New York Faculty Council

Pace University
New York, NY 10038

Meeting Minutes

February 5, 2020

12:20 P.M.

Bianco Room – One Pace Plaza

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

12:00p   Lunch

12:22   Call to order

Approval of minutes from December

Discussion:

E. Miller – when were the minutes distributed?

W. Connerton – January 29th.

E. Miller – they weren't attached to the message – did anyone else get the minutes?

E. Paljevic – I got them, I remember reading them.

Vote

Approve visible majority

Opposed 1

Abstain 0

Minutes approved

Introductions and Announcements

- Bob Weiner – For your information – No one has been receiving added or dropped student notifications this semester.

- Avrom Caplan (Associate Provost for Research) – Several internal funding opportunities are available to faculty with deadlines in February and March follow this link for more information https://www.pace.edu/office-of-research/internal-funding-opportunities-for-faculty. Save the date for Research Day May 5 in PLV, and May 6 in NYC, and submit abstracts at sponsoredresearch@pace.edu.

- Kelly Kreitz – Academic Resource Committee – See the announcement for upcoming Learning Management System Demonstrations scheduled in February

- Vince Barrella – What is the status of having the AAUP representative come address us? This was passed with overwhelming support at the last meeting.

  o D Strahs – it will get done, there was no timeline specified in the motion. It will get done. Thank you for the reminder.

- Zafir Bureai – Scholarly Research Deadline is February 26th. Two types of awards: research funding (up to $3,000) or release time. See the announcement in your email.

- Matt Marcello – Strategic Plan Town Halls. This is your opportunity to see the current status of the Strategic Plan. If you want to offer feedback please use the following link to communicate with the committee: strategicplan@pace.edu. We will also be visiting the school faculty councils to get as much faculty feedback on the process as possible before the plan is finalized by the end of the semester.

- Dan Strahs – introducing David Jackson from CHP has been appointed Parliamentarian.

12:30   CDFPT recommendations (*candidates depart room for voting to commence*)

Tenure
Linda Carozza

Promotion and Tenure
<u>Assistant Professor to Associate Professor</u>
Inbal Abergil
Emily Bent
Meaghan Brewer
Adrienne Kapstein
Kelley Kreitz
John-Vincent Mercanti
Marcella Szablewicz
Ying Wang
Raquel Plotka
<u>Associate Professor to Professor</u>
Kimberly Collica-Cox

Promotion
<u>Associate Professor to Professor</u>
Susan Berardini
Daniel Greenberg
Emilie Zaslow
Amy Rogers (Schwartzreich)
Lauren Birney

Vote

Approved: Unanimous

Opposed 0

Abstain 0

Candidates return to thunderous applause

12:34   Chair's report

Presentation highlights

- Welcome back

- CAP working group working, the Writing working group and the Math Task

force has begun reporting their findings. These relate to changes in academic support systems.

- We will hear more from the working groups at a later date, but there is an ongoing discussion to push for a larger faculty review of support systems with a set of transparent recommendations.

- The University is advertising the Associate Dean for Advising position. The search committee was announced without faculty, though one faculty member was appointed to the committee. The Executive Committee have negotiated with the Provost's office, and gained the right to send one faculty representative to the search committee. This is a quick process. Nominations end today, and balloting will start today and end Friday.

- The Provost's office engaged in a difficult discussion with the Executive Committee, and despite the increase in tension we hope the communication between the Executive Committee and the Provost Office will not be impaired. The reason a push was made on this topic is the importance of advising to improve retention issues. Advising is the closest co-curricular activity that the faculty are involved in, and if forms one of our primary responsibilities.

- Recently it has become clear that faculty aren't aware of the foundational documents that inform our governing system. This is described in an old document from AAUP, the *Statement on Government of Colleges and Universities,* which is jointly supported by the Association of Governing Boards and the Association of Universities, and is referenced in our faculty handbook.

  (Displaying on screen the AAUP Statement on Government of Colleges and Universities https://www.aaup.org/report/statement-government-colleges-and-universities).

  > *Quoting:* "The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process." (Section 5. The Academic Institution: The Faculty).

  Advising lies in that last phrase. As a community we should develop an understanding of what that means as we go forward and work on our governance procedures

- Dean searches in progress: Dyson – top 10 candidates being interviewed with site visit announcements coming in February; Lubin – still narrowing the list and expect site visits at the end of March; Executive Director of the Oasis program the search continues.

- Pace was randomly chosen for an audit by the Department of Education

checking on the integrity of educational issues such as registration and grading. The audit is complete, but there is no report back to the university yet, and we are confident that we won't identify any major flaws in the system. This is being handled by the highest levels of the administration, and I thank them for working on it so diligently.

- Thank you to President Krislov for the State of the University Address on Monday – summary points:

   o University is financially sound, with stable budget for 2nd year in a row.

   o Major reveal is the plan to rent the 126 Nassau St. property. The full plan has more pieces including potential sale of air rights over 1 Pace Plaza.

   o More information will come on this in the Master Plan presentation later in the meeting.

- Please be civil and respectful in relationship with the administration.

12:41   Bill Offut – Motion to go into closed session for 20 minutes

Demosthenes Athanasopoulos – It is against our constitution to have a closed session. To proceed is a *coup d'état*! Until the constitution has been changed it is not allowed because it is discriminatory against the administration who are members of this faculty council. Who will be next?

D. Strahs – Thank you Dimos. The rights of the body to go into executive session excluding some members, in this case non-voting members, is allowed by Robert's Rules of Order.

D. Athanasopoulos – Show me the constitutional provision for this.

David Jackson (Parliamentarian) – The Chair is correct.

Motion seconded

D. Jackson – Robert's Rule of Order does allow motions made by the body to go into executive session. The NYFC Constitution states it follows Robert's Rules of Order.

D. Athanasopoulos – As for the secrecy of a closed session *displaying a recording device* – This is $40, everything exchanged in this room can be recorded legally because this is New York State. This is a humiliation of the President and Provost of this institution and it should be stopped.

Call the question

Vote to close discussion

Approve visible majority

Opposed 0

Abstain 10

Approved

Vote for closing session to only voting members for up to 20 minutes

Approve visible majority

Opposed 2

Abstain 5

Motion Passes

D. Strahs – will send out a document describing how the authority how RRO allows for this.

12:47   **Closed session (20 minutes max)**

Chair report continues -- topics

Associate Dean for Advising

Variety of ways to manage lack of consultation from administration with the NYFC.

Closed sessions are very leaky, don't depend on this being confidential

Discussion topics

- NYFC members behavior with administration – sometimes angry, but anger for valid reasons. Still need to be partners with administration and bring constructive solutions.

- Closed sessions are not meant to be secretive, they are meant for doing work together.

- Administration relationship and responsiveness to faculty.

- How to share information about problems across faculty – multiple methods.

- By failing to follow-through with the union representative Executive Committee are suspect in their dealings with the administration.

- The NYFC should not cede its decision-making authority.

Closed session ends 1:08 pm

Administration and other non-voting members return to the room

1:10   **Constitutional amendments (**David Jackson – Parliamentarian)

Presentation slides attached

Presentation highlights

Amendments 1 through 4 –

D. Jackson – At the last several meetings the most common question I have received is 'do we have enough people present?' There is an entire chapter in Robert's Rules of Order on procedures for voting. These first four proposed amendments simply change to a majority vote of those present and voting. The chair will no longer need to ask for abstentions because they will be irrelevant. If someone wants to go on record as abstaining they can ask the Secretary to record them as an abstention after the vote. Otherwise the vote will simply be yeas over

nays.

