MINUTES OF THE T-FACULTY SENATORS COUNCIL MEETING OF OCTOBER 21, 2021

The New York University Tenured/Tenure Track Faculty Senators Council (T-FSC) met at noon on Thursday, October 21, 2021 via Zoom.

In attendance were Senators, Amin, Bailey, Barker, Battista, Cappell, Coslovsky, Friedman, Geppert, Ghose, Gyorgy, Hartman, Irving, Jauernig, Lu, Lukose, Makarov, Merritt, Miao, Nonken, Park, Pursley, Schlick, Shelley, Sternhell, Stimpfel, Suzuki, Young, and Zelikoff; and Alternate Senators Alter, Branski, Buhler, Coffey, Fang, Gary (for Ling), Kamer (for Ricci), Laefer, Mehnert, Partridge, Stewart, Van Cleave, and Weatherby (for Baltacioglu-Brammer).

APPROVAL OF THE MINUTES

Upon a motion duly made and seconded, the minutes of the September 23, 2021 meeting were approved unanimously.

CALL FOR NOMINATIONS

Candidates for T-FSC Chair 2021-2022

Nominating Committee Chair Stimpfel called for nominations for the position of T-FSC Chairperson, 2022-2023. There were no nominations from the floor. Chair Stimpfel asked Senators to send nominations, including self-nominations to Karyn Ridder by November 1. The list of candidates will be announced at the November T-FSC meeting and the election will take place at the December meeting.

REPORT FROM THE CHAIR: DARCEY MERRITT

Recap from the University Senate Executive Committee

Chairperson Merritt announced the next University Senate meeting will take place on November 6 and will be a hybrid model of in-person and remote. At the meeting, there will be a presentation outlining the state of the University's finances and the impact of the pandemic.

Dr. Carlo Ciotoli, who leads NYU's COVID-19 Prevention and Response team, reported NYU's positive COVID numbers continue to decrease. There are still no indications of transmission happening in classrooms.

Lynne Brown, Senior Vice President for University Relations and Public Affairs, reported that University Commencement will take place in-person at Yankee Stadium. It will also be live-streamed.

The Board of Trustees is continuing the discussion on affordability. It was noted that the Executive Committee also brought up the need to examine affordability for faculty given the high cost of living in NYC.

The Provost is tracking the use of the new retirement program and will report our numbers.
FALL CLASSES RESUMING IN-PERSON

Secretary Nonken reported on issues regarding fall classes, including technology in classrooms, connectivity challenges, and hardware and computer issues. Students expressed concerns regarding the expense of PPE and accessing mask supplies if they could not provide their own masks.

Faculty have also expressed issues with inconsistencies in policies regarding accommodating remote work and hybrid models for faculty not coming to campus.

In addition, there are concerns regarding violence on the Washington Square and Brooklyn campuses. It was noted all NYU community members receive NYU safety alerts, as required by law.

Nonken also reported the Executive Committee (EC) met with Bill Berkeley and members of the Board of Trustees and discussed more efficient use of resources across campus in teaching and running programs, as the University moves forward post-pandemic.

A Senator raised the issue of new meal reimbursement restrictions that impact candidate search processes. It was noted that the Council should review these policies.

OPEN ACCESS

Senator Battista from the Division of Libraries provided an update on the draft resolution regarding open access for research. The creators of the resolution met with Rochelle Dreyfuss from the School of Law and some of her colleagues who are experts in copyright law for feedback. Battista noted he should soon have a revised draft to present to the Council. He will also plan to invite members of the Division of Libraries to present the proposal at a future Council meeting.

T-FSC COMMITTEE REPORTS

See attached Document A.

Discussion/Questions on the following submitted reports:

Faculty Benefits & Housing

Committee Co-Chair Kamer reported on changes regarding retired faculty medical benefits. The changes were announced in June 2021 but only recently implemented.

The changes impacted faculty members who were younger than 50 as of September 1, 2011 or who were of any age and hired between September 1, 2011 and August 31, 2021. Employees 50 years or older as of 9/01/2011 will not be impacted by this change. When these faculty members retire from NYU and become Medicare eligible, these individuals will not be eligible to the University’s retired faculty health plans. However, the University will establish a Health Reimbursement Account for eligible faculty members. In 2022, each eligible retired faculty will receive $3291 (retiree + spouse or domestic partner $6582) in his/her Health Reimbursement Account. Money in the Health Reimbursement Account will enable these faculty members to purchase health plans to supplement Medicare coverage. Details are provided at this link.

