General Faculty Meeting

Friday September 12, 2014

Gonzaga Auditorium, 3:30-5 pm

Agenda

1. Announcements

2. Approval of the minutes of
   a. 5/1/14 (attachment, pages 2-4)
   b. 5/7/14 (attachment, pages 5-13)
   c. 5/27/14 (attachment, pages 14-24)

3. Introduction of New Faculty

4. Remarks by the Senior Vice President for Academic Affairs

5. Adjournment

   The meeting will be followed by a lovely reception

   in the Kelley Center

   hosted by SVPAA Babington

   to welcome our new colleagues and toast the new academic year
Not yet approved by the General Faculty.

1. Announcements

Prof. Susan Rakowitz thanked the FWC for the gala breakfast that preceded the meeting. She also reminded faculty of next week's reception to honor retiring faculty and relayed the SVPAA's request for stories about the honorees. She then explained the procedures—each election would be open to
nominations from the floor in addition to the nominees on the distributed ballot. Following each election, the outgoing chair would offer a brief summary of the committee's annual report.

Prof. Jocelyn Boryczka announced the May Day rally scheduled for later that afternoon.

2. Committee annual reports and elections

Annual reports and committee minutes are posted at the General Faculty website: http://faculty.fairfield.edu/gfs/

Election results are as follows:

**Academic Council**
- DSB: Mousumi Bhattacharya and Deb Strauss
- GSEAP: Anne Campbell and Emily Smith
- CAS/SOE: David Crawford, Bob Epstein, Amalia Rusu and Jo Yarrington

**Committee on Committees**: Laura McSweeney and Ginny Kelly

**Rank & Tenure**
- DSB: Mousumi Bose Godbole
- CAS/SOE: Betsy Bowen

**Research Committee**: Dennis Keenan and Janet Striuli

**Undergraduate Curriculum Committee**: Steve Bayne, David McFadden, Laura Nash, Terry-Ann Jones, and Margaret McClure

**Admission and Scholarships Committee**: Paul Baginski

**Committee on Conference with the Board of Trustees**: Patricia Behre

**Student Life Committee**: Jenna LoGiudice

**Library Committee**: Shannon Kelley and Colleen Arendt

**Public Lectures and Events**: Shannon Kelley and Jonathan Stott, SJ

**Athletics Committee**: Paul Caster and Iman Naderi

**Faculty Committee on Sustainability**: Aaron Van Dyke and Katie Phillips

**University Advancement Committee**
- Vin Rosivach: 3-year term
- Mary Ann Carolan: 2-year term

**Educational Planning Committee**
- DSB: Carl Scheraga
- At large: Doug Peduti, SJ and Vin Rosivach

**Faculty Salary Committee**: Bob Epstein and Chris Bernhardt
Faculty Development and Evaluation Committee  
  DSB: Ying Zhang  
  CAS/SOE: Amalia Rusu

Educational Technologies Committee  
  GSEAP: Erica Hartwell  
  SON: Nancy Manister  
  CAS: Silvia Marsans-Sakly

Budget Committee: Rose Rodrigues

University Merit Appeals Committee: Mary Ann Carolan and Ryan Colwell

3. Adjournment

The meeting was adjourned at 12:30 p.m.

Respectfully submitted,  
Prof. Susan Rakowitz  
Secretary of the General Faculty
Prof. David Schmidt called the meeting to order at 3:35 p.m.

1. **Announcements**

   Prof. Susan Rakowitz reminded the faculty of the party following the meeting to celebrate the seven members of the General Faculty who were retiring and of the meeting planned for May 14.

2. **Approval of the minutes of April 11, 2014**

   Motion [Caster/Walker]: to approve the minutes of April 11, 2014 as circulated.
   Motion passed with one opposed.

3. **Pre-presentation of the CT State Conference-AAUP George E. Lang, Jr. Award**

   Chair Schmidt offered the floor to Prof. Jocelyn Boryczka. She called for a round of applause for the Faculty Salary Committee (FSC), saying that as President of the Faculty Welfare Committee (FWC), she couldn't be prouder or more honored to do so. She indicated that we are one of the largest non-unionized AAUP chapters, with 180 members. Faculty who have not yet joined can talk to Profs. Sonya Huber or Yohuru Williams to do so. She noted the importance of the FWC's solidarity in supporting the FSC.

   Prof. Irene Mulvey then presented the CT State Conference-AAUP George E. Lang, Jr. Award:

   Many of us here today knew George Lang. He was a Professor of Mathematics in the office I am currently in and worked at Fairfield from 1971 – he arrived at the same time as women students he was fond of saying – until May 2007 when he passed away after a brief illness. He was very active in our FWC chapter, and in the AAUP at the state level, and in the AAUP at the national level. Soon after he died, the CT State Conference of the AAUP (on which I sit as a legacy to George – they appointed me to serve out his term after his death which launched me into my state and national AAUP activities) created the George E. Lang, Jr. Award in his honor. So, this is a CT State Conference Award and not simply a chapter award. The idea of the award is brilliant (says an individual who was on the subcommittee that created it). The state conference asks Fairfield’s FWC/AAUP leadership to select a faculty member who early in his or her career has shown an awareness of and interest in important AAUP principles – academic freedom, shared governance, etc. So we honor George, and new faculty members who are following in George’s footsteps are recognized for their good work, and Fairfield’s chapter (so very important to George) is strengthened. Previous award winners are Dave Crawford, Matt Kubasik, Bob Epstein, Deb Strauss, Sonya Huber, Jocelyn Boryczka. Isn’t that an incredible line-up? Look at what they’ve all done since being selected for this honor! Jocelyn, by the way, was the first recipient in 2008. Alas, the last two recipients never knew George.

   So, this year’s recipient is John Miecznikowski.
As you know, first year faculty members worry about getting elected to HB committees. You don’t get elected unless people know you. In John’s first year, he got elected to an astonishing THREE Handbook committees. Of course, you can’t serve on that many, so he served on one. He threw himself into our community. As you know he served on the Faculty Salary Committee for a full three-year term in the Assistant Professor slot. We approached him about serving as a sabbatical replacement this year and he said no because he was chairing the A&S Curriculum Committee. I asked him again in the spring and he said what the heck? So, I personally have served with him last year and this spring and his service was so valuable. Smart, thoughtful, always on top of things, surprisingly tough, and always always always with the faculty’s best interests at heart.