Referring to display of changes: This document first displays how the constitution is now, the second column is the recommended change, and the third demonstrates how the Constitution will read if the change is approved.

Discussion

B. Weiner – This discussion is happening late in the meeting, when many of us have to go teach classes. For this reason I think closed session should be supplementary. These are my questions about information not included in this document: Voting members – who are they? Quorum count.

D. Jackson – Voting members are identified in the constitution.

B. Weiner – Yes, but members are not identified *here*, and that might influence how people vote on this. I imagine the constitution also references online voting, and items related to a quorum.   For example, in an issue like this do we automatically have a quorum count?

D. Jackson – First: no one is voting on this today, it is simply being presented today. At the next meeting will be the opportunity vote on it. The constitution remains in effect. You can find the constitution online, which is where I got it.

D. Strahs – we will mail out a copy of the constitution with the proposed changes for everyone.

D. Jackson – A quorum must be established in order for *any* business at a meeting. Should you lose a quorum a member can stand up and ask if there is a quorum. By definition, then you cannot conduct any other business except to set a time of adjournment.

B. Weiner – On Amendment 2 officers are elected by a majority – what it it's like Iowa and there are more than two candidates? In relation to Amendment 5 – the order of business I want to make note that there is no chair report on the order of business.

D. Jackson – right now we are just talking about Amendments 1-4, just about the voting.

Walter Antognini – I oppose all of these amendments, specifically the amendment on how to make a constitutional amendment. The constitution should be difficult to change – this makes it too easy to make a constitutional amendment.

D. Jackson – which of the Amendments are you referring to? The process for changing your constitution is already in existence.

W. Antigonini – Amendment #4.

D. Jackson – This says you would actually have to come to the meeting to vote.

W. Antigonini – Or that you cannot abstain.

D. Jackson – Any member has the right to abstain.

W. Antigonini – Abstaining would be ignored. It should be more difficult to change the constitution. Changing the constitution should involve a groundswell of action. This makes it too easy to pass a motion, or in particular to change the constitution.

D. Jackson – I want to explain why this is written the way it is. This section

originally says this requires a 2/3 vote of the members present. The change is to "2/3 members present, and voting". This gives definitive numbers, without the 'and voting' number you need to do a quorum count for *every vote*. You have not done that for a single vote that I have witnessed. This change reflects current practice. If you chose to abstain you don't have to vote. If you raise your hand to abstain, you're not actually abstaining. Abstaining is exercising the option not to vote at all. This change is simply to make your lives easier and clearer.

Nancy Reagin – Hi Everybody, I'm back. *Applause.* I'm generally supportive of these proposed amendments – I'd like clarification of the first one – in the past I've been told by untenured faculty that when an issue has been controversial that they used abstaining as a way to avoid making a public stand on the issue, and that they would have preferred a paper ballot to express their true opinions secretly. If we approve Amendment 1, can people continue to ask for a paper ballot?

D. Jackson – Absolutely. This change only has to do with the counting, not the way the vote is taken. Voting can still be done by roll call, paper ballot or a rising vote.

N. Reagin – I am in support of this amendment. I suggest to the Executive Committee that they may want to go to paper ballots more frequently.

V. Barrella – How does this effect choosing members of committees? Does this change email voting?

D. Jackson – You're talking about an election, not a vote on a motion. This amendment is about a vote on a motion. In an election you have, either by majority or plurality, your winners identified. This amendment doesn't address that at all. This is about a vote on a motion or other in-meeting activities.

V. Barrella – Perhaps we need a constitutional amendment to establish some consistency in the voting of elections. Every election we have is done online, except for the election of the Executive Committee. For the most important elections of this council we exclude a number of faculty members, which doesn't make any sense – it should all be the same.

P.V. Viswanath – Why is it not possible to include another category like 'present'? This would still allow people to choose not say either yes or no, while still keeping the counting simple.

D. Jackson – From a parliamentary standpoint what really matters is the majority, and what the majority is based off of. If the majority is based on the people voting then you have the Yesses and Nos. When you count the abstentions, that's fine, but every member has the right to abstain simply by saying nothing, so it does not change the vote result. You cannot force someone to choose to abstain out loud. That is the whole point of being able to choose to abstain.

P. Viswanath – I don't know how this gives more rights to people who want to abstain. Counting abstentions would allow people to abstain and still have their voices taken into account, and other people can see those abstentions. If, for example, 40% of the voters abstain, then the vote doesn't pass.

D. Greenburg – want to voice my support for these amendments. I am also a parliamentarian for the Dyson Faculty Council. You are right abstaining means not voting, or abstaining from voting. The spirit of this is to streamline our operation. It makes no practical difference. Abstentions can never impact the outcome of the vote because you're not voting. I think this is a good amendment. We need to do

other things.

D. Jackson – it does clarify the language. The original language calls for a majority vote. Then the problem is defining the majority – is it a majority of the whole body, of people present or of those voting? This clarifies the vote, and eliminates the need for a quorum count for every vote.

P. Viswanath – There have been times in Lubin FC that motions have not passed because a majority has not been anything other than abstaining. I would like to propose a change to make abstaining an option.

D. Jackson – There is no middle version. If there is a voting proposition, then you need to either say yes or no, or you choose to say nothing.

Amendment 5

D. Jackson – Let me preface that I am not speaking in favor *or* opposition to this amendment (the others I am in favor of because they clarify operations).

This amendment was developed in listening to the discussions and proposals and will come closest to what I see as the interest of the body in a direct and simple way. If you add to the agenda a regularly portion for closed session of voting members you can then have a portion of the meeting closed for discussion of business. It can be as long as needed – if there is no business it you can move out of it in 10 seconds. You can take as much or as little time as you need, be that 20 or 90 minutes.

It is not a functionally good plan to keep the entire meeting in closed session, because according to your own constitution there is a segment reserved for reports from administration. If the entire meeting is closed, how can you hear reports from administration, and how can you share information with them if they are not included in the entire meeting? Some of the different schools around the university have this set up. The College of Health Professions FC has a closed session built into the agenda, and it works just fine.

I can answer questions about the functionality of this, but I won't answer questions about whether this is right or wrong.

Discussion

W Antigonini – What if mid-way through the council meeting it becomes clear that a closed session is necessary?

D. Jackson – At *any* point of the meeting, *any* member can make a member to move into executive session. Typically you might do that in New Business, not during an Administration report because that wouldn't be very functional.   This amendment only puts an executive session in regularly appearing place. You can move in and out of executive session many times. I do recommend people look at Robert's Rules of Order to understand what an executive session is. Executive Session is meant for things that are confidential in nature, things that are supposed to be kept in the deliberative body. Examples include personnel issues, financial issues and things relating to competition.

J. Morreale – I'm concerned about this. Most of the voting is in the second half of the meeting, when people have left to teach classes. So a minority of the body could be the ones making the decision. Either we come up with a secondary way of voting, or we only have votes in the first half of the meeting.

D. Jackson – If at any time a member is concerned about the number of people present they can ask for a quorum count. If there is no quorum, business has to stop.

J. Morreale – So if that still remains an absence of a quorum can block a vote. That doesn't work if much of the faculty aren't here, even though a quorum remains. The motions water down the voice of the faculty.

D. Jackson – Your concern seems to be about how many people are here. Should the body get too small, and no quorum is reached, then the meeting would have to stop.

Ida Dupont– it's not just the number of people voting, it's always the *same* people voting.

