May 1, 2020  
12:30 pm**

**Online**

#### **New York Faculty Council Executive Committee**

Daniel Strahs, Chair  
Janice Winch, 1<sup>st</sup> Vice Chair  
Darren Hayes, 2<sup>nd</sup> Vice Chair  
Winifred C. Connerton, Secretary

#### **Westchester Faculty Council Executive Committee**

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

12:30 Call to order

-Minutes from JFC meeting May 3, 2019 were unanimously accepted 118 voting in favor.

-Introductions and Announcements (maximum 1 minute each)

- -Rebecca Tekula want to announce 4 Wilson Fellows of 5k each will be funded for social enterprise oriented research.

12:45 Joint report from Executive Committees – David Rahni & Dan Strahs Please see the report attached.

- Walter Antogini raised the point that notice of meeting should be at least two weeks and was concerned that if there is a hiring freeze would the Lubin Dean be hired? David responded that this was not a motion just a chairs report at this juncture.
- Bob Wiener informed us that we have a new incoming LFC executive committee and he hoped that the committee was informed about the work taking place over the coming summer. He wanted clarification about what was expected over the summer and to remind us to communicate to all parties engaged in governance. David responded that all efforts will be made to keep everyone in the loop with Dan concurring.
- Attendees were reminded to please keep their mics on mute and please do not make motions or second them in the chat – they must be made verbally.

12:55 Handbook Committee – Christine Clayton & Erica Johnson Please see the report attached

- Discussion was deferred to the close session and no questions were considered.

1:00 Faculty Affairs Committee – Ross Robak & Zafir Buraei introduced the joint committee and then proceeded to move the discussion to the proposed motions. Some of the concerns about these motions included the selection of US New as a target when there are other potentially superior measures. Administration responded that it was used because it is what students use particularly international students. Questions about other KPIs were raised and the one of the KPIs should be the rankings. The point was made that 35% if the ranking was based on retention as well as resources for faculty are a key ingredient in the ranking. The faculty do not want the Strategic Plan to be based on one measure a holistic method is preferred. If our rankings improve we will get better students that are easier to retain. It was observed that there some ways to drive up the rankings rapidly but the process generally takes time. Thus this motion is put forward:

- **Motion One - The Faculty Councils move that an improvement in our US News and World Report ranking be included as one of the key performance indicators used for the strategic plan 2020-2030 and that our ranking be reported on annually, broken down into the factors that make up the current ranking.**

**Walter Antogini called the question that was seconded and the vote on the question proceeded. The results on the question call were and approved 133 to 5.**

**The vote on the approved motion was 116 to 13.**

-The motion come to the floor voted on and seconded from the committee and can move directly to a vote if there is no discussion. Tim Waligore said that US News has many issues as a tool – this is useful to attract students but has issues. Ross responded that the ranking was comprised of multiple factors that are useful in assessing if we are achieving those goals. For instance, economic mobility which is a key Pace strength is an emergent component of the ranking. David reminded that we are over the allotted time. Karen Caldwell argued that she supported motion because parents use the ranking as a tool in selecting a school for their children.

- **Motion Two - The Faculty Councils are committed to all of its employees, faculty, and staff: decisions regarding policies related to furloughs, layoffs, or the faculty's ability to continue to fulfill our academic responsibilities to serve our students, should include faculty and staff participation.**

**-The question was called and seconded and approved 134 to 3**

**-The vote on the motion was 140 to 6 approving the motion.**

1:10 Strategic Planning Update – Adelia Williams-Lubitz & Matt Marcello the report is attached to the minutes.

- The committee held two faculty round tables – one with 50 tenured faculty and the other 30 non-tenured faculty. For the first goal faculty felt that identity should not be based on one or two programs. For the second goals we should focus on what we do well and concerns were raised about our ability to be competitive online. The greatest advantage is the location of the school. For goal three there is limited buy-in for the Pace Path that is viewed as top down. Goal four non-tenured faculty were more agreeable to the goal but tenured faculty felt that changes need to made. Comments indicated that strong faculty governance was critical to this goal. A call for comments and questions was made a link to a survey was provided.
- The timetable for the plan needed to change because of Covid – it has been approved to be presented next year. The intent is to do a deep dive on the current initiatives and the committee will come to the faculty in the fall to gather more information. The committee want to makes sure that the plan submitted is current and forward thinking.