The award is officially presented at the state conference’s spring meeting (tomorrow evening in New Haven) and he’ll get the plaque, and the swag, and a check to cover his dues for next year then. But we always take time at this meeting to announce this state award and honor to the Fairfield faculty so that we can acknowledge and thank John for his contributions to the profession.

4. Presentation of FWC Service Awards

Prof. Boryczka began with the Colleague-of-the-Year award, saying that it was being given to someone who stands out and stands up for speech, for faculty, and for workers. Prof. Bill Abbott then offered the following citation:

This year’s winner of the FWC/AAUP Colleague of the Year Award has been a key figure in all areas of FWC activity. His advice and suggestions as a member of the FWC Steering Committee have been extremely valuable. He is the FWC Membership Director, and our chapter membership remains among the very highest in the AAUP.

He has been a major speaker at the 2013 and 2014 May Day rallies, and also a frequent speaker at General Faculty meetings, consistently reminding faculty and administration of Fairfield University’s Jesuit mission and how it applies to current curricular and financial concerns.

For the 2013 May Day he headed the Social Justice Laboratory/Teach-In Working Group, and this past March he worked closely with the student group “Take Back the Night” to turn the March 1st Apollo Night incident into a genuine “teachable moment” on campus free speech. He is a member of the Faculty Committee on Conference with the Board of Trustees, and, oh yes, also Chair of the History Department. The Faculty Welfare Committee is proud to present its Colleague of the Year award for 2014 to Dr. Yohuru Williams.

Moving to the FWC lifetime service award, Prof. Boryczka said that it recognizes a faculty member who has spent his or her career working on behalf of faculty and in support of our academic mission. Past winners include Profs. Kevin Cassidy, Joe Dennin, Don Greenberg, Marty Lang and George Lang. She then invited Prof. Cassidy to present the 2014 award. Prof. Cassidy said that,

Dean Acheson, a noted Secretary of State, entitled his autobiography Present at the Creation. This is a phrase that also comes to mind in describing the contributions of Professor Richard Regan to the Faculty Welfare Committee. Not only was Richard present at the founding of the FWC, he in fact wrote the motion that created the FWC in 1989 as a standing committee of the General Faculty.

Because of Richard’s wording of that motion, the FWC has been able to withstand all objections to its legitimacy, as some surfaced in the early years. The structure of his motion also permitted the FWC to hire a lawyer as well as a financial consultant in January, 1990. Richard’s motion also made possible the creation of a dues system, various subcommittees such as the Public Relations Committee and the Action Committee, as well as the FWC newsletter and buttons. The FWC’s first
and successful campaign followed in the spring of 1990 with the result that the faculty was able to sign an agreement with the administration providing very substantial raises as well as additional benefits.

Richard also drafted the FWC’s constitution, which has more than stood the test of time for these 24 years. He was the first chairperson of the Action Committee as well as the FWC president for several years. When the FWC became a chapter of the national AAUP, he attended their summer Negotiations Workshops at Western Connecticut as well as numerous national and chapter meetings. He brought word of Fairfield’s achievements to these national and regional gatherings and contributed to FWC policymaking and politics from the information he assimilated at these meetings.

In so many ways Richard was a founder, and an absolutely indispensible one, of the FWC. For his many and valued contributions, the FWC is pleased to bestow its Lifetime Achievement Award on Professor Richard Regan.

Each of the honorees—Profs. Miecznikowski, Williams, and Regan—received a warm ovation from his colleagues.

5. Update from the Faculty Salary Committee (FSC)

Prof. Mulvey, chair of the FSC, spoke briefly. She explained that the FSC had reached agreement with the administration on a Memo of Understanding/Benefits Plan Overview (MOU/BPO) that they would recommend the General Faculty accept at the meeting scheduled for May 14. She said that an email with the details of the agreement had already gone to the faculty, and an MOU/BPO with the changes shown was being prepared and would be distributed as soon as possible. She didn't want to make more of a report or take questions because she didn't want to take time from the President's address on the state of the university.

She thanked the faculty for their support all year long. She offered special thanks to the FWC members and FWC leadership, noting that the latter had the next few weeks and months planned out the way Eisenhower planned D-Day. Though that planning might not have been relevant to the administration's recent turnaround, the administration seemed to have been scrambling over the last few days to reach agreement.

She concluded by urging faculty to read the memo sent out by the FSC, contact the committee with questions, keep an eye out for the email with the proposed MOU, and attend the May 14 meeting.

6. Address by President Jeffrey von Arx, S.J.

Prof. Schmidt introduced President von Arx who offered the following remarks:

Good afternoon and thank you all for being here today.

Let me begin by noting that yesterday afternoon the Faculty Salary committee and the Administration team reached a tentative agreement on a new MOU — (which of course is subject to your approval). These discussions are difficult and detailed and I appreciate the hard work required of both teams to bring these discussions to a successful outcome. Given that this agreement is still subject to review and approval you will understand if I don’t comment on or take questions on them this afternoon.

I’d like to start this afternoon by offering my thanks and congratulations to those faculty who will be retiring at the end of the semester — Doctors Leo O’Connor, Richard Regan, Dee Lippman, Dennis Hodgson, Larry Miners, Vagos Hadjimichael, and Jack Beal. On behalf of the entire Fairfield
University community, I want to offer our thanks for your contribution to the character and the success of this institution, and for all of the students that you have inspired by your work and example. We thank you for your contribution to your disciplines, and for your collegiality. Please join me in honoring our colleagues. [The faculty joined in a round of applause.]

I’d also like to acknowledge and thank Faith-Anne Dohm, who served as interim dean of the Graduate School of Education and Allied Professions during the past year — a year in which the school went through its accreditation review by the National Council for Accreditation of Teacher Education, and passed with flying colors. So thank you Faith-Anne Dohm for your steady hand at the tiller.

We thank too, Dean Robbin Crabtree of the College of Arts and Sciences, who, as you all know, has accepted a position at Loyola Marymount in Los Angeles, and David Sapp, Associate Vice President for Academic Affairs, who will also be leaving us.

Their contribution to the character and success of our programs has been significant, and we will all miss you.

