

**New York Faculty Council**

*Pace University  
New York, NY 10038*



**Meeting Minutes**

**October 2, 2019**

**12:20 P.M.**

**Bianco Room – One Pace Plaza**

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

**Minutes for New York Faculty Council: Pace University, New York  
Wednesday, October 2, 2019 12:00 P.M. – 2:00 P.M. Bianco Room, NYC**

Executive committee:

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

**12:00p** Lunch

**~12:20** Call to order

- Approval of minutes
- Introductions of new faculty
  - Yu Gu (Math)
  - Yana Shvartsberg (Math)
  - Sarah Cunningham (Art Department, and Director of the gallery opening soon at 41 Park Row)
  - Francis Bonenfant-Juwong (Peace and Justice Studies)
  - Ric Kolenda (Public Administration)
  - R. Antonio Herrera (Biology)
  - David Jackson (Physician Assistant)
  - Pritha Dutta (Management and Management Studies)
  - Scott Youmans (Director of Communication Sciences and Disorders)
- Introductions of new administrators
  - Tiffany Hamilton – Chief Diversity Officer
  - Patricia Canale – Registrar
  - Avrom Caplan – Associate Provost for Research
- Announcements (maximum 1 minute each)
  - Vanessa Herman – [nominations open for Opertunitas in Action Award](https://www.pace.edu/government-community-relations/opportunitas-in-action-award), to be given at commencement. Nominations due Nov 1.  
<https://www.pace.edu/government-community-relations/opportunitas-in-action-award>
  - Dustin Williams, Director of Campus Safety
    - New security company is Allied, we welcome your feedback on the transition.
    - NYC campus visitor management system is in place in 41 Park

Row, 1 Pace Plaza and 140 William St. You can pre-register guests via Pace Portal for those three buildings, and when they arrive they can check in at the lobby kiosk and then go directly to your office.

- PaceSafe app – download it now! Available for IOS and Android.
- Office of Research sponsoring a grant-writing workshop 10/16 at 110 William St. The workshop is open to everyone.
- Zafir Buraei, co-chair of Scholarly Research Committee – Has a nearly \$80,000 budget for Scholarly Research awards this year
  - Awards consist of:
    - Funds to support research
    - Release time for research – The committee would like to demonstrate demand for this option to the Provost's office, so please apply
  - Deadline for application is 10/23 – see the website for instructions and forms: <https://www.pace.edu/nyfc/policies-forms/faculty-forms>
- Matt Renna from Human Resources
  - Paper copies of a survey from the Health and Wellness committee for developing programs of best use to the faculty.
  - There is an insulated lunch bag as a gift incentive to complete the form (many gasps and expressions of enthusiasm from attendees).
- P.V. Viswanath

*Slides attached*

*Highlights:*

  - SSRN project is being funded jointly by the Provost's office and Dean of Lubin.
  - Purpose is to promote research at Pace, and also to promote Pace as a research institution.
  - Can add working and published papers to SSRN website. There is a Pace branded page within the SSRN library.
  - Twice a year papers uploaded to the Pace page will be 'published' as an ejournal twice a year.
  - Contact P.V. Viswanath for information and instructions for uploading files.
- Ongoing self-nominations for committees
  - Sign-ups going on during the meeting via computer located at the back of

the room.

**12:40** Multi-Factor Authentication – Chris Elarde, ITS

*Slides attached*

*Presentation highlights:*

- Multi-factor authentication – the practice of entering a second code in addition to your password when entering a website
- Used widely by banks and other institutions, and is already in use for VPN connections at Pace.
- This is one of the most effective prevention of theft of information – university, personal, student
- Implementing multi-factor authentication via the Duo app for access to Pace Portal.
  - If you're already using Duo (for VPN) you will be required to use this to enter the Portal after Nov 4 when you go to the Pace Portal you will be prompted to enter a second code.
  - On Jan 13 Portal will require all Portal users to enter a second code, so download the app and register it soon.
- How to begin:
  - Downloaded to your mobile phone.
  - Available for iPhone and android
  - Generates the 6 digit code that you use for logging in.
  - Once the app is downloaded it will no longer need any cellular data/minutes/Wi-Fi
  - Code will remain active for one week as long as you log in with the same computer/same browser.
- Register today!!!
  - Download Duo app
  - Instructions for registering it here: <https://www.pace.edu/duo>
  - If you don't have a cell phone contact ITS help desk or [ISO@pace.edu](mailto:ISO@pace.edu) (ISO=Information Security Office)

*Questions/Comments*

D. Athanasopoulos – time for typing the activation code is too short, can it be extended to 1 minute? ANS – The app creates a code every 30 sec, will try to make it longer.

Faculty member – new cell phone, what do I do? ANS – can add or delete device online at the site listed above.