1:35 President Marvin Krislov – thanked faculty for flexibility and resilience and wanted to update us on future initiatives. Maintaining quality and managing the financial crisis are the key drivers of all recent and emergent activity. The first round of money from the CARES Act was distributed to students fully but the goal of the University is to support students. As part of a larger initiative Pace plans to make overtures to the Governor for support in these difficult times. Fall enrollment might be down by 20% and S&P changed our outlook from stable to negative based on the enrollment crisis. He also pointed out that many schools, including Pace are being sued for online education as an unreasonable substitute for in-person learning. There are

numerous scenarios being evaluate to preserve jobs and base salaries. There is no question that belt-tightening will be the order of the day. Summer tuition is being discounted this summer to increase summer enrollment. One of the issues we should consider is having a year-round calendar. We are actively working to reduce our real estate footprint because it is a significant expense. Expanding into graduate education is a key consideration for the future. He again reminded us the faculty are valued and critical to the ongoing mission of the school.

- Barbara Farrell asked about the downgrade and he deferred to the Bob Almon. Bob responded that the focus was on BBB institutions for the downgrade. S&P told Bob they do not plan on changing the rating.
- Bob Wiener asked about improving opportunities and students. How will our student be prepared to learn online successfully – do they need equipment and certification. Joan Walker responded that academic technology provides tools for students to learn how to learn in new environments. All students will be required to take some type of training.
- Vince Barella raised the point that the memo demanding faculty take the course to be certified to teach online. He said the he resent the inference that we are not taking steps and this should have flowed through faculty affairs. Vanya responded that she understands but there are many new tools and students demand high caliber classes. An objection was strongly raised that this is not permitted – Vince opined that this is completely insulting. This discussion was deferred to the close session.
- Tim Waligore noted that he took a course on how to teach online in December, but the new tools were not included in the course. Are we being required to certified in a course with tools that are not relevant? He also wanted to know how faculty were consulted in this process. Vanya responded that faculty had input through the faculty center.
- The President suggested that we should put together a group to work with Provost – David said we already have a structure to participate in these decisions.

1:55 Robina Schepp – Enrollment Update please see the report attached to the minutes.

- May first is the usual day that students deposit.
- Questions will be deferred because we are so far behind.

2:10 Robert Almon – Financial Update – Bob did not provide a presentation to the committee

- Wanted to remind us that we are safe financially through the end of the year at a minimum. There are many scenarios being evaluated that might arise and we want to be as prepared as we can be. It is projected that we will be down 22% year over year in revenue. The biggest impact will be from housing and that is also the biggest unknown. That would be a loss of \$80 million dollars, but that can be bridged with severe austerity measures. A budge will be presented to the Board in June.
- Barbara Farrell asked what direct impact is if we don't open the dorms in the fall. It would be \$28.5 million per semester. If we can only put one student in room is would reduce by 2/3. She also wanted to know what is being done project loss tuition revenue and Bob responded that they are beyond the high level and are looking in detail by program. Barbara also asked about what we are doing with our current leases. He remarked that to make a change we need to move out and we currently cannot do that. He also said the breaking leases are difficult.
- David asked about the French Building. Bob said that we have 22 months left on the

lease and that is a high priority to close.

- Zafir Baraei asked how we would bridge a \$20 million dollar lose. He said that he is not at liberty to disclose examples at this point.
- Vincent Barrella asked even if dorms open it is a 20 million dollar lose and the actual lose will be must higher. At some point difficult decision will need to be made involving cuts and they should be progressive with those making more taking bigger cuts.
- Walter Antogini disagreed with progressive cuts and asked wanted to know what the scenarios look like under the different loss projections. He argued that we need to plan for what to expect particularly if we are going to have a salary cut. He also wanted to make sure that the Board is not adhering to a balanced budget position.
- Manuela Spares said she is in the French building and she loves the building because they are a professional program. What would happened to the professional program if the lease is broken? Bob was not able to fully respond and suggested that Ibi Yola might be the best avenue for answers.
- Tim Waligore was concerned about healthcare and what may happen and wants to make sure we are consulted on what may or may not happen. Bob suggested that he is not to concerned about that because we are having a favorable experience.