It is also appropriate at this moment to recognize and celebrate our very special colleague and friend Father Paul Fitzgerald. Fr. Fitzgerald will soon be returning to his home Province of California to become the 28th President of the University of San Francisco. His energy and dedication have had a profoundly positive influence on the University that will be a benefit to our programs and students for years to come, and I look forward to the potential for collaboration that Fairfield and the University of San Francisco will enjoy in the future.

As we come to the end of another academic year I’d like to offer my thanks to all of our faculty members for your excellent work.

We pride ourselves on being an institution that is somewhat unique in our emphasis on hiring and retaining scholars who love to teach. The result is that we continue to excel as an institution where our faculty make significant contributions to their disciplines, while at the same time creating an environment that builds profoundly transformative relationships between our students and their teachers. I’m struck at the end of every year — as I meet and talk with our seniors — at how important you have been to them, and how much confidence they express about the future — largely thanks to the formation they have received from all of you while they have been with us.

Our students are fortunate to receive the attention that they receive from you and especially fortunate to have you as role models and mentors. This commitment to the pedagogical relationship is the strength of our learning community and it will always be the one of the cornerstones of whatever endeavors we embark upon in the future.

As much as we all know that college rankings are a double-edged sword, I think we all understand that they have an impact on how we are perceived by our peers and by prospective students and their families. And so we can all be pleased that once again this year we were highly ranked — third — in the list of master’s degree granting colleges in the Northeast by U.S. News and World Report, and we were particularly singled out for our commitment to undergraduate teaching.

We were also named one of the Best Values in Private Colleges by Kiplinger’s Personal Finance — one of only two colleges in Connecticut to make that ranking, and one based on the value that our students receive in relation to what it costs the average student to study with us — a very important metric I’m sure you will agree.
The Princeton Review once again named our Dolan School of Business one of the best in the country — a ranking based on students' assessment of the quality of their teachers, who — in quotes — "encourage people to think for themselves" — unquote; while Bloomberg Business Week named our undergraduate business program among the top 100 in the country — a jump of 25 positions in this year’s rankings — and our part-time MBA program as one of the best in the country.

I’d also like to note that our Florence study-abroad program – now in its 37th year — has been ranked in the top four by Abroad 101, the world’s largest study abroad review website. Increasingly, our programs are attracting students from other universities, and this contributes to our reputation for excellence.

We also continue to excel as a center for research and scholarship — and in the myriad ways that we contribute to the quality of life, and the promotion of justice, in our community.

I’m sure you appreciate that I can only take note of a few of these accomplishments.

Bruce Berdanier, our relatively new Dean of the School of Engineering took two of his Mechanical Engineering Students to Bolivia in August to participate in an ongoing water treatment project that he initiated with his students at South Dakota State — and I understand that there is a growing interest within the School of Engineering in expanding engineering service learning programs in developing countries.

The School of Engineering also began its move into the Bannow Science Center, and we have a very large group of prospective graduate students from overseas for next year — so the School of Engineering is making great strides.

In October, our School of Business working in collaboration with the town of Fairfield opened the Fairfield University Accelerator and Mentoring Enterprise in offices above the University bookstore in downtown Fairfield. This business incubator will help entrepreneurs get the help they need — funding, research, and access to the expertise and guidance of our faculty — as they seek to build their businesses, and we also expect that our particular FAME incubator will take a leadership position in relation to other business incubators in the state as having a unique expertise in areas of business ethics — all a wonderful example of the way in which as a University we take engagement with our community seriously.

Two of our faculty — Jocelyn Boryczka and Elizabeth Petrino, — won a 2013 Alpha Sigma Nu Book Award for their book “Jesuit & Feminist Education: Intersections in Teaching and Learning for the Twenty-First Century” one of just four recognized this year by Alpha Sigma Nu, the honor society of Jesuit colleges and universities. Many of our faculty contributed to this volume, which originated in a conference hosted at Fairfield in October of 2006.

It is also noteworthy that this year’s Nobel Prize for physics gives to theorists Peter Higgs and Francois Englebert for the discovery of the Higgs boson particle has ties to Fairfield. Our own Dr. David Winn, working with students and other scientists created the prototype for the device that measures the energy and direction of the particles inside the CERN large Hadron Collider in Switzerland, in which the critical experiments have taken place. So congratulations to David for having secured his place in history.

I’d also like to take note and thank Paul Lakeland in advance of his upcoming conference, “Receptive Ecumenism in International Perspective: Contextual Ecclesial Learning,” which will be held here about a month from now. A joint project with the University of Durham in the UK, the conference will explore the tensions and divisions between the various Christian traditions, and we
will be hosting church leaders and scholars from all over the world in what I’m sure will be a remarkable event.

This fall, the School of Nursing launched two new graduate programs: The Executive Doctorate of Nursing Practice and the Master’s of Science in Nursing Leadership — programs developed based on input from our clinical partners and identified needs in the marketplace.

The School also obtained close to $400,000 from the Health Resources and Services Administration to provide tuition support for students in its graduate programs.

We also received the “Senator Paul Simon spotlight Award” from NAFSA: the Association of International Educators, for the community health work that our nursing students undertake in the Barria Ayapal neighborhood in Managua in collaboration with the Universidad Centroamericana.

And The New England Board of Higher Education (NEBHE) awarded Fairfield its 2014 Connecticut State Merit Award for our partnership with Bridgeport schools — a reflection of the extensive outreach and engagement from our Graduate School of Education and Allied Professions.

Fairfield University’s long-standing and multifaceted partnership with Bridgeport schools includes such initiatives as the Community Partners Scholars program, the Bridgeport Tuition Program, Project Excel, and a number of community outreach programs such as the CT Writing Project, Teacher Preparation internship programs, service-learning courses with University students tutoring K-3rd graders, the Bryant School Book Club facilitated through Campus Ministry, and enrichment programs for Bridgeport schools presented by Fairfield’s Regina A. Quick Center for the Arts.

This is just a brief sample of the advances made by faculty from all of our schools, and they represent your commitment as a community of scholars to making important contributions to your field of study, to our neighbors who depend on us, and to the University.

We all know that are in the midst of a significant transition as an institution — and in the midst of a transformation in the world of higher education as a whole.

As you know, in January we launched a refresh of our Strategic Plan — Fairfield 2020: Building a More Sustainable Future.

I want to emphasize again today that our fundamental vision of being a residential, four-year, Liberal Arts University and a master’s level comprehensive University in the Jesuit tradition has not changed.

