



Merger Information Forum

May 20, 2026

Presented by:

President Matt Shaftel and President Toyin Tofade

Welcome & Agenda

- NYSED Vote/NYS Board of Regents Approval
- Updates
 - Compensation Committee meeting updates (President Shaftel)
 - EM Update/Philosophy (Katie Lesko)
 - Gen Ed Curriculum Update: Progress (Kirk/Michelle P.)
 - Canvas Update: Implementation and Breach (Erica/Darb)
 - June gathering (date TBD) for President Tofade (President Shaftel)
 - Next Employee Forum: Late July (date TBD) optional attendance
 - Joint Opening Day Retreat: Thurs. Aug 20 (Location TBD)
- Q&A

NYSED/NYS Board of Regents Approval

- The New York State Board of Regents approved* the merger of Russell Sage College and ACPHS on May 19, during the Board of Regents meeting.
- The merger has already been approved by the Middle States Commission on Higher Education (MSCHE)
- Following the completion of legal paperwork, which is expected to be finalized on June 1, Step 1 of the merger will be complete.

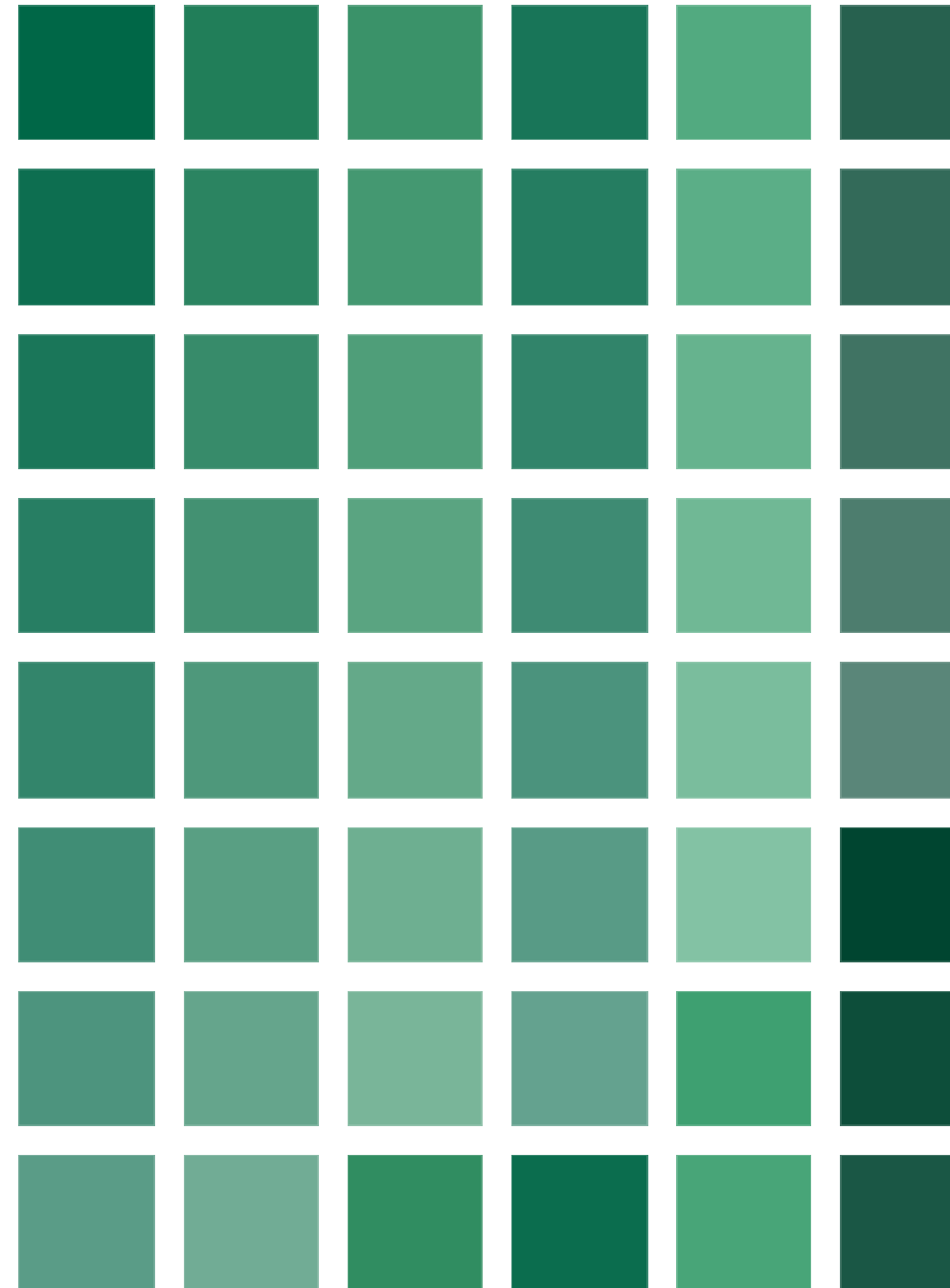
* All approvals are provisional, pending U.S. Department of Education approval, expected by summer 2027.



