

Joint Faculty Council

*Pace University
New York, NY 10038*



Meeting Minutes

**June 12, 2020
12:30 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

Westchester Faculty Council Executive Committee

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

10:00 Call to Order

-Minutes from JFC meeting May 3, 2019 were unanimously accepted.

-Introductions and Announcements (maximum 1 minute each)

- Kate Fink announced that Katie Welsh is reporting for the Pace Chronicle and announced that the paper just launched a student survey about covid related issues.
- Vince Barrella wanted to share that Jim Castanga was a Clinical Professor of Legal Studies who passed away suddenly and a moment of silence was requested and observed.
- Patrick McGuigan observed that Scott Lieth a long time Management Department Adjunct died suddenly and a moment of silence was observed.

10:05 Joint Chairs Report of the Executive Committee David Rahni and Dan Strahs

Good TGIF morning to you all and as we appreciate continued support of your own JFC and governance. It is in that light that having heard of your concerns and suggestions and having further conferred with a number of you and the committees that we felt the merit and urge to call this first ever JFC in the summer and with the possibly of one or two JFC more to follow.

While we have a tight agenda and should remain for time sake focused to get the business concluded, we also hope today provides a far more than ever opportunity for utter transparency from both sides of the isle so the well informed and convinced faculty could better grasp factual realities we endure amid the transient pandemic and to embrace what we as a body will have to tackle to serve our primary mission, student education, as best as it possible. As communicated to us a while back, Marvin has set up a university taskforce on race and diversity, which we urge everyone to support through your scholarships and experiences.

Toward that end, we anticipate and welcome a far more substantive and frankly to many, unprecedented address by Marvin himself sharp at 11:00 as he must attend another meeting at 11:30. We especially thank the many faculty colleagues who've responded and risen to impending challenges when we've called on them this past few months. There are too many names to mention, suffice it to acknowledge in particular the hard works in the joint Calendars, Budget, Faculty Affairs, ad hoc innovations, COVID 19 and the Executive committees deserve special recognition. As to each and every one of us for the summer, we must remain focused on freshmen and transfer student recruitment as well as ensuing we assist in returning all our existing students. Dan Strahs will in due course be sharing his perspectives vis a vis budget. We thank you all very much to enable us get our full agenda accomplished today.

10:10 Joint Calendar Committee – See presentation attached.

Recommendations of the Joint Calendar Committee

Susanna Cahn (PLV Calendar Committee chair), Kwang-Hyun Chung (NYC Calendar Committee co-chair)

Christopher Godfrey (NYC), Courtney Gosnell (PLV), Judith Pajo (NYC), Elizabeth Salzer (NYC), P.V. Viswanath (NYC Calendar Committee co-chair), Ama Wattley (PLV), Todd Yarbrough (NYC)

We present two Fall options, one with an early start and one with a late start

1. Option A (Earliest Fall start option): begins 8/24, ends Dec. 5, no holidays off
This scenario allows for maximum usage of dorms and show the earliest possible start date with the shortest possible term.
2. Option B is late Fall start. Begins October 14 and ends Feb. 2; does not allow for Spring Break 2021, variant of Scenario B2 (in Provost's Reopening Scenarios memo) and is attractive because the duration of the term is the shortest possible, while still allowing for breaks between Fall and Spring and Summer and Fall terms.
This version can be used if because of an early Coronavirus spike, classes cannot be started until late October. Students would come back to school after Christmas/New Year break to resume Fall term.

We present two Spring options, one that starts soon after MLK Day on January 23rd and the other starting late on February 10 (with no Spring Break), besides the currently approved Spring term option.

1. Option 1 (Early Spring start option): begins 1/23, ends 5/1, no holidays off; does not allow for Spring Break 2021 to minimize the length of the term and avoid potentially dangerous travel.
This scenario can follow an early Fall start (Fall Option A) and a Winter Intersession as currently scheduled (starts 1/2 and ends 1/31).
2. Option 2 (Late Spring start option): Begins 2/10 and ends 5/19; does not allow for Spring Break 2021, attractive because the duration of the term is the shortest possible, while still allowing for breaks between Fall and Spring and Summer and Fall terms.
This scenario can follow an early Fall start (Fall Option A) and a Winter Intersession as currently scheduled (starts 1/2 and ends 1/31) or a late Fall start (Option B) with a Winter Intersession overlapping with the beginning of the Spring 2021 session (starting 2/3 and ending 3/2). This would be permitted since Winter and Spring sessions are part of the same enrolment period. If this is done, then some Spring courses could be started later (after the Winter Intersession, on 3/3) and accelerated to end at the same time as the regular 14-week Spring courses (as shown on Option 2).
This version can be used if because of an early Coronavirus spike, classes cannot be started until late October (Fall Option B). Students would come back to school after Christmas/New Year break to resume Fall term.
3. The currently approved Spring term starts January 25th and ends May 15th.
4. Hence we could have the following possible scenarios:

Combinations	Fall	Spring	Winter Intersession
1	Option A	Option 1	Full
2	Option A	Option 2	Full
3	Option A	Regular Spring	Full
4	Option B	Option 2	Overlapping with Spring

Chat questions and comments about calendar proposals

Questions about August start:

1. How will it effect summer schedule? *From Susanna Cahn* : all these calendars accommodate summer sessions
2. Most first year courses are taught by adjuncts. If we require first year courses in person prior to Labor Day, can we require this of adjuncts
3. Why require holiday classes be asynchronous? Why not allow synchronous (up to instructor) as long as there is an option for those celebrating the holiday?
1. For students doing clinical externships in schools which will not open until September. They will not be able to get their required hours. We have been told they can come back after Thanksgiving to continue, however, that will defeat purpose of not having students on campus after Thanksgiving. *From Tasha Darbes*: I believe NYSED is allowing distance learning to count for hours of clinical internships in schools, so I don't think the late start date would necessarily affect the ability of students to complete clinical hours in schools

Questions/comments about October start

2. Can we run a Sept "wintersession"? This is vital to keep students engaged.
3. Replacing wintersession with Sept will hurt students who use Jan session to make up failed courses.
4. What about travel courses? If no winter break, then courses that run during this time will be effected.
5. If we have a late start, what would are STUDENTS be doing during September & 1/2 of October? Many, I fear, would not return. This is a retention issue. And an issue for adjunct faculty. Would these options be contrary to the Collective Bargaining Agreement?