In all that I have emphasized in my remarks up to this point — there is one common theme, and that is the significance of a committed and engaged faculty, and a nationally recognized quality of education that is without question the result of our dedication to traditional pedagogy — small classes, top-class faculty, student research, and service-learning.

The challenge is — How do we keep doing that in a way that is economically sustainable?

Those of you who attended the April 16th lecture in the 2020 Lecture series by the economists Robert Archibald and David Feldman based on their book “Why does College Cost So Much,” will have been struck by the macro-economic picture that they paint, based on their statistical research.

The rise in college costs is remarkably consistent with the rise of other service related industries. All industries that rely on a highly educated workforce, advanced technology, and time-intensive projects — and education fits that description — have been rising in cost at very much the same rate
as the cost of a university education — in fact, the costs of a four-year university and two year community college have risen at roughly the same rate.

They dispel the myths that higher education is expensive either because of high faculty salaries, bloated administrative costs, or spoiled students, and any of the other traditional reasons that are often targeted when the subject comes up in conversation.

Instead, what is irrefutable based on their assessment of incomes in the United States is that since around the year 2000, real incomes for Americans of all income groups — with the exception of the top 1 percent — have remained flat or have fallen. College has become increasingly costly for almost every family because real incomes have flat-lined, or declined. And college costs as a percent of those incomes has risen.

Throughout the second half of the 20th century, real incomes were rising as college costs rose — that has now changed. And so every college and university shares the pressures that we are feeling, and they are the result of economic factors that are certainly beyond our control.

Nevertheless, we fail to act at our own peril, and that is why Fairfield 2020 is so critical to all of us — to find ways to broaden our income stream, to control costs, and to find efficiencies, so that we can continue to do what we do so well — liberal arts education and professional education in the Jesuit tradition.

At this point, almost 200 faculty, staff, and administrators are involved in task forces that are looking into ways that we can leverage technology to be more efficient, and reach more students. What other kinds of programs might we develop for the continuing education and professional education market? How might we make changes to our current programs so that they are better tailored to the lives our students live and the time and resources they have available? And so on. I want to thank all of you who are involved for your work on this important project.

We expect to have committee reports by the end of this year, and to be able to implement recommendations as they surface.

In the meantime, we continue to do what we can to ensure — as always — that we have a balanced budget, that we are operating efficiently, and that we are as affordable as we can be for our students.

This year, our tuition and fees for our undergraduates will rise by 2 percent — the lowest rise in recent years — and we will continue to try and keep those costs down.

As it stands at the moment, we have a record number of applications for admittance in the fall, which is encouraging. However, students are applying to more colleges than ever these days — since the process itself is now so easy to replicate via the standard App — and they are increasingly choosing where to go to schools based on cost, rather than on their preference, and so the calculations as to what kind of class we can expect remain delicate and complex. However, I believe we are in a good position to meet our goal for enrolling about 950 undergraduates this year. And based on our numbers to date, it looks like we will make our target number for our graduate programs as well.

We work very hard to ensure that we meet our enrollment goals because we are currently over-dependent on undergraduate tuition to support all dimensions of our institution. Even a slightly smaller class would compromise our budget — and such a fall in that projected revenue would have to be balanced by further savings somewhere or other in order for our budget to remain balanced.

The degree to which we remain dependent on undergraduate tuition remains a strategic vulnerability — and one we must address in our strategic plan as we go forward.
I’m going to turn things over to questions in just a moment. But first I want to emphasize that the Fairfield 2020 process is an open and transparent process — one that becomes richer if all voices are heard. The meetings are open to everyone, and we want input from everyone.

Fairfield is a very special university. Our students go on in life to do well and they are genuinely transformed while they are here — most of them — as we would wish. We’ve all seen that transformation take place, and we know then that what we do is of incalculable value.

In the coming years we are going to find ourselves in an increasingly competitive environment. There will be students that will want to come here — students that we would want to come here — who are going to find it difficult to do so, or they are going to attend other institutions because they can’t afford to come to Fairfield and we can’t afford to help them as much as we’d like.

I don’t think any of us want to give up the values that we cherish as educators — specifically as educators in a mission-based institution that also wants to open its doors to a diverse population, and wants to provide opportunities for worthy students regardless of their socio-economic background.

So again I would encourage everyone to get involved in the process — either by attending meetings of the task forces or by making your suggestions.

What we are called to do more than ever is to “collaborate.” There is no reason that Fairfield cannot take the circumstances that we are facing and turn them into opportunities for growth, for exciting innovation. So I simply ask that we work together — as we tend to do — so that we bring our best ideas and our best thinking and best instincts to the table as we engage in this process.

At this point, Prof. Schmidt opened the floor to questions.

Prof. Betsy Bowen noted that academic leadership is of considerable concern to those of us in the academic division. She asked for an update on the SVPAA search and, if it hasn't yielded a candidate, what are the plans for making sure we're not perceived as having a leadership drift next year? President von Arx said that he had asked the search committee to evaluate one additional candidate next week and he was very hopeful of a positive outcome. Prof. Bowen asked whether this candidate was new to the process and the President said, yes.

Prof. Gisela Gil-Egui suggested that if the meetings of the task force are open to everyone, the calendar of meetings be made public. President von Arx said he would do that.

Prof. Kathy Nantz raised the MOU, noting that a few years ago there was talk of multi-year contracts. She was hopeful about that possibility this year, but again we're ending up with a single year MOU. She begged the President to move to multi-year contracts, arguing that the life gets sucked out of the institution every year beginning around mid January. It's a struggle through the Spring to try to celebrate our students and our intellectual community while continually reaching agreements at the last minute. She acknowledged the difficulty but repeated her entreaty that we move to multi-year contracts for all employees. When the applause that erupted subsided, President von Arx said that he didn't think there was anybody in the room who would like to see multi-year contracts more than him. He doesn't enjoy the process either; he was hoping we could achieve a multi-year contract this year and will redouble efforts moving forward.

Prof. Cecelia Bucki said that hearing about the projected enrollments for next year left her concerned about whether student support services could keep up. Even before this latest influx, there were foreign students needing support and disability services were overrun with students with needs. President von Arx said that there are ongoing discussions, especially in the student affairs division, about providing the
services that students need for success and doing that within the budget. He agreed that it was important that our students are well cared for and tended to.