A Senator inquired about the new Retirement Program. In response to a question on the 2x salary and the effect on tax brackets, it was noted the Finance & Policy Planning Committee is drafting a request to the administration to offer faculty the option to draw the 2x bonus money over 2 years after retirement so that faculty are likely to stay in the same tax bracket as when working.

Senators commented on the lack of faculty input in these benefits decisions.
**Reports at Meeting:**

**Inclusion, Equity, & Diversity**

Committee Chair Nonken reported the Committee is reviewing the Global Diversity, Equity, and Inclusion excellence module, which Lisa Coleman went on to discuss during her presentation.

She also reported two forums are being planned for 1) faculty to offer personal narratives regarding their experiences with bias and discrimination at both NYU and professionally, and 2) faculty perspectives regarding hiring and promoting as it relates to diversity.

It was noted the Committee will work with Charlton McIlwain, Vice Provost for Faculty Engagement and Development and NYU’s Center for Faculty Advancement, specifically on the issue of hiring and diversity. The Committee will also work with the C-FSC Diversity, Equity, Inclusion Committee, particularly on issues of continuing contract hiring.

**COMMITTEE CO-CHAIRS**

Karyn Ridder, Manager of Faculty Governance, announced the Council Committee’s Chairs/Co-Chairs: Administration & Technology: TBD, Diversity, Equity, and Inclusion: Marilyn Nonken, Educational Policies & Faculty/Student Relations: David Irving and Gwendolyn Quinn, Faculty Benefits and Housing: Angela Kamer and Wen Ling, Finance and Policy Planning: Chris Barker and Nicholas Economides Global Network University: TBD, Governance: Sara Pursley and Donna Shelley, Grievance: Wen Ling and Judith Zelikoff, Nominating Amy Stimpfel, and Personnel Policies & Tenure Modifications: Nicola Partridge and Judith Zelikoff.

**SPECIAL PRESENTATION: LISA COLEMAN**

Diversity, Equity, Inclusion Committee Chair Nonken introduced the presentation. She noted the Council passed a resolution asking for anti-racism education to be developed and made mandatory for faculty, staff and students at the University. NYU’s Office of Global Inclusion, Diversity, and Strategic Innovation developed a Global Diversity, Equity, and Inclusion excellence module which is online and asynchronous. There is an upcoming university-wide pilot, in which faculty will be involved.

Vice President Coleman presented on the module. She noted it is under review by a few groups. Her Office will be collecting information over the semester, and then will be releasing a larger pilot in the spring.

The module is designed to provide a baseline of information around diversity, equity, inclusion, antiracism, microaggressions, etc. There are separate modules pertinent to faculty, staff, and students. So far about 700 students and 160 faculty and staff have previewed the module.

The pilot module is about 1 hour and 35 minutes. Similar to the Sexual Harassment training, the module will be mandatory. They intend to also include adjuncts and are working out the accountability details for this group. The module is for New York, and then modules will be developed for Abu Dhabi and Shanghai, and then other global sites.

Coleman encouraged Council members to send their feedback.

**SPECIAL PRESENTATION: PRESIDENT HAMILTON**

See attached Document C.
President Hamilton first expressed his gratitude towards faculty and the Council during this unprecedented, challenging time.

Chairperson Merritt presented the Council’s questions to the President

**Lessons in Education Resulting from the Pandemic**

Hamilton noted the pandemic highlighted the importance of the residential model of the University, bringing students and scholars together in teaching and research in an in-person setting.

He commented that the pandemic also reinforced that online learning, resources, and interactions have a significant role to play. Universities are embracing digital resources and online learning without losing the importance of in-person learning.

He also noted the pandemic may help the general health of the community, from lessons learned on staying home when sick, receiving vaccines, and testing for illness.

**Communications related to Diversity, Equity, Inclusion, Belonging and Justice**

Hamilton noted his commitment to diversity, equity, and inclusion issues noting the establishment of the Office of Global Inclusion, Diversity, and Strategic Innovation and hiring of Lisa Coleman as Senior Vice President for Global Inclusion and Strategic Innovation. He will continue to highlight and communicate issues related to DEI.