2:30 Matt Renna – Faculty Salary Survey will be circulated with the minutes.

- He explained that the handbook requires a faculty salary survey need to be provided regularly. He explained that Barbara Farrell participated in the process by auditing the report and the methodology. David asked Matt to clarify if we do a study against our benchmark schools. The point is to be consistent in the preparation of the report.
- Bob Wiener asked who selected the benchmark schools and he assume that Matt elected the choice without consulting the faculty. He wanted to let the Matt know that Lubin has a list prepared by faculty. David joined in agreeing that faculty should have into the process. Matt argued that maybe it is best to use the list of 150 doctoral institutions.

2:45 **\*\*Moved to Closed Session\*\***

- Lucille reminded that the deans of Dyson and Lubin are retiring and that we wanted to wish them well. David asked for the permission for the joint chairs to send a letter on behalf of the faculty.
- Discussion ensued as to whether our Melanie Dupuis should stay or go and it was decided that she is our rep and should stay.
- Discussion from the closed session are not reported in the minutes except those things that require further action. A motion was put forward to end 92 to 12
- Vince Barrella made a motion
- **MOTION that the policy implemented for mandatory online training is a violation of the faculty handbook. A mandated certification must go through faculty affairs committee in NY and PLV and then brought to the full faculty for a vote. The question was called and carried 92 to 12. The vote on the motion was 85 to 19.**

3:20 Old Business

2:25 New Business

3:30 Adjourn

### Meeting Attendees

We recognize this is not as clean as might be preferred, but as we adapt to the online Format we will learn to have more accessible records of attendance.

