

New York Faculty Council

*Pace University
New York, NY 10038*



Meeting Minutes

October 4, 2017

12:20 P.M.

Bianco Room – One Pace Plaza

*Nancy Reagin, Chair
Janice Winch, 1st Vice Chair
Cathy Dwyer, 2nd Vice Chair
Matthew R. Marcello, Secretary*

12:23 p.m. - Call to Order

- **Nominations conducted during meeting:**
 - Council of Deans and Faculty on Promotion and Tenure (CDFPT) Faculty Representative (One regular member; Three alternates)
 - CDFPT Appeals Committee (One regular member; Three alternates)
 - Two untenured alternates for the following NYFC Committees:
 - Academic Resources
 - Admissions and Retention
 - Faculty Affairs
 - Scholarly Research
 - Student Affairs, Athletics, Publications, and Scholastic Standing
 - Safety Advisory Task Force (Two members)
- **Minutes from April 26, 2017 were approved**
- **Introductions and Announcements** (1 minute each at maximum)
 - Interim Provost Herrmann
 - Inauguration for President Krislov is Sunday, October 29th (transportation will be provided)
 - Leading up to the inauguration there will be faculty showcases to highlight both research and pedagogy.
 - Please go to the inauguration website for more information.
 - Joe Morreale
 - The Provost Search Committee has met twice with the search firm.
 - The search firm is still interviewing potential candidates, so there is no update now.
 - There have been over 200 applicants and those applicants have expressed considerable excitement and interest about the position.
 - Zafir Buraei
 - Applications to the Scholarly Research Committee for funding are open and available online.
 - The application is all electronic and should be signed using EchoSign.
 - Sally Dickerson
 - Pace University now has access to the Pivot search engine, which provides search results for both federal and foundation funding.

- Tom Lynch
 - BabbleLab (digital humanities pedagogy and research center) was created late last year and is looking for colleagues who are interested in the digital humanities.
- Kelley Kreitz
 - If any faculty have ideas for stories for Pace Press please feel free to send those ideas along. Also, if you are looking for a place for students to publish their work Pace Press could be a good outlet.
- Brian Evans
 - Pace Path Innovation funding applications are now available and is due October 25th.
- Nancy Reagin
 - Anyone interested in running for the CDFPT and CDFPT appeals must be tenured and must be available to meet in January.

12:42 p.m. President's Welcoming Address (President Krislov)

Presentation highlights:

Thank you to for Nancy for sitting on the Presidential Search Committee. Thank you to those who are helping him oriented to living to NYC, especially Marijo Russell-O'Grady. Thanks to faculty because they are the people who make the things happen on campus. The work done by faculty is what make this an attractive place, especially for helping students from disadvantaged backgrounds.

Events of 9/14 exposed some issues and emergency responses. Nicole Thompson-Williams has led some of the changes as the result of the events. Impressed by the willingness to engage and do better. One of the main points to keep in mind is that we need to get the message out or else other people will do it for us. This is largely a result of how social media has changed the communication landscape.

This is a time of extraordinary change at Pace, including the Master Plan in NYC. Changes in the education world will challenge us to think creatively. Trying to meet with many people to get feedback and input. One of the areas of change is our ability to attract international students and support them, and the challenge is largely because of factors beyond Pace. We are also going to be looking to recruit more students beyond Tri-State area.

There are multiple things to accomplish. One area of emphasis is student success, including graduation and retention rates. We can also improve the visibility and recognition through communication and highlighting student and faculty success. We need to also build a community and create connections between everyone including faculty, staff, and students. We need to be partners with more people, including community colleges.

Questions and/or Comments from the Audience

None

12:53 p.m. Update on Emergency Protocol Communication (Nicole Thompson-Williams)

There will be restructuring of the team necessary to run the emergency protocols, especially communications. All safety protocols and safety and emergency procedures will also be reviewed. There are two parts of the plan to update all procedures. The first part of the plan is a 90-day review to identify what can be done immediately. The second part is a full review of all security items. There are stickers available for the back of your ID to provide the necessary communication numbers during an emergency. In addition, there will be four emergency training sessions scheduled during common hours.

Questions and/or Comments from the Audience

Where can we get stickers?

NTW: Stickers will be shared at ID Card office and with Departments.

Demos Athanasopoulos: The term "suspicious person" needs to be further defined to prevent profiling and misinterpretation and training should be provided.

NTW: Training will address of these issues. Multiple training modalities will be available also.

1:00 p.m. Active Shooter Training (Brian Anderson)

Attachments: Faculty Council Active Shooter Training Presentation

Presentation highlights:

An active shooter is an individual who is engaged with a firearm who is actively killing or attempting to kill individuals in a confined or populated area. Incidents are most likely to occur in commerce locations or school property, including places of higher education.

The number of incidents are increasing. Typically, law enforcement is necessary to end event. During an event, you must establish whether the event is dynamic or static. In a dynamic event the person is moving throughout the building, and in a static situation an individual is confined to specific space. Another variable is to consider if you are in a hard or soft target. A soft target has no guard or security perimeter. Pace is in between a hard and soft target.

There are number of indicators for potential violence, including changes in performance and/or behavioral issues. Respectful workplaces can play a role in preventing incidents.

If you identify person of concern, call security. Watch the active shooter videos on the website to learn the sound of gun shots. Ensure that are two evacuation routes and they are known. During an active shooter event, take a survival mindset. Awareness, preparation, and rehearsal are key to being prepared. During an event remember, A-B-C: Avoid, Barricade, Confront. When you feel you can get out safely, do it. Take responsibility for your own safety. Call 911 when safe. If evacuation routes are not possible lock the room and then barricade. Turn off the lights in the room and put cell phones on silent. Never confront the shooter unless your life is in danger. The Police Department will remove the threat before helping anyone else.