General Questions/comments

1. When will a decision be made, will it be released on Monday? Multiple comments that we need to get some guidance on this ASAP
2. Are 1st year students prepared for online learning? Is admin taking any steps to ensure that all students are prepared for online learning, that they have appropriate technology, etc. Ans 1: This year's incoming freshman will be prepared because they finished out their high school experience with e-learning. Ans 2: Information for students will be included in UNV 101
3. Are these options being reviewed with MSCHE for compliance with Standards III, IV and V ?
4. I thought we were prohibited from overlapping sessions. It conflicts with financial aid requirements.
5. If we remain in an online delivery mode beyond Dec 31, we need to be mindful of the MSCHE - substantive change policy as it may exceed their covid waiver. - just a heads up from their webinar yesterday -
6. Discussion about how many weeks needed in a semester, why summer is different etc.

Responses from Jean Gallagher.

(1) With regards to the question about Middle States. These changes are all consistent with Middle States policies and standards. As the Accreditation Liaison Office these options are fully in compliance with Middle States policies.

(2) As far as my reading of the proposed policies changes to the academic calendar are not subject to substantive change. There is a new notification requirement as mandated by the DOE to notify Middle States of changes in mode of delivery for programs.

(3) There are three enrollment periods: Fall, Spring and Summer. Within the enrollment periods you can have parts of term (Nactel is an example, as is the early/I/II/late summer terms). The enrollment periods cannot overlap, so you cannot have summer overlap with fall. Also, winter intersession is part of Spring (which is why some overlap is allowed) so it cannot be moved to before fall. PV and the committee got all this guidance from financial aid and OSA to make sure the options are consistent with NYS, Federal and title IV requirements. It will take about 6 weeks to reprogram the fall start and allow students to process their loans. Thank you to the Calendar Committee for a thorough investigation of options.

- Adeila Williams-Lubitz reminded us that many courses are taught by adjuncts and this calendar might create issues.
- Brian Evans wanted to know if the winter intersession was still planned and it was explained that the intersession was still planned.
- Vince Barrella raised objection to the synchronous being included as a requirement.
- Gina Scutenlnicu we should have been given time to review these calendars and each one should be called separately. She really objected to the overlap in the winter and spring calendar. She further opined that perhaps a summer 3 would be effective.
- Tim Waligore wanted to make the point that he did not know what the motion was and we should approve them as options not as the choice.
- Mike (unknown) wanted to object to the overlap in the calendar between terms. He pointed out that some course are run in sequence.
- Dan Strahs suggested that this go back to the committee for further review.

10:50 Budget Committee & Budget Update by Bob Almon see the budget presentation in the appendix

- Next step is to send the budget to the finance committee for approval and then it will go back to budget committee. The next step is to propose final budget to the board by 7/1 otherwise there is no authorization to spend or release funds.
- Nancy Regan inquired about the size of the deficit and what are the steps that can help reduce the amount. Bob Responded that the retirement contribution and the re-org would be the biggest driver. She wanted to clarify that this did not affect faculty. Bob mentioned that 12 people have opted to take the faculty retirement package and 6 that took the normal package. She then wanted to know if more layoffs would occur than had already taken place.
- Harvey Markowitz wanted to how the hiring freeze impacts dean searches and Bob explained that they were exempted because they are critical decisions.
- Gina Scutenlnicu wanted to know what would happened to the surplus that was discussed. What will sevicees look like for students in the fall. Bob replied that we will have a 2.8 million dollar surplus that will be applied to the anticipated deficit for the following period. Tuition has been announced and will not be adjusted, but a million dollars has been added to financial aid to continuing students and this qualifies for the

CARES Act.

- Walter Antagini had three questions. One was there any flexibility with money that is protected. Will presentation be available to us so we can review? Bob responded that the report will be available, but he has issues with number being taken out of context. He also explained that there is no flexibility with fund to which the covenant applies – the only choice would be to default, and he certainly does not want to trigger that. Walter opined that many schools will be in default/similar circumstances. Walter's third questions was the nature of the reduction in supplies given we are already cut to the bone. Bob explained that every department was asked to cut by 50% their budgets. Bob explained that this is the best information we currently have – given the uncertainty we need to be prepared to be flexible.
- Adelia Williams-Lubitz wanted to know what the increased teaching load was. Vanya explained that in discussion with the school's decisions with respect to load increase will be made – this is about options. Overage would be a school-based determination.
- Lisa Fastenberg wanted to clarify that capacity is 50% not 25%.
- Tim Waligore wanted to know if the increased load would violate the handbook, but mostly wanted to know if increased load would be done in the fall. Vanya responded that we admin would not violate the handbook. No decisions have been made.

11:15 President Marvin Krislov

- Started by observing the social issues raging and the university is forming a task force to evaluate the experience of people of color and we reflect how we can build a stronger more inclusive post. He further went on to comment that these are very unusual time and he is hoping to see guidance from the state next week. Enrollment looks better than expected but concerns about international students and summer melt are real and pressing. He wanted to thank the faculty who have been working toward improving student retention.
- He promised the school will follow all state and city guidelines and the school will do everything to preserve jobs and salaries. He realizes the 403b suspension was a difficult choice. He again made the point that they are open to ideas. One of the additional challenges we confront this summer are the changes in how schools can recruit students.
- Dan Strahs explained that it was recently announced that there would be a website for the reporting of incidents of equity or injustice. Vanya responded that the CDO would work with the task force to develop a proposal that will help the school achieve the objective of greater equity and social justice. Dan clarified that there are existing systems and process that should be included in the process.
- Barbara Farrell wanted to explain is that everything is an educated guess and we need to be prepared to be flexible. If things to do not work out there might be a pay cut or we might need to teach more.

- Melanie Dupuis wanted to know about the length of the freeze for the 403b and Bob explained that it will be reviewed again for the spring. Every six months the contribution cost 6 million.
- Tim Waligore wanted to know when folks would know if they might be teaching additional classes in the fall. Vanya explained that information cannot be determined until we know what classroom capacity will be.
- Lisa Fastenberg wanted clarification about who must come to campus and who teaches remote. Vanya explained that accommodation will flow through the normal process. Course that will be given priority are freshmen-oriented courses and those that are experiential (art. CHP, actors studio).

11:30 Faculty Affairs Committee please see the appendix for detailed faculty survey about returning to campus on the fall.