• Participants: Zafir Buraei, Patrick McGuigan, tlant, Paul Kurnit, Susan Cappelmann, christopherjohngodfrey, Mohsen Shiri-Garakani, Julie Lawrence-Edsell, Avrom Caplan, Agnes Compagnone, Francine Falk-Ross, 1845\*\*\*\*411, Charlotte Becket, Courtney Gosnell, Stephanie Hsu, Jesse Oxfeld, Amy Freedman, Daniel Farkas, Abbey Berg, Rose Gillen, Winifred Connerton, Seong Jae Min, Miguel Mosteiro, rfernandez, Maria Iacullo-Bird, Steve Mezzio, Gina Scutelnicu, David Sachs, Kaustav Sen, Irwin Narayan, Michael Tursi, cgreen, Ronald Filante, Bette Kirschstein, Ana Amaya, Raquel Plotka, Sophie Kaufman, Jorge Cacheiro, Andrea Winters, Chienting Lin, Mary Baglivo, Karen Berger, Deborah Fain, Kelley Kreitz, yrafferty, Jennifer Hofmann, Gina Sorrentino, Marvin Krislov, B. Hassinger-Das, Leslie Soodak, Sergey Kazakov, Diane Cypkin, George Picoulas, Stephanie Allen, Lesa, Michael Kazlow, [hknepper@pace.edu](mailto:hknepper@pace.edu), Lixin Tao, Brenda McManus, Martha Greenberg, tashadarbes, Seong Jae Min, Robina Schepp, Jessica Tosto, Mark Hussey, Christine Corcoran, Michele Zaccario, Rachana Shah, Elizabeth Salzer, Lisa, Joanne Knoesel, Kiku Huckle, Timothy Waligore, Gary Laermer, Nancy DeRiggi, Mirjana Pantic, Victoria Titiloye, brain, Vanessa Herman (Pace University), Mary Long, Maren's iPhone, Daniel Strahs, Graham Kindred, Sweitzer, MyoJung Cho, Richard Schlesinger, Li-Chiou Chen, Inbal Abergil, rsayre, Pauline Mosley, Beth Gordon, Ibraiz Tarique, Kyomi Gregory, Susan Feather-Gannon, Anastasia Yasik, Pace University, Yana, Millie Hepburn, Doug Berman, Dan Farkas, Cindy Heilberger, marymurphy, Aron Gottesman, xyz, Kam Chan, Marie Maldonado, Eric Chang, Linda Jo Calloway, Chris Elarde, gboyraz, Kwang-Hyun Chung, E. Melanie DuPuis, Maryellen Martirano, lgottesfeld, Matt Renna, gkretchik, Michelle Chase, Melvin Williams, annetoomey, elaramee, Al Ward, Walter Morris, Ama's iPhone, Kristen di Gennaro, Jesse Oxfeld's iPhone, Dennis Sandler, bmowder, Susan Bishop, Adelia Williams, Lin Drury, Isaac Ashraf Vaghefi, Cathy Pagano, Patricia Healy, mland, Amy, Mary Courtney, Joseph Lee, Lisa Fastenberg, Heather Novak, Michelle Pulaski Behling, Tracy Van Ness, Tanya Wiggins, Tiffany Hamilton, 1917\*\*\*\*529, 1206\*\*\*\*112, Meaghan Brewer, Zhan Zhang, Sheila Chiffrieller, Jonathan Hill, George, Len Mitchell, Robert Mundy, Manuela Soares, Susanna Cahn, Sharon Wexler, Evelyn Henley, Namchul Shin, K Mark Sossin, William Offutt, ECAD, Nicole Salimbene, Darren Hayes, Julia, Helane Levine-Keating, Nanjie Deng, ucoggins, Bruce Bachenheimer, Ying Wang, angelica ferreira, Richard Kline, Kimberly Collica-Cox, waltegantognini, Paul Ziek, sarahjohnson, Jean Covino, skim7, Robert Almon, Andrew Jr, Lisa Farber, Brenna Hassinger-Das, Matthew Aiello-Lammens, bethhart, A.Rivero, mlondrigan, PD, Sarah Cunningham, Mark Brown, Erin Mysogland, Lawrence Bridwell, Christen Cooper, Ellayne Ganzfried, Andrew Wier, Satish Kolluri, Vanya Quinones, Jared Manasek, Michael Finewood, Travis Webster, Harriet Feldman, pductta, Leigh Anne Donovan, Esma Paljevic, lucille ferrara, Sonia Suchday, Vincent Barrella, Karen Hagenbeck-Nunnink, Sheying Chen, Meng Xu, Juan Shan, Rebecca Tekula, Nira Herrmann, Patricia Canale, Peggy, Narayan Murthy, Elmer Mojica, Padma, Jessica Magaldi, Ric Kolenda, Sandra Lewenson, Margaret Fitzgerald, Allen Oren, Joan Roland, nataliestepanian, Michael Rubbo, Joan Walker, Katherine Richardson, Emily Bent, Roberta Wiener, Weihua Niu, avillagra, Max, Marilyn Weigold, Rosa Ament, Adrienne Kapstein, mary ann murphy, zdai, Patricia Saviano, Martha, Avery, John Byrne, Neil Braun, czaccardi, Sally Marik, Meghana Nayak, walter raubichack, Martin Topol, Angela Northrup, Jean Gallagher, Julia Eisenberg, Kathryn Winsted, Lee Evans, mark fichtenbaum, Robert Wiener, Eddis Miller, Rachel Simon she/her

or they/them, [pboustany@pace.edu](mailto:pboustany@pace.edu), Paul (Pace University), Vanessa Herman, Chris Ramos, David Rahni, Ronald Frank, Nancy Hale, Nancy Reagin, Maria Luskay, Marie Boster, andriydanylenko, Rostyslaw Robak, Joseph Ryan, Plachikkat Viswanath, Randi Priluck, Krystyna de Jacq, Jaclyn Kopel, Harv Markovitz, Kindred Shulgin, Supawadee Lee, Janice Winch, Emilie Zaslow, Eric Kessler, Sally Dickerson, Katherine Fink, Susanne O'Callaghan, Erica Johnson, Linda, Alan Eisner, David Jackson, Philip Cohen, Paul Griffin, Cathy Dwyer, nsalimbene, Karen Caldwell, 1917\*\*\*\*865, john stokes, Linda Olszewski, Sue Seiler, Barbara Farrell, j mccarthy, Jason Slyer, Marcus V. Braga Alves, nicolecerussi, lhundersmarck, Angela's iPhone, Michelle Land, Brandon McCluskey, pace, Joseph Capparelli, Andrew Crosby, Jun Yuan, Catherine Zimmer, Andrea Sonenberg, Shamita Dutta Gupta, Eduardo Chan, Christelle Scharff, Matthew Marcello, Tabitha DeCaprio, Joseph Morreale, Esma, Teresa P., Judith Pajo, Rhonda Maneval, Matthew Humphreys, Michael Strobel, Eda Ozkara San



