

Joint Faculty Council

*Pace University
New York, NY 10038*



Meeting Minutes

**June 19, 2020
5:15pm**

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

Call to order 5:15pm

David Rahni – thank you for attending this JFC meeting. Many of you have been exercising your due diligence to ensure your governance takes new responsibilities and new roles with respect to Pace University, serving our students, career and professional objectives are all served. Your council appreciates all your efforts. We've tried to be very focused today. In the past 36 hours a lot of you have been working, and a lot of things have taken shape. Our request from you is to avoid repeating things that have been said in the past few weeks. Keep the discussion to a minimum, and allow others to speak.

Dan Strahs – Thank you, we will hear from the budget committee.

Budget committee – Iuliana Ismailescu

Presentation highlights (slides attached)

- Reminder of the three scenarios presented at 6/12 meeting
- Today's meeting had the same three scenarios, but now more of the Phase 3 cuts have been accounted for with an \$8 million savings.
- Operating liquidity is not as high as in 2020, but the lowest cash levels are not too low either.
- The finance committee of the Board of Trustees wants to see us adopt a no-loss budget, but the administration assures us that we can operate at the Proposed budget that includes an \$8.6 million loss. The administration believes that at current enrollment numbers the situation might be better than proposed here.
- Enrollment numbers:
 - UG deposits only 2% lower than last year (5% down in NYC, and 8% up in PLV)
 - Grad deposits down 11%, mostly because of international student losses. (20% down in PLV, 7% down in NYC)

Discussion themes

- What faculty elected to teach more classes? Is that a voluntary choice, or will that be required of all faculty? *Ans:* this is not required. If more cuts are required it may be a choice between the number of classes you teach vs. salary reduction, but that is not happening now.
- As a non-profit Pace can adopt an unbalanced budget, and other institutions have done this (Seton Hall for example)
- Some of the adopted actions may become permanent even beyond the budget crisis (expiring leases, staff working from home).
- The administration believe that the proposed budget with an operating deficit is the best option, and if that is not accepted by the finance committee (meeting at the same time as this JFC), the administration will notify us immediately.
- If we go with the operating deficit, does that mean that salaries are not on the table?

Ans: Salary cuts are *not* on the table.

- What are the changes to the administration costs from year to year? It would be useful to know how the budget cuts have changed our cost structure. Plotting the trends would be helpful.
- What are the additional costs for social distancing required for in-person instruction?
Ans: costs for outfitting the classrooms for safety have not been included in the model because we have not received NYS guidelines yet, and we don't know how many students we can have on site.
- What assurance do we have that the students will be prepared for remote learning? What investments is the University making on this front? *Ans:* we are aiming for in-person undergraduate education, not for remote learning.

Resolution on passing an unbalanced budget

The Joint Faculty Council urges the Pace University Board of Trustees to consider approving a budget for Fiscal Year 2021 that includes an operating deficit. In the current global crisis, this practice is being adopted by peer universities, and should be considered a one-time measure, taken in order to avoid additional cuts to employee compensation. Any surpluses from prior fiscal years (including the FY 2020 one) shall be applied to FY 2021 (as indicated by Bob Almon at the JFC meeting on June 12).

Vote

Accept 183

Reject 5

Resolution accepted

Budget Subcommittee (aka G6) Report – Barbara Farrell

Presentation highlights (slides attached)

- 6 member sub-committee given access to information underlying the budget presentations.
- Group made recommendations, which are solely from the group, not the entire committee.
- Factors to consider when looking at budget reports:
 - Budget data has changed radically over the last six weeks
 - Information about enrollment was not included in the most recent budget model
- Observations – Budget committee does not play a meaningful role in decision making (i.e. 403b decision was not reviewed by faculty on the committee).
- Sub-Committee has recommendations in three areas:
 - Salary recommendations – no current reductions being proposed. These recommendations were proposed in the event of salary reductions.

- General Expense recommendations
- Budget committee recommendations

Discussion themes

Responses to the sub-committee report

- Concern about cutting scholarly research by 50%. *Ans:* these were suggestions for where to cut if it becomes necessary.
- Badging is a possibility, but it is premature to plan on that avenue.
- The G6 report is essentially their opinion, and it doesn't belong in this meeting because the report is invalid.
- General understanding that the expected report was to be a report of the sub-committee on their deeper examination of the finances. Concern that this has not been presented, and that instead they put forward a proposal to the administration. The memo to the administration should have been shared with the faculty *first*.

Concern about the membership and actions of the sub-committee

- There were 2 Law school representatives on this sub-committee, giving them 1/3 of the representation on the committee, when they are < 8% of the total faculty. The 10 elected faculty representatives should be the sub-group consulting with the administration. This is a violation of the faculty handbook. The group of six should be disbanded.
- The G6 were not elected to offer advice to the administration. The JFC suggested a committee to consult with the JFC before advising the administration. There was conflict within the sub-committee over this action, it does not represent the desire of the JFC at large.
- The JFC chairs as representatives of the faculty councils have repudiated the G6 findings already in a letter to the administration.
- The actions of the sub-committee are being misunderstood. They are only making suggestions, not arguing for a salary decrease, instead recommended other cost-saving efforts to approach *before* salary cuts might be instituted.
- We need to follow the guidelines of our faculty handbook. We cannot violate it ourselves.
- Reminder that disbanding the G6 does not remove the faculty elected to the committee by the faculty councils. Those faculty will continue to fulfill their role as faculty representatives for their elected terms.

Votes

Resolution on faculty representation – rationale: Whereas, a “group of six” faculty (G6) was formed earlier this spring for the purpose of examining the

books. The JFC supported the creation of this group with the understanding that the faculty would be drawn from the Budget faculty representatives elected by the JFC (as per the composition of the Committee under the Faculty Handbook). However the G6 has gone beyond their charge, and has attempted to perform an advising function by proposing salary cuts (with no authorization from the faculty whom they represent) to the administration. The G6 faculty sent a memo of advice on June 15, 2020 to the president, provost, and CFO; they did so without consulting the leaders of the JFC, the members of the budget committee, or the faculty at large before sending this memo. Further, the composition of the committee included two members of Dyson, two members of Lubin, and (unusually) two members of the Law School; we note that as per the Handbook, Law faculty are not included in the Budget Committee, and allocating one-third of the G6 seats to the Law faculty (who constitute approximately 8% of the faculty) is an extremely unrepresentative distribution.