Compensation Study Update

*A Data-Driven Approach to
Equity, Transparency, and Growth*

May 2026



Why This Work Was Necessary



Decentralized & Inconsistent

Compensation decisions historically made without a common framework, leading to inequities across departments and disciplines at both RSC and ACPHS.



Merger Creates Urgency

Combining two institutions requires a single, defensible compensation structure that can serve all employees equitably by the July 2027 merger date.



No Market Alignment

Without systematic benchmarking, there was no reliable way to know whether salaries reflected what comparable institutions were paying for the same work.

A Rigorous, Data-Driven Methodology



Data source: CUPA-HR benchmarking data, with ACPE data included for supplemental context (ACPHS).

Faculty Career Tracks by Disciplinary Group

Salary bands benchmarked across 85 institutions. Disciplinary groups reflect market differences in compensation by field.

Group & Disciplines	Assistant Professor	Associate Professor	Professor	Lecturer
Omega Art + Design, Creative & Performing Arts, English & Modern Languages, Education/Teacher Prep, History, Health Communications, Interdisciplinary Studies	Benchmarked Band ▲ Progression within band	Benchmarked Band ▲ Progression within band	Benchmarked Band ▲ Progression within band	Benchmarked Band ▲ Progression within band
Gamma Nutrition, Biology, Chemistry, Criminal Justice, Sociology, Physics, Psychology, ABA Program, Nursing 1, Ed Leadership	Benchmarked Band ▲ Progression within band	Benchmarked Band ▲ Progression within band	Benchmarked Band ▲ Progression within band	Benchmarked Band ▲ Progression within band
Zeta Microbiology, Biotech/Virology/Cell Biology (NT), CLS, Cytotechnology, Nursing 2 (NP&DNP), Physical Therapy, Public Health, Occupational Therapy, Management	Benchmarked Band ▲ Progression within band	Benchmarked Band ▲ Progression within band	Benchmarked Band ▲ Progression within band	Benchmarked Band ▲ Progression within band
Chi Virology, Medical Microbiology (TT), Data Science, Computational Bio	Benchmarked Band ▲ Progression within band	Benchmarked Band ▲ Progression within band	Benchmarked Band ▲ Progression within band	Benchmarked Band ▲ Progression within band
Lambda PA and Pharmacy (Note: 9 month and 12 month bands may be adjusted)	Benchmarked Band ▲ Progression within band	Benchmarked Band ▲ Progression within band	Benchmarked Band ▲ Progression within band	Benchmarked Band ▲ Progression within band

Note: Salary band figures are available in the full data appendix. Groups reflect external market benchmarks and do not imply internal hierarchy across disciplines.