- Ross Robak explained the results of the faculty survey.
- Ida Dupont met with Matt Renna and it was explained that he was very helpful and respectful.
- Adelia Williams-Lubitz wanted to know if student know what to expect when they come back in the fall. Ida explained that faculty will be given masks that are washable, and it is unknown what the students are going to get. All the rules are unknown.
- Matt Renna explained that there are process in place but the rules are likely changing to manage the complexity of covid. The goal is to keep people safe but he wanted to know what they have to do before they decide what they want to do. It is expected they will do more than required. A question was raised about anxiety about coming to campus and Matt explained that this is one of the emergent issues that needs to be considered. Vanya explained that there are severe restrictions on how many people can be on campus so that must also be considered but until we get guidance it is hard to speculate.
- Ida asked about contract tracing and testing since it was a high priority on the survey. Vanya responded that in conjuncture with the FROG group is that guidance shows that not everyone needs to be tested, but there are questions that should be explored prior to coming to campus. It is expected that is will done through an app of some type. If NY State says we need to test we will test.
- Vishal Lala asked if it would make sense to start classes earlier and end later so there are fewer people on the road at the same time. Vanya responded that staff has been asked to vary their schedule.
- Martin Topol wanted to remind everyone that seating capacities that we have will be a problem and the schedule needs to be finalized. He suggested that dividing the class might be an option. Vanya explained that all large spaces have been identified and will be used to deliver classes. It is critical that each department determine what their needs are to deliver quality courses.

The motion comes as a seconded motion from the committee:

Whereas, the Covid-19 pandemic continues to impact the Tri-state region;

Whereas, despite recent decreases in the number of new cases and the phased reopening of Westchester and NYC, there is a concern about a resurgence of coronavirus infection;

Whereas, there is a possibility of a second wave of the pandemic impacting our region in the late Fall or Winter;

Whereas, the responsibility for healthcare choice resides in each individual;

Whereas, in a recent bicampus survey with 317 full-time faculty respondents, more than 1/3 of the respondents indicated that they were in the 60+ age group, and thus are acknowledged to be at elevated risk if they experience a coronavirus infection;

Therefore:

MOTION

“We move that every faculty member shall have the right to choose whether they wish to return to campus in the fall; and, that this choice is recommended to be accepted by the Department Chair due to the elevated risk to both faculty and students, and the required consideration by the Chairperson of student needs, faculty needs and preferences; and that the Administration publish in written form that no faculty member or Department Chair shall face consequences for scheduling remote learning classes.

Discussion on Motion

- Walter Antagini raised the point that he objects because this resolution does not go far enough. This should not be left to the department chair – it should be up to the individual faculty member based on their individual circumstance. Ida responded that this was the core of the discussion. Dan Strahs explained that Chairs have the authority to exercise and we do not want to impede that and undermine our future interest. We have to trust the chair. Walter objected because he did not want his life to be at the mercy of the chair person.
- Marcy Kelly explained that she is on the FROG and she is a member of the Covid Task Force. One of the items that is prioritized is the safety of faculty, staff and students. Five of the people on the committee have extensive experience with infectious disease.
- Karen Caldwell raised the point that the normal process accounted for how faculty should deal with issues felt or experienced. She opined that it is near impossible to predict what exactly is going to happen and we need to refer to the handbook.
- Ida Dupont argued that the point of the resolution is to go beyond what is being done because people have urgent and compelling concerns. The sanctity of choice should be preserved and protected.
- PV Vaswanath wanted to make the point that he agreed we should tie cuts and choice on teaching together.
- Adelia Williams- Lubitz wanted to know when students will be advised what face-to-

face classes will look like in the fall. Vanya responded that in the next several weeks they will know what will be offered in person or online and then they will communicate with the students.

- Vince Barrella commented that the motion is a blunt instrument and premature. He acknowledges the points that people are making but this might be difficult to operationalize. The motion should be tabled since it is counter-productive.

Motion to Table the Motion and was seconded by Jessica Magaldi to Table and the motion was defeated.

- Tim Waligore wanted to make a friendly amendment to the motion and it was seconded by Walter Antagini. The amendment was to change the language to the provide for greater faculty choice
- The point was made that we cannot just be left to decide whatever we want – we are risking the future of the University. We are employees and we need to do our job – if someone has issues there are processes in place. It is not acceptable that each employee can decide to do whatever they want. The manageability of this process is not tenable.
- Lucille Ferrara reminded us that we have process and if you have a condition that requires accommodation, they should see their doctor and get a note. She urged that we need to go back to work and many people will be working from home. The primary motive of the FROG is safety.

- **Amended Motion is:**

We move that every faculty member shall have the right to choose whether they wish to return to campus in the fall; and, that this choice shall be accepted by the Department Chair due to the elevated risk to both faculty and students. That the Administration publish in written form that no faculty member or Department Chair shall face consequences for scheduling remote learning classes.

The vote on the amendment to the motion was accepted 65 to 49.

The vote on the amended motion was accepted 82 to 33.

Adjournment

Attendance

NY Faculty

Abbey Berg	Ida Dupont	Meghana Nayak
Amy Foerster	Inbal Abergil	Meng Xu
Amy Freedman	Iride Lamartina-Lens	Michael Kazlow
Ana Amaya	Janice Winch	Michael Strobel
Anastasia Yasik	Jason Slyer	Myojung Cho
Andreea Cotoranu	Jean Covino	Nancy Reagin
Andrew Coggins	Jennifer Pankowski	Nils Myszkowski
Andy Crosby	Jessica Magaldi	Pamela Fuentes
Anne Toomey	Joanne Knoesel	Paul Griffin
Barbara Mowder	Joseph Morreale	Peter McDermott
Barry Morris	Joseph T. H. Lee	Pritha Dutta
Bill Offutt	Joy Henderson	PV Viswanath
Brenda McManus	Julia Nomee	Rebecca Tekula
Brian Evans	Julie Lawrence-Edsell	Ric Kolenda
Catherine Zimmer	Kaustav Sen	Richard Kline
Cathy Dwyer	Krystyna de Jacq	Rita Upmacis
Chienting Lin	Kwang-Hyun Chung	Robert Wiener
Chirstelle Scharff	Kyomi Gregory	Ronald Frank
Chris Ramos	Lauren Gaul	Sally Dickerson
Daniel Barber	Leigh Anne Donovan	Satish Kolluri
Daniel Strahs	Lester Shane	Scott Youmans
David Jackson	Linda Carozza	Shamita Dutta Gupta
Deborah Fain	Linda Gottesfeld	Sharon Medow
Dennis Sandler	Linda Olszewski	Sharon Wexler
Dr. Kelly	Linda Quest	Sonia Suchday
Ed Miller	Lisa Farber	Stephanie Hsu
Ellayne Ganzfried	Lisa Rosenthal	Steven Mezzio
Elmer Mojica	Liza Bell	Susan Bishop
Esma Paljevic	Marcella Szablewicz	Susan Cappelmann
Eve Laramée	Marcus Braga Alves	Tanya Wiggins
Frank Colella	mark fichtenbaum	Tracy Van Ness
Gina Pontrelli	Mark Hussey	vince barrella
Gina Scutelnicu	Martha Driver	Vishal Lala
Graham Kindred	Martin Topol	wconnerton
Guler Boyraz	Mary Ann Murphy	Weihua Niu
Hale, Nancy	Mary long	Ying Wang
harvey markovitz	Matthew Bolton	Yvonne Rafferty
	Matthew Marcello	Zafir Buraei