Therefore:

(Resolution a) The JFC resolves that the G6 does not speak for the faculty as a whole and that their June 15, 2020 memo in particular represents solely the views of those individuals who supported it, and should not be used as a basis for the administration saying that it has fulfilled the requirements of faculty governance or consulted with the faculty of either the Budget committee, the faculty leadership, or the Faculty Councils.

Accepted 183

Reject 5

(Resolution b) The JFC urges the Budget Committee to dissolve the G6, and hold all discussions with all of the elected JFC Budget faculty representatives.

Accept 159

Reject 13

Both resolutions accepted

Calendar Committee – P.V. Viswanath

Presentation highlights (slides and calendars attached)

- Four proposals – two each for fall and spring. The committee is providing different calendars for different potential circumstances so that the administration can adopt them *as necessary*. This avoids having the faculty return to vote for another calendar if there is an emergency.
- These reflect faculty comments from last week's meeting.
- Options:
 - Option A – an early start, online week following Thanksgiving break
 - Option C – combines an accelerated early start semester, followed by a regular fall semester starting in October.
 - Option 1 – early start in January. Can accommodate an overlapping winter session.

- Option 2 – regular start in February that can follow both Option C and an overlapping winter intersession.
- All options eliminate holiday recognition. Faculty are recommended to make accommodations for people who may want to honor those holidays (including asynchronous online sessions).

Discussion themes

- Many thanks to the calendar committee for their hard work on these proposed calendars.
- Why can winter intersession overlap with the spring semester? *Ans:* the overlap is related to enrollment sessions, not semesters. These calendars have been approved by OSA for those concerns.
- Everyone wants to use the Option A for the fall, but if at the beginning of August it looks like we will not be able to have face to face classes in August we can flip immediately to the Option C.

Votes

Fall Option A (Earliest Fall start option) begins 8/24, ends Dec. 5, no holidays off. Allows for maximum usage of dorms and has the earliest possible start date with the shortest possible term.

Accept 146
Reject 11

Fall Option C is late Fall start, except for a preliminary 7-week component that would start August 24 and end October 10; does not allow for Spring Break '21, variant of Scenario B2 (Provost Reopening Scenarios) Shortest possible duration of term, while still allowing for breaks terms.

Accept 109
Reject 48

Spring Option 1 (Early Spring start): begins 1/23, ends 5/1, no holidays off; does not allow for Spring Break '21, can follow the early Fall start (Option A) and Winter Intersession as currently scheduled (starts 1/2 and ends 1/31).

Accept 137
Reject 20

Spring Option 2 (Late Spring start): 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 terms. Can follow the early Fall Option A and Winter Intersession as currently scheduled OR Late start Fall Option B, with overlap with Winter Intersession.

Accept 124
Reject 33

All calendar options accepted

General discussions

- Update on JFC resolution that individual faculty can elect to teach online. The resolution was passed to the Provost. Right now the administration believes that there will be enough flexibility in the schedule to allow those who want to teach remotely to do so, and they are working on getting the fall opening organized, so they won't respond to this for a few weeks.
- Update on resolution from May 8 regarding direct faculty communication with the Board of Trustees. The elected faculty have been active and are coordinating with the elected Board of Trustees representatives. We will report after the next Board of Trustees meeting.
- Call for nominees to Title IX Work group to meet the new federal regulations on sex-based misconduct policies, while also meeting the NYS regulations. Representatives needed immediately. Nominations open until tomorrow morning, balloting during the day tomorrow.
- What JFC committees will be considering priorities for classroom space as we decide which courses will go online vs face to face? This is an issue of academic freedom to decide how we teach our classes whenever possible. The Faculty Affairs committee will take up this topic.
- How will we juggle schedules for the fall when students have already registered? It is improbable that we will be able to manage rescheduling all the large classes accurately in such a short time.
- From a survey done by the adjunct union, only 14% of the adjunct faculty reported that they *won't* return in the fall.
- Announcement: A sub-group of the ad hoc JFC committee on Creativity and Innovation is looking for feedback on a proposal for developing online content. Look for more information coming through the JFC executive committees.

Votes

Resolution on preserving teaching load protected by handbook – rationale: This resolution is important for teaching quality, equity concerns, research, retention, and revenue.

- Increasing teaching loads for full-time faculty violates the handbook
- Increased teaching loads would come at the expense of cutting the most vulnerable and precariously-situated instructors, who are important to retention and quality of teaching.
- Increased burden on full time faculty to take on new class loads will lead to less satisfactory experiences for students because of lack of time to prepare. Such possible cuts would dis-incentivize their preparing for classes. This does not meet equity and fairness concerns. Requiring full-time faculty to suddenly take on new class loads would be a great burden given that faculty are being asked to prepare for all sorts of new modalities and increase enrollment over the summer during a time when they are not paid. Increasing teaching loads would amount to an

effective pay cut. Instructors should focus on making their classes great. Disruption will impact the quality of teaching and retention will fall.

- Increased teaching loads diminishes the importance of research
 - Faculty use release time to pursue grants and increase revenue
 - Student retention enhanced through collaborative research experiences
 - Faculty evaluations include research outcomes
 - Academic research is crucial to address the pandemic, racial justice, and other current issues.

Resolution on preserving teaching load protected by handbook: The JFC opposes forced increases in faculty teaching load beyond the requirements of, and in violation of, the faculty handbook (specifically, this resolution opposes decreases in release time for scholarly research). This would violate the university's legal obligations to faculty.