D. Jackson – I don't agree or disagree. I'm not sure that has to do with these particular amendments. That may be a different structural solution that we need to discuss.

D. Strahs –these amendments will be voted on at the next meeting, and will have more time to discuss at that meeting when more faculty are present.

1:35 **Academic Resources – Learning Management System sub-committee** (Kelley Kreitz, Marcus Braga Alves, Gina Scutelnicu)

Presentation slides attached

Presentation highlights

- Our committee started working on this at the end of last semester, and we wanted to bring a report of what we're working on to you.

- We were not consulted in the move to Blackboard Ultra because it was understood that Ultra was simply an upgrade to the existing system. It turns out that the move to Ultra is really a move to an entirely new learning management system, and the existing management system is not being supported. It also appears that those classes that started using Ultra (not just the landing page that most of us are seeing) are not happy with it, and that there are better options out there. The Academic Technology team has found that investing in Blackboard Ultra will not be as good as investing in some other options that are available.

- Message is:
  - o We need to make a change
  - o It will cost money, no matter what we do.

- The committee has not made any decisions yet – we are testing the options, and we want you to get involved too. What functionality do we need to have? What do we really need from these learning management systems (mobile use)? Areas of focus for the evaluation: function and features, cost.

- Two options under consideration:
  - o Canvas

- o Brightspace
- Demonstrations of both systems are scheduled for next week, or can personally test it by emailing the sub-committee members for links to a trial account. We want many people to try them and offer feedback to make the best decision.
- This is happening quickly because our Blackboard contract is up and this is the time to change. **Plan for April decision**

Discussion

Kathy Dwyer-- when is the contract end?

Gina Scutelnicu – switch won't be immediate, BlackBoard will run concurrently for a year.

K. Dwyer – knowing the date will help us make a fast decision.

1:41	**Curriculum Committee** – (Janice Winch)

Presentation attached

Presentation highlights

Internal Review Grid (IRG) Revision

- The current grid has been in use since 2014
- Updates are proposed to streamline the approval process
- Timeline of approvals – Administration presented proposal to both location curriculum committees and the Joint Faculty Curriculum Committee. The JFCC questions were addressed by administration, and the IRG revisions were approved on Nov 15. The IRG was approved by WFC, but tabled at the December meeting here.
- Voting on the *updates* to the grid, not the grid itself. These are things already being done, but added to the grid for clarity of the process.
- Reviewing highlighted areas *Grid displayed on screen*
  - o Approval of Deans Council applies to proposals that will require additional expenses.
  - o Badges, combined degrees, change or addition of modality are all things have been added to the grid.
  - o AOK designation note including approval from Dyson CC (the approval step has been added to the IRG – this is not a change in practice, just added for clarity).
  - o Numbers are in place to indicate the sequence of steps.

Discussion

W. Antigonini – this seems to add more steps to the process, rather than

streamlining it. Which is it?

C. Pagano – A lot of these steps were always present, but weren't on the grid. Streamlining this process was making this process more transparent to a person picking this up to worth through the system. Also, some of the steps that were added to the Grid are required, such as the Middle States, and those only apply to certain programs.

B. Offut – This draft, which was not approved by the NYFC, has appeared on the online, since we didn't approve it I want to object to the posting of this as policy. Second – I would like to offer an amendment on the Degree Modality addition to include both Westchester and New York CC on both the Undergrad and Graduate sheets. I do not think it is a good idea to fast track the degree modality without faculty approval. I have the opposite concern of Walter, I think you are fast tracking changes without faculty approval. I would like to have it included there.

C. Pagano – We've heard that concern. The thought process was that these programs are always in existence, the CC has already approved it, and the only change is the way the material is being delivered.

B. Offut – I understand the reason– but I disagree with it.

Tim Walingore – I am from WFC and am Chair of the Dyson Curriculum Committee. I am offering a friendly amendment to the IRG – Other Area of Knowledge course designation. Previously this read Area of Knowledge *or* Civic Engagement. – AOR *or* civic engagement.

C. Pagano – The thought was that Civic Engagement was understood to be included, and we can certainly update that.

T. Walingore – I'm asking it be explicitly included for passage by this body. There was no objection to this when I brought it up at the WFC.

D. Strahs – we have to motions on the floor waiting for seconds.

Both motions seconded from the floor

A. Eisner – If you add additional approvals, just to change the modality of that program, you lengthen the time to market, and this might influence the life or death of a program. Sometimes changing the modality of a program is what saves it from disappearing altogether. If the school has decided to change the modality, and that they have the resources to do it, why go through the extra steps?

Provost Quiñones – I want to clarify NYS law and Middle States – if more than 50% of classes are online then the modality is automatically changes without curriculum approval. This is NYS rule. More and more departments are offering courses online, and the modality is automatically changed in our reporting to NYS and Middle States. The body needs to understand that changing courses to online can force this automatic change.

Andy Crosby – I want to share an example of why we might want to slow this down sometimes. We had two examples of this in the department of Public Administration.

1. We were a program in White Plains until about 2015, and we moved to Pleasantville when we sold the Graduate Center. The result of that was we started offering more and more courses online, and eventually we didn't

have a Pleasantville option anymore because the students got pushed over into the online courses. This is why this may be of concern to the location faculty council because it could affect what programs are offered at your location.

2. We were briefly an all campus program, but our tuition was marketed as less for the online program than the on campus program. The price difference can influence student program choice.

In credit to the Dean and the Provost, I think we've had a discussion that the price difference is no longer an issue, but this is exactly why we want to have that oversight from this body.

Faculty member: if this is amended, what happens next?

D. Strahs – the amended version goes to the WFC for reconciliation and approval.

Motion 1 – Add 'Civic Engagement' to AOK designation

Yes – visible majority

No - 2

Abstain - 0

First Motion passes

Motion 2 – Add Curriculum Committee and Joint Curriculum Committee review on both grad and undergrad sheets for "Change in Degree Modality"

V. Barrella – motion to table this discussion on the amendment. I would like the Curriculum committee's opinion on this proposal before we vote on it.

J. Winch – the NYCC decided on *this*, the original file.

V. Barrella – removed motion to table discussion.

Provost Quiñones – I want to clarify that this was presented multiple times to the Curriculum Committee, and we have all the documentation showing those discussions. I also want to stress that there are a lot of NYS regulations of online education that we are following with this IRG, and that this is the version recommended by the Curriculum Committee

Vote for motion 2 – Add Curriculum Committee and Joint Curriculum Committee review on both grad and undergrad sheets for "Change in Degree Modality"

Yes -13

No -14

Abstain - 2

Quorum call: yes quorum present.

Second Motion to amend the IRG fails

Vote to approve the *Amended* IRG

Yes - 22

No - 8

Abstain - 1

Amended IRG approved

Curriculum revision proposal Executive MBA Graduate Curriculum revision

Presentation attached

Presentation highlights

- Changing existing program to align with the regular MBA program.

- Nine modules being combined into six.

- Expected to make our program more competitive.

Discussion

K. Dwyer – Are these students going to have a concentration?

J. Winch – This is a management degree.

A. Eisner – this is a cohort program, there are no concentrations.

Vote to Approve the revised EMBA program.

Yes: visible majority

No: 0

Abstain 1

Proposal passes

2:07   NYC Master Plan (Ibi Yolas)

D. Strahs – We are over time for the meeting, and the presenters cannot stay for this item. Look at the presentation slides that were distributed, send questions to me. I will compile the questions, submit them to, and will distribute the responses. This is the second time we've bumped the Master Plan presentation from the agenda.