A. Crosby – is this coming for students, what timeline? ANS – purchasing the licenses for

student use in Feb, and will encourage students to sign up in the spring. After we do the portal will look for sensitive systems like email, but we will maintain the code will last 6 days per device, per browser.

B. Evans – duo page refers to cell phone or tablet. So, entering the portal using a desktop computer in your Pace office this won't be required. ANS – the app only works for phones/tablets

**12:50** Admissions and Retention Committee report – Anna Shostya

*Slides attached*

*Presentation highlights:*

- Introducing co-chair – Zafir Buraei
- Introducing the committee members (applauds)
- This report covers the activities of the committee over the last 2 years, with two recommendations from the last committee meeting last year 4/29/19
- Committee recommendation to the Advising Task Force (see slides) – The use of curriculum maps should be program-specific. Worksheets and flow charts maybe used instead of curriculum maps to guide advisors and students.
- Committee is increasingly concerned re: mismatch between retention goals and promotion and changes to tenure and promotion requirements made in previous administration that are going into effect this year.
  - Specifically, the committee is concerned that the CDFPT will begin focusing more on the scholarly contributions, and that external reviewers may be looking more at scholarly contribution more than the service and teaching components.
  - Given the concern about increasing student retention the TAP and CDFPT committees need to acknowledge the contributions of those faculty working in areas related to student retention, particularly those faculty deeply engaged in advising and research.
  - For example, in many disciplines faculty who engage students in research may not include that in their own research publications. Faculty teaching capstone courses or supervising honors theses contribute hours to student achievement that may take away from their research output. Faculty's work with students supports retention and graduation of students, but these same activities may take away from their own research or publications.
  - The committee recommends that the TAP committees, CDFPT as well as the administration must recognize impactful student engagement can impact retention, and thus should be accepted for consideration for promotion and tenure.
  - Recommendation from the committee (see slides)
    - That two faculty tracks be created – a professional track (for those

faculty who excel in research mentoring and advising) and a scholarship track.

- Specific measures to assess the effectiveness of mentoring and advising must be designed for the evaluation of the faculty performance.
- The committee would like to bring their concern to the attention of the NYFC and open the topic for discussion.

*Questions/Comments*

D. Strahs – A correction about the tenure and promotion policies – external reviewers actually view a smaller packet that includes service and teaching, not just scholarship.  
ANS – we hope so – we’re concerned that a larger emphasis will be placed on scholarship

D. Strahs – what does the committee mean by a track in this recommendation? ANS – perhaps separate the scholarship portfolio into two groups – usual scholarship, and then one for advising/working with students as a variation of scholarly output.

D. Athanasopoulos – With the new faculty handbook there are 6 hours granted for scholarship. This focus on research takes us away from the traditional focus of a teaching institution. If we narrow the criteria to teaching, then we go backwards and lose time granted for research. We are either a teaching or a research institution – or something in between. Right now we’re in between. If you compare our criteria for tenure and promotion with that of an R1 institution there is no comparison. If we want to balance teaching and scholarship, that’s a great idea, but it needs to be widely discussed and all corners covered. This proposal has a nice intention but implementation is disproportional.

A. Shostya – we were concerned as a committee that the previous administration was more focused on scholarship than was preferable at a student oriented teaching institution..

D. Athanasopoulos – I don’t like this previous admin talk. I’ve been on CDFPT for a long time, the standards have changed a little over time, and the requirement of four peer reviewed publications came in before the last provost. This is a faculty handbook issue, not an administration issue.

K. Kreitz – I recognize the anxiety behind this recommendation. I’ve spoken with mentors outside this institution, and I’ve found external recommenders to be very aware that there are different kinds of institutions. I worry about defining two different tracks, when what would serve us better would be defining ourselves as an institution in our communication with those external reviewers. This recommendation suggests mentoring and advising are completely different from research, and that you can’t excel at both these things. I would argue that you can do both well.

H. Feldman – I’ve been on CDFPT 20+ years and I can tell you that all three domains are discussed fully. These things you mention are included in service, and you get credit for it! Regarding who we are as an institution: we’re embarking on a strategic planning process for the university – let your representatives know your concerns, and how you see the university moving so that the Strategic Planning process can be very fruitful.

D. Strahs – Matt Marcello is your representative on the Strategic Planning committee

Faculty member – This concern emerged out of limiting the portfolio reviews to only outside reviewers, unlike having internal reviewers, as well as we have had in the past.

The problem with the outside reviewers is that they may only know about the scholarship component of the portfolio, particularly if they only receive the scholarship section of the portfolio, and not the other sections. What I like about this recommendation opens the Boyer scholarship areas, which opens up a new definition of scholarship. Boyer scholarship identifies 4 areas of scholarship: teaching, traditional scholarship, synthesis, and a total analysis of the field. Finally, we are not an R1 institution, and in the past we have felt that we were being pushed that way. We are committed to our students, and we don't want to change that. If we get outside reviewers we have to ask them to review all three area. If we go to outside reviewers only, and if we go to scholarship only, that will change the kind of institution that we are.