Accept 124

Reject 14

Resolution passes

Resolutions on salary cuts

Salary cut resolution a: The JFC opposes regressive salary cuts.

Accept 99

Reject 7

Salary cut resolution b: The JFC resolves that there is no possible justification for faculty salary cuts prior to implementing cuts such as administrative restructuring and consolidation, applying any surpluses from current and prior fiscal years, greatly decreasing or eliminating non-standard benefits held by "key employees" (such as any separately negotiated retirement packages and various forms of deferred compensation), and requiring administrative members to teach further courses. Upper administration officials shall not use the excuse that they should not be subject to further salary cuts or cuts to their benefits because they have already sacrificed more (especially as it has not been disclosed whether or not their "voluntary" cuts were done through a charitable donation and resulted in a large tax break and thus was a much less deep cut than may appear by the nominal figure).

Accept 100

Reject 6

Salary cut resolution c: Salary cuts should be used as a last resort measure and should be determined based on a progressive system, similar to the federal income tax model.

Accept 99

Reject 7

All motions passed

Meeting adjourned 7:45pm

Attendees (268)

Pleasantville
Aiello-Lammens, Matthew
Benton, Janetta
Berger, Karen
Berro, Elizabeth
Cable, Roberta
Cadman, Dana
Cahn, Susanna
Caldwell, Karen R
Carter, John
Chase, Michelle
Clayton, Christine
Cohen, Philip
Cooper, Christen
Courtney, Mary
Cypkin, Diane
Darbes, Tasha
DiBenedetto, Joseph
Doshi, Poonam
Eisenberg, Julia
Engelke, Eileen
Falk-Ross, Fran
Farkas, Dan
Farrell, Barbara
Fastenberg, Lisa
Feather-Gannon, Susan
Fernandez, Ramon Emilio
Ferrara, Lucille
filante, ron
Fink, Katherine
FitzGerald, Margaret
Girasa, Rosario
Gosnell, Courtney
Haghenbeck-Nunnink, K. Toby
Healy, Patricia
Hepburn, Millie
Huang, sue
Hundersmarck, Lawrence
Kadiyala, Padma
Kazakov, Sergey
La Rosa, Melanie
Land, Michelle
Lant, Theresa
LEE, Cindy

(Supawadee)
Legg, Angela
Luskay, Maria
Marik, Sally
Martirano, Maryellen
mascuilli, augustine
McGuigan, Patrick
Mitchell, Len
Morris, Walter
Mosley, Pauline
Mundy, Robert
Murthy, Narayan
Musti, Shobana
Nicholls, Lakeisha
Northrup, Angela
opfer, mary
Oren, Allen
Pantic, Mirjana
PAPPAS, george
picoulas, george
Rahni, David
Reisig, Ray
Robak, Rostyslaw
Rubbo, Michael
Sachs, David
Scalzo, Sheryl
Schwartz, Joshua
Seiler, Sue
Sonenberg, Andrea
Soodak, Leslie
Steiner, Aaron
Taylor, Durahn
Titiloye, Victoria
Tosto, Jessica
Tursi, Michael
Waligore, Timothy
Wattley, Ama
Webster, Travis
Weigold, Marilyn
Wiener, Roberta
Wier, Andrew
Williams, Adelia
Winsted, Kathy
Ziek, Paul
Finewood, Michael

New York
Abergil, Inbal
Amaya, Ana

Barrella, Vincent
becket, charlotte becket
bent, emily bent
berardini, susan
Berg, Abbey
Bishop, Susan
Blackwood, Sarah
Bolton, Matthew
Braga Alves, Marcus
Brenner, Eric
Brewer, Meaghan
Buraei, Zafir
Cacheiro, Jorge
calloway, linda jo
cantarella, luke
Cappelmann, Susan
Chan, Eduardo
Chapman, Robert
Charles, Marie
Chen, Sheying
Chivu, Ion
Coggins, Andrew
Collica-cox, kimberly
Colman, Gregory
Connerton, Winifred
Cotoranu, Andreea
covino, jean
Crosby, Andy
Cunningham, Sarah
Dai, Zhaohua
Danylenko, Andriy
Danziger, Jon
de Jacq, Krystyna
Deng, Nanjie
di Gennaro, Kristen
Donovan, Leigh Anne
Driver, Martha
Drury, Lin
Dupont, Ida
Dutta, Pritha
Dutta Gupta, Shamita
Dwyer, Catherine
Evans, Brian
Fain, Deborah
Farber, Lisa
fichtenbaum, mark
Foerster, Amy
Frank, Ronald
Freedman, Amy

Friedman, barbara
Ganzfried, Ellayne
Genc, Yegin
Godfrey PhD, Christopher John
Goldman, Elena
Gopalakrishna, Pradeep
Gottesfeld, Linda
Green, Claudia
Gregory, Kyomi
Hale, Nancy
Harland, Kindred
Hassinger-Das, Brenna
Hayes, Darren
Henderson, Joy
Henley, Tiffany
Henley, Tiffany
Hofmann, Jennifer
Hussey, Mark
Ismailescu, Iuliana
Jackson, David
Johnson, Erica
Joseph, Dr. A.
Kahle, Lynn
Kapstein, Adrienne
Karthikeyan, Sethu
Kazlow, Michael
Kim, Soyung
Kindred, Graham
Klein, Adam
Kline, Rick
Knoesel, Joanne
Kolenda, Ric
Kolluri, Satish
Kreitz, Kelley
Lala, Vishal
Lamartina-Lens, Iride
Laramee, Eve
Lawrence-Edsell, Julie
Lee, Picheng
Lee, Joseph
Levine-Keating, Helane
Lin, Chienting
Long, Mary
Lu, Chongyu
Marafioti, Martin
Marcello, Matthew
markovitz, harvey
McCarthy, James