Prof. Paul Lakeland picked up on the problem of being such a heavily tuition dependent institution. Given the desirability of a significant increase to the endowment, he wondered what was going on with the capital campaign that's been drifting along for years. President von Arx said that we have raised about $75 million toward the goal of $160 million. Traditionally campaigns publicly launch when half of the goal has been reached. He expects the launch in 2015. He said he was happy with a recent major leadership gift and they were working on others. An offer had been made to a candidate for the VP of Advancement position and that person would begin on June 1.

Prof. Vin Rosivach spoke about the problems of students who can't access Fairfield for financial reasons and the shift a few years ago in the proportion of need versus merit based financial aid. He wondered where money would come from for need based aid without axing major expenditures or whether the situation was hopeless. President von Arx responded that the biggest success so far in the campaign was in raising funds for endowment for scholarships; it's the appeal that resonates most fully with most of our donors. If particular donors are indifferent to the focus of their gifts, the President pushes them toward scholarships. He said that one of the purposes of the 2020 project is to look at expenditures without exemptions. The faculty pushed for a task force on athletics and we're doing that, looking at what priorities offer sustainable athletic programs. There are no sacred cows; every division is getting the same analysis as academics had with portfolio review.

Prof. Bowen returned to the MOU, raising a question about process. Her understanding was that one of the things that led to some problems was that last year's figures on healthcare spending were incorrect and had been for some time. She asked whether he could talk about how we can know that the figures are correct in the future and how that kind of misunderstanding came about. President von Arx said that he was not entirely familiar with the issue being referred to.

There were no further questions.

7.  Adjournment

A motion to adjourn [Dennin/Miecznikowski] passed without objection at 4:30 p.m.

Respectfully submitted,
Prof. Susan Rakowitz
Secretary of the General Faculty
Proxies were held by:

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Not yet approved by the General Faculty
Faculty Chair David Schmidt called the meeting to order at 2:05 p.m.

8. Announcements

General Faculty Secretary Susan Rakowitz thanked Prof. Schmidt for his service in chairing the faculty this year, especially given how wrong she had been in suggesting to him that this would likely be a relatively quiet year. The faculty concurred with applause.


Prof. Irene Mulvey, chair of the Faculty Salary Committee (FSC) began her presentation by thanking the faculty for their support all year. She said that the FSC couldn't have accomplished anything unless it was clear to the administration that they were backed by a strong and organized faculty, willing to take action. She asked that attendees pass those thanks on to the people whose proxies they had brought.

She went on to thank the Faculty Welfare Committee (FWC). The glue holding us together as a faculty is the FWC, which means the leadership and the membership. We consulted with our attorney again this year and this is made possible only by the dues paying members of the FWC. The money is crucial, but the support of such a strong organization is absolutely essential. Every FWC member is responsible for any success we have had this year. If you aren't one of the 181 members of the FWC, please consider joining your colleagues.

She concluded her acknowledgements with a nod to Faculty Secretary Rakowitz, Faculty Chair Schmidt, and the FSC, whom she described as the "Best Team Ever".

Prof. Mulvey apologized for calling the General Faculty (GF) together after Commencement. But she said that the FSC is not unhappy (though not necessarily happy) with the MOU/BPO that they are presenting and recommending that the GF approve. It's been a long, difficult, and exhausting year. The FSC has updated the GF all year and faculty attendance at those updates was important.

She then began going through the powerpoint presentation which is attached to these minutes. She said she would be willing to take questions along the way.

The first slide summarizes the high points of the agreement. With regard to the MOU, the salary increase is 2%, distributed in the usual way i.e., as a percent of salary for those above the mean in their rank and as a percent of the mean of the rank for those at or below the mean in their rank. (She noted that halfway through the year Executive Vice President Lawlor proposed distributing the increase as a percent of salary for everyone, but the FSC pointed out that then new hires would get the same salary as last year's new hires. People would never advance beyond the bottom of the range for their rank.) Pay for individual courses (taught by adjunct faculty or full-time faculty taking on overloads) is also increasing by 2%, and the stipend for chairs is increased to $6000.

There are also some changes to paragraph F (as shown in the attached slides) resulting in stronger language on the commitment to the 95th percentile. According to last year's MOU, the salary discussions were supposed to consider the 95th percentile true up mechanism only this year. However, the administration did not put this item on the shared agenda and since it was not the FSC's issue, it wasn't discussed. Nonetheless, the FSC agreed on new language for paragraph F indicating that discussion will continue on the benchmarking system. The new language explicitly states the already agreed-upon commitment to the benchmark of the 95th percentile; it's only the system for implementing that commitment that's under discussion. There's also no specific timeframe given for these discussions.

At this point, Prof. Mulvey offered to take questions on the MOU, but there were none.
Moving on to the Benefits Plan Overview (BPO), there are a number of changes. In the section on eligibility of children under age 26, the administration removed the word "unmarried." The FWC attorney said that "dependent" should also be removed because the Affordable Care Act (ACA) doesn't require that covered children be dependents. The administration said that Aetna uses "dependent". The FSC sent links from healthcare.gov and Aetna's own website indicating that covered children don't have to be dependents. The administration consulted with their legal team and agreed to the new language shown in the slides, but not incorporated into the BPO as distributed. Prof. Joel Goldfield asked whether the coverage extends through the year in which the offspring turns 26. Prof. Mulvey, having had two sons age out of coverage, explained that it ends at the end of the month in which the offspring turns 26.

In introducing the proposed changes to health insurance, Prof. Mulvey suggested that some might be wondering why we should be considering any changes to health insurance. The FSC's position is that the three-year commitment the administration made last year is to our current plan. The administration's position is that the commitment only applies to the cost share, not to plan design. Nonetheless, the FSC has always been willing to talk about changes as long as they don't simply shift costs to employees. Specifically, the FSC is willing to consider changes that: increase economic efficiencies; bring about reasonable behavioral changes; increase wellness; and/or reduce our higher than average plan participation. They will not consider changes (even if they meet one or more of the above criteria) that would put the insurance company between the individual and that individual's health care provider.

She noted that the administration was willing to have no changes to health insurance this year in exchange for 0% salary increase. The FSC briefly considered that option, given how bad it would look for the administration.