**JFC Joint Chairs' Report  
1 May 2020**

**David:**

Good afternoon Colleagues:

Welcome to your own Joint Faculty Council. Having resiliently endured the pandemic while serving our students as best as possible, let's hope we must now only bare its aftermath as smaller waves; the end of Spring JFC is viewed as the end of the academic year. This too shall pass, bearing in mind the extraordinary time brings out extraordinary ingenuity out of us all.

Much of this meeting will focus on budget and enrollment issues. The President and Provost and their cabinets have been providing guidance for months, which, when enabled by our dedicated colleagues, has allowed us to weather the spring and summer semesters. However, we expect to face new challenges, and the faculty along with the staff and Administration will strategize to overcome these challenges and to realize a stronger and more sustainable University.

**Dan:**

To this end, both WFC and NYFC have passed a resolution to maintain rigorous activities throughout the summer months. We are extremely proud of our faculty colleagues for their commitment to student success and faculty governance as the University prepares for the coming year and beyond. There will most likely be summer and subsequent JFC meetings called.

As the first step in calling a JFC summer meeting, we've decided that we should initially call a special joint meeting of the two FC executive committees, the chairs of each FC committee, and the executive committees of each School/College council. The advantage of this approach is that we can operate/discuss as a joint council group, leverages a core group of about 30 engaged faculty, and unifies the school/college/campus councils within this framework. We believe this will be an excellent initial meeting, and based on the discussions at that meeting, we can use this meeting to call a JFC for the summer, as well as increase its frequencies throughout the year.

**David:**

In order to further stabilize and reposition the University to higher heights, we support the admin and also advocate for a thorough hiring freeze until finances are stable again. While a hiring freeze has been announced by the Provost, we conclude the Administration has not gone far enough. The hiring freeze for 2020-2021 or so long as it is crucial should be universal and absolute. We feel that there is insufficient reason to pursue current searches and thus they must be terminated. The most cost effective solution for the University to fill the most critical positions, in order of preference, are to open internal searches, have selected colleagues serving on interim or subject to one's favorable evaluations on file extend their terms until the current pandemic-induced budget issues are resolved and stability achieved.

**Dan:**

We emphasize that the faculty of this University should be substantively viewed as equal partners in our joint efforts to stabilize and strengthen the University against the pending or coming adversity. We fully support the long term goal of working towards making this University emerge from the upcoming adversity to resume operation fully intact and preserved in all aspects. To achieve these goals, we declare that:

- 1) the Faculty Handbook, as it is revised and negotiated, should reflect the normal operation of the University and not be changed due to the pandemic *force majeure*;
- 2) any variances from the Faculty Handbook have to be considered as temporary waivers of the Handbook; and
- 3) in reference to any waivers of the Handbook, consultation by any mechanism has to occur with sufficient time for the faculty as a whole to be consulted and respond. This is made easier by the faculty council's proposed summer activity meetings, and more frequent JFC moving forward.

In particular, we thank the team working on the Strategic Plan, especially the faculty reps as the Strategic Plan can be an important element of resuming normal operations and improving all aspects of our University. As we embark on finalizing the Strategic Plan 2020-2030, we must ensure it is student-academic centric, and sets goals for not only solvency but also higher ranking, and provides mechanism for every division to improve its practices and outcomes against the top quartile of our benchmark peers.