mcdermott, peter
Medow, Sharon
Mendelsohn, Joshua
Mezzio, steven
Miller, Rhonda
Miller, Eddis
Min, Seong Jae
Mirphy, Mary Ann
Mojica, Elmer
Morris, Barry
Mowder, Barbara
Nankin, Conrad
Nayak, Meghana
Niu, Weihua
nomee, julia
North, Shannon
O'Callaghan, Susanne
Offutt, Bill
Olszewski, Linda
Pajo, Judith
Paljevic, Esma
Palta, Monica
Pankowski, Jennifer
Parisi, Francis
Particelli, Brice
Paul, Aditi
Peifer-Arens, Trish
Plotka, Raquel
Quest, Linda
RAFFERTY, YVONNE
Rahman, Noushi
Ramos, Chris
Raubicheck, Walter
Reagin, Nancy
Richardson, Kate
Roland, Joan
Romanello, Jennifer
Rosenthal, Lisa
Salerno, Roger
Salzer, Elizabeth
San, Eda
Sandler, Dennis
Scharff, Christelle
Schulman, Liora
Schwartzreich, Amy
Scutelnicu, Gina
Sen, Kaustav
Shan, Juan
Shane, Lester

Shin, Namchul
Skevoulis, Sotirios
Slyer, Jason
Sossin, K Mark
Strahs, Daniel
Suchday, Sonia
Szablewicz, Marcella
tarique, ibraiz
Tekula, Rebecca
Topol, Martin
Toomey, Anne
Trub, Leora
Upmacis, Rita
Van Ness, Tracy
Villagra, Andres
Vinocur, Malena
Viswanath, Plachikkat
Wang, Ying
Weinstock, Mark
Welty, Emily
Wexler, Sharon
Wiener, Robert
Wiggins, Tanya
Winch, Janice
Xu, Meng
YARBROUGH, TODD
Youmans, Scott
Yuan, Jun
Zaccardi, Chris
Zaccario, Michele
Zaslow, Emilie
Zhou, Mingming
Zimmer, Catherine

JFC - Budget Update

June 18, 2020

3 Scenarios

	FY2021	FY2021	FY2021	FY2021
	ORIGINAL PROPOSED	Scenario A	Revised ScenarioA-1	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 Meal 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

June 18, 2020

3 Scenarios

	FY2021	FY2021	FY2021	FY2021
	Pre-COVID	May 27th Meeting Scenario A	Proposed Budget	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	47.4
Auxiliaries - Meal Plan	13.9	11.2	11.2	11.2
Total Student Revenue	374.6	294.8	303.3	313.0
Other Revenues	27.2	29.6	29.6	29.6
Total Revenues	401.8	324.4	332.9	342.6
EXPENSES				
Total Expenses	400.9	347.0	349.5	349.5
OPERATING SURPLUS (LOSS)	0.8	(22.6)	(16.6)	(6.9)

Includes \$50.7M of Phase 1 and 2 reductions
 Increase of \$2.5M in COVID related expenses in proposed budget and best case scenario

Proposed Phase 3 Reductions

Phase 3 Reduction Items	Proposed Reductions	FY2021	FY2021	FY2021
		Scenario A	Revised Scenario A-1	Best Case Scenario
Operating loss		(22.6)	(16.6)	(10.6)
<i>Permanent</i>	0.4	0.4	0.4	0.4
Administrative Restructure, Benefits savings, Severance and Staff Retirements				
Non essential activities	0.4	0.4	0.4	0.4
<i>Temporary</i>	7.2	2.3	2.3	2.3
Stipends/Honorarium/Over Time	-	-	-	-
Overage (no fall/spring)	1.5	-	-	-
Sabbaticals	0.3	0.3	0.3	0.3
Add'l Adjunct Reduction (Due to FT Faculty increased Workload - 3 credits pp)	3.4			
5% Salary Reduction for Staff/Faculty				
Utilization of School Endowment Funds (Lubin & Dyson)	2.0	2.0	2.0	2.0
Revised Operating Loss	\$ 7.6	\$ (20.0)	\$ (13.9)	\$ (7.9)

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Proposed Phase 3 Reductions

Phase 3 Reduction Items	Proposed Reductions	FY2021	FY2021	FY2021
		May 27th Meeting Scenario A	Proposed Budget	Best Case Scenario
Operating loss before Phase 3 reductions		(22.6)	(16.6)	(6.9)
Permanent	4.3	3.4	3.4	3.4
Staff Retirements, Administrative Restructure, Benefits Savings, Severance ¹	3.9	3.0	3.0	3.0
Non essential activities	0.4	0.4	0.4	0.4
Temporary	11.7	4.6	4.6	4.6
Stipends/Honorarium/Over Time	2.5	0.5	0.5	0.5
Overage (no fall/spring) ²	1.5	-	-	-
Sabbaticals	0.3	0.3	0.3	0.3
Add'l Adjunct Reduction (Due to FT Faculty increased Workload - 3 credits pp)	3.4	1.8	1.8	1.8
Utilization of School Endowment Funds	4.0	2.0	2.0	2.0
Total Temporary and Permanent Changes	\$ 16.0	\$ 8.0	\$ 8.0	\$ 8.0
Revised Operating Loss		\$ (14.7)	\$ (8.6)	\$ 1.1

NOTES

1. Calculated Salary at average rate of \$74K; Benefits 32%; severance included at 3 months. Assumes 6 months of savings; Annual savings equal to \$7.1 M
2. Reducing Overage no longer viable due to social distancing/increased sections needed