Questions and/or Comments from the Audience

Gina Scutelnicu: Egress mapping is difficult, especially during construction, and it would be helpful the available route information to be distributed.

BA: All exits have been marked and egress levels are now marked.

Ibi Yolas: Every time an egress pathway is change you will be notified and drills are being discussed.

Jessica Magaldi: On the 14th, Spruce street and we are not allowed to go to 41 Park Row, which seems to be the opposite of the dispersal instructions.

Nicole Thompson-Williams: We are working to provide specific locations for evacuation. The NYPD was unsure how large the perimeter needed to be and they needed get emergency vehicles to the location. Going forward exact locations for evacuation will be identified.

Shamita Dutta Gupta: Classrooms cannot be locked on the inside.

NTW: We are looking at that. However, it may not desirable to lock the door always, because then you could get locked into a room by a violent individual.

BA: Other items can be used to barricade the door if there is no lock.

Susan Berardini: Construction equipment is being left in the stairwells and stairwells need to be clear.

Vincent Beatty: Construction crews are being notified about these issues and we are working to prevent it from happening.

The communication about the situation was terrible on the 14th and very confusing.

NTW: Updating tools and protocols in place and how to communicate accurate information more effectively.

Bill Offutt: What is the default if you don't know if there is an active shooter?

BA: Assume that there is and avoid. The Pace Alert system has been updated and should prevent the same errors from happening again.

NTW: You want to assume it accurate. Encouraged to attend full training. Send questions to safety@pace.edu

Demos Athanasopoulos: We have a vertical campus and we need to have order for evacuations and panic control.

NTW: These issues are important and a full risk review is in process. We will come back to update the NYFC after this is complete.

Interim Provost Herrmann: It is more likely that there are medical emergencies. Everyone should know how do you respond to other types of events and those protocols are available online

1:30 p.m. Master Plan Update (Ibi Yolas)

Attachments: New York City Master Plan Update

Presentation highlights:

Master Plan has multiple goals:

- Create a distinct identity for Lubin at 1 Pace Plaza – our flagship building
- Create a distinct identity for Dyson at historic 41 Park Row
- Create a new student center for student success
- Create a new exterior identity for 1 Pace Plaza
- Create new forms of learning and research spaces

There are three phases of the Plan:

- Phase I – Student Landscape
- Phase II – Vertical Expansion Undertaking certain activities to inform design of Phase II – detailed programming; zoning analysis

- Phase III – Classroom and Research Spaces

Phase I is active and Phase II and III are future projects. For Phase I there are multiple areas being addressed, including:

- Renovating the first floor (west) of One Pace Plaza to create a new Student Union, study areas, and student commons; a new Welcome Center and Spirit Store; new Lubin branded entrance through the courtyard on B-Level with a Lubin learning lab and new Admissions Suite
- Renovating the lower level and 1st and 2nd floors of 41 Park Row to create a new art gallery, student commons, Dyson advising suite and faculty colloquia
- Designing renovations to the Plaza including stairs, ramps, plantings
- Addressing the first impressions of the campus and the most visible visitor and student experience

A couple of issues are currently being addressed. First, the Faculty Affairs Committee is reviewing the policy for data for entering or exiting building that is associated with the new turnstiles that will be installed and the entrances. In addition, there were complaints of noise during night classes. As a result, some of the slab cutting work has been moved 10:00 pm. Noisy work is scheduled for 10:00 pm – 6:00 am.

Construction is well underway and the project completion date is late Fall 2017. The Courtyard will close completely in November for the duration of the project.

Questions and/or Comments from the Audience

Mike Kazlow: The elevator system was already bad and now it is worse.

IY: This is a challenging issue. Elevators need to be taken down to be fixed. We have also asked the companies to improve their response time.

Dan Strahs: Evacuation routes are changing and signage is not changing rapidly enough. In addition, the signage is not adequate for how to navigate the campus.

IY: We will address those issues and make the necessary changes.

Anne Toomey: Is there any input to design at this point?

IY: Phase I is fully designed; Design has not been done on Phase II and III.

MK: When courtyard is closed where to we exit?

BA: The current exits will remain in place.

1:53 p.m. Middle States Update (Jean Gallagher)

Attachments: Middle States Self-Study Presentation

Presentation highlights:

Accreditation is intended to strengthen and sustain higher education, making it worthy of public confidence and minimizing the scope of external control. Regional accreditation, a means of self-regulation adopted by the higher education community, has evolved to support these goals. Accreditation demonstrates an institution’s commitment to continuous self-assessment.

A self-study is a self-reflective analysis of Pace University’s adherence to Middle States Requirements of Affiliation and Standards for Accreditation. The Self-Study goals are: (1) Re-accreditation – required to continue to receive Title 4 Funding and (2) Institutional Improvement – how can Pace be better. There is a 18-24-month process of data collection and analysis by cross-functional teams of faculty, staff, administrators and students. The self-study culminates in a visit by a team of peer evaluators who issues a report to the Middle States Commission, which will happen in January 2019. The worst-case scenario is probation.