H. Feldman – To clarify: the letters do not only come from outside referrals, or only have to be about scholarship. If you're on a national committee you can get letters from people who can speak to your service. There is also the option for internal reviewers. You can also increase the number of peer reviews you get.

Provost Quiñones – 3 points: First: In your portfolio there is a letter from your dean and chair that speak to the three areas of your work: service, teaching and scholarship. Traditionally external letters will speak to those areas because they also know this is a teaching institution. If your external letters omit one of the areas in your letters the Dean will speak to those areas in your presentation. The three factors are equally valued (scholarship may be valued more in the move from Associate to Full Professor). 2-It is expected that you are doing research because you get those 6 credits of automatic release time. If you want 2 classes of faculty that is a handbook issue. We are going through a handbook revision this year, and this should be discussed in more detail there. 3-If you work with honors students or are mentoring students you get some workload release. To get workload release as well as other extra credit may be double dipping. If we make changes it may change the fiber of the institution. Pace is very strong in research, as well as serving our students, so we have to be careful about voting on a resolution that would affect our tenure and promotion program.

Faculty member – I am leery of the word 'track'. We're hiring clinical, lecturer, as tenure track professors and other levels. I don't understand the differences in these lines, why you would pick one over the other, and what's the method of upward mobility. There are many universities with two tiers of faculty – one that is devoted to teaching, mentoring and advising, and the other that is devoted to research. I certainly wouldn't want to see us go that way. This is an issue, particularly for new faculty.

T. Yarbrough– An idea that's lost here is the conception that service incorporates everything that isn't research/teaching. My mentoring is very related to my scholarship activities, but the problem is that the outcome of this is desperate based on your disciplines. For some of us it is possible to get an article written with a student published in a journal, while in Economics that is virtually impossible. You don't want to create two worlds of faculty, but the two worlds already exist. The tenure packet treats us as essentially equal, but this recommendation would acknowledge the differences based on departments. The school sees mentoring as service and that service is counted equally to research, but we don't believe that the university believes it.

W. Antognini – moves this recommendation be tabled and send to the handbook committee (seconded)

Vote:

Yes – visible majority

No 0

Abstain 8

Motion passed – recommendation will be sent for further discussion to the faculty handbook committee

**1:16pm** Chair's report

*Presentation attached*

*Presentation highlights:*

- At the conclusion of this report we will move to a closed session, and I request you hold questions until that time.
- Introducing the Executive Committee and webmaster Gina Scutelnicu
  - We represent you, so come to us with concerns/comments
- Reminder of the civility resolution passed March 4, 2019
  - Motion requires both the members and chair/executive committee to adhere to this in NYFC meetings, and in NYFC committee meetings as well.
- Department Chair election anomaly
  - The Seidenberg Dean appoint a clinical faculty as chair of the computer science department, which is a violation of the faculty handbook – only tenured faculty may serve as department chairs.
  - The NYFC and WFC chairs alerted the Provost, and the Seidenberg Dean retracted the appointment and ordered a new election.
  - The election concluded yesterday with the appointment of tenured co-chairs.
- Advising 360 task force report complete
  - Task force formed in January to review the state of advising in the university.
  - We received a report in March, and at the Joint Faculty Council in May when they gave a preliminary summary of their recommendations. Their completed report was sent to the Provost in July.
  - We will have a full presentation of the proposed changes to advising, and the task force report will also be given to the Admissions and Retention committee to review the changes.
  - Based on the task force recommendations the Provost is proposing a new dean of advising. The task force recommendation was for an executive director not a dean. We hope that the change from executive director to a dean position will be explained when we receive the full report.



- NYC Master Plan
  - Summer 2020 construction of floors 4-6 in 1 Pace Plaza
    - We will receive an update about this construction at our February meeting.
    - Over the summer a faculty member informed me that 60 seat classrooms to be built on 5<sup>th</sup> floor – a concern over the increased class size discussion, the absence of letting the chair know.
    - This was significant because:
      - we have no 60-seat classrooms on the NYC campus;
      - the faculty had expressed concern over increasing class size towards 60-student classes, and
      - I had heard nothing about this. Meanwhile, the Lubin Dean's office revealed that they had advanced knowledge of the construction details.
    - *Details about specific rooms and restructuring plans for the 5<sup>th</sup> and 6<sup>th</sup> floors are in the presentation attachment.*
    - The Buildings and maintenance committee confirmed they were not consulted, the VP reported she had not consulted the committee, yet the Lubin administration indicated that they had advance notice of the changes.
    - This lack of consultation with the faculty suggests a failure in transparency; while there is some surface transparency in other areas of the administration, this lack of consultation was dismaying.
  - Summer 2020 advisory
    - The administration has issued an advisory that summer construction noise may interfere with summer classes, and they recommended cancelling summer classes.
    - Cancelling classes is unwise and will lead to a significant loss of revenue, particularly when we're spending a lot of revenue on construction.
    - In 2014 the science wing of the West 3<sup>rd</sup> floor was renovated, which required the cancellation of all summer classes. This led directly to a \$1.5-2 million decrease in summer revenue.
    - The university should reconsider its advisory about cancelling classes and we should not be losing revenue at this time.
- Finances
  - Answering the frequent question: yes, barring any financial disasters a 2%

raise is in the future.