PLV Faculty		Staff & Admin
Andrea Winters	Keville Frederickson	Belinda Anderson
Aron Gottesman	Len Mitchell	Bob Almon
Bridget Crawford	Lisa Fastenberg	Cathy Pagano
Ibraiz Tarique	Maren Westphal	Harriet R Feldman
Jenn Hofmann	Maria Luskay	Heather Novak
Karen Berger	Marie L. Charles	Hillary Knepper
Klumberly collica-cox	Marie Londrigan	Jaclyn Kopel
Leslie Soodak	Martha Greenberg	Jean Gallagher
Lucille	Mary Courtney	Jesse Oxfeld
Michele Zaccario	Matt Aiello-Lammens	John C. Byrne
Padma Kadiyala	Melanie DuPuis	Maria Iacullo-Bird
Walter Antognini	Melanie La Rosa	Nira Herrmann
Walter Raubichcek	Michael Tursi	Patti Boustany
Aaron Steiner	Michelle Chase	Paul Dampier
Adelia Williams	Michelle Land	Randi Priluck
Al Ward	Millie Hepburn	Rhonda Maneval
Alan Eisner	Mirjana Pantic	Robina Schepp
Allen Oren	Mohsen Shiri-Garakani	Rosa Ament
Alyona Kulik	Narayan Murthy	Susan Ford
Ama Wattley	Patricia Healy	
Andrew Wier	Patrick McGuigan	
Angela Legg	Paul Kurnit	
Angela Northrup	Pauline Mosley	
Augustine Mascuilli	Peggy Minnis	
Barbara Farrell	Phil Cohen	
Christen Cooper	Poonam Doshi	
Christine Clayton	Ramón Emilio Fernández	
Courtney Gosnell	Robert Mundy	
Dan Farkas	Roberta Wiener	
Dana Jaye Cadman	Ross Robak	
David Rahni	Sally Marik	
David Sachs	Sandra Lewenson	
Diane Cypkin	Sergey Kazakov	
Durahn Taylor	Shobana Musti	
Eileen Engelke	Sue Huang	
george picoulas	Sue Seiler	
Janetta Benton	Susan Feather-Gannon	
Jessica Tosto	Susanna Cahn	
Joshua Schwartz	Tasha Darbes	
Julia Eisenberg	Tim Waligore	
Kam Chan	Toby Haghenbeck-Nunnink	
Karen R. Caldwell	Travis Webster	
Katherine Fink	Walter Morris	

Joint Calendar Committee
Recommendations

2020-2021 Calendar Options

Joint Faculty Council Meeting, June 12, 2020

1

Committee Members

- Susanna Cahn (PLV Calendar Committee chair)
- Kwang-Hyun Chung (NYC Calendar Committee co-chair)
- Christopher Godfrey (NYC)
- Courtney Gosnell (PLV)
- Judith Pajo (NYC)
- Elizabeth Salzer (NYC)
- P.V. Viswanath (NYC Calendar Committee co-chair)
- Ama Wattlely (PLV)
- Todd Yarbrough (NYC)

2

Strategic Principles

- The context for our deliberations: the knowledge that there is uncertainty about what will transpire in the next few months and maybe over the next year and a half.
- The objective: to present several calendars, all of which will, hopefully, be adopted by the JFC. These are in addition to the (regular) calendars which have already been approved.
- Whichever option is considered the best given the circumstances at the moment the decision is made will be used.
- The different options we adopt today can be implemented as necessary, avoiding last-minute action and the need for the faculty to convene under future circumstances that may be difficult.
- Adopting several alternatives today will ensure that the calendar that we use will be in accordance with faculty governance.

3

Considerations

- Student and Faculty Health
- Student and Faculty Convenience
- Flexibility
- Faculty Governance
- Consistency with Federal and State Regulations

4

Tactical Principles

- To come up with two alternatives for each term that are sufficiently different from each other
- Alternatives that minimize student travel away-from-campus and back-to-campus.
- Alternatives that minimize the length of the term and are still consistent with Federal and State requirements.
 - Each course has to have 14 meetings (once weekly), OR 28 meetings (twice weekly) or 42 meetings (thrice weekly).
 - Each term has to have at least 14 full weeks plus a part of a 15th week (at least one day).
 - There are three enrolment periods (Fall, Winter/Spring, Summer). Enrolment periods cannot overlap.

5

Tactical Decisions for Fall Options

- Classes meet during all holidays, religious and federal, including Rosh haShanah, Yom Kippur, Labor Day, Diwali.
- During these religious and federal holidays, classes will meet remotely and asynchronously.
- Classes do not meet on Thanksgiving week (Wed to Sun).
- Classes do not meet from Christmas Eve to New Year's Day (Dec. 24 to Jan. 1)
- Allow for Winter Intersession.