**School of Medicine**

In response to a Senator’s question on the unique relationship between the University and School of Medicine, Hamilton stated it is a strong, complex relationship. The School of Medicine is an integral part of NYU’s research and teaching mission, and The Board of Trustees has a separate focus on auditing clinical outcomes. The hospital system has a different structure and business model and has a separate Board of Trustees with their focus and expertise in areas of clinical care.

**Global Network University**

A Senator inquired on the future and development of the Global Network University, particularly in light of pandemic-related changes. Hamilton noted the importance of connectivity and the strength of interpersonal understanding that comes with travel, and spending time in other cultures. He also recognized that we need to do so in a sustainable and climate-sensitive way.

**Affordability**

Hamilton noted the University has kept tuition increases below 3%, while many peer universities were increasing tuition by 4-5%. The University has also made progress in focusing on lower costs of textbooks, meals plans, and accommodations. He noted the priority of affordability is balanced with the priority of maintaining academic excellence.

The Council thanked Hamilton for his visit. The Executive Committee encouraged Council members to bring any issues, questions, etc. from their constituents to the EC so they can add to their agendas for meeting with the President, Provost, or other members of the administration.

**ADJOURNMENT**

The meeting adjourned at 2:00 PM.
From: Faculty Benefits/Housing Committee
       Wen Ling and Angela Kamer

To: T-FSC

Re: Recent Changes in Retired Faculty Medical Benefits

Date October 14, 2021

Members of the Faculty Benefits/Housing Committee participated in a meeting organized by the University HR on October 8. Trish Halley, Assistant Vice President, Global Benefits, presented changes regarding retired faculty medical benefits. The changes was announced in June 2021 but only recently implemented.

https://www.nyu.edu/content/dam/nyu/hr/documents/benefitsforms/RetMedChangesAnnounce.pdf

The changes impacted faculty members who were younger than 50 as of September 1, 2011 or who were of any age and hired between September 1, 2011 and August 31, 2021. Employees 50 years or older as of 9/01/2011 WIL NOT be impacted by this change. When these faculty members retire from NYU and become Medicare eligible, these individuals will not be eligible to the University’s retired faculty health plans. However, the University will establish a Health Reimbursement Account (through Via Benefits) for eligible faculty members. In 2022, each eligible retired faculty will receive $3291 (retiree + spouse or domestic partner $6582) in his/her Health Reimbursement Account. Money in the Health Reimbursement Account will enable these faculty members to purchase health plans to supplement Medicare coverage. Details are provided at the link above.
New York University Senate

AY 2021-2022 Schedule of Meetings

Thursday, October 7, 2021, 9:00 am ET
Thursday, November 4, 2021, 9:00 am to 11:00 am ET
Thursday, December 2, 2021, 9:00 am to 11:00 am ET
Thursday, February 24, 2022, 9:00 am to 11:00 am ET
Thursday, March 31, 2022, 9:00 am to 11:00 am ET
Thursday, April 28, 2022, 9:00 am to 11:00 am ET

Overview

The University Senate is a deliberative body comprised of representatives from the faculty, the student body, and administration that carries out those functions set forth in Section 60 of the University’s Bylaws including:

1) discussion of University-wide policies and proposed changes in University practices and structure, with a particular concern for academic programs and structure, personnel and budgetary policies, and development of facilities;
2) determining the University calendar and fixing the length and terms of vacations;
3) receiving and reviewing reports and recommendations of University-wide commissions; and
4) acting upon educational matters and regulations of the academic community that affect more than one school.

Membership of the Senate

The University Senate consists of 141 voting members as follows:

- 21 deans and campus vice chancellors (Deans Council)
- 39 members of the Tenured/Tenure Track Faculty Senators Council (T-FSC)
- 30 members of the Full-Time Continuing Contract Faculty Senators Council (C-FSC)
- 39 members of the Student Senators Council (SSC)
- 7 representatives from the Administrative Management Council (AMC)
- 5 senior members of the administration of the University, including the President and Chancellor, the Provost, the Executive Vice President, the Secretary and General Counsel, and the Senior Vice President for Global Inclusion, Diversity, and Strategic Innovation and Chief Diversity Officer.

Deans Council

The Deans Council considers matters of educational and administrative policy and makes appropriate recommendations to the President and other University officers. The Deans Council meets regularly to address issues that affect both their individual schools and the University as a whole. Each member of the Deans Council can designate two alternates. On notice to the Office of the Secretary, an alternate may attend meetings and exercise the privileges of the absent member.