- We earned a small profit in FY 19, due to the hard work of faculty and staff.
- Some of the FY19 profit included the release of gifts for the NYC Master plan and that offset much of the construction costs. Without those gifts our revenue would be much lower, and this approach is unsustainable.
- Some tentative good news
  - Undergrad census is not complete, but early indicators are for modest growth.
  - Increase in grad student populations in Pleasantville, primarily due to College of Health professions programs.
- Net tuition revenue vs. discount rate
  - The administration encourages us to discuss the net tuition rate, rather than the discount rate.
  - Net tuition rate is a calculation that includes the discount rate and the increase in tuition, and is the revenue that matters
  - There are indications that the NTR has risen in the graduate student population in PLV, but I urge caution. This increase is only reported on a subset of graduate students that did not include graduate students enrolled in online programs marketed by a third party were excluded.
  - The administration appears to understand that revenue sharing with 3<sup>rd</sup> party marketers may not produce sufficient revenue to develop financial sustainability. The Executive Committee is concerned, and urges caution when working with third party marketers in order to not lose revenue.
- Human Resources
  - Post-retirement benefits are being integrated with Medicare Part D. This only effects faculty hired before 2001, or about 10% of the faculty/staff population.
  - The NYFC fringe benefits committee has no concerns about this as it does not erode post-retirement benefits.
  - Matt Renna hosted a meeting on both campuses, which was well-attended and no concerns are apparent.
- New Tenure and Promotion process is becoming active – 2020 promotion cycle
  - Review the new policy on the provost website
- Committees
  - Chairs all chosen
  - A few committees have open seats

- Nominations in progress now.
- Committee work is a privilege, but it also involves work, so don't nominate someone else without asking them first.

**1:38** Closed session

GS -- Vote to move closed session approved

D. Strahs – we have potentially explosive items from the chair's report. I don't agree with the messages coming from admin about the budget, so there's a lot going on

Topics of discussion

- Communication with administration
  - Experiencing a lack of transparency from administration in their dealings with the faculty
  - Information needs to be shared in a timely manner
  - Administration can work with standing committees to improve communication
  - Faculty are asked to implement programs put in place by administration (enrollment increases or working with third party vendors, for example) without being part of the discussion about those plans/the implementation
  - We can't offer suggestions to address problems if we haven't been consulted
- Function/operations of NYFC
  - More time needed for NYFC membership to discuss issues without administration present
  - Need a strong faculty forum
  - Faculty council needs to be able to weigh in on administrative hires *before* that hiring happens
  - Faculty council needs to stop being reactive, and become more proactive
  - Faculty council needs to engage the Board of Trustees more
  - Meetings should facilitate faculty conversation on key issues – perhaps more closed meetings; only closed meetings; more frequent meetings...
- Concern over potential summer classroom closures
  - Some graduate programs operate on a 12 month schedule, and the large classrooms are essential to operate the program, and in maintaining program accreditation.
  - Some summer classes are impossible to move online.
  - Lack of summer teaching will impact the financial prospects of faculty who

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were counting on those courses.

- Without summer classes, what will happen to our graduation rates – which is part of our evaluation?
- Managing changes in the university
  - Moving to online course offering or large classes changes who we are as an institution – we may not be able to compete with other institutions that those options better than we do.
  - What do the students want regarding course offerings? Will we alienate our student base by not offering what they want?
  - We have something special – faculty with experience teaching *and* doing research; we are the small liberal arts school in the city
  - Hiring more clinical and adjunct faculty benefits the administration and creates a second class of faculty without the benefits/privileges of the tenure-track
  - Creating large classrooms creates the expectation of large classes, which faculty didn't agree to

**1:50** Old Business – none

**1:55** New Business – none

**2:38** Adjournment

Attendees (123)

Name	Department
Abergil, Inbal	Art
Amaya, Ana	Health Science
Antognini, Walter	Legal Studies & Taxation
Bear-Lehman, Jane	Health Studies
Becket, Charlotte	Fine Arts
Berg, Abbey	Communication Sciences & Disorders
Bishop, Susan	Management & Management Science
Boyras, Guler	Psychology
Braga-Alves, Marcus	Finance & Economics
Brenner, Eric	Biology
Buraei, Zafir K.	Biology
Byrne, John C.	Management & Management Science
Cacheiro, Jorge	Performing Arts
Cappelmann, Susan	Physician Assistant Program
Carozza, Linda	Communication Sciences & Disorders
Chang, Eric	Chemistry & Physical Sciences
Cho, Myo Jung	Accounting