2:08   Adjournment

Attendance (136)

Name	Department
Abergil, Inbal	Art
Antognini, Walter	Legal Studies & Taxation
Barrella, Vincent	Legal Studies & Taxation
Becket, Charlotte	Fine Arts
Bent, Emily C.	Women & Gender Studies
Berardini, Susan	Modern Languages & Cultures

Berg, Abbey	Communication Sciences & Disorders
Birney, Lauren	Education
Bishop, Susan	Management & Management Science
Braga-Alves, Marcus	Finance & Economics
Brenner, Eric	Biology
Buraei, Zafir K.	Biology
Byrne, John C.	Management & Management Science
Carozza, Linda	Communication Sciences & Disorders
Chan, Cho	Chemistry & Physical Sciences
Chan, Eduardo	Mathematics
Chang,Eric	Chemistry & Physical Sciences
Cho, Myo Jung	Accounting
Chung, Kwang-Hyun	Accounting
Coggins, Andrew	Management & Management Science
Colella, Frank	Legal Studies & Taxation
Collica-Cox, Kimberly A.	Criminal Justice & Security
Connerton, Winifred	Nursing
Covino, Jean	Physician Assistant Program
Crispo, Erika	Biology
Crosby, Andrew	Public Administration
Dai, Zhaohua	Chemistry & Physical Sciences
de Jacq, Krystyna	Nursing
Di Gennaro, Kristen K.	English
Dutta, Pritha	Management & Management Science
Drury, Lin	Nursing
Dupont, Ida	Sociology & Anthropology
Dutta Gupta, Shamita	Mathematics
Dwyer, Cathy	Information Systems
Evans, Brian	Mathematics
Fain, Deborah	Marketing
Foerster, Amy	Sociology & Anthropology
Frank, Ronald K.	History
Freedman, Amy	Political Science
Fuentes Peralta, Pamela	Women & Gender Studies
Ganzfried, Ellayne	Communication Sciences & Disorders
Genc, Yegin	Information Technology
Gloster-Coates, Patricia	History
Godfrey, Christopher	Psychology
Gottesfeld, Linda	Fine Arts
Green, Claudia	Management & Management Science
Greenberg, Daniel	History
Hayes, Darren Richard	Information Technology
Herrera, R. Antonio	Biology

Hsu, Stephanie	English
Huckle, Kiku	Political Science
Hwang, Alvin	Management & Management Science
Iacullo-Bird, Maria	History
Jackson, David	Physician Assistant Program
Kapstein, Adrienne	Performing Arts
Kazlow, Michael	Mathematics
Kim, Soyoung	Marketing
Klein, Adam	Communication Studies
Kolenda, Ric	Management & Management Science
Kramar, Tracy	Physician Assistant Program
Kreitz, Kelley A.	English
Larameé, Eve Andreé	Fine Arts
Lascaris, Erik	Chemistry & Physical Sciences
Lee, Joseph Tse-Hei	History
Magaldi, Jessica	Legal Studies & Taxation
Marafioti, Martin	Modern Languages & Cultures
Marcello, Matthew	Biology
Mendelsohn, Joshua	Health Studies
Miller, Eddis	Philosophy & Religious Studies
Min, Seong Jae	Communication Studies
Mojica, Elmer-Rico	Chemistry & Physical Sciences
Morreale, Joseph	Economics
Morris, Barry	Communication Studies
Mosteiro, Miguel	Computer Science
Nayak, Meghana	Political Science
Niu, Weihua	Psychology
Nomee, Julia	Information Technology
Novak Donovan, Leigh Anne	Marketing
Offutt, William	History/ Honors Program
Olszewski, Linda	Psychology
Paljevic, Esma	Nursing
Pankowski, Jennifer	Education
Pappenheimer, Will	Fine Arts
Parisi, Francis	Computer Science
Particelli, Brice	English
Plotka, Raquel	Education
Quest, Linda	Political Science
Ramos, Chris D.	Management & Management Science
Raubicheck, Walter	English
Reagin, Nancy	History/Women's Studies
Richardson, Katherine	Management & Management Science
Roland, Joan	History

Romanello, Jennifer	Publishing
Rosenthal, Lisa	Psychology
Sayre, Roger	Fine Arts
Schulman, Liora	Accounting
Scutelnicu, Gina	Public Administration
Sen, Kaustav	Accounting
Shin, Namchul	Information Technology
Slyer, Jason T.	Nursing
Soares, Manuela	Publishing
Strahs, Daniel	Biology
Suchday, Sonia	Psychology
Szablewicz, Marcella T.	Communication Studies
Tekula, Rebecca	Public Administration
Topol, Martin	Marketing
Upmacis, Rita	Chemistry & Physical Sciences
Van Ness, Tracey	Physician Assistant Program
Viswanath, P. V.	Finance & Economics
Wexler, Sharon Stahl	Nursing
Wiener, Robert	Legal Studies & Taxation
Winch, Janice	Management & Management Science
Xu, Meng	Mathematics
Yarbrough, Todd	Economics
Youmans, Scott	CSD
Zaccario, Michelle	Psychology
Zaslow, Emilie	Communication Studies
Guests	**Dept / Unit / Office**
Holt, Karen	First Year Experience, NYC
Tim Walingore	PLV -- Political Science
Administration	**Department**
Bell, Liza	Administrative Coordinator
Caplan, Avrom	Associate Provost for Research
Dampier, Paul	Vice President/CIO
Feldman, Harriet	College of Health Professions Dean
Gordon, Beth	AVP, IT Academic/Admin Svcs
Herman, Vanessa	VP University Relations
Herrmann, Nira	Dyson Dean
Hill, Jonathan	Seidenberg Dean
Knepper, Hillary	Interim Assoc Prov-Acad Affrs
Krislov, Marvin	President
Nally, Angela	Assistant Dean, Communications
Pagano, Cathy	Provost & EVP-Academic Affairs
Quiñones, Vanya	Provost
Russell-O'Grady, Marijo	Assoc VP/Dean for Students

NYFC PROPOSED CONSTITUTION AMENDMENTS

Amendment 1

Presently reads	Proposed to read	If adopted will read
Article II. Authority of the NYFC The NYFC is the legislative body through which the New York faculty makes decisions in areas of its determinative powers. The NYFC is also the mechanism for the NY faculty to make recommendations to the Board, the President of the university or other appropriate persons or bodies within and without the University. On matters of University-wide concern, the NYFC may vest its authority in its representatives to the JFC when the NYFC, by a majority vote, deems it appropriate to do so.	Article II. Authority of the NYFC The NYFC is the legislative body through which the New York faculty makes decisions in areas of its determinative powers. The NYFC is also the mechanism for the NY faculty to make recommendations to the Board, the President of the university or other appropriate persons or bodies within and without the University. On matters of University-wide concern, the NYFC may vest its authority in its representatives to the JFC when the NYFC, by a majority vote **OF THOSE PRESENT AND VOTING**, deems it appropriate to do so.	Article II. Authority of the NYFC The NYFC is the legislative body through which the New York faculty makes decisions in areas of its determinative powers. The NYFC is also the mechanism for the NY faculty to make recommendations to the Board, the President of the university or other appropriate persons or bodies within and without the University. On matters of University-wide concern, the NYFC may vest its authority in its representatives to the JFC when the NYFC, by a majority vote of those present and voting, deems it appropriate to do so.