*Medical Opt Out Program.* The medical opt out program will pay employees who have access to other health insurance for opting out of Fairfield's coverage. It came about because the administration was talking about a spousal surcharge for spouses who work full-time and have access to their own health insurance. The FSC proposed an "opt out" program as an alternative. It will cost the administration initially because they'll be paying people who were already opting out anyway. The hope is that the incentive will encourage others to opt out as well. Prof. Ahmed Ebrahim asked whether the administration's contribution could go into an HSA rather than into salary. Prof. Mulvey said that had not been discussed and perhaps could be taken up by next year's FSC.

*Mandatory Generics.* The second change is for mandatory generics for prescription drugs. The FSC only accepted this change with a "dispense as written" clause allowing a health care provider to insist on a brand name. Prof. Paul Caster asked whether this policy means that a pharmacist could replace a brand name drug with a generic from the same broad class of drugs even if there is no generic version of the prescribed drug. Prof. Mulvey didn't know the answer but some of the faculty from the School of Nursing helpfully chimed in that pharmacists could not make that kind of substitution.

*Mandatory Specialty Pharmacy.* Prof. Mulvey said that the FSC had talked with some people who had used such systems in the past. They reported that the system might be a pain to set up initially, but then it works well. The FSC insisted on a 6-month warning about this change and a 90-day transition plan. The administration has provided language to that effect, though it won't be in the BPO:

> The Specialty Pharmacy program will be in effect as of January 1, 2015. The program will not become mandatory until March 1, 2015. After March 1, 2015, there will be an allowance for one refill (30 day supply) through the current pharmacy before the individual must comply with the program.

*Tobacco Cessation Program.* For this program (which the administration insists on referring to as an "incentive"), all covered employees must complete an affidavit regarding their tobacco use. If they have used tobacco in the last six months (or failed to complete the affidavit), they will be charged $50 per month. The surcharge will stop if the tobacco user enrolls in and completes an online program. Prof.
Jessi Planas asked whether covered spouses would also have to complete an affidavit. Prof. Mulvey said no, it applies only to covered employees. Prof. Jen Klug suggested that paying people to quit smoking would be more effective than charging them for continuing to smoke. She asked whether there is evidence that this program will save more money than cessation programs for other risky behaviors. Prof. Mulvey said that they didn't discuss other behaviors, and that this was an administrative initiative that the FSC felt was reasonable to accept in exchange for the salary increase.

**HSA Wellness Initiatives.** Currently the administration contributes money ($1000 to individuals and $2000 to families of 2 or more) to the Health Savings Accounts of those who choose the HSA option. Now, half of that money will be contingent on the employee and covered spouse filling out some information online and either getting an annual physical or getting biometric screening (which Aetna will be offering at campus wellness fairs). Prof. Ebrahim asked whether all covered family members have to meet these criteria and how HR would know that the requirements had been met. Prof. Mulvey said that the requirements applied only to employees and covered spouses, and she wasn't sure about the answer to the second question.

**Copay Increases.** Our copays for ER, hospitalization and urgent care are below our comparators and haven't increased in a while. ER will go to $100, hospitalization to $200, and urgent care to $30.

Prof. Joe Dennin, referring to page 2 of the packet for the meeting, asked about the fact that the administration had initially told the FSC that the $1000 maximum on prescriptions in one of the options had to be eliminated because of the ACA. Now they have reinstated that maximum. Is that because the administration: has decided to ignore the ACA; did not know what was in the ACA; or lied? Prof. Mulvey said it would be impossible to convey the lack of clarity in communications from the administration this year. We asked that question- multiple times and in writing- and the responses do not give us any idea which option is right. Prof. Joan Weiss followed up, asking whether anybody knows whether eliminating prescription limits is part of the ACA. Prof. Mulvey said that the FWC attorney reviewed the documents, so the FSC feels confident that we are in compliance with the ACA. It could be that the change has some time to go into effect.

Finally, the language in the BPO about a fee for parking registration has been removed; employees are again able to park on campus for free.

Prof. Mulvey wrapped up the presentation of the BPO and moved on to the health care committees. She noted that the administration began this year by proposing three years worth of draconian changes to healthcare (including coinsurance by the third year). There was no particular logic to the changes except to save money. As far as the FSC could tell, they were devised solely by the administration's consultant. The FSC agreed to set up a healthcare committee to address the growth in healthcare costs (not healthcare costs themselves). The committee would also monitor the excise tax that is part of the ACA. The administration has been citing this provision all year as a reason for making changes, even though it's not due to take effect for a few years and is not yet fully drafted so might change by then. As noted in the memo from the FSC to the GF, the administration wanted to insert language about confidentiality at the 11th hour into the committee description. They agreed on language that was reviewed by the FWC attorney. The descriptions of this committee and the Trigger Committee are for the Journal of Record.

The Trigger Committee came about because the 2014 cost share table in the BPO is followed by a blank table for 2015. With the administration refusing to agree to a cap on the cost share increase (as we had for the first three years of cost-sharing), the faculty are completely unprotected. The administration will not agree to caps, but the Trigger Committee will be invoked if the administration proposes increasing cost shares by 6% or more in any year. The FSC chose 6% because that has been the average increase over a number of years. However, the administration's new healthcare consultant says that the previous increases were consistently below what they should have been. The FSC has been asking for more information about how what we can only understand as mismanagement happened; the administration
has not provided any explanation. Prof. Dennin asked what the administration paid for their consultant. Prof. Mulvey didn't know.

Prof. Mulvey concluded her presentation with a brief overview of the current 95th percentile issue. The AAUP published data show Associate Professors to be below the 95th percentile by about $1700. That means that each Associate Professor should receive the shortfall amount for this year, and have it added into their base for next year. The bottom of the rank would also go up by that amount. However, as they did last year, the administration is questioning data provided by one school. The FSC sent EVP Lawlor a memo detailing how this was handled last year and expects the administration to follow the same procedure this year. The FSC will monitor the process and keep all Associate Professors informed. She noted that there does seem to be an obvious problem with the data from one school and predicted that Fairfield's Associate Professors would end up exactly equal to the 95th percentile.

Motion [Mulvey/Scheraga]: The General Faculty accept the 2014-15 Memo of Understanding/Benefits Plan Overview as distributed in the packet for today’s meeting provided the language on page 3 of the BPO is revised as agreed to by the FSC and the administration: delete "dependent" and add "and meet the statutory eligibility requirements under the Affordable Care Act."

Motion passed overwhelmingly.