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Chung, Kwang-Hyun	Accounting
Coggins, Andrew	Management & Management Science
Colella, Frank	Legal Studies & Taxation
Collica-Cox, Kimberly A.	Criminal Justice & Security
Connerton, Winifred C.	Nursing
Crosby, Andrew	Public Administration
Cunningham, Sarah	Art
Dai, Zhaohua	Chemistry & Physical Sciences
Dickerson, Sally	Psychology
Drury, Lin	Nursing
Dupont, Ida	Sociology & Anthropology
Dutta Gupta, Shamita	Mathematics
Dutta, Pritha	Management and Management Studies
Dwyer, Cathy	Information Systems
Evans, Brian	Mathematics
Farber, Lisa	Art
Frank, Ronald	History
Freedman, Amy	Political Science
Gabberty, James	Information Technology
Ganzfired, Ellayne	Communication Sciences & Disorders
Genc, Yegin	Information Technology
Gloster-Coates, Patricia	History
Godfrey, Christopher	Psychology
Goldleaf, Steven	English
Gopalakrishna, Pradeep	Marketing
Gottesfeld, Linda	Fine Arts
Gottesman, Aron	Finance & Economics
Green, Claudia	Management & Management Science
Gregory, Kyomi	Communication Sciences & Disorders
Gross, Randolph	Nurse Education
Gu, Yu	Math
Hanratty, Kier	Economics
Hassinger-Das, Brenna	Psychology
Hayes, Darren Richard	Information Technology
Henley, Tiffany	Public Administration
Herrera, R. Antonio	Biology
Hsu, Stephanie	English
Huckle, Kiku	Political Science
Iacullo-Bird, Maria	History
Jackson, David	CHP-PA
Johnson, Erica	English
Kahle, Lynn	Marketing
Kapstein, Adrienne	Performing Arts

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Kazlow, Michael	Mathematics
Kessler, Eric	Management & Management Science
Kim, Soyung	Marketing
Klein, Adam	Communication Studies
Knoesel, Joanne M.	Nurse Education
Kolenda, Rick	Public Administration
Kreitz, Kelley A.	English
Kunstel, Kate	Physician Assistant Program
Lascaris, Erik	Chemistry & Physical Sciences
Lawrence-Edsell, Julie F.	Performing Arts
Lee, Joseph Tse-Hei	History
Magaldi, Jessica	Legal Studies & Taxation
Marcello, Matthew	Biology
McCarthy, James B.	Psychology
McDermott, Peter	Education
Mendelsohn, Joshua	Health Studies
Miller, Eddis	Philosophy & Religious Studies
Miller, Glenn Martin	History
Mojica, Elmer-Rico	Chemistry & Physical Sciences
Morreale, Joseph	Economics
Morris, Barry	Communication Studies
Mortaz, Ebrahim	Management & Management Science
Nayak, Meghana	Political Science
Novak Donovan, Leigh Anne	Marketing
Offutt, William	History/ Honors Program
Olszewski, Linda	Psychology
Paljevic, Esmā	Nursing
Palta, Monica	Environmental Studies & Science
Pappenheimer, Will	Fine Arts
Parisi, Francis	Computer Science
Paul, Aditi	Communications
Plotka, Raquel	Education
Quest, Linda	Political Science
Rafferty, Yvonne	Psychology
Ramos, Chris D.	Management & Management Science
Raubicheck, Walter	English
Ray, Ipshita	Marketing
Reich, James	Philosophy & Religious Studies
Roland, Joan	History
Romanello, Jennifer	Publishing
Rosenthal, Lisa	Psychology
Salzer, Elizabeth	Physician Assistant Program
Sandler, Dennis	Marketing

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Scutelnicu, Gina	Public Administration
Sen, Kaustav	Accounting
Shan, Juan	Computer Science
Shin, Namchul	Information Technology
Shostya, Anna	Economics
Suchday, Sonia	Psychology
Szablewicz, Marcella T.	Communication Studies
Tekula, Rebecca	Public Administration
Topol, Martin	Marketing
Trub, Leora R.	Psychology
Upmacis, Rita	Chemistry & Physical Sciences
Viswanath, P. V.	Finance & Economics
Wang, Ping	Accounting
Wexler, Sharon Stahl	Nursing
Wiener, Robert	Legal Studies & Taxation
Winch, Janice	Management & Management Science
Xu, Meng	Mathematics
Yarbrough, Todd	Economics
Yuan, Jun	Computer Science
Zaccario, Michelle	Psychology
Zaslow, Emilie	Communication Studies

Guests (17)