Amendment 2

Presently reads	Proposed to read	If adopted will read
Article IV. Officers of the NYFC Section 3. Nomination and Election of Officers d) The Officers shall be elected by a majority of those present at the December meeting.	Article IV. Officers of the NYFC Section 3. Nomination and Election of Officers d) The Officers shall be elected by a majority of those present **AND VOTING** at the December meeting.	Article IV. Officers of the NYFC Section 3. Nomination and Election of Officers d) The Officers shall be elected by a majority of those present and voting at the December meeting.

NYFC PROPOSED CONSTITUTION AMENDMENTS

Amendment 3

Presently reads	Proposed to read	If adopted will read
Article VI. Meetings Section 3. A Quorum A Quorum shall consist of 25 Council voting members. Each voting member of the council shall have one vote and a majority of the voting members present shall be necessary to pass a resolution.	Article VI. Meetings Section 3. A Quorum A Quorum shall consist of 25 Council voting members. Each voting member of the council shall have one vote and a majority of the voting members present **AND VOTING** shall be necessary to pass a resolution.	Article VI. Meetings Section 3. A Quorum A Quorum shall consist of 25 Council voting members. Each voting member of the council shall have one vote and a majority of the voting members present and voting shall be necessary to pass a resolution.

Amendment 4

Presently reads	Proposed to read	If adopted will read
Article VIII. Amendments Section 2. The Executive Committee shall place any proposed amendment on the agenda of the next regular meeting. At that meeting, the amendment shall be discussed, but shall not be voted on. At the next regular meeting, the proposed amendment shall be voted on. If the proposed amendment receives a favorable vote of the two-thirds of voting members present the amendment shall become a part of this constitution. A written copy of any passed amendment shall be sent to every member of the NYFC.	Article VIII. Amendments Section 2. The Executive Committee shall place any proposed amendment on the agenda of the next regular meeting. At that meeting, the amendment shall be discussed, but shall not be voted on. At the next regular meeting, the proposed amendment shall be voted on. If the proposed amendment receives a favorable vote of the two-thirds of voting members present **AND VOTING** the amendment shall become a part of this constitution. A written copy of any passed amendment shall be sent to every member of the NYFC.	Article VIII. Amendments Section 2. The Executive Committee shall place any proposed amendment on the agenda of the next regular meeting. At that meeting, the amendment shall be discussed, but shall not be voted on. At the next regular meeting, the proposed amendment shall be voted on. If the proposed amendment receives a favorable vote of the two-thirds of voting members present and voting the amendment shall become a part of this constitution. A written copy of any passed amendment shall be sent to every member of the NYFC.

NYFC PROPOSED CONSTITUTION AMENDMENTS

Amendment 5

Presently reads	Proposed to read	If adopted will read

Article VI. Meetings
Section 4. Order of Business
At each regular meeting the order of business shall be:
  i.   Approval of the minutes of the preceding regular meeting;
  ii. Announcements;
  iii. Committee Reports;
  iv. Reports from the Administration
  v.   Old business;
  vi. New business.
	Article VI. Meetings
	Section 4. Order of Business
	At each regular meeting the order of business shall be:
	  i. Approval of the minutes of the preceding regular meeting;
	  ii. **CLOSED SESSION OF VOTING MEMBERS**
	  iii. Announcements;
	  iv. Committee Reports;
	  v. Reports from the Administration
	  vi. Old business;
	  vii. New business.
		Article VI. Meetings
		Section 4. Order of Business
		At each regular meeting the order of business shall be:
		  i. Approval of the minutes of the preceding regular meeting;
		  ii. Closed session of voting members
		  iii. Announcements;
		  iv. Committee Reports;
		  v. Reports from the Administration
		  vi. Old business;
		  vii. New business.

LMS Evaluation Working Group: Introduction

February 2020

Background

- Blackboard use at Pace and reason for the review
- Blackboard Ultra expectations vs experiences
- General trends in higher education – moving away from Blackboard
- Needs for faculty and new generation of students
- Mobile first environment
- Increase in 3rd party tools and capabilities

Narrowing the Field

- Working with Bb Ultra – 1 year
- Researched other options including Moodle, Sakai and others
- Consulted with other universities about their review/selection
- Canvas and Brightspace are clear leaders in the field. Evaluation systems for both are established

Role of Working Group

The charge for this working group is to continue the review of the LMS systems at a more detailed level to recommend which LMS the university should invest in for the next 5+ years to meet the needs of our students and faculty.

Specific Actions required of the Working Group

- To represent the collective needs of the faculty at Pace University for a new LMS, working with ITS who are supporting this taskforce on behalf of the Provost Office.
- Review, test and experience the capabilities of the identified systems using actual courses that will be uploaded into the new systems from the existing Blackboard course shells.
- Using the identified systems test and experience the building of new course materials.
- Solicit input from other faculty members into the suitability, experiences and benefits of the identified systems.
- Solicit input to the review process from a selected group of Pace students.
- Work collaboratively as a taskforce to agree on the selection of a new system.
- Identify, and agree with other faculty members a proposed timeline for transition to a new system.

Review Criteria

- *Features & Functions 40%*
- *Ease of Transition 20%*
- Technical and Security Review 10%
- Financial Costs and Company Profile 30%

Timeline and Process

Goal is to have new LMS by Summer 2020 to begin developing and piloting courses.

- January 23, 2020 – Task Force Meeting 1
- **Week of February 3**
  - Task Force Meeting 2
  - Announcements at all Faculty Councils about the process and invitations for other faculty to participate in the selection process and testing.
  - Demonstrations of Both Systems and Start of Testing Process
    - February 5, 2020 10:00-11:30 NYC
    - February 7, 2020 10:00-11:30 PLV

Timeline and Process (continued)

- **Week of February 10** – Vendor presentations (see next slide for details)
- February 18 – Completed evaluation forms due
- Week of February 24th – Task Force meeting to discuss results
- Week of March 9 – Task Force meeting to finalize recommendation
- March 30 – Recommendation to Provost
- April – Finalize Contract

Canvas and Brightspace Demonstration Schedule for Faculty NYC Campus

- **Canvas Demonstration – Tuesday, February 11, 3:15pm – 4:30pm, Location TBD**

- **Brightspace Demonstration – Thursday, February 13, 10:45am – 11:45am, Location TBD**

CANVAS
Computer and Mobile Views

Welcome!

Criminal Justice Technology in the 21st Century

Hello Students!

Welcome to the Spring semester and to our course - **Criminal Justice Technology in the 21st Century**. I want you all to take some time familiarizing yourself with the course shell. Your next steps for this course will be:

- Please be sure to view the brief orientation video I have provided.
- Post an introduction of yourself within the Discussion Board area. These are due by the end of the day Friday (9/6).
- Fill out the Student Contact form I have provided in the "Syllabus / Course Info" section. This is due by the end of day Friday (9/6).
- Review the Course Syllabus and take the short syllabus quiz. It's short and easy. The quiz is due by the end of day on Friday (9/6).
- Please make sure to purchase the textbook. I have included information in the syllabus on how to buy it. **You will absolutely need the textbook to pass this course.**
- I have included a PDF of chapter 1 for those who have not yet purchased the text. This is the only chapter I will be doing this for, so make sure you order the textbook immediately.
- Access the Course Work section and access the folder for Week ONE. Follow the posted instructions under the week one requirements.
- The Chapter One quiz is due by the end of day next Tuesday (9/10).
- The Week One Assignment is due by the end of day next Wednesday (9/11).
- As soon as you submit your assignment for Week One, copy and paste the text of your assignment into the Week One Discussion Board forum. This will be your initial post. Then you are required to respond to at least 2 other student posts with substantive feedback and comments regarding their week one assignment post.
- Your discussion board postings for Week One will be due by end of day next Friday (9/13).