Motion [Mulvey/Caster]: The General Faculty approves the creation of the Health Care Committee as follows:

Health Care Committee

Membership: Two members of the Faculty Salary Committee (FSC) and two members of the faculty appointed by the FSC and up to three administrators appointed by the President.

Purpose: The purpose of this committee is to address on an ongoing basis the growth in the total cost of health care, which is of concern to both the faculty and the administration. Using all relevant and reasonably available data, including data on projected as well as actual health care costs in the aggregate, changing demographics, employee usage patterns and changes in stop-loss insurance cost, and with the help of the University’s consultant and other consultants as mutually agreed to and needed, the Committee is charged to:

1. Consider and make recommendations to the FSC and administration on ways to make plan participants more economically efficient users of health care;
2. Consider and make recommendations to the FSC and the administration on ways to reduce the increases to the cost of health care, and to monitor developments regarding the health care excise tax and make any recommendations deemed necessary and appropriate.
3. In any year when cost-shares of health care premiums increase at any rate, consider and make recommendations to the FSC and the administration as to the appropriateness of said increases.

The Committee will not request and the administration will not provide any data which directly or indirectly reveals personally identifiable information or for which there is a reasonable basis to believe it can be used to identify an individual, or any data that is otherwise restricted by law. Notwithstanding this, if personally identifiable information is revealed, such information will be kept confidential.
Prof. Ebrahim suggested that for the future, they should consider increasing the incentive for opting out of Fairfield's coverage. Prof. Mulvey said the committee would monitor the situation.

Motion passed overwhelmingly.

Motion [Mulvey/Miecznikowski]: The General Faculty approves the creation of the Trigger Committee as follows:

Trigger Committee

Background: Fairfield University is currently self-insured. On an annual basis, health care costs may change based on numerous factors including changing demographics, employee usage patterns, and changes in stop-loss insurance costs.

Membership: Two members of the Faculty Salary Committee (FSC) and two members of the faculty appointed by the FSC.

Purpose: In any year when health insurance premiums are proposed to increase by 6% or more, this committee is convened. The committee reviews all relevant data in order to determine if the increase is justified. The figure of 6% is significant to the faculty due to historical data and the calculation of offsets based upon it, but does not represent a specific contractual commitment on the part of the administration. The administration does not subscribe to or make any representation as to the significance of this percentage. The Trigger Committee will work collegially with the Health Care Committee.

Specific Duties:

1. To receive from the administration in a timely manner data, assumptions, trends, and other information that underlie the annual health care contribution rate calculations;
2. To understand through reasonable inquiry and discussion with the administration how the rates have been calculated;
3. To ensure that the rates have been developed accurately and are consistent with prior years;
4. To report their findings to the faculty through the Faculty Salary Committee before the rates take effect.

Prof. Ron Salafia asked why the FSC was proposing 2 committees rather than having the Health Care Committee serve as the Trigger Committee if necessary. Prof. Mulvey said that the FSC was not unanimous on that issue and that the administration also suggested a single committee. Her argument for two committees was that the drama that comes from invoking the Trigger Committee might be an incentive to keep proposed increases under 6%.

Motion passed overwhelmingly.

Chair Schmidt's suggestion of a vote of thanks to the FSC was met with a sustained standing ovation.

10. Adjournment

A motion to adjourn [Dennin/Sauer] passed without objection at 2:59 p.m.

Respectfully submitted,
Prof. Susan Rakowitz
Secretary of the General Faculty
Faculty Salary Committee
Presentation to the General Faculty
May 27, 2014

High Points
Memo of Understanding (MOU)
1. Salary increase 2%
2. Salary increase for adjunct faculty and FT overloads 2%
3. Stronger language on 95th percentile (Paragraph F)
4. Chair Stipend increased to $6,000
Benefits Plan Overview (BPO)
5. Seven changes to health insurance
6. “Registration” fee removed
OTHER:
7. Health Care Committee
8. Trigger Committee
9. Associate Professors and commitment to 95th percentile
At the end, three motions.

MOU: Paragraph F
The Administration remains committed to the benchmark: maintaining the average of the compensation of the Assistant, Associate and Professor ranks at the 95th percentile for Class IIA institutions in the national AAUP ratings. Implementing this commitment means that if the current average compensation in any rank is below the 95th percentile, then in addition to the increase described in section C, each faculty member in that rank will receive the amount of the difference between Fairfield’s average compensation for that rank and the corresponding 95th percentile figure. That difference, plus the standard merit percent of that difference, will be added to the next year’s minimum starting salary for that rank.

MOU: Paragraph F
This system will remain until replaced by a mutually agreed upon revised system, developed through collegial discussions between the Faculty Salary Committee and the Administration as part of the MOU process for the 2014-15 MOU. Both this commitment and its implementation are subject to financial limitations.

MOU: Paragraph F
As part of the collegial discussions leading up to this MOU, the Administration requested and the Faculty Salary Committee agreed to defer discussion on a revised benchmarking system for faculty compensation. As a result, the Administration and the Faculty Salary Committee reserve the right to continue their discussions on this system as part of the collegial discussions leading up to next year’s MOU. This system was to be in place for the 2013-14 MOU. While progress has been made, more time and further discussions are needed. As a result, the Administration and the Faculty Salary Committee will continue their discussions on this system as part of the collegial discussions leading up to next year’s MOU.

BPO: Eligibility for children under 26
CURRENT BPO: This plan provides for the continuation of benefits under the parent’s health insurance contract for unmarried dependent children who are between the ages of 19 and 25 years.
IN PACKET: This plan provides for the continuation of benefits under the parent’s health insurance contract for unmarried dependent children who are under the age of 26, between the ages of 19 and 25 years.
UPDATED LANGUAGE: This plan provides for the continuation of benefits under the parent’s health insurance contract for unmarried dependent children who are under the age of 26 and meet the statutory eligibility requirements under the Affordable Care Act, between the ages of 19 and 25 years.
**Why any changes to health insurance?**

The FSC's position is that there are four categories of changes to consider:

1. Changes to increase economic efficiencies
2. Changes to bring about reasonable behavioral changes
3. Changes to increase wellness
4. Changes to reduce higher than average plan participation

In addition, the FSC’s position is that no change can put Aetna between an individual and the individual’s health care provider.