Proposing A-1 as FY21 Budget

NET OPERATING RESULTS

REVENUES

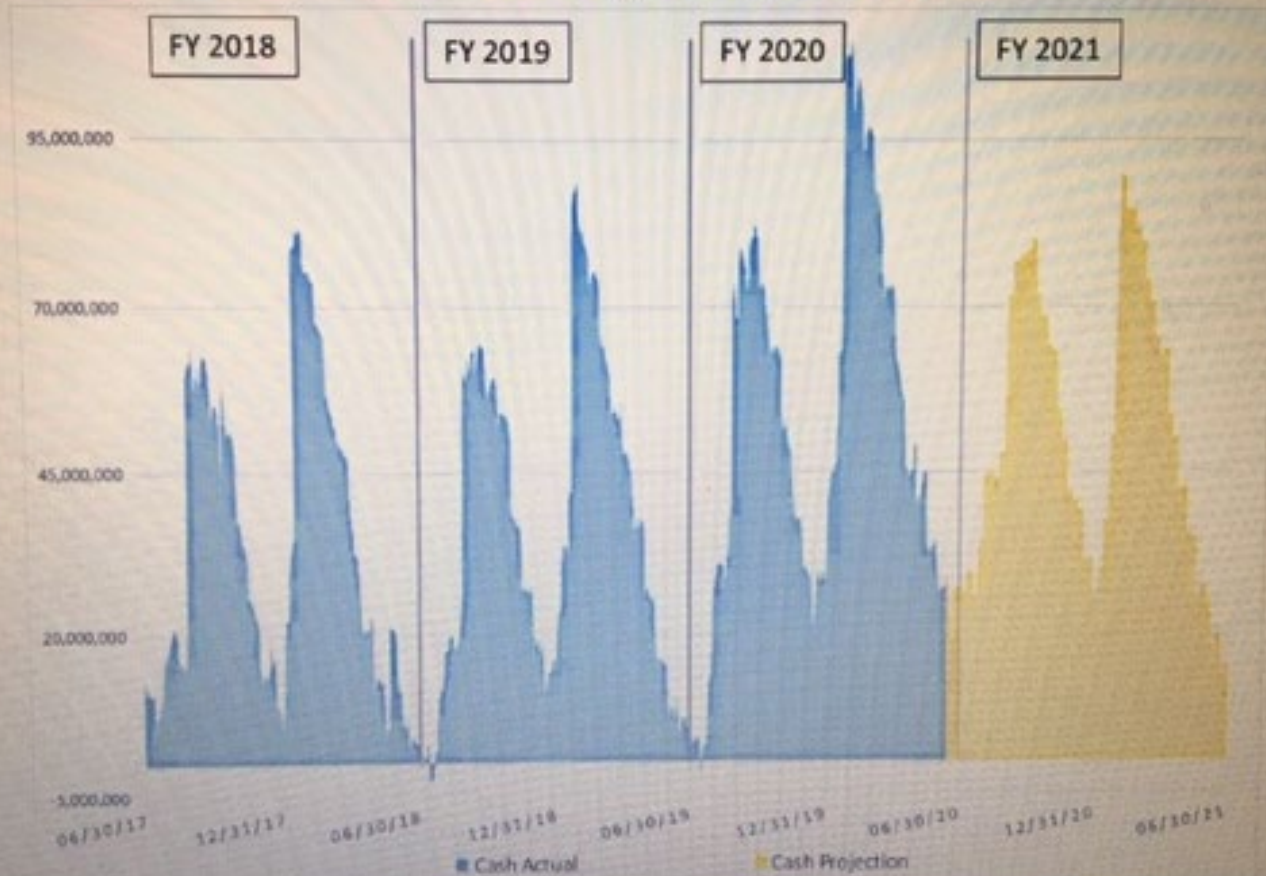
	FY2021 Pre-COVID	FY2021 May 27th Meeting Scenario A	FY2021 Proposed Budget	FY2021 Best Case Scenario
Net Tuition and Fees	299.3	245.1	248.4	254.4
Auxiliaries - Housing	61.5	38.5	43.8	47.4
Auxiliaries - Meal Plan	13.9	11.2	11.2	11.2
Total Student Revenue	374.6	294.8	303.3	313.0
Other Revenues	27.2	29.6	29.6	29.6
Total Revenues	401.8	324.4	332.9	342.6
EXPENSES				
Total Expenses	400.9	339.0	341.5	341.5
OPERATING SURPLUS (LOSS)	0.8	(14.7)	(8.6)	1.1

Includes \$8M of Phase 3 reductions

FY20 Forecast vs. FY21 Proposed Budget

	FY2020	FY2021	YOY	YOY
	JUNE FORECAST	PROPOSED BUDGET	Change in \$	Change in %
NET OPERATING RESULTS				
REVENUES				
Tuition and fees	495.1	437.5	(57.5)	-12%
University funded and student aid	(200.2)	(189.1)	11.1	-6%
Net Tuition and Fees	294.8	248.4	(46.4)	-16%
Auxiliaries - Housing	52.3	43.8	(8.5)	-16%
Auxiliaries - Housing Meal Plan	9.6	11.2	1.6	17%
Total Student Revenue	356.7	303.3	(53.4)	-15%
Contributions and other	10.1	9.7	(0.5)	-5%
Revenues released from restriction	14.0	14.0	-	0%
Revenues released from restriction-Long Lived Assets	1.5	1.6	0.1	7%
	-	4.3		
Other Revenues	25.6	29.6	3.9	15%
Total Revenues	382.3	332.9	(49.4)	-13%
EXPENSES				
Salaries & Benefits	218.1	187.9	(30.2)	-14%
S&S Meal Plan	9.6	10.5	0.8	9%
S&S Other	38.3	24.6931	(13.7)	-36%
Utilities and Plant	75.2	75.7	0.5	1%
Interest Expense & Amortization	9.0	9.0	-	0%
Depreciation	19.7	20.5	0.8	4%
Post Retirement Benefits - Operating	(4.4)	(0.7)	3.7	-84%
Expenses funded from temp restricted funds	14.0	14.0	-	0%
Total Expenses	379.6	341.5	(38.0)	-10%
OPERATING SURPLUS (LOSS)	2.8	(8.6)	(11.4)	-410%

Operating Liquidity



- Projected Low Points: \$23M in Summer 2020; \$26M in December 2020; \$14M in Summer 2021