Name	Department
Marijo O'Grady	Student affairs
Tiffany Hamilton	Chief Diversity Officer
Arvom Caplan	Associate Provost for Research
Jean Gallagher	President's office
Liza Bell	Provost's office
Hillary Knepper	Provost's office
Patricia Canale	Registrar
Caitlin Grand	Provost's office
Chris Elarde	ITS
Matt Renna	HR
Robena Schepp	Enrollment Management
Jaclyn Kopel	Honors College Director
Jonathan Hill	Seidenberg
Rosenthal, Michael	CAE
Paul Dampier	ITS
Beth Gordon	ITS
Vincent Lyons	Seidenberg
Jennifer Rosenstein	Library



# SSRN PROJECT





# Description and Purpose

- A new initiative to to showcase and distribute research papers by Pace faculty, supported by Lubin Dean Neil Braun and Provost Vanya Quiñones.
- To promote research done at Pace
- To facilitate networking and collaboration with researchers at large
- To encourage research at Pace
- To promote recognition of Pace as a research institution
- To encourage alumni and donor support for Pace research

# How it works

- Pace researchers upload their research, both working papers and published papers, to [ssrn.com](https://www.ssrn.com), indicating their affiliation.
- This will show up on the Pace branded page on [ssrn.com](https://www.ssrn.com/link/Pace-U-BSR.html) at <https://www.ssrn.com/link/Pace-U-BSR.html>.
- Twice a year, six of the working research papers will be included in a branded e-Journal, which will be sent to a mailing list of subscribers by SSRN.
- All Pace faculty, who have not asked to be excluded from the Pace branded page will have their research appear on the Pace page and will be sent a copy of the e-journal.
- Other researchers can subscribe to the Pace e-journal and receive a copy.
- The e-journal can be used in solicitations from alumni and donors and to showcase research at Pace.
- Faculty can promote their research by including a link to their [ssrn.com](http://ssrn.com/author=17809) page (e.g. <http://ssrn.com/author=17809>)

# Subject Areas

- SSRN.com includes researchers working in
  - *Applied Sciences*
  - *Health Sciences*
  - *Humanities*
  - *Life Sciences*
  - *Physical Sciences*
  - *Social Sciences*
- Currently the SSRN eLibrary has 888,383 abstracts and 758,081 full-text papers with 427,438 authors.

# Pace University Topic Areas

- Currently, the Pace University Research Paper Series Topics are:
  - [Accounting](#)
  - [Finance](#)
  - [Gender Studies](#)
  - [Legal Studies](#)
  - [Management](#)
  - [Marketing](#)
  - [Public Policy](#)
- Depending upon continued interest, the number of topic areas can be expanded

# What do you need to do?

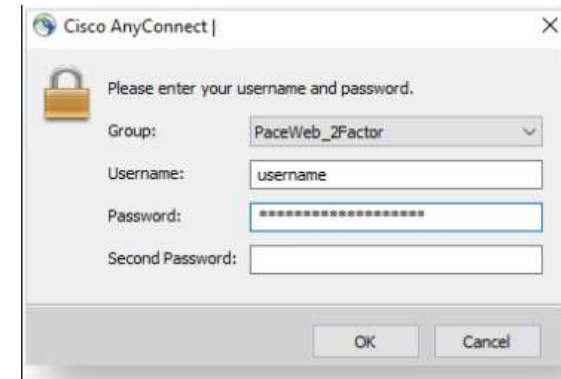
- Register at SSRN.com, if you haven't already.
- Upload your papers, using instructions provided by P.V. Viswanath.
- Promote your research by including your SSRN.com author page on your website and in your email signature.
- Use SSRN.com to search for working papers in your area of research.
- Contact P.V. Viswanath ([pviswanath@pace.edu](mailto:pviswanath@pace.edu)) regarding any questions you have.

# Multifactor Authentication – MyPace Portal

October, 2019

# Multifactor Authentication (MFA)

- Requires a second verification code (six digits) to complete the authorization process when logging on to a website or system.
- Also known as two-factor authentication.
- Same technology used by banks and other businesses to help secure their systems.
- A very effective protection against phishing attacks as it requires the additional code to access the website or system.
- Helps protect university, student, and your personal information.
- Currently being used during the login process to Pace's VPN (Virtual Private Network)



# Multifactor Authentication – Duo Mobile

- Pace utilizes the “Duo” MFA system which utilizes the Duo Mobile app to provide the verification code. The app is available for both iPhone and Android devices
- Once installed and registered, the app does not require, or utilize, the cellular connection.





# MyPace Portal

- Effective November 4, 2019, those users who have already registered with Duo will be required to enter the verification code when logging in to the MyPace Portal from both on and off-campus.
  - There is an option to 'remember' the login for six days.
- Effective January 6, 2020, all faculty and staff users will be required to enter the verification code when logging in to the MyPace portal from both on and off-campus.