- Deans Council Roster
Tenured/Tenure Track Faculty Senators Council

The 39 elected representatives of the T-FSC include one from the Division of the Libraries of the University; 6 from the Robert I. Grossman School of Medicine; and 32 apportioned among the colleges, schools, and the Abu Dhabi and Shanghai portal campuses by the method of equal proportions with the proviso that each college and school and each of the two portal campuses will be entitled to at least one elected Senator. An alternate is elected for each Senator (two alternates if the school only has one Senator). On notice to the Office of the Secretary, an alternate may attend meetings and exercise the privileges of the absent member.

- T-FSC Roster
- T-FSC Executive Committee
- T-FSC Committees
- T-FSC Minutes
- T-FSC Rules of Procedure

Full-Time Continuing Contract Faculty Senators Council

The 30 elected representatives of the C-FSC include one from the Division of the Libraries of the University and 29 apportioned among the colleges, schools, and the Abu Dhabi and Shanghai portal campuses by the method of equal proportions with the proviso that each college and school and each of the two portal campuses will be entitled to at least one elected Senator and none will have more than six elected Senators. An alternate is elected for each Senator (two alternates if the school only has one Senator). On notice to the Office of the Secretary, an alternate may attend meetings and exercise the privileges of the absent member.

- C-FSC Roster
- C-FSC Steering Committee
- C-FSC Committees
- C-FSC Minutes
- C-FSC Bylaws and Best Practices

Student Senators Council

The SSC is the representative body of the students on the Senate responsible for policymaking as a constituent council of the Student Government Assembly (SGA), which supports the student body through advocacy and programming. The SSC considers matters in which the interests, needs, rights, or responsibilities of students are involved, and takes special responsibility for bringing to the attention of the Senate all matters concerning students at the University. For this purpose, the Council invites the presidents of student governments in the several colleges, schools, and portal campuses, faculty members and administrative officers, and student constituency leaders as necessary. The Council works through such local units as may be appropriate at the various geographical centers of the University, and reports to the Senate, through the SSC, its policy recommendations concerning student life. The 25 regular student Senators include two from each of the Steinhardt School of Culture, Education, and Human Development and the Tisch School of the Arts; one from each of the other colleges and schools and each of the Abu Dhabi and Shanghai portal campuses, except that for this purpose the Robert I. Grossman School of Medicine and the Post-Graduate Medical School will be considered one school; and one from Liberal Studies. Each Senator can name two alternates. The SSC also includes 14 student Senators appointed at large and up to 14 alternate student...
Senators at-large. On notice to the Office of the Secretary, an alternate may attend meetings and exercise the privileges of the absent member.

- SSC Roster
- SSC Executive Committee
- Student Government Committees
- SSC Bylaws and Rules of Procedure

**Administrative Management Council**

The AMC is composed of elected representatives from the professional and administrative staffs of each college, school and division of the University. It functions as an initiative, deliberative, and responsive body concerning policy issues, serves as a vehicle for promoting the continued professional growth and development of its constituents, and has a commitment to community service. The AMC of the Senate consists of seven members. The AMC Vice Chair serves as the alternate for the AMC Chair and two alternates may be elected for each of the other Senators. On notice to the Office of the Secretary, an alternate may attend meetings and exercise the privileges of the absent member.

- AMC Roster
- AMC Committees
- AMC Minutes
- AMC Bylaws

**Quorum**

A majority of the members entitled to vote constitutes a quorum at meetings of the Senate. Senators who cannot attend a meeting should notify the Office of the Secretary (jessica.graham@nyu.edu) of the name of the Alternate who will attend on their behalf.

**Meeting Materials**

The Senate Executive Committee or the Secretary of the Senate at the direction of the Committee prepares the agenda for each Senate meeting. An agenda and materials are circulated to members of the Senate by email the Friday before each Senate meeting.

**Meeting Minutes**

Minutes of the Senate meetings are approved at the following meeting and posted on the Senate website thereafter. An archive of Senate minutes is kept in the Office of the Secretary.