Fall 2020 Enrollment Projections

Undergraduate

New Undergraduate Results @ 6-16-2020									
New UG Enrollment by School	Applications @ 6-16-2020			Admitted @ 6-16-2020			Deposits @ 6-16-2020		
	Fall 2019 to-date	Fall 2020 to-date	% Change Fall 20 vs. Fall 19	Fall 2019 to-date	Fall 2020 to-date	% Change Fall 20 vs. Fall 19	Fall 2019 to-date	Fall 2020 to-date	% Change Fall 20 vs. Fall 19
NYC									
Lubin	4,218	4,428	5%	3,139	3,544	13%	586	531	-9%
Dyson	13,246	14,593	10%	9,995	11,785	18%	1,078	1,033	-4%
CHP	680	689	1%	486	510	5%	45	34	-24%
Seidenberg	1,107	1,174	6%	793	897	13%	94	88	-6%
SOE	506	648	28%	348	479	38%	37	54	46%
Total NYC	19,757	21,532	9%	14,761	17,215	17%	1,840	1,740	-5%
PLV									
Lubin	1,001	1,071	7%	725	856	18%	169	209	24%
Dyson	2,284	2,109	-8%	1,571	1,598	2%	251	248	-1%
CHP	1,687	1,717	2%	1,145	1,164	2%	140	138	-1%
Seidenberg	338	319	-6%	231	242	5%	64	60	-6%
SOE	302	348	15%	200	274	37%	35	57	63%
Total PLV	5,612	5,564	-1%	3,872	4,134	7%	659	712	8%
Total University									
Lubin	5,219	5,499	5%	3,864	4,400	14%	755	740	-2%
Dyson	15,530	16,702	8%	11,566	13,383	16%	1,329	1,281	-4%
CHP	2,367	2,406	2%	1,631	1,674	3%	185	172	-7%
Seidenberg	1,445	1,493	3%	1,024	1,139	11%	158	148	-6%
SOE	808	996	23%	548	753	37%	72	111	54%
Total University	25,369	27,096	7%	18,633	21,349	15%	2,499	2,452	-2%

Fall 2020 Enrollment Projections


Graduate

New Graduate Results @ 6-16-2020									
New Grad Enrollment by School	Applications @ 6-16-2020			Admitted @ 6-16-2020			Deposited @ 6-16-2020		
	Fall 2019 to-date	Fall 2020 to-date	% Change Fall 20 vs. Fall 19	Fall 2019 to-date	Fall 2020 to-date	% Change Fall 20 vs. Fall 19	Fall 2019 to-date	Fall 2020 to-date	% Change Fall 20 vs. Fall 19
NYC									
Lubin	602	721	20%	295	527	79%	112	115	3%
Dyson	750	863	15%	295	399	35%	136	133	-2%
CHP	1,373	1,602	17%	298	404	36%	190	224	18%
Seidenberg	814	839	3%	638	746	17%	158	77	-51%
SOE	74	54	-27%	32	37	16%	8	13	63%
Total NYC	3,613	4,079	13%	1,558	2,113	36%	604	562	-7%
Westchester									
Lubin	35	38	9%	25	35	40%	11	28	155%
Dyson	172	148	-14%	100	106	6%	45	37	-18%
CHP	570	845	48%	317	267	-16%	217	166	-24%
Seidenberg	75	68	-9%	41	45	10%	23	6	-74%
SOE	43	39	-9%	29	29	0%	16	14	-13%
Total Westchester	895	1,138	27%	512	482	-6%	312	251	-20%
Total University									
Lubin	637	759	19%	320	562	76%	123	143	16%
Dyson	922	1,011	10%	395	505	28%	181	170	-6%
CHP	1,943	2,447	26%	615	671	9%	407	390	-4%
Seidenberg	889	907	2%	679	791	16%	181	83	-54%
SOE	117	93	-21%	61	66	8%	24	27	13%
Total University	4,508	5,217	16%	2,070	2,595	25%	916	813	-11%



REPORT OF THE BUDGET SUBCOMMITTEE

June 18, 2020



Member of the Budget Subcommittee

Six members of Budget Committee were elected to serve as a faculty sub-group of the Budget Committee.

- Andy Crosby – NYFC representative
- Iuliana Ismailescu – NYFC representative
- Matthew Aiello-Lammens – Westchester Representative
- Barbara Farrell – Westchester Representative
- Bridget Crawford – Law School Representative
- Michelle Simon – Law School Representative

Purpose and Scope

- Achieve greater transparency underlying presentations to the Budget Committee and faculty
- Make recommendations about budget – **Recommendations are views of THIS GROUP ONLY**
- We performed a “witnessing function” – reviewed Revenue and Expense Models
- We received all information requested
- Budget Projections for 2020-2021 based on many assumptions
- Assumptions can change and can alter expectation for 2020-2021

General Observations

- Budget Committee does not play meaningful role in decision making process of university
 - *Example – University decision to discontinue 403(b) – not reviewed by faculty*
 - *Budget committee informed after discontinuation*
 - *Violation of faculty handbook*
- Current Size of Budget Committee – too large and difficult for faculty to have meaningful role in decision making

Salary Related Recommendations

- Goal stated by Administration – avoid making reductions in base salary (June 12)
- Recommendations based on above:
 - *All stipends and admin release time – reduced by 50% first*
 - *Second, scholarly release time reduced by 50%*
 - *Overage cut before salaries cut*
 - *ALL eliminations would be temporary – similar to 403(b)*
 - *ONLY after making adjustments above – FT faculty should be given a choice to teach another course OR accept salary cut (one for one)*

Salary Related Recommendations-continued

- IF the administrative decision is to cut salaries
 - *Cuts uniform across the board*
 - *NO MORE than 5% for faculty and staff making \$75,000 or more*
 - *Recognize faculty/staff will struggle with 5% salary reduction*
 - *Senior faculty already took a larger pay cut – differentials in 403(b) match*
 - *Recognize this will be controversial*
 - *Committee was NOT unanimous on this point*

General Expense/Revenue Recommendations

- Offer 25% reduction in teaching (scholarship and service same) in return for 10% salary reduction
- Allow departments flexibility in way they reduce the number of adjuncts
- Develop badging programs or stackable certificates – lead to degree
- Staff headcount cuts made at school level shall be made proportionally in offices of Provost/President/and administrative offices

Recommendations – Budget Committee specific

- Recommit to use existing subcommittees within Budget Committee
- From Budget committee create standing smaller subcommittee
- Use subcommittee to solicit faculty input on annual budget
- Updates to Budget Committee 24 hours prior to meeting
- Send to Budget Committee more frequent updates – enrollment/revenue/expense

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 has the earliest possible start date with the shortest possible term.
2. Option C is late Fall start, except for a preliminary 7-week component that would start August 24 and end October 10, 2020. The main part of the term would begin October 14 and end 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.