Questions and/or Comments from the Audience
None

2:00 p.m. Old Business
None

2:01 p.m. New Business
None

2:02 p.m. Adjournment
All in favor

Meeting Attendees (158)

Name	Department
Abergil, Inbal	Art
Amaya, Ana	Health Science
Antognini, Walter	Legal Studies & Taxation
Bachenheimer Bruce	Management & Management Science

Barber, Daniel	Philosophy & Religious Studies
Barrella, Vincent	Legal Studies & Taxation
Berardini, Susan	Modern Languages & Cultures
Berg, Abbey	CHP
Bhandari, Nardendra	Management & Management Science
Bishop, Susan	Management & Management Science
Bolton, Matthew B.	Political Science
Boyras, Guler	Psychology
Brenner, Eric	Biology
Brewer, Meaghan	English
Britton, Akissi	Sociology & Anthropology
Brown, Harold	Philosophy & Religious Studies
Bynoe, Anne	Economics
Byrne, John C.	Management & Management Science
Chacon, Tonya C.	Education
Chan, Cho	Chemistry & Physical Sciences
Chang, Eric	Chemistry & Physical Sciences
Charles, Marie Lourdes	CHP
Chiagouris, Larry	Marketing
Chivu, Ion Cosmin	Performing Arts
Cho, Myo Jung	Accounting
Chowdhury, Imran G.	Management & Management Science
Coggins, Andrew	Management & Management Science
Col, Burcin	Finance
Colella, Frank	Legal Studies & Taxation
Collica-Cox, Kimberly A.	Criminal Justice and Security
Colman, Gregory	Economics
Compagnone, Agnes	PA Program
Connerton, Winifred C.	Nursing
Cramer, Lauren	Film and Screen Studies
Crispo, Erika	Biology
Dai, Zhaohua	Chemistry & Physical Sciences
Di Gennaro, Kristen K.	English
Drury, Lin	Nursing
Dutta Gupta, Shamita	Mathematics
Dwyer, Cathy	Information Systems
Evans, Brian	Education

Fain, Deborah	Marketing
Fichtenbaum, Mark A.	Legal Studies and Taxation
Frid, Casey	Management & Management Science
Fuentes Peralta, Pamela	Women and Gender Studies
Gabberty, James	CSIS
Genc, Yegin	Information Technology
Gloster-Coates, Patricia	History
Godfrey, Christopher	Psychology
Goldleaf, Steven	English
Green, Claudia	Management & Management Science
Greenberg, Daniel	History
Gross, Randolph	Nurse Education
Hanratty, Kier	Economics
Hayes, Darren Richard	Information Technology
Henley, Tiffany	Public Administration
Huckle, Kiku	Political Science
Ilves, Katriina	Biology
Ismailescu, Iuliana	Finance
Johnson, Erica	English
Kapstein, Adrienne	Performing Arts
Karthikeyan, Sethu	CHP
Kazlow, Michael	Mathematics
Kessler, Eric	Management & Management Science
Kline, Richard	Computer Science
Knoesel, Joanne M.	Nurse Education
Kreitz, Kelley A.	English
Kretchik, Grant A.	Performing Arts
Kunstel, Kate	PA Program
Lawrence-Edsell, Julie F.	Performing Arts
Lee, Joseph Tse-Hei	History
Long, Mary	Marketing
Longman, Sophia	Finance & Economics
Lu, Chongyu	Marketing
Lynch, Thomas L.	Education
Magaldi, Jessica	Legal Studies and Taxation
Marafioti, Martin	Modern Languages & Cultures
Marcello, Matthew	Biology
Markovitz, Harvey B.	Marketing

McCarthy, James B.	Psychology
McDermott, Peter	Education
Mendelsohn, Joshua	Health Studies
Mercanti, John Vincent	Performing Arts
Miller, Eddis	Philosophy & Religious Studies
Miranda, Laura	Nursing
Mojica, Elmer-Rico	Chemistry & Physical Sciences
Morreale, Joseph	Economics
Mortaz, Ebrahim	Management & Management Science
Murphy, Mary Ann	Communication Studies
Myszkowski, Nils	Psychology
Nayak, Meghana	Political Science
Niu, Weihua	Psychology
Noh, Shinwon	Management & Management Science
Nomee, Julia	Information Technology
O'Callaghan, Susanne	Accounting
Offutt, William	History/ Honors Program
Pajo, Judith	Sociology & Anthropology
Paljevic, Esma	Nursing
Palta, Monica	Environmental Studies and Science
Particelli, Brice	English
Paul, Aditi	Communications
Plotka, Raquel	Education
Pontrelli, Gina	PA Program
Quest, Linda	Political Science
Ramos, Chris D.	Management & Management Science
Raubicheck, Walter	English
Reagin, Nancy	History/Women's Studies
Reich, James	Philosophy & Religious Studies
Reidenbach, Matthew	Accounting
Richardson, Katherine	Management & Management Science
Roland, Joan	History
Rosenthal, Lisa	Psychology
Salzer, Elizabeth	PA Program
Scharff, Christelle	Computer Science
Schulman, Liora	Accounting
Schwartzreich, Amy Rogers	Performing Arts
Scutelnicu, Gina	Public Administration

Sen, Kaustav	Accounting
Shin, Namchul	CSIS
Shostya, Anna	Economics
Singleton, Joanne	Nursing
Skevoulis, Sotirios	CSIS
Slyer, Jason T.	Nursing
So, Shing	Mathematics
Soares, Manuela	Publishing
Strahs, Daniel	Biology
Sukhatme, Uday	Chemistry & Physical Sciences
Szablewicz, Marcella T.	Communication Studies
Tekula, Rebecca	Public Administration
Topol, Martin	Marketing
Trapedo Sims, Leanne	Women's and Gender Studies
Upmacis, Rita	Chemistry & Physical Sciences
Villagra, Andres	Modern Languages & Cultures
Wang, Ping	Accounting
Welty, Emily	Women and Gender Studies
Wexler, Sharon Stahl	Nursing
Whitesel, Jason A.	Women and Gender Studies
Wiener, Robert	Legal Studies & Taxation
Winch, Janice	Management & Management Science
Xu, Meng	Mathematics
Yarbrough, Todd	Economics
Zaslow, Emilie	Communication Studies

Guests	Dept / Unit / Office
Bette Kirschstein	Dyson
Beth Gordon	ITS
Marie Maldonado	ITS
Jaonathan Hill	Seidenberg
Zhan Zhang	ITS
Sally Dickerson	Scholarly Research
Kate Torres	Office of Disability Services
Hillary Knepper	MPA
Susan Dinan	Honors
Rey Racelis	Library
Jim Stenerson	Faculty Center
Paul Dampier	Office of the VP/CIO
Michael Rosenfeld	Center for Academic Excellence
Neil Braun	Lubin