**David:**

This year forward, Dan and I advise that it is important for each faculty to review their contractual letter before signing. Actually, you should carefully be reviewing your contractual letter every year to confirm it is in compliance with the Handbook. If you are able, please compare this year's letter to the prior years' letter. If you don't have a prior year letter available, please contact a faculty council executive committee member to obtain a generic letter. Please note that we are not alleging that there will be contractual changes. Instead, we advise that vigilant verification is prudent and necessary.

Towards the end of this meeting today, we expect to move into a closed session to have a private discussion about budget and pandemic issues. The Joint Handbook Committee will also address questions and answers in that session.

**Joint Faculty Handbook Committee**

May 1, 2020

Co-chairs: Christine Clayton (SDE-PLV), Phil Cohen (LSPH-PLV), Eric Johnson (S60H-NYC) and Ed Miller (C10H-NYC)

1

**WHO**

Christine Clayton (SDE) - co-chair	Stephanie Hsu (S2000)
Phil Cohen (LSPH) - co-chair	Eric Johnson (S2000) - co-chair
Ray Green (LSPH)	Jillie M. Johnson (S2000)
Nick Rocco (LSPH) (CHP)	Ed Miller (S2000) - co-chair
Gina Scorsone (S2000)	Ann Trosky (S2000)
	Rob Rocco (S2000) - alternate
David N. Rehn (S2000) - WPC Chair	Don Blake (S2000) - WPC Chair

2

**HOW**

Faculty Handbook Committee	Campus Faculty Affairs	Campus Faculty Councils
Gathers input, reviews handbook, crafts proposed language	Reviews FHC version, suggests amendments	Reviews FAC version, suggests amendments, votes to ratify.

3

**HOW**

Faculty Handbook Committee	Campus Faculty Affairs	Campus FAC	Regents	Board of Trustees
Gathers input, reviews handbook, crafts proposed language	Reviews FHC version, suggests amendments	Reviews FAC version, suggests amendments, votes to ratify.	Handbook Committee negotiates final language with Admin, final changes need FC approval	Reviews and approves final handbook

4

**Committee Process & Progress To Date**

- First Joint Handbook Meeting in May 2019
- Newly elected Handbook Committee met Fall 2019 every two weeks, working together to review the text.
- In December, 2019, we switched approaches and developed small sub-groups.
- In January 2020, sub-groups worked on their sections.
- During Spring 2020, sub-groups have begun sharing their recommendations.
- First Organizational Meeting with Admin - April 27, 2020

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**Three Focus Areas**

Sub-group 1: Grievance and Handbook Violations, Intellectual Property, Compensation & Benefits

Sub-group 2: Faculty Administrative Roles (Chair) and research

Sub-group 3: Faculty Assignments & Load (including clinical faculty line)

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**University Organizational Meeting - 4/27/20**

- Handbook Revisions Process & Timeline - conversations and discussion of timeline
- The Handbook as Contract
- Legal Support to the Faculty Handbook Committee
- Sharing of Priorities
- Open Dialogue prior to and in tandem with Negotiations

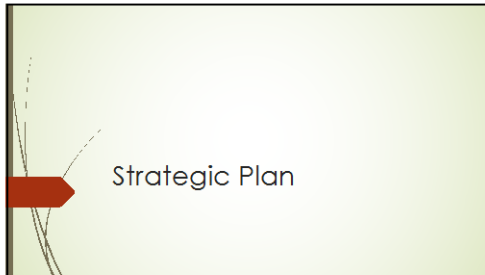
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**Q&A**

With Faculty in Closed Session

8

9/5/20



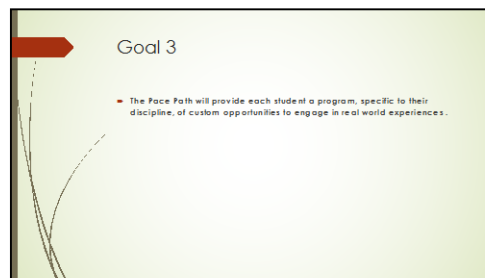
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9/5/20

**Optimizing New Student Enrollment during Covid-19**

Joint Faculty Council

May 1, 2020



1

**Summer 2020**

- Registration on par with last year: 4,140 visiting and continuing students
- Summer Scholars Program: now online. Promoted to 250,000 HS juniors
- High School Bridge: Promoted to feeder schools in NY metro, plus all admitted students for Fall 2020
- Seidenberg Summer HS Program



In Development:



- Free or low cost engagement courses for new students.