6

Option A (Early Fall start option)

Fall 2020, 8/24 start, ends 12/5, no holidays off

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
August 10	August 11	August 12	August 13	August 14	August 15
August 17	August 18	August 19	August 20	August 21	August 22
August 24 FLEX* M1	August 25 FLEX* T1	August 26 FLEX* W1	August 27 FLEX* R1	August 28 FLEX* F1	August 29 FLEX* S1
August 31 FLEX* M2	Sept 1 FLEX* T2	Sept 2 FLEX* W2	Sept 3 FLEX* R2	Sept 4 FLEX* F2	Sept 5 FLEX* S2
Sept 7 LABOR DAY REMOTE* CLASSES M3	Sept 8 T3	Sept 9 W3	Sept 10 R3	Sept 11 F3	Sept 12 S3
Sept 14 M4	Sept 15 T4	Sept 16 W4	Sept 17 R4	Sept 18 RH eve EVENING CLASSES REMOTE* F4	Sept 19 RH Day 1 REMOTE* CLASSES S4
Sept 21 M5	Sept 22 T5	Sept 23 W5	Sept 24 R5	Sept 25 F5	Sept 26 S5
Sept 28 YOM KIPPUR REMOTE* CLASSES M6	Sept 29 T6	Sept 30 W6	Oct 1 R6	Oct 2 F6	Oct 3 S6
Oct 5 M7	Oct 6 T7	Oct 7 W7	Oct 8 R7	Oct 9 F7	Oct 10 S7
Oct 12 COLUMBUS DAY M8	Oct 13 T8	Oct 14 W8	Oct 15 R8	Oct 16 F8	Oct 17 S8
Oct 19 M9	Oct 20 T9	Oct 21 W9	Oct 22 R9	Oct 23 F9	Oct 24 S9

Joint Faculty Council Meeting Minutes

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Oct 26 M10	Oct 27 T10	Oct 28 W10	Oct 29 R10	Oct 30 F10	Oct 31 S10
Nov 2 M11	Nov 3 T11 ELECTION DAY*	Nov 4 W11	Nov 5 R11	Nov 6 F11	Nov 7 S11
Nov 9 M12	Nov 10 T12	Nov 11 VETERANS DAY W12	Nov 12 R12	Nov 13 F12	Nov 14 DIWALI (OBSERVED) REMOTE* CLASSES S12
Nov 16 M13	Nov 17 T13	Nov 18 W13	Nov 19 R13	Nov 20 F13	Nov 21 S13
Nov 23 M14	Nov 24 T14	Nov 25 NO DAY/EVENING CLASSES SCHEDULED	Nov 26 Thanksgiving NO DAY/EVENING CLASSES SCHEDULED	Nov 27 NO DAY/EVENING CLASSES SCHEDULED	Nov 28 NO DAY/EVENING CLASSES SCHEDULED
Nov 30 STUDY DAY	Dec 1 STUDY DAY	Dec 2 W14 REMOTE* CLASSES	Dec 3 R14 REMOTE* CLASSES	Dec 4 F14 REMOTE* CLASSES	Dec 5 S14 REMOTE* CLASSES
Dec 7	Dec 8	Dec 9	Dec 10	Dec 11	Dec 6
Dec 14	Dec 15	Dec 16	Dec 17	Dec 18	Dec 19
Dec 21	Dec 22	Dec 23	Dec 24	Dec 25 Christmas	Dec 26
Dec 28	Dec 29	Dec 30	Dec 31	Jan 1 New Year	Jan 2
Jan 4	Jan 5	Jan 6	Jan 7	Jan 8	Jan 9
Jan 11	Jan 12	Jan 13	Jan 14	Jan 15	Jan 16
Jan 18 MLK Day	Jan 19	Jan 20	Jan 21	Jan 22	Jan 23

Notes:

- Fall classes cannot start earlier than August 24th because that would reduce the Summer enrolment period to less than 14 weeks, which is not allowed according to NY State rules.
- FLEX*: Courses may be delivered remotely for faculty/students who are not able to be on-campus before Labor Day. However, it is recommended that freshmen students or UNV 101 be taught on-campus, as far as possible.
- REMOTE*: Remote indicates remote asynchronous unless specified otherwise. Instructors may, at their option, choose to have the last week of classes synchronous.
- ELECTION DAY*: Faculty should consider teaching remotely to enable voting.
- All holidays, including religious holidays will be remote asynchronous learning only.
- All classes after Thanksgiving break will be remote; classes that have been meeting synchronously will continue to meet synchronously.
- Final exams can be held before Thanksgiving, e.g. in week 12 with additional instruction after that with possible mini-assessments on that material in the last week. This will not be necessary for M only and T only classes.
- If on-campus classes need to be stopped at any other point prior to November 24th, remote teaching should not immediately begin. There should be an adjustment period of a few days of no-instruction, following which remote learning can begin. This is to allow students to travel from campus to their homes and for other eventualities before resuming classes.
- No restrictions on Winter Intersession 2021, Spring 2021 and Summer 2021, assuming there are no more Coronavirus flare-ups.

Option B (Late Fall start option)

Fall 2020 late start October 14, ends 2/2, variant of Scenario B2

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
August 10	August 11	August 12	August 13	August 14	August 15
August 17	August 18	August 19	August 20	August 21	August 22
August 24	August 25	August 26	August 27	August 28	August 29
August 31	Sept 1	Sept 2	Sept 3	Sept 4	Sept 5
Sept 7 LABOR DAY	Sept 8	Sept 9	Sept 10	Sept 11	Sept 12
Sept 14	Sept 15	Sept 16	Sept 17	Sept 18	Sept 19 RH Day 1
Sept 21	Sept 22	Sept 23	Sept 24	Sept 25	Sept 26
Sept 28 YOM KIPPUR	Sept 29	Sept 30	Oct 1	Oct 2	Oct 3
Oct 5	Oct 6	Oct 7	Oct 8	Oct 9	Oct 10
Oct 12	Oct 13	Oct 14	Oct 15	Oct 16	Oct 17
Oct 19	Oct 20	W1 Oct 21	R1 Oct 22	F1 Oct 23	S1 Oct 24
M1 Oct 26	T1 Oct 27	W2 Oct 28	R2 Oct 29	F2 Oct 30	S2 Oct 31
M2 Nov 2	T2 Nov 3 ELECTION DAY CLASSES SCHEDULED	W3 Nov 4	R3 Nov 5	F3 Nov 6	S3 Nov 7
M3 Nov 9	T3 Nov 10	W4 Nov 11 VETERANS DAY	R4 Nov 12	F4 Nov 13	S4 Nov 14 DIWALI (OBSER REMOTE* CLAS
M4 Nov 16	T4 Nov 17	W5 Nov 18	R5 Nov 19	F5 Nov 20	S5 Nov 21
M5 Nov 23	T5 Nov 24	W6 Nov 25 Thanksgiving Eve NO DAY/EVENING CLASSES SCHEDULED	R6 Nov 26 Thanksgiving NO DAY/EVENING CLASSES SCHEDULED	F6 Nov 27 Thanksgiving NO DAY/EVENING CLASSES SCHEDULED	S6 Nov 28 Thanksgiving NO DAY/EVENING CLASSES SCHEDULED