Maria Iacullo-Bird	Ctr for Undergraduate Experiences
Richard Schlesinger	Dyson



EMERGENCY MANAGEMENT UPDATE AND ACTIVE SHOOTER TRAINING

Brian Anderson, MPH, CSP
Dir. of Emergency Planning and Environmental Health & Safety

Vinnie Beatty
Executive Director of Safety and Security

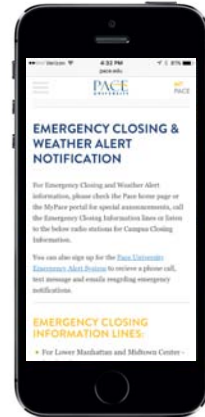
Agenda

- Emergency Management Program Updates
- Active Shooter
 - General Information
 - Predictors of Violent Behavior
 - Event Response
- Review and Questions



Emergency Management Program Updates

- Restructuring
- Communications
- Safety Protocols
- Education and Training



<http://www.pace.edu/sites/default/files/files/general-services/safety-and-security/emergency-procedures.pdf>

www.Alert.Pace.edu

Active Shooter Learning Objectives

- Understanding of :
 - Actions to take to prevent and prepare for potential active shooter incidents.
 - Actions when confronted with an active shooter and responding law enforcement officials.



Active Shooter

- A situation in which an individual is actively engaged in killing or attempting to kill people in a confined space or other populated area.
- In most cases, there is no pattern or method to their selection of victims.



General Active Shooter Info - History

1966 1999 2007 2012 2013 2015 2016 2017



UT, Austin



Virginia Tech



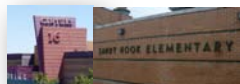
Navy Yard



Pulse Nightclub



Columbine High School



Aurora/Sandy Hook



Umpqua Community College

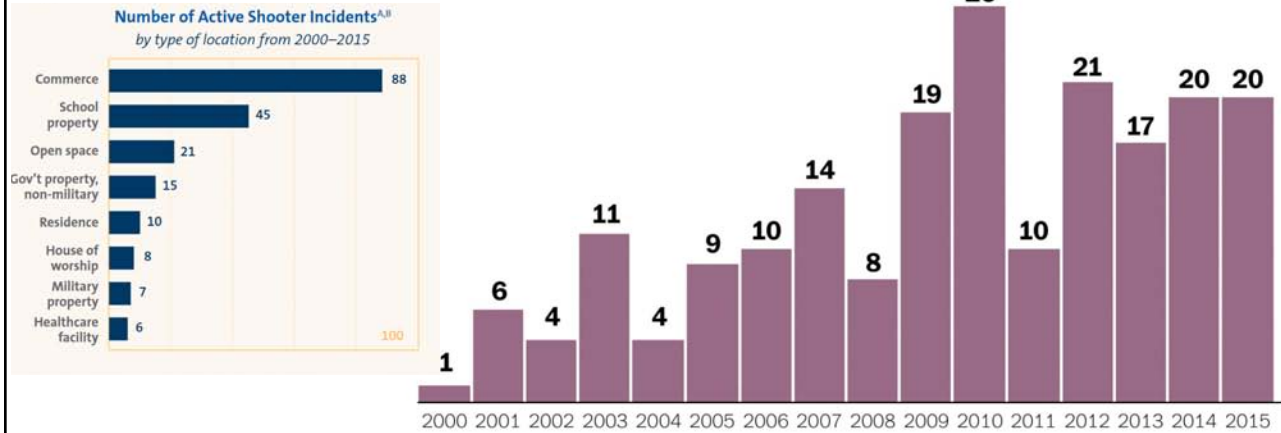


Mandalay Bay



The era of “active shooters”

Number of active shooter incidents annually



WAP0.ST/WONKBLOG

Source: FBI

Department of Justice: https://ovc.ncjrs.gov/ncvrv2017/images/en_artwork/Fact_Sheets/2017NCVRW_MassShootings_508.pdf
 Washington Post: https://www.washingtonpost.com/news/wonk/wp/2016/06/16/fbi-active-shooter-incidents-have-soared-since-2000/?utm_term=.03543c2ade9b

General Active Shooter Info

- Active shooters usually will continue to move throughout a building or area until stopped by law enforcement, suicide, or other intervention.
- They almost never take hostages and do not negotiate.
- Typically, the deployment of law enforcement is required to stop the shooting and to prevent further harm to victims.



Source: NYPD Active Shooter 2012

General Active Shooter Info

- Most situations are unpredictable and evolve quickly.
- The shooters are preoccupied with obtaining a high body count before police intervention.
- Increasingly, they are wearing body armor.
- 98% acted alone.
- 80% use a long gun (rifle, shotgun or carbine).
- 90% commit suicide, usually on site.



Dynamic vs. Static

- Dynamic Situation
 - The situation is evolving very rapidly along with the suspect's action.
 - Example: shooting and moving.
- Static Situation
 - The situation is not evolving or in motion, it suspect actions appear to be contained.
 - Example: suspect is barricaded in a room.



Soft Target vs. Hard Target

- Soft Target - relatively unprotected with little or no security, hence is vulnerable to attack.
- Hard Target - guarded or has considerable security.



Organizational Protective Measures

- Fence Line Perimeter
- Lobby entry control points staffed by security
- 100% ID checks
- Camera surveillance systems
- Procedural safeguards
- Voice PA System
- Fast police response



Event Vulnerabilities

- Inability to predict events.
- Complacency.
- Pre-incident behavior exists but warning signs are disregarded.
- High population density; crowded areas.
- Unaware of escape routes.
- Unaware of protective cover that you can use.
- Inability to make decisions when you experience fear, panic, or shock.