**BPO #1: Medical Opt Out Program**

Faculty may choose to receive a financial incentive to “Opt Out” of the Fairfield University medical plans. The financial incentive for opting out will be based on the faculty member’s status as follows:

- Individual (employee only) - $1,000
- Individual (employee plus one dependent) - $2,000
- Family (employee plus 2 or more dependents) - $3,000

Faculty who wish to Opt Out of the medical plan must provide proof of other insurance coverage within sixty (60) days of open enrollment or of a qualifying event date.

The financial incentive for opting out will be credited to the employee’s paycheck as taxable income over the plan year.

**BPO #2: Mandatory Generics**

If you request a covered brand-name prescription drug where a generic prescription drug equivalent is available, you will be responsible for the cost difference between the brand-name prescription drug and the generic prescription drug equivalent, plus the applicable cost sharing [co-pay]. If a prescriber prescribes a covered brand-name prescription drug where a generic prescription drug equivalent is available and specifies “Dispense As Written” (DAW), you will pay applicable cost sharing [co-pay] for the brand-name prescription drug.

**BPO #3: Mandatory Specialty Pharmacy**

Specialty care drugs are covered at the network level of benefits only when dispensed through a network retail pharmacy or Aetna’s specialty pharmacy network. Refer to Aetna’s website, [www.aetna.com](http://www.aetna.com) to review the list of specialty care drugs required to be dispensed through a network retail pharmacy or Aetna’s specialty pharmacy network. The list may be updated from time to time. The initial prescription for specialty care drugs must be filled at a network retail pharmacy or at Aetna’s specialty pharmacy network. You are required to obtain specialty care drugs at Aetna’s specialty pharmacy network for all prescription drug refills after the first refill. (The administration will announce to all employees on 7/1/2014 that this new policy will take effect on 1/1/2015, and a 90 day transition plan will be in effect beginning 1/1/2015.)

**BPO #4: Tobacco Cessation Program**

In 2015, Fairfield University will offer a financial incentive for tobacco users to quit use of tobacco products. All benefit-enrolled employees who are tobacco users will pay an additional $50 every month toward their 2015 health plan premiums. During the 2015 Open Enrollment period, all employees and new hires must complete a “Tobacco User Affidavit”. On the affidavit, you will be asked to attest your tobacco-use status (i.e., tobacco user or non-tobacco user). If you attest to being tobacco-free for at least the prior six consecutive months at the time of attestation, you will not incur the surcharge. If you attest to using tobacco products or do not complete the affidavit by the end of the annual enrollment deadline (or during onboarding if you are a new hire), a $50/month surcharge will be added to your 2015 medical contributions. In order to eliminate the surcharge, you can enroll and complete the Aetna-Navigator online tobacco cessation program at any time during 2015. If you complete the Aetna program, you will be reimbursed for the premium differential you paid while enrolled in the program and will be exempt from the tobacco surcharge for the rest of the calendar year.
BPO #5: HSA and Wellness Initiatives

$500 per individual and $1,000 per two-person or more family will be
made into the HSA account on 1/15/2015.

In order to be eligible for the balance of the HSA contribution ($500
per individual and $1,000 per family) employees and their covered
spouses must complete the following wellness activities during the 12
month period of 6/1/14 through 5/31/15:

Completing the Aetna online Health Risk Assessment
Biometric Screenings (BMI, Blood Pressure, Cholesterol and Glucose)
OR Complete routine annual physical

For individuals who (with covered spouse) have completed the
wellness activities described above, $500 per individual and $1,000
per two-person or more family will be put into the HSA account on
7/15/2015.

BPO: #6 and #7: Increases

ER copay to $100
Hospitalization copay to $200
Urgent Care to $30

BPO: Parking!

Parking Registration:
On-campus parking is provided at no cost. There is
a vehicle registration fee of $100/year. Payment of
the vehicle registration fee with pre-tax dollars is
available through payroll deduction. All University
parking and traffic regulations must be followed at
all times.

Health Care Committee

Membership:
Two members of the Faculty Salary Committee (FSC) and
two members of the faculty appointed by the FSC and up to
three administrators appointed by the President.

Purpose:
The purpose of this committee is to address on an ongoing
basis the growth in the total cost of health care, which is of
concern to both the faculty and the administration. Using
all relevant and reasonably available data, including data on
projected as well as actual health care costs in the aggregate,
changing demographics, employee usage patterns and
changes in stop-loss insurance cost, and with the help of the
University’s consultant and other consultants as mutually
agreed to and needed, the Committee is charged to:

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regarding the health care excise tax and make any
recommendations deemed necessary and appropriate.
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increase at any rate, consider and make
recommendations to the FSC and the administration as
to the appropriateness of said increases.
Health Care Committee

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Cost-Share Table

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Trigger Committee

Purpose:
In any year when health insurance premiums are proposed to increase by 6% or more, this committee is convened. The committee reviews all relevant data in order to determine if the increase is justified. The figure of 6% is significant to the faculty due to historical data and the calculation of offsets based upon it, but does not represent a specific contractual commitment on the part of the administration. The administration does not subscribe to or make any representation as to the significance of this percentage. The Trigger Committee will work collegially with the Health Care Committee.

Specific Duties:
1. To receive from the administration in a timely manner data, assumptions, trends, and other information that underlie the annual health care contribution rate calculations;
2. To understand through reasonable inquiry and discussion with the administration how the rates have been calculated;
3. To ensure that the rates have been developed accurately and are consistent with prior years;
4. To report their findings to the faculty through the Faculty Salary Committee before the rates take effect.

Associate Professors and the 95th percentile

- The FSC sent to EVP Lawlor a memo/outline of how this was handled last year when contracts for Full Professors were held up because the administration questioned some of the AAUP data.
- It is our understanding that the same process will be followed this year.
- The FSC will keep track of this matter and update Associate Professors over the summer by email.
- Contracts should be issued before September 1.
MOTIONS

Motion 1. The General Faculty accept the 2014-15 Memo of Understanding/Benefits Plan Overview as distributed in the packet for today’s meeting provided the language on page 3 of the BPO is revised as agreed to by the FSC and the administration: delete “dependent” and add “and meet the statutory eligibility requirements under the Affordable Care Act.”

MOTIONS

Motion 2. The General Faculty approve the creation of the Health Care Committee with language shown in the 5/23 memo from the FSC Chair to the GF.

Motion 3. The General Faculty approve the creation of the Trigger Committee with language shown in the 5/23 memo from the FSC Chair to the GF.