Nov 30	Dec 1	Dec 2	Dec 3	Dec 4	Dec 5
M7	T7	W7	R7	F7	S7
Dec 7	Dec 8	Dec 9	Dec 10	Dec 11	Dec 6
M8	T8	W8	R8	F8	S8
Dec 14	Dec 15	Dec 16	Dec 17	Dec 18	Dec 19
M9	T9	W9	R9	F9	S9
Dec 21 Thursday Conversion R10	Dec 22 Friday Conversion F10	Dec 23 W10	Dec 24 NO DAY/EVENING CLASSES SCHEDULED R10	Dec 25 Christmas NO DAY/EVENING CLASSES SCHEDULED F10	Dec 26 NO DAY/EVENING CLASSES SCHEDULED S10
Dec 28 NO DAY/EVENING CLASSES SCHEDULED M10	Dec 29 NO DAY/EVENING CLASSES SCHEDULED T10	Dec 30 NO DAY/EVENING CLASSES SCHEDULED W11	Dec 31 NO DAY/EVENING CLASSES SCHEDULED R11	Jan 1 New Year NO DAY/EVENING CLASSES SCHEDULED F11	Jan 2 S11
Jan 4 M10	Jan 5 T10	Jan 6 W11	Jan 7 R11	Jan 8 F11	Jan 9 S11
Jan 11 M11	Jan 12 T11	Jan 13 W12	Jan 14 R12	Jan 15 F12	Jan 16 S12
Jan 18 MLK Day M12	Jan 19 T12	Jan 20 W13	Jan 21 R13	Jan 22 F13	Jan 23 S13
Jan 25 M13	Jan 26 T13	Jan 27 W14	Jan 28 R14	Jan 29 F14	Jan 30 S14
Feb 1 M14	Feb 2 T14	Feb 3	Feb 4	Feb 5	Feb 6 S14
Feb 8	Feb 9	Feb 10 SPRING TERM BEGINS	Feb 11	Feb 12	Feb 13
Feb 15	Feb 16	Feb 17	Feb 18	Feb 19	Feb 20

- Term starts Oct. 14th and ends Feb. 2th.
- Spring term could begin Feb. 10th; this will allow it to end May 24th if there is no Spring break.
- The first day for the Summer enrolment period would be May 25th and would end on August 31st, 2021 (allowing for 14 weeks) and one week between Summer and Fall terms.
- Fall 2021 begins Sept. 8, as previously scheduled.
- One objection could be that nine days is not enough to go home for Christmas. However, this is an exceptional situation and many students – particularly international students -- may choose not to travel at all.
- If on-campus classes need to be stopped at any point in time in mid-term, other than as shown in the calendar, remote teaching should not immediately begin. There should be an adjustment period of a few days of no-instruction, following which remote learning can begin. This is to allow students to travel from campus to their homes and for other eventualities before resuming classes.
- Regarding the impact of the Fall term on Winter Intersession, see Spring calendars.

We present two Spring options, one that starts soon after MLK Day on January 23rd and the other starting late on February 10 (with no Spring Break), besides the currently approved Spring term option.

5. Option 1 (Early Spring start option): begins 1/23, ends 5/1, no holidays off; does not allow for Spring Break 2021 to minimize the length of the term and avoid potentially dangerous travel. This scenario can follow an early Fall start (Fall Option A) and a Winter Intersession as currently scheduled (starts 1/2 and ends 1/31).
6. Option 2 (Late Spring start option): Begins 2/10 and ends 5/19; does not allow for Spring Break 2021, attractive because the duration of the term is the shortest possible, while still allowing for breaks between Fall and Spring and Summer and Fall terms. This scenario can follow an early Fall start (Fall Option A) and a Winter Intersession as currently scheduled (starts 1/2 and ends 1/31) or a late Fall start (Option B) with a Winter Intersession overlapping with the beginning of the Spring 2021 session (starting 2/3 and ending 3/2). This would be permitted since Winter and Spring sessions are part of the same enrolment period. If this is done, then some Spring courses could be started later (after the Winter Intersession, on 3/3) and accelerated to end at the same time as the regular 14-week Spring courses (as shown on Option 2).
This version can be used if because of an early Coronavirus spike, classes cannot be started until late October (Fall Option B). Students would come back to school after Christmas/New Year break to resume Fall term.
7. The currently approved Spring term starts January 25th and ends May 15th.
8. Hence we could have the following possible scenarios:

Combinations	Fall	Spring	Winter Intersession
1	Option A	Option 1	Full
2	Option A	Option 2	Full
3	Option A	Regular Spring	Full
4	Option B	Option 2	Overlapping with Spring

Option 1 (early Spring start option)

Spring 2021, 1/23 start, 5/1 end, no holidays off

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Jan 18 MLK Day	Jan 19	Jan 20	Jan 21	Jan 22	Jan 23 S1
Jan 25 M1	Jan 26 T1	Jan 27 W1	Jan 28 R1	Jan 29 F1	Jan 30 S2
Feb 1 M2	Feb 2 T2	Feb 3 W2	Feb 4 R2	Feb 5 F2	Feb 6 S3
Feb 8 M3	Feb 9 T3	Feb 10 W3	Feb 11 R3	Feb 12 LUNAR NEW YEAR REMOTE* CLASSES F3	Feb 13 S4
Feb 15 PRESIDENT'S DAY REMOTE* CLASSES M4	Feb 16 T4	Feb 17 W4	Feb 18 R4	Feb 19 F4	Feb 20 S5
Feb 22 M5	Feb 23 T5	Feb 24 W5	Feb 25 R5	Feb 26 F5	Feb 27 S6
Mar 1 M6	Mar 2 T6	Mar 3 W6	Mar 4 R6	Mar 5 F6	Mar 6 S7
Mar 8 M7	Mar 9 T7	Mar 10 W7	Mar 11 R7	Mar 12 F7	Mar 13 S8
Mar 15 M8	Mar 16 T8	Mar 17 W8	Mar 18 R8	Mar 19 F8	Mar 20 S9
Mar 22 M9	Mar 23 T9	Mar 24 W9	Mar 25 R9	Mar 26 F9	Mar 27 PASSOVER E NO CLASSE SCHEDULE
Mar 29 M10	Mar 30 T10	Mar 31 W10	Apr 1 R10	Apr 2 GOOD FRIDAY REMOTE* CLASSES F10	Apr 3 EASTER WEEK REMOTE* CLASSES S10
Apr 5 M11	Apr 6 T11	Apr 7 W11	Apr 8 R11	Apr 9 F11	Apr 10 S11
Apr 12 M12	Apr 13 T12	Apr 14 W12	Apr 15 R12	Apr 16 F12	Apr 17 S12