Myth vs. Reality

Common Myths

- Out of the blue.
- Never saw it coming.
- They just snapped.
- Most situations will resolve themselves if given a cooling off period.
- Warning signs are always predictive of violent behavior.

Realities

- Threats are almost always present.
- Erratic / abnormal behavior.
- Leakage, warnings made through comments can reveal clues to violent feelings, thoughts, fantasies.
- Bullying is often a stepping stone to violence.
- The path toward violence, is evolutionary.



School Shooters



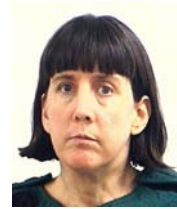
Seattle Pacific University



Virginia Tech



Santa Monica College



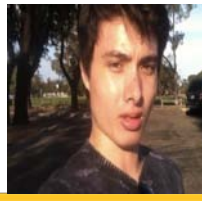
University of Alabama



 University of Texas



Northern Illinois University



University of California



Umpqua Community College

Profile

- There is no profile of an Active Shooter.
- Motivation:
 - Anger
 - Revenge
 - Ideology
 - Mental Illness



Fort Hood



Sandy Hook Elementary



Columbine H.S.



Indicators of Potential Violence

Performance

- Unexplained increase in absenteeism.
- Decreased productivity, excessive mistakes, using poor judgment or missing deadlines.
- Concentration problems or vague physical complaints.
- Resistance and overreaction to changes in policy and procedures.
- Repeated violations of policies or rules.
- Paranoia - “everybody is against me”.
- Escalation of personal problems into the classroom or workplace.



Indicators of Potential Violence

Behavior

- Increased use of alcohol / illegal drugs.
- Depression / withdrawal - Increasingly talks of problems.
- Unstable, emotional responses, severe mood swings.
- Explosive outbursts of anger or rage without provocation.
- Noticeable decrease in attention to appearance / hygiene.
- Increase in unsolicited comments about firearms / weapons.
- Suicidal thoughts - “putting things in order”.
- Empathy with individuals committing violence.



Prevent an Incident

- Prevention
 - Foster a respectful workplace.
 - Be aware of indications of violence and take remedial actions accordingly.
 - Identifying individuals of concern.
 - If you see something, say something!
 - Security 212-346-1800
 - Counseling 212-346-1526





WESTCHESTER COUNSELING CENTER

RED CARD: Recognizing and Reaching Out to Students of Concern

This informational guide provides resources to help faculty and staff recognize and assist students of concern. As staff and faculty, you are often the first to see distressed and/or disruptive students. As such, you are in a position to encourage and help students connect to the supports they need. Your expression of concern and offering of resources could be critical in helping to save a student from emotional, academic and other distress.

Additional and more detailed information can be found in our Just in Case app in the MyPace app or at <http://bit.ly/justincase>

IMPORTANT RESOURCES AND TELEPHONE NUMBERS IN AN EMERGENCY: Call 9-1-1 and then Pace University Security. Phone number: 914-773-8400

UNIVERSITY RESOURCES:

Academic Advisement	See school listing
Alternative Action Office	212-946-1510
Advising (Student Success & Services)	914-773-3444
Center for Academic Excellence	914-773-3434
Center for Spiritual Development	914-773-1767
Center for Student Development & Campus Activities	914-773-3767
Community Standards and Compliance	914-773-3148
Counseling and Personal Development Center	914-773-3710
Dean of Students/Presidential	914-773-3860
Human Resources	914-925-2790
International Students and Scholars Office	914-773-3425
Multicultural Affairs and Diversity Programs	914-773-3775
Office of Disability Services	914-773-3710
Pace Women's Justice Center	914-287-8719
Residential Life	914-773-8777
Sexual Assault Education & Prevention Specialist	914-587-8793
Learning Assistance Center	914-773-3722
University Health Care	914-773-3760

IN THE COMMUNITY:

Hope's Door Domestic Violence Shelter	800-438-6700
The Love LIBERT Community Services Center	914-948-4922
My Sister's Place	800-298-7233
Victim Assistance Services	800-827-2255

PRIVACY STATEMENT: The Family Educational Rights and Privacy Act (FERPA) permits communication about a student experiencing a health or safety emergency. Observation of a student's behavior and FERPA prohibited. With appropriate consideration for student privacy, this information should be shared with University personnel.

<http://www.pace.edu/counseling/faculty-and-staff>

Prepare for an Incident

- Preparedness
 - Self education on what to do; personal preparedness.
 - Recognizing the sound of gunshots.
 - Ensure that your location has at least two evacuation routes.
 - Be ready to take direct responsibility for your personal safety and security!



Prepare for an Incident - Survival Mindset

- Enables you to act quickly and effectively.
- Allows you to be mindful, not fearful.
- Makes you better able to make that first, critical decision.
- Comprised of three components:
 1. Awareness
 2. Preparation
 3. Rehearsal



How to Respond

- How you respond to an Active Shooter will be dictated by the specific circumstances of the encounter.
- Just remember the *ABC's*.
 - **AVOID**
 - **BARRICADE**
 - **CONFRONT (Defend)**

Active Shooter training videos are available at <http://www.pace.edu/general-services/safety-security>



AVOID

- If possible to do so safely, exit the area immediately moving away from the path of danger with the following steps:
 - Have an escape route and plan in mind.
 - Evacuate regardless of whether others agree to follow.
 - Scatter and run
 - Leave your belongings behind.
 - Help others escape, if possible.



AVOID

- When active shooter is in your vicinity:
 - Create more distance and barriers between you and the threat
 - Prevent others from entering an area.
 - Keep your hands visible.
 - Call 911 when you are in a safe location.