2

**Undergraduate Fall 2020**


- Admission Actions
  - Test Optional
  - Reviewing unofficial transcripts
- Covid-informed Actions
  - June 15 deposit date. (No PPA)
  - Social media campaign to admitted students / parents
    - 382 landing page views/36 deposit clicks to date
  - Admission Events in virtual format
    - Pacebound : 901 attendees
    - Financial aid appts: 200+ appts booked
    - Tours: 435 prospective students attended, including 85 seniors. 350+ appts
  - Enhanced communications: parents, HS Counselors
  - Call Center campaigns
  - Stay Connected Webpage: [www.pace.edu/stayconnected](http://www.pace.edu/stayconnected)
  - Parent Q&A event with Career Services
  - More to come...

3

**Undergraduate Fall 2021**

- Inquiries down by 31% (19K) due to:
  - No standardized tests in spring 2020
  - No high school travel in spring 2020
- Actions
  - Search: Buying student names earlier and with new sources
  - Digital: Targeted digital and social campaigns
  - College Counselor Outreach: Emails, Webinars, Naviance, Regional Info Sessions, Slate.org
  - Virtual College Fairs
  - StriveScan Webinar (1,323 inquiries)
  - Ramping up Kaplan Pathways, Verto, and IDP webinars



4

**Graduate Fall 2020**

**Overhaul of Admissions and Marketing Activities**

**Admissions**

- Enrollment Counselor model
- Introduced 1:1 Virtual Appointments
  - 101 counselor appointments
  - Expanding Virtual Events: Accelerated Admission and Military Monday

**Marketing**

- Commissions reduced to optimize media buy
- Integration with CRM to empower nurture communications and attribution model (prospect to enroll)
- Real-time reporting to enable dynamic changes in purchasing
- Agency Savings of \$128k funneled into digital media



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1



# **Pace University Faculty Salary Analysis 2019-2020**

**Joint Faculty Council Meeting  
May 1, 2020**

**Prepared by Matt Renna, Vice President, Human Resources**

# Faculty Handbook Excerpt

“Subject to the need to seek an appropriate balance of competing needs, the Administration is committed to moving toward an *initial goal of having the median compensation at Pace and general benefit levels equal to the median compensation and general benefit levels at the colleges and universities which constitute our benchmark institutions*, and to promote fairness and equity amongst newer and older faculty.”



# Benchmark Institutions

Institution	State
Adelphi University	NY
DePaul University	IL
Drexel University	PA
Fordham University	NY
Hofstra University	NY
Northeastern University	MA
Seton Hall University	NJ
St. John's University	NY
The New School	NY

# Survey Data

## ***Source of External Data for all Schools/Colleges except the College of Health Professions:***

- Survey Data for our benchmark institutions from CUPA
- Survey Data for doctoral 150 institutions from CUPA
  - Compiled by discipline and rank

## ***Source of External Data for the College of Health Professions:***

- American Association of Colleges of Nursing **Salaries of Instructional and Administrative Nursing Faculty in Baccalaureate and Graduate Programs in Nursing**
- There is no comparable information in CUPA therefore this was identified for like institutions.

# Compa-ratio

- Compa-ratio is calculated as the employee's current salary divided by the current market rate.

$$\text{Compa-ratio} = \frac{\text{Pace Average Salary}}{\text{Survey Data Salary}}$$

- A ratio of 1.00 means that the employee is paid exactly what the industry average pays
- A ratio of greater than 1.00 means that the employee is paid above the industry average
- A ratio of less than 1.00 means that the employee is paid below the industry average