Apr 19 M13	Apr 20 T13	Apr 21 W13	Apr 22 R13	Apr 23 F13	Apr 24 S13
Apr 26 M14	Apr 27 T14	Apr 28 W14	Apr 29 R14	Apr 30 F14	May 1 S14
May 3	May 4	May 5	May 6	May 7	May 8
May 10	May 11	May 12	May 13	May 14	May 15
May 17 EARLY SUMMER I SEMESTER BEGINS	May 18	May 19	May 20	May 21	May 22

- REMOTE*: Remote indicates remote asynchronous unless specified otherwise.
- This option would work following any Fall term that ended prior to Martin Luther King Day.
- In particular, it would work with Fall Option A; in this case, there would be enough time for a Winter Intersession prior to the commencement of the Spring term. However, it would not work with Fall Option B, which only ends on February 2, 2021.
- The Summer terms would begin on May 17, according to the currently approved calendar.
- Fall 2021 could begin Sept. 8, as previously scheduled.
- Since it is not clear what the Coronavirus situation will be, no Spring break is allowed for.
- Similarly, there are no days off for religious holidays. Instead, on those days, classes will be held remotely asynchronously. The exception is Passover eve, March 27th. This will allow us to satisfy the Federal requirement of a 15-week term with minimal impact on most of the classes, since Saturday classes are fewer.

Option 2 (Late Spring start option)

Spring 2021, 2/10 start, 5/19 end, no holidays off

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Jan 18 MLK Day	Jan 19	Jan 20	Jan 21	Jan 22	Jan 23
Jan 25	Jan 26	Jan 27	Jan 28	Jan 29	Jan 30
Feb 1	Feb 2	Feb 3 WINTER INTERSESSION BEGINS	Feb 4 WINTER INTERSESSION CONTINUES	Feb 5 WINTER INTERSESSION CONTINUES	Feb 6 WINTER INTERSESSION CONTINUES
Feb 8 WINTER INTERSESSION CONTINUES	Feb 9 WINTER INTERSESSION CONTINUES	Feb 10 W1	Feb 11 R1	Feb 12 LUNAR NEW YEAR REMOTE CLASSES F1	Feb 13 S1
Feb 15 PRESIDENT'S DAY REMOTE CLASSES M1	Feb 16 T1	Feb 17 W2	Feb 18 R2	Feb 19 F2	Feb 20 S2
Feb 22 M2	Feb 23 T2	Feb 24 W3	Feb 25 R3	Feb 26 F3	Feb 27 S3
Mar 1 M3	Mar 2 WINTER INTERSESSION ENDS T3	Mar 3 ACCELERATED LATE START SPRING TERM BEGINS W4	Mar 4 R4	Mar 5 F4	Mar 6 S4
Mar 8 M4	Mar 9 T4	Mar 10 W5	Mar 11 R5	Mar 12 F5	Mar 13 S5
Mar 15 M5	Mar 16 T5	Mar 17 W6	Mar 18 R6	Mar 19 F6	Mar 20 S6
Mar 22 M6	Mar 23 T6	Mar 24 W7	Mar 25 R7	Mar 26 F7	Mar 27 PASSOVER E NO EVENING CLASSES
Mar 29 M7	Mar 30 T7	Mar 31 W8	Apr 1 R8	Apr 2 GOOD FRIDAY REMOTE* CLASSES F8	Apr 3 EASTER WEEK REMOTE* CLASSES S7


Apr 5 M8	Apr 6 T8	Apr 7 W9	Apr 8 R9	Apr 9 F9	Apr 10 S8
Apr 12 M9	Apr 13 T9	Apr 14 W10	Apr 15 R10	Apr 16 F10	Apr 17 S9
Apr 19 M10	Apr 20 T10	Apr 21 W11	Apr 22 R11	Apr 23 F11	Apr 24 S10
Apr 26 M11	Apr 27 T11	Apr 28 W12	Apr 29 R12	Apr 30 F12	May 1 S11
May 3 M12	May 4 T12	May 5 W13	May 6 R13	May 7 F13	May 8 S12
May 10 M13	May 11 T13	May 12 W14	May 13 R14	May 14 F14	May 15 S13
May 17 M14	May 18 T14	May 19 CONVERSION DAY SATURDAY EVENING CLASSES MEET S14	May 20 EARLY SUMMER I SEMESTER BEGINS	May 21	May 22

- REMOTE*: Remote indicates remote asynchronous unless specified otherwise.
- This calendar would be appropriate to follow Fall Option B, which ends Feb. 2, 2021.
- The first day for the Summer enrolment period would be May 20th and would end on September 1st, 2021 (allowing for 14 weeks) and one week between Summer and Fall terms.
- Winter Intersession could be begun immediately after the end of Fall term (Option B), following which there could be an accelerated late start Spring term. This would allow students to take courses both in the Winter Intersession and in the Spring term. As shown in the calendar, the Winter Intersession would start Feb. 3, 2021, last 4 weeks and end March 2. The accelerated late start Spring term would start immediately thereafter, on March 3 and end on May 18 (11 weeks) along with the regular Spring term.
- Fall 2021 could begin Sept. 8, as previously scheduled.
- Since it is not clear what the Coronavirus situation will be, no Spring break is allowed for.
- Similarly, there are no days off for religious holidays. Instead, on those days, classes will be held remotely asynchronously. The exception is Passover eve, March 27th. This will allow us to satisfy the Federal requirement of a 15-week term with minimal impact on most of the classes, since Saturday classes are fewer.