BARRICADE

- If evacuation is not possible, find a place to hide where the active shooter is less likely to find you.
- Find a place to hide:
 - Lock and/or barricade the door
 - Turn off the lights
 - Remain out of the active shooter's view.
 - Remain quiet and hiding behind large objects
 - Silence your cellphone
 - Spread out



CONFRONT (DEFEND)

- Only when your life is in imminent danger, attempt to disrupt shooter as a last resort by:
 - Attempting to incapacitate the shooter.
 - Acting as aggressively as possible against him/her.
 - Throwing items and improvising weapons.
 - Yelling.
 - **DO NOT FIGHT FAIRLY!**
- Commit to your actions... your life depends on it!



Call 911

- Call only once safe to do so from cell phone, campus land line or emergency phone.
- Information to 911:
 - Location of the active shooter.
 - Number of shooters.
 - Physical description of shooters.
 - Direction of suspect's travel.
 - Number and type of weapons.
 - Number of potential victims.



Additional Considerations

- Law enforcement officials will remove the threat before treating victims/survivors.
- Remain patient and stay in a secure area until instructed to evacuate.
 - Remain calm and follow instructions
 - Put down any items in your hands
 - Raise and keep hands visible at all times
 - Avoid quick movements toward officers
 - Avoid pointing, screaming or yelling
- Mental Health Counseling



Reference

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<http://training.fema.gov/is/courseoverview.aspx?code=IS-907>

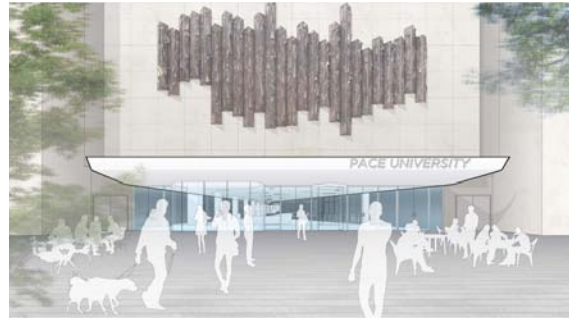




New York City Master Plan Update

Presentation to the NYC
Faculty Council

October 3, 2017



NYC Master Plan Goals

- Create a **distinct identity for Lubin** at 1 Pace Plaza – our flagship building
- Create a **distinct identity for Dyson** at historic 41 Park Row
- Create a **new student center** for student success
- Create a new **exterior identity** for 1 Pace Plaza
- Create new forms of **learning and research spaces**



Phased Project – Three Phases



**Phase 1
Student Landscape**

**Phase 2
Vertical Expansion**



**Phase 3
Academic and
Research Space**

Phase 1: The Student Landscape

- Renovate first floor (west) of One Pace Plaza to create a new Student Union, study areas, and student commons; a new Welcome Center and Spirit Store; new Lubin branded entrance through the courtyard on B-Level with a Lubin learning lab and new Admissions Suite
- Renovate lower level and 1st and 2nd floors of 41 Park Row to create a new art gallery, student commons, Dyson advising suite and faculty colloquia
- Design renovations to the Plaza including stairs, ramps, plantings
- Address the first impressions of the campus and the most visible visitor and student experience



1 Pace Plaza – Collaborative Learning area



41 Park 1st Floor Entrance

1 Pace Plaza – 1st Floor Plan



- 1. SPIRIT STORE
- 2. COFFEE / SNACKS
- 3. WELCOME CENTER
- 4. WAITING LOUNGE
- 5. RECEPTION
- 6. INFORMAL BREAKOUT
- 7. TABLING
- 8. MEETING ROOM
- 9. STORAGE
- 10. CONFERENCE ROOM
- 11. STUDENT UNION
- 12. STUDY COMMONS
- 13. STUDY BOOTHS
- 14. QUIET STUDY
- 15. STAIR TO B-LEVEL



1 Pace Plaza - First Floor Entrance



1PP PERSPECTIVE
PACE Pace University Student Landscape
© 2017 PACE

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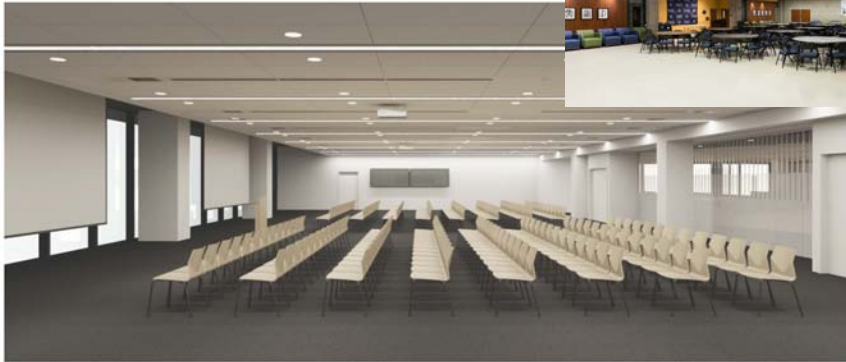
1 Pace Plaza - Student Commons