**Voting at Senate Meetings**

The text of all substantive motions and reports to be considered for action by the Senate must be submitted to the Office of the Secretary (jessica.graham@nyu.edu) by Wednesday noon of the week before the Senate meeting in order to be circulated to the Senate in advance of the meeting. Votes to amend the Senate Rules of Procedure must be presented for discussion at a regular meeting of the Senate and voted on at a subsequent regular meeting of the Senate during the same academic year.
Only Senators and Alternates attending on behalf of a Senator may vote on action items at the Senate meetings. Observers and guests (including Alternate Senators who are not attending on behalf of a Senator) are not permitted to participate in the discussion or vote.

**Guests at Senate Meetings**

When not attending on behalf of a Senator, Alternate Senators are invited to attend Senate meetings as non-voting, non-speaking observers. Alternate Senators who are not attending on behalf of a Senator are not permitted to participate in discussions or votes.

Other guests require a guest pass to attend. Each Senator can receive one guest pass each Senate meeting for use by a member of the faculty, staff, or student body of the University. To obtain a guest pass, the Senator should email the Office of the Secretary (jessica.graham@nyu.edu) with the name, affiliation, and email address of their guest. The Office of the Secretary can also issue up to 50 guest passes upon request. Other individual guests may be admitted to Senate meetings on motion of a Senator adopted by vote of the Senate.

**Senate Standing Committees**

The University Senate has six standing committees. Nominations are received from each Council and approved by the Senate Executive Committee in September. Alternate Senators are eligible for regular assignments to the Senate Standing Committees, provided that the majority of the membership of every committee is drawn from the regular members of the Senate. Any changes to the committee assignments must be approved by the Executive Committee. The Executive Committee also issues charges to each committee at the beginning of the academic year and is able to refer other topics to the committees throughout the year as appropriate.

**Committee Chairs**

Per the Senate Rules of Procedure, the President serves as the Chair of the Financial Affairs Committee. The other standing committees should elect a committee chair (or co-chairs or chair and vice chair) at their first meeting of the academic year. Any committee member may be elected chair except the Senate Rules of Procedure require that the chair of the Academic Affairs Committee be a Faculty Senators Council member.

**Executive Committee**

The Executive Committee consists of seven members, including the President, the chair of the Deans Council, the chair of the Tenured/Tenure Track Faculty Senators Council, the chair of the Full-Time Continuing Contract Faculty Senators Council, the chair of the Student Senators Council, the chair of the Administrative Management Council, and the Secretary of the Senate, who is an ex-officio, non-voting member.

The Executive Committee establishes the agenda for the Senate meetings, approves Senate standing committee assignments, and charges the standing committees with issues to be considered during the relevant academic year. It also acts in the name of the Senate on urgent matters that arise at times when the full body of the Senate cannot be convened, reporting on all actions taken at the next meeting of the full Senate. The Senate Executive Committee is also empowered to refer topics immediately to the Senate committees, and to refer administrative questions to the appropriate offices of the University, provided that each referral is reported to
the sponsor of the topic and to the full Senate. The Senate Executive Committee meets with the Board Executive Committee once per semester.

- Senate Executive Committee Members and Contact Information

**Academic Affairs Committee**
The Academic Affairs Committee considers educational policies of the University and matters pertaining to NYU relations with professional and educational organizations. The Committee advises the Academic Affairs Committee of the Board of Trustees regarding honorary degree candidates and is responsible for presenting the University calendar for adoption by the Senate. The Committee has a joint meeting with the Academic Affairs Committee of the Board of Trustees annually.

**Membership**
- President (or his designee) and Provost (or her designee)
- Two members nominated by and from the Deans Council
- Three members nominated by and from the T-FSC
- Three members nominated by and from the C-FSC
- Four members nominated by and from the SSC
- Two members nominated by and from the AMC

Recent work of the Academic Affairs Committee includes:
- Setting the University calendar and proposing amendments to the calendar as needed
- Proposing the creation of a Senate Task Force on University Calendar Guidelines
- Reviewing Honorary Degree candidates
- Reviewing and providing feedback on the SSC Resolution to Establish a University holiday on Election Day
- Reviewing and providing feedback on the SSC Proposal for a Formal System for Accommodating Religious Observance

**Financial Affairs Committee**
The Financial Affairs Committee considers and makes recommendations on financial and budgetary policies of the University, including those relating to capital budgets, operating budgets, long-range financial planning, policies governing allocation of resources among schools, and policies on tuition and salary. In addition, the Committee considers matters relating to the development of University facilities.