Criminal Justice Technology in the 21st Century

Hello Students!

Welcome to the Spring semester and to our course - Criminal Justice Technology in the 21st Century. I want you all to take some time familiarizing yourself with the course shell. Your next steps for this course will be:

- Please be sure to view the brief orientation video I have provided.
- Post an introduction of yourself within the Discussion Board area. These are due by the end of the day Friday (9/6).
- Fill out the Student Contact form I have provided in the "Syllabus / Course Info" section. This is due by the end of day Friday (9/6).
- Review the Course Syllabus and take the short syllabus quiz. It's short and easy. The quiz is due by the end of day on

BRIGHTSPACE
Computer and Mobile Views

New York Faculty Council Curriculum Committee Report
February 4, 2020

The NYFC Curriculum Committee would like to ask for your vote on the following two items. The proposals are attached.

1. Internal Review Grid Revision

The Internal Review Grid outlines the process by which proposed programs and courses are approved internally. The current grid has been in use since 2014. The Provost's Office proposed revisions to this grid to clarify and streamline the curriculum approval process. The NYFC and WFC Curriculum Committees met together twice to discuss the revision, with the Provost team on October 15 and without them on November 18. The attached grid is the final version that incorporated the input from the Committees.

The Grid was approved by the Committees with 16 votes in favor, 1 opposed, and 0 abstentions.

The following outlines the changes that were made:

- For degrees to be offered in a new location or via the third party, it needs to be reviewed by the Accreditation Liaison Officer to comply with the Middle States requirements. To make this explicit, a new column was added.

- A preliminary review of new degree programs by Deans' Council was added as a first step to ensure programs have the approval of its business case before significant curriculum development.

- For clarification, new rows were added for combined degrees, change/addition of modality, and Areas of Knowledge designation. Badges were added to the existing Minor row.

- To clarify the sequence in which approvals are to be obtained, the order of each step in the sequence was added.

The following were the attendees of these meetings.
October 15 Meeting Attendees:
Susan Cappelman, Frank Parisi, Stephanie Hsu, Gina Scutelnicu, Kate Richardson, Brenda McManus, Sonia Suchday, Dan Strahs, Barbara Farrell, Pauline Mosley, Karen Caldwell, Christine Clayton, Adelia Williams, Peter McDermott, Namchul Shin, Jason Slyer, Janice Winch
Provost Office representatives: Hillary Knepper, Cathy Pagano, Patti Boustany

November 18 Meeting Attendees:
Inbal Abergil, Ana Amaya, Ron Frank, Kier Hanratty, Stephanie Hsu, Maria Iacullo-Bird, Brenda McManus, Barry Morris, Gina Scutelnicu, Namchul Shin, Mariella Szablewicz,

Jason Slyer, Martin Topol, Ying Wang, Janice Winch, Barbara Farrell, Pat Healy, Adelia Williams-Lubitz

2. Executive MBA Revision
Alan Eisner – Lubin

January 29, 2020, 12:10 pm Meeting

Attendees:
Inbal Abergil, Ana Amaya, Susan Cappelmann, Ronald Frank, Pradeep Gopalakrishna, Peter McDermott, Francis Parisi, Gina Scutelnicu, Namchul Shin, Jason Slyer, Marcella Szablewicz, Timothy Waligore, Ying Wang, Janice Winch, Meng Xu

Summary:
Lubin's Executive MBA (EMBA) program is a hybrid 9-module program with 6-credit modules totaling 54 credits. The proposal is to reduce it to a 6-module program with a 3-credit Bootcamp totaling 39 credits. This will align with our recently updated MBA program which now stands at 39 credits. It will make our EMBA program more competitive in the marketplace, where many schools are offering shorter programs. It will reduce our cost of delivery to about 2/3 of the current cost, leaving an option to offer some financial aid. We expect this will help stave off the enrollment decline we have recently been experiencing.
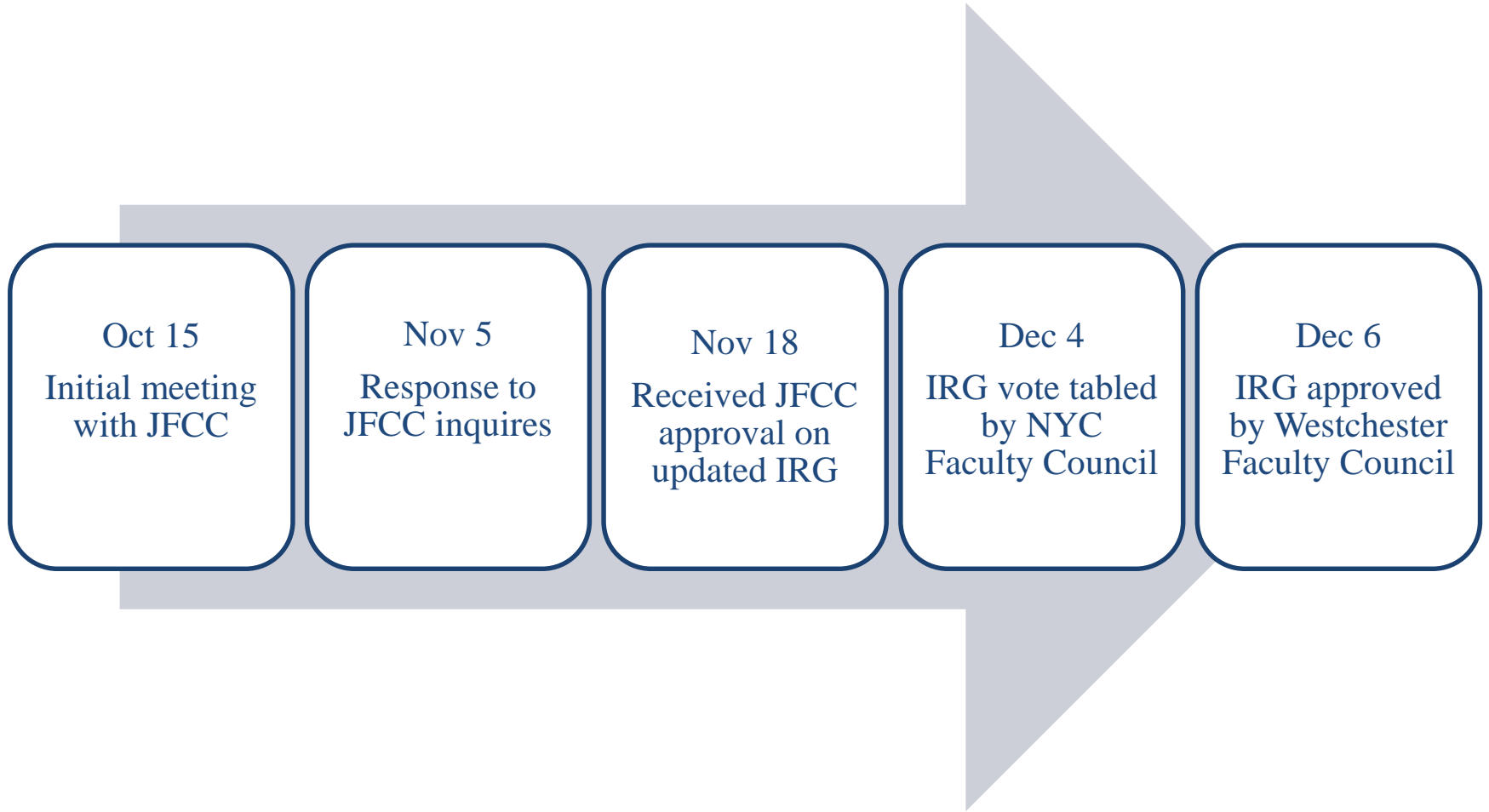
Questions and Answers:
- Was market research conducted to arrive at the 39 credits? Yes, we used a market research firm to arrive at this figure.
- What was the cause of enrollment decline? The market overall has been declining, and students are looking for faster, cheaper programs with flexible pricing. The price of EMBA programs was inelastic before, but this has changed. Currently, our program is profitable even with low enrollment. Reducing the cost will help us offer more financial aid which should increase enrollment.