9/6/20

Budget Committee FY21 Outlook


June 10, 2020



1

Net Tuition Revenue Update

- NYC deposits and registrations showing decrease year over year; PLV not as volatile
- Scenario A revised to Scenario A-1
 - Increased FT UG head count based on current deposit and registration activity
 - Includes conservative approach to FT CUG, assumes majority of those students that owe a Spring balance that are registered for Fall will be voided
- Best Case
 - Increased enrollment based on current deposit and registration activity from Scenario A by 10.4%
 - After speaking with OSA, assumption that CUG payments will be received at a greater rate than anticipated in A-1
 - No cushion should anything unforeseen happen prior to Fall start




2

Net Student Revenue Update

- Increased housing revenue due to increased enrollment and expected occupancy. \$5.3M
 - Potential to decline based on state guidance:
 - May need to take Martin, North, Marias Tower Dannat, off line due to shared lavatories

Total increase best case revenue impact to scenario A: \$14.6M




3

3 Scenarios

	FY2021 ORIGINAL PROPOSED	FY2021 Scenario A	FY2021 Revised Scenario A-1	FY2021 Best Case Scenario
NET OPERATING RESULTS				
REVENUES				
Net Tuition and Fees	299.3	245.1	248.4	254.4
Auxiliaries - Housing	61.5	38.5	43.8	43.8
Auxiliaries - Housing/Mess Plan	13.9	11.2	11.2	11.2
Total Student Revenue	374.6	294.8	303.3	309.4
Other Revenues	27.2	29.6	29.6	29.6
Total Revenues	401.8	324.4	332.9	338.9
EXPENSES				
Total Expenses	400.9	347.0	349.5	349.5
OPERATING SURPLUS (LOSS)	0.8	(22.6)	(16.6)	(10.6)

Includes \$53.9M of Phase 1 and 2 reductions



4

1

9/6/20

Update from the Budget committee

Joint Faculty Council
June 12, 2020

1

2020

Net Tuition Revenue

Net Student Revenue

Net Operating Revenue

Net Capital Revenue

Net Revenue

Net Expenditures

Net Surplus

Net Deficit

Net Change

2

PACE

Net Tuition Revenue

Net Student Revenue

Net Operating Revenue

Net Capital Revenue

Net Revenue

Net Expenditures

Net Surplus

Net Deficit

Net Change

3

2020

Net Tuition Revenue

Net Student Revenue

Net Operating Revenue

Net Capital Revenue

Net Revenue

Net Expenditures

Net Surplus

Net Deficit

Net Change

4

Net Tuition Revenue Update

- NYC deposits and registrations showing decrease year over year; PLV not as volatile
- Scenario A revised to Scenario A-1
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- Best Case
 - Increased enrollment based on current deposit and registration activity from Scenario A by 10.4%
 - After speaking with OSA, assumption that CUG payments will be received at a greater rate than anticipated in A-1
 - No cushion should anything unforeseen happen prior to Fall start

5

Net Student Revenue Update

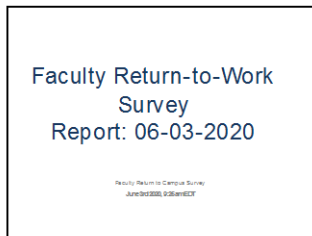
- Increased housing revenue due to increased enrollment and expected occupancy \$5.3M
 - Potential to decline based on state guidance:
 - May need to take Martin, North, Marias Tower Dannat, off line due to shared lavatories

Total increase best case revenue impact to scenario A: \$14.6M

6

1

9/6/20



1

Q1 - On which campus do you teach? Check all that apply.

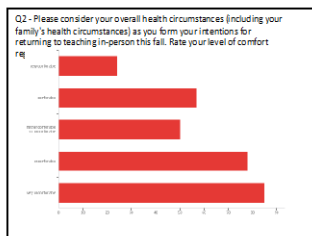
#	Answer	%	Count
1	NYC	63.09%	100
2	PLV	36.91%	117
	Total	100%	317

2

Q2 - Please consider your overall health circumstances (including your family's health circumstances) as you form your intentions for returning to teaching in-person this fall. Rate your level of comfort regarding teaching in person this fall:

#	Answer	%	Count
1	very comfortable	8.24%	24
2	comfortable	19.39%	57
3	neither comfortable nor uncomfortable	17.01%	50
4	uncomfortable	24.93%	78
5	very uncomfortable	28.91%	85
	Total	100%	294

3

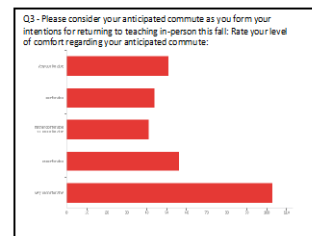


4

Q3 - Please consider your anticipated commute as you form your intentions for returning to teaching in-person this fall. Rate your level of comfort regarding your anticipated commute:

#	Answer	%	Count
1	Very comfortable	17.29%	51
2	comfortable	14.92%	44
3	neither comfortable nor uncomfortable	13.90%	41
4	uncomfortable	15.95%	46
5	very uncomfortable	34.92%	103
	Total	100%	295

5



6

Q4 - Consider your social distancing responsibilities (e.g. number of students, number of classes per week, classroom size, etc.) for your office from classroom, etc.). 5. What setting your comfort, how important is each of the following conditions?

Question	Strongly agree	Very agree	Moderately agree	Slightly agree	Neutral	Slightly disagree	Very disagree	Strongly disagree	Total
social distancing in-class (students 6 feet apart)	55.96%	152	22.76%	64	15.17%	44	8.93%	24	138
mask on campus	65.41%	191	20.88%	61	7.93%	22	3.42%	10	274
weekly testing of all persons on campus	43.40%	125	19.10%	55	19.44%	56	9.93%	26	238
contact tracing	64.01%	185	21.89%	63	9.00%	26	2.42%	7	289

7

Q4 - Consider your social distancing responsibilities (e.g. number of students, number of classes per week, classroom size, etc.) for your office from classroom, etc.). 5. What setting your comfort, how important is each of the following conditions?

Question	Strongly agree	Very agree	Moderately agree	Slightly agree	Neutral	Slightly disagree	Very disagree	Strongly disagree	Total
barriers (such as plexiglass) in class between individuals	26.48%	76	13.94%	40	27.5%	79	13.99%	39	1047
social distancing requirements (bysty/exit of classrooms (2 doors))	41.92%	122	16.96%	49	19.7%	57	11.42%	33	289
enforced hallway/classroom entrances social	62.92%	18	21.31%	62	16.1%	47	7.90%	23	291

8

Q4 - Consider your social distancing responsibilities (e.g. number of students, number of classes per week, classroom size, etc.) for your office from classroom, etc.). 5. What setting your comfort, how important is each of the following conditions?

Question	Strongly agree	Very agree	Moderately agree	Slightly agree	Neutral	Slightly disagree	Very disagree	Strongly disagree	Total
in-person office hours (if social distancing in office impossible)	61.7%	17	18.42%	34	8.92%	23	9.21%	18	833

9