1 Pace Plaza - Student Collaborative Learning Area



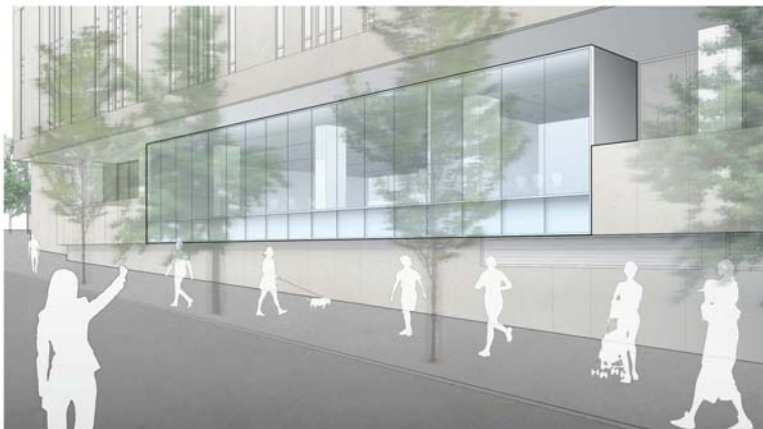
1 Pace Plaza – 1st Floor Student Center



1PP PERSPECTIVE
PACE Pace University Student Landscape
ARCHITECT Pace University

FX FOWLE
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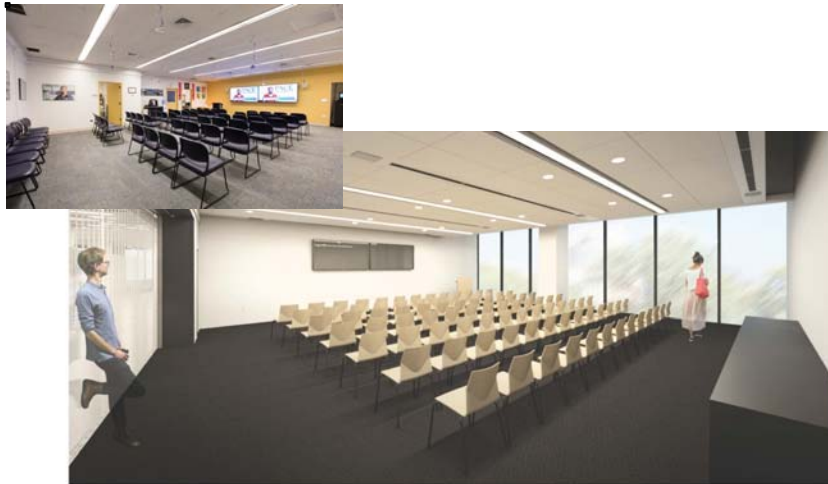
View of Student Center from Spruce Street



VIGNETTE 7: STUDENT UNION AS SEEN FROM SPRUCE ST
PACE Pace University Student Landscape
ARCHITECT Pace University

10/27/17
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1 Pace Plaza - First Floor Welcome Center



DRAWING TITLE
PACE Pace University Robert Linderman
PACE Pace University
10/17

FX FOWLE
ARCHITECTS



Lower Level - Lubin Lobby and Admissions Suite



Connecting Grand Staircase



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12

Lubin Lounge



Lubin Virtual Lab



1 Pace Plaza Courtyard – Lubin Entrance



41 Park Row – Exterior View



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16

41 Park Row – Section View



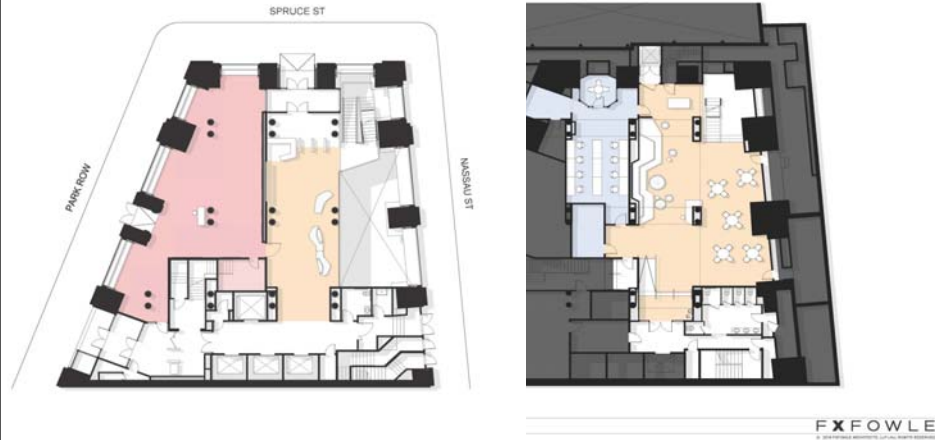
10/27/17

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17

41 Park Row – 1st Floor and Lower Level Plans



41 Park Row - Lower Level Student Commons



41 Park Row – 1st Lobby



41 Park Row - Art Gallery



41 Park Row – 2nd Floor Plan



41PR PLAN - SECOND FLOOR
PACE Pace University Student Landscape
FX FOWLE Pace University

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41 Park Row – 2nd Floor Collaboration Area



41PR - PERSPECTIVE
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41 Park Row – 2nd Floor Collaboration Area



41PR - PERSPECTIVE
 PACE Pace University Student Learning
 UNIVERSITY Pace University

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Current Activities

- Construction is well underway
- Demolition is 75% completed
- Scaffolding work in the courtyard and excavation is on-going
- Courtyard will close completely in November for the duration of the project
- Scheduled completion of the project is late Fall 2018
- Regular hours of construction is 7:00am – 3:30pm
- Noisy work is scheduled for 10:00pm – 6:00am
- The next couple of weeks we will be doing floor slab cutting at 41PR

Communications

- E-Blast Announcement
 - All Faculty and Staff
 - NYC Students
- Posters
- Twitter: @pacemasterplan
- Signage
 - Digital
 - Directional
- <http://www.pace.edu/nyc-master-plan>
 - Renderings
 - Construction Progress Photos
 - “send us a message” at the bottom of the FAQs
- Complaints
 - Call Security



What is Accreditation?

- Accreditation is intended to strengthen and sustain higher education, making it worthy of public confidence and minimizing the scope of external control. Regional accreditation, a means of self-regulation adopted by the higher education community, has evolved to support these goals.
- Accreditation demonstrates an institution's commitment to continuous self-assessment.
- Accreditation as peer review
- Accreditation as a learning community

What is Self-Study?