Another option was considered and previously proposed, but is not being currently proposed.

Option B is Option C (late Fall start) without the 7-week Early Fall component. 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.

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
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 C (Modified Late Fall start option)

Fall 2020 late start October 14, ends 2/2, variant of Scenario B2 (with early start courses 8/24 to 10/10)					
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 ACCELERATED EARLY START FALL TERM BEGINS	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 ACCELERATED EARLY START FALL TERM ENDS
Oct 12	Oct 13	Oct 14 REGULAR FALL TERM STARTS W1	Oct 15 R1	Oct 16 F1	Oct 17 S1
Oct 19 M1	Oct 20 T1	Oct 21 W2	Oct 22 R2	Oct 23 F2	Oct 24 S2
Oct 26 M2	Oct 27 T2	Oct 28 W3	Oct 29 R3	Oct 30 F3	Oct 31 S3
Nov 2 M3	Nov 3 ELECTION DAY CLASSES SCHEDULED T3	Nov 4 W4	Nov 5 R4	Nov 6 F4	Nov 7 S4
Nov 9 M4	Nov 10 T4	Nov 11 VETERANS DAY W5	Nov 12 R5	Nov 13 F5	Nov 14 DIWALI (OBSERVED) REMOTE* CLASSES S5
Nov 16 M5	Nov 17 T5	Nov 18 W6	Nov 19 R6	Nov 20 F6	Nov 21 S6
Nov 23 M6	Nov 24 T6	Nov 25 Thanksgiving Eve NO DAY/EVENING CLASSES SCHEDULED	Nov 26 Thanksgiving NO DAY/EVENING CLASSES SCHEDULED	Nov 27 Thanksgiving NO DAY/EVENING CLASSES SCHEDULED	Nov 28 Thanksgiving NO DAY/EVENING CLASSES SCHEDULED

Nov 30 M7	Dec 1 T7	Dec 2 W7	Dec 3 R7	Dec 4 F7	Dec 5 S7
Dec 7 M8	Dec 8 T8	Dec 9 W8	Dec 10 R8	Dec 11 F8	Dec 6 S8
Dec 14 M9	Dec 15 T9	Dec 16 W9	Dec 17 R9	Dec 18 F9	Dec 19 S9
Dec 21 Thursday Conversion R10	Dec 22 Friday Conversion F10	Dec 23 W10	Dec 24 NO DAY/EVENING CLASSES SCHEDULED	Dec 25 Christmas NO DAY/EVENING CLASSES SCHEDULED	Dec 26 NO DAY/EVENING CLASSES SCHEDULED
Dec 28 NO DAY/EVENING CLASSES SCHEDULED	Dec 29 NO DAY/EVENING CLASSES SCHEDULED	Dec 30 NO DAY/EVENING CLASSES SCHEDULED	Dec 31 NO DAY/EVENING CLASSES SCHEDULED	Jan 1 New Year NO DAY/EVENING CLASSES SCHEDULED	Jan 2 S10
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

- Regular Fall Term starts Oct. 14th and ends Feb. 2th.
- In order to not have several weeks where students would be kept idle, there would be some early Fall Start courses starting 8/24 and ending on 10/10 just before the regular Fall term starts.
- If Fall Option A is implemented, but it becomes clear closer to Aug. 24 that F2F classes cannot be held, then this modified Fall Option B could be used that would allow much more flexibility and essentially allow Fall Option A to be converted legally into a Fall Option B.
- 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.

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

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 EVE NO CLASSES SCHEDULED
Mar 29 M10	Mar 30 T10	Mar 31 W10	Apr 1 R10	Apr 2 GOOD FRIDAY REMOTE* CLASSES F10	Apr 3 EASTER WEEKEND 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 EVE 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 WEEKEND 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.

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
		W1	R1	F1	S1
Oct 19	Oct 20	Oct 21	Oct 22	Oct 23	Oct 24
M1	T1	W2	R2	F2	S2
Oct 26	Oct 27	Oct 28	Oct 29	Oct 30	Oct 31
M2	T2	W3	R3	F3	S3
Nov 2	Nov 3 ELECTION DAY CLASSES SCHEDULED	Nov 4	Nov 5	Nov 6	Nov 7
M3	T3	W4	R4	F4	S4
Nov 9	Nov 10	Nov 11 VETERANS DAY	Nov 12	Nov 13	Nov 14 DIWALI (OBSERVED) REMOTE* CLASSES
M4	T4	W5	R5	F5	S5
Nov 16	Nov 17	Nov 18	Nov 19	Nov 20	Nov 21
M5	T5	W6	R6	F6	S6
Nov 23	Nov 24	Nov 25 Thanksgiving Eve NO DAY/EVENING CLASSES SCHEDULED	Nov 26 Thanksgiving NO DAY/EVENING CLASSES SCHEDULED	Nov 27 Thanksgiving NO DAY/EVENING CLASSES SCHEDULED	Nov 28 Thanksgiving NO DAY/EVENING CLASSES SCHEDULED
M6	T6				

Nov 30 M7	Dec 1 T7	Dec 2 W7	Dec 3 R7	Dec 4 F7	Dec 5 S7
Dec 7 M8	Dec 8 T8	Dec 9 W8	Dec 10 R8	Dec 11 F8	Dec 6 S8
Dec 14 M9	Dec 15 T9	Dec 16 W9	Dec 17 R9	Dec 18 F9	Dec 19 S9
Dec 21 Thursday Conversion R10	Dec 22 Friday Conversion F10	Dec 23 W10	Dec 24 NO DAY/EVENING CLASSES SCHEDULED	Dec 25 Christmas NO DAY/EVENING CLASSES SCHEDULED	Dec 26 NO DAY/EVENING CLASSES SCHEDULED
Dec 28 NO DAY/EVENING CLASSES SCHEDULED	Dec 29 NO DAY/EVENING CLASSES SCHEDULED	Dec 30 NO DAY/EVENING CLASSES SCHEDULED	Dec 31 NO DAY/EVENING CLASSES SCHEDULED	Jan 1 New Year NO DAY/EVENING CLASSES SCHEDULED	Jan 2 S10
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.