# Next Steps

- Download the Duo Mobile App
- Register your device for Duo Mobile
- Self-Enrollment, Instructions, and more information:
  - <https://www.pace.edu/duo>
- No Cell Phone? Contact the ITS Help Desk or [iso@pace.edu](mailto:iso@pace.edu) for more information.
- Please enroll your devices prior to the holiday break to ensure uninterrupted access to the MyPace Portal in January 2020.

# Admissions and Retention Committee Brief Report

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NYFC meeting  
October 2<sup>nd</sup>, 2019



# Members of the A&R Committee AY 17/18 and 18/19

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- Susan Berardini, Namchul Shin, Deborah Fain, Elmer-Rico Mojica, Satish Kolluri, Canan Corus, Julie Lawrence-Edsell, Ying Wang, Anne Bynoe, Iride Lamartina-Lens, Ipshita Ray, Kate Richardson, Walter Raubicheck, Harvey Markovitz, Anna Shostya (chair)
- Special invitees and collaborators: Sue Maxam and Michael Rosenfeld

# Recommendations (April 29<sup>th</sup> meeting)

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- **RECOMMENDATION TO THE ADVISING TASK FORCE:** There is no consensus on uniform adoption of curriculum maps. There are sufficient exemptions to their effectiveness. To warrant the flexibility of many programs, especially those at Dyson, the committee recommends that the use of curriculum maps should be program-specific. Worksheets and flow charts maybe used instead of curriculum maps to guide advisors and students.



# Recommendations (April 29<sup>th</sup> meeting)

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- **RECOMMENDATION TO THE ADVISING TASK FORCE AND FIRST FALL NYFC MEETING:**

TAP and CDFPT committees, as well as Pace administration, must recognize that impactful mentoring and advising are very valuable for retention and thus can be used as a criteria for tenure and promotion, equal to those related to scholarship. The committee recommends creating two tracks – a professional track (for those faculty who excel in mentoring and advising) and a scholarship track. Specific measures to assess the effectiveness of mentoring and advising must be designed for the evaluation of the faculty performance.

Welcome back. Lot to report. Normally report generates questions, comments and discussion. Immediately after the conclusion of this report, a member of the faculty will move to proceed into closed session. Please hold all such questions, comments and discussion until closed session motion is completed.

Introduce Executive committee. Please feel free to stop us in the hallway and talk to use if you're concerned about some part of the University; part of our responsibility is to represent the faculty to the administration. But fair warning: if you stop to talk to me at 9am before you see me carrying a cup of coffee, then I reserve the right to bite off your head.

Civility resolution: new faculty, reminder due to patterns of uncivil behavior. Requires action of both faculty and exec committee.

Department chair elections happened in most colleges/schools at the end of the last academic year. This process is always tense, but there was one anomaly that caught our attention. The Seidenberg Dean's office conducted a chair election which included clinical faculty (which is an illegal candidate) and then attempted to appoint the clinical faculty as a Chair. This is a clear violation of the Handbook, as only tenured faculty may serve as a department chairperson. The Faculty Council chairs alerted the Provost's office to our concerns. After several steps, the Seidenberg Dean retracted the proposed appointment, and has ordered a new election. We're still waiting on the result of this election.

The Advising 360 task force was formed in January to review the state of advising in the University and make recommendations. This task force was meant to operate quickly. We heard briefly from the Advising 360 Task force; once at our March meeting primarily so they could survey the faculty, and again at the JFC in May, when they gave a short preview of selected findings and recommendations. This last presentation by the task force was in advance of their report, which was completed in July, and delivered to the Provost. My understanding is that the Provost has reviewed and accepted the task force's recommendations. At some point, we will have a full presentation of the proposed advising changes. The current recommendations will be reviewed by the Admissions and Retention committees; I'll meet with the A&R committee, hopefully at their next meeting, to discuss their workload and the review of the proposed changes. Among the recommendations, the Provost is proposing to appoint a new Dean of Advising. Interestingly, the original Advising 360 recommendations proposed the appointment of an Executive Director for Advising, which has been changed to be a Dean. I hope that when these advising recommendations are presented that the change from an Executive Director to a Dean will be explained.