- Self-Reflective analysis of Pace University's adherence to Middle States Requirements of Affiliation and Standards for Accreditation
- Self-Study goal:
 - Re-accreditation – required to continue to receive Title 4 Funding
 - Institutional Improvement – how can Pace be better
- 18-24 month process of data collection and analysis by cross-functional teams of faculty, staff, administrators and students
- Culminates in a visit by a team of peer evaluators who issues a report to the Middle States Commission

**MIDDLE STATES
SELF-STUDY**

ASSESSING AND PROGRESSING

Requirements of Affiliation

1. Authorized to operate	2. Operates	3. Graduated one class	4. Communicates in English	5. Regulatory compliance
6. Policy compliance	7. Mission and goals	8. Evaluates programs	9. Rigor, coherence, and assessment	10. Integrated planning
11. Resources	12. Governance	13. Governance and conflict of interest	14. Governance and accurate institutional information	15. Faculty

**MIDDLE STATES
SELF-STUDY**

ASSESSING AND PROGRESSING

Standards for Accreditation

I. Mission and Goals

II. Ethics and Integrity

III. Design and Delivery of the Student Learning Experience

IV. Support of the Student Experience

V. Educational Effectiveness Assessment

VI. Planning, Resources, and Institutional Improvement

VII. Governance, Leadership, and Administration

MIDDLE STATES
SELF-STUDY

ASSESSING AND PROGRESSING

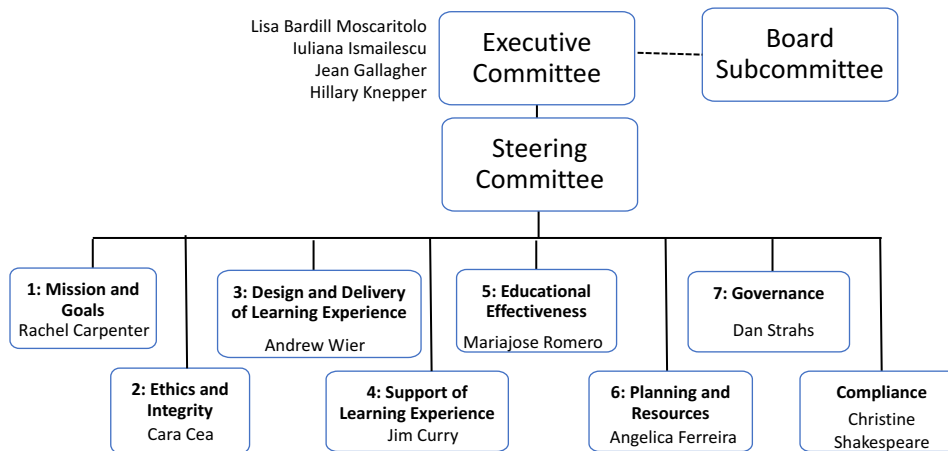
Pace Self-Study - Timeline

- 9/2017 - Self-Study Design Submitted and approved
- AY1718 - Research and Analysis
- Summer 2018 – Report Drafting
- Fall 2018 – Community Review
- January 2019 – Report Submitted
- March/April 2019 – Team Visit
- June 2019 - Commission Decision

MIDDLE STATES
SELF-STUDY

ASSESSING AND PROGRESSING

Pace Self-Study Structure



**MIDDLE STATES
SELF-STUDY**

ASSESSING AND PROGRESSING

Pace Self-Study Goals

1. Achieve reaccreditation from the Middle States Commission on Higher Education.
2. Assess the effectiveness of experiential learning opportunities across the institution to evaluate how learning from those experiences contributes meaningfully to student education.
3. Evaluate how assessment of student learning and related institutional improvement actions contribute to student and alumni outcomes.
4. Outline the processes by which Pace's institutional decision-making, including planning and resource allocation, are aligned and enable Pace to meet its mission in the current and future higher education environments.
5. Analyze whether the research and teaching requirements of Pace faculty are well supported by the university's administration and staff, and whether the university meets the needs of all its constituencies and provides adequate resources for continuous improvement.
6. Identify opportunities to improve the effectiveness and efficacy of University policies, processes, and procedures in support of Pace's mission.

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SELF-STUDY**

ASSESSING AND PROGRESSING

Important Areas of Focus

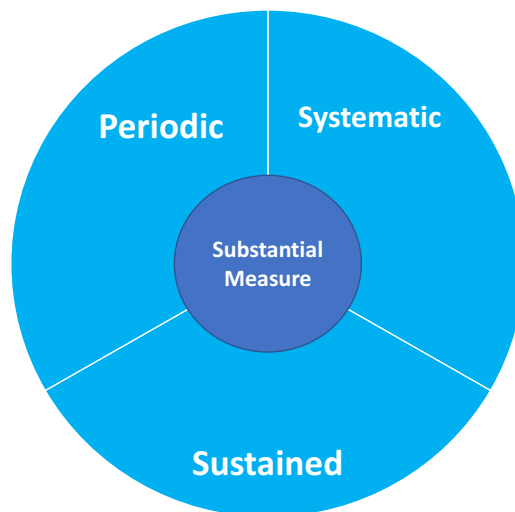
- Integration of student learning goals with planned student learning experiences
- Periodic assessment
- Defensibility of assessment approaches utilized
- Description of extent of student achievement
- Consideration of results by key stakeholders
- Linked to budgeting, planning, resource allocation

8

Source: Sean McKittrick, Vice President, MSCHE

MIDDLE STATES
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Assessment



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Signs of a Successful Self-Study

- Inclusion and active engagement of multiple institutional stakeholders
- Reflection, not demonstration
- Active desire for peer review and feedback
- Belief that students are at the core of higher education
- Appropriate organizational skills
- Good writing skills

**MIDDLE STATES
SELF-STUDY**

ASSESSING AND PROGRESSING

Questions?

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- Executive Committee
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 - Jean Gallagher, jgallagher2@pace.edu
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