# Compa-ratios - by School

## 2013 - 2019

Rank	Year	Seidenberg	School of Education	CHP	Lubin	Dyson
Assistant Prof.	2013	0.92	0.96	1.09	0.74	0.98
	2015	0.93	1.02	0.99	0.84	0.96
	2017	1.07	1.06	1.00	0.81	0.95
	2019	0.89	0.99	1.03	0.84	0.92
Associate Prof.	2013	0.96	0.86	1.04	0.88	0.96
	2015	0.92	1.00	1.00	0.89	0.97
	2017	0.93	1.03	1.01	0.93	0.97
	2019	0.86	0.99	1.00	0.88	0.92
Professor	2013	0.89	0.89	1.04	0.88	0.90
	2015	0.87	0.83	0.96	0.89	0.90
	2017	0.86	1.04	0.91	0.96	0.97
	2019	0.82	0.78	0.90	0.88	0.96

# Compa-ratios – Dyson by Broader Discipline 2019

	Dyson College of Arts and Sciences		
Rank	Humanities	Physical Sciences	Social Sciences
Assistant Prof.	(16) 0.92	(12) 0.89	(13) 0.95
Associate Prof.	(23) 0.96	(12) 0.88	(29) 0.91
Professor	(31) 1.00	(20) 0.97	(26) 0.90
	(70) 0.97	(44) 0.93	(68) 0.91

- *Amounts in parenthesis represent headcount in that category*

# Compa-ratios - by School & Gender 2019

Rank	Gender	Seidenberg	School of Education	CHP	Lubin	Dyson
Assistant Prof.	Male					(17) 0.91
	Female					(24) 0.92
	Total	(4) 0.89	(3) 0.99	(18) 1.03	(9) 0.84	(41) 0.92
Associate Prof.	Male				(10) 0.81	(29) 0.91
	Female				(15) 0.91	(35) 0.93
	Total	(7) 0.86	(6) 0.99	(8) 1.00	(25) 0.88	(64) 0.92
Professor	Male	(14) 0.82			(31) 0.89	(38) 0.97
	Female	(6) 0.81			(12) 0.85	(39) 0.95
	Total	(20) 0.82	(4) 0.78	(11) 0.90	(43) 0.88	(77) 0.96
TOTAL	Male	(157) 0.91				
	Female	(183) 0.93				
	Total	(340) 0.92				

- Amounts in parenthesis represent headcount in that category
- Amounts are not shown if there are 4 or less faculty in that category

# Compa-ratios - by School

## Non-Tenure Track 2019

School	# of NTT Faculty	Compa-Ratio
Seidenberg	5	0.91
School of Education	5	1.01
CHP	30	1.09
Lubin	15	0.73
Dyson	57	1.06
<b>Total</b>	<b>112</b>	<b>1.04</b>

- *Not enough participants to show by rank*

# Amount to Fund 2013 to 2019

<b>Rank</b>	<b>2013</b>	<b>2015</b>	<b>2017</b>	<b>2019</b>
Assistant Professor	\$409,000	\$475,000	\$590,300	\$237,000
Associate Professor	\$1,355,000	\$768,000	\$662,100	\$710,000
Professor	\$2,645,000	\$2,850,000	\$1,757,800	\$1,865,000
<b>Funding Amount</b>	<b>\$4,419,000</b>	<b>4,093,000</b>	<b>\$3,010,000</b>	<b>\$2,811,000</b>

- *Amount need to fund to benchmark institution median compensation levels*



# Administrative Expenses

## Institutional Support compared to Total Expense (Ratio)

Expenses per audited Financial Statements	FY19	FY18	FY17	FY16	FY15
Institutional Support	61,336,159	62,030,959	56,658,149	55,889,960	57,777,394
Instruction	139,368,211	138,763,445	135,790,479	129,217,401	126,971,610
Academic Support	54,266,301	54,880,144	52,299,509	49,531,272	50,053,864
<b>TOTAL</b>	<b>193,634,512</b>	<b>193,643,589</b>	<b>188,089,988</b>	<b>178,748,673</b>	<b>177,025,474</b>
Pace Administrative Cost Ratio	0.32	0.32	0.30	0.31	0.33
Carnegie Benchmark	n/a	n/a	n/a	n/a	0.33

***Pace University Carnegie Classification:***

- *Doctoral Universities: Moderate Research Activity*
- *Institutional Size: Large*
- *Source: Carnegie classification web-site (Benchmark data not updated since FY15)*

Questions?