The Committee voted unanimously to recommend this proposal.

Internal Review Grid

New York Council Faculty Council
February 5, 2020

Timeline

Oct 15	Nov 5	Nov 18	Dec 4	Dec 6
Initial meeting with JFCC	Response to JFCC inquires	Received JFCC approval on updated IRG	IRG vote tabled by NYC Faculty Council	IRG approved by Westchester Faculty Council

Internal Review Grid (IRG) Updates

- **Undergraduate & Graduate**
  - Review and accreditation Liaison Officer (ALO) – Middle States approval may be required
  - Preliminary review by Deans Council
  - Budget Office inclusion into next year's budget (if applicable)

  - Addition of Badges (to Minors workflow) – *applies to UG only*
  - Combined degrees between existing programs
  - Change or additional of degree modality

- **Other**
  - Review and approval by Dyson Curriculum Committee
  - Area of knowledge course designation *

- **Non-Credit Bearing Programs**
  - New section to account for non-credit programs with Provost sign-off only

Next Steps

- Seek approval of the IRG from the NYCFC to create a standardized practice of program approvals for the University as a whole

- Continue to evolve the IRG as changes are warranted or as a yearly review
  - For example, Dr. Waligore has requested a change in verbiage under the IRG-Other from "Area of Knowledge Course Designation" to "Area of Knowledge or Civic Engagement Course Designation:

Appendix

IRG – UG Degrees

Undergraduate Degrees (Credit-bearing)	New or Existing	Review by Accreditation Liaison Officer (ALO) (Middle States Approval may be Required)	Preliminary review by Deans Council	Review through internal School/College procedures	Review & approval by relevant Location Fac. Council Curr. Committees	Review & approval by relevant Location Faculty Councils	Review & approval by Deans Council	Provost final sign off / Budget Office inclusion into next year's budget (if applicable)	File application with NYSED
Undergraduate degree[345]	New		1	2	3	4	5	6	7
Undergraduate degree in a new (outside) location or via a non-accredited third party	New	1	1	2	3	4	5	6	7
Undergraduate degree via a non-accredited third party, or offered at a new (outside) location	Existing	1	1	2	3	4	5	6	7
Curriculum change to an undergraduate degree	Significant[1]			1	2	3	4	5	6
	Minimal[2]			1				2	Letter of notification suffices
Undergraduate concentration to an existing program	New			1	2	3	4	5	6
Minor/Badges[4]	New			1	2	3	4	5	
Undergraduate certificate program[4]	New			1			2	3	4
Combined degrees between existing programs	Existing			1	2	3	4	5	
Change or addition of degree modality[5]	Existing			1			2	3	4
Degree title	New			1	2	3	4	5	6

PACE UNIVERSITY

IRG – GRAD Degrees

Graduate Degrees (Credit-bearing)	New or Existing	Review by Accreditation Liaison Officer (ALO) (Middle States Approval may be Required)	Preliminary review by Deans Council	Review through internal School/College procedures	Review & approval by relevant Location Fac. Council Curr. Committees	Review & approval by relevant Location Faculty Councils	Review & approval by Deans Council	Provost final sign off / Budget Office inclusion into next year's budget (if applicable)	File application with NYSED
Graduate degree[345]	New		1	2	3	4	5	6	7
Graduate degree in a new (outside) location or via a non-accredited third party	New	1	1	2	3	4	5	6	7
Graduate degree via a non-accredited third party, or offered at a new (outside) location	Existing	1	1	2	3	4	5	6	7
Curriculum change to a graduate degree	Significant[1]			1	2	3	4	5	6
	Minimal[2]			1				2	Letter of notification suffices
Graduate concentration to an existing program	New			1	2	3	4	5	6
Certificate of Advanced Graduate Studies[4]	New			1			2	3	4
Combined degrees between existing programs	Existing			1	2	3	4	5	
Change or addition of degree modality[5]	Existing			1			2	3	4
Degree title	New			1	2	3	4	5	6

DRAFT

IRG – Other

Course Form Type (Credit-bearing)	Review through internal School/College procedures	Review & approval by Dyson Curriculum Committee	Review & approval by Deans	Review & approval by relevant Location Fac. Council Curr. Committees	Review & approval by relevant Location Faculty Councils	Provost Sign Off
New Course	1		2			3
Course Change	1					2
Area of Knowledge Course Designation		1				
Special Topics Courses	1		2 For Special Topics courses, needed only when offered for the 4th time			3 For Special Topics courses, needed only when offered for the 4th time

Non-credit bearing programs	Review through internal School/College procedures	Review & approval by Dyson Curriculum Committee	Review & approval by Deans	Review & approval by relevant Location Fac. Council Curr. Committees	Review & approval by relevant Location Faculty Councils	Provost Sign Off
Non-degree						1

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PACE UNIVERSITY

EMBA CURRICULUM PROPOSAL

FOR THE LUBIN FACULTY COUNCIL

Dec. 6, 2019

2019-2020 NYFC Resolution Action Chart

Date	Text of resolution	Response/Resolution
10/2/19	**Admissions and Retention committee** 1. The use of curriculum maps should be program-specific. Worksheets and flow charts maybe used instead of curriculum maps to guide advisors and students. 2. That two faculty tracks be created – a professional track (for those faculty who excel in research mentoring and advising) and a scholarship track. 3. Specific measures to assess the effectiveness of mentoring and advising must be designed for the evaluation of the faculty performance.	Approved by NYFC 10/2/19 Sent to Handbook Committee
11/6/20	**Executive committee** proposes that untenured alternate seats be added to the following committees: • Academic Resources: 2 more untenured alternate seats (total of 4) • Budget: 1 untenured alternate seat • Buildings and maintenance: 2 untenured alternate seats • Calendar: 1 untenured alternate seat • Curriculum: 2 untenured alternate seats • Fringe Benefits: 1 untenured alternate seat • Handbook: 1 untenured alternate seat • Kenan: 2 untenured alternate seats • Public Relations: 2 untenured alternate seats	Approved by NYFC Election completed, committee chairs notified Updated committee list sent to webmaster
11/6/19	**Curriculum Committee** Proposal for change to BA Acting, BA Directing International Performance Ensemble	Presented 11/6/19 – Vote incorrectly interpreted as approved on 11/6/19, revised as **Not Approved** 12/4/19 Provost Office notified
11/6/19	**Student Affairs** 1. That this administrative advisory committee be	Approved by NYFC 11/6/19