Joint Calendar Committee Recommendations

2020-2021 Calendar Options

Joint Faculty Council Meeting, June 18, 2020

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 Wattley (PLV)
- Todd Yarbrough (NYC)

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 JLC. These are in addition to the (regular) calendars which have already been approved.
- The different options we adopt today can be implemented as necessary, given the circumstances at the moment the decision has to be made. This will help avoid last-minute action and the need for the faculty to convene under future circumstances that may be difficult .
- Adopting several alternatives will ensure that the calendar that we use will be in accordance with faculty governance.
- The Fall and the Spring options are modular; more than one Spring combination is compatible with a given Fall calendar.

Considerations

- Student and Faculty Health
- Student and Faculty Convenience
- Use of dormitories and facilitating student face-to-face experience
- Flexibility
- Faculty Governance
- Consistency with Federal and State Regulations

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 enrollment periods (Fall, January/Spring, Summer). Enrollment periods cannot overlap.
 - Any sequence of two semesters need to be 30 weeks long (Fall-Spring, Spring-Summer and Summer-Fall).

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.

Fall Term Options

- Option A: Earliest Fall start option: begins 8/24, ends Dec. 5, no holidays off.
- This option allows for maximum usage of dorms and has the earliest possible start date with the shortest possible term length.
- Option C: Late Fall start. Begins with an early 7-week Fall component that would start August 24 and end October 10 to be followed by a standard 14-week Fall starting October 14 and ending Feb. 2. This would also allow dorm use during 10/14-2/2.
- Variant of Scenario B2 (in Provost's Reopening Scenarios memo).
- Attractive because the duration of the term is the shortest possible, while still allowing for breaks between Fall 2020 and Spring 2021 and Summer 2021 and Fall 2021 (starts Sept. 8) terms.
- This version can be used if because of an early Coronavirus spike, F2F classes cannot be started until late October. Students would come back to school after Christmas/New Year break to resume Fall term.
- Option B is the same as Option C, but without the early Fall component.

Additional Fall Term Issues

- Pre-Labor Day classes (Fall Option A) may be taught remotely (asynchronously) if students/faculty are not able to come to campus. However, we recommend that freshman classes meet on campus.
- Under Fall Option A, final exams (on most of the material) can be held before Thanksgiving (e.g. in week 12). Post-Thanksgiving instruction can be conducted on remaining material with possible mini-assessments on that material in the last week.
- 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.

Tactical Decisions for Spring Options

- No Spring Break – to minimize probability of student travel and re-infection and to minimize term length.
- Classes meet during all holidays, religious and federal, including Passover, Good Friday, Lunar New Year and President's Day.
- During these religious and federal holidays, classes will meet remotely and asynchronously.
 - The exception is Passover eve (March 27th) in Option 2, when evening classes do not meet; this will require scheduling of a conversion day for Saturday evening classes to meet. 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.
- Allow for Winter Intersession
- Use Regular Spring and Summer calendars as far as possible.

Spring Options

- Option 1: Early Spring start option: Begins Jan. 23 and ends May 1st.
- This start date is effectively the start date for the Regular Spring term (starts January 25th and ends May 15th).
- This scenario can follow an early Fall start (Fall Option A) and a regular Winter Intersession as currently scheduled (starting 1/2 and ends 1/31).

- Option 2: (Late Spring start option): Begins Feb. 10 and ends May 19th.
- Latest start allowing for a break between Fall 2020 and Spring 2021 terms and between Summer 2021 and Fall 2021 terms.
- This version can be used if the Fall term cannot be started until late October (Fall Option B, ending Feb. 2).
- Can follow an early Fall start (Fall Option A) and a regular Winter Intersession as currently scheduled (starting 1/2 and ending 1/31) OR
A late Fall start (Fall Option B) with a Winter Intersession overlapping with the beginning of the Spring 2021 session (starting 2/3 and ending 3/2).

Possible Combinations

Com bos	Fall 2020	Fall Dates	Winter Intersession	Spring 2021	Spring Dates	Summer 2021
1	Option A	Aug 24 to Dec 5	Full, 1/2 – 1/21 (F2F) 1/2 – 1/31 (Online)	Option 1	Jan 23 to May 1	May 17 to Aug 28 (Reg)
2	Option A	Aug 24 to Dec 5	Full, 1/2 – 1/21 (F2F) 1/2 – 1/31 (Online)	Option 2	Feb 10 to May 19	May 20 to Sep 1
3	Option A	Aug 24 to Dec 5	Full 1/2 – 1/21 (F2F) 1/2 – 1/31 (Online)	Regular Spring	Jan 25 to May 15	May 17 to Aug 28 (Reg)
4	Option C	Oct 14 to Feb 2 Early Fall (8/24- 10/10)	Overlapping with Spring (2/3 – 3/2)	Option 2	Feb 10 - May 19, Late Spring (3/3 – 5/19)	May 20 to Sep 1

Title IX election results (from NYFC)

Vote Report	Title IX Workgroup
Number of votes cast	144
Necessary for election	Plurality
Emily Bent	71
Nancy Reagin	60
Bob Wiener	26