**Membership**
- President (who serves as the chair), Chief Financial Officer, Provost (or her designee)
- Three members nominated by and from the Deans Council
- Five members nominated by and from the T-FSC
- Five members nominated by and from the C-FSC
- Seven members nominated by and from the SSC
- Three members nominated by and from the AMC

The membership from the Deans, T-FSC, C-FSC, and SSC together should include at least one representative from the Faculty of Arts and Science, the Steinhardt School of Culture, Education, and Human Development, and the Stern School of Business.
Recent work of the Financial Affairs Committee includes:

- Input on budget requests
- Review of Faculty Salary Pay Equity Study and Faculty Salary Inversion Study Findings
- Input on COVID-19 financial mitigation plan

Public Affairs Committee

The Public Affairs Committee is concerned with matters relating to commencement exercises and other public occasions affecting more than one school. The Committee also considers matters pertaining to NYU’s relations with the community.

Membership

- Two senior members of the administration
- Two members nominated by and from the Deans Council
- Three members nominated by and from the T-FSC
- Three members nominated by and from the C-FSC
- Four members nominated by and from the SSC
- Two members nominated by and from the AMC

Recent work of the Public Affairs Committee includes:

- Annual Government Affairs and Community Relations update
- Annual report on campus safety
- Reviewing and providing feedback on the SSC Resolution Addressing Trans+ Health Disparities at the Student Health Center

Organization and Governance Committee

The Organization and Governance Committee reviews organizational policies of the University and the Senate and makes recommendations regarding governance.

Membership

- University Secretary (or his designee) and one additional senior member of the administration
- Three members nominated by and from the Deans Council
- Four members nominated by and from the T-FSC
- Four members nominated by and from the C-FSC
- Six members nominated by and from the SSC
- Three members nominated by and from the AMC

Recent work of the Organization and Governance Committee includes:

- Recommended changes to the composition of the Senate to incorporate representation for the Long Island School of Medicine
- Recommended changes to the University Bylaws to recognize that the SSC is a constituent council of the SGA
Community Standards Committee

The Community Standards Committee (formerly the University Judicial Board) is responsible for reviewing University policies related to student conduct and community standards, including annual review of the University Student Conduct Policy, and making recommendations for updates and alterations. Members of the Committee may also receive additional training to serve as panelists for University-level student conduct hearings and grievances.

Membership

- Two members nominated by and from the Deans Council
- Five members nominated by and from the T-FSC
- Five members nominated by and from the C-FSC
- Five members nominated by and from the SSC
- Four members nominated by and from the AMC

Recent work of the Community Standards Committee includes:

- Annual Review of the NYU Student Conduct Policy

Attendance and Voting at Committee Meetings

It is the responsibility of the members of the standing committees to make every effort to attend each meeting. A majority of members shall constitute a quorum. Only those persons duly assigned to that committee shall be eligible to vote. Committee members are not permitted to send a substitute to participate in meetings or vote in their absence. Guests are generally not permitted to attend committee meetings unless the committee extends an invitation as related to an agenda item.

Additional Information

Additional information can be found in the Senate Rules of Procedure and in Chapters VII and VIII of the University Bylaws. Questions related to the University Senate can be directed to Jessica Graham, Director of the Office of the Secretary, at jessica.graham@nyu.edu or 212-998-2259.
MEMO TO: Andy Hamilton, President NYU

MEMO FROM: Executive Committee, T-FSC

RE: Questions items to consider

DATE: 10.21.21

The T-FSC is pleased to have the opportunity to engage in a dialogue with the University President on October 21 at 1pm EST.

These are some of the queries we have:

1. What do you see as lessons in education resulting from the pandemic?
2. Would you be amenable to regular or quarterly communication to our global community from the Office of the President regarding current issues and events related to Diversity, Equity, Inclusion, Belonging and Justice (as a complement to the work underway and disseminated from the OGI office)?
3. Last week at our gathering with Chairman Berkley and a sampling of other BOT members, we were asked to consider efforts and strategies to address affordability, particularly for students, with acknowledgement that impacted faculty (and the recruitment and retention thereof) is also critical. What are your thoughts on how we position ourselves towards more affordability, given the complexities of attracting those from communities that have been historically financially disenfranchised and with diminished opportunities for social mobility, such as higher education?