2019-2020 NYFC Resolution Action Chart

Date	Text of resolution	Response/Resolution
	requested to operate in transparency and in consultation with the New York Faculty Council Student Affairs Committee. 2. Student Affairs committee asks that the new advisory committee not just "serve as a resource" to Student Services but also to proactively draft policies and direct institutional resources to adequately support students with various immigration statuses. 3. That the university administration ensure up to date, consistent, and accurate information for DACA, undocumented, and immigrant students, in all communications, written or oral, from the University and its representatives, including clarifying the precise legal extent to which Pace is a "sanctuary campus."	Motion sent to Dean of Students and Provost's office. Student Advisory committee formed with 1 representative from NYFC Student Affairs committee.
11/6/19	**Faculty Affairs** In the interest of creating confidence-building measures, to increase transparency regarding faculty governance, and to ensure adequate space for dialogue between faculty and administration, we, the faculty, request: 1. The parameters of participation are outlined in written before faculty commit to serving on "mixed" committees/task forces that include administration, such as the Provost's or President's Office. 2. Faculty expect to know, from the outset, whether their contribution to a committee/task force will only be advisory, that is to provide analysis and input, or if they will play a role in decision-making,	Approved by NYFC 12/4/19 Faculty Affairs Committee developed a form for administration to complete when recruiting for mixed ad hoc committees, this has been used since January 2020. Executive committee returned form to Faculty Affairs Committee for revisions to improve utility.

Date	Text of resolution	Response/Resolution
	for example, as voting members of a search committee. 3. We request that the administration involved in such committees provide written explanations that outline how each committee member's role is described, including how final recommendations/decisions are made and how other concerns in the committee are addressed.	
12/4/19	**NYFC membership** We, the faculty, hereby resolve that Executive Committee bring an AAUP representative, and/or as deemed necessary by the Executive Committee, other representative(s) to present to the faculty information regarding unionization and the pro and cons of unionized faculty at the University.	Approved by NYFC 12/4/19 NYFC Chair Dan Strahs has been discussing this with AAUP and AFT.
12/4/19	**Admissions and Retention Committee** 1. That the CAP program, in its logistics, admissions, student/advisor ratios, its curricular, and its co-curricular/support functions, should continue unchanged in academic year 2020-21 as it has in 2019-20 until the expansion plan is worked out by a "single" taskforce (possibly temporarily enlarging the PRESS task force) that brings all stakeholders (current CAP advisors/directors, English and Math departments, etc.) together to design the most effective and appropriate strategies 2. That a pilot study that will extend CAP-like services to additional at-risk students be implemented during the academic year 2020-2021 to test out some of the proposed changes aimed	Approved by NYFC 12/4/19 Motion sent to Provost's office by Chair Dan Strahs. No written response; only verbal response.

Date	Text of resolution	Response/Resolution
	at reducing the DFW rates. 3. That CAP-type students who have already been admitted and who would have been previously put into the CAP program, remain in the CAP program for 2020-2021. • That the name of the CAP program is changed to the one that highlights the students' potential rather than deficiencies (ex. *Opportunitas*)	
12/4/19	**Admissions and Retention Committee** • That in the light of the national trends, SAT biases, and changes in admission strategies introduced by the universities in our metropolitan area, we support the new Test-Optional policy. • That test-optional students be identified and monitored and A&R be informed of their progress, so proper adjustments to the support services could be made. • That this test-optional policy or any other changes in admission standards do not lead to an increase in acceptance rates or/and a deterioration in the quality of accepted students.	Approved by NYFC 12/4/19 Sent to Provost's office and Director of Enrollment Management
2/5/20	**CDFPT recommendations**	All NYFC candidates approved Information sent to Provost office
2/5/20	**Curriculum Committee** Internal Review Grid approved with one amendment	Amended grid approved 2/5/20 Amended grid sent to Westchester Curriculum Committee for approval Provost Office notified
2/5/20	**Curriculum committee**	Approved by NYFC 2/5/20

2019-2020 NYFC Resolution Action Chart

Date	Text of resolution	Response/Resolution
	Executive MBA approved	Provost Office notified

Current Program Structure

- One 6-day "boot camp" to introduce program
  - Abbreviated project: Should X Buy Y
  - Intro to module components and processes (assignments, teams, exams)

- Nine 10-week subject area modules
  - Eight modules for subject matter
  - Major team project in each module
  - Final module for independent project plus business simulation

Differentiators

- Schedule: one 3-day on-campus residency weekend every 10 weeks
  - Family friendly
  - Business friendly

- Lowest price in New York metropolitan area

- "Real company" project design

Enrollment Declining Despite Attractive Module Structure and Price

Cycle	Year	Enrollment
10	2009 – 11	23
11	2010 - 12	16
12	2011 - 13	13
13	2012 - 14	11
14	2013 - 15	13
15	2014 - 16	13
16	2015 - 17	12
17	2016 - 18	11
18	2017 - 19	8
19	2018 - 20	8
20	2019 - 21	7

Proposed EMBA Program

- 6 modules

- 39 credits

- 13.3 months

- Maintain real-company project design

- Consistent with 39-credit MBA program

CURRENT EMBA	Proposed EMBA
Boot Camp week (0 credits)	MBA 701 Boot Camp Week & Project (3 credits)
MBA 713 Global Corporate Diversification Strategy (6 credits)	MBA 717 Economics + Global Business + CSR (6 credits)
MBA 715 Marketing (6 credits)	MBA 715 Marketing & Innovation Project (6 credits)
MBA 711 Business Analytics and Statistics (6 credits)	MBA 711 Business Analytics & Operations (6 credits)
MBA 714 Operations Management (6 credits)	
MBA 718 Organizational Behavior (6 credits)	MBA 718 Org. Behavior & Project (6 credits)
MBA 716 Finance and Accounting (6 credits)	MBA 716 Accounting and Finance (6 credits)
MBA 717 Public Policy (6 credits)	
MBA 719 Independent Research Project and Business Simulation (6 credits)	MBA 713 Strategy & Independent Research Project (6 credits)
MBA 712 Business Strategy (6 credits)	
Total: 54 Credits	Total: 39 Credits

CURRENT MBA	PROPOSED EMBA
Elective #1 (3 credits)	MBA 701 Boot Camp Week & Project (3 credits)
MBA 802 Business Economics for Decision-making (3 credits) MBA 818 Global Business, Ethics and Social Responsibility (3 credits)	MBA 717 Economics + Global Business + Corporate Social Responsibility (6 credits)
MBA 814 Leading and Managing Groups & Teams (3 credits) Elective #2 (3 credits)	MBA 718 Organizational Behavior and *Project (6 credits)
MBA 804 Financial Accounting for Managers MBA 808 Essentials of Financial Management (3 credits each)	MBA 716 Accounting and Finance (6 credits)
MBA 806 Driving Marketing Performance (3 credits) MBA 816 Disruptive Technologies (3 credits)	MBA 715 Marketing and *Innovation Project (6 credits)
MBA 810 Business Analytics and Statistics MBA 812 Managing Operations and Projects (3 credits each)	MBA 711 Business Analytics & Operations (6 credits)
MBA 820 Strategic Decisions (3 credits) Elective #3 (3 credits)	MBA 713 Strategy & *Independent Research Project (6 credits)
Total: 39 credits	Total: 39 credits

Anticipated results

- Unique in the Metropolitan New York area and beyond

- More competitive

- Increased number of applicants from outside NY, NJ, and CT.
    - Program structure enables students to attend from afar
    - Already have had students from Brazil, Bermuda, California, Illinois

- Larger cohorts