Currently, the University is undergoing the NYC Master Plan on our campus. There have been several cycles of construction, and the next one is scheduled for Summer 2020. As part of the summer 2020 construction, floors 4, 5 and 6 of One Pace Plaza will be undergoing renovation. We will have an extensive update on this construction at our February meeting. However, I'd like to talk about part of the construction design now. In mid-August, a Lubin faculty approached me at an event and told me that they were building 60-seat classrooms on the 5<sup>th</sup> floor. This was significant, since a) we have no 60-seat classrooms on the NYC campus; b) the faculty had expressed concern over increasing class size towards 60-student classes, and c) I had heard nothing about this. Meanwhile, the Lubin Dean's office revealed that they had advanced knowledge of the construction details. In a meeting with Ibi Yolas, the VP for Facilities and Capital Projects, we discussed the scope of the construction. In particular, the 5<sup>th</sup> floor of 1PP West is being extensively restructured. Several rooms currently on the 5<sup>th</sup> floor are identified as Lubin Smart Rooms; these rooms (which are rooms W512, W513, W514 and W515) feature semicircular, tiered seating with an overall room capacity of 42 students. In the new design,

these rooms are currently identified as Lubin case rooms, feature semicircular, tiered seating with an overall room capacity of 60 students. Four such rooms are in the current plan and will be along the southern wall of the 5<sup>th</sup> floor. On the 6<sup>th</sup> floor, the uncomfortable W613 and W614 lecture halls are being reconfigured to improve their usability and the capacity will be modestly increased from 83 students to approximately 90 students. The Buildings and Maintenance committee of NYFC confirmed that they had only been consulted regarding asbestos abatement and sprinklers, and had not been informed of room redesign, and the VP confirmed that she had not consulted with the Building and Maintenance committee. Meanwhile, the knowledge displayed by the Lubin Dean office suggested that they had been consulted. This lack of consultation with the faculty suggests a failure in transparency; while there is some surface transparency in other areas of the administration, this lack of consultation is dismaying.

In the Summer 2020 construction, the Administration has published an advisory that the construction noise may interfere with summer classes, and that it would be best to cancel classes. While this advice would appear to be considerate of the students, it is unfortunate advice: canceling classes will decrease the University's revenue significantly, and is thus unwise when we're spending a large amount of revenue on construction. In 2014, the gut rehabilitation of the Science wing on the West 3rd floor required the cancellation of all summer classes, which directly led to a \$1.5-\$2 million dollar summer revenue decrease. The University should reconsider its advice, and we should not be discarding revenue sources at this time.

So far, I've touched on policies, processes and construction, and I've reached finance and benefits. One of the questions I've been frequently asked is whether we are expected to get raises this year. The answer is yes, there is still a 2% raise indicated assuming there are no financial disasters between now and 2020. Overall, the budget for FY19 indicates that we earned a small profit; this is due to the hard work of the faculty and staff, as well as savings instituted in various areas. However, further analysis suggests that we have more to do. Part of the revenue in FY19 included the release of gifts related to the NY Master Plan. These gifts offset much of the construction costs, and our revenue would be much lower without the gifts. This suggests that additional growth and revenue are required for financial sustainability.

There may be positive news to report regarding revenue in FY19. Supplies trended better in FY19, and Auxiliary enterprises reported a \$2.2M growth. The census will not be completed for a while yet, but early indications suggest that the University has sustained minor growth for another year. In particular, graduate student enrollment in PLV may have increased, primarily attributed to the College of Health Professions. The administration suggests that it makes more sense to talk about net tuition revenue (NTR) rather than the discount rate. There are some indications that NTR may have risen in the PLV graduate student population, but I personally urge some caution in this interpretation. In particular, the increase in NTR is reported only on a subset of graduate students. In selecting this subset, graduate students in online programs marketed through a 3<sup>rd</sup> party were excluded. This illustrates that the administration is aware that using revenue sharing agreements with 3<sup>rd</sup> party marketers may generally not produce sufficient revenue to develop financial sustainability. The Faculty Council Executive committee continues to be concerned about the use of 3<sup>rd</sup> party marketers and revenue sharing agreements. We strongly recommend caution and that such marketing methods should be used strategically lest we give away the majority of our revenue.

Human Resources is moving, based on a 2015 decision, to integrate post-retirement benefits with Medicare D. This decision only affects faculty and staff hired before 2000, which is about 10% of the faculty/staff population. The Benefits Advisory committee has reviewed the proposal, and I understand



the NYFC members of this committee (who form the Fringe Benefits committee) don't have any concerns as it does not erode the post-retirement benefit. On 9/19 and 9/20, Matt Renna presented an information Q&A on the proposed benefit changes to the stakeholders on both campuses. The meeting was well attended with many questions which led to productive and informative discussions. At this time, there do not appear to be any concerns by either the stakeholders or the involved committees; however, if there are questions or concerns we can certainly talk about this later.

We need to remind you that the new Tenure and Promotion policy is becoming active, and will be first employed for the Fall 2020 TAP cycle. Chairs and applicants are advised to take the time to review the new policy, which is currently hosted on the Provost's website.

Committees re-elected and chairs elected; almost all seats filled. Several seats open. Starting process for untenured seats. In addition, BOT seat opened up in Admin Affairs. Time of year nominate CDFPT and CDFPT Appeals; remind must be tenured and not applying for promotion. Reminder: ALWAYS ask permission before nominating someone for any committee. It is a privilege and an honor to be elected to a committee, but it also involves work.