Three Staff Career Tracks, Five Levels Each

Positions must meet approximately 80% of criteria to be placed at a given level. Criteria reflect the nature of the work, not individual performance.

TRACK 1

Support & Operations (SO)

Clerical, administrative, facilities, lab, and trades. Procedural, task-focused work.

- SO-1 Operations Assistant
- SO-2 Operations Associate
- SO-3 Senior Operations
- SO-4 Lead Operations

TRACK 2

Professional (PR)

Individual contributors applying specialized knowledge. Requires independent judgment.

- PR-1 Professional I
- PR-2 Professional II
- PR-3 Senior Professional
- PR-4 Lead / Specialist
- PR-5 Principal / Expert

TRACK 3

Management & Leadership (ML)

Roles achieving results through directing others. 50%+ of time managing people and outcomes.

- ML-1 Supervisor
- ML-2 Manager
- ML-3 Senior Manager
- ML-4 Director
- ML-5 Senior Director / VP

How Employees Move: Supervisor Advocacy & Band Movement

Type	Description	Key Threshold	Salary Impact
In-Band Movement	Salary increase within current level. Title and band do not change. Only during raise-pool cycle.	Min. 12 months in role; meets expectations or higher on performance review; at least 2 qualifying conditions	Typically 2%-4% per cycle; above 4% requires VP + Provost approval
Reclassification	Movement to a higher pay band. Triggered by substantive change in the position itself.	25%+ of core responsibilities permanently changed; performing higher duties 30-60+ days; meets 80% of new level criteria	Typically 6-10% increase; must land within new band range
Promotion	Movement to higher level within track (e.g. PR-2 → PR-3). Annual cycle or competitive search.	Not promoted within prior 24 months; documented criteria met; HR equity review required	Typically 6-10%; lands at or above new band minimum

Guiding Principle: Band movement is based on changes to the *position*, not on tenure, loyalty, or personal need. Performance is rewarded through the annual merit process. The key question HR asks: *Has the work changed, or has the person just gotten better at the same work?*

PATH FORWARD

Leadership has committed to bringing every RSC employee to pay band by merger.

\$801,088

Total commitment to reach pay band
for all faculty and staff

*Typical raise pool: \$350K-\$500K/year
Two pools = achievable by merger*

NEXT STEPS



May 2025

Final committee meeting; collect prioritization recommendations for leadership



Summer 2025

Benefits RFP results received; unified benefit plan designed for Jan 2027



September 2025

Band criteria communicated to all staff via supervisor conversations



Oct 2025

Open enrollment for unified benefit plan; raise pool decisions finalized



July 2027

Full merger complete; all employees at pay band in unified RSU structure

Enrollment Management and Opportunities

Enrollment Transition Priorities (2026–2027)

- Transition of leadership starting June 16.
- Maintain separate admissions, Slate, and FAFSA processes for regulatory compliance, while planning for merged systems and identity.
- Create a unified enrollment marketing and recruitment experience.
- Train staff to represent the full future academic portfolio.
- Launch coordinated travel, events, and recruitment planning.
- Build awareness among influencers – school counselors and workforce development partners.

Unified General Education Curriculum Work

- **October to March** - Collaboration task force researches all elements of both existing programs to establish a workable *Initial Framework* for RSU.
- **April to May** - Faculty stakeholders at both institutions discuss and refine *Initial Framework*.

Next Steps: - Collaborative codesign team established before June

- Codesign work begins in Fall '26

- Results to faculties by November '26 for

discussion

- Goal of submission to Curriculum Committees in

early '27



Canvas Update

- Canvas security incident
 - Incident Notification & Response
 - We have attended several Zoom webinars where the CEO of the Instructure platform has assured us that no data has been leaked and we will not be leaked. He also said they have patched the holes and updated their security measures.
- Moving ahead with Canvas implementation for Russell Sage for fall 2026.

Thank You

Q&A